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AUDIT RESPONSE REPORT
OREGON YOUTH AUTHORITY

OYA INTERNAL AUDIT ACTIVITY
FY2011 ANNUAL REPORT

Purpose
The purpose of the OYA Internal Audit Function is to provide an independent, objective assurance and consulting activity designed to add value and improve OYA's operations. It helps OYA accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Audit Committee
The Oregon Youth Authority Audit Committee meets quarterly. The Audit Committee has been in existence since 2010 and its charter was most recently approved at its meeting on 8/26/2010. The following members serve on the committee:

- Fariborz Pakseresht, Deputy Director
- Donna McClung, Deschutes Parole/ Probation Supervisor
- Marcia Adams, MD, Medical Director & Health Services Assistant Director
- John Paul Jones, Business Services Interim Assistant Director
- Karen Daniels, Facility Services Assistant Director
- Phil Cox, Community Services Assistant Director
- Tracie Hightower Tillamook, Tillamook Youth Correctional Facility Superintendent

Auditing Standards
Oregon Youth Authority's Internal Audit function follows the International Standards for the Professional Practice of Internal Auditing (issued by the Institute of Internal Auditors). In accordance with *Standards*, OYA is scheduled for its first external quality assurance review at the end of 2011.

Reporting Structure
The Chief Audit Executive (CAE) reports administratively to the Director and the Deputy Director and functionally to the OYA Audit Committee.

Risk Assessment and Audit Plan

The CAE prepares an annual risk assessment document for review and approval by the audit committee. Based on the risk assessment and audit committee input, an annual audit plan is prepared by the CAE. The audit plan includes both assurance audits and consulting activities.

Examples of Audit Activities & Results from FY 2010

Audit: FY 2010 SPOTS Card Program Audit, Report #11-03

Results: OYA substantially complies with the OAM and internal policies and procedures. Controls are in place to protect agency assets. Opportunities were identified to improve internal controls over the SPOTS card program.

Recommendations: Internal Audit Recommends OYA:

- Formally explore strategies to increase the SPOTS rebate.
- Continue reinforcing the principle of separation of duties in ordering and receiving verification.
- Provide guidance to the Central Warehouse and Physical Plant Operations to ensure when appropriate, competitive bids are obtained, labor rates are identified and overall costs are negotiated..

Follow-up: Audit follow-up is scheduled in April, 2013.

Examples of Consulting Activities from FY 2011

- Process Improvement Team & Groups
- Management & PSO Requests
- SIP Follow-up

Potential Audit Activities for Fiscal Year 2012 and 2013

- Information Security and Response (#1 Choice)
- OYA Investigative Process (HR & PSO) (#2 Choice)
- Multnomah County Gang Funds (#3 Choice)
- OYA Diversity Services (Postpone for consideration next year)

- Offender Supervision, Field
- Revocations (Other work going on in this area a may be part of youth reformation in future)
- Assessment and Delivery of Mental Health Services (Postpone for consideration next year)
- Performance Metrics (Outcome and Process Measures)
- Youth Property (Postpone for consideration next year)
- Youth Reformation System (Assessment, Case Planning & MDT) (Postpone for consideration next year)

Equal Access to Services
for
Female and Male Youth

Report on House Bill 3576 (ORS 417.270)

Oregon Youth Authority

INTRODUCTION

On July 28, 1993, Governor Barbara Roberts signed into law House Bill 3576 (ORS 417.270), a law that, for the first time in Oregon, required state agencies serving children under the age of 18 to plan, implement and provide equal access to gender-appropriate services, and ensure parity in the allocation of moneys and services to males and females.

Senate Bill 1 (1995) established the Oregon Youth Authority (OYA) and charged OYA with the responsibility to "apply the equal access provisions of ORS 417.270 in the development and administration of youth correction facilities, programs and services...." OYA is pleased to submit this report outlining the agency's efforts to ensure a continuum of gender-appropriate services for all youth offenders.

OUTLINE

This report is organized into five sections:

Section I details ORS 417.270, Oregon's Equal Access statute.
Section II describes the youth served by the Oregon Youth Authority.
Section III describes the services provided by the Oregon Youth Authority.
Section IV describes OYA's accomplishments for 2011-13.
Section V describes the Agency Plan for 2013-15.

Section I
ORS 417.270, Equal Access statute

ORS 417.270 requires that:

"(3) (a): Any state administrative agency that regularly provides services to minors shall, when the agency submits its annual budget to the Legislative Assembly, specify the percentages of moneys allocated to, and expended for, the two separate groups, males under 18 years of age and females under 18 years of age;

"(b): all state agencies providing human services and juvenile corrections programs shall identify existing disparities in the allocations of moneys and services to, and expended for, the two groups, males under 18 years of age and females under 18 years of age, and shall document such disparities, if any, for the purpose of reporting the information to the next session of the Legislative Assembly; and

"(c): The state agencies described in subsection (1) of this section shall:

(A) Develop a plan to implement equal access to appropriate services and treatment, based on presenting behaviors, for both male under 18 years of age and females under 18 years of age, by January 1, 1995; and

(B) Monitor the implementation and result of newly enacted legislation intended to improve services for females under 18 years of age."

"(4): As used in subsection (3) (b) of this section, disparities include, but are not limited to, disparities in:

"(a) the nature, extent and effectiveness of services offered for females under 18 years of age within the areas of teen pregnancy, physical and sexual abuse, alcohol and drug abuse, services offered for runaway and homeless females under 18 years of age and services offered for females under 18 years of age who are involved in gangs or other delinquent activity; and

"(b) The equity of services offered to at-risk children and youth with respect to gender within the areas of physical and sexual abuse, alcohol and drug abuse and service offered to runaway and homeless children and youth."

Section II
Youth served by the Oregon Youth Authority

ORS 417.270 requires state agencies to submit documentation regarding funds allocated to and expended for males and females under the age of 18. SB 1 mandates that the Oregon Youth Authority serve offenders to age 25, and the data and information in this report reflect the entire population served by OYA, not just youth under the age of 18.

OYA has taken the position that continuums of gender-specific and culturally appropriate care and services will be available to all offenders under OYA custody, regardless of age. OYA provides services to offenders, ages 12 to 25, who have committed a crime prior to their 18th birthday. These youth are either adjudicated in juvenile court and committed to OYA, or are committed to the Oregon Department of Corrections but, due to their age, are placed in the physical custody of OYA. OYA works in collaboration with county juvenile departments and DOC to provide services to youth under both adult and juvenile court jurisdictions.

Every two years, OYA conducts the "Mental Health Gap Survey," which is a snapshot of the profile of youth in the system on April 1 of that year. The 2012 survey shows the gender breakdown as follows:

	Facility		Community		Totals	
Females	47	6%	144	14%	191	11%
Males	691	94%	869	86%	1560	89%
Total Number of Youth	738	100%	1013	100%	1751	100%

2012 Mental Health Gap Survey, April 1, 2012

The percentage of young women being served by OYA has decreased slightly to 11% of the total population of youth. The age of youth served is continuing to trend upward. Forty percent of youth served in the community and 64% of youth in correctional facilities are over the age of 18. (Source: 2012 Mental Health Gap Survey, April 1, 2012).

Age	12-13		14-15		16-17		18-20		21+		Totals
Community Youth	18	2%	136	13%	460	45%	343	34%	56	6%	1013
Facility Youth	7	1%	51	7%	209	28%	351	48%	120	16%	738
Total Number of Youth in age range	25	1%	187	11%	669	38%	694	40%	176	10%	1751

2012 Mental Health Gap Survey, April 1, 2012

The following charts (using data obtained from the 2012 OYA Mental Health Gap Survey and JJIS) demonstrate the similarities and differences in the criminal activity and social characteristics between the young women and young men served in 2012:

Criminal Activity	Females		Males	
	Community	Facility	Community	Facility
Arson	3%	6%	1%	1%
Behavioral	9%	4%	4%	2%
Drugs	13%	17%	6%	3%
Person	38%	36%	17%	22%
Property	33%	32%	35%	33%
Sex Offense	5%	0%	32%	36%
Weapon	0%	4%	5%	3%

Amounts are rounded to the nearest percentage.

Social Characteristics	Females		Males	
	Community	Facility	Community	Facility
Abuse or Dependence on drugs and/or alcohol	60%	92%	52%	67%
Biological parents have a history of drug and/or alcohol abuse	69%	79%	58%	56%
Currently taking psychotropic medication	38%	68%	21%	35%
Diagnosed with an Axis I diagnosis (excluding conduct disorder)	56%	94%	26%	57%
Diagnosed with anxiety or trauma disorders	31%	53%	8%	12%
Diagnosed with mood disorders	27%	53%	8%	27%
One or more suicide attempts in the past three years	15%	38%	1%	8%
Biological parents have a psychiatric history	31%	64%	22%	20%
Documented history of sexual abuse	33%	51%	13%	16%
Documented history of physical abuse	31%	62%	20%	23%
Documented history of emotional abuse	28%	60%	26%	22%
Documented history of neglect	40%	57%	28%	20%
Documented IQ of 80 or below	37%	75%	25%	25%
Youth who are the biological parent of a child	10%	11%	13%	17%

Section III
Services provided

OYA's commitment to gender-specific services

The OYA Advisory Committee has representation from the Coalition of Advocates for Equal Access for Girls, and the Coalition of Advocates for Equal Access for Girls has OYA has representation on its board. Additionally, OYA has been involved in development of the *Gender-Responsive Standards and Assessment Tool for Girls' Programs* (G-SAT for Girls' Programs) through collaboration with and support of the Coalition for Equal Access for Girls in their application for a grant to develop and pilot the G-SAT (Oak Creek YCF being one of the pilot sites). OYA program analyst staff and managers participated in the training on the G-SAT and in the implementation of the G-SAT for Girl's Programs by integrating it as part of the biennial program review for residential programs for girls and for Oak Creek YCF.

At Oak Creek Youth Correctional Facility, Dialectical Behavior Therapy experts continue to be contracted with to provide training, consultation, and technical assistance around the provision of Dialectical Behavioral Therapy (DBT) as the core component of the treatment services provided. OYA currently is working to contract with an expert in gender-specific treatment to develop a female-specific version of the newly developed treatment for youth with sexual offending histories.

Risk and Needs Assessment

All youth committed to OYA undergo the OYA Risk and Needs Assessment. This instrument is used to assess criminogenic factors related to a youth's criminal behavior (e.g., attitudes, aggressiveness, and peer associations) and non-criminogenic factors (e.g., severe emotional disturbance, learning disability, and mental health problems), which need to be addressed before a youth can fully function in society. The RNA is most effective when used to assess the dynamic or changeable risk factors and related treatment needs of youth.

OYA has developed two additional risk assessment tools with high reliability for assessing the public risk posed by youthful offenders. The OYA Recidivism Risk Assessment (ORRA) predicts the likelihood a youth will recidivate with a felony conviction or adjudication within 36 months of commitment to probation or release from OYA close custody. The OYA Recidivism Risk Assessment for Violent Crime (ORRA-V) predicts the likelihood a youth will be convicted or adjudicated for a violent felony crime within 36 months of commitment to probation or release from OYA close custody. The model assesses risk for violent or threatening crimes that result in—or could result in—physical harm. ORRA and ORRA-V scores are based solely on static factors (e.g., prior felony drug or alcohol referral, age at release from close custody or start of probation, number of prior runaway referrals, prior weapons offense), and do not change over time.

Overall, Risk and Needs Assessments are primary tools in developing comprehensive, individualized case plans for each offender that address treatment, custody, and transition requirements and goals. Progress is measured through re-assessment, which includes review by a multi-disciplinary

team involving custody, treatment, and education staff and youth family members. Re-assessment occurs at regular 90-day intervals and after significant events such as a change in a youth's placement, parole revocation, and changes to risk or protective factors.

Using the RNA to identify level of treatment need and the ORRA and ORRA-V to identify public risk, OYA can now consider both dynamic and static risk factors together to inform decision-making regarding where and for how long youth would be most appropriately placed – in close custody facilities, community residential treatment programs, in foster care, or at home. This capability will be crucial in making population management decisions related to close-custody capacity and community residential capacity anticipated for the 2013-15 biennium.

Continuum of Services

OYA provides a continuum of services and programs for youth that are gender-specific and based on research and best practices. OYA screens for mental health problems which have been traditionally under-diagnosed in juvenile justice populations, and particularly with young women. Research confirms that gender makes a difference in how an offender's treatment should be provided, and what issues should be addressed. One example is that trauma and Post-Traumatic Stress Disorder (PTSD), which are prevalent in female corrections populations, are more associated with delinquency in female youth offenders than male youth offenders. A multi-disciplinary team (MDT) process guides the planning and resource development for each youth based on the individualized needs identified during the assessment process. OYA's community-based services are provided in collaboration with community partners, including the county juvenile departments, mental health departments, the Oregon Health Authority, Department of Human Services, and other community-based service providers, some of whom are under direct contract with OYA. Co-management agreements with county juvenile departments stress individualized planning for each youth offender, and include a commitment to provide a full continuum of gender-appropriate and culturally relevant services through State Diversion, Juvenile Crime Prevention funds, and Individualized Service funds. Each community develops its own process, resources, and services to reflect the needs of its youth through collaborative planning, and each county contracts for individualized services to customize services and interventions needed in the local area.

Sixty-eight percent of youth in close custody and 53 percent of youth in the community have been diagnosed as having substance abuse or dependency issues. These numbers have actually declined since 2010. Significantly more young women than young men in close custody have these conditions. Research links substance abuse/dependency to an increased risk for re-offense. In 2009, OYA received a grant from OJJDP to design a reentry infrastructure for youth returning to the community from close custody, and the most recent OYA research at that time revealed that that youth with AOD issues were 4.5 times more likely to be sentenced for a new felony within one year of release than youth without those issues. The prevalence of mental illness and addictions in young women involved with OYA continues to be an area of concern, and OYA continues to provide appropriate, gender-specific treatment services to address these issues. Young female offenders with severe mental health and/or addiction problems require specific and intensive treatment interventions and resources to address these risk factors. In addition to Cannabis Youth Treatment and Pathways to Self-Discovery and Change, which are available to both males and females in OYA close custody, Seeking Safety is used with females in close custody and an adapted version specifically for males is used with OYA's male close-custody population.

Young women in juvenile corrections also have a high prevalence of trauma and abuse histories, which, coupled with addictions issues, requires that AOD programming be integrated with physical health care, psychiatric, and trauma-informed services to support their treatment. Due to the high prevalence of AOD and mental health conditions, the Oak Creek Youth Correctional Facility has incorporated Dialectic Behavioral Therapy (DBT) as the core component for programming within the facility. Additionally, the Seeking Safety curriculum is specifically designed to address co-occurring trauma and chemical dependency treatment needs.

Treatment services for both male and female youth with sex offending issues focus on both risk and needs of the individual youth. The goal of treatment is to reduce offending behaviors and provide opportunity to gain skills and competencies that enable youth to lead productive and non-offending lives. Treatment approaches are gender-appropriate and address the specific needs of male and female youth. A curriculum has been developed and is being piloted to support sex offender treatment in the facilities; the curriculum is being adapted to be gender-specific.

Community Placement Services

On April 1, 2012, OYA had 1,013 youth in the community. Of those youth, 144 were female and 869 were male. OYA has a continuum of dedicated community-based residential resources and supports for youth offenders. OYA's community continuum for young women includes all levels of service ranging from foster care to specialized programs for pregnant/parenting young women or young women with mental health and/or drug and alcohol issues, to programs that prepare them for independent living. The percentage of young women served in community residential placements ebbs and flows. Currently there are 81 young women placed in community residential programs, which accounts for 15 percent of the total contracted residential placements, and is about double the population of young women in OYA close custody. OYA has 71 beds dedicated to young women, with another 32 beds which are gender-neutral. Given that girls generally present at a lower risk to recidivate, the community residential continuum is an imperative resource to divert young women from close-custody facility placement.

OYA has a small foster care system with resources around the state. Of approximately 35 homes, nine are certified to provide foster care to young women, with a 10th scheduled to complete certification by fall 2012. Foster parent training includes information and awareness about issues such as child/adolescent development, mental health, substance abuse, trauma, grief, and loss. Foster parents provide a stable, secure living environment for young women and model positive behaviors and choices. They support the youth's educational and vocational efforts and assume other parenting roles such as teaching critical thinking skills, providing positive discipline, holding the youth accountable and knowing the youth's friends and whereabouts.

OYA also contracts with private child caring agencies for community residential beds in both program-based and proctor care-based settings. Youth are served in proctor care or residential program settings depending on the type of service determined to be the most appropriate based on the youth's level of public safety risk and identified needs. Residential programs are gender-specific and proctor care-based programs serve youth in foster homes separated by gender. All community residential program contracts require that gender-appropriate supports and services be provided or made available to youth.

Services are provided by the contracted provider program and through outpatient services in local communities, which are coordinated by the program. The youth's OYA case planning process determines which services are necessary. Youth participate in educational and/or vocational services and individual, group, and family skill-building around daily living skills, behavior management, social skills, job search and support, and independent living skills. Psychiatric and mental health services are provided, including medication management and counseling to address specific issues. Sex offender treatment, alcohol and drug education/treatment/support groups, physical health care, and transition and aftercare services also are provided or coordinated through the contracted provider programs. Programs offer gender-specific support and education regarding family planning, physical health care, and wellness needs.

Along with providing placements for young women in residential programs as described above, OYA has a number of contracts for specialized services. OYA contracts with Morrison Center Rosemont and Looking Glass Pathways for Girls for specialized programs for young women with primary mental health and/or drug and alcohol diagnoses. These programs provide all of the same services as other residential programs, with additional intensive services around mental health and drug and alcohol intervention. OYA also contracts with the Salvation Army White Shield program, which serves pregnant and parenting young women focusing on both correctional treatment and parenting skills. In 2012, OYA began contracting with the Salvation Army Wildflowers program, providing services to young women with a history of involvement in sex trafficking.

Independent living programs are available throughout the state for youth who are 17-½ or older with no viable community living resource, and who are working toward a transition to their own apartment, a college dormitory or other independent living situation. Youth can be in an independent living program for 60-120 days, where they focus on developing independent living skills, including budgeting, nutrition and meal planning, and accessing resources such as housing and medical care.

Close-custody services

Close-custody programs provide treatment services focusing on skills and competency development. Services are designed to target the specific risks for future criminality posed by each youth offender. Services are provided individually, or in groups, and are designed to be gender-appropriate in terms of materials and presentation.

Females make up 6 percent of OYA's close-custody population and are served exclusively at the Oak Creek Youth Correctional Facility. Oak Creek provides a full continuum of gender-specific and evidence-based services and programs for young women in a single-gender facility. Dialectical Behavioral Therapy (DBT) has been incorporated into all aspects of the facility and ongoing support and technical assistance through Portland DBT ensures fidelity to the model.

DBT is a treatment model that focuses on the complexities of persons suffering from mental health conditions and exhibiting self-destructive behaviors including, but not limited to, suicidal ideation, eating disorders, cutting behaviors, and substance abuse. DBT addresses behavioral dyscontrol and emotional dysregulation through an intricate process of validating and accepting the youth while consistently focusing on behavioral

change through learning and practice of new skills, reinforcement of positive responses to circumstances that have triggered self-destructive responses and preventing avoidance by learning new methods for dealing with negative emotional responses to stressors.

Other gender-specific treatment services at Oak Creek include:

- Girls' Circle focuses on increasing connections, building on strengths, and developing resiliency.
- Women's Circle is a variation of Girls' Circle, developed for women 18 and older.
- Seeking Safety integrates the treatment of Post Traumatic Stress Disorder and chemical dependency.
- Growing Beyond is a workbook designed for young women who have committed sexual offenses.
- Voices focuses on self concept, self expression, interpersonal connections, and healthy living.
- Parenting Inside Out assists with crucial parenting skills and bonding/attachment behaviors between parent and child.
- The Go GRRRLS Workbook is a workbook providing developmental tasks for girls in early adolescence, including achieving a competent gender role identification, establishing an acceptable body image, developing a positive self-image, developing satisfactory peer relationships, establishing independence through responsible decision-making, understanding sexuality, learning to obtain help and access resources, and learning to plan for the future.
- Aggression Replacement Training is adapted with all of the moral reasoning scenarios reframed for female situations.

Males make up 94 percent of OYA's close-custody population and are served at six of its close-custody facilities: Eastern Oregon Youth Correctional Facility (YCF), Hillcrest YCF, MacLaren YCF, North Coast YCF, Rogue Valley YCF, and Tillamook YCF. Intake for all the male facilities has been centralized at Hillcrest. Correctional treatment services are based in evidence-based cognitive-behavioral methodologies, and curricula are evaluated for efficacy in relationship to the population(s) being served. At present, 31 evidence-based curricula have been approved for use by the OYA Curriculum Review Committee. Of note, Parenting Inside Out also is being provided to male youth offenders.

Transition Programs

Transition programs provide a transition from secure close custody facilities back into community settings. These programs are still considered 'close custody,' offering youth an alternative, appropriate level of care based on the youth's level of risk for re-offending. These programs allow offenders to continue their treatment in environments which provide opportunities to practice new skills in the community and emphasize a graduated skills development approach where youth continue to practice and refine their new pro-social skills in different and more challenging environments. Youth have varying options for community activities, such as work crews, employment, education, and vocational training depending on their identified needs and risk levels, as well as need to pay restitution.

The Young Women's Transition Program exclusively serves female offenders. Due to ongoing budget constraints, the Young Women's Transition Program is temporarily operational in one of the living units at Oak Creek. The full continuum of transition services continues to be available to the young women, including community activities and work programs.

Youth in the Young Women's Transition Program are offered individualized and group transition planning, including obtaining the necessary documents for an Oregon Identification card, employment and/or college planning and preparation, and community resource and life skills development. During the daytime hours, YWTP youth attend school or work. For high school graduates, the program offers a supervised work crew and has recently re-introduced an unsupervised community work program for eligible youth. Regularly scheduled community outings occur in the evening. The youth attend Transition group in the afternoon, during which time they work on their individual goals or rehearse skills in the community through planned activities. Additionally, the girls have participated in community service programming by crafting and donating items to local community non-profit organizations. Through the transition program, opportunities exist for in-person screenings for future placements, intake appointments with community providers, and transition visits to the community where a youth will be paroling, which may include a job search, college visit, and/or face-to-face meeting with her parole officer. When not engaged in any of the above activities, YWTP youth participate in unit treatment groups.

Male offender transition programs are located at Camp Florence, Camp Tillamook, and RiverBend Youth Correctional Facility. These programs also offer a variety of educational, vocational, and independent living skill development opportunities.

Education/Vocational Training

All youth in OYA custody have access to education and vocational training services. Individualized instruction is available to assist youth in obtaining General Equivalency Diplomas (GEDs) or high school diplomas. In close custody, 45 percent of females receive Individualized Educational Program (IEP) services, compared to 26 percent of males. In the community, 31 percent of females and 31 percent of males receive IEP services. College coursework is available to those youth who already have completed their high school education. Vocational services include vocational assessments, career interest exploration, pre-employment skills development (interviewing skills, resume development and writing, job application skills, and skills training in 'employability' such as communication, problem solving, and work ethics).

Allocations of funds and services

OYA continues to place emphasis on equity of service provision and funding, based on individual offenders' criminogenic risks and needs. A comparative analysis of moneys spent compared to populations served is reflected below:

Type of Service	Male Offenders		Female Offenders	
Community Placement and Individualized Services $59.1 Million	83% population	84% expenditures	17% population	16% expenditures
Close Custody Facilities $159.6 Million	93% population	90% expenditures	7% population	10% expenditures
Total:	**88% Population**	**88% Expenditures**	**12% Population**	**12% Expenditures**

Section IV
Accomplishments for 2011-13

Specific accomplishments related to this statute include:

- Completion of the new Young Women's Transition Program, built with Go Oregon funding, on the Oak Creek Youth Correctional Facility (OCYCF) grounds. The building is not currently being used as part of OYA's 2010-2011 savings plan. Transitional programming is being provided out of OCYCF.
- Pilot implementation of Youth Reformation System initiative in the community and the facilities to match youth with the most appropriate and cost-effective treatment services, placement resources and other services by reviewing current needs for levels and types of care/services and realigning resources to match need.
- Initiation of incentives/reinforcers/graduated sanctions both in the community as part of the re-entry grant and within the facilities to support youth in maintaining behavioral expectations and in holding them accountable for the choices they make.
- Full implementation of a comprehensive referral process for community-based services, including standardization of documentation and information-sharing to ensure that youth receive timely and appropriate services based on their case plan goals and objectives.
- Initiation of planned vocational program improvements to support youth's education/vocation goals
- Developed a centralized model for delivery of health care ensuring community standards of care for acute care needs, chronic disease care, dental care, psychiatric care, STD testing, chronic care, preventative care, and health care education.

Section V
Agency Plan for 2013-15

Specific goals related to this statute include;

- Continue to explore options for the development of a specialized living unit at Oak Creek YCF to support the population of young women who have extraordinary needs which would be better served in a smaller, less stimulating milieu with a higher staffing pattern
- Continue to utilize Youth Reformation System data to help inform public safety risks for youth leaving close custody and moving into less restrictive levels of care
- Fully implement the Youth Reformation System initiative to ensure that youth are placed in the level of care/type of service identified as most appropriate for their risks and needs
- Establish a process for ongoing review and realignment of resources to support the changing needs of youth in OYA custody, ensuring an appropriate continuum of culturally competent and gender specific-services
- Continue to develop training programs to support a staff which is skilled in planning services which are culturally competent and gender-specific
- Continue to focus on the goals/objectives from the Juvenile Justice Symposium held in 2010
- Continue to evaluate how the re-entry strategies developed through the OJJDP grant affect recidivism and continuing to improve transition and re-entry services to maximize opportunities for successful community reintegration
- Continue to develop procedures for identifying youth at risk for suicide and preventing suicide attempts
- Continue to explore and expand education and vocational opportunities for youth to enhance their employability

AFFIRMATIVE ACTION REPORT

This is a report on the composition of Oregon Youth Authority's (OYA) workforce, a comparison with Oregon Department of Administrative Services (DAS) parity standards, the accomplishments made, setbacks the agency has experienced, and suggested steps to improve outcomes. The timeframe for analysis is from July 1, 2004, through June 30, 2012.

OYA began as an agency in January 1996, and immediately embarked upon an ambitious affirmative action program designed to truly achieve a diverse and equitable workforce. From January 1996 until January 2006, there were steady gains in the number of employees in protected classes. However, during 2003-2008, OYA suffered significant budget cuts which led to the closure of four Youth Correctional Facilities and additional position losses in Community Services and Program Support. Since then the agency has partially reopened some closed facilities and recalled a number of employees who were laid off during those cuts. Even with substantial layoffs, the number of People of Color and Women working for OYA has remained remarkably close to the percentages on record for 2004. During 2011-2013, OYA suffered additional budget cuts, which led to a reduction in workforce of 55 employees. Despite these losses, OYA continues to strive to exceed standards for People of Color and Women.

PROGRESS IN MEETING AFFIRMATIVE ACTION GOALS
Total Agency Workforce

	As of 6/30/06	As of 6/30/08	As of 6/30/10	As of 6/30/12
All Employees	1023	1013	1101	979
Women	375 (36.7%)	420 (37.7%)	421 (38.2%)	353 (36.1%)
People of Color	162 (15.8%)	179 (16.0%)	185 (16.8%)	179 (18.3%)
Disabled	30 (2.9%)	24 (2.2%)	20 (1.8%)	12 (1.2%)

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

The representation of Women and People of Color gained when OYA expanded in 1996-97 has been maintained at a consistent pace. In almost all equal employment opportunity (EEO) job categories for Women and People of Color, OYA has met or exceeded the statewide parity standards established by DAS. Unfortunately, the significant gains in the representation of Persons with Disabilities during the same period have not continued at the same pace and instead have continued to decrease.

Upper/Middle Management Positions

There is fair balance and equity of representation among the Upper/Middle levels of leaders in the organization. Fully 14.8% of employees in upper and 12.2% in middle management are People of Color. OYA has achieved the DAS parity standards in both the upper and middle management EEO job categories of 12.2% and 13.6%, respectively, for People of Color.

The present representation of Women in upper management positions (Salary Range 31 and above or PE/M-D and above) is 40.7%, above DAS parity standards of 36.6%. Representation of Women in middle management positions (Salary Range 24-30) is 26.8%, below DAS parity standards of 43.0%. However, this is an increase of 10.2% since the 2011-2013 biennium report.

Representation of Persons with Disabilities serving in upper and middle management is 2.1%, which is below DAS parity figures of 6%.

Protective Service Occupations

OYA's largest (59.7% of the OYA workforce) EEO job group is Protective Service Workers, which includes Group Life Coordinators, Juvenile Parole/Probation Officers, Juvenile Parole/Probation Assistants, and Youth Corrections Unit Coordinators, for which the parity standard is 10.9% (71) for People of Color. The agency currently employs one 128 People of Color (21.9%) in protective service occupations, which is 11% above the parity standard. This is particularly noteworthy, since these occupations have direct interaction and supervision of incarcerated youth or youth on parole or probation in the community. Line staff, which this job group represents, more closely reflect the diversity of the youth residing in OYA's correctional facilities and under OYA supervision in the community.

Total Workforce

The representation of People of Color in the agency is 18.3%, compared to the state workforce representation of 13.8%, and DAS parity standards of 13.6%.

Although OYA is an agency with correctional facilities and probation and parole staff, representation of Women is strong. Overall, 36.1% of the OYA staff is Women.

The representation of Persons with (disclosed) Disabilities in the agency has decreased from 20 to 12, or 1.8% to 1.2%. This representation is below DAS parity standards of 6%.

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

Appointments

The hiring and promotion rate for People of Color thus far in the biennium has been at the rate of 19% of all agency appointments. Out of 134 appointments reported between July 1, 2010, and June 30, 2012, 25 were People of Color.

The hiring and promotion rate for Women thus far in the biennium has been at the rate of 45% of all appointments. Of the 134 appointments reported between July 1, 2010 and June 30, 2012, 60 were Women.

Agency Shortfalls and Under-representation in the Workforce

The shortfall in the agency workforce composition is the low representation (1.2%) of Persons who disclose a Disability. Well over half of the positions in the agency require supervision and control of youth offenders. Bona Fide Occupational Requirements for the job include physical mobility and baseline hearing and sight standards as well as the ability to drive motor vehicles. These occupational requirements limit some job applicants with disabilities who may lack such motor skills and normal sensory perception.

An emphasis for affirmative action, outreach and recruitment continues to focus on recruiting People with Disabilities. The long-term goal is to increase the workforce of People with Disabilities to 6%, the DAS parity goal. Every time the agency pulls a Certificate of Eligible list of job applicants, any and all qualified candidates are included.

Affirmative Action Goals

The agency continues to update goals/strategies and the OYA Affirmative Action Plan to include:

1. Increase representation of Persons with Disabilities in all job categories.
2. Increase representation of Women in Middle Management positions (e.g., Treatment Managers).
3. Increase representation of People of Color in Professional position (e.g., Nurse/Health positions, Computer Analysts positions).
4. Enhance cultural competency within OYA by sharing information, resources and available training to Human Resources staff, who in turn share it with all OYA staff at various staff meetings and training sessions.
5. Provide employees an invitation to self-identify Gender, Race/Ethnicity, Veteran Status and Disability Status by surveying employees each biennium.

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OYA's commitment to diversity is demonstrated by devoting financial and personnel resources to the issue. OYA has full-time staff positions assigned to minority services. Each correctional facility has designated staff members to represent and coordinate minority affairs. Although their primary responsibility is providing racial and cultural diversity services for minority offenders, a secondary role is to assist in outreach to the minority community and assist with recruitment of minority job applicants. OYA staff members and managers assist and/or participate throughout the year at various job fairs, recruitment and/or diversity events to represent OYA. By developing strong relationships with local community organizations representing the interests of People of Color in Oregon, the interest and possibility of working for OYA is created.

FACILITY PROPOSAL IMPACT ON WORK SPACE REQUIREMENTS

2013-15 BIENNIUM

FACILITY PROPOSAL IMPACT ON WORK SPACE REQUIREMENTS

OYA does not anticipate any changes of workspace during the 2013-15 biennium.

HB 4131

HB 4131 requires applicable agencies to attain a supervisor-to-staff ratio of 1:11. Until an agency has attained that ratio, HB 4131 requires an agency to increase its supervisory ratio to employees by at least one additional employee annually.

Oregon Youth Authority's supervisor-to-staff ratio, by date:

- October 2011 1:8 Supervisor-to-staff ratio
- January 2012 1:8 Supervisor-to-staff ratio
- October 2012 1:9 Supervisor-to-staff ratio

Actions taken to date to move toward the target ratio:

- Removal of supervisory duties from selected positions
- Reallocation of selected management service positions to classified represented
- Elimination of two management service supervisory positions

ACRONYMS

FC	Foster Care	RVYCF	Rogue Valley Youth Correctional Facility
FF	Federal Funds	S&S	Services and Supplies
FFT	Functional Family Therapy	SEIU	Service Employees International Union
FTE	Full-Time Equivalent	SFMS	State Financial Management System
GED	General Education Diploma	SP	Special Payments
GF	General Fund	SPD	Seniors and People with Disabilities
GLC	Group Life Coordinator	TF	Total Funds
HVAC	Heating, Ventilating and Air Conditioning	YCEP	Youth Correctional Education Programs
HYCF	Hillcrest Youth Correctional Facility	YCF	Youth Correctional Facility
JCAHO	Joint Comm. on Accreditation of Healthcare Organizations	YWTP	Young Women's Transition Program
JJIS	Juvenile Justice Information System		

ACRONYMS

A&D	Alcohol and Drug	JPPO	Juvenile Parole and Probation Officer
ADA	Americans with Disabilities Act	LEDS	Law Enforcement Data System
ADP	Average Daily Population	LOS	Length of Stay
ADPICS	Advanced Purchasing and Inventory System	MYCF	MacLaren Youth Correctional Facility
AFSCME	Association of Federal, State, County & Municipal Employees	NCYCF	North Coast Youth Correctional Facility
AG	Attorney General	Non-PICS	Payroll costs not generated by Position Inventory Control System
BFOQ	Bona fide Occupational Qualifications	OCCF	Oregon Commission on Children & Families
BRS	Behavioral Rehabilitation Services	OCYCF	Oak Creek Youth Correctional Facility
CAF	Children, Adult and Families	ODE	Oregon Department of Education
CCM	Community Case Management	OEA	Office of Economic Analysis
CO	Capital Outlay	OF	Other Funds
COLA	Cost of Living Adjustment	OHA	Oregon Health Authority
COP	Certificate of Participation	OMHAS	Office of Mental Health and Addiction Services
CPC	Correctional Program Checklist	OPE	Other Payroll Expenses
CPI	Consumer Price Index	ORBITS	Oregon's Budget Information Tracking System
CRB	Citizen Review Board	ORS	Oregon Revised Statute
DAS	Department of Administrative Services	OVRS	Office of Vocational Rehabilitation Services
DBA	Discretionary Bed Allocation	OYA	Oregon Youth Authority
DHS	Department of Human Services	PbS	Performance-based Standards
DMAP	Department of Medical Assistance Programs	PICS	Position Inventory Control System
DOC	Department of Corrections	POP	Policy Option Package
DOJ	Department of Justice	PS	Personal Services
DPSST	Department of Public Safety Standards and Training	PREA	Prison Rape Elimination Act
EBL	Essential Budget Level	PSR	Public Safety Reserve
ECHO	Effective Communication with Handicapped Offenders	QMHP	Qualified Mental Health Professional
EEO/AA	Equal Employment Opportunity, Affirmative Action	RFP	Request for Proposal
EOYCF	Eastern Oregon Youth Correctional Facility	RMS	Random Moment Sample