



# OYA Office of Inclusion and Intercultural Relations

## OIRR – Initial Performance Measures

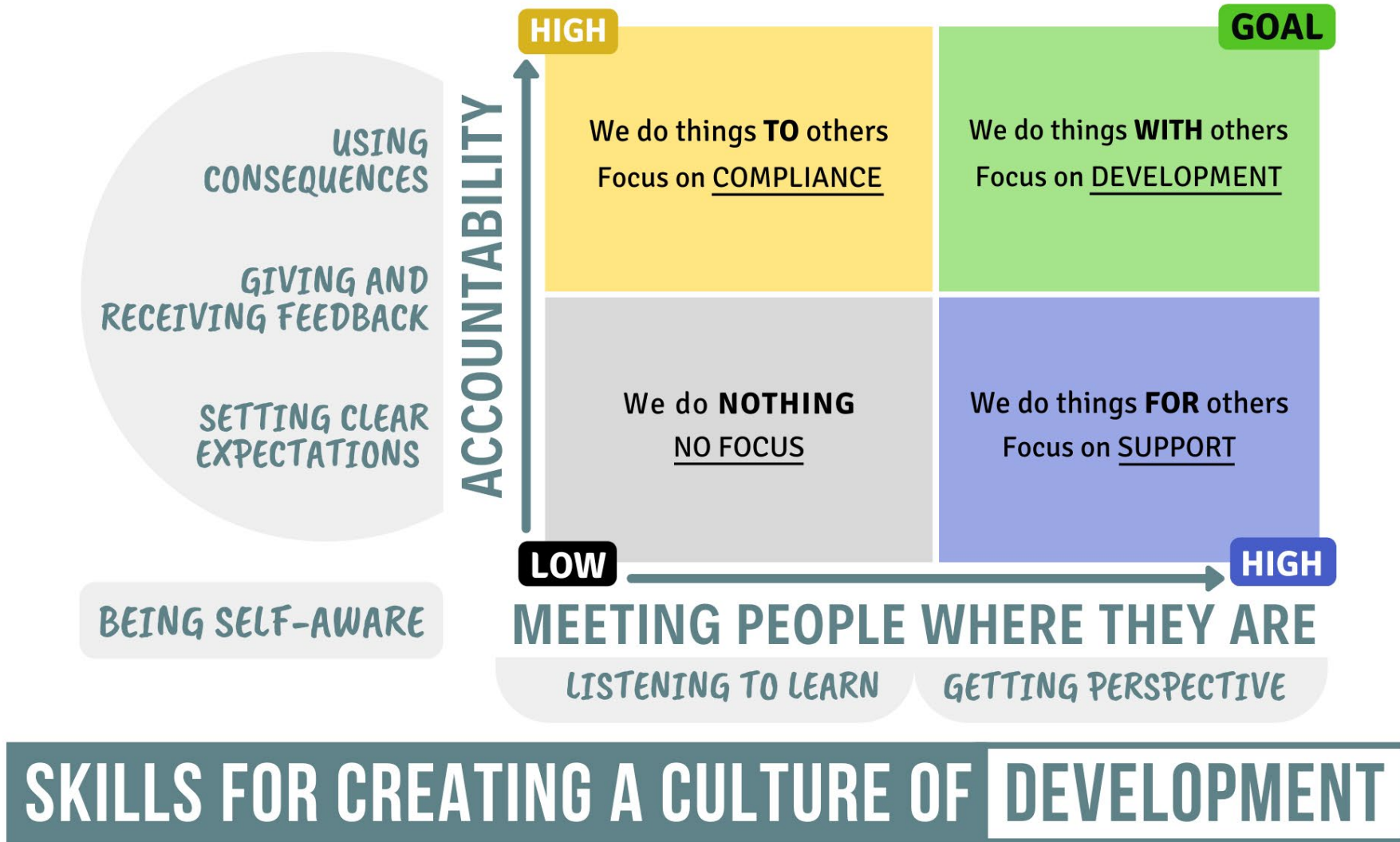
Griselda Solano-Salinas, OIRR Director

Ardell Bailey, Operations and Family Services Manager

4/9/2026



# The Developmental Approach





# 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*



# Definitions

Term	Definition
<b>Cultural Services Questionnaire (CSQ)</b>	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.
<b>Race</b>	Race refers to groups sharing physical characteristics such as skin color, hair type, and facial features; often associated with biological attributes.
<b>Ethnicity</b>	Ethnicity refers to cultural characteristics, including language, religion, and traditions; often linked to social and culture.
<b>Office of Minority Services (OMS)</b>	Previous name of OIIR team, transition made about 10 years ago.
<b>AANHPI</b>	Asian American, Native Hawaiian, Pacific Islander
<b>SOGIE</b>	Sexual Orientation, Gender Identity, and Expression
<b>Multidisciplinary Team (MDT)</b>	Case planning meeting with youth and care team (e.g., family, school, OIIR, QMHPs, case coordinator).
<b>Average Daily Population (ADP)</b>	The average number of youth in a facility (or all facilities) on a given day.

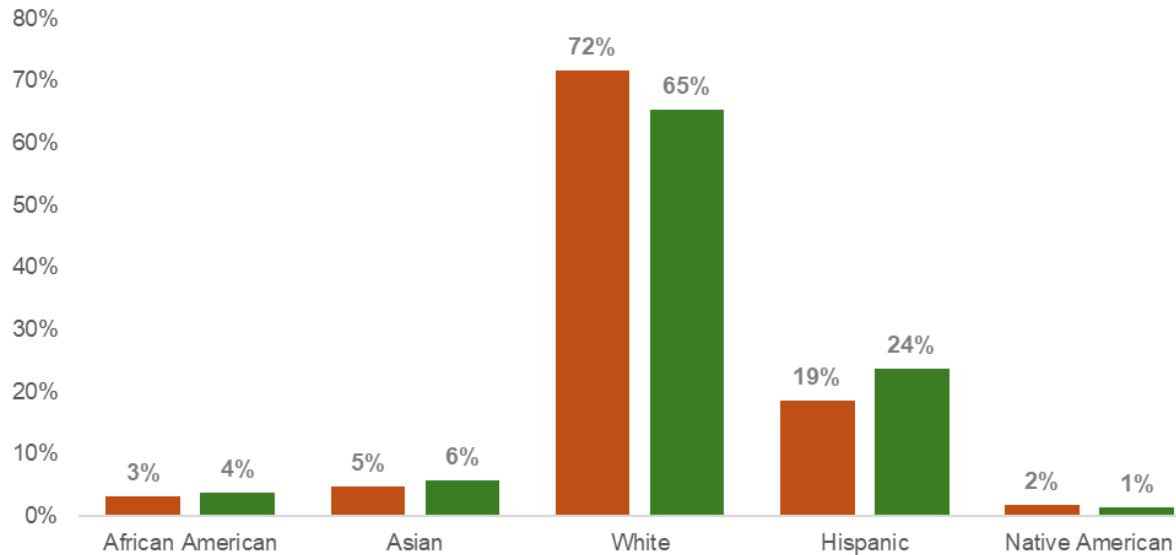
# Oregon and OYA Youth Changes



# OYA's changes in youth demographics are similar to changes in Oregon's overall juvenile population since 2010

State of Oregon Youth Demographic Census (2010 vs 2023)

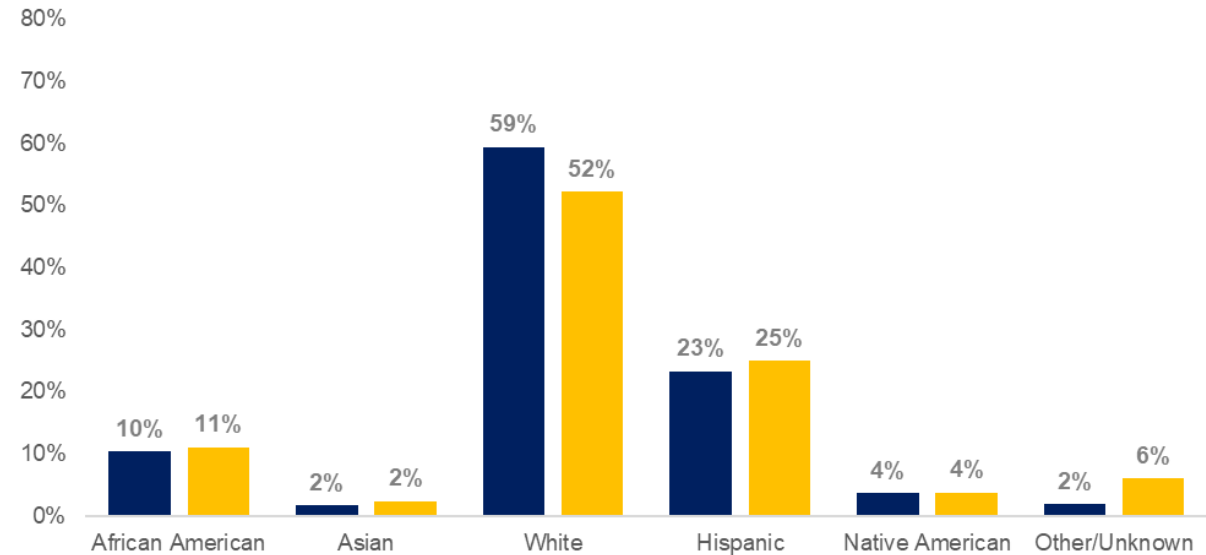
■ Oregon Youth (2010) ■ Oregon Youth (2023)



Source: Puzzanchera, C., Sladky, A. and Kang, W. (2025). "Easy Access to Juvenile Populations: 1990-2023." Online. Available: <https://www.ojdp.gov/ojstatbb/ezapop/>. Adapted by OYA Research & Data Analytics Team.

OYA Youth Demographic Census (2010 vs 2026)

■ OYA Youth (2010) ■ OYA Youth (2026)



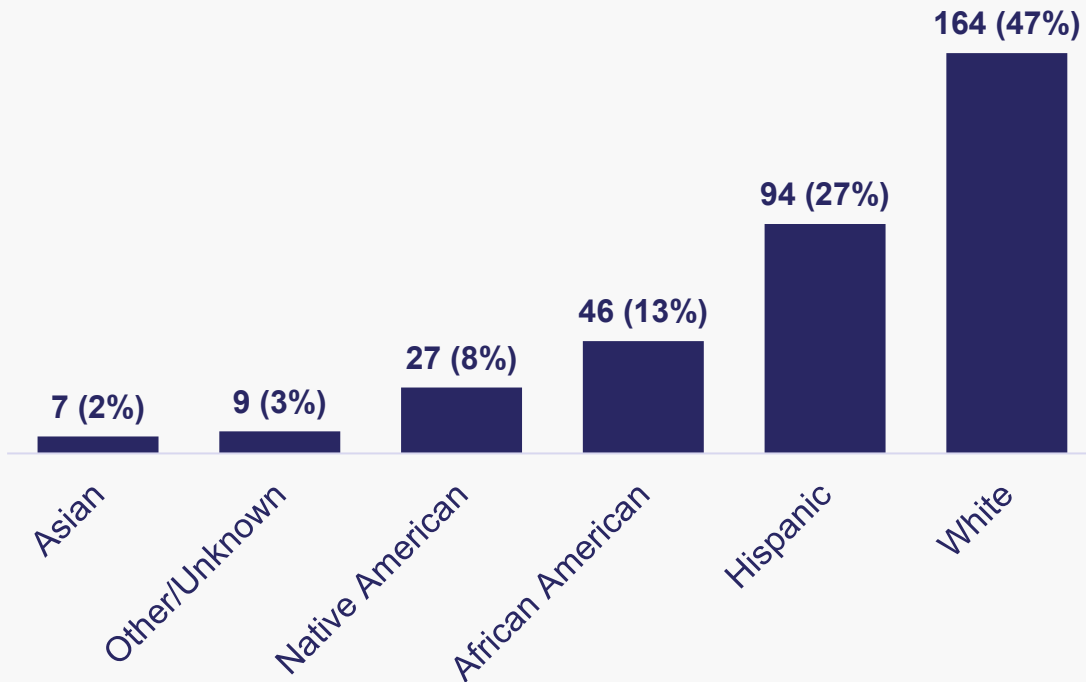
Source: Juvenile Justice Information System (JJIS) Quick Facts Summary (January 2010-January 2026); Adapted by OYA Research & Data Analytics Team



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

As of 4/1/2026, at least 50% of OYA Close Custody youth are from a marginalized population according to JJIS.

Youth Close Custody Population  
As of 4/1/2026



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



# What We Do

## 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 positively contribute to their communities.*



## Desired Outcome of OIIR Services and Support

OIIR's desired outcome is to provide supportive, culturally responsive and inclusive environments and services for youth, families and staff. This includes increasing youth positive connection with culture, providing diverse cultural experiences, increasing youth positive self-identity, improve educational, vocational and treatment outcomes for youth from marginalized populations, and supporting the agency's efforts to increase the diversity of its workforce.



## OIIR Guiding Principles

- 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.



## OIIR Service Examples

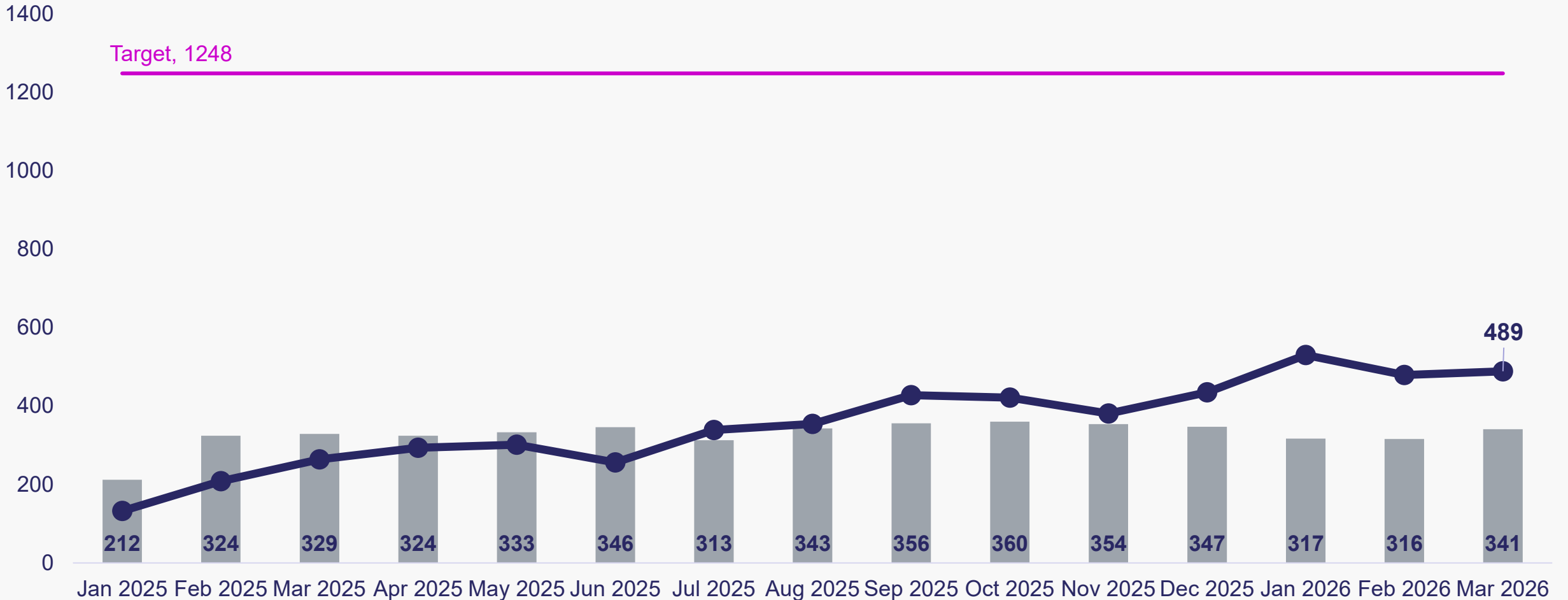
- Cultural activities, events and celebrations
- Statewide coordination of cultural services
- Tattoo removal
- Facility support
- Cross cultural communication training
- Advisory committees



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

■ Unique Youth Attended ● Total Hours Delivered

Target, 1248





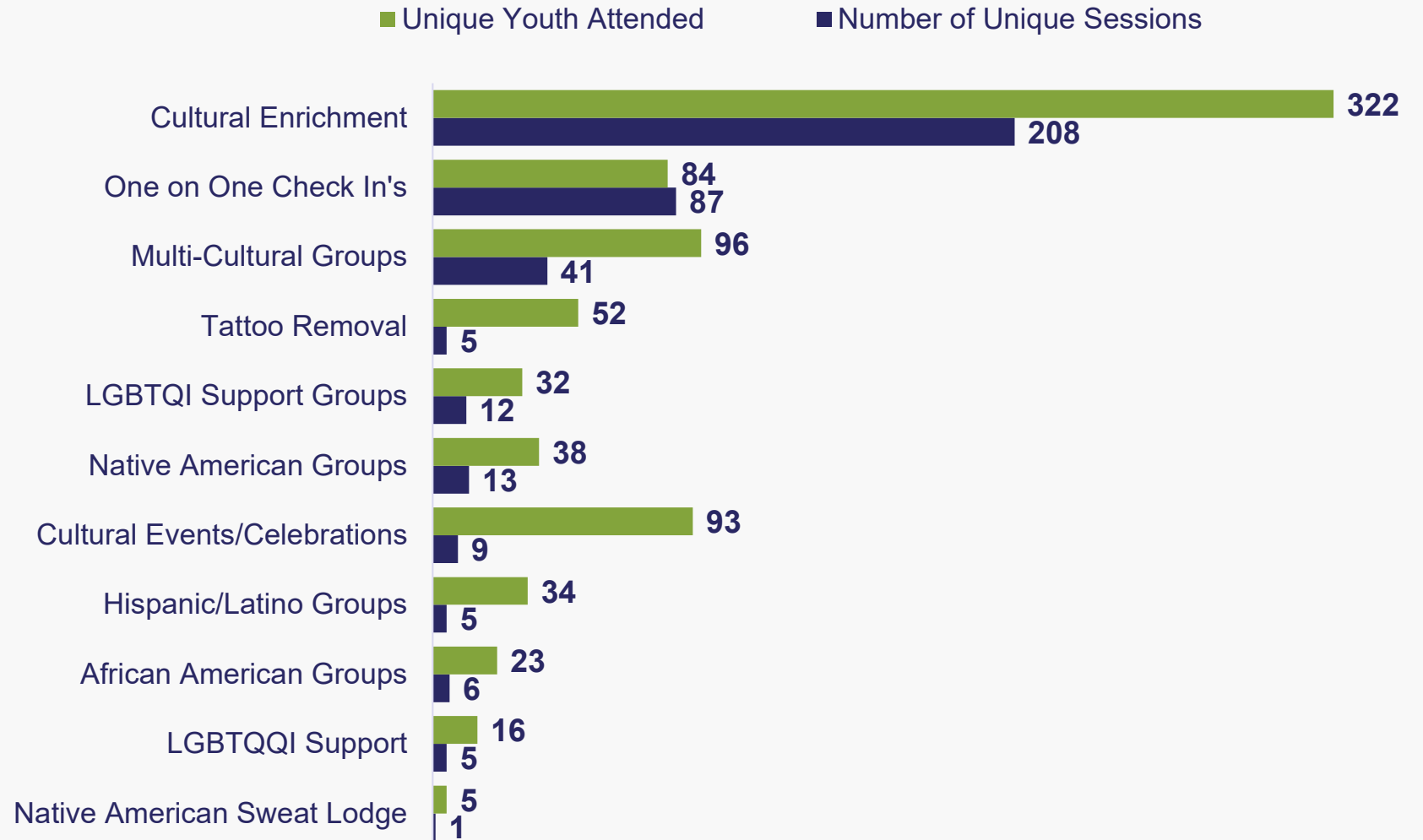
# 77% of OIIR session hours in March 2026 were categorized as cultural enrichment, multi-cultural groups, and one on one check ins

## Cultural Enrichment

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

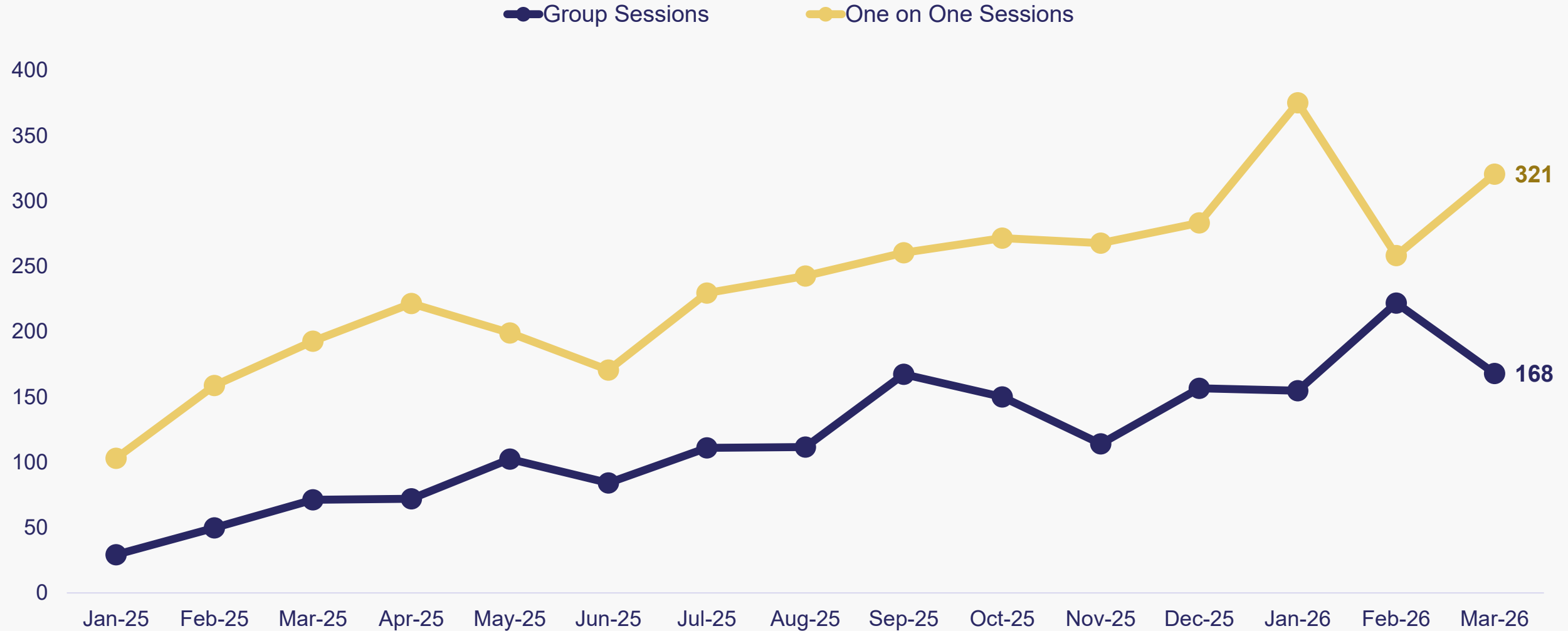
## Multi-Cultural Groups

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





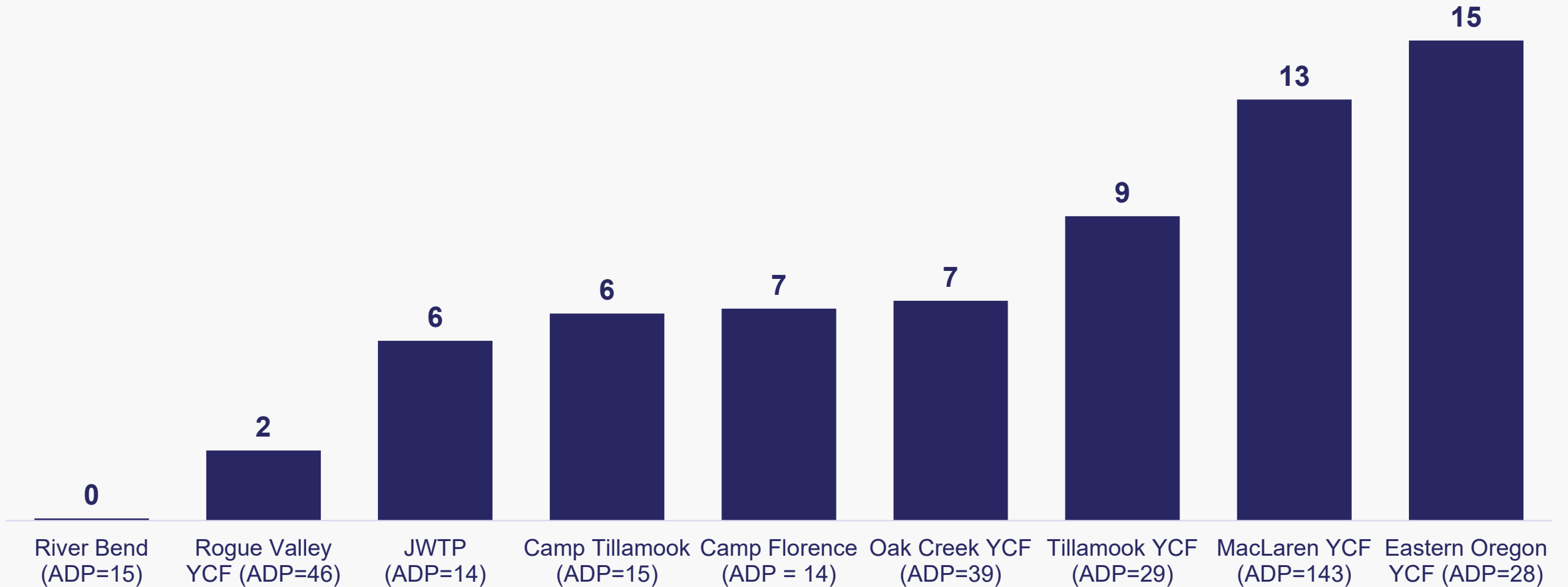
# Group hours and one on one sessions vary by month, depending on what may be happening on unit.





# OIIR PYE Hours by Facility by ADP (Total Youth Hours/Monthly Average Daily Population)

Average OIIR Hours per March 2026 ADP by Facility





# IMPACT

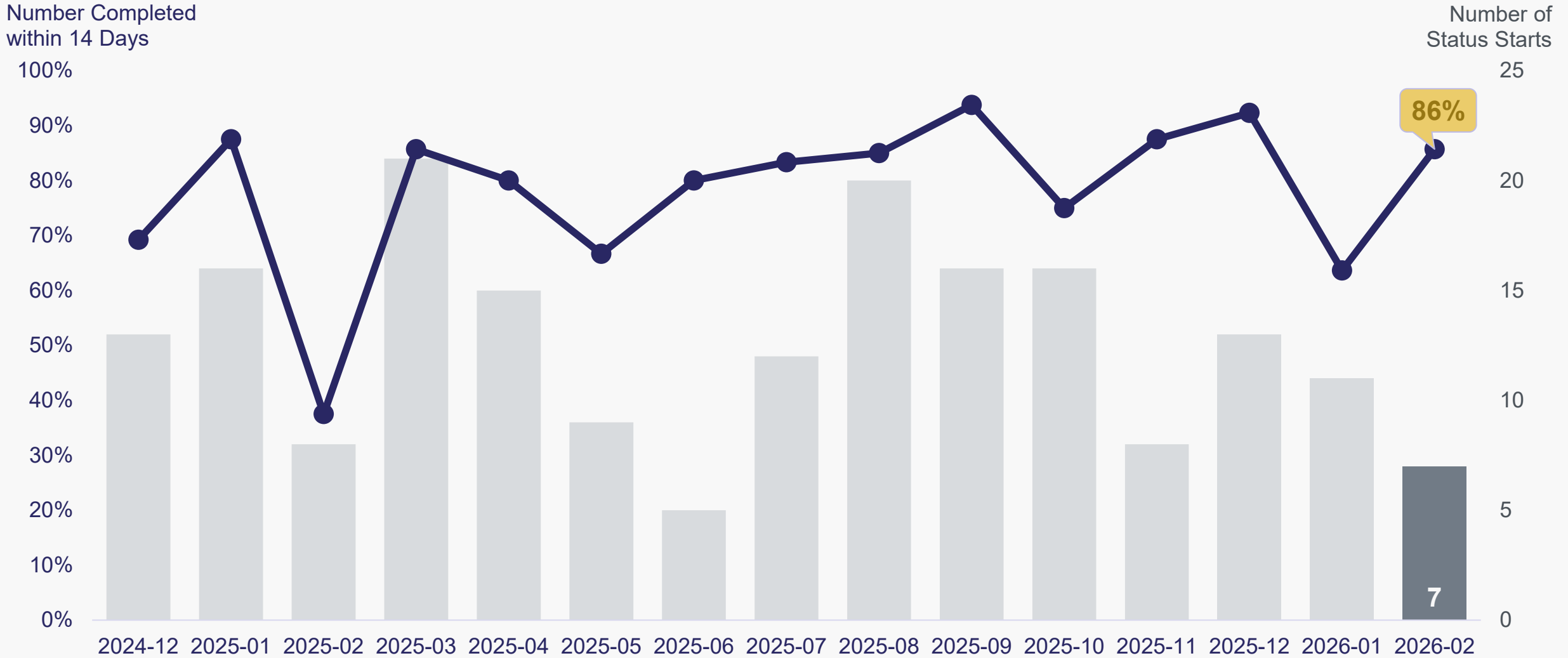
Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Performance Metrics



# 86% of CSQ\*s were completed within 14 days of status start date



\*CSQ refers to the Cultural Services Questionnaire administered by OIIR staff



# Staff Vacancies and PYE Hours





# Areas of Growth/Improvements

## Updates since last IMPACT meeting:

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



# 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.



# 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



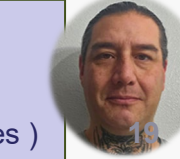
**Aaron Kincy**  
Multicultural Services  
Coordinator



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



**Ian Rigterink**  
Multicultural Services  
Coordinator



**Brent York**  
Multicultural Services  
Coordinator  
(Native American Services )



# 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

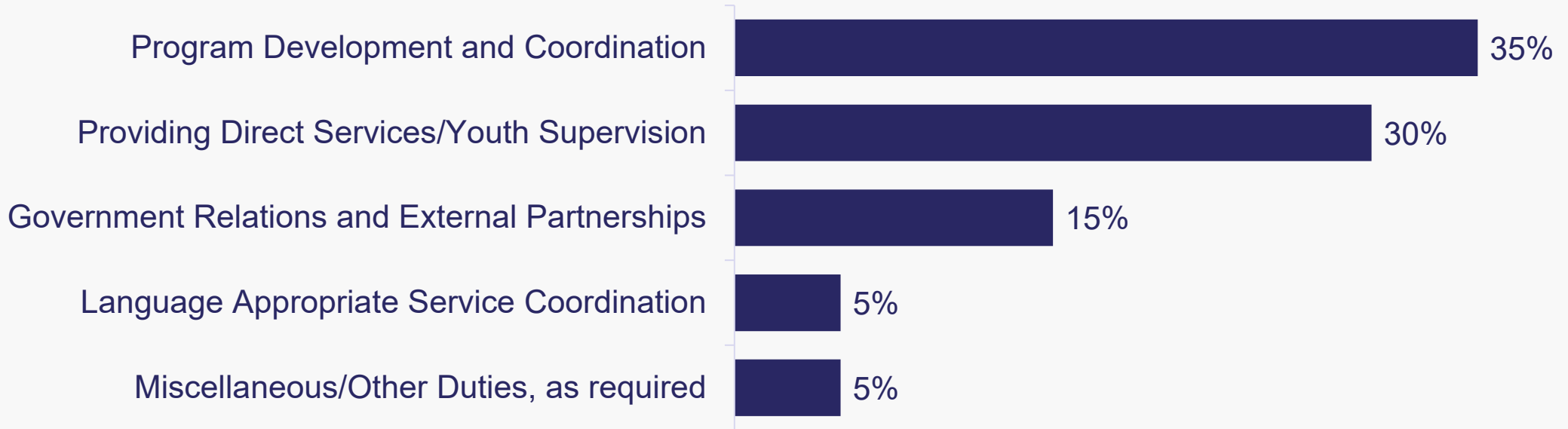
- Provide input/feedback related to new OYA policy and procedures
- Help improve existing OYA policies and procedures that directly impact members of the community
- Duties specific to committee focus



- **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)

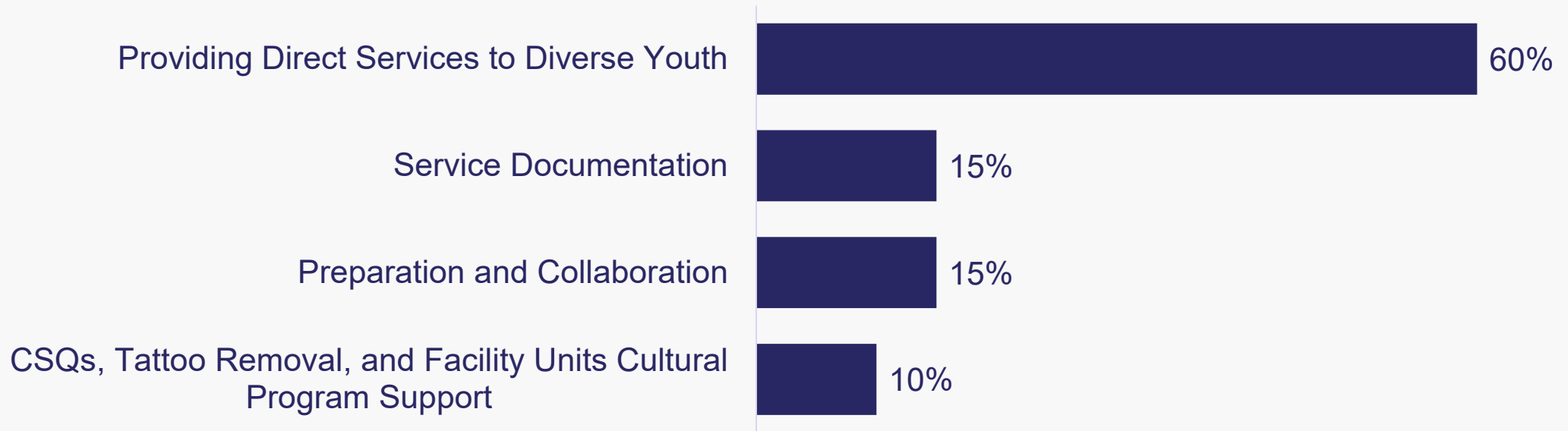


## Statewide Multicultural Program Coordinators





## Multicultural Services Coordinators\*



\*Other Duties, as required – Ongoing



# 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

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

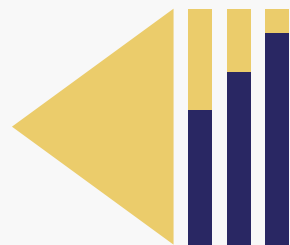
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# IMPACT

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Continuous Improvement | Transparency



## Help us improve

Follow QR code to provide feedback