

YOUTH AUTHORITY, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

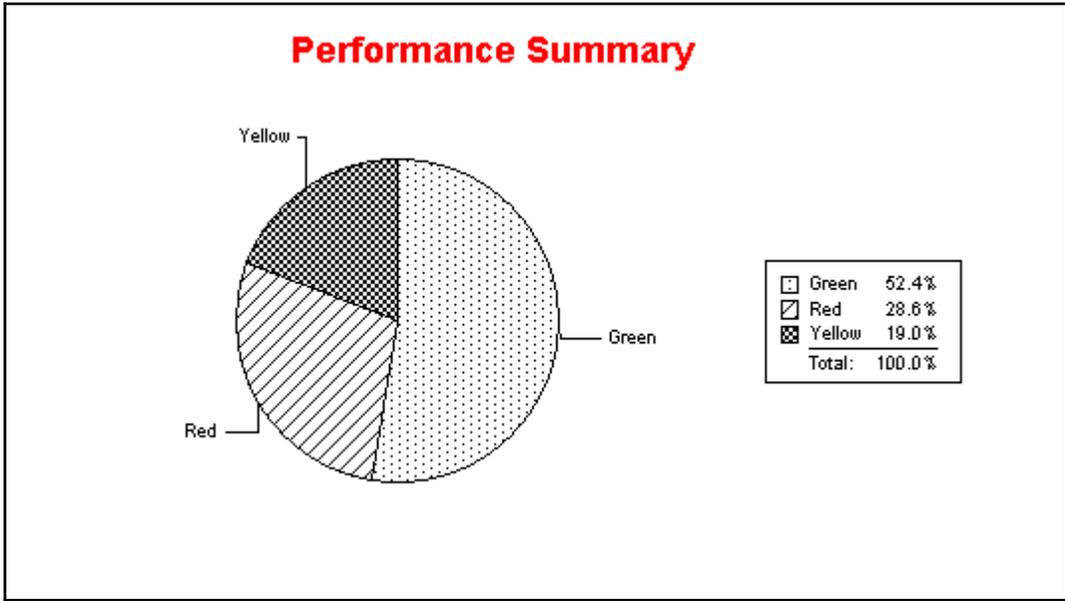
Original Submission Date: 2008

| 2007-2008 KPM # | 2007-2008 Approved Key Performance Measures (KPMs) |
|--------------------|---|
| 1 | ESCAPES - Number of escapes per fiscal year. |
| 2 | RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year. |
| 3 a | YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities |
| 3 b | YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field |
| 4 a | STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities |
| 4 b | STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field |
| 5 a | SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities |
| 5 b | SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field |
| 6 | INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission. |
| 7 | CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission. |
| 8 | EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan. |
| 9 | COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan. |
| 10 | SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. |

| 2007-2008 KPM # | 2007-2008 Approved Key Performance Measures (KPMs) |
|--------------------|---|
| 11 | RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year. |
| 12 a | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months). |
| 12 b | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months). |
| 12 c | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months). |
| 13 a | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months). |
| 13 b | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months). |
| 13 c | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months). |
| 14 | CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |

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| New Delete | |
| | Title: Rationale: |

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|---|--|--------------------------------------|--|
| YOUTH AUTHORITY, OREGON | | I. EXECUTIVE SUMMARY | |
| Agency Mission: The Mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. | | | |
| Contact: Philip Cox, Assistant Director, Program Ofc | | Contact Phone: 503-373-7531 | |
| Alternate: Mary McBride, Clinical Director | | Alternate Phone: 503-378-3992 | |



1. SCOPE OF REPORT

The Oregon Youth Authority (OYA) is building a more effective juvenile corrections continuum of services through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes. All agency activities are intended to achieve the ultimate OYA mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The OYA Key Performance Measures (KPMs) address all OYA reformation program areas and their ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the performance management system includes measures designed to ensure the safety of youth in OYA custody as well as youth and family satisfaction with the services provided. These performance measures enable OYA to more accurately report progress in achieving its mission. The KPMs also measure the most important

area of OYA performance: OYA parole and probation recidivism (KPMs 12 & 13). The OYA uses KPMs to monitor agency progress in key areas with the goal of reducing the rate of youth re-offense.

2. THE OREGON CONTEXT

Senate Bill 1 established the OYA in 1995. As the state agency responsible for juvenile justice services, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. The OYA ensures public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, employment, etc.) to reduce the likelihood that youth will commit more crime.

As mandated by state law, the OYA exercises legal and physical custody of youth offenders committed to the OYA by juvenile courts; exercises physical custody of certain youthful offenders who have been committed to the custody of the Department of Corrections by adult courts; provides community-based services and supervision to youth offenders; and provides facility-based services and supervision to youth offenders and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with needed skills to successfully transition back into their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the state's custody for supervision and services in each of Oregon's 36 counties.

While OYA has limited influence on the juvenile arrest and referral benchmarks, it does work with partner agencies to positively affect these goals. Collaborative planning and management ensure that state and local service delivery efforts are efficient and effective to benefit all Oregon citizens.

3. PERFORMANCE SUMMARY

When analyzing trends over time, the OYA appears to have made significant progress toward achieving Key Performance Measure targets in FY 2007-2008. Compared with the previous year, OYA increased the number of Key Performance Measures that are making progress from 33% to 59%; decreased the number that are not making progress from 22% to 6%; and decreased the number where progress is unclear from 44% to 35%. In addition, agency performance exceeded targets on 6 of the measures. The large percentage of Key Performance Measures whose progress is unclear may reflect changes in the definition and/or data collection techniques during this reporting period. The agency continues to develop consistency across data definitions and analysis methodology. These efforts, combined with the strategies detailed in this document, will continue to move OYA toward achieving its performance goals.

Recent changes in reporting have resulted in changes in the definition of "meeting" target. Using the DAS definition, in FY 08 the OYA reached or outperformed its expected target on 50% of its KPMs (coded as green); fell just shy of meeting its target on 18% of KPMs (yellow); and fell below its target on 27% of its KPMs (red).

4. CHALLENGES

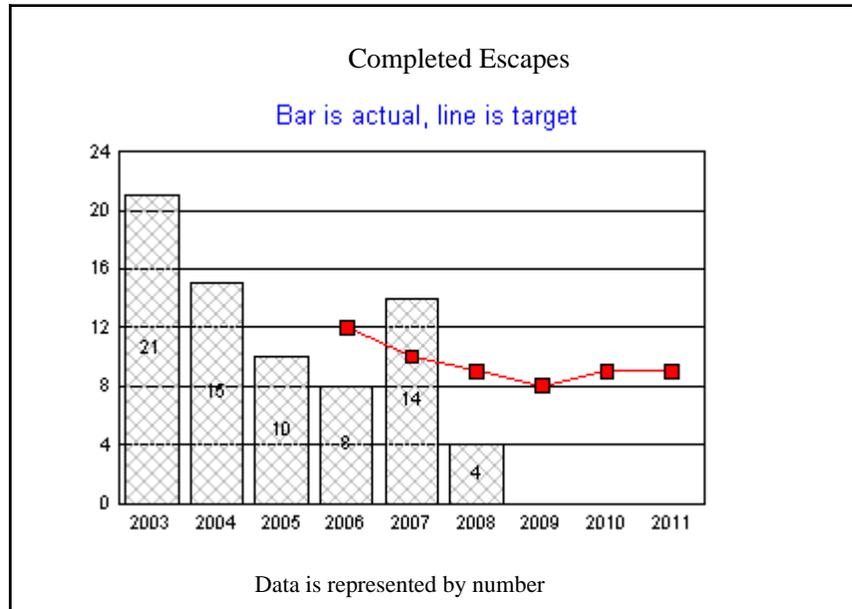
The key performance challenges faced by OYA include the following:

- **Sustaining New Approaches:** The OYA has continued to implement additional evidence-based curricula to effectively address the wide range of “criminogenic risk factors” (factors that are highly correlated with re-offense) exhibited by youth. Sustaining new practices always presents several challenges including maintaining well-trained staff as well providing technical assistance and support. The OYA continues to focus much effort on sustaining and monitoring the fidelity of recently implemented evidence-based practices.
- **Staff Training:** A significant amount of ongoing training must occur to ensure that field and facility staff remain well-versed in the new systems and evidence-based correctional treatment approaches. The challenge the agency faces is balancing the time needed for training while fully staffing each of the facilities and field offices at the appropriate operational level.
- **Transition to Community:** Research shows that at points of transition youth are often at high risk to re-offend. With this understanding, the OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition. Securing sufficient resources to support these efforts often stands as a challenge to successfully ensuring a smooth transition process for all youth.
- **Documentation Practices:** The OYA has developed software for staff to document work activities. This software is used to track and analyze data for the KPMs. Many of the documentation processes are new and evolving. Staff are still learning how to use the software and developers are still making improvements to the software.

5. RESOURCES AND EFFICIENCY

The legislatively approved budget for the 07-08 fiscal year is \$152,823,545 Total Fund and \$127,294,213 General Fund.

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| KPM #1 | ESCAPES - Number of escapes per fiscal year. | 2003 |
| Goal | YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth admitted to facilities by preventing unauthorized exit. | |
| Oregon Context | Benchmark 62. Juvenile Arrests | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 258d | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

The OYA aims to prevent escapes from facility programs through a variety of means, including:

- Adhering to effective physical plant security procedures.

- Emphasizing escape prevention during each facility's biennial Safety/Security review.

2. ABOUT THE TARGETS

The OYA has two levels of security and programming in its 925 bed close custody facility system to prevent escapes. The highest levels of security are maintained in seven youth correctional facilities where the expectation/target is zero escapes. In the four transition facilities, youth are provided opportunity for supervised community work and academic activities to enhance the likelihood of a successful transition. The targets for these programs reflect the higher potential risk for escape while engaging in community transition activities.

3. HOW WE ARE DOING

The fiscal year 2008 data showed a reduction in the number of completed escapes from facility programs. The four reported escapes were the result of escape behavior by young women from one transition program. The number of escapes from that community transition program was lower this fiscal year than previously. The rate of escapes for male offenders remains very low when compared to female offenders.

The overall decline in the number and rate of completed escapes reflects the agency's continued emphasis on using the risk/need assessment tool to place higher risk youth in more secure treatment units as determined by the youth's Multi-Disciplinary Team (MDT). The OYA has continued biennial safety/security peer reviews which focus on security procedures and supervision of youth. The agency also continues to participate in the national Performance-based Standards (PbS) project, where outcome data are regularly collected and evaluated in the standard area of security.

4. HOW WE COMPARE

National data on youth escapes from facility custody are not available; however, OYA's participation in the PbS Project allows for comparison of agency data to that of other participating agencies. OYA facilities consistently show low rates of escape. This demonstrates security performance that is better than the PbS average, based on 184 participating facilities in 28 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

Attempts to escape from highly secure youth correctional facilities are rare, reflecting exceptional physical plant security and attention to staff training on security procedures. The OYA, however, acknowledges the importance of community activities in its transition programs and accepts the inherent elevated potential escape risk that accompanies youth participation in community transition activities. Youth involved in these activities are nearing transition to community settings, and consequently, it is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community. Young women are over-represented in OYA's escape data as they may be more likely to react with "flight" as a response to the stressors of imminent transition. These factors make complete elimination of escapes in transition programs unlikely, and in fact, data showing an escape rate of zero could indicate an extremely conservative approach to transition that would prevent OYA youth opportunities to learn new skills that prepare them for life in the community.

6. WHAT NEEDS TO BE DONE

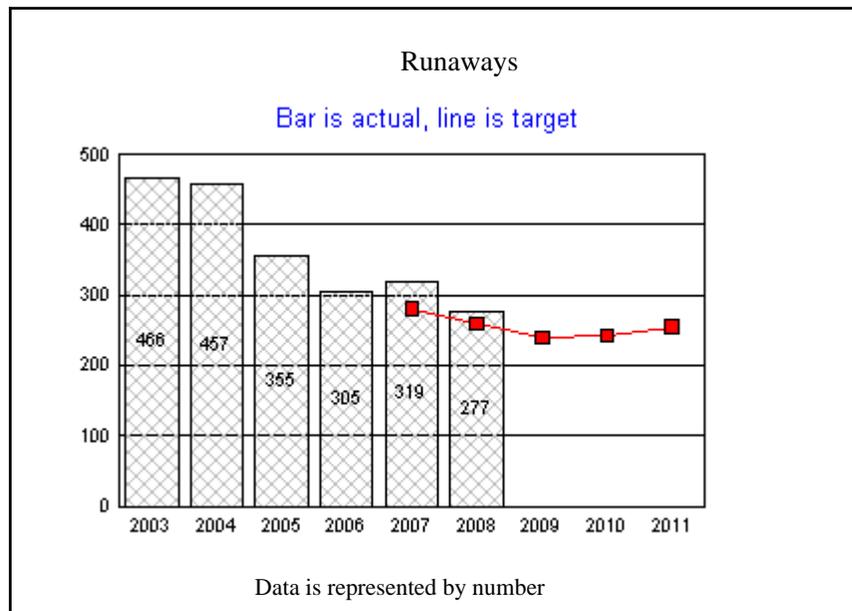
- Continue to review and debrief specific escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
- Research, train and implement gender specific interventions addressing coping skills and self advocacy.
- Continue to refine and review the risk assessment system to ensure that youth considered for transition placement represent acceptable risk for escape.
- Continue to focus attention on the definition and communication of living unit profiles, including inclusionary and exclusionary criteria for each unit.
- Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming.
- Continue to emphasize safety, security, and skill development in staff training.
- Fully implement the agency quality improvement plan (Unit Improvement Plan) detailing action steps to decrease the number of escapes, injuries, and other incidents.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of escape incidents, the monthly reports provide rates of escape to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of escapes in addition to the number of escapes as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for youth to escape. In total, there were four escapes reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #2 | RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year. | 2003 |
| Goal | YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth placed in community programs by preventing unauthorized exit. | |
| Oregon Context | Benchmark 62. Juvenile Arrests | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 258d | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

The OYA attempts to limit the number of incidents of runaways from OYA community programs through:

- Reviewing incidents of runaways with providers and determining strategies for improvement.
- Engaging youth and family in the collaborative process of developing comprehensive case plans through the Multi-Disciplinary Team (MDT) process to ensure youth needs are met.
- Maintaining OYA contract language requiring a minimum of 13 hours per week devoted to behavioral rehabilitative services, including skill development, for contracted community residential programs.
- Working with providers to develop inherent and frequent rewards for youth participating in the program as well as improving intervention and prevention strategies used with youth.
- Creating a “retention plan” for providers to implement when warning signs of an impending run are present.
- Establishing clear expectations/outcomes identified in the MDT process and implementing swift and certain sanctions for runaways.

2. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond from supervision in community settings, including from residential treatment, foster care, and home visits. The targets show a slight upward trend beginning in FY 2009 to adjust for the anticipated increases in bed capacity and youth population over the next biennium.

3. HOW WE ARE DOING

Data show there were 277 runaway episodes during fiscal year 2008. Although the target of 260 was not met, there has been a substantial reduction in number of runaways since fiscal year 2003 and the rate of runaways has dropped.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

While the agency fell short of the target of fewer than 260 runaways in fiscal year 2008, runaways did decrease approximately 13% from the previous year. The OYA has implemented a number of strategies that have likely contributed to this decrease including evidence-based programming as discussed below.

The OYA uses a standardized risk needs assessment to effectively match youth needs with placement options. In addition, MDT meetings are held every 90 days to discuss youth needs and to review the youth's individualized case plan. These meetings involve youth, parents, assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This "forward thinking" approach aims to ensure youth are ready for transition, with the goal of decreasing the likelihood youth will run from community settings.

Research shows youth engagement with education and/or vocational services is related to a decreased risk of youth runaway. The OYA continues to focus efforts in this area through the MDT process and collaboration with Vocational Rehabilitation Services and the Oregon Department of Education to positively engage youth in school as quickly as possible when leaving close custody.

Youth runaways from foster care and proctor care are reviewed on a monthly basis by the Foster Care Program Certifiers, the Foster Care Manager, and the Community Resources Manager to monitor progress in this area. In addition, to further prevent runaway incidents, foster and proctor parents receive ongoing training in order to enhance supervision skills and awareness of "pre-run" conditions.

6. WHAT NEEDS TO BE DONE

- Continue matching youth in community settings based on their risk to re-offend.
- Utilize national research with providers to increase strategies to prevent runaways.
- Continue training on the MDT approach, emphasizing the agency's goal of appropriately matching youth to placement based on criminogenic risk and need factors.

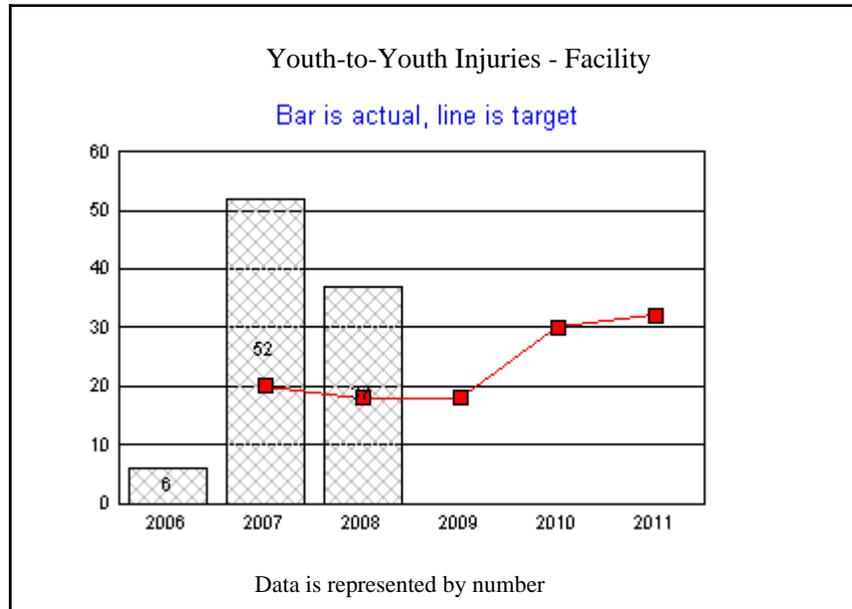
- Complete implementation of a youth incident report in JJIS for use by field officers and community providers to help gather runaway data and use this information to assist in program improvement.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of runaway incidents, the monthly reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of runaways in addition to the number of runaways as called for by this measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for youth to run away. In total, there were 277 runaways reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #3a | YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities | 2006 |
| Goal | YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 369 | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence and respect for self and others are emphasized through:

- Leadership and staff training in approaches that focus on cognitive behavioral interventions to teach youth anger control, problem-solving and

reducing aggressive behaviors toward others.

- Staff role-modeling appropriate, positive social interactions on the living units.

2. ABOUT THE TARGETS

Changes to the agency's definition of "youth-to-youth injury" have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by other youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would grossly underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2007-2008, the agency has re-evaluated and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.

3. HOW WE ARE DOING

The OYA's second year of data collection on this measure reflected a relatively low number of injuries in light of the 925 youth in close custody on any given day. The rate of youth-to-youth injury dropped to .012 per 100 person days in fiscal year 2008 from a rate of .016 per 100 person days in fiscal year 2007. While both rates are exceedingly low, continued efforts in developing youth pro-social interaction skills have resulted in a 29% reduction of youth-to-youth injuries from the previous year.

4. HOW WE COMPARE

Comparative data are not available. Unlike this OYA key performance measure, Performance-based Standards (PbS) outcome measures relating to youth injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication skills development, prosocial thinking patterns, and positive interactions between youth. Staff continue to receive training in the delivery of these correctional treatment curricula as well as in verbal de-escalation and behavior management. Furthermore, in fiscal year 2008 OYA developed definitive program criteria to improve treatment unit assignment decisions based on youth on risk, need, and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations.

6. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in OYA facility programs.
- Continue to refine the agency's assessment process to ensure that youth profiles and concerns are properly identified.
- Increase emphasis on matching youth to treatment services based on criminogenic risk and need.
- Continue to emphasize safety and verbal de-escalation in staff training as well as promote the development of staff skills that best position staff to promote positive youth progress.
- Emphasize the use of the recently-developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and relating factors.
- Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements may be necessary.
- Continue to support agency implementation of evidence-based cognitive behavioral treatment programs in all youth correctional facilities, including ongoing monitoring of treatment provided.
- Broaden and refine the implementation of Aggression Replacement Training curriculum in youth correctional facilities.

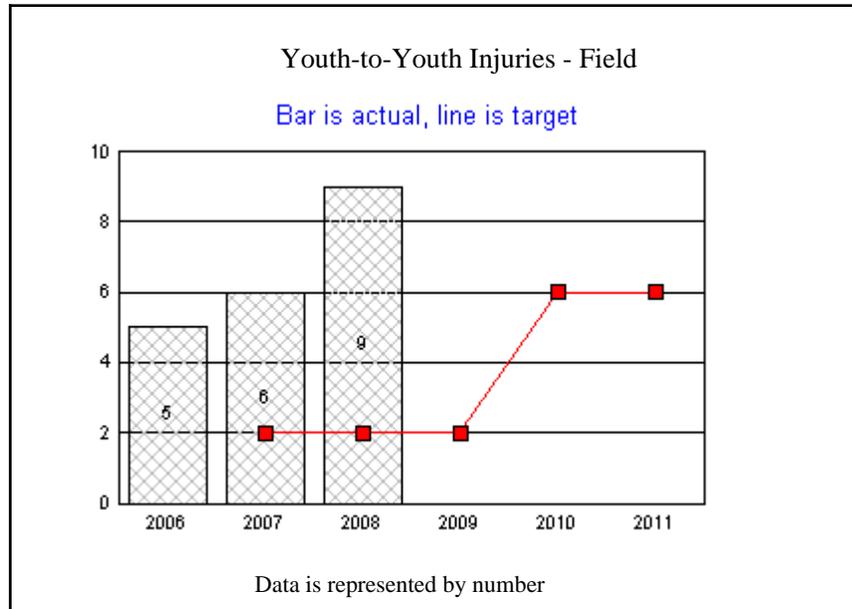
- Implement evidence-based gang prevention curriculum in all close custody facilities.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Facility staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for youth-to-youth injuries. In total, there were 37 injuries reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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|-----------------------|--|------|
| KPM #3b | YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field | 2006 |
| Goal | YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 369 | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

- Providing staff training that focuses on teaching youth anger control, problem-solving and pro-social interaction skills through cognitive behavioral interventions.

- Formally surveying youth in community programs twice per year to determine whether they feel safe.

2. ABOUT THE TARGETS

Previous changes to the agency's definition of "youth-to-youth injury" have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2006-2008, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

The OYA had nine incidents of youth-to-youth injuries in field services during the fiscal year 2008. Although the number of injuries increased in fiscal year 2008, the rate increased by only .001 from FY 2007. Although no incident is acceptable, this number is a relatively low rate. The OYA will continue to implement strategies to ensure the safety of youth in its custody.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

A dramatic increase in youth gang activity and related crime throughout the state in the past year may have contributed to the slight increase in youth to youth injuries in 2008. It must be noted that in addition to the fact that this number (9 youth) represents a fraction of the total number of OYA youth in the community, it is not uncommon for youth with presenting behavioral disturbances to act aggressively while in residential treatment as a result of change and internal conflict. The majority of youth-to-youth injuries reported this fiscal year occurred within the community residential

The OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors all incidents. The CRU staff follow-up with programs after all incidents and corrective action plans are generated as needed. This form of monitoring and quality improvement has likely contributed to the low number of youth-to-youth injuries in the field.

The OYA uses the Risk/Needs Assessment (OYA/RNA) to effectively match youth to placement based on risk level. This evidence-based practice contributes to the low number of youth-to-youth injury incidents.

6. WHAT NEEDS TO BE DONE

- Continue to evaluate and monitor youth to youth incidents on a regular basis.
- Continue to provide assistance and training to agency providers (i.e., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal de-escalation.
- Continue to implement and support use of evidence-based interventions, targeting anger management, and pro-social skills training.
- Fully implement the Youth Incident Report (YIR) in the field to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and relating factors.
- Encourage providers to continue developing strategies to promote staff retention, resulting in experienced staff working with youth offenders in community programs.

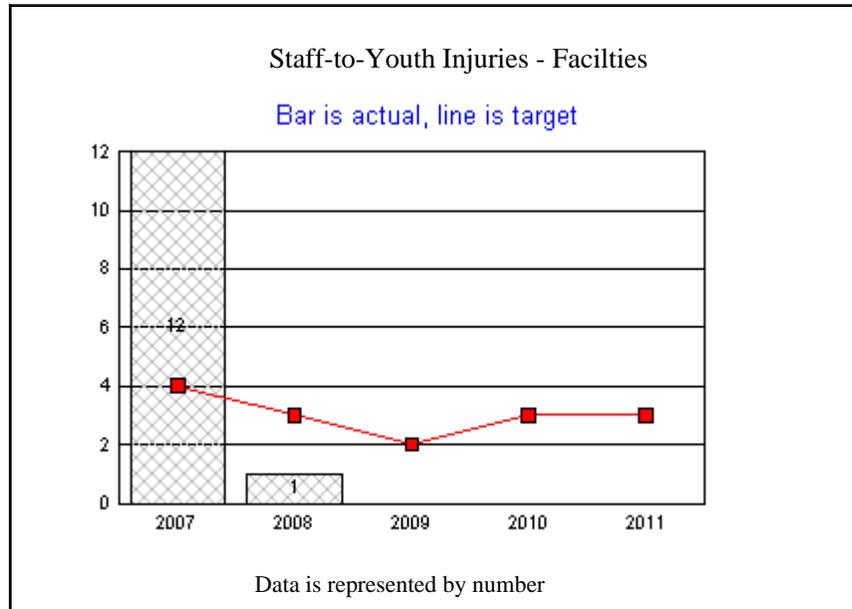
7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure occur while under residential or foster care supervision and

reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for youth-to-youth injuries. In total, there were nine injuries reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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|-----------------------|---|------|
| KPM #4a | STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities | 2006 |
| Goal | YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 378 | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

- Staff training emphasizing verbal de-escalation skills and approaches to working with youth as a means of minimizing physical intervention.

- Cognitive behavioral interventions to youth and treatment curricula focused on improving anger control, problem-solving skills, pro-social skills, and reduction in aggressive behaviors toward others, thereby preventing high risk injury incidents.

2. ABOUT THE TARGETS

Recent changes to the agency's definition of "staff-to-youth injury" have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and is an important measure of the agency's ability to achieve goals relating to youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2007-2008, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.

3. HOW WE ARE DOING

The fiscal year 2008 marked the second year in which the agency used a stricter definition of injury. The number of staff-to-youth injuries dropped dramatically from fiscal year 2007, with only one youth injury documented during the fiscal year as a result of staff intervention. The agency has exceeded its target for the year and will continue to emphasize the refinement of staff verbal de-escalation skills, and when necessary, safe physical intervention techniques to which staff are trained.

4. HOW WE COMPARE

Comparative data for the new definition are not available because the Performance-based Standards (PbS) outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants.

5. FACTORS AFFECTING RESULTS

The OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication development and positive interactions between youth and staff. Staff continue to receive training in the delivery of these curricula as well as in verbal de-escalation and behavior management skill development. In addition, OYA is developing more defined program and population criteria to improve program assignment decisions that match youth on risk, need and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe respectful living situations.

In instances where staff must physically intervene, the agency continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Staff skills are evaluated and training is provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. Monitoring and review of all incidents of physical intervention also contributes to a minimum number of staff-to-youth injuries.

The OYA has placed significant emphasis on agency culture and has worked hard to create an environment that encourages staff and youth to report incidents of injuries, concerns, and/or policy violations. As part of this effort, the OYA has increased the number of ways for youth to report their concerns, including a 24-hour hotline telephone number linked to the OYA Professional Standards Office (PSO). These steps may have contributed to enhanced validity of staff-to-youth injury data.

6. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in facility programs.
- Continue to refine the agency's system of risk needs assessment to ensure that youth profiles and concerns are properly identified.
- Emphasize matching youth with appropriate services and approaches when making treatment unit decisions.
- Emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge.
- Emphasize the use of the recently-developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity, and relating factors.

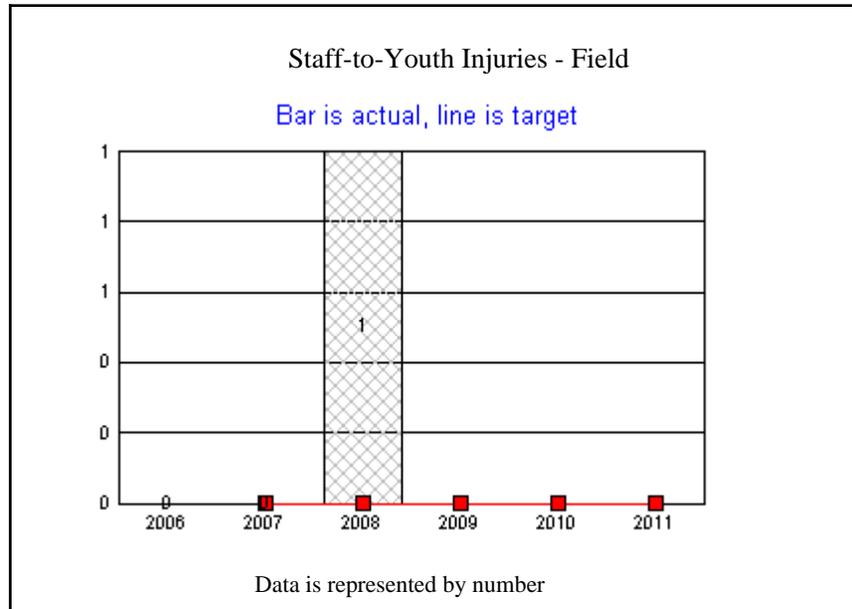
- Continue educating youth regarding their rights and how to report an incident where they believe they have been injured or abused in any way by an OYA staff (i.e. contacting Professional Standards Office).

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure include youth injured by staff in close custody where the injury required medical attention beyond routine first aid. Facility staff record injuries using the Youth Incident Report in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for staff-to-youth injuries. In total, there was one injury reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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|-----------------------|--|------|
| KPM #4b | STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field | 2006 |
| Goal | YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 378 | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

- Providing training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPO), Foster Care Certifiers, and Foster Care parents on personal and youth safety.

- Providing technical assistance to community providers, including developing corrective action plans to prevent future incidents and ensure youth safety.

2. ABOUT THE TARGETS

Previous changes to the agency's definition of "staff-to-youth injury" have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by interaction with OYA staff and contracted providers. The OYA supports a goal of zero injuries to youth by staff. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

The OYA has experienced one incident of injury to youth by staff during this reporting period. Although no incident is acceptable, the OYA has maintained a very low rate of staff-to-youth injuries in the field.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

The OYA has well established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include OYA field staff requesting assistance from local law enforcement, if necessary. Additionally, OYA contracts require community residential programs to report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. The CRU staff follow-up with programs after all incidents, and corrective action plans are generated as needed. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and oversight has contributed to the minimal number of staff-to-youth injuries in the field.

care providers in behavioral management techniques and verbal de-escalation skills . Additionally, foster parents receive ongoing training from and oversight by OYA Foster Care Certifiers in the areas mentioned above. JPPOs and Foster Care Certifiers are also trained on the required supervision standards set forth by OYA. These factors may contribute to keeping staff-to-youth injuries at a minimum.

6. WHAT NEEDS TO BE DONE

- Train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions, and the proper use of evidence based interventions and treatment tools.
- Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
- Continue educating youth about their rights and how to report abuse or injury by an OYA staff member or contracted provider.
- Complete implementation of the field JJIS Youth Incident Report. Using the agency's management information system to collect and aggregate incident/injury data will allow for meaningful report and evaluation of youth injuries, including location, activity, and related factors.
- Continue to use a standard pre-service employment screening tool, IMPACT, to ensure that the agency employs the best qualified parole/probation staff
- Review incidents that result in significant injury to youth to determine what corrections or improvements are needed.
- Continue to investigate all reports of OYA staff and community provider misconduct through the OYA Professional Standards Office (PSO).

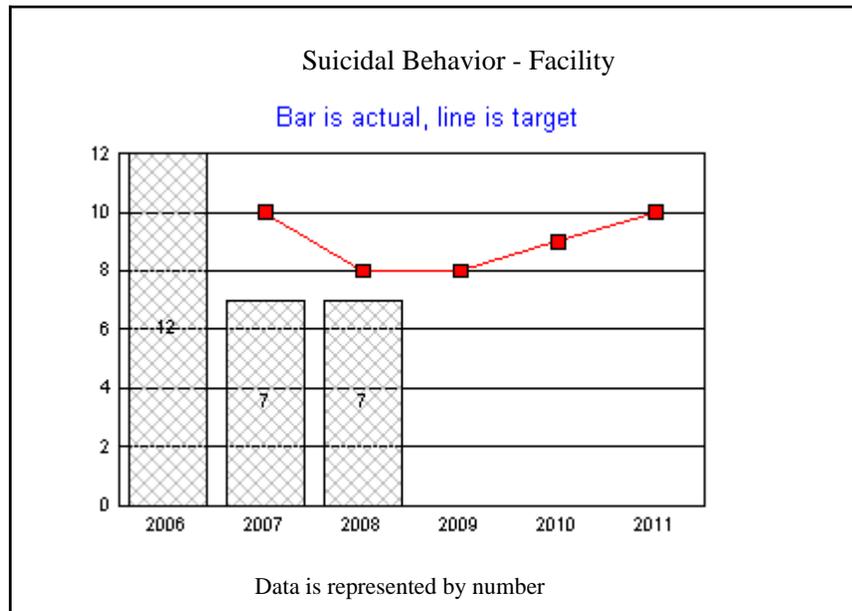
- Continue to offer training opportunities to OYA staff and contracted providers focusing on, comprehensive supervision techniques, safety, verbal de-escalation skill development, and how to create/ensure a safe environment.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure include youth injured by staff while under residential or foster care supervision where the injury requires medical attention beyond routine first aid. Youth field injuries are recorded using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, rates of injury are also calculated monthly to allow for meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by this measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for staff-to-youth injuries. In total, one injury was reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #5a | SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities | 2006 |
| Goal | YOUTH SAFETY - Protect youth from self-harm and suicidal behavior. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 368 | |
| Owner | Mary McBride, Clinical Director, (503) 378-3992 | |



1. OUR STRATEGY

Establish an environment where all facility staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

This measure was redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions, with the agency's highest priority placed on maintaining safe environments for all youth and staff. The fiscal year 2010-2011 targets have been adjusted to reflect an increase in close custody capacity.

3. HOW WE ARE DOING

The OYA's first year of data collection on this measure in fiscal year 2006 showed a relatively low number of incidents where suicidal behavior occurred as defined by the measure. Fiscal years 2007 and 2008 showed an even lower incidence of this type of behavior. This reflects the agency's continued emphasis on youth safety and strict attention to a suicide prevention policy recognized as a national model. In addition, OYA has established a process where the agency's Clinical Director reviews all incidents of suicidal behavior to determine if they meet criteria for inclusion in the performance measure data and to advise the facility and local clinicians on appropriate follow-up and intervention. The OYA is committed to ongoing attention and consistency in preventing youth suicides and assuring youth safety.

4. HOW WE COMPARE

National data on youth suicidal behavior while in facility custody are not available. However, OYA's participation in the Performance-based Standards (PbS) Project allows for comparison of agency data to that of other participating agencies. The PbS outcome measures for suicidal behavior reflect any youth behavior, regardless of type or severity, that results in self harm. OYA facilities consistently show low rates of suicidal

behavior. This demonstrates security performance that is better than average for agencies participating in the PbS Project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in youth correctional facilities are at a higher risk of suicidal behavior. Risk is elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a structured environment and separated from their community support systems.

The OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and on new knowledge or practices related to the prevention of suicidal behavior.

Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA uses the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

6. WHAT NEEDS TO BE DONE

- Continue to emphasize youth safety in facility programs.
- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified.
- Standardize current local procedures regarding appropriately addressing suicidal behavior.
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced.
- Increase emphasis on matching with appropriate services and placements based on risk, need, and responsivity factors.
- Emphasize safety in staff training as well as maintaining readiness to respond to youth exhibiting suicidal thoughts or behavior.

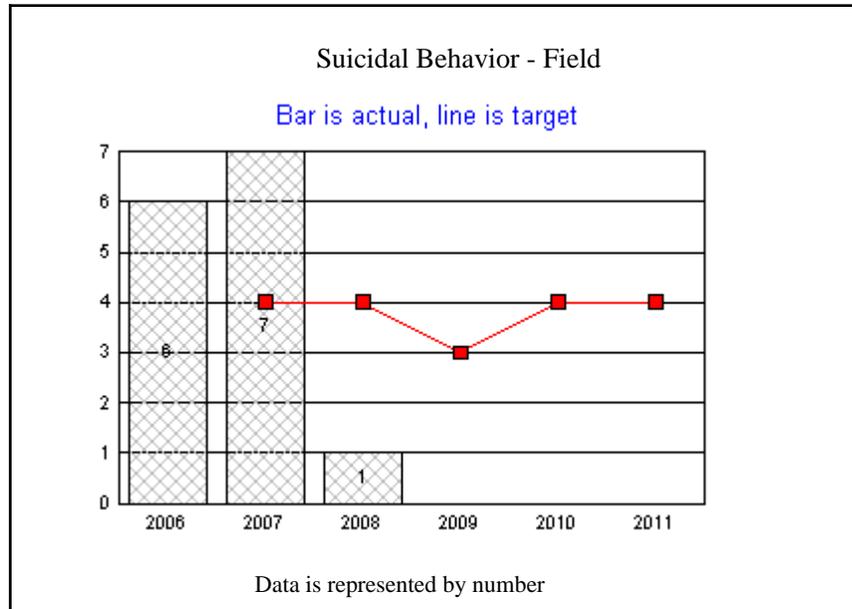
- Continue to provide appropriate levels of mental health treatment and staff resources.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. This measure includes all youth in close custody facilities. Suicidal Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds, objects around neck where marks are left). Facility staff record incidents of suicidal behavior in JJIS as they occur, and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of suicidal behavior, the monthly reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of suicidal behavior in addition to the number of incidents of suicidal behavior as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for incidents of youth suicidal behavior. In total, there were 7 incidents reported.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #5b | SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field | 2006 |
| Goal | YOUTH SAFETY - Protect youth from self-harm and suicidal behavior. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) KPM Extract Report 368 | |
| Owner | Mary McBride, Clinical Director, (503) 378-3992 | |



1. OUR STRATEGY

Establish an environment where all staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

encouraged to attend these training sessions. New employees receive eight hours of training on suicide prevention and intervention.

- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

Based on analysis obtained from 2005-2006 data, this year's target was set at four. This measure has been recently redefined to focus on suicidal behavior judged by clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. (Note: All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions). The fiscal year 2010-2011 targets have been adjusted to reflect an increase in close custody capacity.

3. HOW WE ARE DOING

With much emphasis on suicide awareness and prevention, the OYA has maintained a low number of serious suicidal behavior incidents. The OYA continues to focus efforts on youth safety and suicide prevention and has consulted with national experts on youth suicide. The agency has established suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and updated on new knowledge or practices related to the prevention of suicidal behavior.

Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA recently implemented the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

The OYA Clinical Director reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and consults with staff and local clinicians on appropriate follow-up and intervention. Additionally, the OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on the subject. This ongoing training allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure.

Ensuring appropriate supports and resources are in place in the event that a youth displays risky self-harming behaviors is a critical piece in ensuring youth safety. The local OYA field staff work closely with county mental health to triage, screen, and provide intervention services for youth on parole or probation. The OYA also collaborates with county emergency services to access hospitalization services for high risk youth. In addition, OYA has contracted with two residential providers who serve youth with significant mental health needs and history of suicidal ideation. This resource has provided a needed relief for care of at-risk youth on probation status.

6. WHAT NEEDS TO BE DONE

- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified.
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced.
- Increase emphasis on population matching with appropriate services and approaches in making decisions on placement.
- Emphasize safety in staff training as well as the maintenance of readiness to respond to youth exhibiting suicidal thoughts or behavior. Training for field staff should include information on youth trends in accidental deaths (e.g. resulting from experimentation with drugs or sex).
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements are needed.
- Continue regular review whether residential providers are meeting contract requirements including reporting incidences.

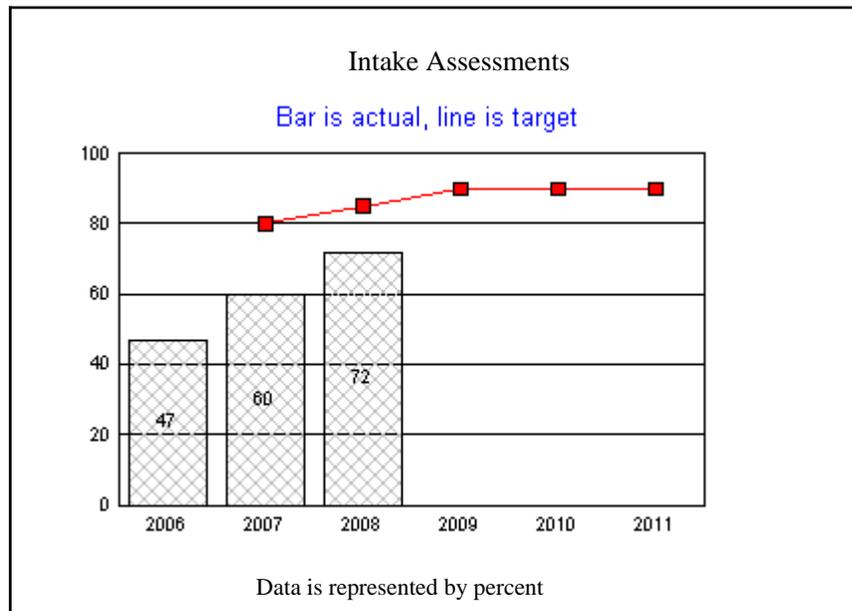
staff.

7. ABOUT THE DATA

Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds; objects around necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements. In total, there was one incident reported. Rates of suicidal behavior for field youth are not calculated because this KPM reflects incidents for all OYA youth in the field, not just those in substitute care; days of opportunity figure is not available for the entire OYA field population.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #6 | INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission. | 2006 |
| Goal | ASSESS RISK - Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) KPM6 Risk and Needs Assessment | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

Ensure all youth are assessed in a timely manner using the OYA Risk/Needs Assessment (OYA/RNA) tool through:

- Providing ongoing training for staff on policies related to OYA/RNA and case planning, including designated timeframes for completing assessments.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure, because accurate and timely assessment of youth criminogenic risk and need is the foundation for appropriate case planning. The target for fiscal year 2008 was 85% of assessments completed within 30 days of commitment, with an increase to 90% anticipated in fiscal years 2009 through 2011.

3. HOW WE ARE DOING

Performance on this measure for fiscal year 2008 showed continued positive movement toward meeting the established target of 85%. Although there was a substantial increase in performance over fiscal years 2006 through 2008, the agency fell shy of the target of 85% in 2008. Training for all staff who administer the OYA/RNA has been completed, and the curriculum for new staff orientation includes an introduction to the assessment tool. Utilizing a standardized risk needs assessment tool is a relatively new process, and the OYA management expects that as staff continue to become familiar with processes, there will be improvements on this measure during the next fiscal year. The agency will continue to emphasize to staff the importance of timely administration of risk needs assessments.

4. HOW WE COMPARE

National risk assessment data are not available. Many juvenile justice systems have not yet started to use standardized and valid risk assessment tools.

5. FACTORS AFFECTING RESULTS

Key factors influencing the OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a

Information System (JJIS). Assessments are not considered completed until they have been locked by staff in JJIS.

Recently, the OYA revised the RNA training for new employees to better address key software changes that have occurred since the RNA was implemented in 2004. As a result of updating training protocols to reflect current agency standards and practice, coupled with ongoing technical training to staff, it is expected that the accuracy of this KPM data will continue to improve in the future.

6. WHAT NEEDS TO BE DONE

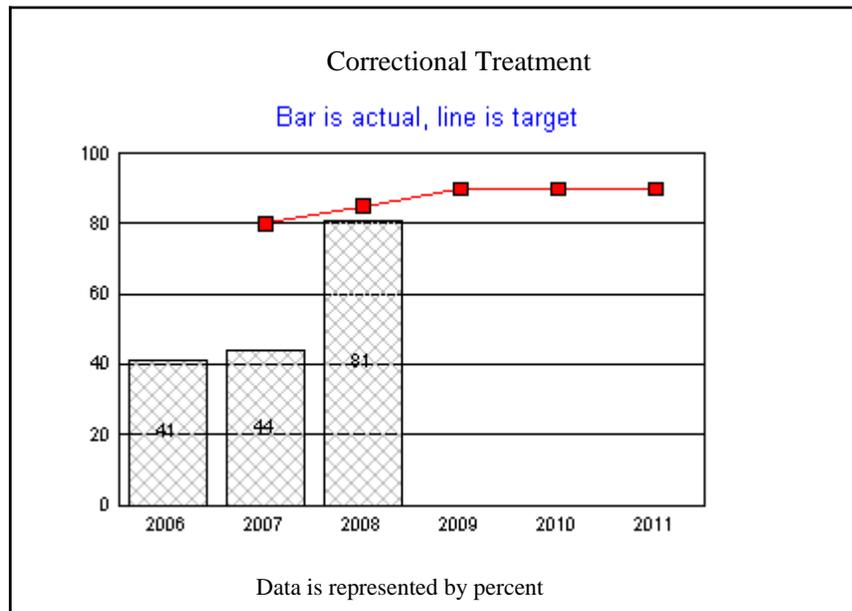
- Continue to provide ongoing training to all staff involved in administration of the assessment tool.
- Continue to monitor staff performance in meeting the performance measure's aggressive time requirements.
- Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and field environments.
- Continue to monitor whether completed risk/needs assessments are being locked in a timely manner in JJIS and provide ongoing technical training in JJIS data entry requirements.
- Develop capacity for community residential assessment and evaluation.
- Provide ongoing training to management on Seagate reports used to ensure KPM data is captured and staff comply with policies (i.e., RNA timeframes).
- Continue to provide automated monitoring reports (i.e. youth without RNA KPM6) to supervisors in order to facilitate completion of risk/needs assessment.
- Continue discussions with County Juvenile Departments regarding use of the OYA/RNA to assess youth at the county level.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA completes the OYA Risk/Needs Assessment on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their life. The OYA/RNA resides in JJIS and is completed by the OYA staff assessing the youth. OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 72% of youth received an intake assessment within 30 days of commitment or admission.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #7 | CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission. | 2006 |
| Goal | TARGET TREATMENT - Improve the effectiveness of correctional treatment by targeting youth offenders' criminogenic risk and needs. | |
| Oregon Context | Benchmark 62. Juvenile Arrests | |
| Data Source | Juvenile Justice Information System (JJIS) KPM7 Case Audit | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

Assure that each youth assessed using the OYA Risk/Needs Assessment (OYA/ RNA) has an individual case plan developed in a timely manner. This KPM links closely with KPM #6, timeliness of assessment. Staff use information obtained about individual youth during the assessment process

- Training staff to accurately interpret OYA/RNA results to provide the basis for case plan development.
- Training staff to accurately document work within the JJIS automated case planning system.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure – 85% for fiscal year 2008, with an additional 5% increment targeted in fiscal years 2009 through 2011. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and need is key in determining appropriate service provision. The agency has made substantial progress toward meeting this critical target since it was recently established.

3. HOW WE ARE DOING

JJIS automated case plans have been in existence since April 2006. While the 81% rate is lower than targeted for fiscal year 2008, it reflects a substantive increase in performance from the previous year. Training of all staff responsible for administering the OYA RNA has been completed. In addition, the curriculum for new staff orientation now includes an introduction to the assessment tool. In spring 2008, the agency completed staff training focused on interpreting the OYA/RNA results to develop effective case plans. These trainings contributed to improvements. In the next fiscal year, the agency will continue to provide OYA/RNA and case plan formulation training.

4. HOW WE COMPARE

National risk assessment and case plan development data are not available. However, according to the PbS Jurisdiction Outcome Measure Comparison report published in May 2008, OYA is at or above the average of the 184 participating agencies in 28 states for youth case planning.

5. FACTORS AFFECTING RESULTS

Staff training, compliance monitoring, and continued use of a Multi-Disciplinary Team approach to treatment planning are all factors that have improved performance on this measure. In the facility settings, youth are available in a controlled and structured environment. This makes interview and assessment, followed by case plan development soon after admission to treatment unit, easier to accomplish. In the community settings, access to probation youth is sometimes more difficult to arrange, which creates challenges in assuring timeliness of assessment and subsequent case plan development. An additional barrier common to both facility and field is the lack of background information on youth when committed to OYA probation or admitted to an OYA facility.

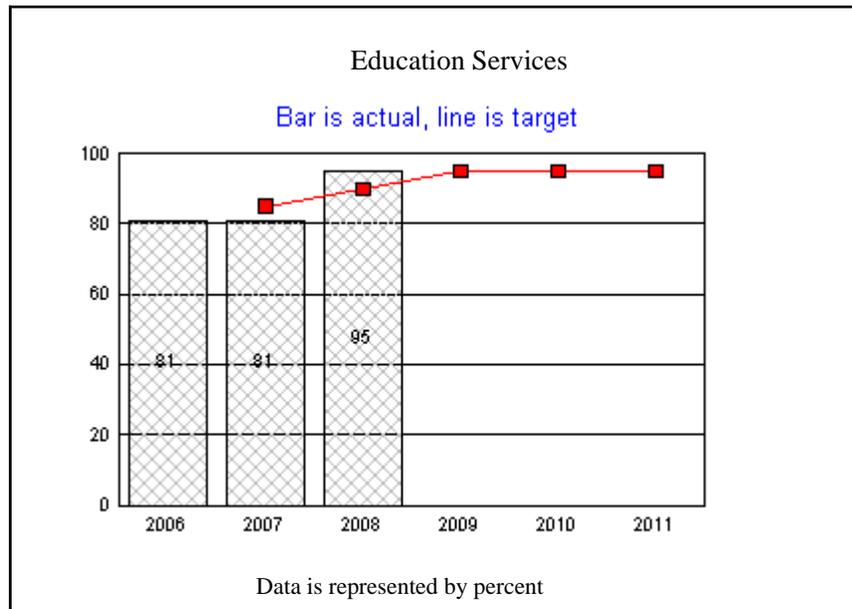
6. WHAT NEEDS TO BE DONE

- Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA. Review co-management agreements and pursue discussions to improve how information is transferred at point of OYA commitment.
- Continue to emphasize the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and field environments.
- Continuously review the process to monitor whether risk/needs assessments are being completed and documented in JJIS.
- Provide ongoing training to all staff involved in administering the agency's risk assessment tool and formulating case plans from the risk assessment results.
- Continue to emphasize the Multi-Disciplinary Team approach to case management, centered on the youth case plan as the framework document.
- Continue to monitor, modify, and streamline the case plan audit process used to determine the quality of youth case plans.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youth's OYA/RNA and case plan, both of which reside in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 94% of youth in close custody and 65% of youth in field placements had their case plans completed within 60 days.

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|-----------------------|---|------|
| KPM #8 | EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan. | 2006 |
| Goal | PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community. | |
| Oregon Context | Benchmark 62. Juvenile Arrests | |
| Data Source | Juvenile Justice Information System (JJIS) KPM8 Education Services | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

Work with education contractors in facilities and with education providers in the community to assure that each youth receives appropriate educational assessment in a timely manner. The strategy includes:

- Using the Multi-Disciplinary Team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.
- Increase partnerships with local school districts to enhance educational services and opportunities.

2. ABOUT THE TARGETS

Targets for this measure have been established based on research which shows appropriate educational programming has a positive impact on reducing future criminal behavior. This measure focuses on the link between an open education domain and verification that the identified services are being, or have been, delivered.

3. HOW WE ARE DOING

The OYA's performance in this key measure in fiscal year 2008 exceeded the agency's target of 90%. This reflects the agency's continued emphasis on appropriate educational assessment and timely educational service delivery.

4. HOW WE COMPARE

National education assessment and case plan development data are not available. The OYA's Education Services key performance measure mirrors the outcome measure relating to delivery of education services from the national Performance-based Standards (PbS) project. Over the last five years, OYA has performed well above the average for facilities participating in the PbS project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

Several factors have had a positive influence on this measure: Staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the MDT approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts on the youth, particularly those who have been away from academic programming for some time.

6. WHAT NEEDS TO BE DONE

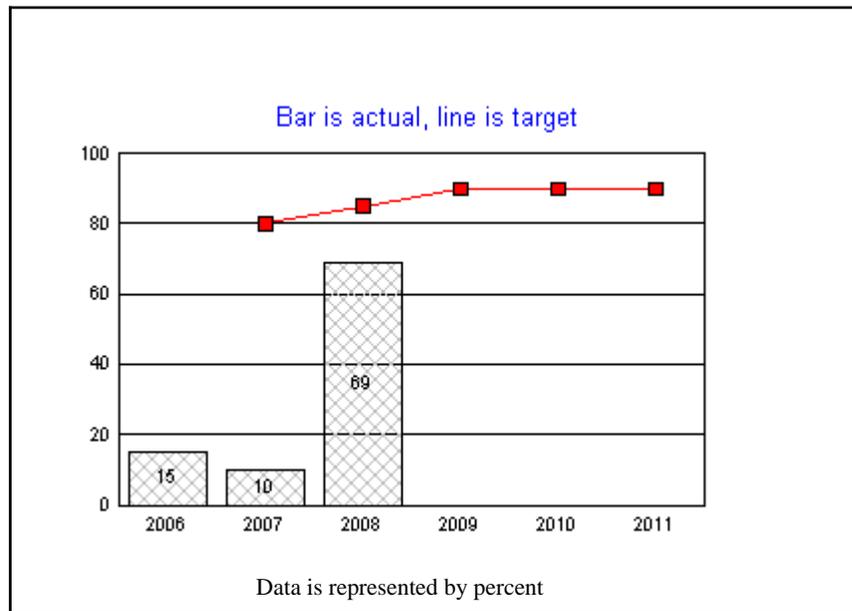
- Conduct case audits quarterly to ensure appropriate and timely receipt of educational services.
- Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data.
- Develop and deliver training for Juvenile Parole/Probation Officers on the requirements of special needs youth and the education system.
- Continue to work with the Oregon Department of Education (ODE), which oversees OYA facility education programming, and local schools. In particular, coordinate the transfer of school records to expedite the enrollment process (i.e., by-pass the standard 21-day waiting period).
- Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings.
- Further communicate and clarify performance expectations with education contractors and partners.
- Continue to develop and implement Inter-Governmental Agreements with school districts throughout Oregon, as well as with local educational systems in partnership with ODE.
- Emphasize agency expectations with regard to reviewing the education domain of the youth's case plan during quarterly MDT meetings.
- Continue to work with stakeholders to increase educational opportunities through grant funded projects such as Project Stay Out and the Juvenile Rights School Works project.
- Formally assign an OYA liaison to work with ODE to ensure youth education special needs are met and obstacles overcome.
- Increase advocacy efforts for youth with identified educational deficits.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan, which is maintained in JJIS. This measure includes OYA youth in facilities, on probation or on parole. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 95% were receiving appropriate intervention within 60 days of commitment or admission.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212

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| KPM #9 | COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan. | 2006 |
| Goal | COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

The OYA employs a variety of methods to ensure youth receive transition services, including:

- Encouraging contracted providers to actively participate in transition planning prior to youth release from close custody.
- Ensure youth case plans contain transition goals and that services are provided according to case plan and MDT recommendations.
- Conducting review hearings prior to youth transitioning from close custody and conduct case audits to ensure youth receives transition services within 30 days of release from close custody.

2. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current targets based on the belief that linking youth to appropriate transition services is a critical factor in decreasing the likelihood a youth will commit additional crimes. Although data show that the OYA did not successfully meet its fiscal year 2008 target, the targets set forth by the agency appear to be realistic and attainable.

3. HOW WE ARE DOING

As reported in previous years, data collection issues continue to pose challenges in reporting this KPM. However, the OYA has focused much effort in resolving these issues, and as a result, has significantly increased the percentage of youth receiving transition services (from 10% documented cases in FY 2007 to 69% in FY 2008). The OYA is certain the vast majority of youth reported are receiving the transition services needed and will continue to focus efforts on improving documentation and accuracy.

4. HOW WE COMPARE

National transition planning data are not available. However, the Performance-based Standards (PbS) project provides comparative data. The two outcome measures related to transition plan completion are included in the Reintegration Goal of the PbS Project. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

The primary factor affecting transition planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which may adversely impact the transition planning process. A Multi-Disciplinary Team meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases.

The OYA has coordinated local services to include Functional Family Therapy, an evidence-based approach to working with youth and families upon return to the community, and recently completed a solicitation for re-entry services statewide. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities.

The OYA has continued to coordinate a variety of evidence-based services to be available in local areas. Specific reintegration contracts have been awarded to providers to provide re-entry services and support to youth. Services focus on skill development and positive pro-social engagement in the community. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities in our Salem and Portland Metro Area. The lack of skilled resources in some of the state's remote areas continues to impact the availability of providing a large continuum of needed services to some youth.

The primary factor affecting a timely transition with planning for placement and service coordination is close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which adversely impact the transition planning process. A Multi-Disciplinary Team meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases.

6. WHAT NEEDS TO BE DONE

- Continue to provide staff training and coaching on best practice in transition planning as well as OYA case plan documentation standards.
- Continue to use the Field Supervisors Case Audit process to review and assess transition plans and services.
- Fully implement the Multi Disciplinary Team process in which all core team members and other treatment providers provide input at quarterly meetings (i.e., youth, JPPO, family member, mental health professional, etc.) to better ensure successful transition.
- Continue to engage community providers throughout the case planning process, particularly prior to youth transition from close custody.

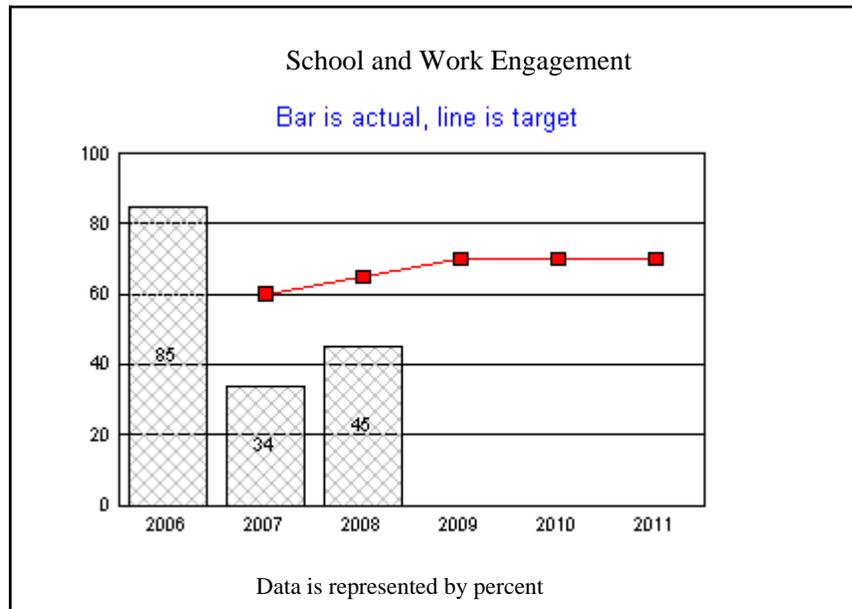
- Continue to actively recruit for providers who offer reintegration and transition services.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in the Juvenile Justice Information System (JJIS). A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, there were approximately 518 youth released from close custody during the fiscal year, and 69% of them received transition services.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #10 | SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. | 2006 |
| Goal | SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism. | |
| Data Source | Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Ensure that probation and paroled youth offenders are engaged with school and/or work in the community through:

- Fostering ongoing partnerships with local school districts using the Department of Education Memoranda of Understanding (MOUs) to ensure

- Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.

2. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current target, recognizing that immediate youth engagement in work or school after a placement change has a considerable impact on the likelihood that a youth will commit additional crimes. Although data show that the OYA did not successfully meet its fiscal year 2008 target, the agency believes the targets for fiscal years 2010-2011 are realistic and attainable.

3. HOW WE ARE DOING

By statute, the OYA communicates all youth release information to local school districts. There was an increase of 11 percentage point in school and work engagement since fiscal year 2007, although the agency fell shy of meeting its FY 2008 target. Please note that the high level percentages reported in fiscal year 2006 were the result of a different data collection methodology. The OYA has developed a method for reporting youth engagement in JJIS and anticipates a continued increase in documentation of school and work engagement in future reporting periods.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Engaging youth in school or work is a priority for OYA staff working with youth in the community but the reality of securing employment and re-engaging youth in school is challenging. In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, the Driver and Motor Vehicle Division now allows youth to use their OYA ID card as official address identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed. However, changes in 2008 federal ID requirements may again pose a challenge for OYA youth attempting to obtain IDs for employment.

The OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorial and testing,

To heighten awareness regarding the importance of this KPM and to streamline the documentation process, the OYA has created automatic reminders in JJIS. Every 30 days a “pop up” screen appears in JJIS that inquires about the engagement status of youth in work and school. OYA Juvenile Parole and Probation Officers (JPPOs) are expected to update this information when the screen appears. Since the feature is relatively new and staff are adjusting to the new process, the agency expects documentation reliability to increase in the future.

6. WHAT NEEDS TO BE DONE

- Continue to work towards MOUs with all school districts to expedite the enrollment process at release from close custody.
- Improve provision and transfer of relevant education records between schools, OYA close custody facilities, and OYA field offices to reduce interruption of education engagement.
- Educate staff on Individuals Disability Education Act (IDEA) federal regulations which mandate that youth are entitled to be served within three days of enrollment in public school.
- Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocation partners.
- Fully automate and implement quarterly case audits to ensure appropriate and timely receipt of transition services, particularly those related to work and school engagement.
- Continue to monitor and evaluate a youth’s engagement in school and work every 30 days and record the information in JJIS.
- Provide additional training to staff on documenting school and work engagement.

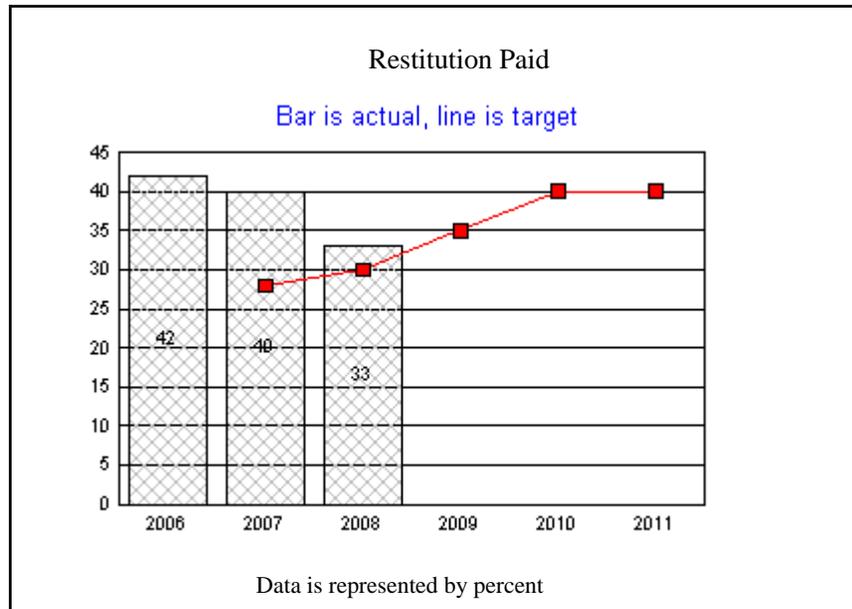
- Create an agency expectation that Individual Education Plans (IEP) will be reviewed within ten days of changing school placement.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. OYA staff regularly update the youth's school/work status in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, there were approximately 791 youth qualifying for this KPM, and 45% of them were reported as engaged in school or work within 30 days of placement.

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #11 | RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year. | 2006 |
| Goal | YOUTH ACCOUNTABILTY - Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) Condition Report Extract 223d | |
| Owner | Karen Andall, Assistant Director, Field Services (503) 373-7234 | |



1. OUR STRATEGY

Assure accountability of restitution payment through:

- Developing opportunities for youth to earn money in facility and community programs to pay restitution.
- Work with courts and local partners to increase system accountability to restitution payments.

2. ABOUT THE TARGETS

OYA strives to utilize strategies and activities to address and improve performance to meeting this target. The agency recognizes the importance of restitution as part of teaching youth accountability and therefore has set realistic targets for this measure.

3. HOW WE ARE DOING

The OYA exceeded the fiscal year 2008 target, although the percentage of restitution paid decreased from the last reporting period. The agency continues to face a number of challenges on this measure including a youth's ability to earn or access funds to pay restitution.

4. HOW WE COMPARE

This KPM is based on the percentage of restitution owed at the time the condition closes. For comparisons to be meaningful, the percentage of conditions closed as "Accepted as Complete" should also be considered. For OYA closed conditions, 35% of total restitution dollars were paid; however, 40% of closed conditions were closed as "Accepted as Complete." OYA's restitution payments on closed conditions are lower than those of Oregon county juvenile departments, which averaged, 53% of total restitution dollars paid and 70% of closed conditions "Accepted as Complete."

5. FACTORS AFFECTING RESULTS

Incomplete data collection is a key factor influencing results for this measure. Formal restitution payments may be made directly to the court and are entered into the Oregon Judicial Information Network (OJIN), the court automated system. This system does not interface with JJIS, resulting in incomplete data.

6. WHAT NEEDS TO BE DONE

- Increase accuracy of data by working with counties to provide restitution information on all youth.
- Provide ongoing training for OYA staff regarding restitution orders, case closure updates and methods for promoting restitution payment compliance.
- Include analysis and strategies for compliance with restitution requirements during MDT's (Multidisciplinary Team meetings) for all youth offenders. supervised in OYA custody, whether in community or facility placements.
- Make note of restitution in all transition plans.
- Develop payment plans to comply with Court orders.
- Continue to work with stakeholders to increase employment opportunities for youth in community.
- Include in local OYA-county co-management agreements processes to streamline and coordinate restitution processes and to provide access for youth to local work and community service programs.
- Increase accuracy of data by working with counties to provide restitution information on all youth.
- Assess restitution requirements during MDT's with residential providers.

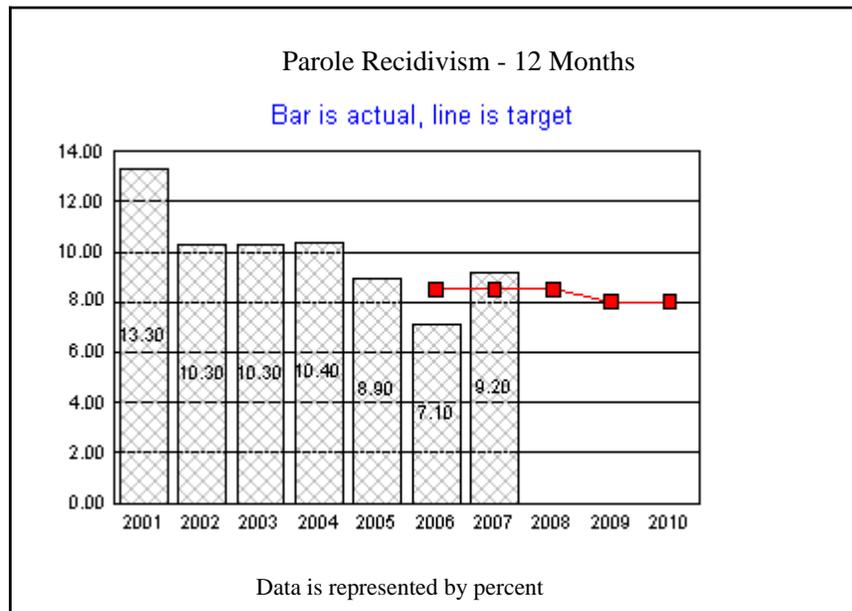
7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court, and OYA staff enter restitution payments into JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, 33% of restitution on closed orders was paid.

Note that the amount of restitution paid does not always represent the youths' fulfillment of obligations to make payments to their victims or the victims' receipt of compensation for damages. For example: Oregon law requires that judges order restitution based on the amount of loss to the victim and that restitution orders also be recorded similar to judgments in a civil action. Commonly called money judgments, these orders extend

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #12a | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need prior to and upon release.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

3. HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody. OYA did not meet the 12-month target of 8.5 percent for the fiscal 2007-2008; the rate was slightly above target at 9.2 percent. Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA youth paroled in fiscal year 2007 compared to the prior year. However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also implemented a number of evidence-based curricula in its close custody facilities and has trained all facility and field staff on cognitive behavioral interventions. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

6. WHAT NEEDS TO BE DONE

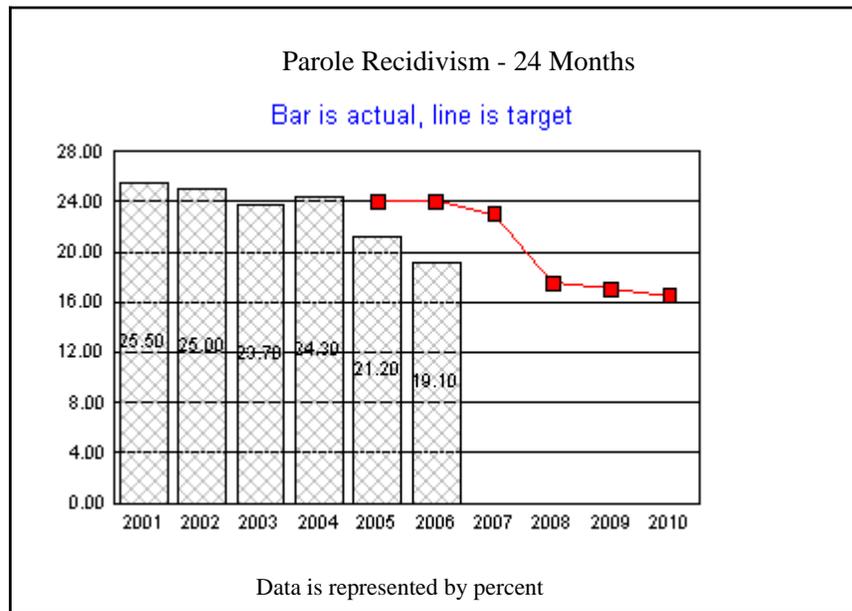
- Continue the validation study of the OYA/RNA tool to ensure OYA is appropriately identifying the risk level of youth. This will also allow OYA to identify treatment interventions for those youth at highest risk of re-offending.
- Continue to improve the matching of youth risks and needs with treatment interventions and programs. Youth with lower risks to re-offend will be separated from youth with highest risks to re-offend. Additionally, higher risk youth should receive the highest intensity of services when compared with their lower risk counterparts.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions.
- Continue efforts with Department of Human Services Addictions and Mental Health Services to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- Continue to conduct recidivism studies of various programs and interventions including measures of new referrals and arrests with available data. Analyzing performance with more sensitive measures will assist the OYA in detecting positive outcomes, help identify targets for intervention, and increase program fidelity. This will enable the agency to make the necessary changes and adjustments more quickly.

7. ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates "recidivism" - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #12b | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need prior to and upon release.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

3. HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody. OYA did not meet the 12-month target of 8.5 percent for the fiscal 2007-2008; the rate was slightly above target at 9.2 percent. Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA youth paroled in fiscal year 2007 compared to the prior year. However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also implemented a number of evidence-based curricula in its close custody facilities and has trained all facility and field staff on cognitive behavioral interventions. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

6. WHAT NEEDS TO BE DONE

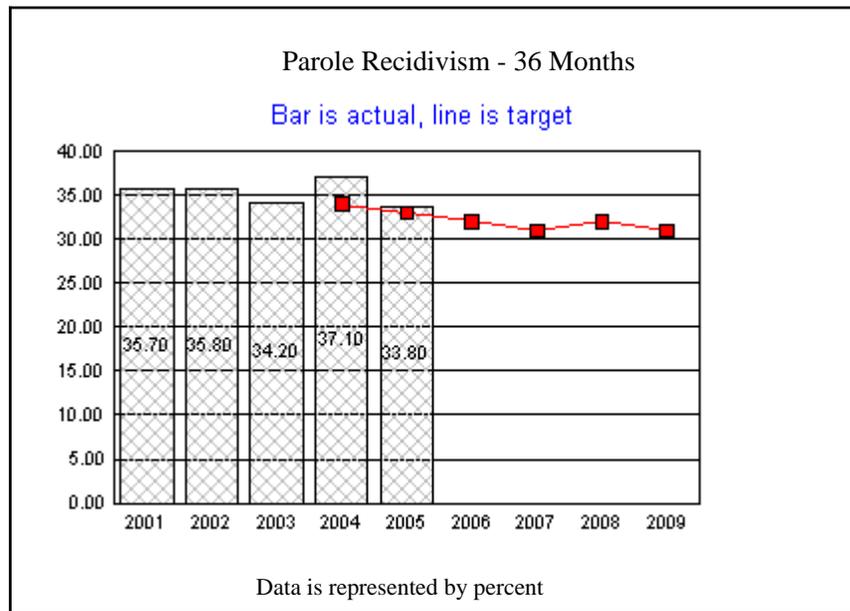
- Continue the validation study of the OYA/RNA tool to ensure OYA is appropriately identifying the risk level of youth. This will also allow OYA to identify treatment interventions for those youth at highest risk of re-offending.
- Continue to improve the matching of youth risks and needs with treatment interventions and programs. Youth with lower risks to re-offend will be separated from youth with highest risks to re-offend. Additionally, higher risk youth should receive the highest intensity of services when compared with their lower risk counterparts.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions.
- Continue efforts with Department of Human Services Addictions and Mental Health Services to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- Continue to conduct recidivism studies of various programs and interventions including measures of new referrals and arrests with available data. Analyzing performance with more sensitive measures will assist the OYA in detecting positive outcomes, help identify targets for intervention, and increase program fidelity. This will enable the agency to make the necessary changes and adjustments more quickly.

7. ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates "recidivism" - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #12c | PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need prior to and upon release.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

3. HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody. OYA did not meet the 12-month target of 8.5 percent for the fiscal 2007-2008; the rate was slightly above target at 9.2 percent. Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA youth paroled in fiscal year 2007 compared to the prior year. However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also implemented a number of evidence-based curricula in its close custody facilities and has trained all facility and field staff on cognitive behavioral interventions. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

6. WHAT NEEDS TO BE DONE

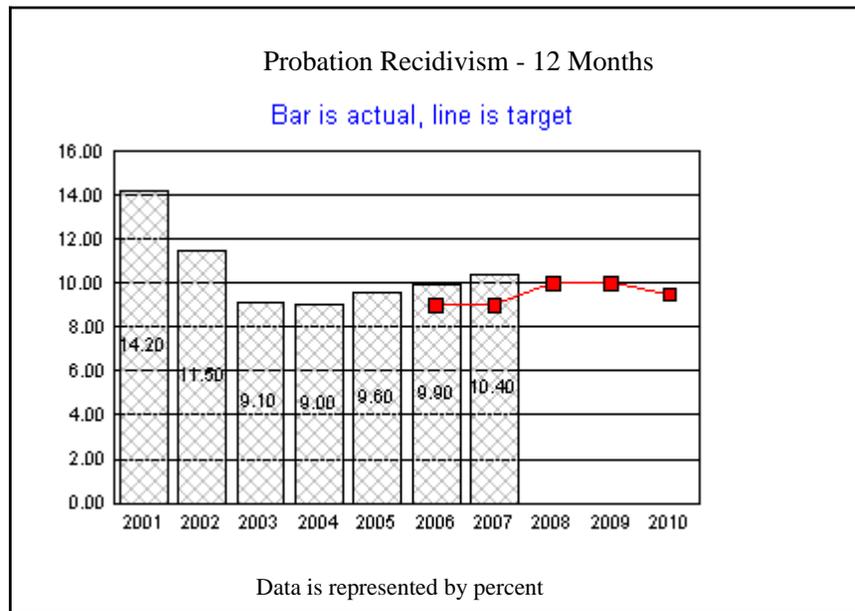
- Continue the validation study of the OYA/RNA tool to ensure OYA is appropriately identifying the risk level of youth. This will also allow OYA to identify treatment interventions for those youth at highest risk of re-offending.
- Continue to improve the matching of youth risks and needs with treatment interventions and programs. Youth with lower risks to re-offend will be separated from youth with highest risks to re-offend. Additionally, higher risk youth should receive the highest intensity of services when compared with their lower risk counterparts.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions.
- Continue efforts with Department of Human Services Addictions and Mental Health Services to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- Continue to conduct recidivism studies of various programs and interventions including measures of new referrals and arrests with available data. Analyzing performance with more sensitive measures will assist the OYA in detecting positive outcomes, help identify targets for intervention, and increase program fidelity. This will enable the agency to make the necessary changes and adjustments more quickly.

7. ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates "recidivism" - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

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| KPM #13a | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under the supervision of OYA.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

3. HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been an increase in recidivism rates over the past three fiscal years for probation youth tracked for a 12-month period. OYA did not meet the 12-month target of 9.0 percent for youth committed to OYA probation in fiscal year 2007; the rate was above the target at 10.4 percent. Even so, rates for youth at 24-months and 36-months after commitment to OYA continue to decline. Overall this is positive news. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA probation youth committed in fiscal year 2007 compared to those committed in fiscal year 2006. However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also

have the lowest rates of recidivism. This means if there were a relatively few number of youth who were either sex offenders or females committed to probation, data may show an increase in recidivism rates simply because females and sex offenders have much lower recidivism rates than males and non-sex offenders. Recidivism rates may also be influenced by the number of probation commitments for youth identified as high risk for re-offending on the OYA Risk Needs Assessment. Other factors outside of the control of the juvenile justice system that may impact the OYA recidivism rate include local budget constraints.

6. WHAT NEEDS TO BE DONE

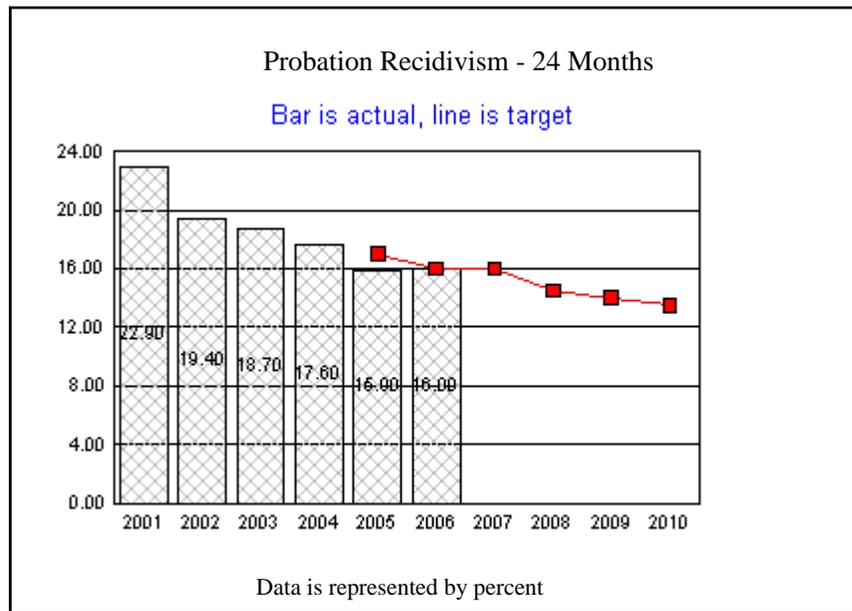
- Continue to match youth to programs based on individual risk and need factors.
- Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- Continue focusing efforts on increasing youth engagement in work or school.
- Screen all youth committed to OYA probation for mental health and substance abuse service needs. OYA and the Department of Human Services Addictions and Mental Health Division will continue to work together to provide treatment services based on identified youth needs.
- Provide additional capacity to assess and evaluate youth in community settings.
- Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people – youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth’s probation commitment date; (3) an event that indicates “recidivism” - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult

For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

| | | |
|-----------------------|--|------|
| KPM #13b | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under the supervision of OYA.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

3. HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been an increase in recidivism rates over the past three fiscal years for probation youth tracked for a 12-month period. OYA did not meet the 12-month target of 9.0 percent for youth committed to OYA probation in fiscal year 2007; the rate was above the target at 10.4 percent. Even so, rates for youth at 24-months and 36-months after commitment to OYA continue to decline. Overall this is positive news. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.

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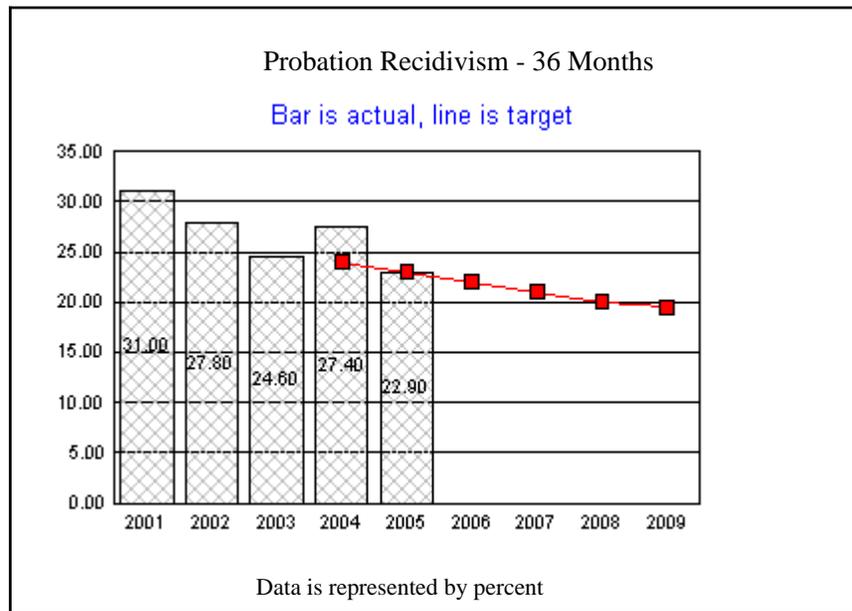
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| | | |
|-----------------------|--|------|
| KPM #13c | PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months). | 2003 |
| Goal | PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend. | |
| Oregon Context | Benchmark 65. Juvenile Recidivism | |
| Data Source | Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a | |
| Owner | Karen Andall, Assistant Director, Field Operations (503) 373-7234 | |



1. OUR STRATEGY

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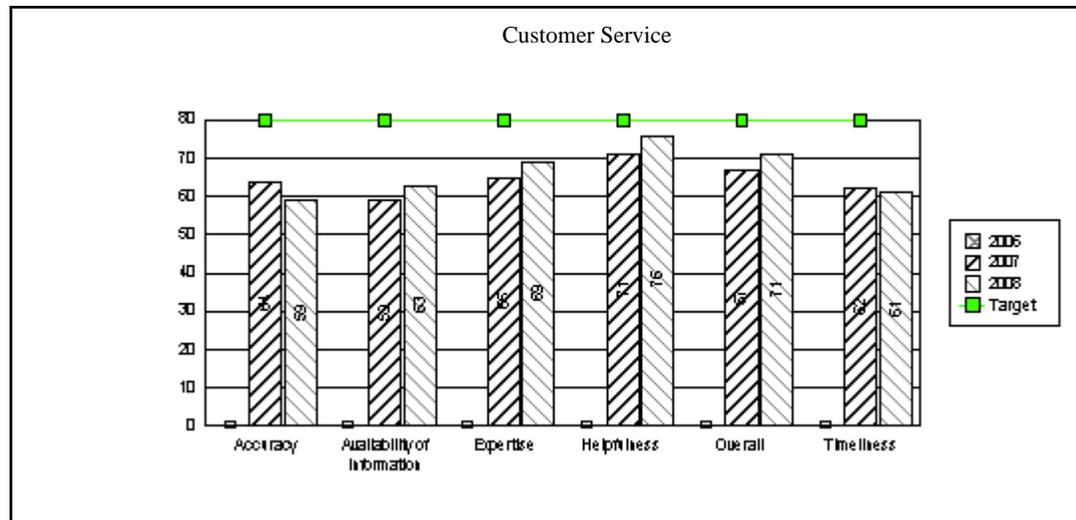
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| | | |
|-----------------------|---|------|
| KPM #14 | CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. | 2006 |
| Goal | CUSTOMER SERVICE - Excellence in public service. | |
| Oregon Context | Agency Mission | |
| Data Source | Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey | |
| Owner | Philip Cox, Assistant Director, Program Office (503) 373-7531 | |



1. OUR STRATEGY

The OYA surveys youth and families (mother and father) of youth terminated from OYA supervision, as they are the agency’s most directly affected customers. The strategy for this performance measure includes:

- Assessing the satisfaction of terminated youth and families regarding the agency’s ability to provide timely and accurate services.

- Responding with helpful information by capitalizing on the expertise and knowledge of OYA staff members.

2. ABOUT THE TARGETS

Fiscal year 2007 was the first year the OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets for fiscal years 2010 and 2011 were established using fiscal years 2007 and 2008 as a baseline for the measure. Prior to 2007, the agency surveyed members of the Citizen Review Board– which reviews agency planning for offenders – as its customer.

3. HOW WE ARE DOING

In 2008, “Helpfulness” continued to be the highest rated customer service criterion with 76% of respondents rating services as “good” or “excellent.” The question regarding “Timeliness” had the lowest rating at 61%. The overall results indicate the agency is providing effective and efficient services to youth and families while delivering on the agency’s mission to protect the public and provide opportunities for youth reformation. Many positive comments were received from survey respondents about specific staff or programs. Additional comments suggested a need for the agency to reinforce staff training, to monitor contracted providers effectively, and to foster open and honest communication with families.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Slightly more than 7% of youth and families of youth terminated from supervision during the fiscal year responded to the survey (see About Our Customer Service Survey for further information). Several factors may have limited the number of responses obtained. First, budget constraints influenced the amount of resources available for administering the survey. In particular, the agency implemented a one-time mail survey process, without follow-up. Second, to help customers feel more comfortable with providing feedback, surveys are anonymous; as a result, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may naturally affect their willingness to respond.

6. WHAT NEEDS TO BE DONE

- Implementing evidence-based treatment and training staff to consistently deliver treatment to youth.
- Enhancing communication between staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders.
- Continuing to balance information sharing with a need for confidentiality and the treatment focus of the youth.
- Continuing to review the customer survey responses and develop a plan for continuous quality improvement of services and operations.
- Fully implementing monitoring measures to ensure contracted providers are delivering services according to OYA standards.
- Reviewing other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA chose to survey the youth and family (mother and father) of those youth who were terminated from OYA supervision during fiscal year 2008. The data for this measure came to OYA via two self-administered mail surveys: Final Service Survey – Client and Final Service Survey – Family. The surveyed population consisted of youth who were terminated from OYA supervision and their parents who had a deliverable mailing address in JJIS. If a survey is returned as undeliverable, OYA mailed the survey to the forwarding address if available.

The survey methodology is essentially a convenience sample, as OYA attempts to survey everyone in the target populations. Because the survey does not depend on probability sampling, the methodology does not support the use of confidence intervals in describing the results. The OYA Research and Evaluation Unit extracts and reports the data.

The sample characteristics are as follows: The sample population is 519 terminated youth and 922 family members (mother and father) with deliverable mailing addresses in JJIS. The numbers of respondents were 37 youth and 64 family members (mother and father). The response rate was 7% for youth and 7% for family members, yielding an overall response rate of 7%.

Agency Mission: The Mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Contact: Philip Cox, Assistant Director, Program Ofc

Contact Phone: 503-373-7531

Alternate: Mary McBride, Clinical Director

Alternate Phone: 503-378-3992

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

* **Staff :** The OYA continues to value input from staff, stakeholders, elected officials, and citizens regarding the development and revision of the agency’s Key Performance Measures (KPMs). This fiscal year the OYA has not made any significant revisions to the current KPM language nor has the agency adopted any new performance measures to track agency progress. However, there have been some changes regarding the way in which data is collected for some of these measures. The brief narrative below summarizes these recent changes and attempts to describe the active involvement of staff, stakeholders, elected officials, and citizens in this process.

The OYA has ongoing discussions regarding KPM data, language, and data collection methods during monthly Facility Superintendents, Field Supervisors, and Statewide Quality Improvement (QI) Committee meetings. Information discussed in these forums, as well as in other committees (i.e. Evidence-based Initiatives Committee, QA Specialists, etc.) have contributed to the refinement and improvement of the agency’s performance management system. Some of the revisions resulting from staff input are reflected in KPMs 3, 4, 5, 7, 9, and 10.

- KPM 3 (YOUTH TO YOUTH INJURIES); KPM 4 (STAFF TO YOUTH INJURIES); and KPM 5 (SUICIDAL BEHAVIOR).

The automated JJIS Youth Incident Report (YIR) has been fully implemented in all close custody facilities. Prior to the YIR, a number of forms were used to track this information, making interpretation and aggregation of the data time consuming and inefficient. As part of the YIR development process a workgroup was formed to determine the key elements critical to incident reporting. This workgroup was comprised of field, facility, and central office staff. The YIR is being piloted in several field offices.

- KPM 7 (CORRECTIONAL TREATMENT) - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment (RNA) within 60 days of commitment or

within 30 days of placement

In previous years, the OYA reported separately on work and school engagement. Literature on evidence-based practices within the field of juvenile corrections upholds that youth who are positively engaged in work or school fare better than those who are not engaged. Research does not show a significant difference regarding the type of engagement (i.e. work and school) and therefore the agency combined these two measures.

*** Elected Officials:**

- KPM 8 (EDUCATION SERVICES); KPM 9 (COMMUNITY REENTRY SERVICES); KPM 10 (SCHOOL AND WORK ENGAGEMENT)

The 2005 Oregon Legislature requested that the OYA develop a measure to track youth engagement following

program release. To accommodate this request, the OYA tracks work and school engagement as well as the receipt of education and transition services.

* **Stakeholders:** As stated previously, while the OYA does not have any new measures this fiscal year, the agency continually solicits information from stakeholder regarding the development and revision of KPMs through regular meetings including:

- The OYA Advisory Committee composed of county juvenile directors and juvenile courts, as well as representatives from Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Department of Human Services, Oregon Department of Education (ODE), Disability Rights of Oregon (formerly Oregon Advocacy Center), Juvenile Rights Project, law enforcement, Crime Victims United, community residential providers, District Attorney Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders.
- The Oregon Juvenile Department Directors Association (OJDDA) partners which includes the OYA, Department of Human Services, OCCF, and county Juvenile Department Directors who meet on a monthly basis to discuss issues and outcomes effecting the juvenile justice system.
- The Partners for Children and Families Committee which includes representatives from Department of Health and Human Services, the OYA, OCCF, ODE, and local entities. Discussions focus on comprehensive case planning for youth with the intent of decreasing the likelihood youth will commit additional crimes in the community (KPMs 12 and 13).
- The Data and Evaluation subgroup of the Juvenile Justice Information Systems Steering Committee comprised of representatives from the OJDDA and the OYA.
- The Native American, Hispanic and African American Advisory Committees which include members from minority stakeholder groups who identify and resolve culturally specific issues.
- The Community Residential Provider Forums which involve contracted community residential providers who discuss performance and other operational issues.

* **Citizens:** The OYA continues to improve the degree of citizen involvement in the development and revision of agency performance outcomes. The following are ways in which the agency has attempted to increase

- Revising KPM 14 (Customer Satisfaction) to survey youth and families directly rather than using the Citizen Review Board as the agency's customer.
- Posting previous Annual Performance Progress Reports on the OYA website and encouraging citizens to provide input.
- Having a representative from Crime Victims United serve as a member on the OYA Advisory Committee, in which KPMs, particularly recidivism, are often discussed.

2 MANAGING FOR RESULTS

The OYA strategic plan provides the foundation on which the agency's performance measurement system operates. The OYA Key Performance Measures serve as high level outcomes which support this strategic plan. In addition, a number of intermediate outcomes exist that further support the agency's mission of youth safety (injuries, suicide, escapes, and runaways), accountability (restitution and risk/needs assessment) and reformation (intake, case plan, education, treatment and transition). It is important to note that the overall OYA performance measurement system goes beyond KPMs and is comprised of five components: KPMs, Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a formal quality improvement system that cross over to some degree. For the purposes of this report, a detailed summary of how KPMs are used to manage the agency as well as a short summary of additional performance measures are described below. The OYA recognizes the importance of using data to manage and continues to focus its efforts in this area. The ways in which the agency uses performance measures to monitor include:

JJIS Reports - The OYA performance measurement system is supported by automated systems that generate regular reports used to track agency progress in the area of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created - currently, over 400 reports are available to all OYA staff and stakeholders. Examples include the Risk/Needs Assessment and Case Planning progress reports which provide information on assessments completed, case plan goals updated, transition activities documented, Individualized Education Plan (IEP) services received, school and work engagement, and the degree to which youth meet restitution obligations (KPMs 6, 7, 8, 9, 10 and 11). Assistant Directors, Facility Program Directors and Field Supervisors can choose to receive this information automatically on a monthly basis. Additionally, KPM data is reviewed and discussed during regularly scheduled meetings of the OYA Directors Group and the Statewide QI Committee as well as shared throughout the year with Field Supervisors, Facility Superintendents, Camp Directors and QA Specialists.

Quality Assurance (QA) Process Field Youth Cases– Field Services staff developed a QA protocol in which JPPO Field Supervisors utilize a standard form to evaluate the quality of case planning for all youth who are paroled within 60 days of release. This form addresses a number of areas including whether youth received the community reintegration services they needed (KPM 9). The OYA Information Systems unit is currently developing a single report that will summarize information related to KPM 6, 7, 8, 9, and 10. This will allow Field Services managers to better utilize data in managing youth cases (i.e. right placement and right services) and consequently, impact KPM data.

Youth and Family Surveys – Data from customer satisfaction surveys (KPM 14), is used to measure how well the agency is meeting the needs of the youth and families it serves. The OYA Director’s Group uses customer

Quality Improvement (QI) System “Re-alignment” – Currently, the agency is refining its Quality Improvement (QI) System to increase emphasis on using data to prioritize improvement areas and to make agency decisions. As part of this shift, the Statewide QI Committee will increase the frequency at which it reviews automated monitoring reports and will also increase the types of reports used in this oversight process. The committee will continue to develop solutions to systemic issues and make recommendations to the OYA Directors’ Operations group based on data trends. Furthermore, this system re-alignment includes the creation of local QI committees and training staff on using data to determine priorities for improvement (i.e. high risk/high frequency).

3 STAFF TRAINING

The OYA has made substantial effort to train staff regarding the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, an overview of the components of effective correctional programming, and training on specific fidelity measures. More detailed examples of these trainings are presented below.

programming is delivered. In addition, agency performance measures, such as recidivism data, is shared as part of this training (i.e. KPMs 12 & 13). New employees are also trained on the practical value of keeping youth safe. Training focuses on using cognitive behavior interventions and de-escalation techniques that have been proven effective in managing aggressive youth behaviors. These training topics ultimately impact a number of KPMs including, but not limited to, KPMs 3, 4, 5, 12 and 13. Staff whose position descriptions include using assessment tools or developing treatment plans are also provided training on the use of the risk needs assessment and the OYA case plan (related to KPMs 6, 7, 8, 9, and 10).

In FY 07, all JPPOs received training in evidence-informed case management. Part of this training included research related to risk assessments, developing case plans, the importance of engagement in work or school, recidivism, and a number of other topics related to various KPMs (6, 7, 8, 9, 10, 12 and 13). Additionally, JPPOs were trained in the purpose and administration of the OYA youth and family surveys, which are used to gather information for KPM 14.

This fiscal year field services staff received training on cognitive behavioral interventions, including training on specific treatment curricula used in OYA close custody facilities. Training on evidence-based treatment approaches allows field staff to effectively manage youth behaviors, thereby influencing several KPMs related to youth and staff safety (KPMs 3, 4, and 5). In turn, field staff educate parents and relatives of OYA youth, further impacting performance data.

In order to increase the accuracy of the performance data and to better ensure youth are placed appropriately according to youth risk, needs, and responsivity issues, the OYA revised the Risk/Needs assessment training for new field staff. The revised training includes information about KPM 6 and the role that staff play in agency performance. The training was piloted in June 2008 and will be fully implemented in the fall 2008.

The OYA educates staff on the purpose and the value of KPMs through focused communication in the agency's monthly newsletter, the "OYA Bulletin." Each month a different KPM is featured and the practical value as it relates to direct service staff is highlighted. Through this ongoing communication staff gain a better understanding of how their work is directly tied to the agency's mission and how the agency measures progress and performance.

4 COMMUNICATING RESULTS

* **Staff :** Information sharing occurs on a regular basis with staff, elected officials, stakeholders, and citizens through a variety of avenues including site visits, electronic publications, Microsoft Outlook informational folders (agency-wide access), e-mails, regularly scheduled meetings, and formal presentations. The OYA's strategic plan goals support this commitment to enhance communication both internally and externally (i.e. with staff and with agency partners/stakeholders). Ways in which performance results are communicated include:

- Regularly scheduled meetings – Regular meetings include the Directors Group, Statewide QI Steering Committee, the statewide OYA managers meeting, Field Supervisors, Facility Superintendents/Camp Directors, and Quality Assurance Specialists.
 - Site visits –A site visit schedule is currently being developed in which OYA executive staff will visit all OYA field offices and close custody facilities. As part of this process, OYA leadership will discuss with staff strengths and areas of improvement as it relates to their individual site. These conversations will involve several of the performance areas discussed previously in this report.
 - Electronic publications - The OYA currently uses two electronic publications to share information with staff and stakeholders regarding agency operational activities, evidence-based practices research, and performance measurement data. Each month a KPM is highlighted in the “OYA Bulletin” in an attempt to educate staff on ways in which the agency tracks progress. Some facility Treatment Managers and field supervisors use this publication as a mechanism to engage staff in their role and responsibility in contributing to successful outcomes. Additionally, the OYA has developed a formal plan to disseminate the customer satisfaction results (KPM 14) using the quarterly publication, “Directions.”
 - OYA website – All agency reports are posted on the official OYA website. Reports include previous Annual Performance Progress Reports as well as the “OYA Biennial Report: 2005-2007,” which details agency progress in a number of performance areas.
 - Automated JJIS reports – More than 400 reports are available to assist staff in managing caseloads. These reports provide information regarding agency performance and can be accessed according to individual interests.
- * **Elected Officials:**
- Interim Judiciary Committee - In compliance with state statute, the agency provides updates regarding activities and accomplishments related to SB 267 to the Interim Judiciary Committee. As part of this process legislators are afforded the opportunity to provide feedback on agency performance data and measures.

information.

- “Through the Eyes of a Child” conference - The OYA Director formally presents to juvenile court judges at this annual conference. Information presented includes agency performance data and the status of implementing evidence-based practices. Feedback is solicited as to what types of data would be most beneficial to stakeholders, officials and Oregon citizens.
- The OYA Director and the Deputy Director visit local communities to speak with elected officials regarding agency performance. Individuals involved in these discussions include, but are not limited to county commissioners, judges, district attorneys and individual legislators.

*** Stakeholders:**

- Electronic publications – As described above, the OYA uses two electronic publications to share information with staff and stakeholders on agency operational activities, evidence-based practice research, and performance measurement data. A new quarterly bulletin, entitled, “Directions” was created in 2007 for this purpose.
- Regularly scheduled meetings with stakeholders in which information regarding agency performance is shared include:
 - o OYA Advisory Committee Meetings – this committee meets on a quarterly basis and serves in an advisory capacity to the Director regarding OYA services. Additionally, the “OYA Biennial Report: 2005-2007” which details agency progress in a number of key areas, was recently distributed to the OYA Advisory Committee members.
 - o Native American, Hispanic and African American Advisory Committees
 - o Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings
 - o Community Residential Provider Forum
- OYA website – All agency reports are posted on the official OYA website. Reports include previous Annual Performance Progress Reports as well as the “OYA Biennial Report: 2005-2007” which details agency progress in a number of performance areas.

*** Citizens:**

- Committee Representation - Crime Victims United, CASA, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited.

- Internet Accessibility – The agency’s website, accessible by the public and agency partners, provides information frequently requested by users. A “contact us” button also appears on the website which provides citizens the ability to directly contact key OYA staff members. Additionally, the OYA’s website (www.oregon.gov/OYA/) underwent a statewide migration in August 2007 and as a result, is more user friendly for individuals with disabilities and allows easier access to agency performance information for all individuals.

- Information Requests – Citizens may request agency performance information through individual requests on the OYA website.