Consolidation Update
The latest news on Hillcrest and MacLaren facilities

January 2017

Hot Topics this Month

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What Would You Like to Know?
Do you have ideas for content you would like to read in this newsletter? Questions you would like to see answered? Consolidation-related projects you want to learn more about?

Email your ideas to Nichole Kisor (nichole.kisor@oya.state.or.us) and we will work to incorporate them into future newsletters.

Mark Your Calendars: Tentative 2017 Events

May and June will be very busy months at MacLaren and Hillcrest as we make our final unit moves and host events to celebrate both campuses. Here is the current list of events for those two months. Please note that these dates are tentative and subject to change.

We ask that you please do not schedule any additional major events or public tours on either campus during these months unless absolutely necessary. Thanks for your help!

May
1-6: Correctional Employees Week
12: Courtyard units construction complete
18: Goodbye activities at Hillcrest (staff only)
20: Volunteer orientation at MacLaren
24: Gamma (Hillcrest) moves to Haystack, and Sigma (Hillcrest) moves to Granite

June
2: Courtyard units open house for general public and stakeholders (tentative)
4: Courtyard units open house for youth families (tentative)
6: SITP relocates to Pacific
14: Alpha (Hillcrest) moves to Maple, Delta (Hillcrest) moves to Noble, and Epsilon (Hillcrest) moves to Summit
15: Public celebration of Hillcrest (tentative)
19: Omega (Hillcrest) moves to Jasper, and Zeta (Hillcrest) moves to Oak
30: Graduation at MacLaren

*Note: For a map of the MacLaren unit locations, see page 7 or go to OYANet.

Administrative Transition

This month, we are scheduling joint management meetings that include managers from both campuses. Managers also will begin to schedule combined team meetings.

• Tom Johnson, Administrative Services Program Director, already is supervising his areas at MacLaren, including the support team, dispatch/PBX, educational and vocational functions, Food Service, and the Warehouse. He also is a liaison for the Medical Clinic and maintenance team.
• Don Cozad, Operations Director, already is at MacLaren and supervising his area.
• Abe Rios, Courtyard Program Director, is spending Mondays at Hillcrest and working with his teams to plan operations for the Courtyard area of MacLaren.
• We will have more information soon about the other areas of campus.
Staffing Update

New Unit Leadership Structure
In November, Facility Services announced a new living unit leadership structure for the entire agency. Starting in the first part of 2017, the unit leadership will be as follows:

- **Treatment Managers will be called Living Unit Managers.** They no longer will be case workers. Instead, they will focus on leading, supporting, and developing their staff and programs.
- **Youth Corrections Unit Coordinators will be called Case Coordinators.** They will focus on youth case management, as well as organizing, tracking, and documenting services.
- **Qualified Mental Health Professionals will coordinate treatment.** They will ensure that the right services are being provided to each youth.

The new leadership teams will work together to develop a Positive Human Development culture and treatment environment on each unit. Facility Services leaders began training the unit leadership teams in November.

QMHPs Update
Draft schedules and position expectations have been developed for the QMHPs. Treatment Services currently is seeking the feedback of QMHPs to make sure that no critical information was missed when developing these plans.

As we developed the schedules for the QMHPs, campus leaders tried hard to make only minimal modifications so that a re-bid was not required. Unfortunately, they were not able to make the schedule work without larger modifications. In order to properly staff the consolidated campus, more than 50 percent of the schedules had to be modified, which triggered a re-bid. The re-bid happened Jan. 25. We realize that we previously guaranteed the QMHPs would stay with their current units without a re-bid, and we are sorry that this was not able to occur. We know that this could be a difficult change for some staff, and the decision was not made lightly. Campus leaders are committed to doing everything possible to support the QMHPs and other unit staff as we work toward a smooth transition to the consolidated campus.

Medical Clinic
Workgroups will begin meeting this month, with a focus on these five topics:
- Intake duties
- Processes relating to medical providers and labs
- Pharmacy
- Routine medical appointments and processes
- Immunizations and vision planning

Outside Groups Visiting Hillcrest
As we get closer to consolidation, representatives of the Department of Administrative Services (DAS) or other groups will be visiting Hillcrest occasionally to identify the needs for re-sale of the buildings and property. These visitors are either interested in using the property after July, or they are helping us collect information needed to work toward selling the property.

Hillcrest staff, you may see DAS or other groups touring through your area sometime soon. The time frame or plans for closing Hillcrest are not changing.

Consolidation Project Planning Info
Nichole Kisor, Project Manager, 971-283-6665
OYANet site: [http://oyanet.oya.state.or.us/DirectorsOffice/10YearPlan/Pages/default.aspx](http://oyanet.oya.state.or.us/DirectorsOffice/10YearPlan/Pages/default.aspx)
Public site: [www.oregon.gov/oya/pages/10YearPlan.aspx](http://www.oregon.gov/oya/pages/10YearPlan.aspx)
New Courtyard Living Units
The new living units are on schedule for completion in May. Contractors began installing the roof on Maple, the unit closest to the gatehouse, in December.
Planning for operations in these units began in December with the living unit managers creating a list of everything they had questions about or they thought we should address before teams and youth move in. We will work closely with the construction project manager to coordinate building walks and tours as we develop operational plans.
In the coming weeks, unit managers also will focus on selecting furniture for the units so that we can submit furniture orders.

Lake Cottage (Grover)
Construction on Lake is almost complete, and staff and youth from Kincaid are scheduled to move in Feb. 8.
Before moving, youth are minimizing their property to appropriate amounts. See page 5 of this newsletter to learn more about our progress on creating processes for youth property.

Other Projects
- Timberline Treatment Mall (Thayer): This project is on schedule for completion in March.
- Medical Clinic and Intake: This project is on schedule for completion in April.
- Current cottage upgrades: These are on schedule. The physical plant team finished upgrading Dunbar Cottage in December. They will begin upgrading Kincaid Cottage this month, with a goal of finishing in March.
- Other projects: The physical plant team also is working on these projects to prepare the campus for consolidation. This list may change as workgroups continue to meet and identify other needs. The leadership team will prioritize and potentially move around projects to accommodate as many requests as possible, with safety and security needs receiving first priority.
  - Auditorium: We are turning this space into a fitness room for youth.
  - Administration Building: We are making room for the records functions that are moving from Hillcrest. These will be located in the southern section of the building near the Tom Nelson Conference Room.
- High School: We need to do significant work to make the school ready for full occupancy. This includes removing chalkboards, cleaning the walls, and adding school equipment. Work begins this month and will be completed in three phases.
- Campus Operations Office: Minor upgrades will ensure that staff have adequate work space.
- Pennoyer Gym (attached to the Visitation Center): Upgrades will include cleaning up the recreation office and adding new bleachers and flooring. We expect this to begin in May.
- Benson Gym (connected to SITP and IU): This will receive minor changes so that the upper area can be used as a fitness room for the Courtyard units.
Radio use: Currently, Hillcrest and MacLaren use different radio languages. A workgroup comprised of staff from both campuses developed standardized terminology to be used on the consolidated campus (see the chart at the right). This month, MacLaren will be piloting the new radio language.

The workgroup also created a plan for radio checkout, maintenance, and inventory, and is ensuring that we will have enough radio equipment and accessories once the campuses combine.

Line moves: This workgroup has mapped out line movement paths and times for major moves to school and work. Next, campus leaders will add more details to this plan.

Radio Language - Consolidated Campus

<table>
<thead>
<tr>
<th>Term</th>
<th>Purpose of Term</th>
<th>Example</th>
<th>Key Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>Staff person on point for radios on behalf of Facility Operations for the shift.</td>
<td></td>
<td>This term was chosen because this person will “control” line moves and traffic. Previously referred to as “the pad.”</td>
</tr>
<tr>
<td>Dispatch</td>
<td>Group of staff handling radio relays, phone calls, etc.</td>
<td>Code Blue 1; Code Blue 2</td>
<td>This term was chosen because these staff will dispatch the appropriate staff or emergency response.</td>
</tr>
<tr>
<td>Code Blue</td>
<td>Medical Code + Priority Priorities = 1: Emergency 2: Standard</td>
<td>Code Blue 1; Code Blue 2</td>
<td>Routine calls such as bloody noses, allergies, medications needed, etc. will be called in by phone directly to the clinic. DO NOT use radios for this purpose.</td>
</tr>
<tr>
<td>Code Green</td>
<td>Behavior Code + Priority Priorities = 1: Emergency 2: Standard (youth requesting to talk to security, unit calls for security walk-throughs)</td>
<td>Code Green 1; Code Green 2</td>
<td>Routine calls such as finding typical contraband should be made by phone, not radio.</td>
</tr>
<tr>
<td>Copy</td>
<td>Indicates person receiving radio call heard the information. Use for all incoming radio calls.</td>
<td>“Copy, 14 and 1 to school from Dunbar.”</td>
<td>Copy will always be followed up with a repeat of what the person said to ensure it was heard correctly and registered (active listening).</td>
</tr>
<tr>
<td>Stand By</td>
<td>Wait/hold for a response from Dispatch or Control.</td>
<td>Indicates information will be coming back to you and the radio call is not complete.</td>
<td></td>
</tr>
<tr>
<td>Code 4</td>
<td>Indicates security has cleared a particular area or situation.</td>
<td>Only to be used by Campus Operations staff to clear a code or emergency situation.</td>
<td></td>
</tr>
</tbody>
</table>

Tentative Unit Move Dates

See the map on page 7 or on OYANet for unit locations.

- **May 11, 2016**  
  McBride (Jasper) moved to Hall (Fossil)

- **July 15, 2016**  
  Smith (Crater) moved to McKay (Dunes)

- **Oct. 26, 2016**  
  Dunbar (Granite) moved to Smith (Crater)

- **Feb. 8, 2017**  
  Kincaid (Haystack) moves to Grover (Lake)

- **May 2017, Week 4**  
  Gamma (Hillcrest) moves to Kincaid (Haystack)

- **June 2017, Week 1**  
  SITP moves to new unit (Pacific)

- **June 2017, Week 2**  
  Epsilon (Hillcrest) moves to new unit (Summit)

- **June 2017, Week 3**  
  Alpha (Hillcrest) moves to new unit (Maple)

- **June 2017, Week 4**  
  Delta (Hillcrest) moves to new unit (Noble)

- **July 2017, Week 1**  
  Omega (Hillcrest) moves to McBride (Jasper)

- **July 2017, Week 1**  
  Zeta (Hillcrest) moves to new unit (Oak)

- **July 2017, Week 1**  
  The U moves to new unit (Rockaway)

Consolidation Project Planning Info

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Youth Property and Clothing

Clothing
Starting in November, MacLaren began requiring youth to wear a uniform when visiting the Canteen, going to school, and during visitations, events, and activities where the general public is there. For unit activities or events where the public is not invited, youth still are allowed to wear personal clothing based on the tag level privilege system.

The new rules are intended to make it easier to see the difference between youth, staff, and campus visitors, making the campus safer for people who live and work there and for visitors.

- **The uniform**: Gray polo shirt; black Dickies pants; gray or black sweatshirt and sweat pants for recreational activities; black, gray, and white footwear; and black, gray, or white socks.
- **When youth must wear the uniform**: At the Canteen, at school, during visitations that are not on their unit, and at events or activities outside of regular programming where the general public is there. If they are going to or coming from school and they have assigned work that day, they are allowed to wear their work clothing at school.
- **Getting permission for personal clothing**: Youth may be allowed to have personal clothing based on their tag level, but it must be approved by their unit managers before it comes into the facility. We are working now on the clothing approval process. Gang-affiliated colors and symbols, professional sports team apparel, and coats or jackets with hoods are not allowed. Youth may not have more than three pairs of shoes, and all shoes must be gray, white, or black.
- **When youth may wear personal clothing**: For those who are allowed to wear personal clothing, they may wear it on their unit (including visits on unit) or at OIIR, Hope Partnership, or other Station groups that are part of regular programming and happen after school or work hours. Uniforms are required for special events.

We are creating an FAQ about youth clothing and property. If you have questions you would like answered, please email them to Nichole Kisor, nichole.kisor@oya.state.or.us.
Consolidated MYCF Campus Visitation Schedule  
**Final as of November 17, 2016**

<table>
<thead>
<tr>
<th>Location</th>
<th>Saturday</th>
<th>Sunday</th>
<th>Wednesday</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intake / PV</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maple (Alpha)</td>
<td>9:30-12:00 On Unit</td>
<td>1:00-3:30 On Unit</td>
<td></td>
<td>Family Visits 5:00 - 8:00</td>
</tr>
<tr>
<td>Noble (Delta)</td>
<td></td>
<td></td>
<td></td>
<td>Timberline Building</td>
</tr>
<tr>
<td>Summit (Epsilon)</td>
<td></td>
<td></td>
<td></td>
<td><strong>By Appointment Only</strong></td>
</tr>
<tr>
<td><strong>Courtyard Units</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oak (Zeta)</td>
<td>1:00-3:30 On Unit</td>
<td>9:30-12:00 On Unit</td>
<td></td>
<td><strong>By Appointment Only</strong></td>
</tr>
<tr>
<td>Pacific (SITP)</td>
<td></td>
<td></td>
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<tr>
<td>Rockaway (The U)</td>
<td></td>
<td></td>
<td></td>
<td><strong>By Appointment Only</strong></td>
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<tr>
<td><strong>Valley Units - Group 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jasper (Omega)</td>
<td>1:00-3:30 On Unit</td>
<td>9:30-12:00 On Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haystack (Gamma)</td>
<td></td>
<td></td>
<td></td>
<td><strong>Regular Visits</strong></td>
</tr>
<tr>
<td>Granite (Sigma)</td>
<td></td>
<td></td>
<td></td>
<td>5:00 - 8:00</td>
</tr>
<tr>
<td><strong>Valley Units - Group 2</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Family Visits</strong></td>
</tr>
<tr>
<td>Crater (Dunbar), Dunes (McKay)</td>
<td>9:30-12:00 On Unit</td>
<td>1:00-3:30 On Unit</td>
<td></td>
<td>(rotation of units TBD)</td>
</tr>
<tr>
<td>Fossil (Hall)</td>
<td></td>
<td></td>
<td></td>
<td>5:00 - 8:00</td>
</tr>
<tr>
<td><strong>Lake (Kincaid)</strong></td>
<td>1-4 On Unit</td>
<td>9:30 - 3:00 On Unit</td>
<td></td>
<td><strong>Family Visits</strong></td>
</tr>
<tr>
<td></td>
<td><strong>No visitor check in between 12 and 1</strong></td>
<td></td>
<td></td>
<td>By Appointment Only</td>
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</table>

**Important Notes on the Visitation Schedule**

**Visitor check-in begins 15 minutes prior to the scheduled visitation times.**

**Family Visits**
- Family visits are reserved for families visiting with children under 12 or for youth who have children coming in to visit under the age of 12.

**Staffing**
- CS will provide staffing at the gatehouse for all visitation times. This will help with unit staffing levels and with consistency with visitation check-in.
- Unit staff will provide the staffing for the visitation center, Timberline, and on unit visits.

**By Appointment Only**
- Unit Managers and YCUCs can schedule on shared calendar.
- Appointment must be scheduled by Monday PM of that same week so risk mitigation can occur as needed on Tu/Wed.
- Timberline family visit capacity is 20, not including staff.
- Visitation center capacity is 100, not including staff.

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