

Oregon Youth Authority

2011-2013 Biennial Report



1 TABLE OF CONTENTS

TOPIC.....	SECTION
Message from the director	2
Agency overview	3
Mission, vision, values, and goals	4
Core processes	5
Process and outcome measures	6
Organization.....	7
Budget.....	8
Accomplishments: Director's Office.....	9
Accomplishments: Business Services.....	10
Accomplishments: Community Services.....	11
Accomplishments: Facility Services	12
Accomplishments: Health Services.....	13
Accomplishments: Information Services	14
Accomplishments: Treatment Services	15
Key Findings from Employee Survey.....	16

2 MESSAGE FROM THE DIRECTOR

Each of us, in some way, has contributed to our agency's accomplishments. This report shows that, by working together, there is little we cannot do. The more we are connected, the more effective we become.

This report lists some of our 2011-13 biennial accomplishments. Many of these accomplishments are designed to help implement an innovative new process, known as the Youth Reformation System (YRS). YRS is an approach to treating youth that uses predictive analytics to inform decision making. Oregon stands as a national leader in this area.

While YRS helps determine which services and programming to offer each youth, it also is important that we provide those services in an effective and supportive manner. To do this, OYA is introducing a culture of Positive Human Development (PHD) throughout the agency. This culture will better support staff and youth safety, enhance staff and youth skill development, and improve the ways in which staff work with youth.

Sincerely,



Fariborz Pakseresht
Director



3 AGENCY OVERVIEW

The Oregon Youth Authority (OYA) is a key player in the state's juvenile justice system. Its statutory purpose is to protect the public, hold youth offenders accountable for their actions, and provide youth offenders with opportunities for reformation in safe environments. OYA works closely with county juvenile departments, the judicial system, district attorneys, law enforcement agencies, local public safety coordinating councils, advocacy groups, and the Oregon Department of Corrections (DOC) to accomplish these goals.

OYA provides a balanced continuum of services through a statewide network of close-custody and transition facilities, and contracted community providers. OYA manages out-of-home placement of youth in foster homes and residential treatment programs; provides parole and probation services; provides funding to counties for juvenile crime prevention, diversion, and transition programs; and operates the state juvenile corrections institutions.



OYA's facilities and services are designed to address the diverse treatment and reformation needs for males and females, youth ranging in age from 12 through 24, differing ethnic groups, youth whose crimes range from behavioral offenses and property crimes to person-to-person crimes such as murder, and mentally ill and developmentally disabled offenders. OYA's jurisdiction includes youth adjudicated as juveniles and young offenders convicted as adults who committed their crimes before age 18.

There are no mandatory sentence lengths for juveniles adjudicated in juvenile court. Youth committed to OYA through adult court are in the legal custody of the Oregon Department of Corrections, but the physical custody of OYA. OYA may keep youth until their 25th birthday, but may transfer offenders committed through adult court back to DOC earlier if they are dangerous or if they can be better served in an adult facility. Ballot Measure 11 (1994) set mandatory sentences through adult courts for juveniles ages 15-17 who are convicted of certain offenses.

During 2011-13, OYA was funded to provide 753 close-custody beds. Just over half of the youth in close custody are adjudicated in juvenile court, and the remainder are convicted in adult court on waived or Measure 11 offenses.

4 MISSION, VISION, VALUES, AND GOALS

Mission

The Oregon Youth Authority's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Vision

The agency's vision is that youth who leave OYA go on to lead productive, crime-free lives.

Values

OYA's core values provide the foundation for the decisions, actions, and practices that make up the agency's daily work. These values are:

- **Integrity:** As stewards of the public trust, we display ethical and honest behavior in all that we do.
- **Professionalism:** We practice unwavering adherence to professional standards and perform our work competently and responsibly.
- **Accountability:** We conduct our jobs in an open and inclusive manner, and take responsibility for the outcomes of our performance.
- **Respect:** We treat others with fairness, dignity, and compassion, and are responsive to their needs.

Goals

- Create and maintain a highly effective and efficient organization.
- Operate an integrated system that balances safety, security, and treatment.
- Ensure a culturally diverse and competent workforce.
- Model collaborative, communicative, and transparent leadership.
- Fully engage youth in their treatment and education.



5 CORE PROCESSES

All areas within OYA share responsibility for ensuring the agency's core processes function smoothly.

OYA's core operational processes are:

- Managing youth reformation services
- Managing youth and staff safety
- Managing the youth commitment process
- Managing youth intake and assessment
- Managing youth health care
- Providing basic youth services

OYA's core supporting processes are:

- Communicating with internal and external stakeholders
- Conducting strategic and operations planning
- Evaluating and improving performance
- Managing organizational finances
- Developing human resources
- Securing and managing goods, services, and facilities
- Leveraging data, research, and technology

6 PROCESS AND OUTCOME MEASURES

OYA tracks 15 legislatively mandated performance measures to monitor the success of its programs. These measures are organized around the core components of OYA's mission – public safety, accountability, reformation, and youth safety. A fifth category measures customer service.

Public safety

- Probation recidivism
- Parole recidivism
- Escapes from close-custody facilities
- Runaways from community settings

Accountability

- Restitution paid

Reformation

- Intake assessments
- Case planning
- Education services
- Transition planning
- School and work engagement

Youth safety

- Suicidal behavior
- Staff-to-youth injuries
- Youth-to-youth injuries

Customer service

- Youth satisfaction
- Family satisfaction



7 ORGANIZATION

The **Director's Office** provides leadership for agency operations. Functions within the Director's Office include Communications, Government Relations, Internal Audits, Minority Services, Performance Measurement, Policies and Procedures, Professional Standards, and Research and Evaluation.

Business Services supports agency operations through the offices of Accounting, Budget and Contracts, Federal and Other Benefits, Human Resources, Physical Plant Operations, and Training.

Community Services supervises youth on probation and parole in communities, provides case management services for all youth in OYA care and custody, oversees residential and foster care providers, manages state funding to counties, and manages Oregon's Interstate Compact for Juveniles. Community Services operates 26 probation and parole offices located throughout the state.

Facility Services operates safe and secure custody environments, conducts youth offender risk and needs assessments, and provides offense-specific, evidence-based treatment services, classroom and vocational education programs, work experience opportunities, and a pro-social skills training continuum of close-custody and re-entry facilities. It also oversees Education Services and Nutrition Services. Facility Services operates 11 close-custody facilities throughout the state.

Health Services provides nursing, medical, dental, pharmacy, and psychiatric services for all youth in close custody.

Information Services oversees the integrity of the agency's information systems and the Juvenile Justice Information System (JJIS), technical services, and report production.

Treatment Services oversees the cognitive and therapeutic treatments for all youth in close custody. This includes behavioral health and correctional treatment services and psychological services.

8 BUDGET

The Oregon Youth Authority's 2011-2013 legislatively adopted budget was \$275 million, of which \$265 million was General Fund. Funds were distributed by category as follows:

50%	Facility Services
36%	Community Services
8%	Program Support
3%	Agency-wide Expenditures
2%	Debt Service
1%	Capital Expenditures

Approximately 87 percent of Oregon Youth Authority's budget is spent locally in facilities and community programs.

9 ACCOMPLISHMENTS: DIRECTOR'S OFFICE

The Director's Office focuses on strengthening the agency's infrastructure to improve OYA's ability to achieve its overall mission. Key accomplishments during 2011-13 include:

Communications

- Developed the initial OPMS chart for the agency and the first strategic plan chart.
- Designed a new logo for the agency and created a visual identity system for all printed materials.
- Developed a series of issue briefs on key topics.
- Created a "Reporters' Tools" page on the public-facing website.
- Participated in development and design of OYANet (the agency's first intranet) and populated key pages.
- Developed a "family" packet of materials for JPPOs to present to families at the time a youth is placed in OYA's custody.
- Developed posters for the toll-free hotline for placement in all facilities.
- Developed a youth safety guide that's given to all youth in OYA care and custody.
- Developed posters promoting good hygiene to minimize the spread of flu and other infectious diseases.
- Developed and led the communications plan and activities to close living units and lay off staff in response to budget reductions.

Government Relations

- Appointed a public policy advisor and government relations manager to review all bills, assign a priority, and determine a bill manager.
- Introduced legislative concepts for potential OYA interest.
- Prepared Youth Reformation System business plans for the Joint Committee on Ways and Means for the February 2014 Legislative Session.
- Provided testimony for HB 5008-A (2013), which included an across-the-board 2 percent General Fund budget reduction. Led the plan to manage this reduction, which included recommendations and rationale for facility disposition, if appropriate. The plan also recommended future uses of the buildings that OYA would no longer need and evaluated facilities in terms of capacity, operating and maintenance costs, and deferred maintenance needs.
- Wrote guidelines for OYA staff when responding to work-related subpoenas.

Internal Audits

- Appointed an internal auditor to help ensure the agency's policies and procedures are conducted in a manner that meets all federal and state statutes and rules, and minimizes risk.

- The Oregon Youth Authority internal audit function's most recent quality assurance review was completed in December 2011. The function received a result of "Generally Conforms." This is the top rating and means that OYA's Internal Audit activity has a charter, policies, and processes that are judged to be in conformance with the IIA's International Standards for the Professional Practice of Internal Auditing.
- OYA completed 100 percent of its mandatory audits in both FY 2012 and FY 2013.

Minority Services

- Continued to build relationships with governmental and non-governmental agencies such as Immigration and Customs Enforcement, Social Security, the Mexican Consulate, the Urban League of Portland, and the Corvallis NAACP.
- Continued to provide leadership in addressing the disproportionate contact of ethnic minority youth with OYA.
- Co-sponsored the statewide Governor's Summit on Disproportionate Minority Contact within the child welfare and juvenile justice systems.
- Partnered with the Hispanic/Latino advisory committee and Interface Network/YWCA to develop the youth Job Skills and Career Exploration Training program at Hillcrest YCF.
- Strengthened relationships with Oregon's tribes through more frequent meetings and discussion of shared issues, including facilitating Public Safety Cluster meetings.
- Maintained Memoranda of Understanding with seven of the nine federally recognized tribes of Oregon.

Performance Measurement

- Working with Information Services, produced 60 local scorecards for 10 facilities over six quarters in support of local Quarterly Target Reviews for OPMS. Also produced 50 local scorecards for 10 field offices over five quarters in support of local Quarterly Target Reviews for OPMS.
- Employee survey results for 2012 showed that the two questions with the greatest gains from 2011 were in the realm of OPMS activities: (a) "Managers review and evaluate the agency's progress toward meeting its goals and objectives" (+13 percentage points in 2012) and (b) "I feel encouraged to come up with new and better ways of doing things" (+10.7 percentage points in 2012).
- Initiated a user group to support agencies statewide by sharing lessons learned and best practices. Because OYA was one of the first agencies to adopt this outcome-based management system, it has been the model studied and adopted by many other agencies.



Policies and Procedures

2011:

Policies revised or reviewed with no changes: 102

New policies enacted: 4

Policies repealed: 10

2012:

Policies reviewed: 73

Policies revised: 32

New policies enacted: 1

Repealed policies: 1

2013:

Policies reviewed: 108

Policies revised: 39

New policies enacted: 3

Policies repealed: 3

Professional Standards

- Enhanced the PSO review and investigative function while expanding the system of surveying youth in facilities and out-of-home placements to ensure youth safety and standards of care are met.
- Established a web page for PSO information links to an electronic complaint form to make the process more efficient and available 24/7. Also established a 24-hour toll-free hotline to ensure accessibility and a confidential place for complaints.
- Developed a statewide gang management plan to help suppress gang activity, support reformation and treatment efforts, and emphasize youth and staff safety.
- Added ethics and professional standards to the New Employee Orientation curriculum attended by all OYA staff.
- Established a full-time security threat coordinator to manage high-alert youth for the agency and keep a direct line of communication open with DOC. Established the Security Threat Management (STM) Program to track data on high-alert behaviors. Data are collected on STM youth as they leave close custody and transition into the community.
- Expanded responsibility within PSO to include PREA requirements including investigative workload. OYA is 100 percent compliant with 45 PREA standards. Founded the Oregon PREA Resource Group, which works together for zero tolerance and meets quarterly.

Research and Evaluation

- Updated job descriptions, made a comprehensive revamp of the agency's employee training programs and manuals, and revised and implemented policies and procedures to incorporate YRS and PYD practices, as well as the tools associated with those initiatives.

- Created a more accurate estimate of today's close-custody capacity needs based on what has been learned from the long-term bed need forecast, and refined and validated the accuracy of the long-term bed need forecast.
- Estimated the number of residential and close-custody beds needed for both short- and long-term needs to maximize recidivism reductions.
- Researched the risk levels of youth coming to OYA, which can be used to indicate the need to conduct an OYA-RNA to have access to the youth's typology and the placements that may be likely to serve the youth most effectively.
- Provided counties access to Tier 1 and Tier 2 decision-making tools without the generation of an RNA and provided additional information with regard to county-level supervision.
- Assessed youth on additional measures and determined the validity of OYA's established typologies as well as appropriate indications for further assessments.
- Established Dynamic ORRA and ORRA-V risk equations that allow staff to observe a youth's current risk (taking into account treatment program completion and Youth Incident Reports), instead of only being able to observe their risk at intake.
- Identified specific settings and programs that are effective and culturally responsive, and identified whether the inclusion of race/ethnicity in the ORRA/ORRA-V equations changes the predictive accuracy of the tools.
- Identified which of three settings is most likely to reduce a youth's recidivism risk – close custody, residential, or community settings. Also identified the impact on youth success of being served in both close-custody and residential settings compared to just one setting. Determined how well OYA historically has matched the right youth with the right program.
- Developed a tool to be used at every 90-day MDT meeting to capture and quantify a youth's readiness to transition.
- Identified outcomes to track related to Positive Youth Development and began tracking them for use in predicting successful outcomes.
- Identified communities or geographic areas, dubbed the "million dollar block," where funding costs are elevated due to various social factors including criminality, unemployment, mental health, and drug and alcohol problems.

10 ACCOMPLISHMENTS: BUSINESS SERVICES

During the 2011-13 biennium, Business Services focused on developing and enhancing the agency's infrastructure to effectively deliver services. Highlights include:

- Achieved the Gold Star award in 2011 and 2012.
- Conducted monthly fiscal status and expenditure meetings with each of the 10 close-custody facilities throughout the state, and held eight fiscal status report meetings with each budget manager for the other agency service areas.
- Implemented a new SPOTS purchasing process for hotels, saving OYA \$30,000 in lodging and meal expenses. This served as the pilot project for statewide implementation.
- Developed a process to bill work programs and received a high percentage of receivables.
- Participated in the OPRIN 2.0 statewide procurement project. Submitted the Cost Allocation Plan to the federal government, which was approved in 2013.
- Completed the 1099 filings for youth who earned income. Assisted youth with completing tax forms and filing taxes.
- Developed a new way to display the fiscal status that puts General Fund moneys in the foreground, making it easier for all budget managers to readily see expected shortfalls and spending trends.
- Conducted two Tier 1 JJIS Contracts Administrator Trainings and nine New Employee Orientations and Basic Trainings (NEO/BT).
- Changed a section manager, hired two new fiscal analysts, and moved the purchasing agent position into Budget and Contracts. Streamlined the fiscal status process and trained a new Fiscal Analyst 2 to work the Personal Services Projection System.
- Developed a quarterly customer service satisfaction survey for all contract recipients. Also completed 534 contracts (this includes new and extensions). Completed a contracting process from RFP to award for 54 additional BRS beds. Conducted two contractor expectation trainings for reintegration and OMS providers and staff.
- Provided 38,033 hours of training. Set up new employee online policy training in iLearn. Developed and implemented the Facility Training Program (FTP) as well as two annual in-service training sessions for facilities.
- Moved the Training Academy to its new location at DPSST. Implemented a multi-agency effective managers training for public safety agencies.
- Conducted a job tasks analysis for GLCs, which assisted in validating the physical abilities testing (PAT). Migrated several annual mandated trainings from classroom to online in iLearn (mandatory child abuse reporting, PREA, fire safety, bloodborne pathogens safety procedures, suicide prevention, MSDS/Lock-out Tag out).
- Implemented FTP, which shortened NEO/BT to three weeks and resulted in reducing the number of NEO/BT sessions from seven to four a year.
- Managed a successful employee layoff and recall process whereby a majority of laid-off staff were re-hired through staff attrition.

- Established an agency-wide Employee Vaccination Program and Vaccination Records Management System.
- Completed OYA collective bargaining for the 2013-2015 biennium to support OYA key initiatives for the Youth Reformation System. Developed a Temporary Interruption of Employment plan for the agency's Business Continuity Plan (BCP).
- Realigned staffing within the Human Resources Office to provide more strategic support for the Youth Reformation System and other key initiatives. Established a Recruitment Program Coordinator to enable OYA to build a formal recruitment program aligned with OYA's Youth Reformation System and Positive Youth Development, engage in deeper affirmative action and diversity outreach, and take a more strategic approach to organizational planning and development.
- Reduced claims for the 2011-13 biennium (237 claims) from the 2009-11 biennium (300 claims). Reduced time loss days for the 2011-13 biennium (2,597 days) from the 2009-11 biennium (3,081 days). Reduced time loss claims for the 2011-13 biennium from the 2009-11 biennium (92 time loss claims).

11 ACCOMPLISHMENTS: COMMUNITY SERVICES

During the 2011-13 biennium, Community Services focused on increasing efficient and effective delivery of services to youth and improving communications with communities, contracted service providers, and all OYA stakeholders. Highlights include:

- Expanded agency residential capacity, with a focus on community capacity to prevent youth from YCF commitment and diversion from parole revocation.
- Completed the Second Chance Act Re-entry Grant, focusing on developing community capacity to enhance successful transition from close-custody to community settings. Implemented Oregon's portion of the national database for the Interstate Compact for Juveniles (ICJ).
- Implemented the OYA Performance Management System, leading to more timely risk/needs assessments, case planning, and school/vocational engagement of youth in OYA care and custody.
- Assigned OYA juvenile parole/probation officers to case manage young DOC inmates in OYA institutions, thus ensuring consistent and equitable care for all youth in OYA's care and custody.
- Received statutory clarification of authority of OYA parole/probation staff to take parolees into custody on OYA warrants.
- Integrated YRS tools into case planning decision-making and piloting by OYA and partner agencies.



12 ACCOMPLISHMENTS: FACILITY SERVICES

During the 2011-13 biennium, Facility Services focused on making improvements in the Education Services and Nutrition Services programs, and making physical improvements at all facilities. Highlights include:

Education Services

- OYA launched the Education Portal, a program that offers free online college courses for widely accepted college credit. Using Education Portal, youth can earn credit for the first two years of college and significantly reduce the time and cost of earning a degree. Oregon was the first state in the nation to offer this array of college courses for youth.

Nutrition Services

- Implemented the Healthy Youth Initiative from December 2011 through March 2013. Converted the OYA winter menu cycle to new USDA meal patterns for lunch. Received ODE menu certification.
- Implemented the USDA School Lunch meal pattern in July 2012. This required an additional serving of fruit, conversion to 51 percent whole grains, elimination of trans-fats, and a focus on the various color groups of vegetables. Calories are limited to a maximum average of 850, which dropped again in 2013 to a maximum of 600. The protein requirement was eliminated, except as calories may allow.

Camp Florence YTF

- Renovation Phase I began, with asphalt parking lot project completed.

Camp Tillamook YTF

- Youth work crews built more than 200 new planting bed tree pot holders, involving the clearing of land to expand the planting beds. The area was enlarged from 50 feet by 100 feet to 168 feet by 171 feet. Youth installed 1,800 linear feet of two-inch PVC water line pipes with 38 risers for sprinklers, and a new irrigation system for tree watering.
- Youth built and painted a new vocational shop.
- Youth cut trees and cleared land for a new 72'x30' greenhouse, a joint community project with the Northwest Oregon Restoration Project to protect the watershed.
- Youth built a new 24'x24' pole building for work storage.

Eastern Oregon YCF

- Set up master electrical permits to streamline electrical projects.

Hillcrest YCF

- Completed sewer improvements and enlarged the parking lot.
- Replaced gymnasium windows.
- Began construction on Norblad Building roof and HVAC replacement.

MacLaren YCF

- Repaired roof structural damage on front living units.
- Made improvements to Geer infrastructure heating and plumbing, and glazed and completed window replacements.

North Coast YCF

- Installed new greenhouse as part of new Vocational and Educational Services for Older Youth (VESOY) expansion.

Oak Creek YCF

- Installed a VESOY wind turbine.

Riverbend YTF

- Remodeled the medical clinic.

Rogue Valley YCF

- Installed restroom partitions.
- Completed replacement of HVAC.

Tillamook YCF

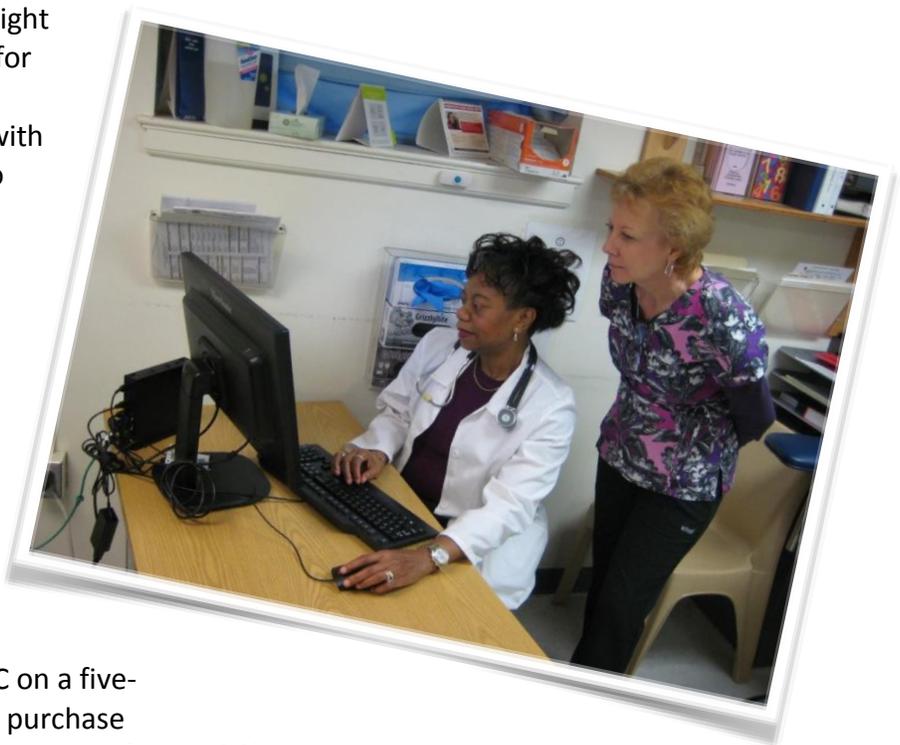
- Completed certificates on JJSS 2026 form and all safety training vignettes.

- Renovated recreation building for enclosed year-round activities.
- Completed the woodshop building.

13 ACCOMPLISHMENTS: HEALTH SERVICES

During the 2011-13 biennium, Health Services focused on developing and enhancing the agency's infrastructure to effectively deliver services. Highlights include:

- Provided comprehensive medical, nursing, and dental health care to all youth in OYA facilities. Most of the youth had not received medical or dental care for many years prior to entering OYA. Also provided psychiatric treatment to youth for a variety of major chronic and acute psychiatric disorders.
- Services included providing eyeglasses for youth identified with vision deficits; treating dental caries and other dental conditions; examining for and treating STDs; examining for and treating acute and chronic medical conditions; conducting routine physical exams; providing obstetrical and gynecological care; and providing preventive health care.
- Increased the number of dental work hours at the intake facilities to provide more in-house dental care for youth, decreasing the need to transport youth from facilities to community dentists.
- Developed the Healthy Habits committee to promote healthy lifestyle choices among youth. Committee members consisted of staff from different disciplines. Focus was placed on decreasing childhood obesity in the youth population by making healthy eating options and exercise equipment available, promoting exercise, advising on maintaining healthy body weight and a positive attitude, and providing education on living a healthy lifestyle.
- Monitored youths' weight and Body Mass Index for youth identified as overweight or obese with instructions on how to achieve goal weights.
- Through the Infection Control Committee, monitored for infectious disease outbreaks in OYA facilities. Updated policy and procedure to decrease the risk of infectious disease spread.
- Collaborated with DOC on a five-month pilot project to purchase pharmaceuticals for OYA youth from DOC's pharmacy to



determine if cost savings were possible and if the process would be effective for both DOC and OYA.

- Trained medical staff on PREA and how to detect sexual assault and abuse. Updated or established relevant policies and procedures to clarify medical staff intervention in the event of a sexual assault or abuse.
- Explored a number of vendor options for Electronic Health Records (EHR) to obtain a system that would manage youth health records while helping lower health care costs and providing continuity of health care when youth return to the community.
- Developed a workgroup to look at the process of medication administration in OYA facilities and implemented the workgroup recommendations to improve accuracy and decrease errors.
- Provided a preceptor program for medical assistant students from the Institute of Technology.

14 ACCOMPLISHMENTS: INFORMATION SERVICES

During the 2011-13 biennium, Information Services focused on developing and enhancing the agency's infrastructure to effectively deliver services. Highlights include:

- Enabled agency to make more effective use of data and improve youth outcomes, with the assistance of external partnerships with academic researchers and other experts.
- Developed OYA's Performance Management System (processes, process and outcome measurements, scorecards, process improvement, quarterly target reviews, and formal seven-step problem solving).
- Developed components of OYA's Youth Reformation System including methodologies for forecasting demand for close-custody beds, predicting risk of recidivism, and identifying service need profiles (typologies) for making effective placement and treatment decisions.
- Created capacity to support a comprehensive program evaluation strategy identifying factors associated with vulnerable youth entering OYA in compliance with the Prison Rape Elimination Act (PREA).
- Awarded a Federal Communication Commission grant through the Oregon Health Network to upgrade network performance. The grant paid for installation costs and will subsidize ongoing monthly expenses. Expected to result in savings of \$954,901 between May 2012 and May 2014.
- Deployed secure wifi devices to all OYA sites and set up secure guest access capability. Consolidated more than 17 physical to virtual servers and increased Local Area Network performance by a factor of 10, increasing connection speed from 100 megabytes to 1 gigabyte.
- Strengthened security to Digital Video Recorders by implementing group policies based on user network accounts. Implemented appliance-based internet filtering devices to replace outdated and failing computer-based internet filtering software. Implemented secure portal for staff to access OYA resources internally.
- Launched document and email archiving and E-Discovery capabilities. Implemented pilot archiving and E-discovery software and hardware. Began journaling all emails.
- Drafted implementation plan to migrate entire agency from Personal Folders to Archive Folders.
- Launched mobile application proof of concept and pilot to transform Oregon's Juvenile Justice Information System (JJIS) to a platform/device-independent web application. Converted more than 300 Juvenile Justice Partner System (JJPS) users in 18 agencies from a failing server-based application to a limited JJIS application through a more stable Terminal Server.
- Implemented mobile device management and application management with smartphone and tablet security.
- Implemented a Service Desk management system based on the Information Technology Infrastructure Library (ITIL) methodology that integrates Service Desk requests and assets. Began implementing ITIL best practices for more efficient trouble-shooting.

- Expanded and enhanced JJIS and JJIS reporting capabilities. Established five-year strategic vision and goals based on emerging business drivers with the JJIS Steering Committee.
- Implemented Provider Access with OYA's contracted residential care providers to automate the referral process and enhance communications.
- Implemented new features and enhancements to incorporate new research tools into the software; support vocational and treatment attendance tracking; and strengthen automation of work flow, youth incident reporting, and victim notification. Automated reports to support statewide and county-specific analysis of Disproportionate Minority Contact (Relative Rate Index).
- Automated reports needed to support federal compliance monitoring related to requirements of the Juvenile Justice Delinquency Prevention Act such as sight and sound separation and deinstitutionalization of status youth.
- Created the capacity in JJIS to track and evaluate the implementation and effectiveness of EPICS (Evidence Based Practices in Community Supervision), a statewide community supervision initiative adopted by 35 county juvenile departments and under consideration by OYA.
- Enhanced the VINE process to be more accurate and require less manual work. Began migrating agency interfaces off the mainframe system.
- Implemented 15 strategic IT initiatives. Developed an IT Project Portfolio in alignment with the 15 strategic initiatives.

15 ACCOMPLISHMENTS: TREATMENT SERVICES

During the 2011-13 biennium, Treatment Services focused on increasing the use of data and performance measures to guide practices and evaluate programs and services for efficiency and effectiveness. Highlights include:

- Whitney Vail, Psy.D., was brought on to direct mental health services for youth including ensuring the agency uses treatment practices determined by evidence to be the most effective in reducing recidivism.
- Restructured psychology services to improve program delivery. Implemented new contracts with community providers, upgraded and standardized psychological testing materials for intake facilities, and improved timelines of intake reviews.
- Implemented a new curriculum for sex offenders that is the first of its kind in the nation.
- Developed a comprehensive approved curricula and intervention matrix booklet and trained staff on delivery methods.
- Completed a certified alcohol and drug counselor training course. Trained 20 OYA staff to become formally certified by the Addiction Counselor Certification Board of Oregon. Enhanced the agency's ability to serve the 65 percent of youth who enter OYA with drug and alcohol issues.
- Enabled staff members to use the statewide integrated electronic JJIS system to track mental health services provided to youth. Automated the process for determining which services have been provided to specific youth.
- Automated portions of the CPC reports in JJIS and incorporated new CPC data entry protocols to make the process for tracking treatment services provided to youth more efficient and user friendly.

16 KEY FINDINGS: 2011 AND 2012 EMPLOYEE SURVEYS

The Oregon Youth Authority conducts annual employee surveys to learn about employees' perceptions of their work environment and to gauge employees' overall level of satisfaction with their jobs and the agency. The survey is a valuable opportunity for staff to communicate openly, honestly, and anonymously with agency leadership.

2011 results

During 2011, the agency was in the midst of a layoff at the same time employees were taking the annual survey. The majority of employees (23 percent) had been at OYA for 11 to 14 years.

- Fully 70 percent of respondents reported being satisfied with their jobs overall.
- Almost 87 percent of respondents agreed that "the work I do is important."
- Responses from Central Office staff typically were more positive than those from field offices, which were more positive than those from facility staff. Staff working in small transition camps were more positive than staff in small youth correctional facilities. Both of these groups tended to be more positive than staff working in larger close-custody facilities.

2012 results

- Response patterns between the 2011 and 2012 surveys were generally similar. Almost 62 percent were satisfied with OYA, more than 70 percent were satisfied with their jobs, 53 percent were satisfied with OYA leadership, and more than half were satisfied with information passed down from management.
- Nine out of 10 OYA employees agreed with the statement that "the work I do is important."
- Employees were positive about their immediate supervisors and their work units. In particular, more than 80 percent of respondents agreed that their supervisors listen to them, treat them with respect, and support their need to balance work and other life issues.
- Most employees believe the agency is successful in accomplishing its mission. More than 80 percent said OYA provides reformation opportunities for youth in its custody, and three quarters thought OYA provides safe environments for the youth in its custody.
- Perceptions about OYA leadership improved substantially from 2011 to 2012, but it is clear that this remains an opportunity area in the agency. About 60 percent of respondents stated managers work well with employees of different backgrounds, communicate the goals and priorities of the agency, and review the agency's progress toward meetings its goals and objectives.
- Employees said they feel physically safe in their work units (79 percent) and receive the training they need to keep themselves safe at work (73 percent).
- Fully 81 percent reported that co-workers respect the individual cultural identity of others (for example, employees, volunteers, youth, and youths' families), up from the

prior year. Almost 75 percent said OYA is committed to building on the strengths of youth in its custody.

- The largest gain in 2012 from 2011 was that supervisors give the support needed by employees to do jobs well. In 2011, 60 percent of respondents agreed. By 2012, the number rose to 72 percent, one of the largest year-to-year positive gains in the survey.