



OYA Office of Inclusion and Intercultural Relations

OIRR – Initial Performance Measures

Griselda Solano-Salinas, OIRR Director

Ardell Bailey, Operations and Family Services Manager

2/19/2026



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



March 2026 Action Plan Status update

1	General	Lead	Status
1.1	History of OIIR Slide- Mike would like to add a comparison of general Oregon youth population and would like to see race/ethnicity breakout for Probation and Parole.	Research	Completed
1.2	Mike would like to first attend the Family Advisory Council and then coordinate his attendance with the remaining advisory councils.	OIIR	In Progress (scheduled)
1.3	Mike would like OIIR to start exploring the number of workable hours in the year for staff to see whether that may inform target hours.	OIIR	In Progress
1.4	Start conversations to explore more evidence-based practices for a culturally responsive program that OIIR staff would be allowed to administer.	OIIR	In Progress
1.5	Transition of cultural work to community--How do we make sure youth maintain their connections or ensure continuity of services?	OIIR	In Progress
1.6	Customer service survey--OIIR to start thinking about a standardized customer service survey related to partnership with facilities as well as youth perspectives.	OIIR	In Progress
2	PYE per facility	Lead	Status
2.1	Hours per facility for OIIR services	Research	In Progress

3	CSQ Completion	Lead	Status
3.1	As part of a larger conversation, Mike would like to explore the full intake process, how the CSQ fits in with the process among all other required procedures.	OIIR	In Progress
3.2	Mike, Facilities, and OIIR to continue conversations around the timeliness of getting youth the products they request on the CSQ.	OIIR	In Progress



Definitions

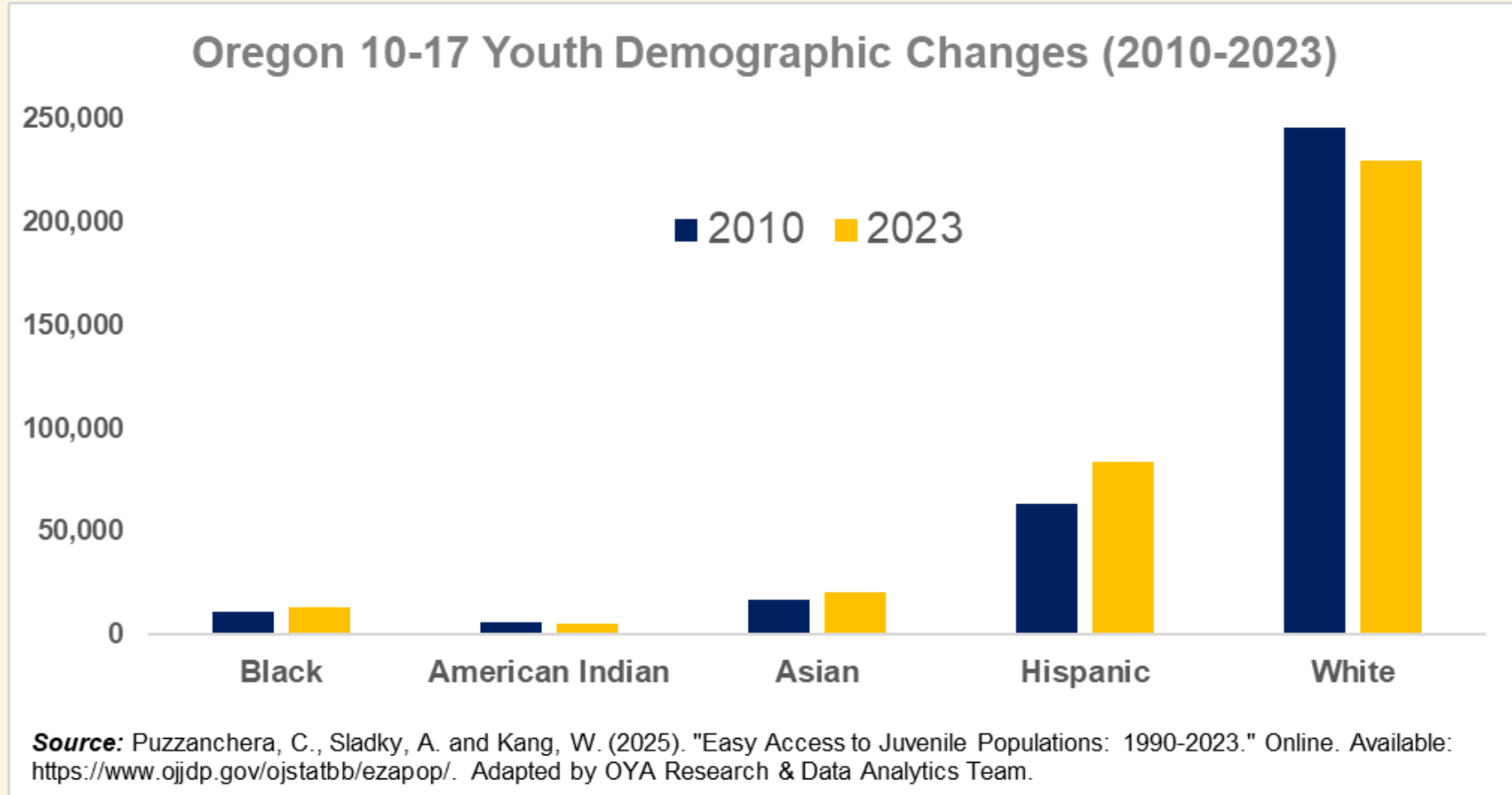
Term	Definition
Cultural Services Questionnaire (CSQ)	The purpose of this two-part questionnaire is to work with youth and to identify any cultural needs or services they are interested in learning about or participating in. Part 1 is to be completed within 14 days of the youth entering an intake unit and helps identify personal cultural needs (e.g., diet restrictions, hygiene products, and interest in cultural services). Part 2, the follow-up, is to be completed within 45 days from the completion of part 1 CSQ and allows a youth get a better sense of services offered by OIIR and what they may be interested in.
Race	Race refers to groups sharing physical characteristics such as skin color, hair type, and facial features; often associated with biological attributes.
Ethnicity	Ethnicity refers to cultural characteristics, including language, religion, and traditions; often linked to social and culture.
Office of Minority Services (OMS)	Previous name of OIIR team, transition made about 10 years ago.
AANHPI	Asian American, Native Hawaiian, Pacific Islander
SOGIE	Sexual Orientation, Gender Identity, and Expression
Multidisciplinary Team (MDT)	Case planning meeting with youth and care team (e.g., family, school, OIIR, QMHPs, case coordinator).



Oregon's white youth population has decreased while the marginalized youth population has increased.

Change Since 2010:

Race/Ethnicity	% Change
Black	+23%
American Indian	-17%
Asian	+22%
Hispanic	+31%
White	-6%



Note: Category labels reflect those used in Federal Census data and may differ from racial/ethnic labels used within JJIS.

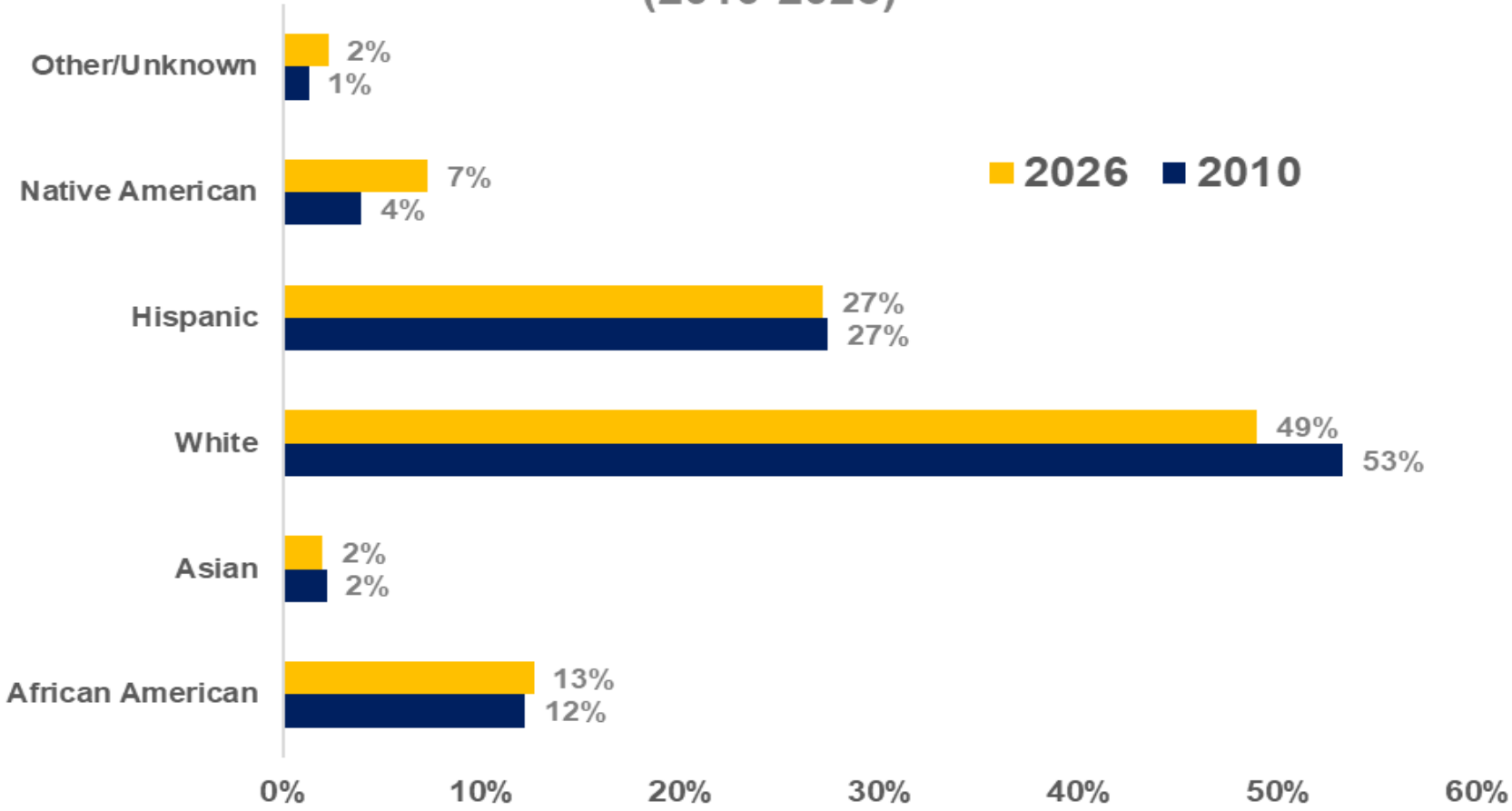
OYA Close Custody Commitments



OYA Close Custody is serving a higher proportion of marginalized youth



OYA Close Custody Commitment Demographics (2010-2026)



Change in demographics between 2010-2026:

	Change
White	-4%
Marginalized Youth	+4%

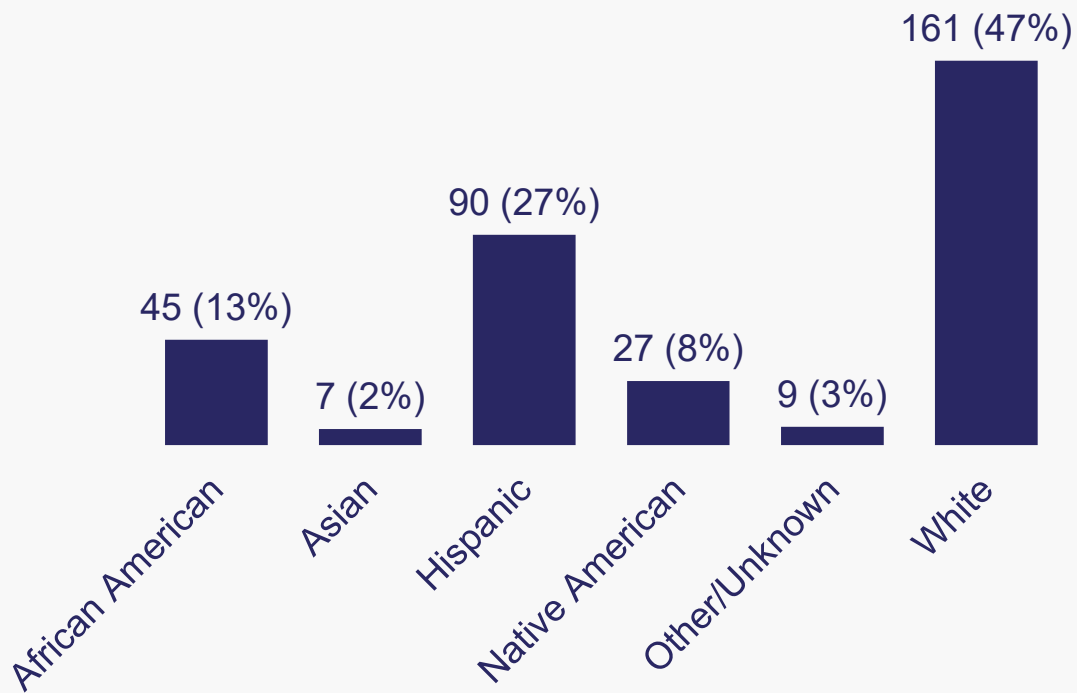
Source: Juvenile Justice Information System (JJIS) Quick Facts Summary (January 2010-January 2026); Adapted by OYA Research & Data Analytics Team



The History of the Office of Inclusion and Intercultural Relations (OIIR)

As of 3/8/2026, at least 50% of OYA Close Custody youth are from a marginalized population according to JJIS.

Youth Closed Custody Population
As of 3/9/2026



- Overrepresentation in the Juvenile Justice system
- Moving from OMS to OIIR
- Team increase in size and statewide services



About the Office of Inclusion and Intercultural Relations (OIIR)

OIIR Mission

To support the growth and development of youth through culturally responsive services and advocacy.

OIIR Vision

Youth will leave OYA with a greater cultural understanding of themselves and others in order to contribute positively to their communities.

We do this through:

- Providing clear, consistent, equitable, easily accessible culturally relevant services.
- Developing mutual trust and respect.
- Having open communication, even when it's difficult.
- Comprehensive collaboration with all our partners.
- Accurate and consistent documentation to monitor service delivery and outcomes.

Service Types

- Cultural activities, events and celebrations
- Statewide coordination of cultural services
- Tattoo removal
- Facility support
- Cross cultural communication training
- Advisory committees



Advisory Groups



Monthly Meetings	Quarterly Meetings
African American Black Advisory Committee	Hispanic/Latino Advisory Committee
SOGIE Advisory Committee	LGBTQI Advisory Committee
Family Advisory Council	Native American Advisory Committee

Committee Membership

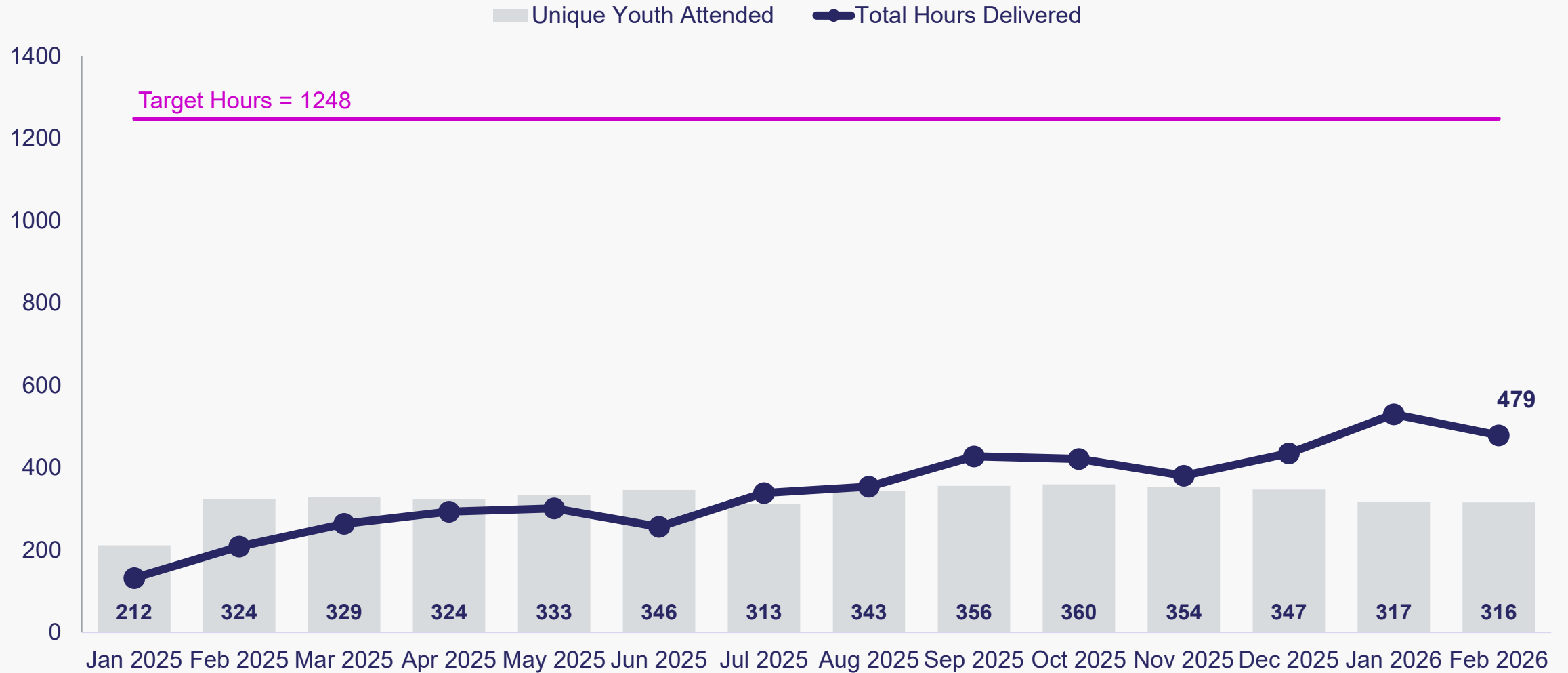
- Family/Guardians
- OYA Staff
- Community members representative of committee focus

Key Role(s) of Advisory Groups

- Provide input/feedback related to new OYA policy and procedures
- Help improve existing OYA policies and procedures that directly impact members of the community
- Duties specific to committee focus



OIIR continues to explore staff schedules to determine appropriate target hours.





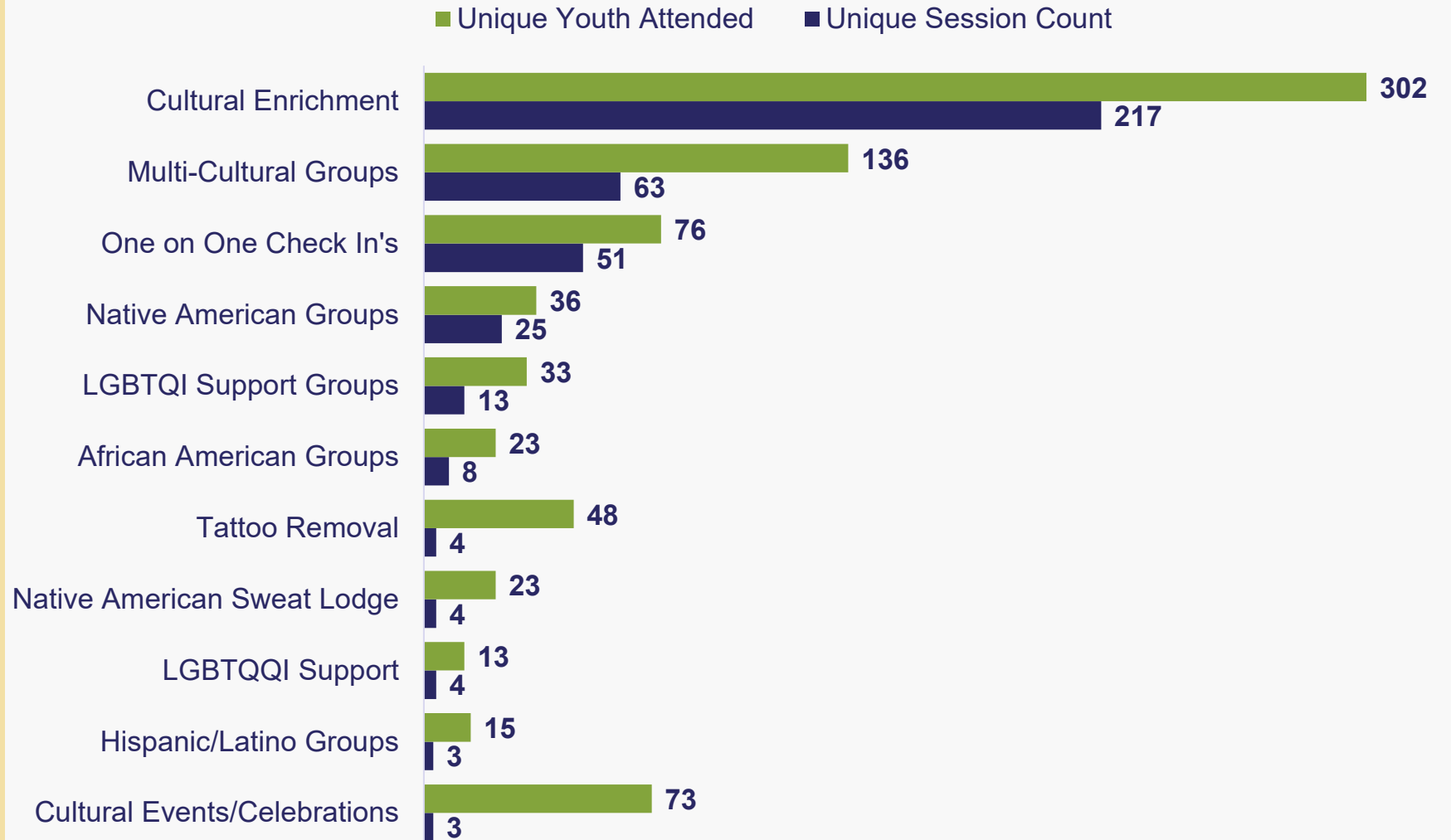
73% of OIIR session hours in Feb 2026 were categorized as cultural enrichment, multi-cultural groups, and one on one check ins

Cultural Enrichment

- Community Relations
- MDT Participation
- Peer Relations
- Staff Relations
- Youth Behavior
- Youth Contact

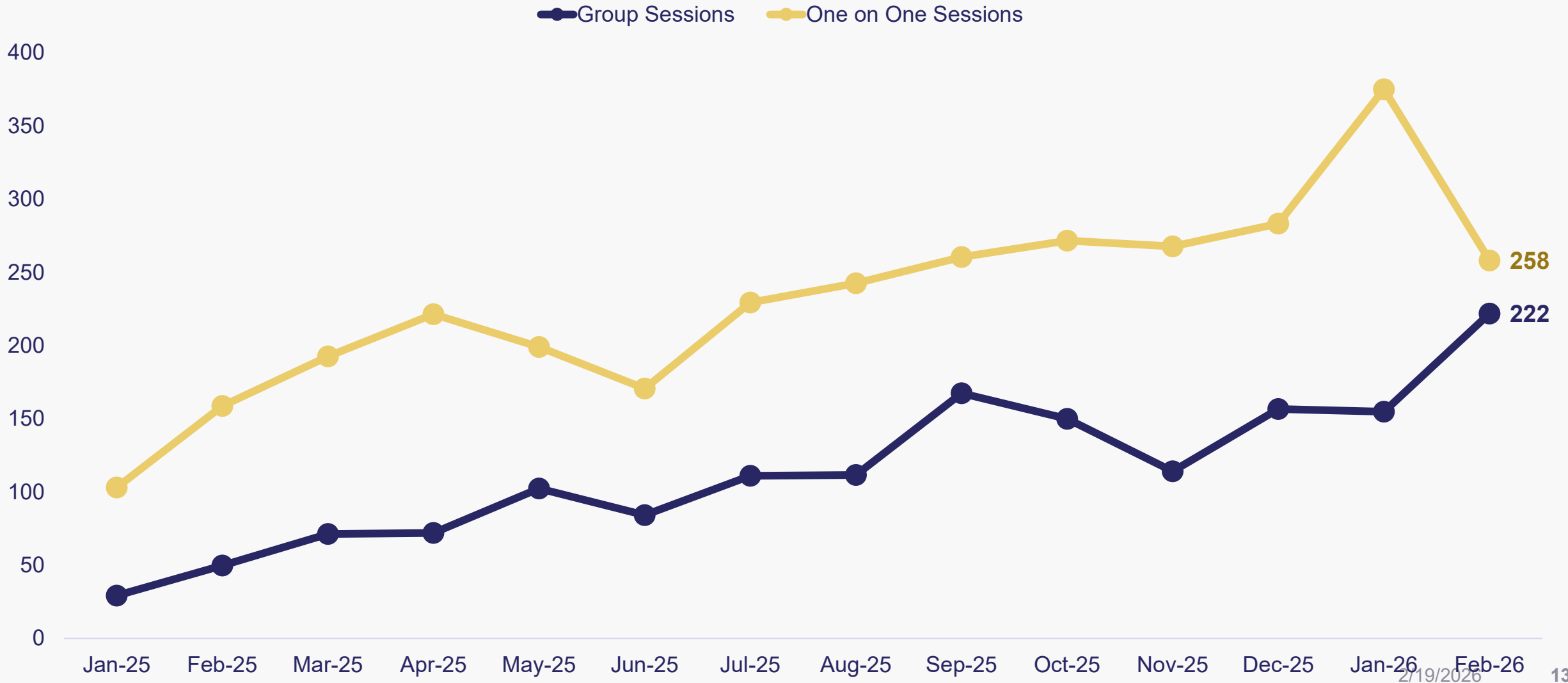
Multi-Cultural Groups

- Community Group
- Global Perspectives
- Keys, Beats, Bars
- Multi-Cultural Group





Service focus shifts based on the needs of youth (challenges, conflicts) on unit.





IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



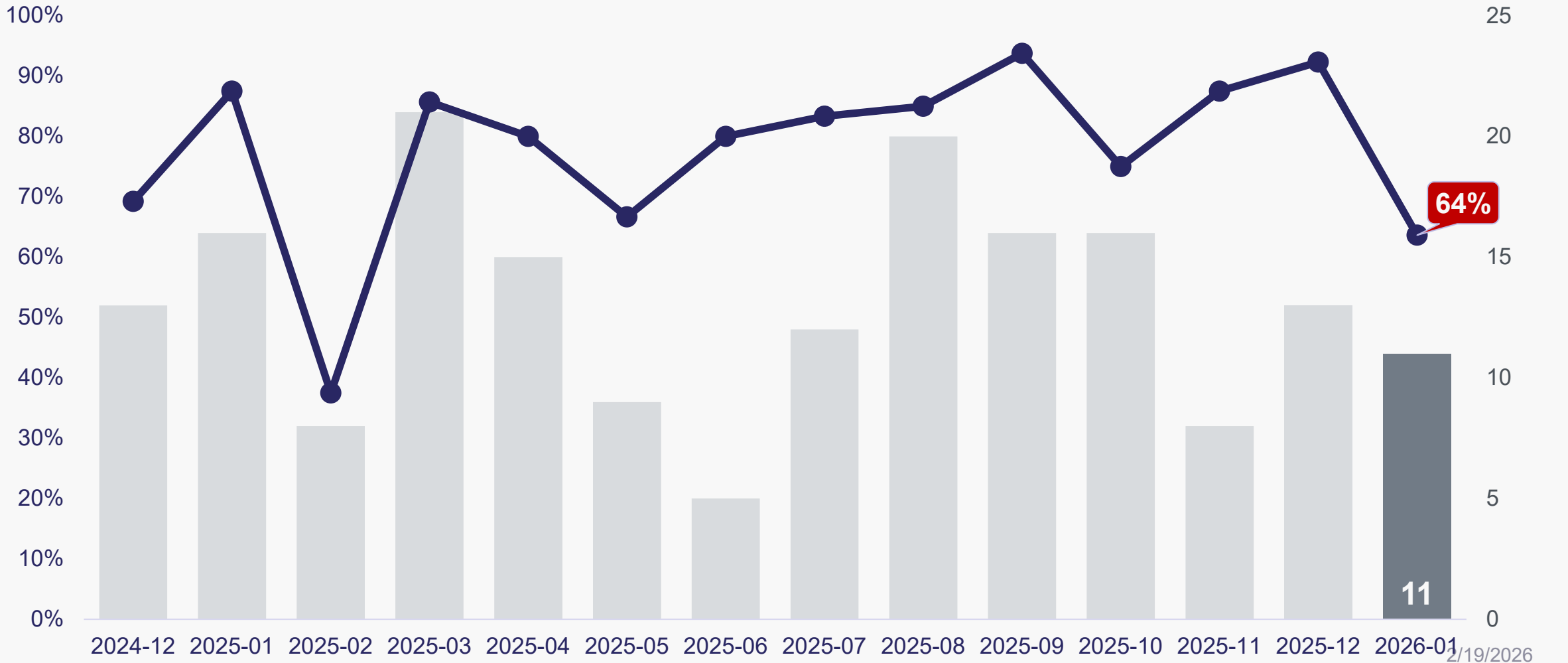
Performance Metrics



64% of CSQs were completed within 14 days of status start date

Number Completed within 14 Days

Number of Status Starts





Total oir youth pye over time/by facility





Staff Vacancies and PYE Hours





Updates since last IMPACT meeting:

- **Improvement efforts in service delivery**
- **Data collection areas of growth**
- **Potential future measures**



Event Survey – Youth Example

Thanks for joining us! Your opinion matters—please share your thoughts below.

Check the box that best matches your opinion

	Not at all	Not Really	Maybe	Yes!
The staff made me feel included	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information was easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The event highlighted important cultural aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was able to connect with this culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would go to an event like this again	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Write at least one thing you learned today about this cultural group

Anything else we should know or that you would you like to learn?



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?

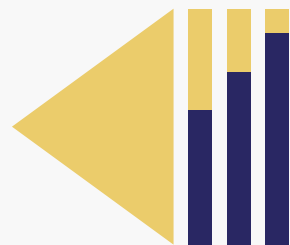


Employee Engagement

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 Slides




Shannon Myrick
Development Services
Assistant Director



Ardell Bailey
OIRR Manager/Operations
and Family Engagement
Coordinator



Griselda Solano Salinas
OIRR Director




Ferni Pantoja Torres
Office Specialist II

Statewide Multicultural Program Coordinators




Seti Page
Statewide African
American Black Program
Coordinator



Jacqueline (Jackie) Aguirre
Statewide SOGIE
Program Coordinator



Javier Meza-Perfecto
Statewide Tattoo Removal
Program Coordinator



Paola Sumoza-Maciell
Statewide Hispanic
Program Coordinator

Multicultural Services Coordinators



(Sir) Roderick Edwards
Multicultural Services
Coordinator
(African American
Services)




Paulo Futi
Multicultural Services
Coordinator
(AANHPI Services)



Derwin Decker
Multicultural Services
Coordinator
(Native American Services)



Bridgette Johnson
Multicultural Services
Coordinator



Sarah Ruggles
Multicultural Services
Coordinator



Carrie Fuller
Multicultural Services
Coordinator



Eva Torres
Multicultural Services
Coordinator



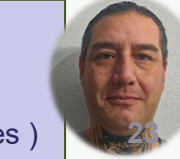
Aaron Kincy
Multicultural Services
Coordinator



Ramon Diaz
Multicultural Services
Coordinator
(Hispanic/Latino/a/x Services)



Ian Rigterink
Multicultural Services
Coordinator



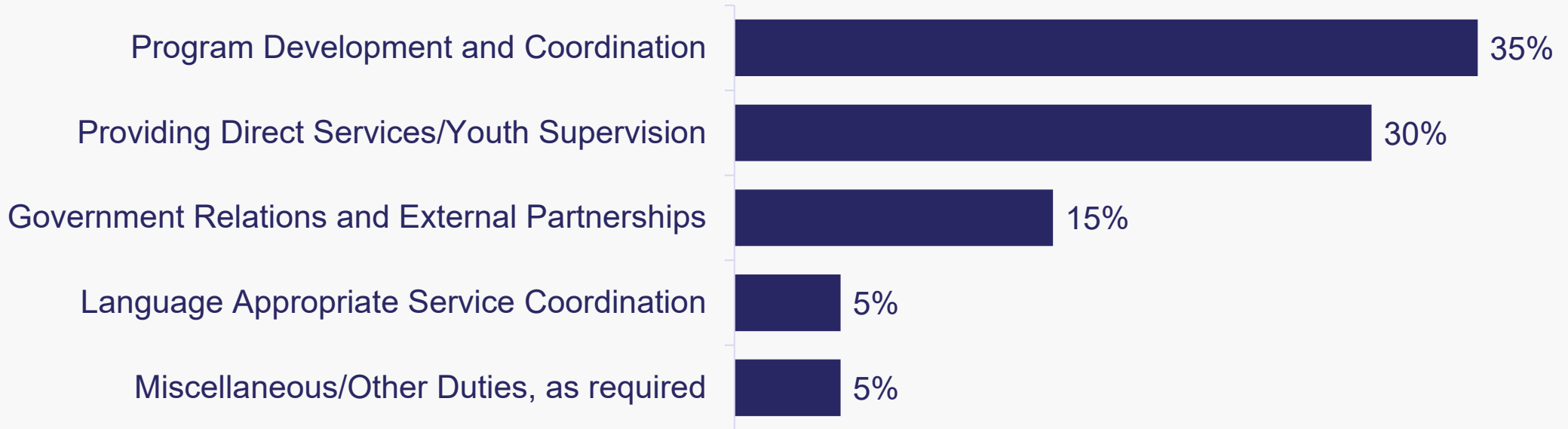
Brent York
Multicultural Services
Coordinator
(Native American Services)



- **Community partners:**
 - AYCO
 - IRCO
 - Learning HUB
 - Anahuac
 - Capaces
 - Faith Hope and Charities
 - Keys Beats and Bars
 - The 9 Tribes of Oregon
 - Word is Bond
 - Oregon Family Support Network
 - NARA Northwest
 - Medical Doctors for Tattoo Removal
- **Government to Government relations:**
 - Consulates and Embassies (Mexico, Romania, Honduras, El Salvador, Guatemala, and various others as needed)
 - Refugees' and immigrant organizations (IRCO and AYCO)
 - Tribal
- **Language services (interpretation services):**
 - TransPerfect (in-person)
 - Language Link (Telephonic)
 - IRCO (Teams/Virtual)

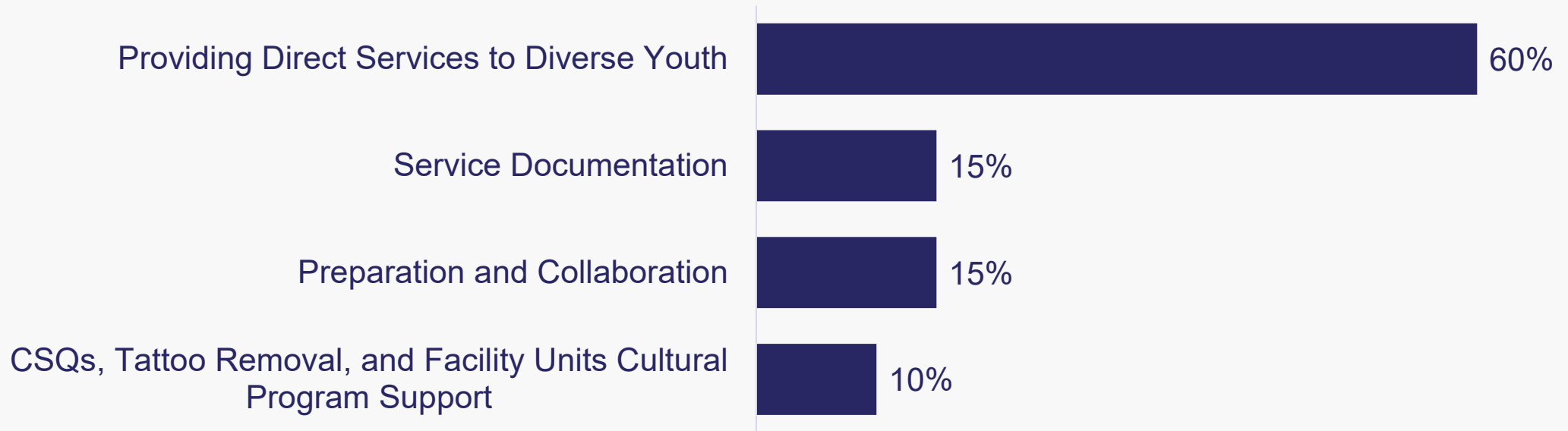


Statewide Multicultural Program Coordinators





Multicultural Services Coordinators*



*Other Duties, as required – Ongoing