



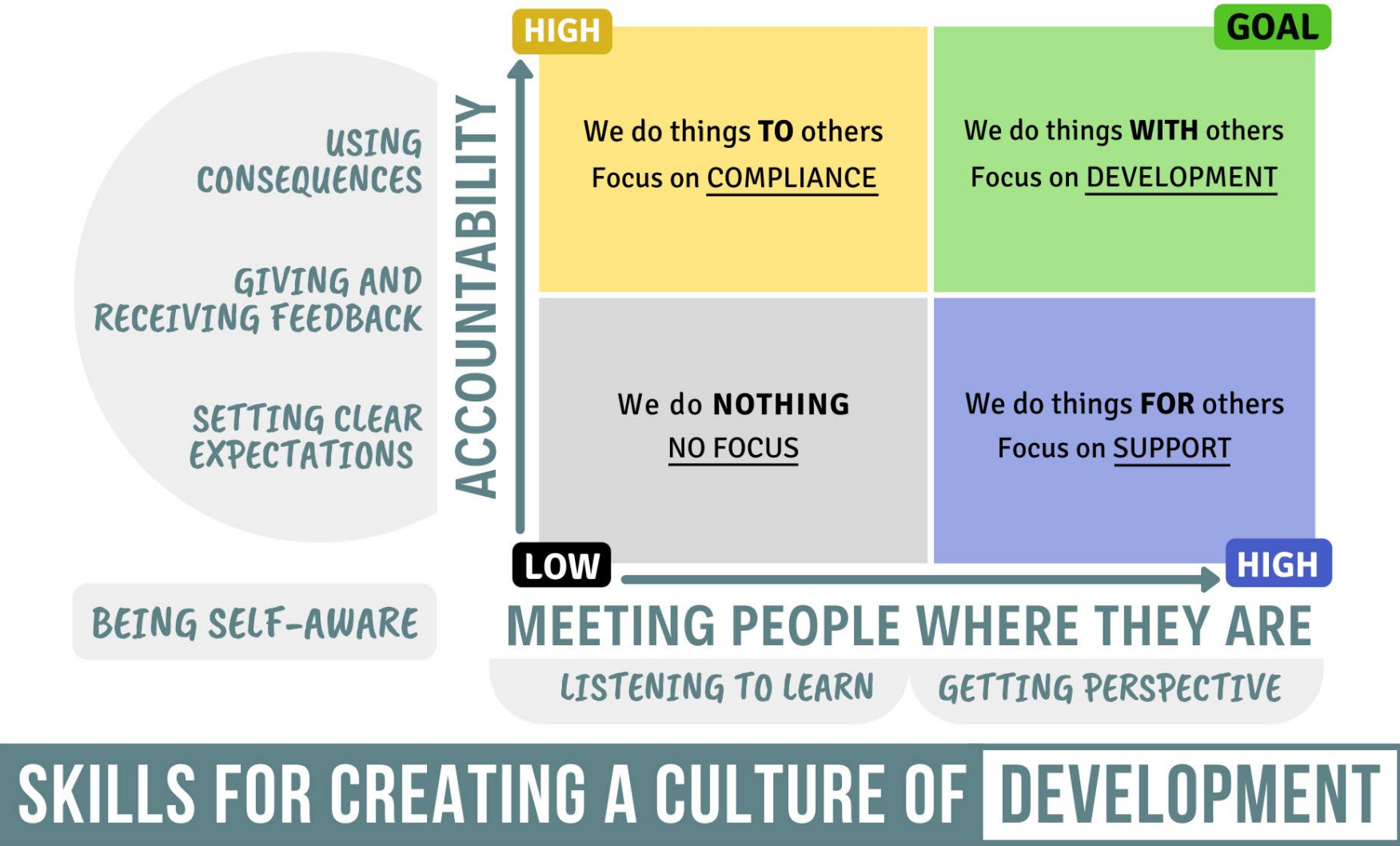
OYA Diversity, Equity & Inclusion (DEI) Team

Jennifer Puentes-York, DEI Strategic Manager

August 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
<u>AANHPI</u>	An acronym that stands for Asian American, Native Hawaiian, and Pacific Islander.* . At OYA there are culturally specific services provided by the Office of Inclusion and Intercultural Relations (OIIR).
<u>Accessibility</u>	How we make information, resources, systems, and physical environments available to people of all abilities, backgrounds, and identities. This includes using modifications and tools to support access.
<u>ADA</u>	American Disability Act. A federal law that ensures people with disabilities can access public spaces, including schools, and government facilities. We also follow Oregon Law (ORS 659A.03) that protects against discrimination at work, in housing, and at places that do business with the public.
<u>Affirmative Action</u>	In Oregon, this is defined as “a method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status, or physical or mental disabilities.” See ORS 243.305.
<u>Black and African American</u>	Broad racial descriptor that encompasses individuals of African descent globally. This term includes both people who do/do not identify as American and reside in the United States.* At OYA there are culturally specific services provided by the Office of Inclusion and Intercultural Relations (OIIR).
<u>DEI</u>	An acronym that stands for Diversity, Equity, and Inclusion. Like terms include DEIA (Diversity, Equity, Inclusion, and Access) and DEIB (Diversity, Equity, Inclusion, and Belonging).
<u>Employee Resource Groups</u>	At OYA these are employee-led groups formed around protected classes and shared, historically marginalized identities such as gender, ethnicity, sexual orientation, age, disability, or life experiences like military service.
*	<i>There can be solidarity and strength in a combined identity. However, the term covers many large, diverse cultural communities, ethnicities, experiences, strengths and barriers. Government systems may group people from different communities together for data tracking reasons.</i>



Definitions

Term	Definition
<u>Equity Lens</u>	A process to analyze the impact of the design and implementation of policies, practices, and decision-making authority on historically excluded and marginalized communities. It is a tool used to identify and eliminate systemic barriers.
<u>Inclusive Language</u>	Mindful phrasing and word choice that acknowledges cultural and historical traumas and utilizes strengths-based phrasing to support individual and community identities.
<u>Indigenous American and Native American</u>	A broad term referring to First Peoples in America. Whenever possible, use the names of the specific Nations, Tribes, or Bands. Ask how the individual or community you are describing identifies.* At OYA there are culturally specific services provided by the Office of Inclusion and Intercultural Relations (OIIR).
<u>Inclusion Practices</u>	The ways individuals and organizations mindfully interact with, support, and organize to ensure all staff and community members needs are met (not just those of dominant identities).
<u>Latiné and Latinx</u>	Gender-neutral alternatives to <i>Latino</i> and <i>Latina</i> referring to people of Latin American culture and ethnicity. They can also be used to describe a group that includes more than one gender.* At OYA there are culturally specific services provided by the Office of Inclusion and Intercultural Relations (OIIR).
<u>LGBTQ+</u>	An acronym that stands for Lesbian, Gay, Bisexual, Transgender, Queer, and many more identities (+). This is a broad term that includes many people and identities. These communities are grouped together under the umbrella of historically marginalized orientations and identities.* At OYA there are culturally specific services provided by the Office of Inclusion and Intercultural Relations (OIIR).
<u>Pronoun Usage</u>	Using correct pronouns is a core way to affirm someone's gender identity and show respect.
*	<i>There can be solidarity and strength in a combined identity. However, the term covers many large, diverse cultural communities, ethnicities, experiences, strengths and barriers. Government systems may group people from different communities together for data tracking reasons.</i>



Definitions

Term	Definition
<u>Protected Classes</u>	Groups of people legally shielded from discrimination based on specific characteristics such as race, sex, age, disability, and more.
<u>Tiny Desk Guide</u>	Mini 15-minutes lessons on foundational DEI topics. These are developed by OYA's DEI team to meet individual and group's diverse learning needs with limited time.
<u>Trauma Informed Care (TIC)</u>	An approach that acknowledges the impact of harm (past, present, and future) and actively works to integrate practices to prevent traumatization and promote healings.
Youth of Color	This term refers to all youth who do not solely identify racially as "White." It acknowledges the unique barriers created by racist systems, histories, and attitudes.
Youth-Centered	An approach and value. This focuses on the health, safety, and wellbeing of youth as the primary goal of systems, services, communications, and interactions.

Are there more terms that would be helpful to add?
We appreciate your feedback.



How we work



What We Do

Genuine equity work requires impacts that match the intention.

We assess if OYA's policies, programs, and practices are working the way we intend and find solutions to the disparities and barriers.

We don't oversee youth or staff. We oversee how the system shows up for them and **we look out for and support those the system leaves behind.**





Jennifer Puentes-York DEI Strategic Manager

Jennifer.puentes@oya.oregon.gov

- Leads with the executive leadership and agency management to uphold equity and inclusion efforts agencywide
- Leads the Diversity, Equity, and Inclusion team
- Aligns agency practices with the Governor's Statewide Equity Infrastructure Plan
- Reviews legislation with Diversity, Equity, and Inclusion impact
- Facilitates trainings
- Oversees agency's Strategic Plan
- Manages equity centered policy development

Jo Doyle DEI Engagement Specialist

jo.doyle@oya.oregon.gov

- Leadership and equity focused coaching
- Collaborates with departments to develop curriculum and engagement practices
- Advocacy work with youth and staff access
- Partners with teams to share Diversity, Equity, and Inclusion trainings
- Leads Employee Resource Groups (ERGs)
- Connects staff and youth with community partners

Katy Sugano DEI Strategic Coordinator

katy.sugano@oya.oregon.gov

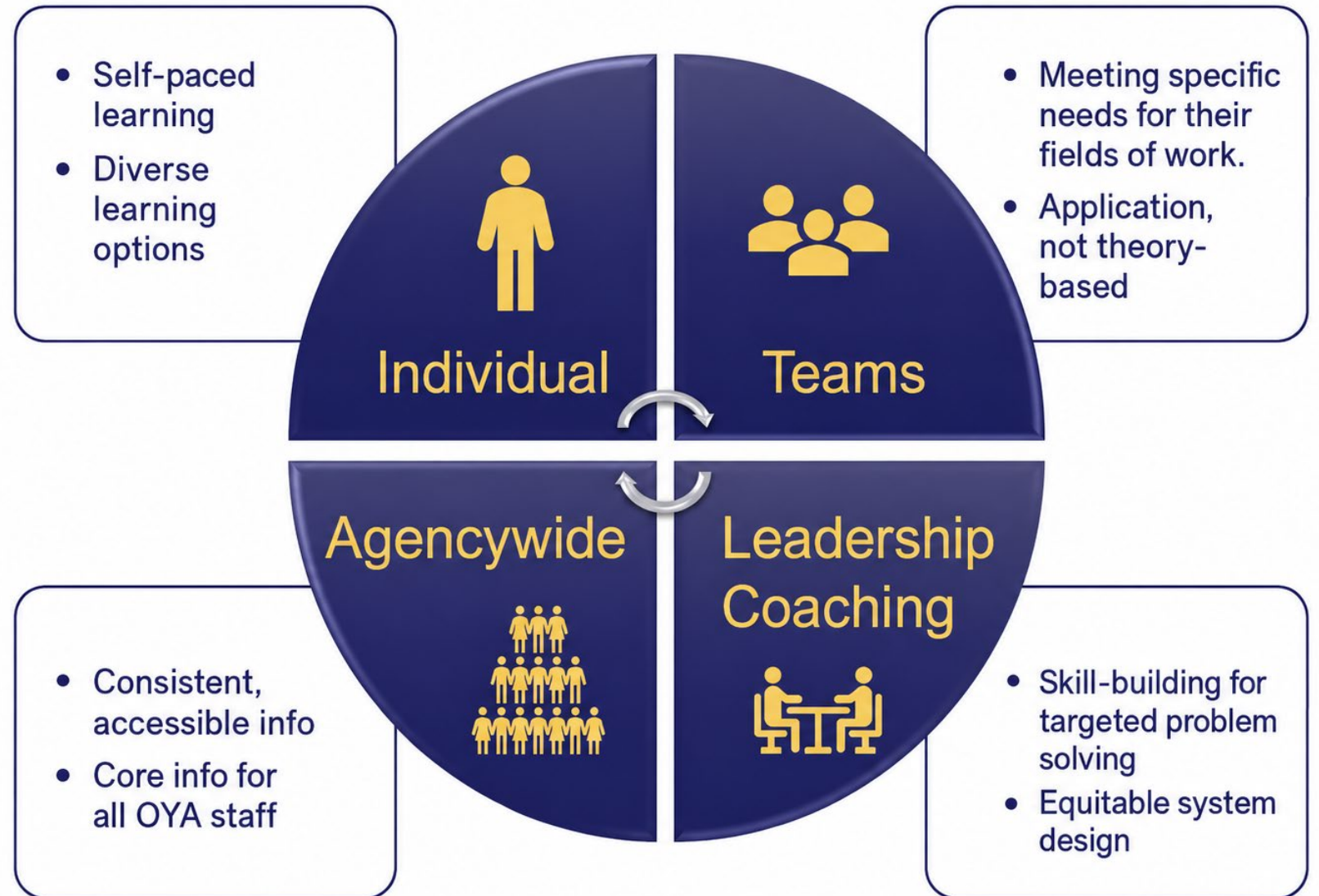
- Develops equity-centered evaluations
- Applies the equity lens
- Creates, reviews, and coordinates communications on equity
- Develops and collaborates with partners to create equity-centered curriculum
- Designs measurables for strategic and department focused action plans
- Evaluates and builds personnel practices and systems
- Develops, interprets, and updates internal procedures and protocols
- Reviews and updates policies



Our Learning Model

The team builds and implements resources to help staff learn and apply equity and inclusion at work.

We use different modalities to support staff with diverse learning needs and different job roles.





Our Origin Story: Equity Lens Guide



Equity Lens Guide

What We Do and the Impact it Has
on Historically Marginalized People

Updated: September 2021

This document is designed to provide decision-makers with questions to:

- address biases practically
- develop more culturally responsive services
- build equitable decision-making processes

This is an overarching guide to healthier, more inclusive practices in every aspect of the agency.



We want to hear from YOU

How can we use IMPACT Reviews to track Strategic Plan goals and embed equity practices at every step?



1 PILLAR 1:
SAFE, SECURE, AND
PREDICTABLE OPERATIONS



2 PILLAR 2:
OPERATIONAL
ACCOUNTABILITY
THROUGH IMPACT



3 PILLAR 3:
COMPREHENSIVE AND
COHESIVE BEHAVIORAL
HEALTH STRATEGY



4 PILLAR 4:
STRONG BUSINESS
FUNDAMENTALS



After Visit Survey Health Equity Survey

Follow-up item

OREGON YOUTH AUTHORITY
Patient Satisfaction Survey

Your responses will be anonymous and will not be shared with clinic staff. Thank you.

Date: _____

Race:

- ☐ American Indian/Alaska Native
- ☐ Asian/Pacific Islander
- ☐ Black/African American
- ☐ Hispanic/Latino
- ☐ White
- ☐ Other: _____

Who did you meet with today?

- ☐ Nurse
- ☐ Physician (medical doctor)
- ☐ Psychologist (mental health doctor)
- ☐ Psychiatrist (mental health medications doctor)
- ☐ Dentist
- ☐ Other/Not sure

What is their name? _____

Please rate the following statements based on your experience:

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1) I am satisfied with my treatment, service, or support today.	☐	☐	☐	☐	☐
2) My provider/nurse listened to me.	☐	☐	☐	☐	☐
3) My provider/nurse explained their treatment, service, or support to me.	☐	☐	☐	☐	☐
4) My treatment, service, or support was provided timely.	☐	☐	☐	☐	☐
5) I felt safe during my visit.	☐	☐	☐	☐	☐
6) I felt supported during my visit.	☐	☐	☐	☐	☐

How can we support you better?

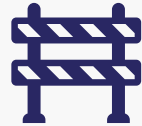
Is there anything you would like to share with us?

June 2024



Status Check

Reached out to Health Services leadership for updates



Barriers to successful implementation

Where inconsistencies and access issues occur



Opportunities and future work

Meeting with leadership to share context and plan next steps

Info on the [After Visit Survey Process](#).



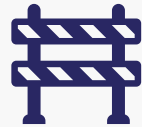
Healthcare Request Forms aka Medigrams

Follow-up item



Status Check

Reached out to Health Services leadership for updates



Barriers to successful implementation

Where inconsistencies and access issues occur



Opportunities and future work

Leadership is aware of gaps and working with facilities

Info on the [Healthcare Request form Process](#).



Areas for Future Study



OYA and Federal Data Use Different Race/Ethnicity Categories

The categories are not directly aligned, so labels and rates are not always comparable.

KEY TAKEAWAY

- 1 OYA uses broader and more culturally specific labels than many federal juvenile justice data tables.
- 2 Some OYA groups combine identities differently, and OYA includes categories often missing from federal reporting.
- 3 Because categories and terminology differ, direct comparisons should be made cautiously.

Comparison of labels,
not a full crosswalk

Federal labels in the example

Common labels in national
residential commitment data

Black

American Indian

Hispanic

White

Asian

Why the difference matters



Federal tables may
collapse identities
into fewer labels.



OYA includes
categories not
shown in many
federal datasets.



Terminology reflects
different measurement
choices and cultural
priorities.

OYA race, ethnicity, and culture labels

Broader and more specific identity categories used by OYA



African, African American, and Black

Includes immigrants from African countries and
distinguishes ethnicity and racial identity.



AMENA / MENA

American Arab, Middle Eastern, and North African identities.



AANHPI

Asian American, Native Hawaiian, and Pacific Islander;
avoid using Asian as a catchall.



Indigenous and Native American

Preferred over American Indian or Indian
whenever possible.



Latine/Latinx and Hispanic

Inclusive term for Latin American descent; Hispanic
is narrower and language-based.



People/Youth of Color

Youth who do not identify racially as White alone.



White

Refers to people of European descent; avoid Caucasian.



Bottom line

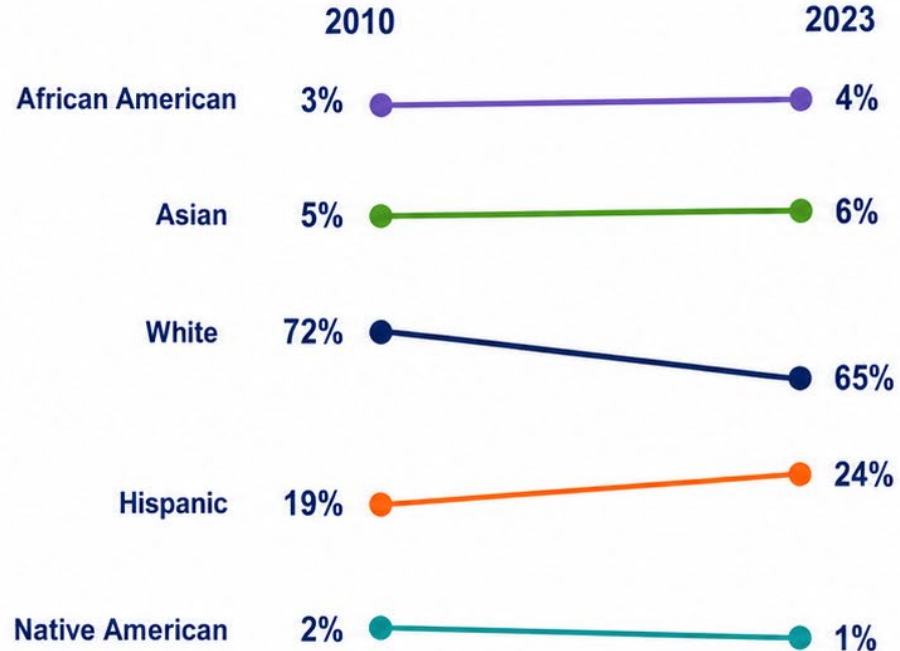
OYA does not simply relabel federal categories. It uses a different and more culturally specific framework, which can improve representation but limits one-to-one comparison with national data.



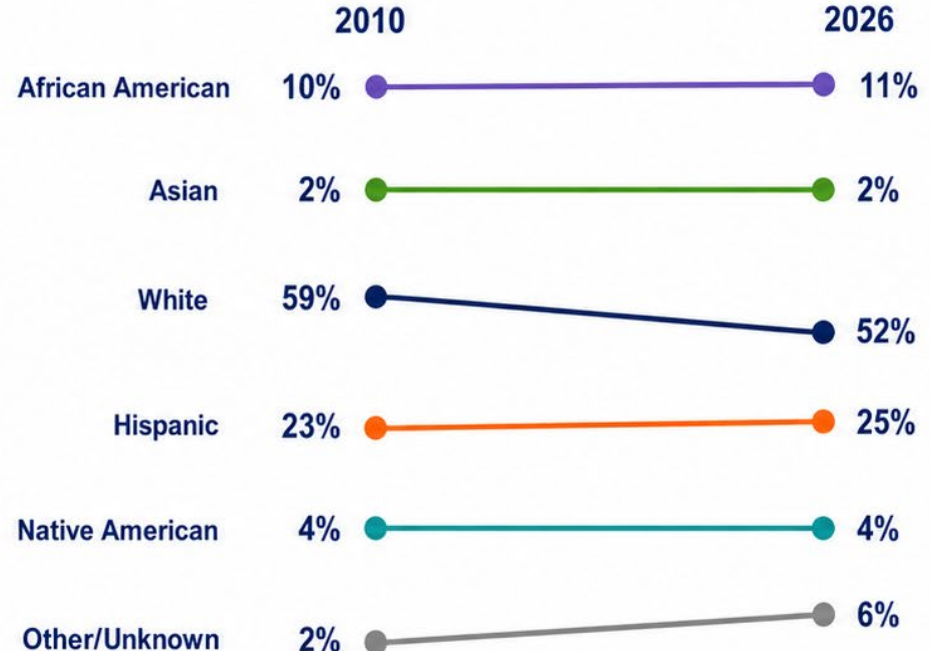
A Changing Youth Population Requires a Changing OYA

Oregon and OYA youth populations have become more racially diverse

State of Oregon Youth Demographics
2010 vs 2023



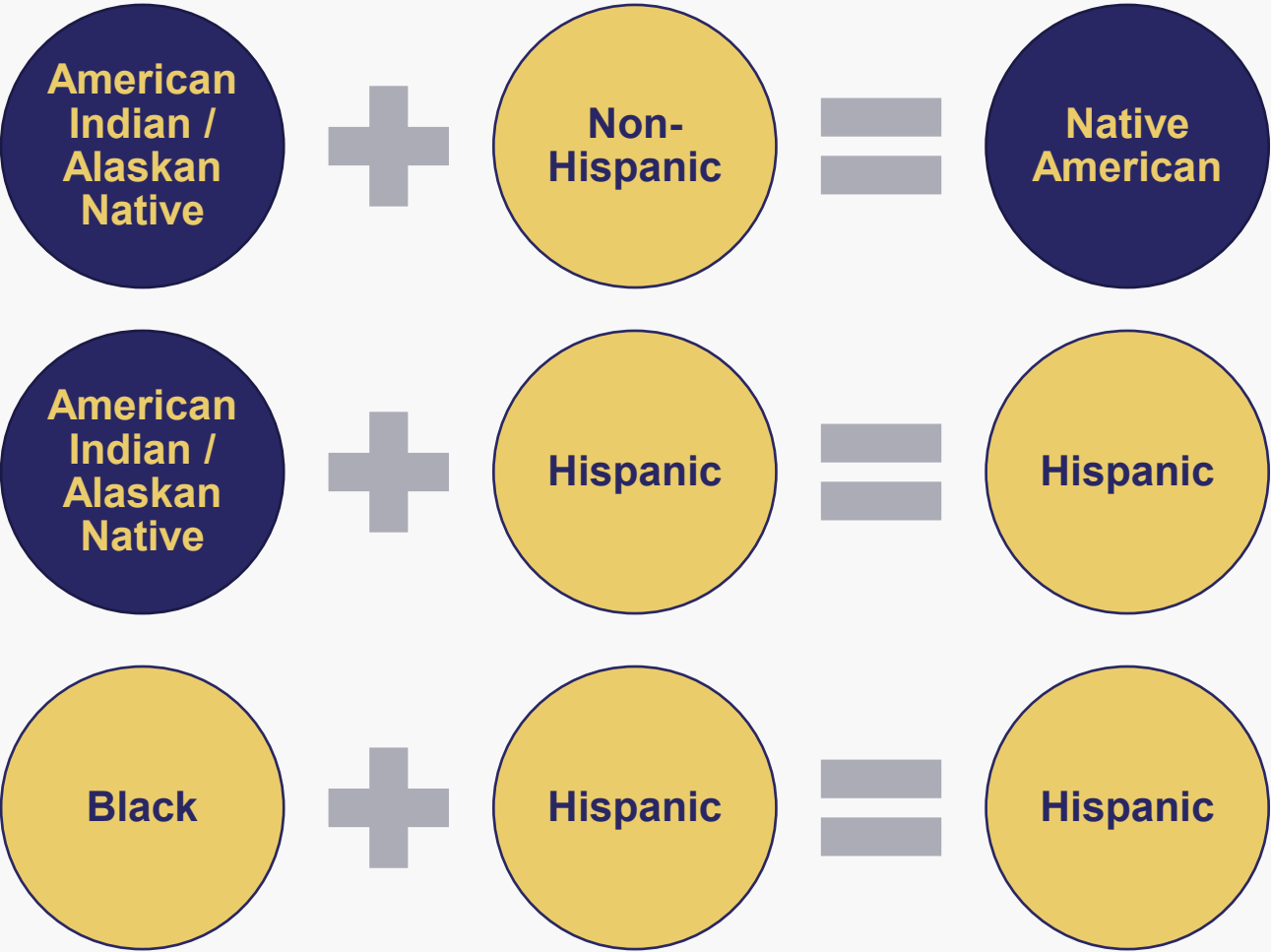
OYA Youth Demographics
2010 vs 2026



Both Oregon and OYA youth populations have become more diverse over time.



JJIS Demographic Composite: Examples



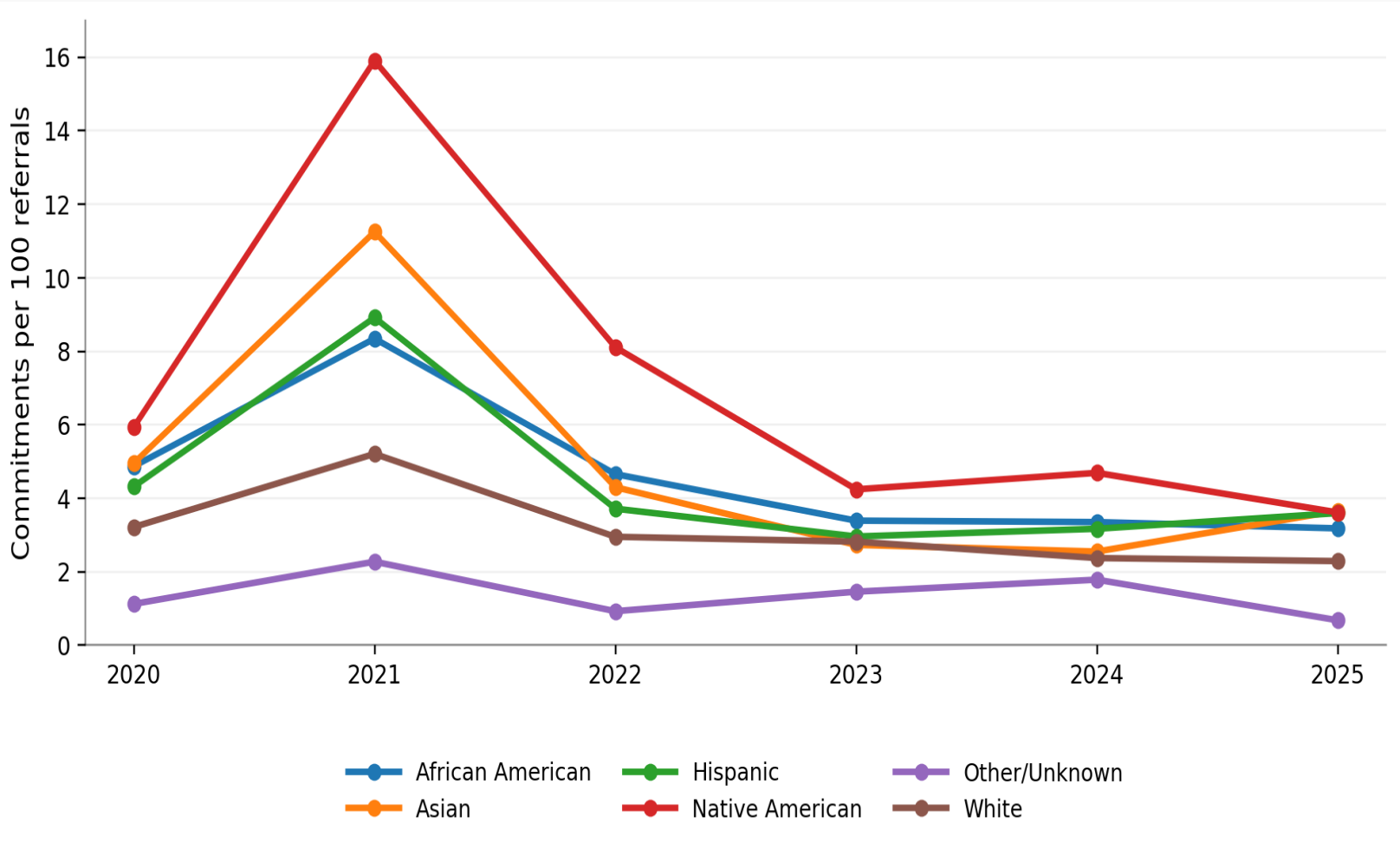


Juvenile Commitment Rates Through an Equity Lens



Oregon Juvenile Commitment Rates by Race/Ethnicity

Combined OYA probation/community placement and YCF commitments per 100 statewide referrals



WHAT TO NOTICE

- 1 Broad decline since 2021**

The statewide rate fell 59%, from 6.18 to 2.56 commitments per 100 referrals.
- 2 2025 differences remain**

African American, Asian, Hispanic, and Native American youth ranged from 3.18–3.66, compared with 2.29 for White youth.
- 3 Interpret 2021 cautiously**

Pandemic-era referral volume was unusually low. These annual ratios are not matched referral-cohort outcomes.



National Commitment Rates by Race/Ethnicity

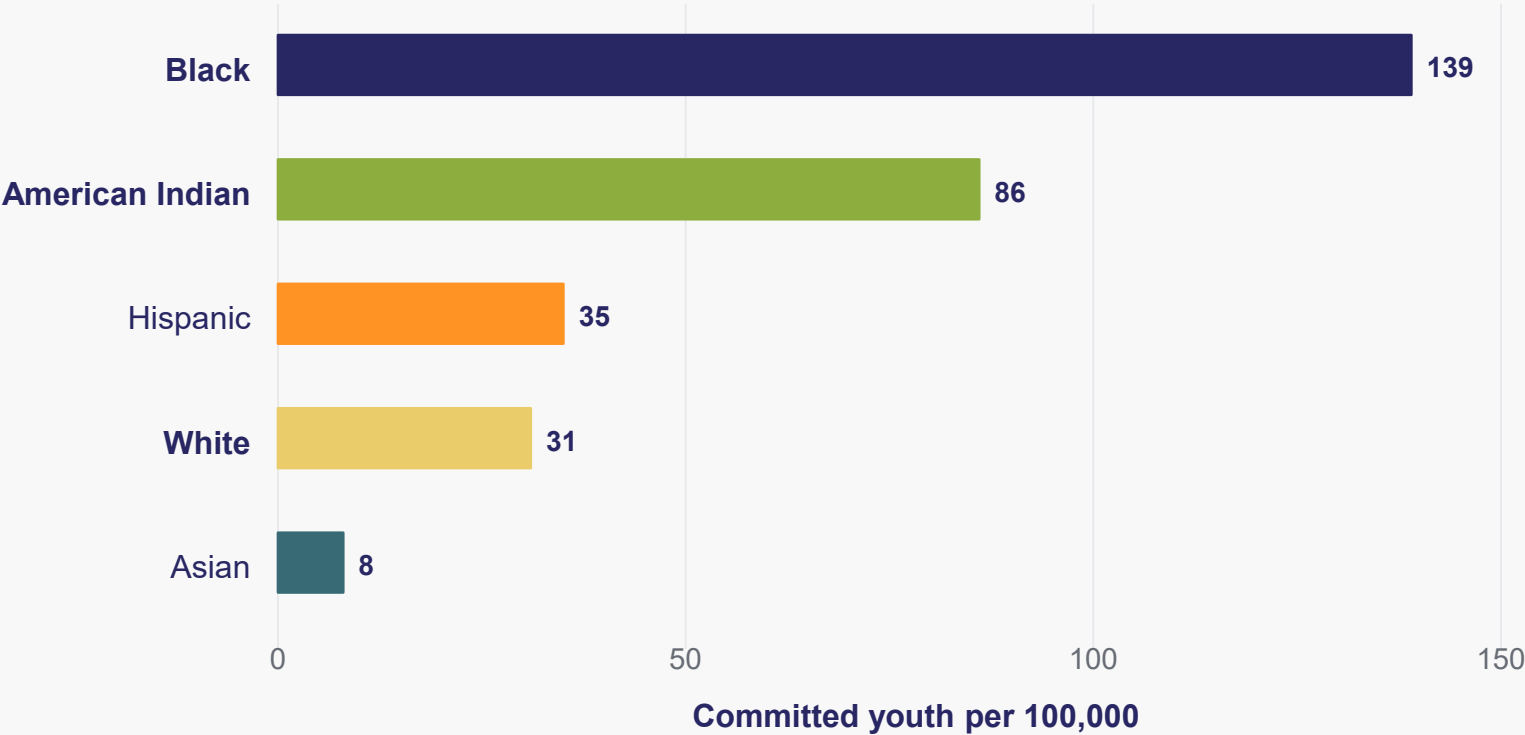
TALKING POINTS

- 1 Black youth had a residential commitment rate of 139 per 100,000, compared with 31 for White youth — about 4.5× higher.
- 2 American Indian youth were committed at 86 per 100,000, about 2.8× the White rate. Hispanic youth were much closer to the White rate.
- 3 This national measure is court-ordered residential placement per youth population. It is not directly comparable to OYA’s referral-based commitment rate.

National Benchmark | 2023

U.S. Residential Commitment Rates by Race/Ethnicity

Committed youth per 100,000 | OJJDP Census of Juveniles in Residential Placement (2023)



Relative to White youth: Black = 4.48× | American Indian = 2.77× | Hispanic = 1.13× | Asian = 0.26×

Source: OJJDP, Easy Access to the Census of Juveniles in Residential Placement (CJRP 2023). “Committed” = court-ordered residential placement.



Total Length of OYA Supervision Through an Equity Lens



Length of Supervision by Race/Ethnicity

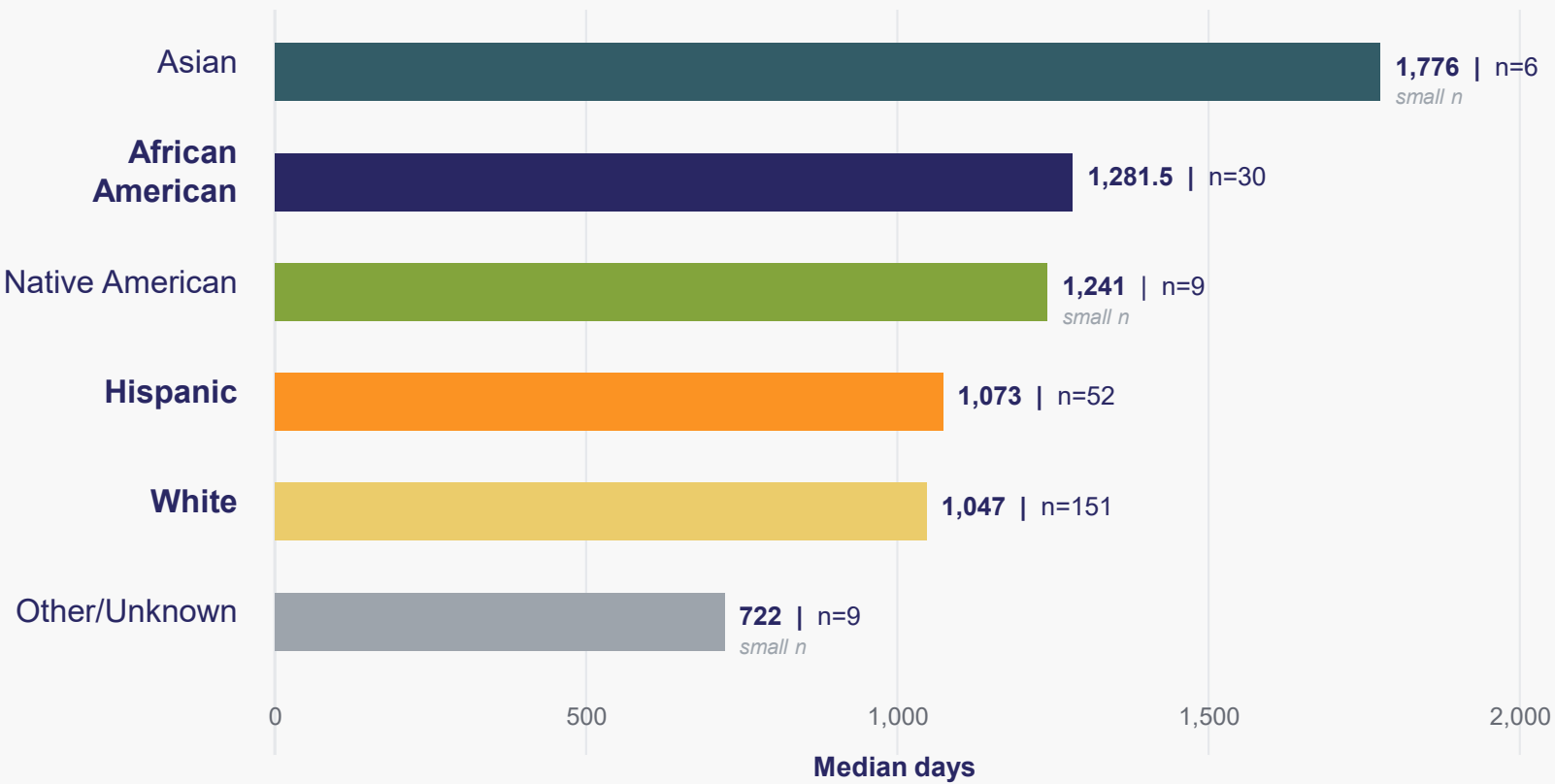
TALKING POINTS

- 1 Overall race/ethnicity differences were not statistically significant ($p = .52$).
- 2 Among the three largest groups, African American youth had the highest median (1,281.5 days), followed by Hispanic (1,073) and White (1,047).
- 3 Asian ($n=6$), Native American ($n=9$), and Other/Unknown ($n=9$) estimates are too small for stable comparisons.

2025 Terminations

Overall Supervision Length by Race/Ethnicity

Median total supervised days | all 257 terminations in 2025





Length of Supervision by Gender

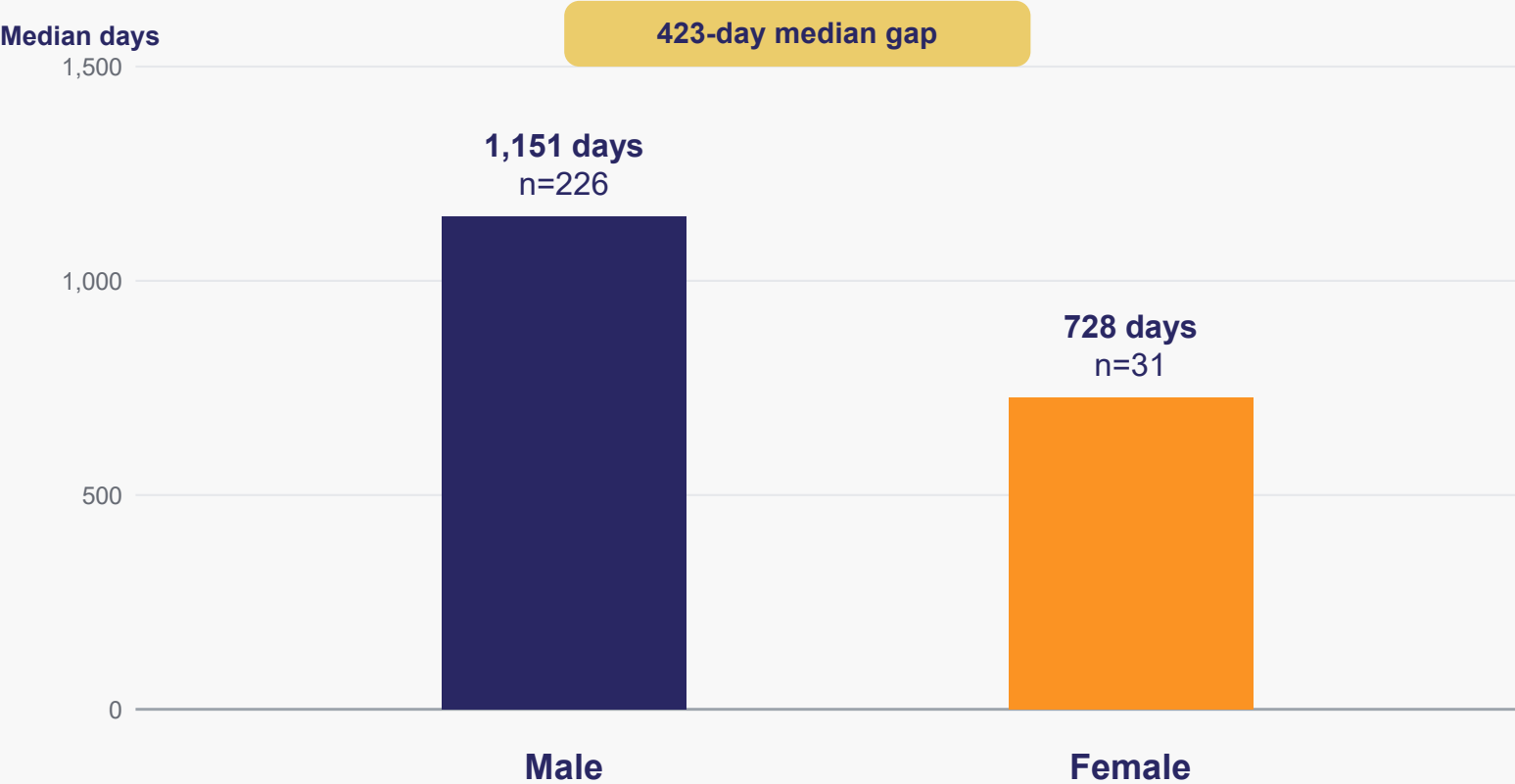
TALKING POINTS

- 1 Male youth had a median 1,151 days of supervision versus 728 days for female youth, a 423-day difference.
- 2 The male median was 58% higher; the overall gender difference was statistically significant ($p < .001$).
- 3 Female terminations were a much smaller group ($n=31$ vs. $n=226$), so the pattern should be monitored across additional cohorts.

2025 Terminations

Overall Supervision Length by Gender

Median total supervised days | 2025 terminations





Race/Ethnicity by Commitment Type

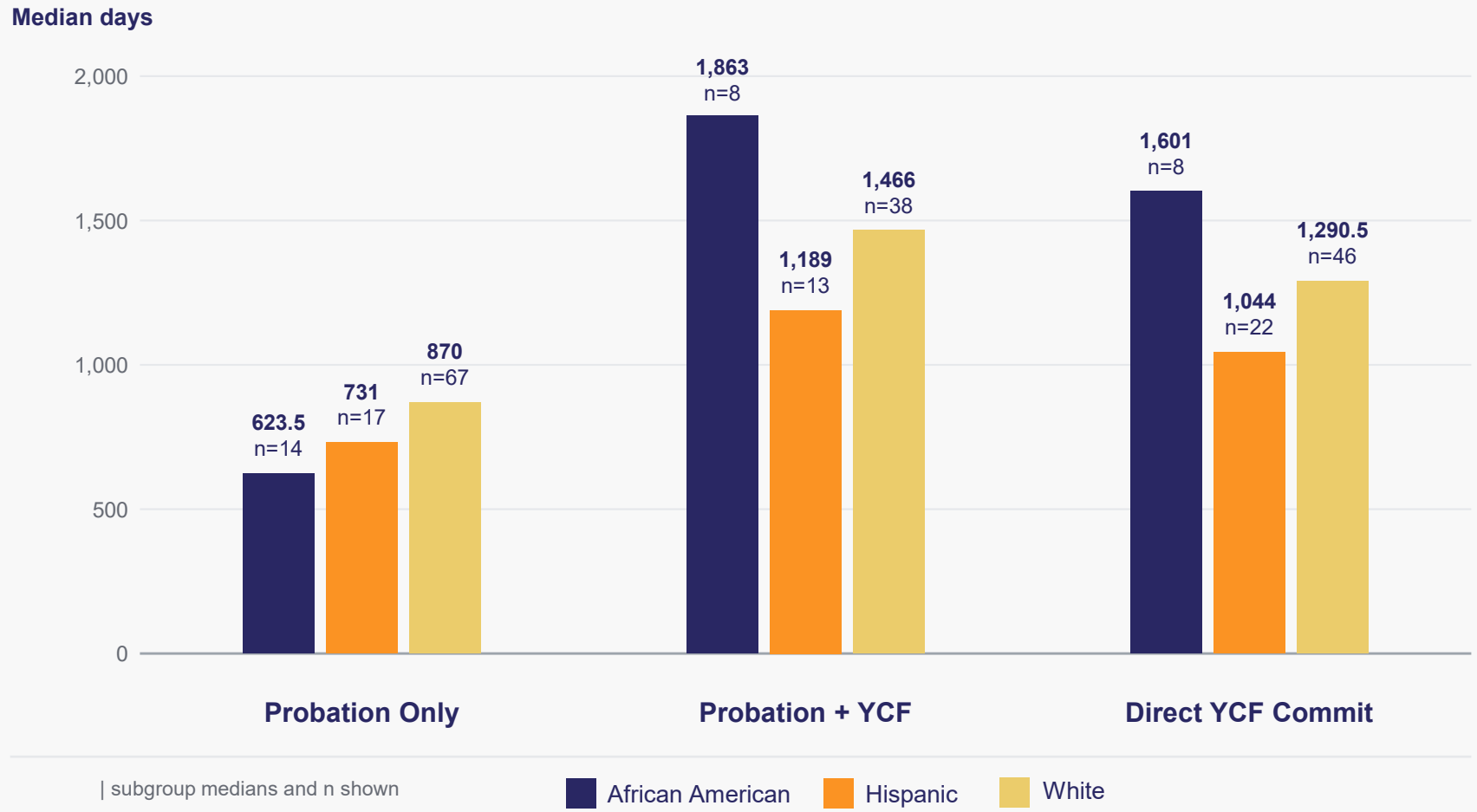
TALKING POINTS

- 1 Race patterns change by commitment type, so the overall medians alone can be misleading.
- 2 African American youth had shorter probation-only supervision than White youth, but longer medians in both YCF-involved groups.
- 3 None of the within-type race comparisons reached $p < .05$; African American YCF subgroups each included only 8 cases.

2025 Terminations

Comparing Race/Ethnicity Within the Same Commitment Type

Three largest race/ethnicity groups | median total supervised days





Gender by Commitment Type

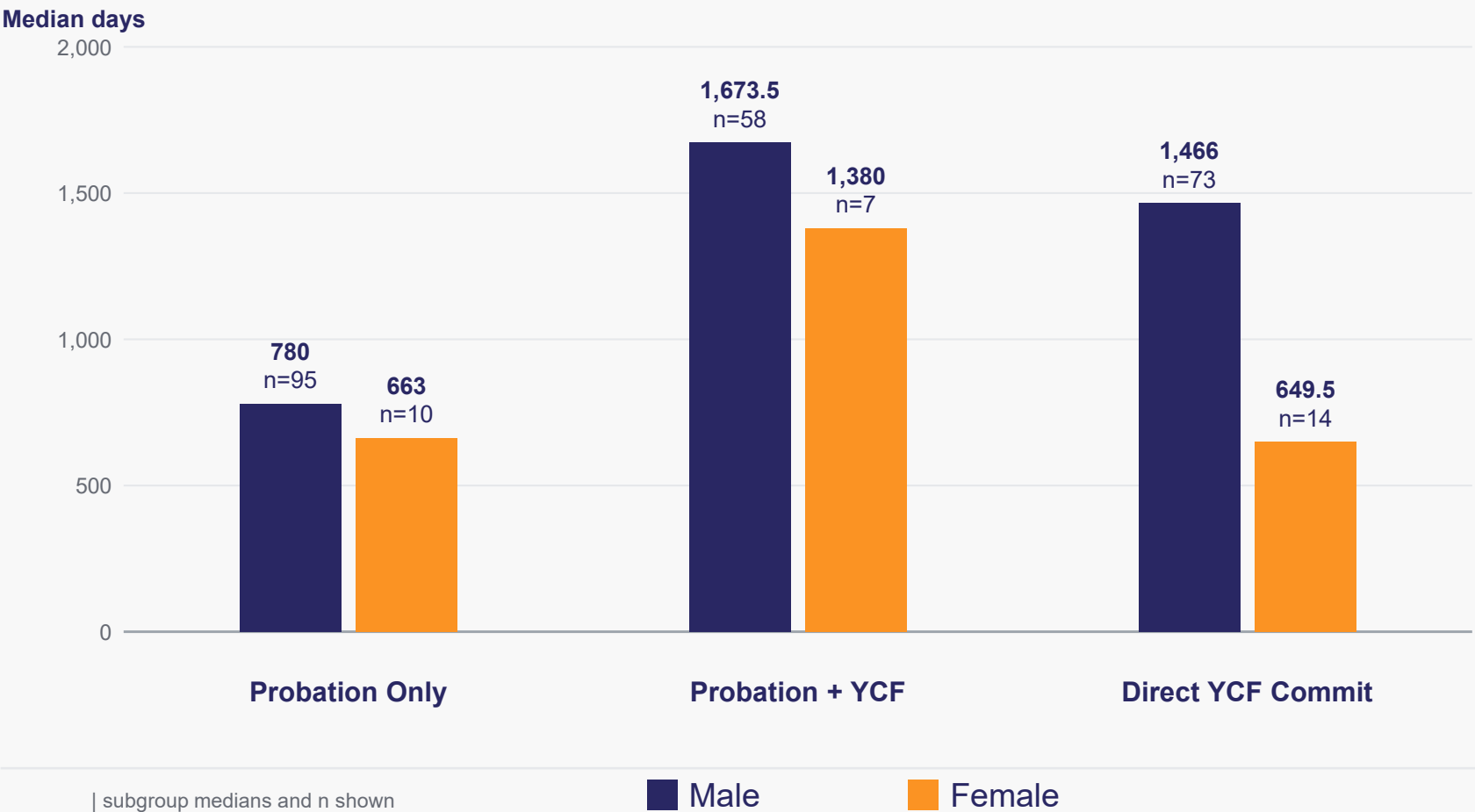
TALKING POINTS

- 1 Male medians were higher than female medians in all three commitment types.
- 2 The largest gap was among Direct YCF commitments: 1,466 vs. 649.5 days, a difference of 816.5 days.
- 3 The Direct YCF gender difference was statistically significant ($p < .001$); the other two comparisons were not.

2025 Terminations

Comparing Gender Within the Same OYA Commitment Type

Median total supervised days | 2025 terminations





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

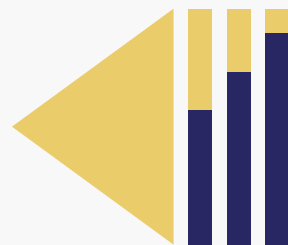
Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



v20260107



Help us improve

Follow QR code to provide feedback

To share your insights, ask questions, or provide feedback,
scan the QR code or enter this link into your browser:

bit.ly/oyaimpactsurvey



Equity in Education Outcomes

	Race Ethn	OYA	Start Dt	GED Dt
ay	White			10/30/25
	Hispanic			12/12/25
	Hispanic			6/23/26
	White			5/6/26
	White			2/10/26
	Native American			4/2/26
	Hispanic	OYA		2/19/26
	African American	OYA Co	4/25	11/19/25





Mapping Equity Services

The DEI team will develop a visual overlay of OYA's services against the locations where youth are currently being served to better understand service coverage, identify potential gaps, and support more informed planning and resource decisions.





Equity in Hiring and Separations

We will review disaggregated onboarding, hiring, and separation data, paired with qualitative feedback from HR surveys, to identify trends, disparities, and opportunities to strengthen workforce practices.





Tracking Progress Towards Strategic Plan Pillars

How do we use
IMPACT to track
Strategic Plan
goals and
progress?
TBD

