



Community Resource Unit

Initial Performance Measures

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3/19/2026



The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT



Insights into Action

Our Data Culture Framework



Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

We turn data into direction — not just to report, but to refine, learn, and improve



What we do

Ensure safe, effective community services for OYA youth by:

- **Providing oversight and contract administration** to community providers
- **Facilitating communication** and support with agency staff and partners
- **Adjusting resources** based on agency needs
- **Coordination** of diversion services, juvenile crime prevention funding, and individual services reimbursements to juvenile departments throughout the state

Residential Service Types

- Behavior Rehabilitation Services
- Youth Care Center and Detention Based
- Culturally Relevant/Supportive
- Transitional Housing and Re-Entry
- Psychiatric Residential Treatment
- Behavioral Health Treatment Foster Care

Non-Residential Programs

- Youth Advocacy Program (YAP)
- Community Intervention Services (CIS)
- Working Theory Farm



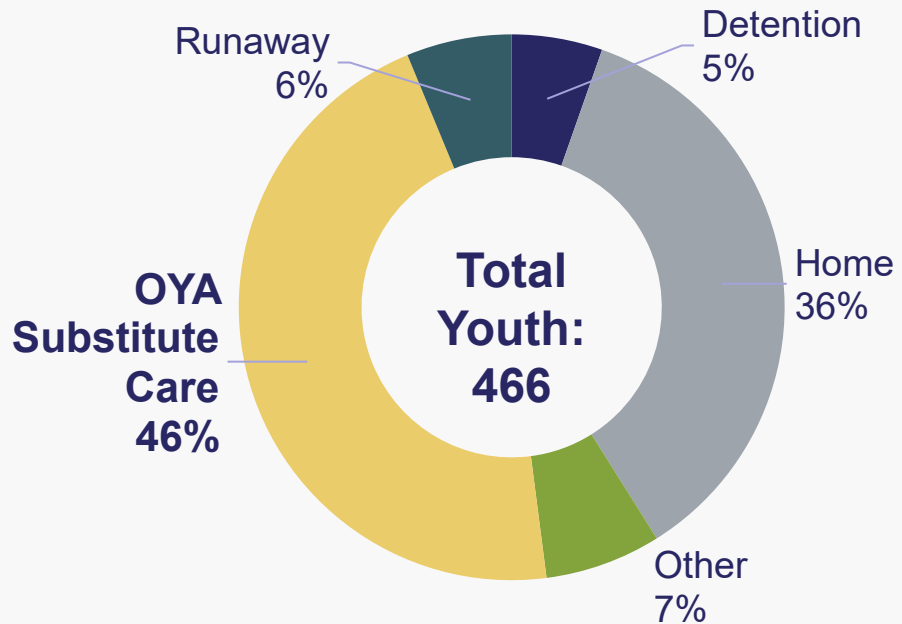
Term	Definition
Field	OYA Probation and Parole
Substitute Care	Residential placements in the community that provide 24-hour-a-day care or treatment, excluding a relative’s home. Such placements include, but are not limited to, foster care, proctor care, or contracted residential programs.
Behavior Rehabilitation Services (BRS)	A Medicaid funded placement modality to address severe psychosocial, emotional and behavior disorders in a community placement utilizing either a residential or proctor care setting.
Providers	Organizations authorized by the OYA through contract or other written agreement to provide supervision and care for youth on parole or probation status in the community.
Programs	Placements operated by authorized providers that deliver substitute care and/or services to youth under OYA supervision
Service Types	The type or intensity of care provided by a program. Examples include BRS, YCC or detention-based, transitional housing & re-entry, and psychiatric residential treatment.
Youth Incident Report	Formal documentation of behavioral problems, injuries, illnesses, or other significant events. Documentation is entered by the youth’s JPPO and includes date/time, location, youth involved, staff involved, and any behavior problems, restraints, or resolutions associated with the event.



CRU in Context

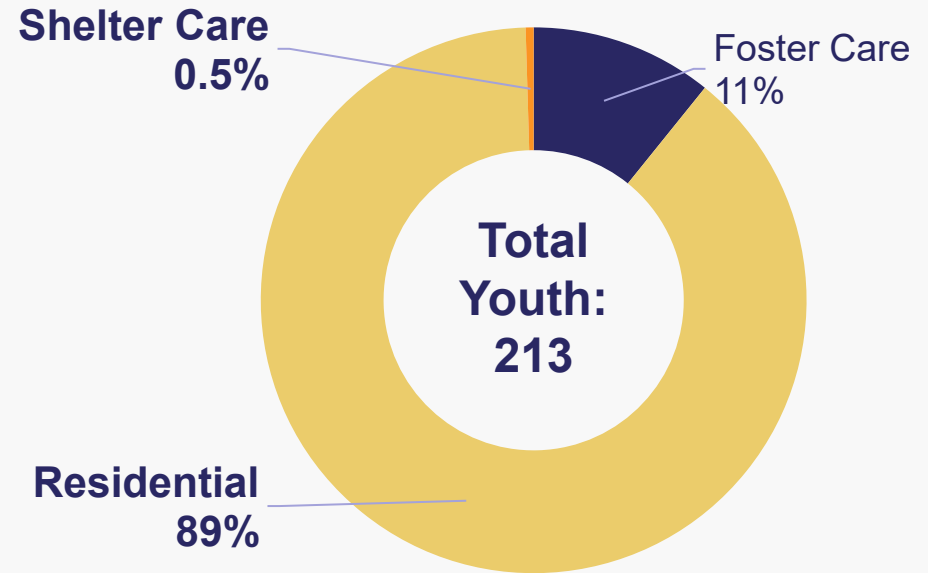
46% of OYA Field Youth are in an OYA Substitute Care Placement

Field Population by Location Type



89% of OYA Substitute Care Youth are in a CRU Placement

OYA Substitute Care Population



(as of 2/28/2026)

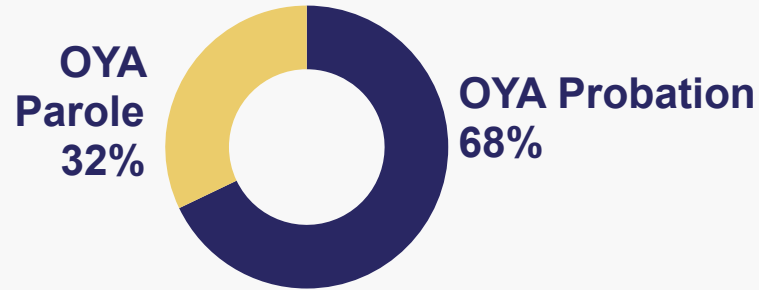


Youth in CRU Placements

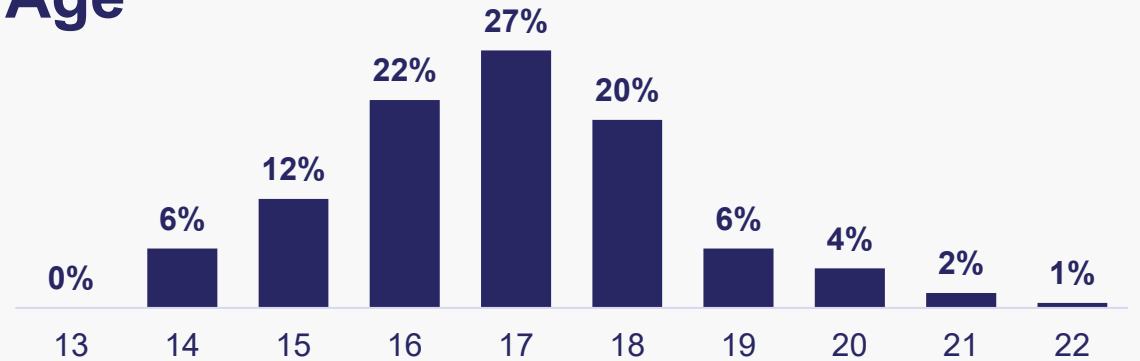
(as of 2/28/26)

Total Youth: 191

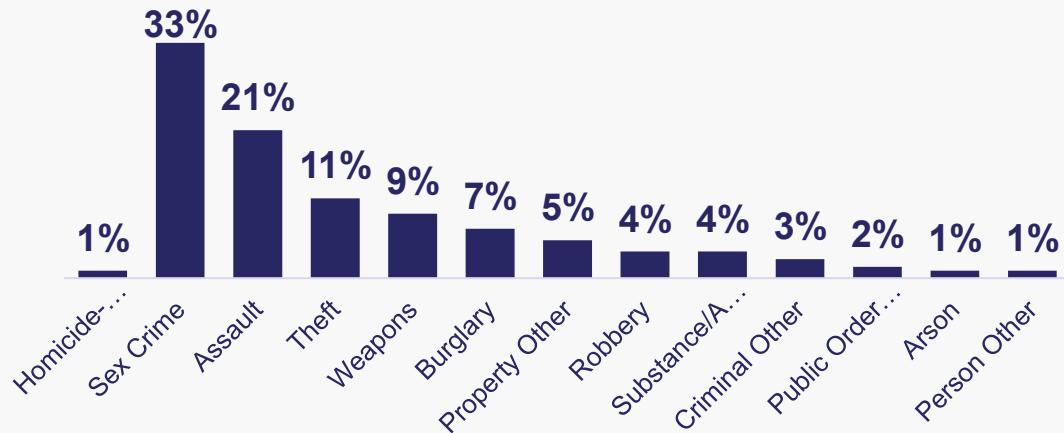
OYA Status



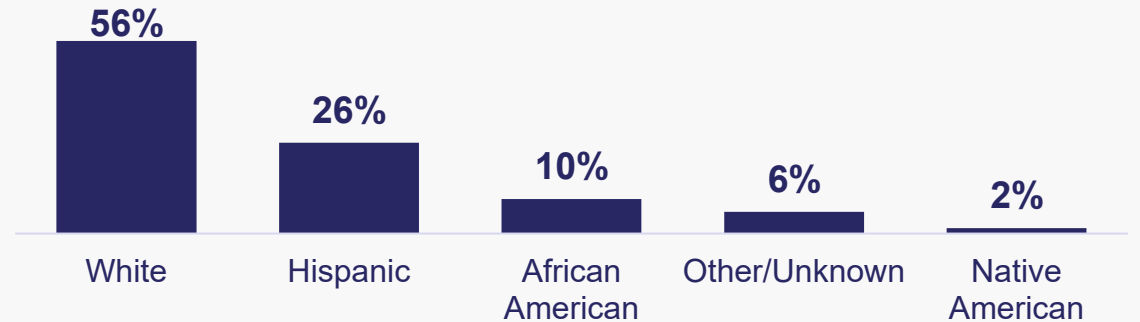
Age



Most Serious Offense



Race/Ethnicity





Supplemental – Demographics of youth in CRU locations vs other OYA placements

(OYA youth population on 2/28/26)

85-90% of youth committed to OYA receive a CRU placement prior to completing supervision.

<u>OYA Population on 2/28/26</u>	<u>CRU</u>	<u>All Other OYA</u>
Number of Youth	190	616
% Female	10%	14%
% Under 18	67%	39%
Race/Ethnicity		
% White	56%	50%
% Hispanic	26%	26%
% African American	10%	13%
% Native American	2%	6%
Asian	0%	2%
Other	6%	3%

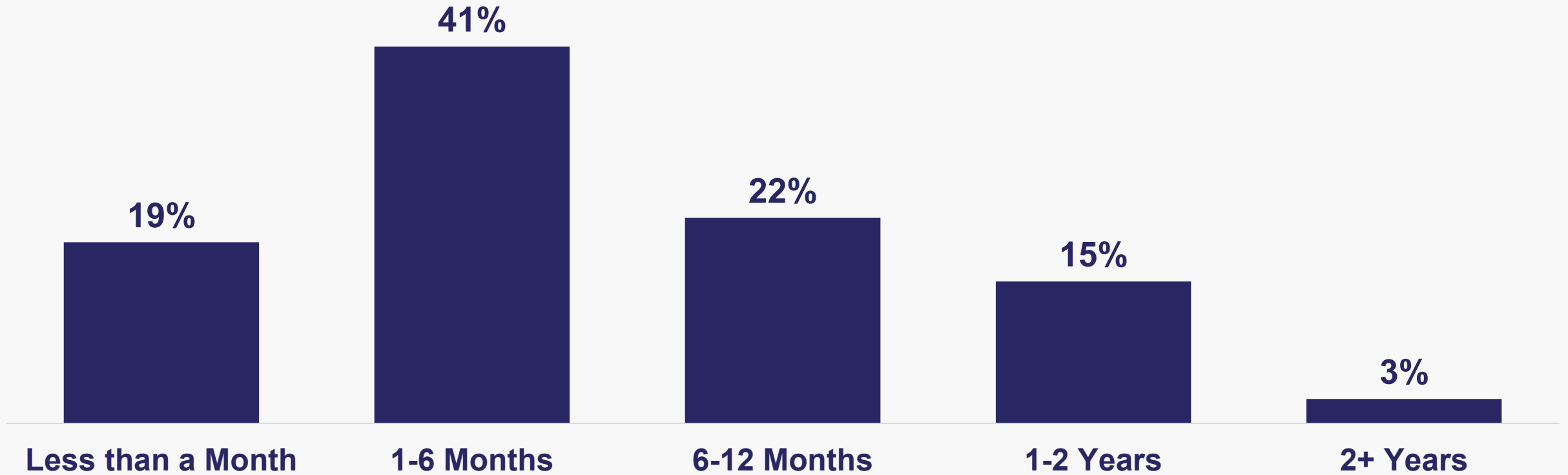
<u>OYA Population on 2/28/26</u>	<u>CRU</u>	<u>All Other OYA</u>
1008/M11 Offense		
Yes	27%	37%
No	73%	63%
Offense Category		
Homicide-Related	1%	9%
Sex Offense	32%	22%
Assault	21%	28%
Robbery	4%	8%
Burglary	7%	4%
Theft	11%	11%
Weapons	9%	8%
Other	15%	9%



Current Time in Placement

(as of 2/28/26)

Most youth have been in their current CRU placement for < 6 months

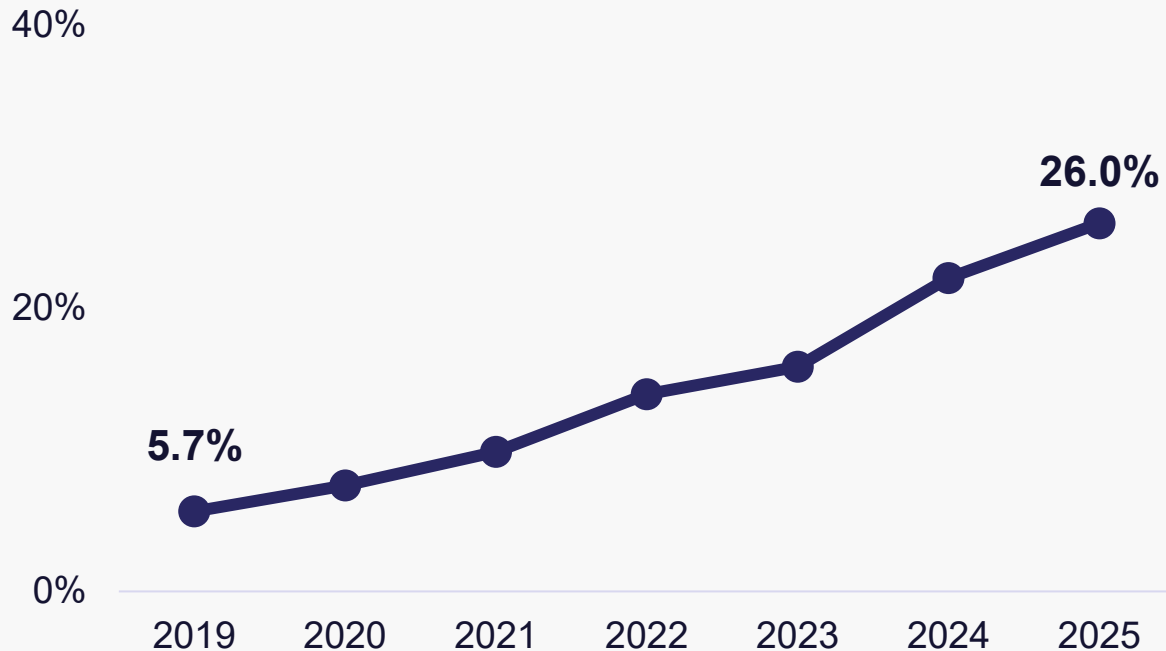




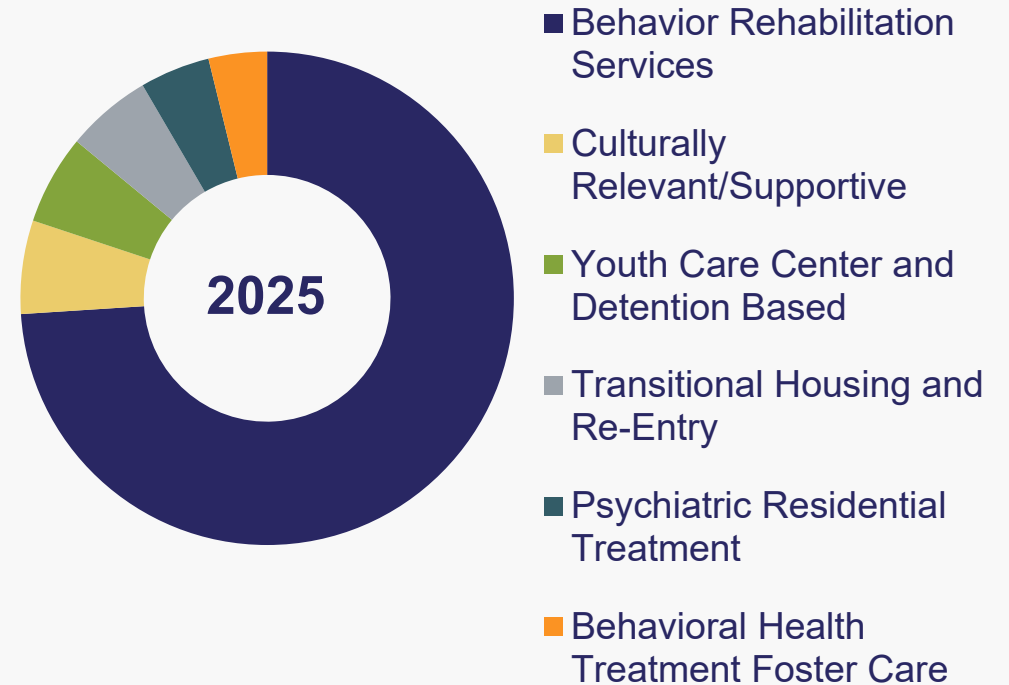
Service Types

Non-BRS placements are increasing

% of Non-BRS Placements by Year



Placements by Service Type





Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



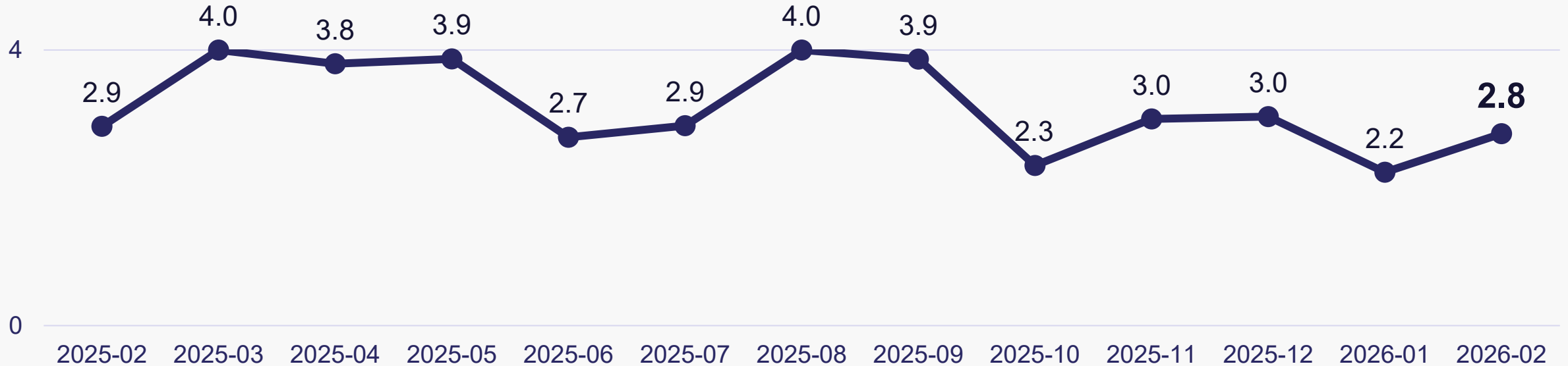
Performance Metrics



Utilization – Psychiatric Residential

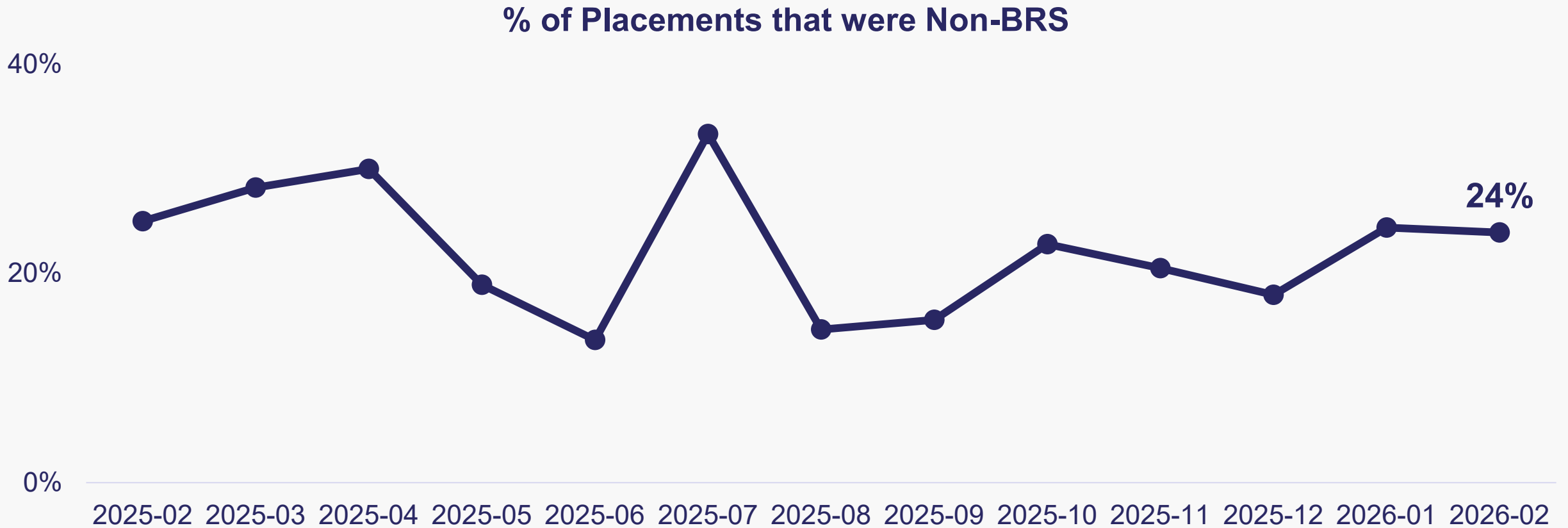
Psychiatric Residential Bed utilization was similar to prior months

Average Daily Population of Youth in Psychiatric Residential Beds
(Contract Capacity = 4)





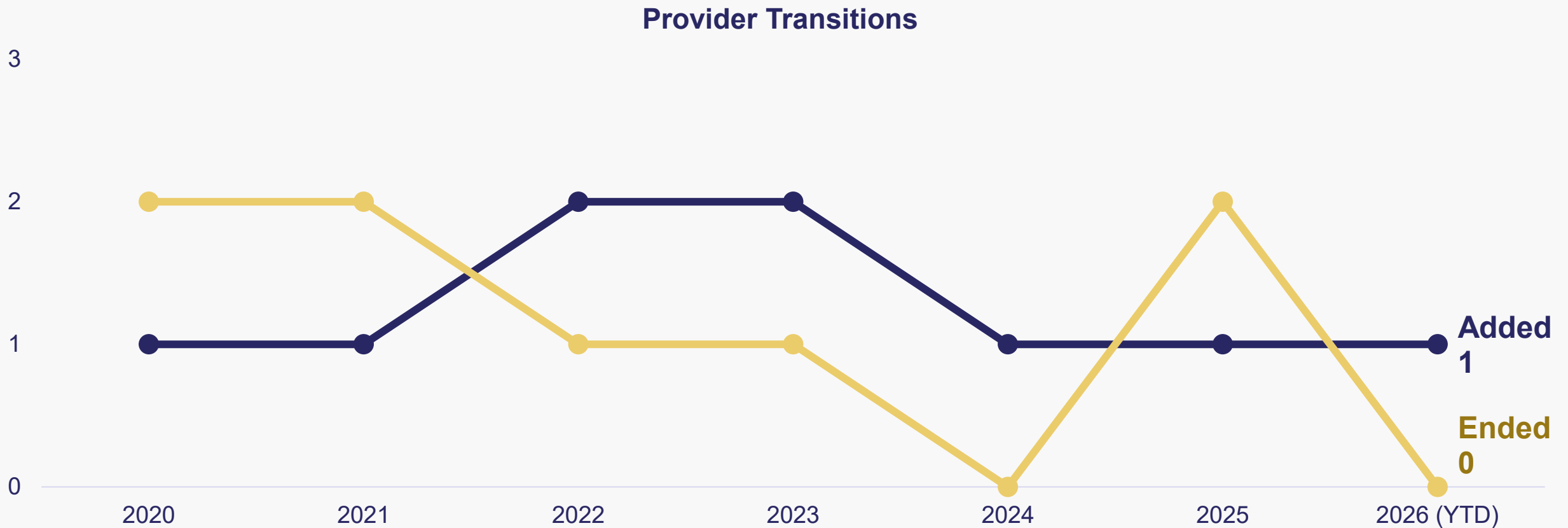
Non-BRS Placements





Provider Transitions

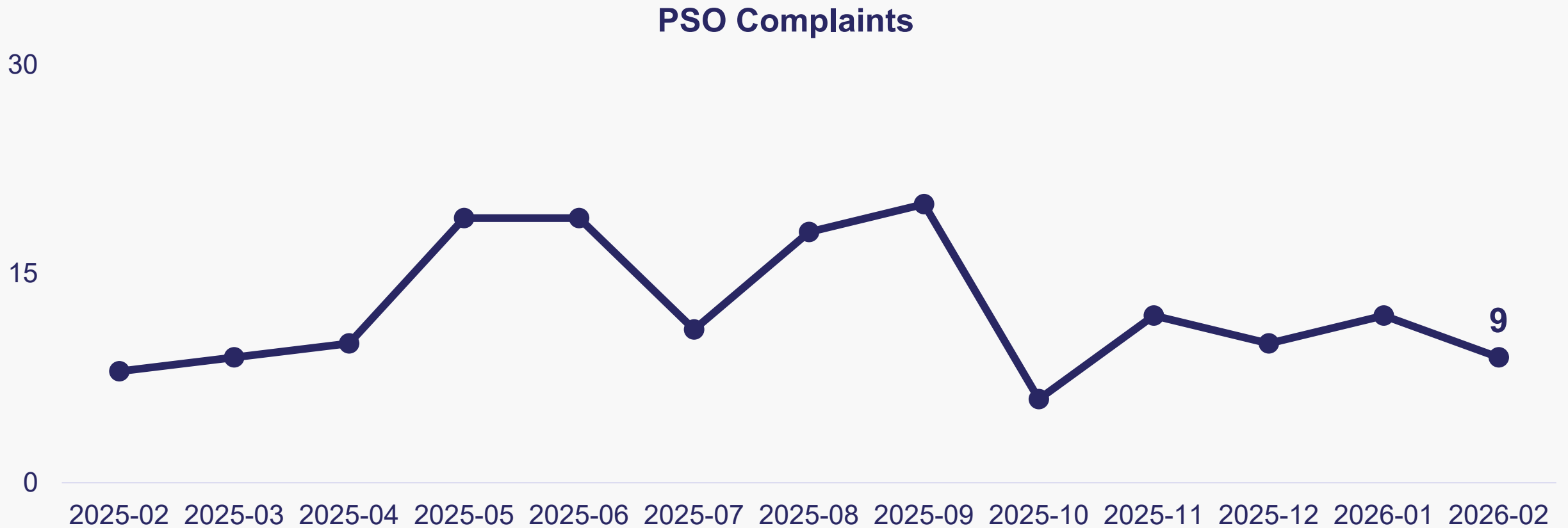
Since 2020, 9 new providers were added and 8 existing providers ended





Safety: PSO Complaints

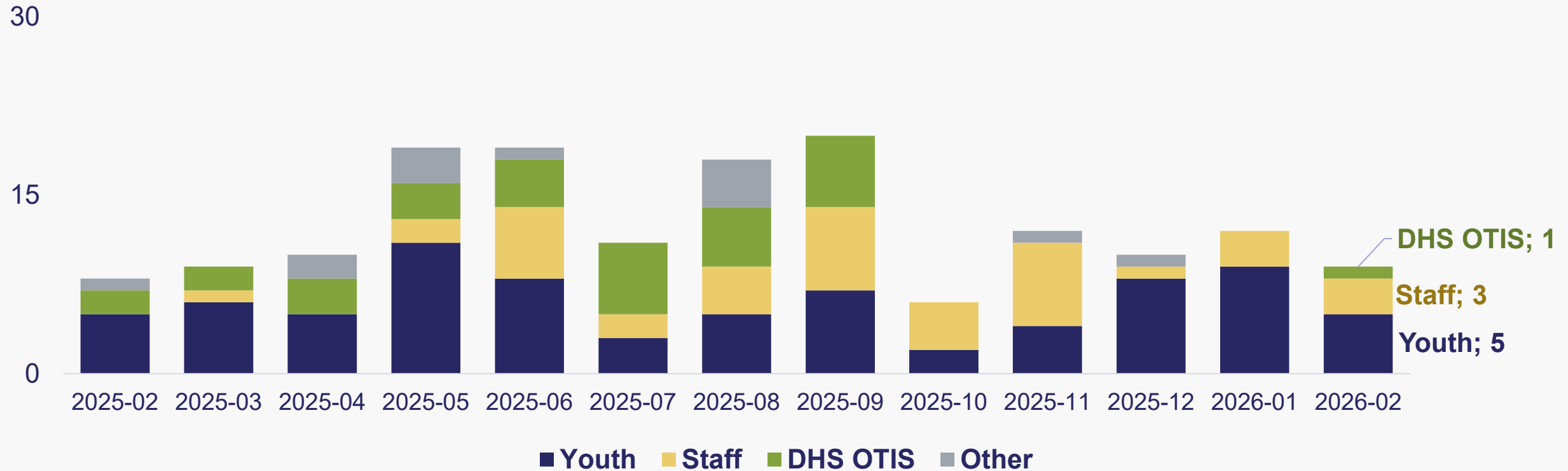
Nine PSO Complaints were received last month





5 of last month's complaints were submitted by youth

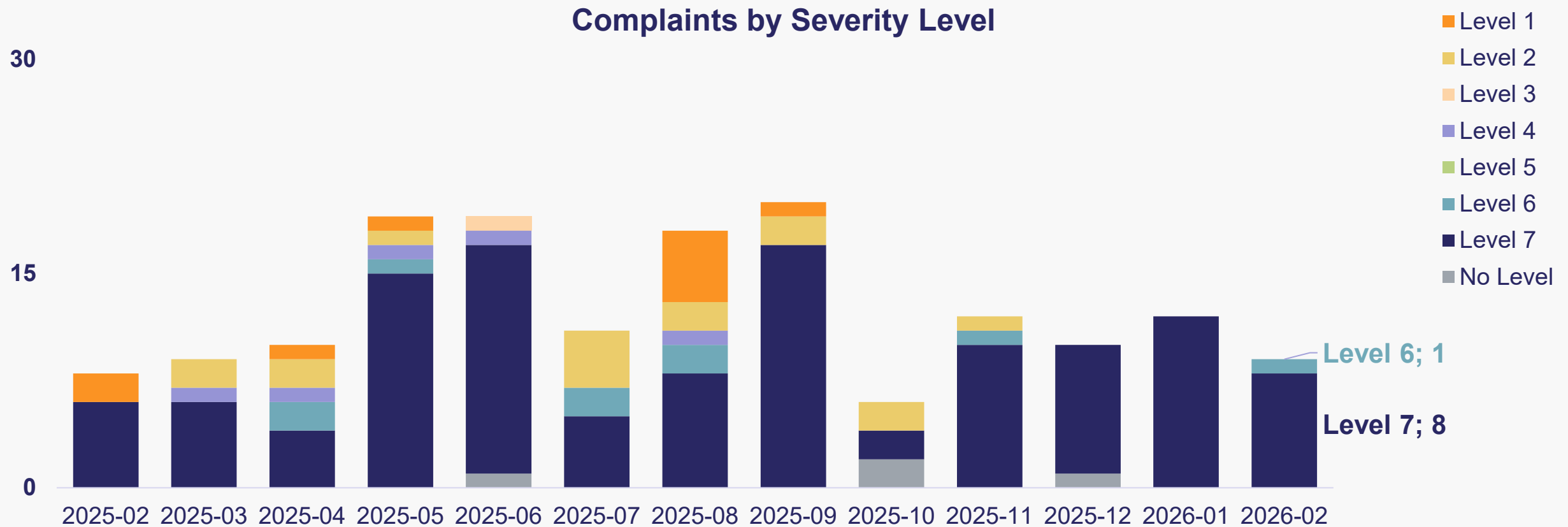
Complaints by Source





Supplemental – PSO Details

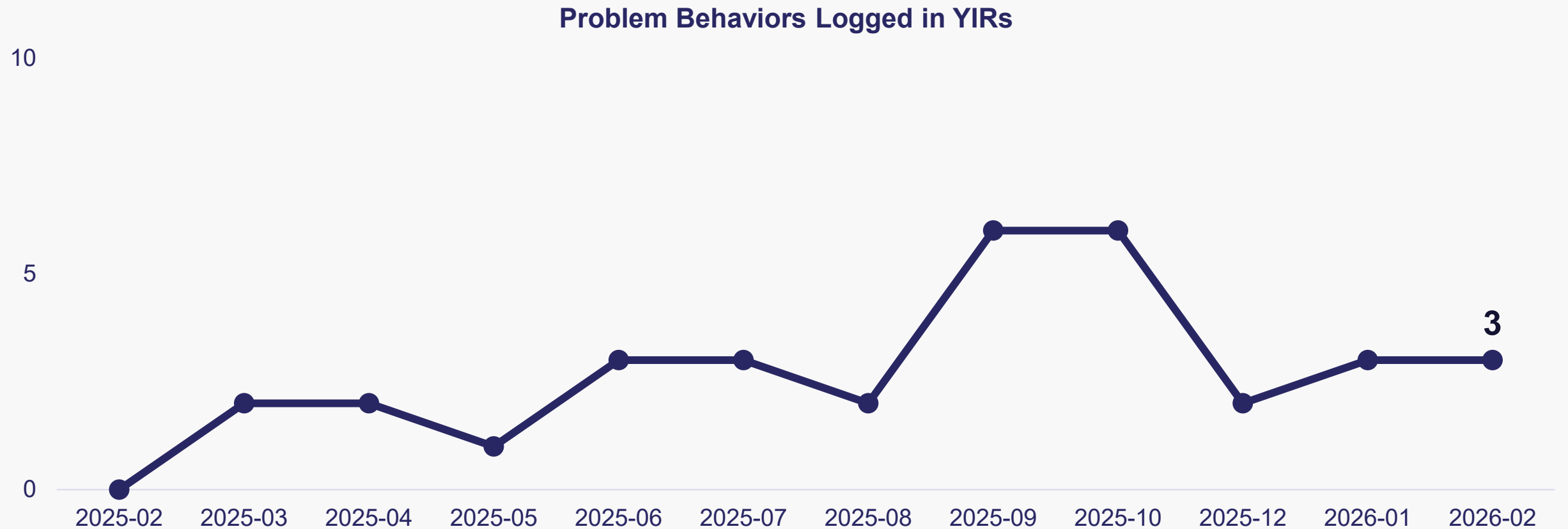
8 of the 9 complaints were Level 7 (lowest severity), 1 was Level 6





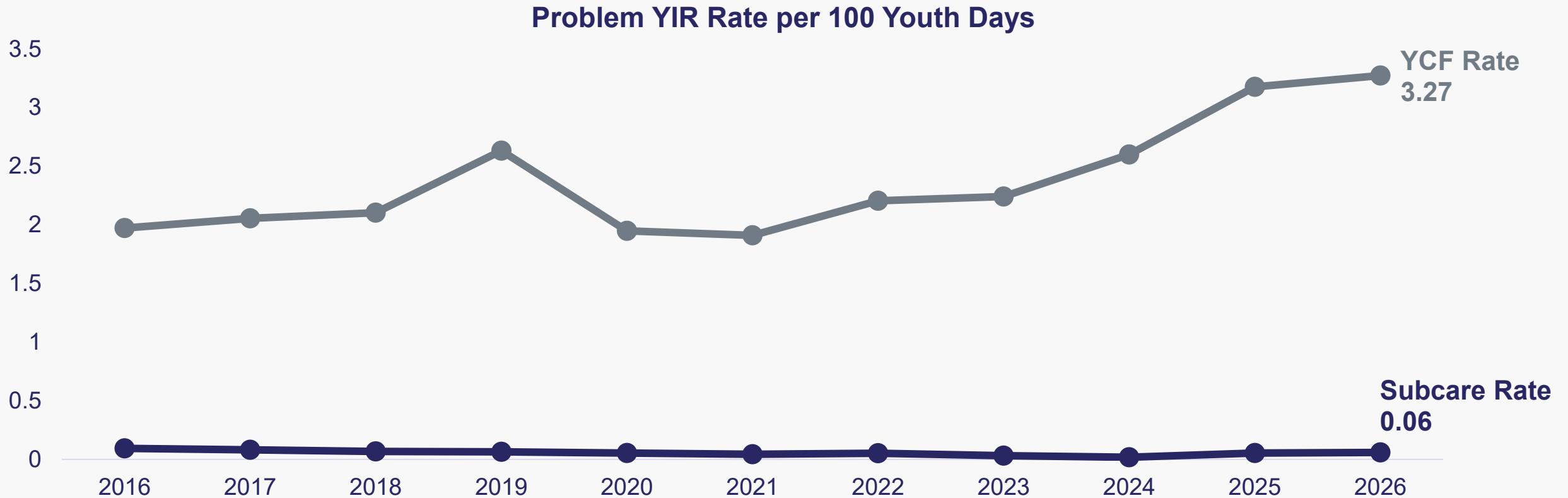
Youth Incident Reports

Three youth behavior problems were reported last month





YIRs are infrequent among Field youth

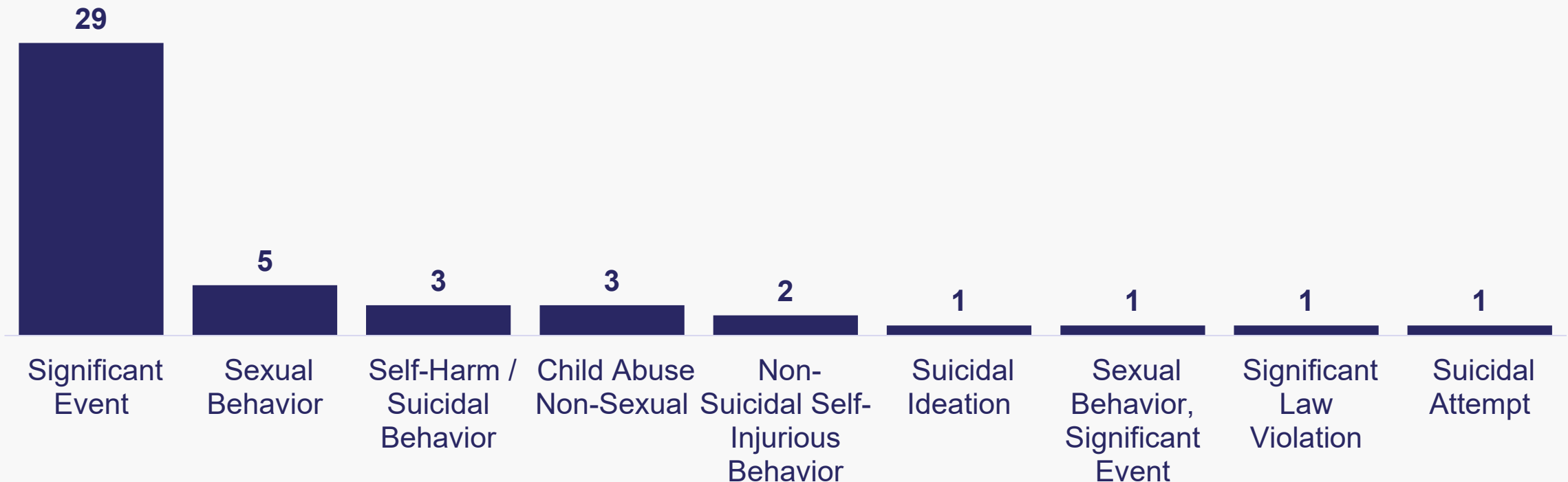




Supplemental – Field YIR Problem Types

46 OYA Subcare YIRs have been recorded in the past 13 months

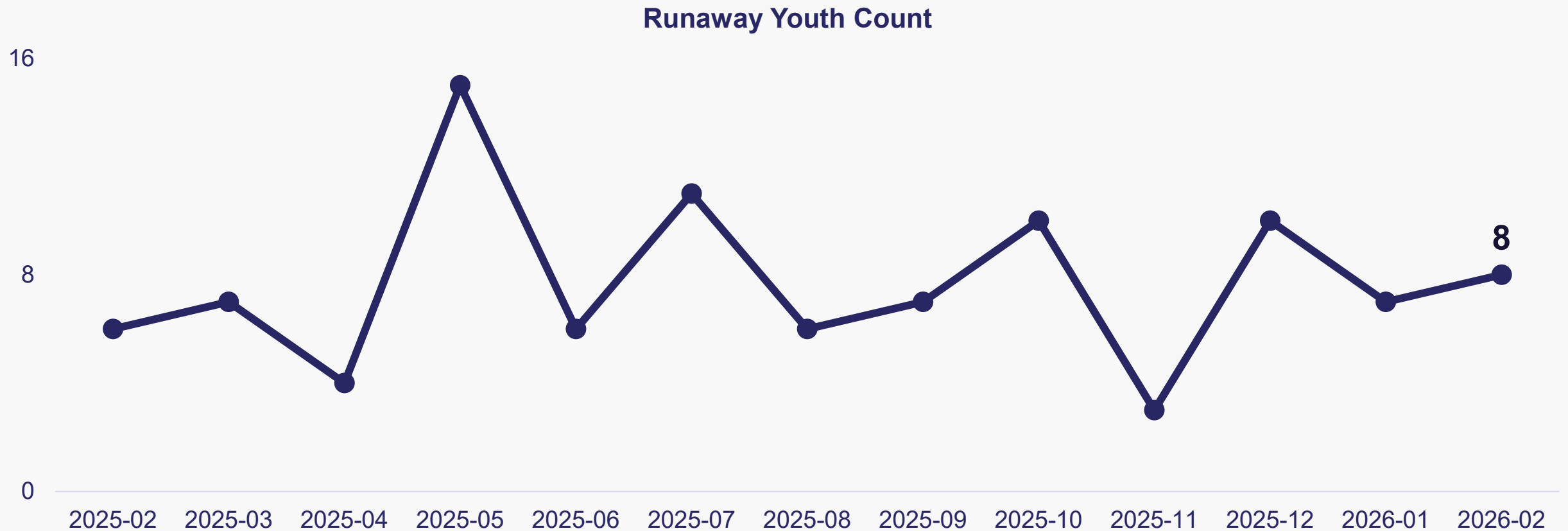
**OYA Subcare YIRs by Problem Type
2/1/2025 – 2/28/2026**





Runaways by Month

Eight youth ran from CRU placements last month



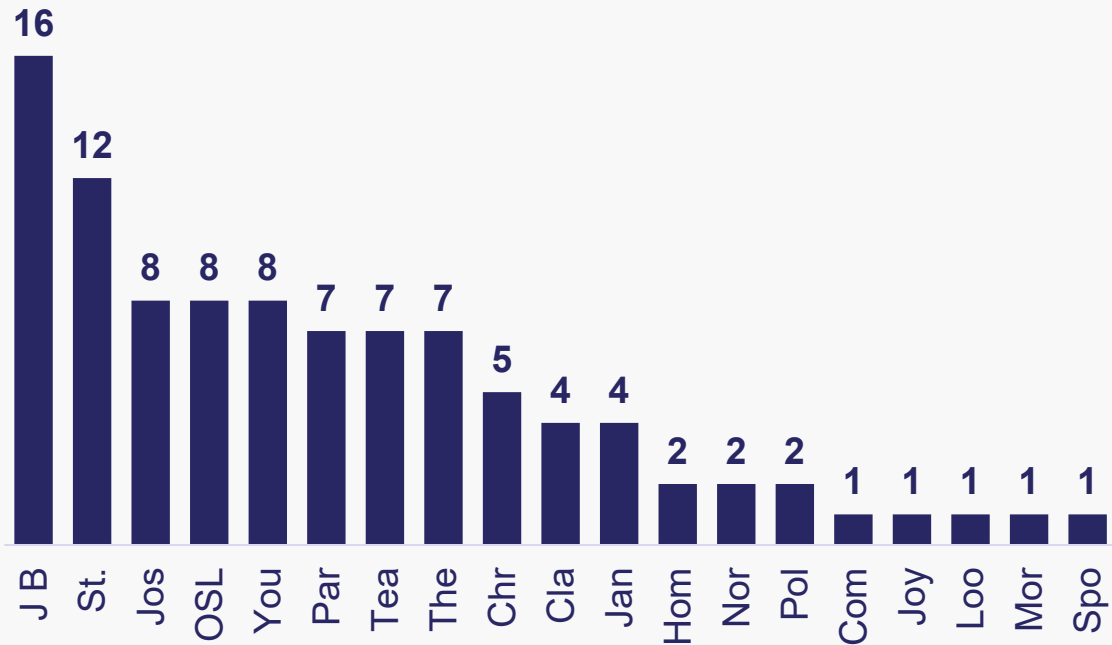


Supplemental – Runaways by Provider

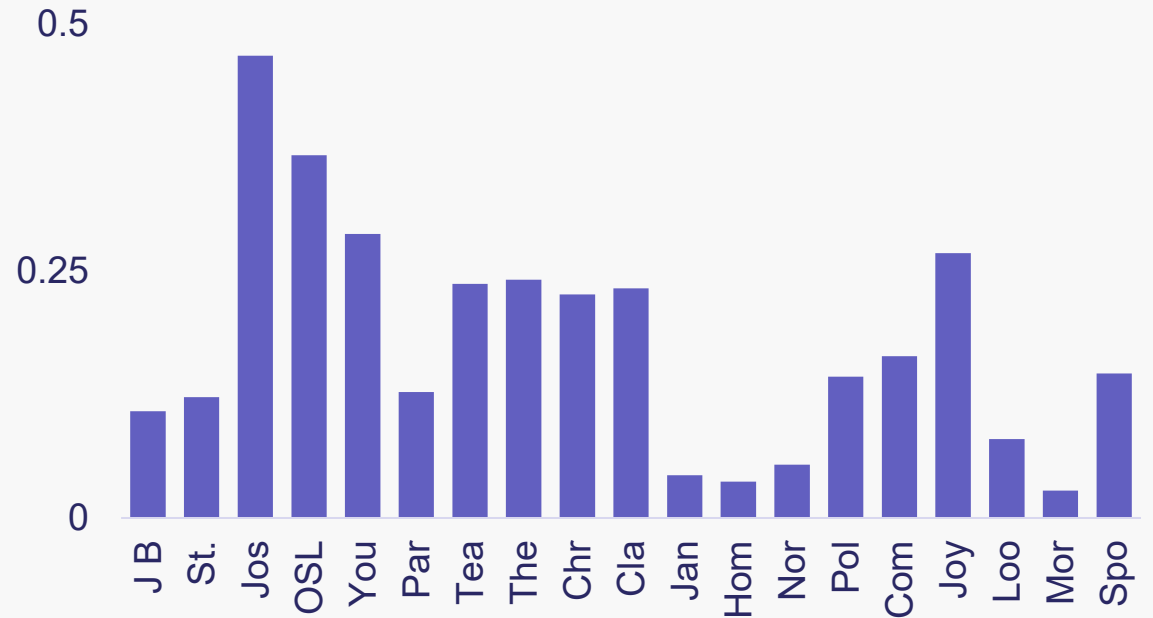
Count by Provider, Past 13 Months

Rate by Provider, Past 13 Months

Number of Runaways by Provider



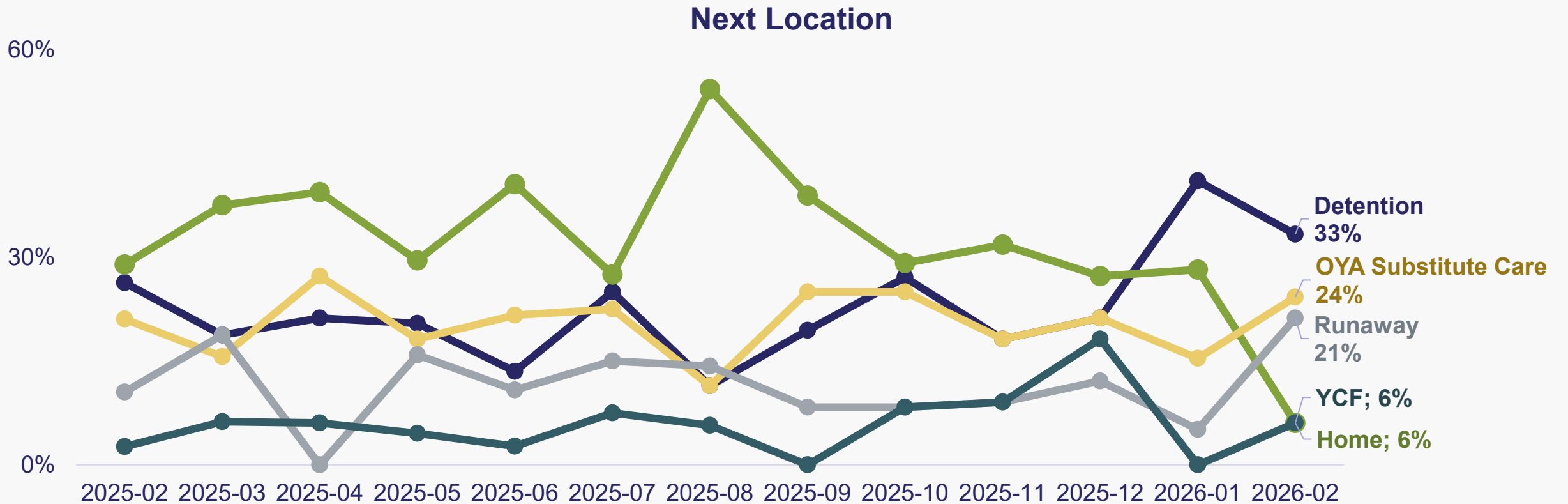
Runaway Rate per 100 Youth Days, by Provider





Next Location

Of the 33 youth who left a CRU placement last month, 6% returned directly to home

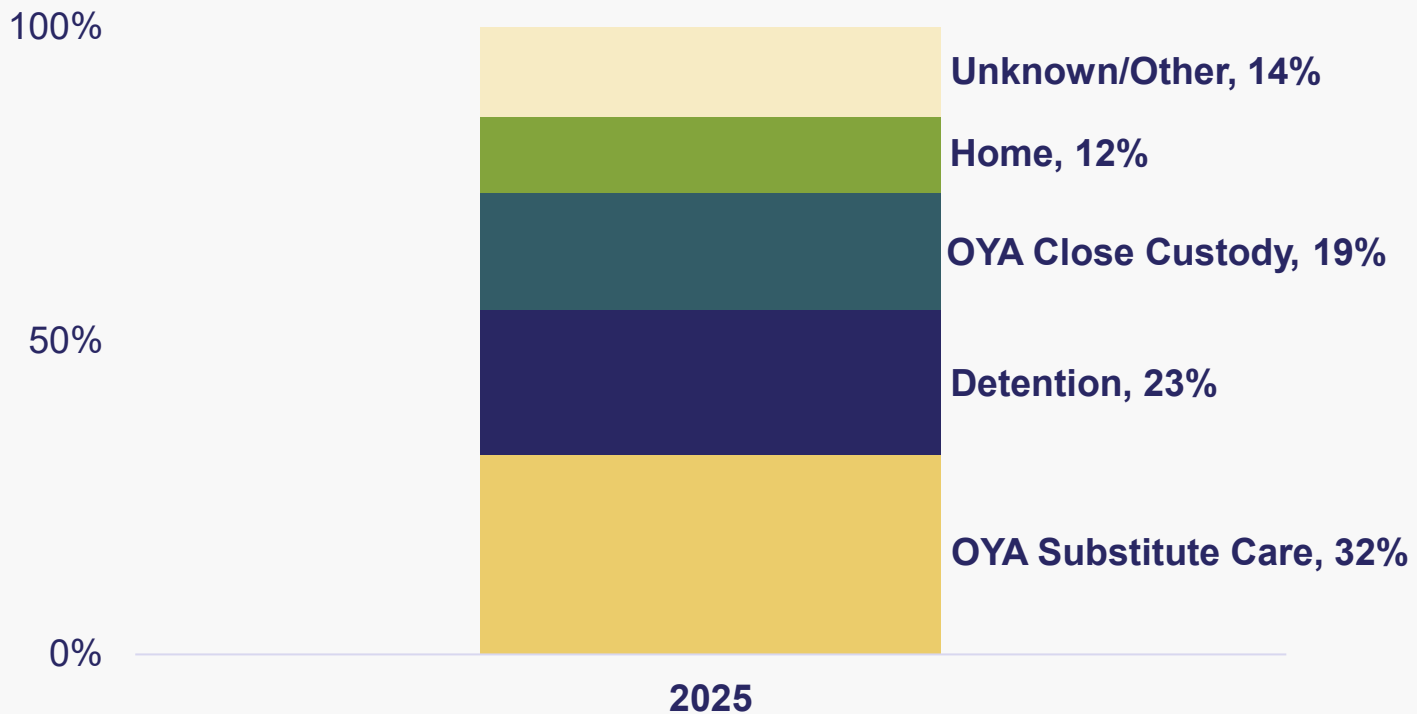




Supplemental: Next Location after Detention

Next placement after Detention for all OYA Subcare placements that ended in Detention in 2025

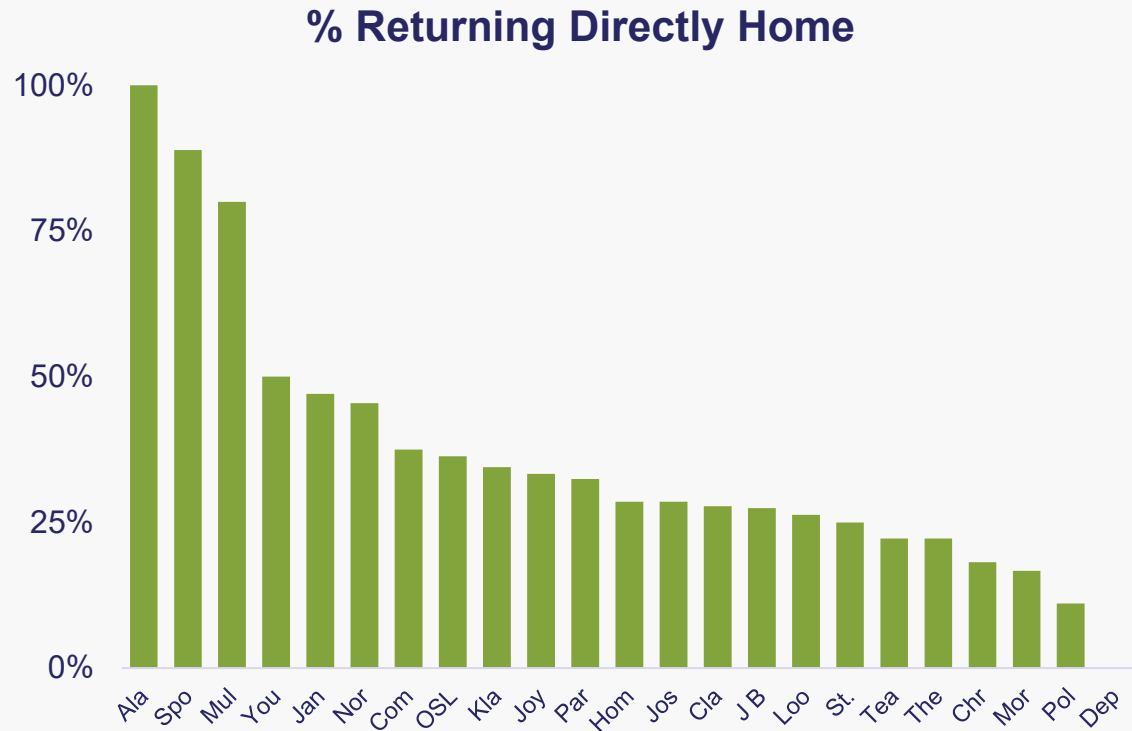
Next Location after Detention



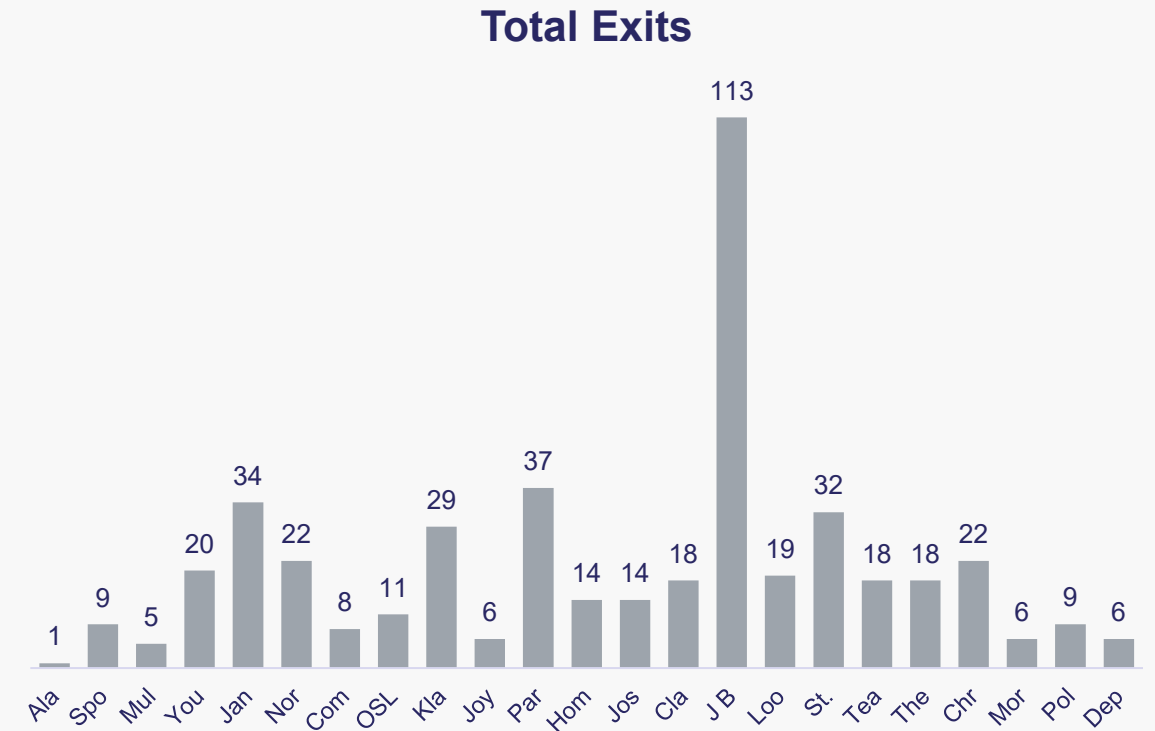


Supplemental – % of Youth Returning Directly to Home, by Provider (past 13 months)

% of Exits Directly to Home, by Provider



Total Number of Program Exits by Provider

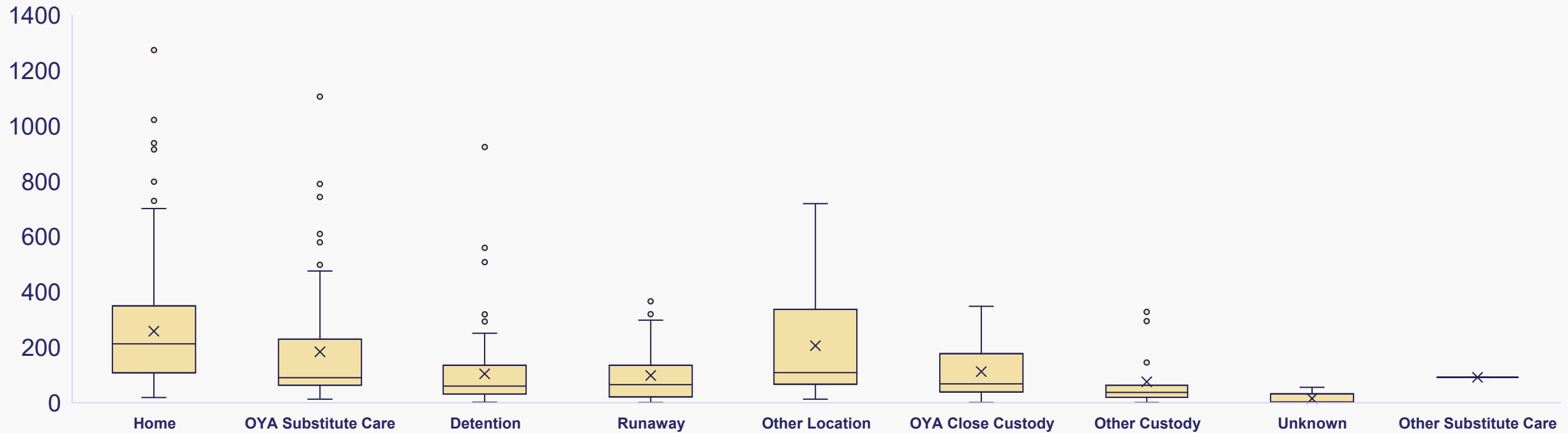




Supplemental - Length of Stay by Next Location

Length of Stay by Next Location, for placements ending in the past 13 months

Days at Provider, by Next Location Type



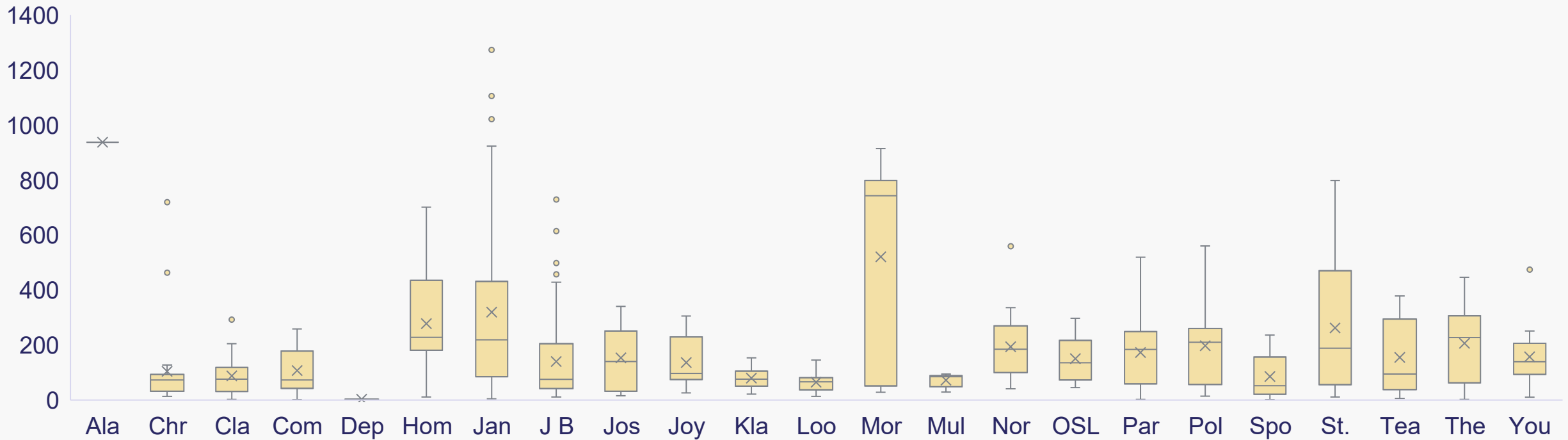
Overall Average = 170 days, Median = 98 days



Supplemental - Length of Stay by Provider

Length of Stay by Provider, for placements ending in the past 13 months

Days at Provider, by Provider Name



Overall Average = 170 days, Median = 98 days



Closing Updates



High Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

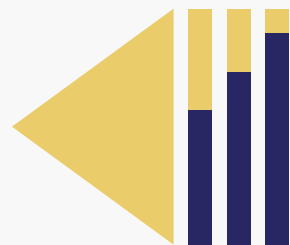


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback



Supplemental – Problem Behaviors

“Problem Behaviors” = every instance in which a Problem category was assigned to a youth within a Youth Incident Report

The screenshot shows the JJIS YIR software interface for Facility YIR #350544 at MacLaren YCF on July 31, 2025. The interface is divided into several sections:

- Incident Overview:** A tree view on the left with 'Basic Information' expanded. Under 'Basic Information', 'Tanner, Suzie (Youth)' is selected, and 'Assault' is highlighted with a yellow circle.
- Youth Information:** 'Youth: Tanner, Suzie' and 'Age at Occurrence: 14' are displayed at the top.
- Problem:** A list of problem categories is shown in a box with a yellow border: Assault, Contraband, Escape, Major Group Disturbance, Peer Fight, Self-Harm / Suicidal Behavior, Sexual Behavior, Significant Event, and Youth Misconduct. An 'Add' button is to the right.
- Safety Placement:** A dropdown menu with options: Isolation, Room Lock Other, and Other. An 'Add' button is to the right.
- Restraint:** A dropdown menu with options: Physical Intervention, Restraint Chair, Defensive Tactics, Security Restraint, and Transport Blanket. An 'Add' button is to the right.
- Youth Review:** A dropdown menu with options: Injury and Youth Review. An 'Add' button is to the right.
- Medical Attention:** A dropdown menu with options: Onsite, Outside Medical Care, and Admitted to Hospital. An 'Add' button is to the right.
- Buttons:** At the bottom, there are buttons for 'Remove', 'Print Incident', 'Print Participant', 'Next', 'Apply & Continue', 'Apply', 'Cancel', and a help icon.



Supplemental – Injuries and Medical Attention

Injuries can be recorded for any youth or staff on the YIR
If an injury is recorded, medical attention should be recorded as well

Medical attention can be recorded for any youth or staff on the YIR
Medical attention can be recorded without an injury (e.g., illnesses)

This screenshot shows the "Incident Overview" form for Facility YIR #350544 at MacLaren YCF on July 31, 2025. The "Person Injured" field is populated with "Tanner, Suzie". Under "Injured By", radio buttons are present for "Self", "OYA Youth", "Non OYA Youth", "Worker", "Associate", and "Other". The "Cause of Injury" dropdown menu is set to "Problem", with a sub-menu showing "Tanner, Suzie: Assault" selected. Other options include "Restraint", "Transport", "Horseplay", "Recreation", "Work Related", and "Other". A checkbox for "Youth was being supervised by Agency" is unchecked. The "Note" field is empty. The "Last Changed By" and "Date" fields are also empty.This screenshot shows the "Incident Overview" form for Facility YIR #350544 at MacLaren YCF on July 31, 2025, specifically for recording medical attention. The "Person Received Med. Attn:" field is populated with "Tanner, Suzie". There are input fields for "Date:" and "Time:". A radio button for "Required More Than Basic First Aid?" is set to "No". The "Note:" field is empty. The "Last Changed By:" and "Date:" fields are empty. At the bottom, the "Medical Location:" radio buttons are set to "Outside Medical Care", with options for "Onsite" and "Admitted to Hospital" also visible.



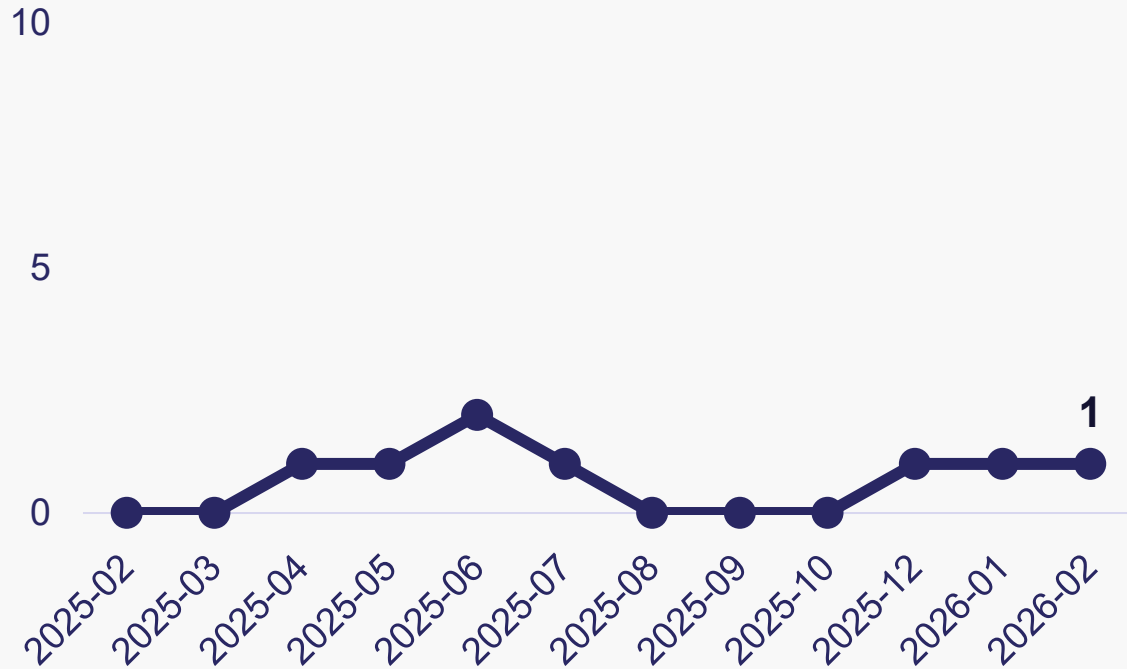
Youth Incident Reports



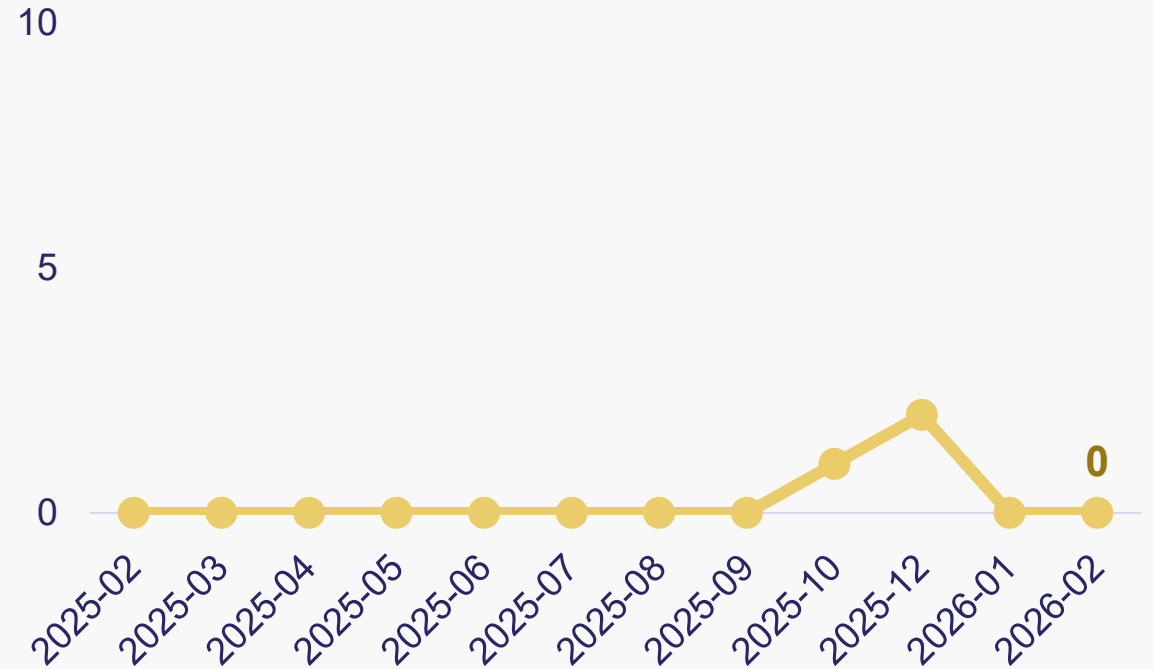
One youth injury was reported last month

No staff injuries were reported last month

Youth Injuries



Staff Injuries

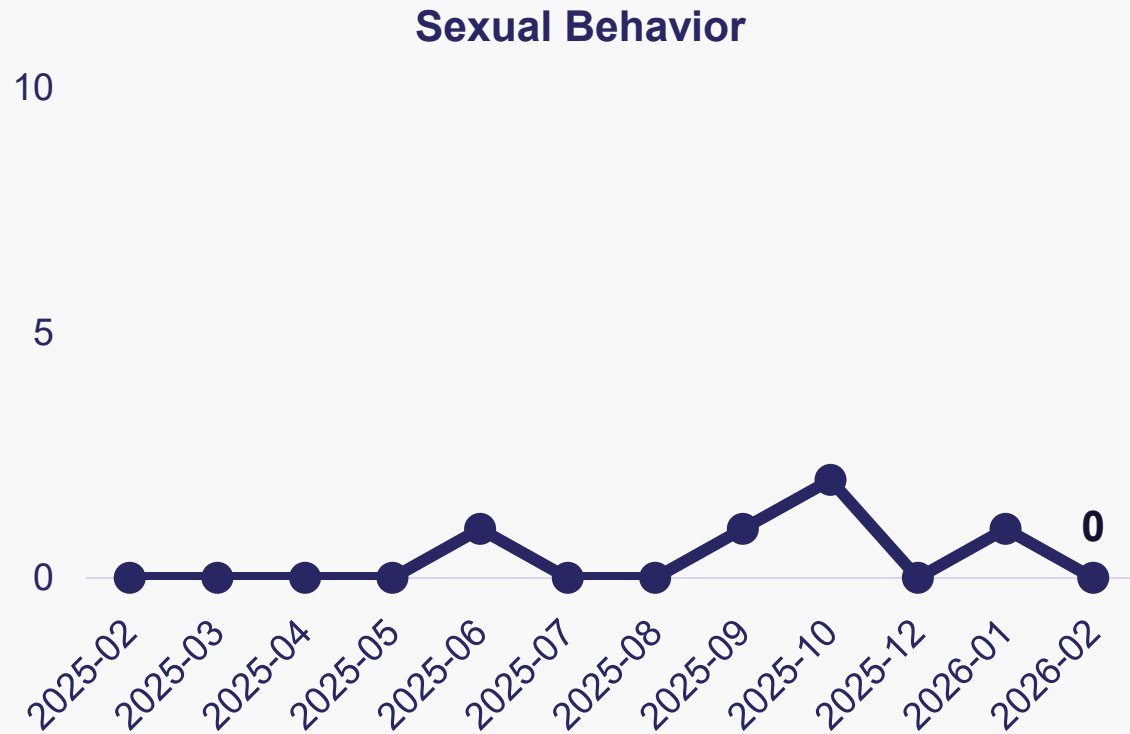




Youth Incident Reports



No YIRs involved sexual behavior last month



One YIR involved self-harm or suicidal behavior last month

