June 2016

General News

- Carolyn Gage has joined the consolidation project to help with scheduling, organizing workgroups, and answering questions. You likely will see her on your campus soon, if you haven’t already.
- **Groundbreaking date change**: An event at MacLaren to celebrate the new housing units and renovation of Grover Cottage has been moved to June 30, 2016, from 1 to 2:30 p.m. This event is a ceremony geared toward external stakeholders. We will plan future events for staff to celebrate and view the new buildings.
- **Hillcrest and MacLaren team event**: We’re in the process of planning a fun event for staff and their families from both facilities to meet and get to know each other. Do you have ideas for activities? Contact Nichole Kisor or Recreation Coordinator Rod Martin.

Building Naming

- A group comprised of staff from both campuses brainstormed options for renaming campus buildings (not programs), based on criteria approved by the Consolidation Oversight workgroup.
- They developed a theme that gives all the buildings names that follow an alphabetical order, starting at the Administration Building (A) and then moving around the campus, to make the buildings easier to find. To see the lettering theme, [view this map](#).
- The workgroup came up with ideas and gathered input from more than 80 people on both campuses for names for each letter that fit the Oversight Group’s criteria — [see this list](#) for their ideas. If you have additional ideas that fit the criteria, talk with one of your campus naming representatives.

**Naming Milestones**

- **April 27–June 3**: Focus group meetings held and input sought from staff and youth.
- **May 18**: Consolidation Oversight approval of draft theme and current names on list.
- **June 3–15**: Final recommendations drafted and next steps developed.
- **June 3–July 1**: Recommendations approved by Naming Oversight and Consolidation Oversight.
Key Developments

- The Consolidation Oversight Committee and OYA Cabinet approved in May the staffing schedules for Campus Services (includes Security and Transport) and Food Services, as well as the administrative structure for the entire campus.
- Staffing schedules for the Medical Clinic, Physical Plant Operations, Office Specialist Support/Records, and Office Coordinators are still TBD. We expect to finalize these areas by the end of June.
- We currently are meeting with the affected service areas to share more specific info about the schedules and timeline.

All Departments

- Labor and management jointly selected Oct. 1, 2016, as the date that Hillcrest and MacLaren will become one facility for bidding purposes.
- Staff on both campuses will be able to use seniority to bid on positions that become available on either campus.
- This will ensure we have trained staff on both campuses throughout the move and will help us build our new community. We will begin to see more blending of teams as people use their seniority to take shifts on one of the other campuses.
- A combined seniority list will be available July 1, 2016.

Management/Leadership Team

- The organizational structure is finalized and can be viewed on OYA Net, or on page 7 of this newsletter.
- Dan Berger will be the superintendent. Movement of current managers into the remaining positions that directly report to the superintendent will be made in July and August.

- **Unit Leadership:** Historically on both campuses, the organizational and program director structure has had directors supervising several living units as well as several functional areas. We recognized the difficulties this sometimes raises for managers, so after several proposed iterations of the organizational structure, we settled on one that has program directors supervising living units or functional areas, but not both. This will allow the two living unit program directors to really focus on unit leadership.
- **Treatment and Youth Services:** This service area will be organized to manage and oversee all of the treatment and youth enrichment activities on campus. This will help provide better coordination and structure for all activities that engage youth. One major change is moving the Intervention Unit (IU) out of Security and into Treatment Services, part of OYA’s overall work to improve policies and practices regarding isolation.
- **Admin Services:** This area of the organizational structure consists of all the other services that support youth and staff on campus. To see a list of all functions included in this area, check out the organizational chart on page 7 of this newsletter.
- **Operations:** Previously known as Campus Security or Campus Support Services, the exact name of this area is still TBD. It will include all of the support functions that keep our community safe.
  - IU will be managed by Treatment Services on the consolidated campus.
  - MacLaren’s PBX/Switchboard, which handles LEDS duties statewide, will move out of Campus Services and into the Administrative Services area on the consolidated campus. See the organizational chart on the last page of this newsletter to find all of the functions under Administrative Services.

(Continued on next page)
Staffing (continued)

- As a result of the significant changes made to Operations schedules, staff in this area will rebid into positions within the consolidated work schedule. More details will be shared at your department meetings.

Food Services

- Staffing was determined based on the need to accommodate on-unit dining and an expected increase in services provided to youth by this service area.
- As a result of the significant changes made to Food Services schedules, staff in this area will rebid into positions within the consolidated work schedule. More details will be shared at your work unit meetings.

Unit/Cottage Staff

- Upon initial review, it is likely we will keep current staffing schedules. As we make our way through planning for visitation and other logistics on campus, we may need to revisit this decision to ensure we have staff at key times.
- Cottages will be moving as intact teams, as we committed to you when we first began planning.

Staffing Milestones

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1</td>
<td>Finalize staffing for the Medical Clinic, Physical Plant Operations, Office Specialist Support/Records, and Office Coordinators. Post combined seniority list for both facilities on OYA Net.</td>
</tr>
<tr>
<td>Summer 2016</td>
<td>Continue to seek input from staff and develop a plan for the best way to move from the current to the future state.</td>
</tr>
<tr>
<td>September 2016</td>
<td>Work unit re-bids occur as needed.</td>
</tr>
<tr>
<td>Oct. 1, 2016</td>
<td>Both facilities become one for bidding purposes.</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>Begin close monitoring of staffing levels.</td>
</tr>
<tr>
<td></td>
<td>Begin moving to new structure wherever possible.</td>
</tr>
<tr>
<td></td>
<td>Begin one-on-one discussions with Hillcrest staff about moving.</td>
</tr>
<tr>
<td></td>
<td>Develop contingency plans to backfill staff who indicate they are not making the move.</td>
</tr>
</tbody>
</table>

Art Workgroup

Portland artist Blaine Fontana (center) has been working with youth and staff in the art workgroup to create ideas for art in the new living units on the MacLaren campus.

Youth Adam R. is documenting the process through photos, like this one.
This group currently is sequencing the planning work that needs to occur within this area. A workgroup will convene soon to discuss the high-level plan for locating key activities on campus and determining who is responsible for managing and organizing the operations.

**Unit Composition**

We are planning to keep this the same for the purposes of the consolidation. However, we are making a push across all facilities toward a PHD community. What that looks like and how staff will engage with youth in meaningful ways around change is yet to come, and eventually will impact unit composition over time. You all will have a part in helping determine what that looks like as we work toward strong unit identities focused on youth development.

Knowing that we’re keeping the unit composition the same allowed us to determine where units will be placed on the consolidated campus, and also to draft a tentative move timeline for planning purposes — see it here.

**Youth Level System**

We are revising and standardizing the youth level/privilege system for the consolidated campus, which will be built off the work done for the intake units in 2015.

- Currently, units across both campuses have different level/tag systems. Some staff are worried this will cause conflicts between youth when we are on one campus. It also is difficult for staff and youth to manage the differences.
- We are working to provide a normalized environment where youth develop skills and are motivated through attachment, engagement, and belonging.
- Developing safe, respectful behavior always has been the goal, as has been supporting youth through attachment, engagement, and belonging. Increased responsibility and natural consequences based on skill development and demonstration is most effective in that effort.
- A level system workgroup (see the list of participants here) will have its first meeting June 17 to continue the discussion around this topic.

Consolidation Project Planning Info
Nichole Kisor, Project Manager, 971-283-6665
OYA Net 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)
Internal Move Planning

McBride staff and youth at MacLaren moved into Hall Cottage May 11. The unit was not quite ready for occupancy at the time, but the teams pulled together and made it work. All other planning steps appear to have gone well, including the JIIS and HR movement.

Prepping the MacLaren Campus

We have developed a tentative move timeline for each cottage and a plan with the maintenance team to ensure that refurbishing work is completed on time.

- With all the work required to prepare the campus for full occupancy, the maintenance team is being pulled in several directions.
- A youth work crew will provide the campus with additional support in preparing for full occupancy. This crew will help move units and programs, and undertake other miscellaneous projects around campus that do not require maintenance staff to complete.

Environmental Review of Refurbished Unit

We are pulling together the treatment managers from both campuses, who will be in the front campus units, to review the following items now that one cottage has been completed:

- Accent colors
- TV location
- Floor options: keep some carpet, or go with all laminate?
- Opportunities for lockable cabinets at the hearth
- Enhanced lighting in the gated outdoor areas attached to the cottages
- Location of youth information/communication boards
- Location of staff lockers

Tentative Unit Move Dates

See this campus map for a visual representation of where cottages will move on the MacLaren campus. All of these dates are tentative and subject to change.

- **May 11, 2016**  McBride (H) moved to Hall (E)
- **August 2016**  Smith (C) moves to McKay (D)
- **October 2016**  Dunbar (F) moves to Smith (C)
- **December 2016**  Kincaid (G) moves to Grover (J)
- **May 2017**  Gamma moves to Kincaid (G)
  Sigma moves to Dunbar (F)
- **June 2017**  Epsilon moves to new unit (P)
  SITP moves to new unit (N)
  The U moves to new unit (O)
  Alpha moves to new unit (K)
  Delta moves to new unit (L)
  Omega moves to McBride (H)
  Zeta moves to new unit (M)

View of Hall Cottage

MacLaren staff say youth are taking pride in the refurbished space at Hall, as evidenced by this sign the youth made. See more photos of Hall Cottage: [https://flic.kr/s/aHskuTNFbk](https://flic.kr/s/aHskuTNFbk)
Medical Clinic Planning and MacLaren Clinic Relocation

- The MacLaren Medical Clinic is preparing to relocate temporarily to the high school. The group will begin moving the week of June 6. We expect them to be operational in the school as of June 13, 2016.
- Staffing schedules for the clinic are still TBD. We expect to finalize this by the end of June.

Clinic Milestones

| June 2016 | Relocate MacLaren clinic to the high school so construction can begin.  
Finalize staffing schedules. |
| May 2017 | Clinic remodel expected to be complete. |

Space Planning

Work is underway to ensure all spaces on the consolidated campus are ready for youth and staff. This includes a careful review of:

- Office space needs and locations.
- Programming spaces for youth on both sides of campus.
- Storage locations for youth property and staff equipment.

Campus Event Planning

This group has met several times and is making great progress. Deliverables will include:

- A process map for event planning on the consolidated campus, from event initiation to post-event review.
- An event request form.
- Event planning protocols, including a timeline and conflict resolution expectations.
- A central list with storage locations for all event-related equipment on campus.

Hillcrest Building Closeout

Kyle Burton, who manages the warehouse and supply functions at Hillcrest, is leading the effort to prepare the building for closeout, which includes:

- Review and inventory of all spaces on the Hillcrest campus.
- Surplus and disposal of property not in good enough condition to move.
- Movement to MacLaren of supplies and furniture not currently in use, so the move is gradual.
Superintendent

Dan Berger

Executive Support

Operations

Operations Director

Manager

Off Shift Supervisor / Scheduler

Off Shift Supervisor / Scheduler

CS Staff

PT/Temp Staff

Employees

Staff Scheduling

Off Campus

Transport

School Coordination

Gatehouse Supervision

3rd Party Intervention

Movement Supervision

Keys

Perimeter Checks

Searches

Metal Detection

Safety / Emergency

Violation

Statewide OYA Functions/Staff Located at MYCF

Conflict Resolution

Chris R. Puentes

Population Management

Don Cozad

Education / Vocation

Tracie Hightower

Skill Development Program

Nick Strollo

Recreation

Rod Martin

Health Services

Pane/Probation Offices

Key NON OYA Functions/Staff Located at MYCF

Williamette ESD

Michael Conn

Hope Partnership

Kathleen Fullerton

Consolidation Project Planning Info

Nichole Kisor, Project Manager, 971-283-6665

OYA Net site: http://oyanet.oya.state.or.us/DirectorsOffice/10YearPlan/Pages/default.aspx

Public site: www.oregon.gov/oya/pages/10YearPlan.aspx
Proposed Naming Theme
Clockwise from the Admin building, building names begin A - Administration

MacLaren Front Campus

MacLaren Back Campus: new construction

Consolidation Project Planning Info
Nichole Kisor, Project Manager, 971-283-6665
OYA Net site: http://oyanet.oya.state.or.us/DirectorsOffice/10YearPlan/Pages/default.aspx
Public site: www.oregon.gov/oya/pages/10YearPlan.aspx
**HOW DID WE GET HERE?**

A set of base criteria was provided to our group. The criteria was:

**Yes!** – Please think about names that are easy to pronounce and potentially Oregon themed.

**No** – Please don’t submit any recommendations that include people’s names, abbreviations, long names that will be given acronyms, fluffy terms, corrections feeling, letters, numbers, colors, or describes a population within the unit.

Ideas that came forward included mountains, rivers, lakes, common nature terms and geographic areas in Oregon.

Step 1 – Brainstorm
Step 2 – Digging Deeper
Step 3 – How does it sound?
Step 4 – Narrow it down...

Week of May 2 - Group members gathered input from both campuses. Over 81 responses turned in.

Week of May 9 - Using the input received. The group developed and narrowed down the choices of different names. We then looked at the campus to see how names could be assigned. After looking at the campus through many lenses, we settled on organizing names in alphabetical order.

Week of May 16 – Consolidation Oversite approved the theme in which we are headed.

Week of May 23 – Input gathering round 2 begins. Please circle the top two choices for each letter.

If you have a suggestion, it must meet the following criteria to make it on the list for consideration:

**Yes!** – Please think about names that are easy to pronounce and potentially Oregon themed.

**No** – Please don’t submit any recommendations that include people’s names, abbreviations, long names that will be given acronyms, fluffy terms, corrections feeling, letters, numbers, colors, or describes a population within the unit.

**Now is the time for input!**

| (B) | 1. Bend  
| (C) | 1. Cedar  
| (D) | 1. Dunes  
| (E) | 1. Eagle  
| (F) | 1. Fossil  
| (G) | 1. Gorge  
| (H) | 1. Hydra  
| (I) | 1. Jasper  
| (J) | 1. Klamath  
| (K) | 1. Lava  
| (L) | 1. Lava  
| (M) | 1. Mallard  
| (N) | 1. Nebula  
| (O) | 1. Orion  
| (P) | 1. Poplar  
| (Q) | 1. River  
| (R) | 1. Santiam  
| (S) | 1. Santiam  
| (T) | 1. Timberline  
| (U) | 1. Umpqua  
| (V) | 1. Valley  
| (W) | 1. Willamette  
| (X) | 1. Xeriscape  
| (Y) | 1. Yankee  
| (Z) | 1. Z pewnością | 2. Bend  
| 3. Bonsai  
| 4. Cedar  
| 5. Dunes  
| 6. Eagle  
| 7. Fossil  
| 8. Gorge  
| 9. Hydra  
| 10. Jasper  
| 11. Klamath  
| 12. Lava  
| 13. Mallard  
| 14. Orion  
| 15. Poplar  
| 16. River  
| 17. Santiam  
| 18. Santiam  
| 19. Timberline  
| 20. Umpqua  
| 21. Valley  
| 22. Willamette  
| 23. Xeriscape  
| 24. Yankee  
| 25. Z certainly |
Holmes Tx Mall
B
Current: Grover
Unit moving in: Kincaid
Date for move: Dec-16

Future
Name: J
#3

Current: Kincaid
Unit moving in: Gamma
Date for move: May 2017 Wk 4

Future
Name: G
#4

Admin
ASchool
Vocational Training
Pooch
Med Clinic
Intake Area
Greenhouse
Thayer

Current: Smith
Unit moving in: Dunbar
Date for move: Oct-16

Future
Name: C
#2

Current: Unit moving in: Epsilon
Date for move: June 2017 Wk 1

Future
Name: P
#6

Current: Unit moving in: Alpha
Date for move: June 2017 Wk 2

Future
Name: K
#9

Current: McBride
Unit moving in: Omega
Date for move: June 2017 Wk 3

Future
Name: H
#11

Current: Unit moving in: U of L
Date for move: June 2017 Wk 2

Future
Name: O
#8

Current: Unit moving in: Delta
Date for move: June 2017 Wk 2

Future
Name: L
#10

Current: Unit moving in: Zeta
Date for move: June 2017 Wk 3

Future
Name: M
#12

Current: Unit moving in: SITP
Date for move: June 2017 Wk 1

Future
Name: N
#7

Rios
Restroom
Volleyball Court
Volleyball Court

Current: Dunbar
Unit moving in: Sigma
Date for move: May 2017 Wk 4

Future
Name: F
#5

Soccer Field
Food Services & Staff Wellness Area

Current: Hall
Unit moving in: McBride
Date for move: May-16

Future
Name: E
Complete

Current: McKay
Unit moving in: Smith
Date for move: Aug-16

Future
Name: D
#1

CS Area
IU