Consolidation Update
The latest news on Hillcrest and MacLaren facilities

September and October 2016

Hot Topics this Month

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Staffing

Oct. 1: Both facilities became one for hiring purposes.

- **For GLCs:** There is a hiring panel for GLC interviews that consists of staff from both campuses, and a combined job announcement on the state government jobs website so that new applicants will apply for one posting and indicate their preferred location.

  We also are making improvements to the hiring process by implementing a plan to pull names of applicants, schedule group interview sessions, and check references once a month. The goal is to always have a candidate pool ready for permanent hire.

  Also, all shift bidding communications will begin going out to both campuses.

- **For all other positions:** When positions on either campus become available after Oct. 1, notices will be sent out to both campuses.

  **For new employees:** The new hiring process allows us to start new employees a week prior to their Training Academy orientation so that they can receive facility-specific information.

Staffing Timeline

- **September:** Food Service, Campus Security, and Medical Clinic staff rebid.

- **Oct. 1:** Both facilities became one for hiring purposes.

- **Fall 2016:** Begin moving staff into their new positions and implementing the consolidated campus structure wherever possible.

  Begin one-on-one discussions with Hillcrest staff about moving. Develop contingency plans to backfill staff who indicate they are not making the move.

Campus Event Planning

We have the following Hillcrest and MacLaren events on the calendar for the next year:

- Oct. 15: Youth meditation workshop, MacLaren
- Oct. 21: Regional basketball games at Rogue Valley (includes Hillcrest, MacLaren, and Camp Florence)
- Oct. 22: Motorcycle club event, MacLaren
- Nov. 5: Pow Wow, MacLaren (Hillcrest date TBD)
- May 20, 2017: Volunteer Day, MacLaren

Please use the new process to plan for events. The first step is to fill out the new Event and Activity Scheduling Form, available on the 10-Year Plan page on OYANet.

If you have questions about the process, please contact the appropriate person on the event scheduling form.

Consolidation Project Planning Info
Nichole Kisor, Project Manager, 971-283-6665
OYANet site: http://oyanet.oya.state.or.us/DirectorsOffice/10YearPlan/Pages/default.aspx
Public site: www.oregon.gov/oya/pages/10YearPlan.aspx
Administrative Transition Plan

The new leadership team met Sept. 23 for an all-day planning session. One of the main topics of discussion was developing a plan for the team members to begin assuming leadership over their future areas.

The transition will kick off in late October with Operations Director Don Cozad splitting his time between the two campuses. He will immediately begin supervising the Campus Support Services functions on the MacLaren campus. Caleb Bronemann will remain as the MacLaren security manager, and together they will focus on bringing the two teams together. Wid Thompson will remain the supervisor for the Hillcrest team until next spring.

On Nov. 1, Tom Johnson will step into his new role as the Administrative Services Program Director. As of that date, he will take over management responsibilities for the areas he supervises and liaisons, including the MacLaren support team, dispatch/PBX, education and vocational functions, Food Service, Medical Clinic, and the warehouse. Once this transition occurs, Abe Rios will be able to focus on managing the units at MacLaren and orienting himself to the programs at Hillcrest.

During the next few months, the leadership members will attend team meetings and set up regular department meetings with their new teams to kick off the planning for future operations. We’ll provide updates as the plan develops.

MacLaren Phone Migration

The state has contracted with another phone provider that uses different and more current technology, and MacLaren’s phones will migrate to the new system on Oct. 18.

Most areas at MacLaren will receive new phone numbers, and all internal extensions will move from three digits to five digits. In addition, treatment managers will no longer have desk phones, but they will be provided with cell phones.

The new phone list is posted on OYANet. If you’re using a phone on the MacLaren campus, you also will find more information about new numbers near the handset.

Food Service

Food Service staff had their first meet-and-greet as a combined team on Aug. 25. During the next few months, the group will focus on the following to prepare for merging the departments:

- Food service delivery: Equipment identification, routes, schedules, and protocols for delivering meals to units.
- Kitchen setup: Minor modifications to the cook lines to accommodate additional equipment and create better flow.
- Warehousing processes: Figuring out where to store items and manage food warehouse functions. Once we consolidate, they will have a position to manage this area of work.
After months of hard work by our workgroup, the building names for the consolidated campus were finalized in September. These new names are only for the buildings, not the programs inside.

The new unit names are nature- and Oregon-related and follow an alphabetical order pattern starting with Administration (A) and then moving clockwise around the campus. The workgroup also gave new names to the general areas of campus formerly known as Geer, Back Campus and Front Campus.

We are working on a plan for how and when to implement the new names.

You may view a map with all of the new names on page 11 of this newsletter, or on OYANet.

### Building Names Finalized

<table>
<thead>
<tr>
<th>Current Name</th>
<th>Future Name</th>
<th>Programs Moving In</th>
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</thead>
<tbody>
<tr>
<td>Holmes</td>
<td>Boulder</td>
<td>Treatment mall</td>
</tr>
<tr>
<td>Smith</td>
<td>Crater</td>
<td>Dunbar long-term unit</td>
</tr>
<tr>
<td>McKay</td>
<td>Dunes</td>
<td>Smith long-term unit</td>
</tr>
<tr>
<td>Hall</td>
<td>Fossil</td>
<td>McBride long-term unit</td>
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<tr>
<td>Dunbar</td>
<td>Granite</td>
<td>Sigma drug/alcohol unit</td>
</tr>
<tr>
<td>Kincaid</td>
<td>Haystack</td>
<td>Gamma drug/alcohol unit</td>
</tr>
<tr>
<td>McBride</td>
<td>Jasper</td>
<td>Omega long-term unit</td>
</tr>
<tr>
<td>Grover</td>
<td>Lake</td>
<td>Kincaid long-term unit</td>
</tr>
<tr>
<td>New unit 1</td>
<td>Maple</td>
<td>Alpha intake unit</td>
</tr>
<tr>
<td>New unit 2</td>
<td>Noble</td>
<td>Delta intake unit</td>
</tr>
<tr>
<td>New unit 3</td>
<td>Oak</td>
<td>Zeta younger youth, mental health unit</td>
</tr>
<tr>
<td>New unit 4</td>
<td>Pacific</td>
<td>SITP older youth, mental health unit</td>
</tr>
<tr>
<td>New unit 5</td>
<td>Rockaway</td>
<td>University of Life</td>
</tr>
<tr>
<td>New unit 6</td>
<td>Summit</td>
<td>Epsilon parole violators unit</td>
</tr>
<tr>
<td>Thayer</td>
<td>Timberline</td>
<td>Treatment mall</td>
</tr>
</tbody>
</table>

### Tentative Unit Move Dates: Updated

- **May 11, 2016**: McBride (Jasper) moved to Hall (Fossil)
- **July 15, 2016**: Smith (Crater) moved to McKay (Dunes)
- **Oct. 26, 2016**: Dunbar (Granite) moves to McKay (Dunes)
- **December 2016**: Kincaid (Haystack) moves to Grover (Lake)
- **May 2017, Week 4**: Gamma moves to Kincaid (Haystack)
- **June 2017, Week 1**: Sigma moves to Dunbar (Granite)
- **June 2017, Week 2**: SITP moves to new unit (Pacific)
- **June 2017, Week 3**: Epsilon moves to new unit (Summit)
- **July 2017, Week 1**: Alpha moves to new unit (Maple)
- **June 2017, Week 2**: Delta moves to new unit (Noble)
- **June 2017, Week 3**: Omega moves to McBride (Jasper)
- **July 2017, Week 1**: Zeta moves to new unit (Oak)
- **July 2017, Week 1**: The U moves to new unit (Rockaway)

**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)
DAS to visit Hillcrest
As we get closer to consolidation, representatives of the Department of Administrative Services will be visiting Hillcrest occasionally to identify the needs for re-sale of the buildings and property. You may see them touring through your area sometime soon.
The time frame or plans for closing Hillcrest are not changing. The visitors are only helping us collect information needed to work toward selling the property.

Treatment Malls
This workgroup began meeting recently, and will focus on developing a process and communication plan for scheduling youth programming. This includes the development of:
• A quarterly schedule for seeking out group ideas and facilitators.
• Identifying locations and times for groups to minimize conflicts with other key programming priorities.
• A process and schedule for developing a course catalogue each quarter.
• Mechanisms to encourage youth to sign up and attend programming groups.

Medical Clinic
The staff will choose their future shifts in late October. Soon we will begin developing operational plans for their new space. Look for more information in November.

MacLaren Photo Tour
Never been to the MacLaren campus? Wondering what certain areas of the facility look like? We have created a photo tour of the campus that you can view online:
www.flickr.com/photos/oregonyouth/albums/72157667087677826
We also have a photo tour of Hillcrest:
www.flickr.com/photos/oregonyouth/albums/72157669104518450

Level System
In September, we surveyed youth at both facilities to get an idea of what they think is the purpose of the current tag/level system. We asked them these questions:
• When you’re really upset, and you don’t want to follow the rules, what keeps you from breaking them?
• What about the current level system do you like? Why?
• What don’t you like? Why?
• What do you think the purpose of the level system is?
• What doesn’t work? Why?
Our next step is to review the youths’ feedback and determine how to move forward.
Work and Vocational Planning

At this time, it appears that we have sufficient capacity for the number of youth expected to participate in this programming.

This group is focusing on:
- Developing and implementing a standardized process for identifying vocational and work tracks for youth after they transfer to a MacLaren long-term unit. This process begins when MacLaren receives notification that a youth will be placed at our facility, and accounts for all steps until the youth is working on a crew and receiving regular evaluations.
- Developing a way to screen youth. Each work crew supervisor is developing a list of questions, and youth information should be screened prior to approving youth to be on certain crews.
- Developing job descriptions and details that clearly identify what each job is and the expectations for those jobs. This will be similar to employee job postings and position descriptions.

Family, Volunteer, and Community Engagement

This group is focused on building a communication plan to reach out to families, volunteers, and community partners about key project milestones.

Their work includes:
- Developing an orientation plan for volunteers.
- Developing and planning events to engage families as we make our way through the planning process.
- Reaching out to community partners to seek input and communicate important information, such as when to begin bringing youth to MacLaren for intake and what the process will be in the new space.

Education Planning

This group has met once, and will focus on:
- Developing operational plans to keep the school safe when it is in full use. This includes the development of security plans and protocols for:
  - Line moves
  - Identification and use of a quiet location where youth may de-escalate
  - Expectations of unit staff in the classrooms (as opposed to the hallway)
- Youth returns to the unit or to/from the clinic and MDTs
- Youth discipline in school: roles of OYA versus Willamette Education Service District
- Behavior that will or will not be tolerated, and escalation protocols
- What youth are permitted to bring to school
- Creating a logistical plan for relocating the high school from Hillcrest. We anticipate that 90 percent of the school will relocate during the last week of May 2017.
- Developing plans to mitigate physical plant security risks. For example, we will plan for additional mirrors to allow better supervision of the spaces; and change the swing direction of the doors on the in-class restrooms, as we are not able to build common restrooms in the building.
The visitation workgroup has developed a draft visit schedule for the consolidated campus. Highlights include:

- An overall increase in visiting hours.
- More visitation times available on units.
- Special family visit times geared toward visits with people who are younger than 12.

The visit workgroup also is partnering with the Communications Office to develop better printed materials and signs to inform visitors of the visitation process and what they may and may not bring in or wear into the facility. The workgroup also is working with the JJIS team to improve the method in which gatehouse staff and units document visiting interactions.

**Consolidated MYCF Campus Visitation Schedule**

DRAFT as of September 22, 2016

<table>
<thead>
<tr>
<th>Intake / PV</th>
<th>Saturday</th>
<th>Sunday</th>
<th>Wednesday</th>
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<tbody>
<tr>
<td>Maple (Alpha)</td>
<td>9:30-12:00 On Unit</td>
<td>1:00-3:30 On Unit</td>
<td>Family Visits</td>
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<tr>
<td>Noble (Delta)</td>
<td></td>
<td></td>
<td>5:00 - 8:00 Timberline Building **By Appointment Only</td>
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<tr>
<td>Summit (Epsilon)</td>
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<tr>
<td>Courtyard Units</td>
<td>1:00-3:30 On Unit</td>
<td>9:30-12:00 On Unit</td>
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<tr>
<td>Oak (Zeta)</td>
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<tr>
<td>Pacific (SITP)</td>
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<tr>
<td>Rockaway (The U)</td>
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<tr>
<td>Valley Units - Group 1</td>
<td>1:00-3:30 On Unit</td>
<td>9:30-12:00 Visitation Center</td>
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<tr>
<td>Jasper (Omega)</td>
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<tr>
<td>Haystack (Gamma)</td>
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<td></td>
<td></td>
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<tr>
<td>Granite (Sigma)</td>
<td></td>
<td></td>
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<tr>
<td>Valley Units - Group 2</td>
<td>9:30-12:00 On Unit</td>
<td>1:00-3:30 Visitation Center</td>
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<tr>
<td>Crater (Dunbar),</td>
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<td></td>
<td></td>
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<tr>
<td>Dunes (McKay)</td>
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<tr>
<td>Fossil (Hall)</td>
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<tr>
<td>Lake (Kincaid)</td>
<td>1-4 On Unit</td>
<td>8:30 - 3:00 On Unit</td>
<td>5:00-8:00 On Unit</td>
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**Important Notes on the Visitation Schedule**

**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
Meet Your Campus Leaders

Dan Berger
Superintendent

Background: Dan started working for OYA in 1994 as a GLC2 in McBride Cottage at MacLaren. He held several GLC positions on campus until he was selected for a job rotation as an assistant treatment manager in Holmes Cottage in 1996.

In May 1997, Dan transferred to the temporary facility at Camp Rilea as an assistant treatment manager, and he transitioned to the newly constructed North Coast Youth Correctional Facility in 1998. He promoted into management service that year and worked in several treatment manager positions at North Coast.

When North Coast closed in 2003, Dan transferred to MacLaren to work as the treatment manager on Thayer Cottage. He returned to North Coast when it reopened in 2004, and was promoted to superintendent in 2009. In September 2013, he became superintendent at MacLaren.

What he’s excited about with his new role: "MacLaren is a great place to work, and we have great people working here! I enjoy working for OYA, specifically working directly with staff and youth. "It is a privilege and an honor to continue in my role as superintendent and have the opportunity to lead a talented team consolidated from Hillcrest and MacLaren. We have the tremendously important tasks of redeveloping operations at MacLaren to meet the objectives of OYA’s mission, continuing to develop a positive human development culture at our facility for staff and youth, and creating environments that provide youth with the best chance at skills development while preparing them to successfully reenter our communities. I am excited to face the challenges of consolidation and to work with a great group of professionals."

About his management approach: "I am direct, supportive, collaborative, decisive, and invested in people. I care about the people I work with and supervise. Developing collaborative working relationships and providing staff with support are always among my top priorities. I collaborate whenever possible on decisions, without delaying a decision when clear direction is needed. Staff can count on me to follow through with what I say I will do. "I am committed to developing our staff teams and assisting staff in developing professionally. Also, I have high expectations for manager and staff performance, because I believe we have great people working in our facilities and within our organization. The staff and youth we work with deserve our best every day."

Troy Gregg
Program Director, Front Campus

Background: Troy started working for OYA in 1998 as a parole and probation officer, and he became a unit director at the Tillamook facility in 2001. He became the superintendent of Eastern Oregon Youth Correctional Facility in 2003, moved to Rogue Valley Youth Correctional Facility as superintendent in 2007, and assisted with the opening of Oak Creek Youth Correctional Facility as interim superintendent in 2008. He became superintendent of Hillcrest in fall 2008.

What he’s excited about with his new role: "I am excited to work with the teams on the front campus to help create a strong feeling of collaboration, teamwork, and mutual support."

About his management approach: "I am an empowering and available manager who wants to support and encourage creativity and independence within my teams."
Meet Your Campus Leaders (continued)

Abe Rios
Program Director, Back Campus

Background: Abe started at OYA in 1994 as a part-time on-call GLC2 at MacLaren. A few months later, he was hired full-time as a GLC2 in MacLaren’s Kincaid sex offender unit. In 1996, he was hired on rotation as the Hispanic Youth Coordinator on campus, and in 1997, he accepted a rotation as an assistant manager in Tent B.

After the closure of Tent B, Abe was reassigned to the Geer 3 parole violators unit as the assistant treatment manager. He became treatment manager in Holmes unit in 2000. He spent about 10 years serving violent offender, general, and sex offender populations. In 2010, he moved to the Geer 5 special needs unit, and in 2012 he became a program director. He continues to train staff in Aggression Replacement Training.

What he’s excited about with his new role: "I am excited for the opportunity to work with several great teams from Hillcrest. I look forward to getting to know many of my team members during the next few months. I have a lot to learn, and I am open to their feedback and experiences to better prepare us for our consolidation moves next year."

About his management approach: "I do not conform to a specific management style. I try to adjust my style to each situation. I work to inspire and motivate teamwork for achieving goals and influencing valuable changes. I am always open to new ideas coming from team member. I am direct with my objectives, and I support solution-based thinking rather than blaming."

Tom Johnson
Program Director, Admin Services

Background: Tom has been with OYA since 2000 when he was brought in to assist with designing JJIS and revising foster care rules. In 2003, he was appointed chief deputy over field services, and he became a program director at MacLaren in 2010. He transferred to Hillcrest in 2013 to oversee the intake units as program director.

What he’s excited about with his new role: "I am excited about returning to MacLaren. It is somewhat like coming home again, as many of my new MacLaren assignments are the same ones I received when first arriving there in 2010. I look forward to assisting education services, warehouse, food service, gatehouse, youth crew supervisors, and support staff in the transition as Hillcrest moves to MacLaren."

About his management approach: "I have been working in Oregon’s juvenile justice system for 33 years. My management approach begins with doing everything possible to balance keeping staff safe and productive with providing youth opportunities for reformation. I do my best to be available and supportive to the staff doing the real work of supervising youth. I firmly believe in the PHD approach because I have been around long enough to see and be a part of other strategies that were not as successful."

"I prefer direct communication and a problem-solving approach. I also enjoy finding humor and levity in order to cope with this demanding profession."
Meet Your Campus Leaders (continued)

Loren Calkins
Treatment Services Supervisor

**Background:** Loren began working with OYA in 2005 as an independent contractor through the Wraparound Oregon initiative in Multnomah County, doing wraparound meetings with youth at MacLaren and Hillcrest. In 2010, he was hired as the treatment services supervisor at Hillcrest, and in 2011, he also began providing clinical supervision to QMHPs at Oak Creek. His career has focused on supporting youth and their families with their mental health needs so that youth could remain placed in their home and community.

**What he's excited about with his new role:** "I am excited about combining resources for the youth who we serve. I believe that the teamwork we do is outstanding and will be a highlight as we focus our efforts on one campus in the Willamette Valley."

**About his management approach:** "I like to look at the big picture or the overall mission of the agency and apply the specifics of what we do to accomplish the main goal. I have a collaborative style of leadership and listen to all parties in bringing about a solution in line with the overall mission of the agency or work area. Charles Swindoll, an pastor and educator, said, 'We are all faced with a series of great opportunities brilliantly disguised as impossible situations.' As we begin the conversation about the 'impossible situation,' we are collaborating on the opportunity to solve it."

Don Cozad
Operations Director

**Background:** Don started at OYA in 1987 as a part-time, on-call GLC2 at MacLaren. The next year, he was hired full time as a GLC2 on MacLaren’s McBride parole violators unit. In 1990, he transferred to a GLC2 position in MacLaren CSS, and he eventually moved up to assistant security manager and then security manager. He moved to Hillcrest in 2008 to become a program director. In 2012, he started working on rotation with OYA Facility Services to develop a statewide population coordinator position, and then he was hired into that position permanently in 2014.

**What he’s excited about with his new role:** "I am excited about returning to MacLaren where my OYA career started, and to be in a position to assist in development of the logistical operation and security needs for the consolidated facility. I look forward to taking what I have done in the past and incorporating that into the new direction of the agency to provide a safe, secure, and healthy environment full of opportunities for youth to make positive changes in their lives."

"I also am excited about getting back into a program director position to lead staff and develop a unit where staff input is valued and their safety is a primary concern."

**About his management approach:** "Since I know my team members well and have worked with all of them at some point in my career, they know my management style. I am firm, I lead from the front, I’m willing to collaborate on issues, and I’m able to make decisions using common sense while drawing on experience that I have gained from starting as a GLC in the agency. I greatly value the input and ideas from those I supervise, and I truly care about the people who work for and with me."
Oregon Youth Authority
Final MacLaren Admin Structure
As of: August 22, 2016

Superintendent
Dan Berger

Executive Support

Front Campus
- Troy Gregg
  Program Director
  Valley Units – Front Campus

  - Unit C (Smith)
    - Unit GLC's
    - Scott Naughton
  - Unit D (McKay)
    - Unit GLC's
    - YCAC
  - Unit E (Mail)
    - Unit GLC's
    - Jamie Jeter
  - Unit F (Bunyan)
    - Unit GLC's
    - Tom Naughton
    - Vincent Vogel
  - Unit G (Kincade)
    - Unit GLC's
    - Jasey Ellis
  - Unit H (McBride)
    - Unit GLC's
    - Jamar Jeter
    - Thomas Babb
  - Unit I/J (Grover)
    - Unit GLC's
    - YCAC

Back Campus
- Abe Rios
  Program Director
  Courtyard Units - Back Campus

  - Unit K – Intake (Alpha)
    - Unit GLC's
    - Stephanie Miller
  - Unit L – Intake (Delta)
    - Unit GLC's
    - Kara Youngbluth
  - Unit M – (Zeta)
    - Unit GLC's
    - Rod Green
  - Unit N – SITP
    - Unit GLC's
    - Matthew Griffin
  - Unit O – University of Life
    - Unit GLC's
    - YCAC
  - Unit P – Epsilon
    - Unit GLC's
    - Roger Meacham

Treatment & Youth Services
- Loren Callins
  Tx Svcs Manager
- Abe Rios
  Program Director

Admin Services
- Tom Johnson
  Program Director
  Admin Services
- Tom Johnson
  Operations Director

Operations
- Don Cozad
  Operations Director

Statewide OYA Functions/Staff Located at MYCF

- Conflict Resolution
  - Christina Puentes
- Population Management
  - George Coven & Don Cozad
- Education / Vocation
  - Tracie Hightower
- Nutrition Coordinator
  - Elaine Adams
- Skill Development Program
  - Nick Sotello
- Recreation
  - Rod Martin
- Health Services
- Parole / Probation Offices
- Willamette ESD
- Key NON OYA Functions/Staff Located at MYCF
  - Willamette ESD
  - Michael Corn
  - Hope Partnership
  - Kathleen Fullerton

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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)

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**Staff Development & Wellness**
The spaces currently referred to as Geer II and V will become the staff development center and staff wellness center.

**Plaza Center:** The day room spaces used by SITP will become youth programming and office space for SDCs, and programming space for SDCs, OIIR, and other programs on campus.

**Plaza Fitness:** The current auditorium will be modified into a fitness room that will primarily serve the Valley side of the campus.

**Plaza Offices:** Office space for Vocational Program Coordinators and work crew supervisors.

**Treatment Malls:** Timberline and Boulder will be the two mall locations on campus.

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**MacLaren Campus Consolidation – Campus Map**
Final Building Names as of September 21, 2016