



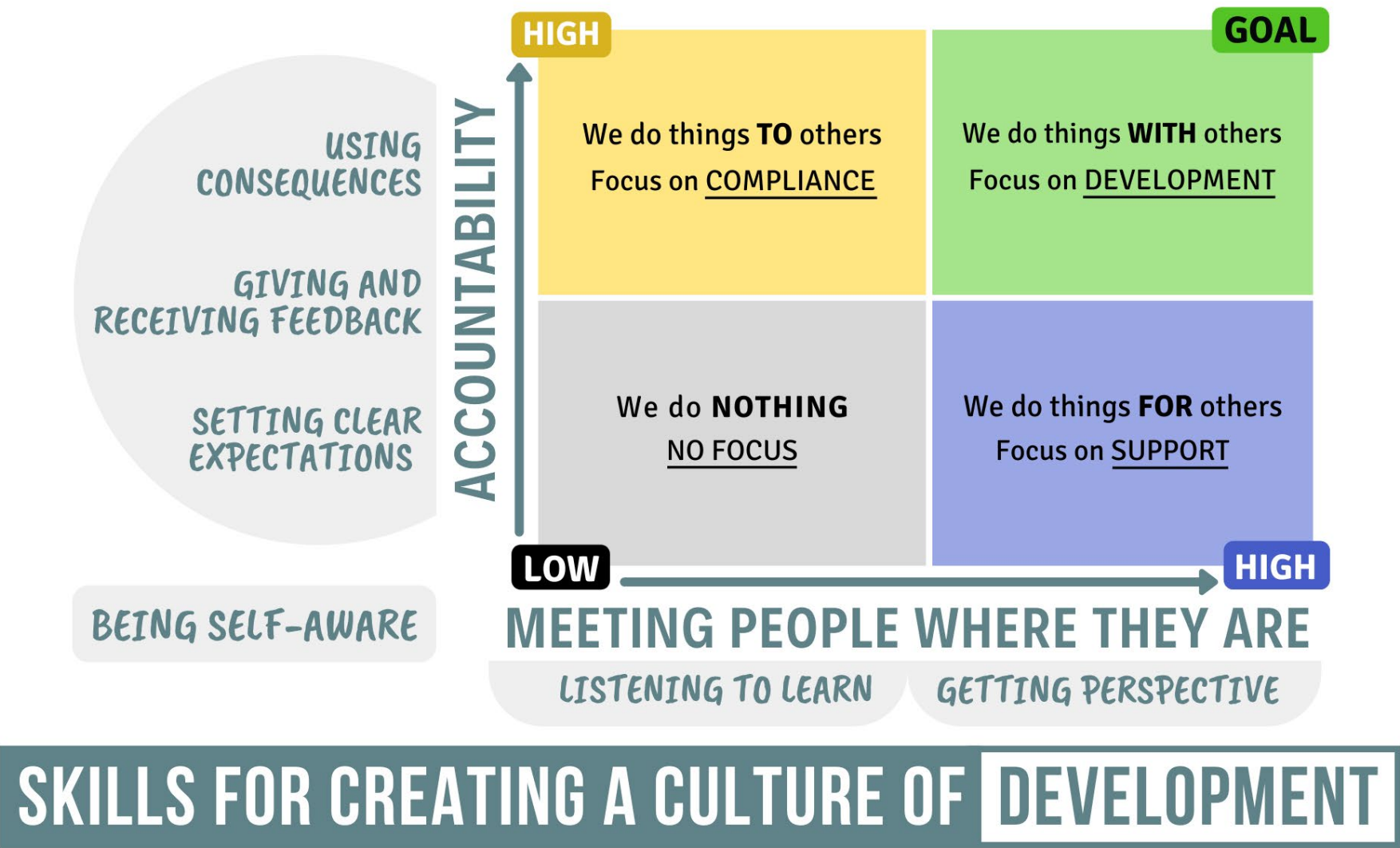
OYA Diversity, Equity & Inclusion (DEI) Team

Jennifer Puentes, DEI Strategic Manager

July 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.

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.



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.

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.



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.**





Team Profile

Jennifer Puentes

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 & 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

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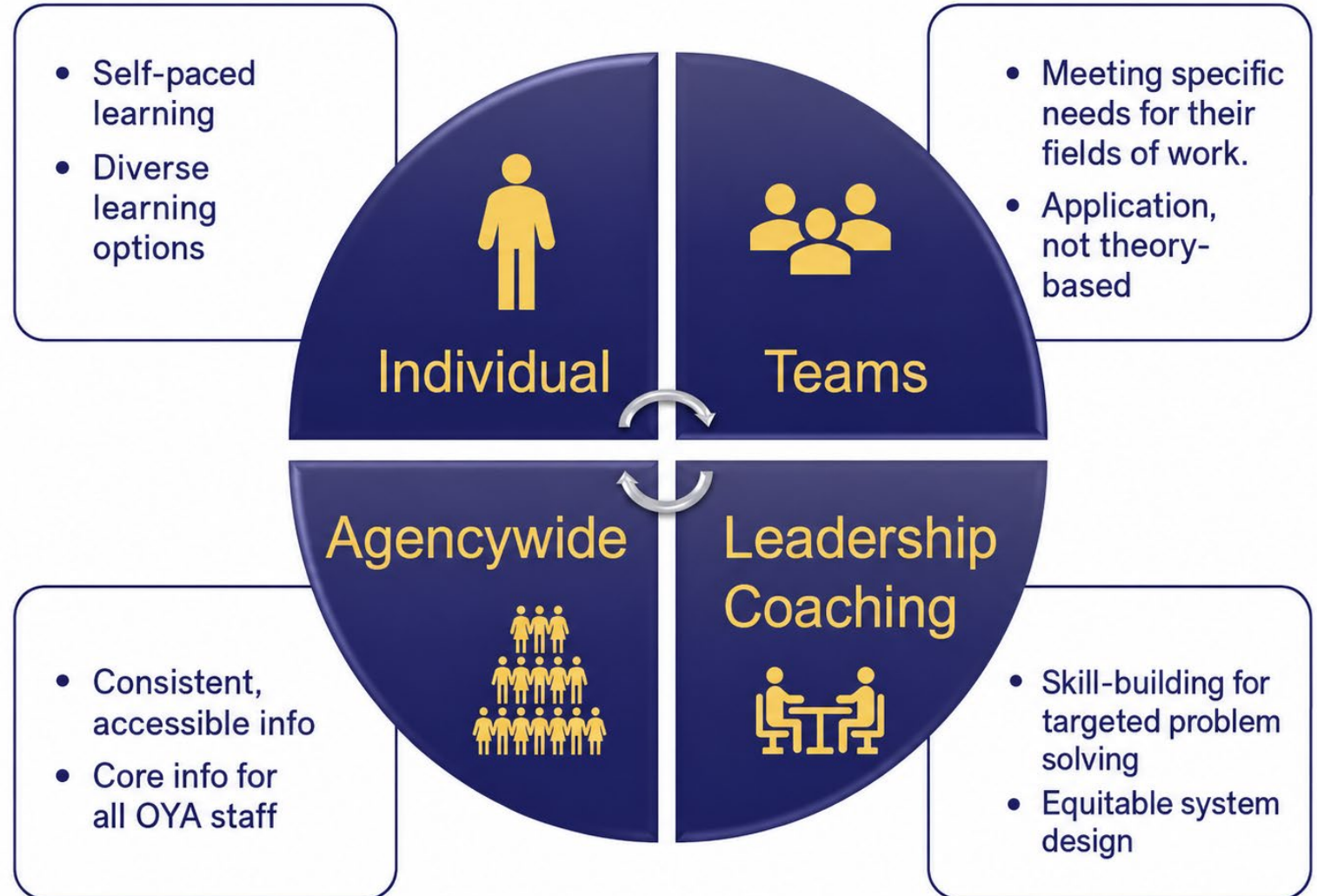
- Develops equity-centered evaluations
- Applies the equity lens
- Creates, reviews, and coordinates communications on equity
- Develops and collaborates with partners to create equity-centered curriculum
- Designs measurables for strategic and department focused action plans
- Evaluates and builds personnel 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.



Thematic Findings

WHAT WE FOUND

Seven cross-cutting themes

01

Accountability Gap

Most-cited barrier; expectations stated but follow-through absent

02

Awareness-to-Action Divide

Training exists; translation to daily practice is the operational gap

03

Anti-Blackness & Racial Harm

Specific incidents of slurs, bias, and racialized treatment of staff and youth

04

Reactive Culture

Crisis-driven; equity deprioritized during emergencies and shortages

05

HR as a Broken Lever

Investigations and discipline misaligned with DEI goals

06

Rural and Gender Barriers

Frameworks read as metro-centric and male-focused

07

Facilities = Critical Gap

Highest stakes, most discretion, least DEI integration



Embedded Equity Goals – Assessing IMPACT



Applying Equity at Work



1

**Staff Training
and Workshops**



2

**Policy and
Data Analysis**



3

**Curriculum and
Resources
Development**



4

**Equitable System
Planning and
Implementation**



5

**Leadership
Coaching and
Support**



Training & Workshop IMPACT

Training & Workshops

From Request to Impact

A simple operating rhythm for understanding demand, improving feedback, and connecting trainings to equity action plan outcomes.

Core question

What trainings are being requested, by whom, how are they being used, and where are they producing measurable equity-related outcomes?

1 Scope the Demand

- Who is requesting training?
- Who is not requesting it?
- Which departments, teams, and fields?
- What types of training are wanted?

2 Gather the Evidence

- NET survey results
- Post-training survey results
- Quantitative ratings + qualitative themes
- How can we increase responses?

3 Track the Use

- How are trainings getting used?
- Follow-up touchpoints
- Examples of practice change
- Barriers to applying the learning

4 Connect to Outcomes

- Flag trainings tied to equity action plans
- Track outcome-aligned trainings
- Identify gaps and next steps
- Report progress over time

Continuous improvement loop

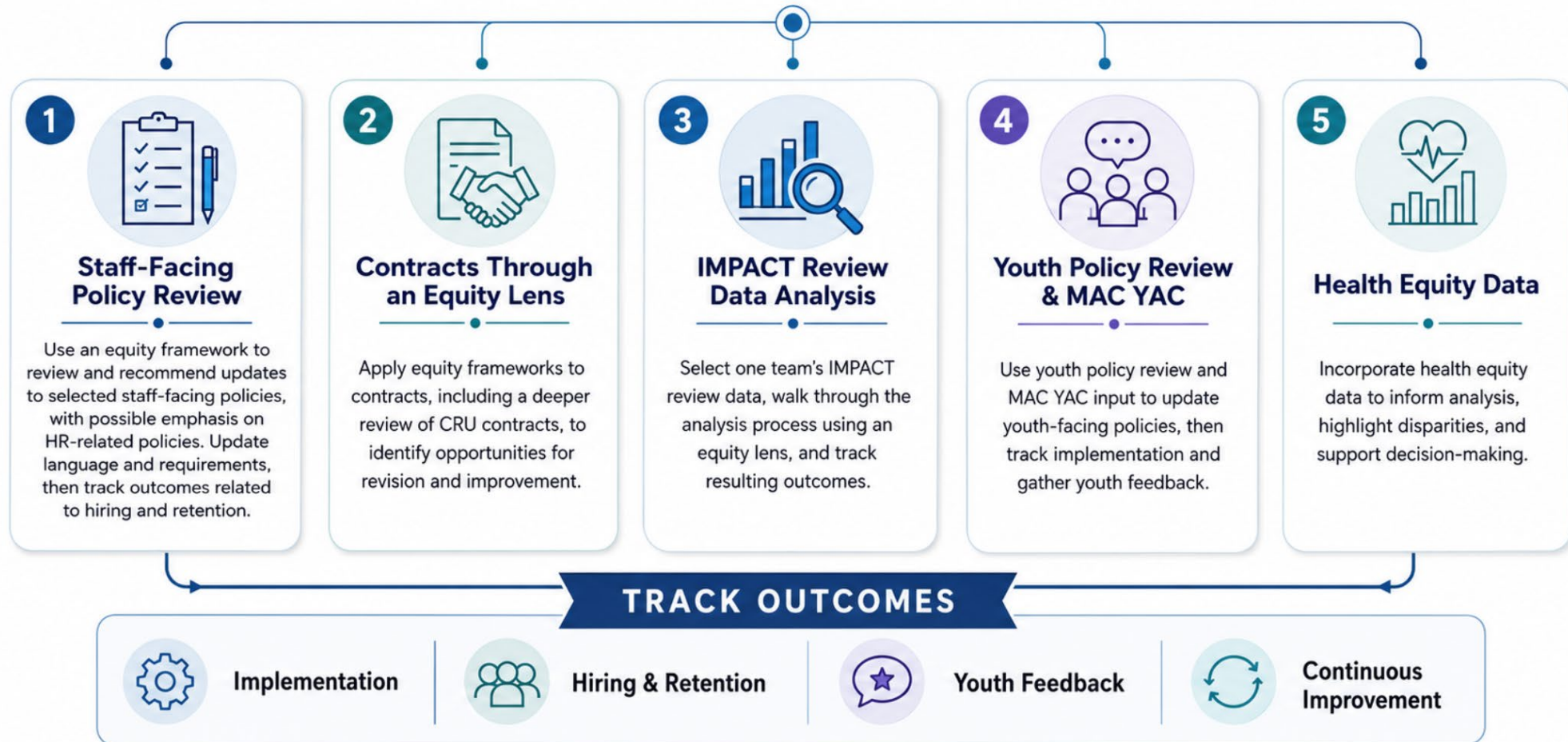
Use findings to refine outreach, redesign content, strengthen follow-up, and prioritize future trainings.

Act → Learn → Adjust



Policy and Data Analysis

Applying an equity lens to policy, contracts, data, and youth feedback

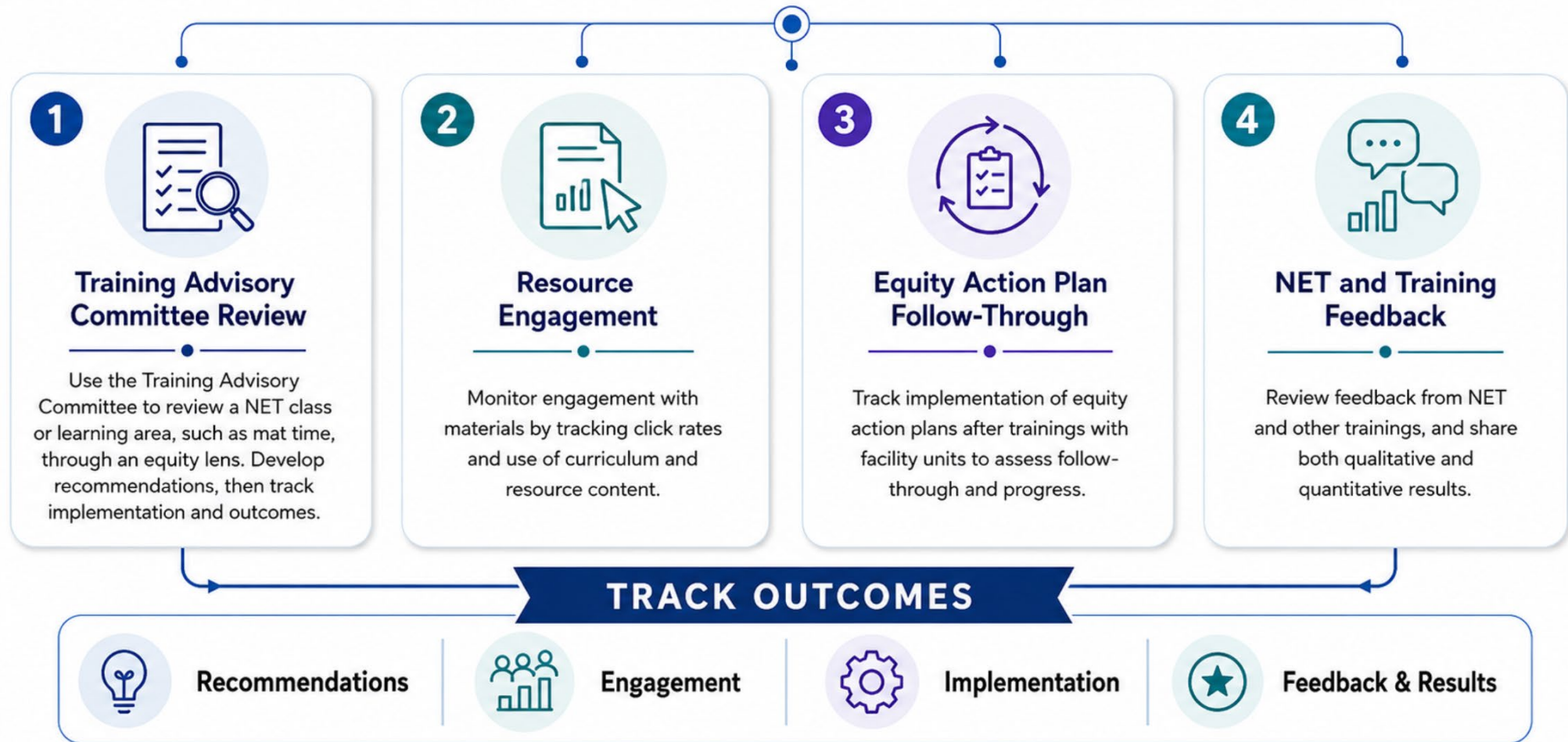




Curriculum and Resources IMPACT

Curriculum and Resources

Applying an equity lens to learning content, resource use, training follow-through, and feedback

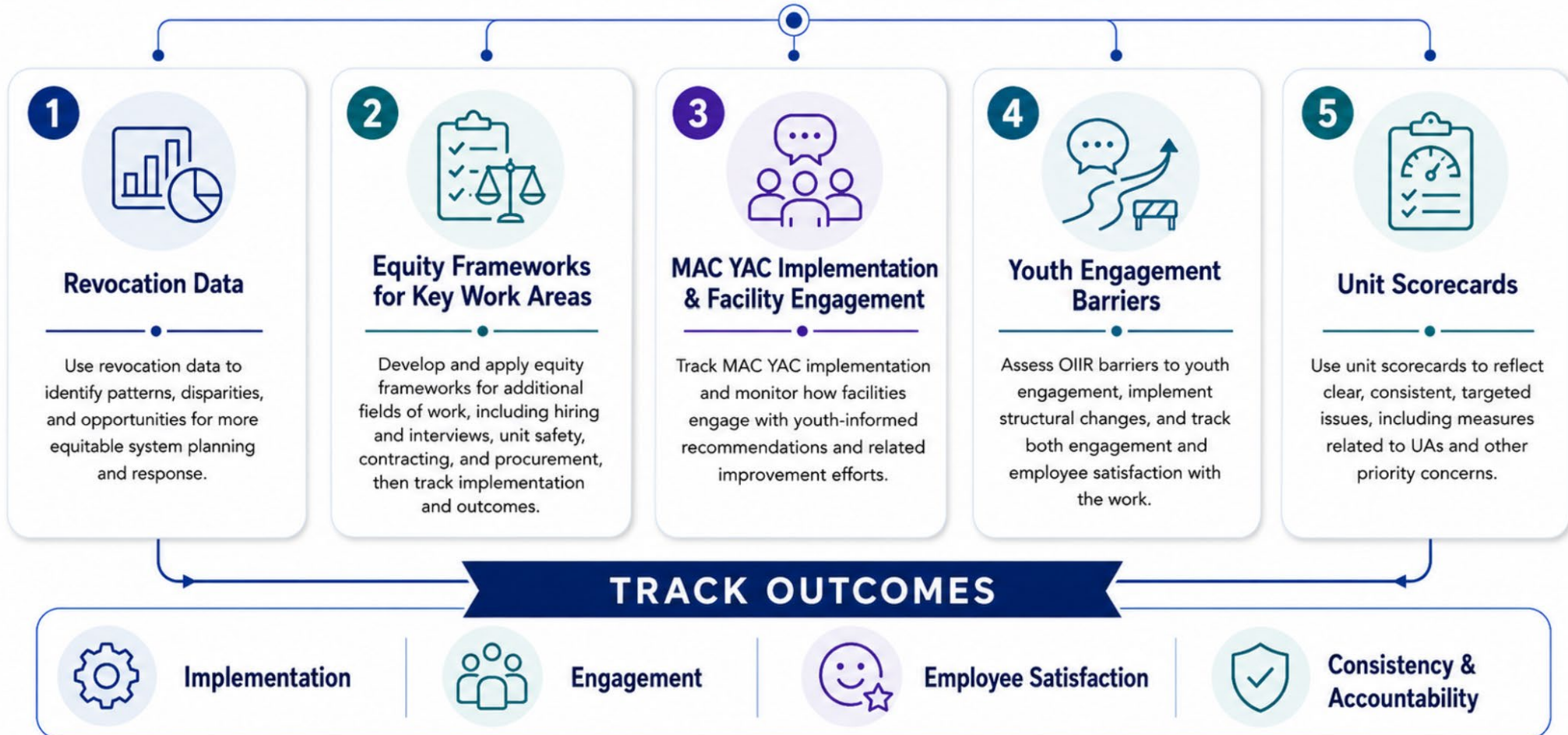




Equitable System Planning and Implementation IMPACT

Equitable System Planning and Implementation

Applying an equity lens to planning, implementation, engagement, and accountability





Coaching and Support IMPACT



LEADERSHIP COACHING AND SUPPORT

Strengthening leaders. Building equitable practices. Supporting lasting impact.

TRACK IMPLEMENTATION & OUTCOMES



1. ITBOM GUIDED COACHING

- Using ITBOMs recommended areas of work, provide tailored coaching and recommendations to leaders.



Track implementation and outcomes of recommendations from ITBOM priorities.



2. MANAGEMENT TRAINING & COACHING

- Focus on management training & coaching sessions—how is OYA tailoring trainings for managers at onboarding and ongoing?
- Ensure this supports structured, consistent leadership development.



Track participation, completion, and manager confidence growth. Monitor impact on team climate and leadership effectiveness.



3. EQUITABLE HIRING PRACTICES

- Look at how managers apply equitable hiring practices for postings and throughout the interview process.
- Provide 1:1 coaching and action plans.



Track metrics such as:

- Updated posting language
- Where postings are shared
- Use of structured interview matrices
- Future Goal: Track diversity of interview panels (identity, role, gender, years at OYA)



4. EMPLOYEE COACHING & COMPLAINTS

- Work with HR on employee coaching and complaints.
- Support structured processes to address concerns and ensure fair, consistent disciplinary action.



Track resolution timelines, employee satisfaction with process, and consistency of outcomes.



STRONG LEADERSHIP. EQUITABLE PRACTICES. BETTER OUTCOMES FOR YOUTH AND STAFF.

Coaching today creates a more equitable, effective, and supportive OYA.



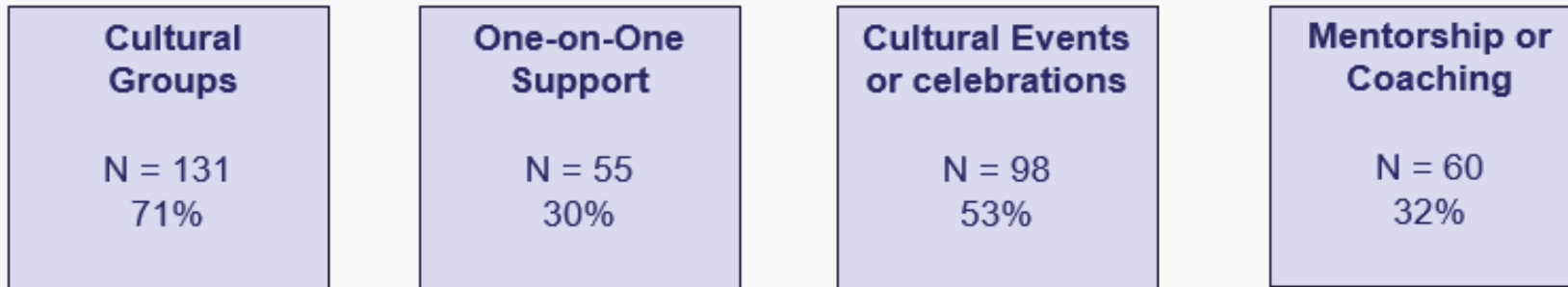
OIIR Youth Customer Satisfaction Feedback

Customer Satisfaction Survey Results – Q5

*Note that N totals for each question will not sum to total surveys as Q5 is multi-select (youth can select more than one option).

Q5: Which OIIR services have made the biggest impact on you?

Total N = 185*



	Total Session Hours	Unique Youth
June 2026		
One-on-One Sessions	343.67	316
Group Sessions	196.17	270



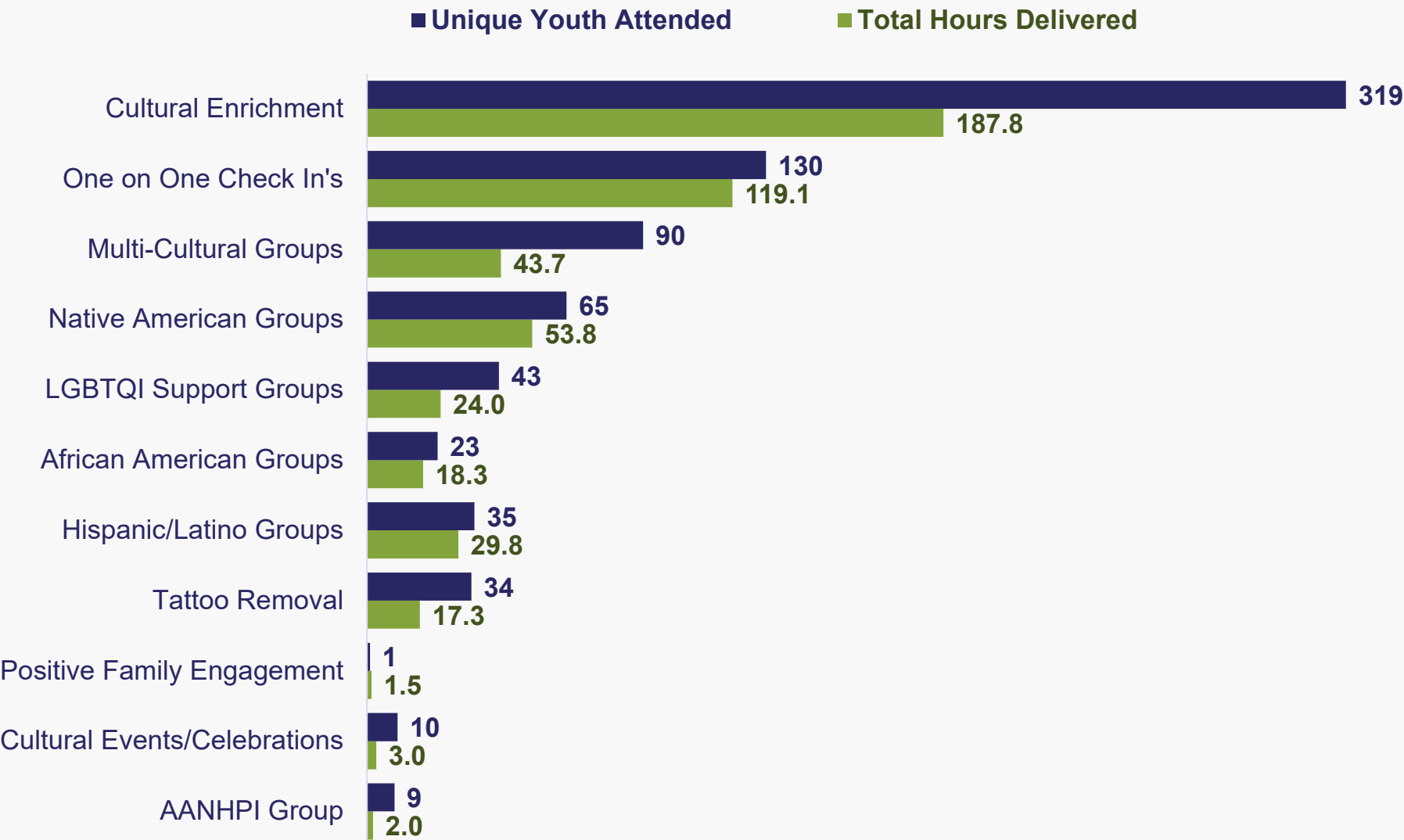
Supporting culturally responsive services

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





Oregon Demographic Geography



5 Counties accounted for over half (53%) of OYA Commitments since 2023

Since 2023, 71% of all commitments to the Oregon Youth Authority came from 10 counties.

**Proportion of All OYA Commitments
Between (1-1-2023 & 6-30-2026)**

County	Proportion of Commitments
Marion	13%
Washington	12%
Jackson	11%
Multnomah	11%
Lane	6%
Linn	5%
Clackamas	4%
Klamath	3%
Douglas	3%
Polk	3%



Demographic Caveats



Some of the following slides include information based on what JJIS reflects, not necessarily how youth identify.

How can we get more accurate, more youth-centered data?

How does OYA verify and update demographic information already registered in JJIS for youth?

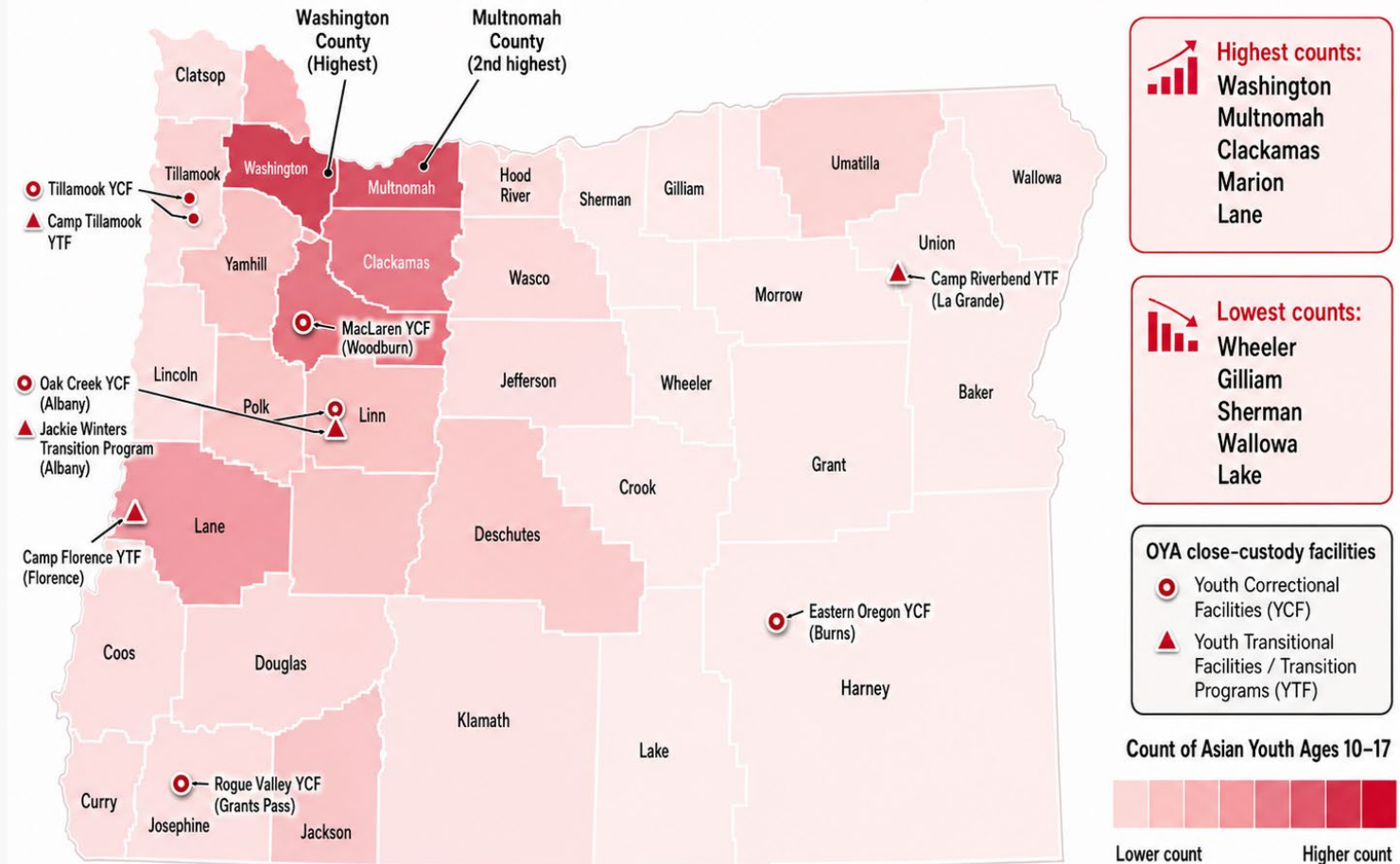


Asian Youth in Oregon

Washington County has the highest population of Asian youth, followed by Multnomah County, which suggests that the Portland metro region is the central population base for Asian youth in Oregon.

Oregon Counties: Asian Youth Ages 10–17

Most recent available U.S. Census Bureau ACS 5-year estimates



Source: U.S. Census Bureau, ACS 5-year, Table B01001D (Asian alone; ages 10–14 and 15–17 combined).



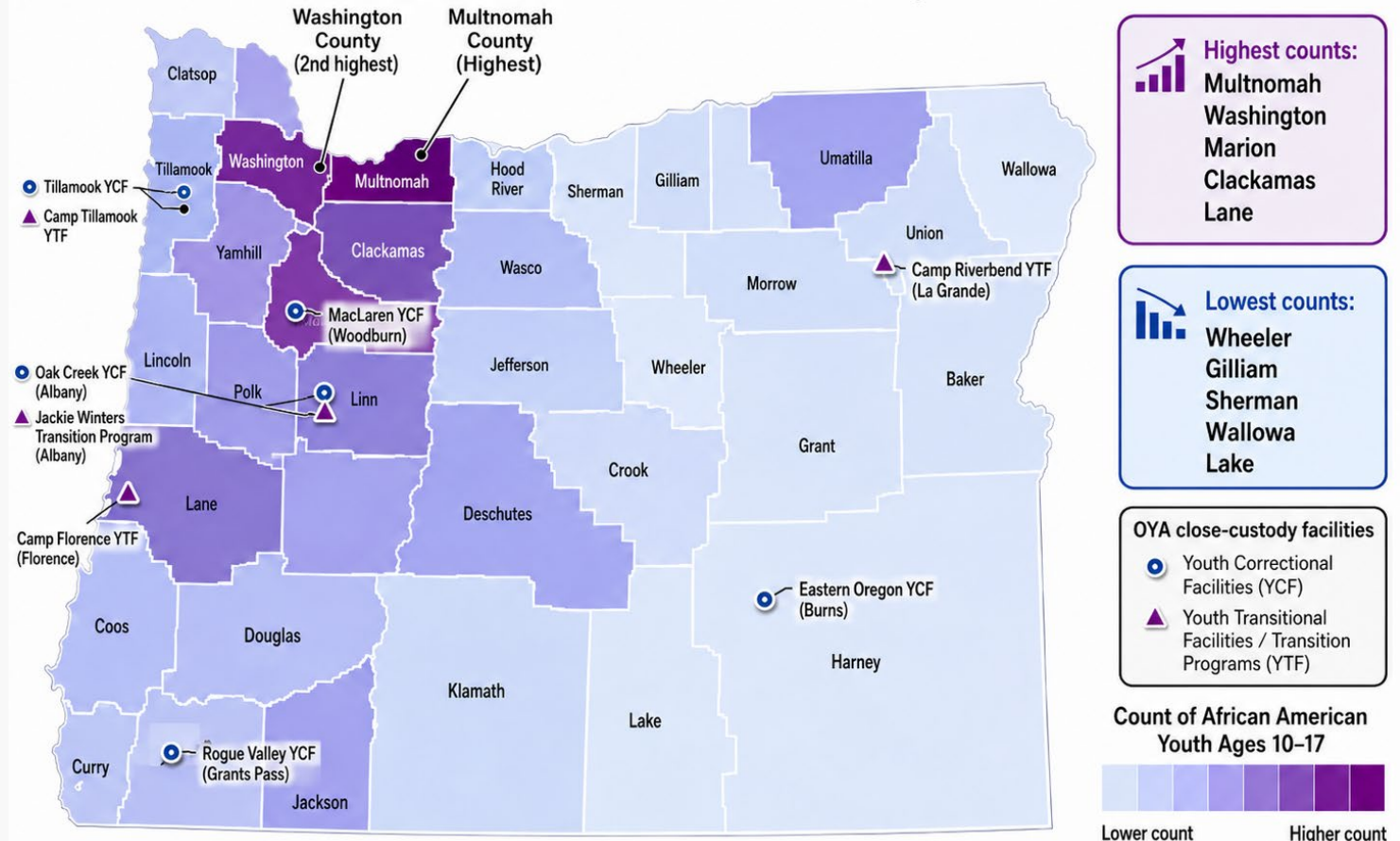
African American Youth in Oregon

76.9% of Oregon's African American youth reside in just three counties:

Multnomah
Washington
Marion

Oregon Counties: African American Youth Ages 10–17

Most recent available U.S. Census Bureau ACS 5-year estimates



Source: U.S. Census Bureau, ACS 5-year, Table B01001B (Black or African American alone; ages 10–14 and 15–17 combined).



Hispanic Youth in Oregon

62,298 or **63.9%**
of **Hispanic**
youth in Oregon
reside in:

Marion

Washington

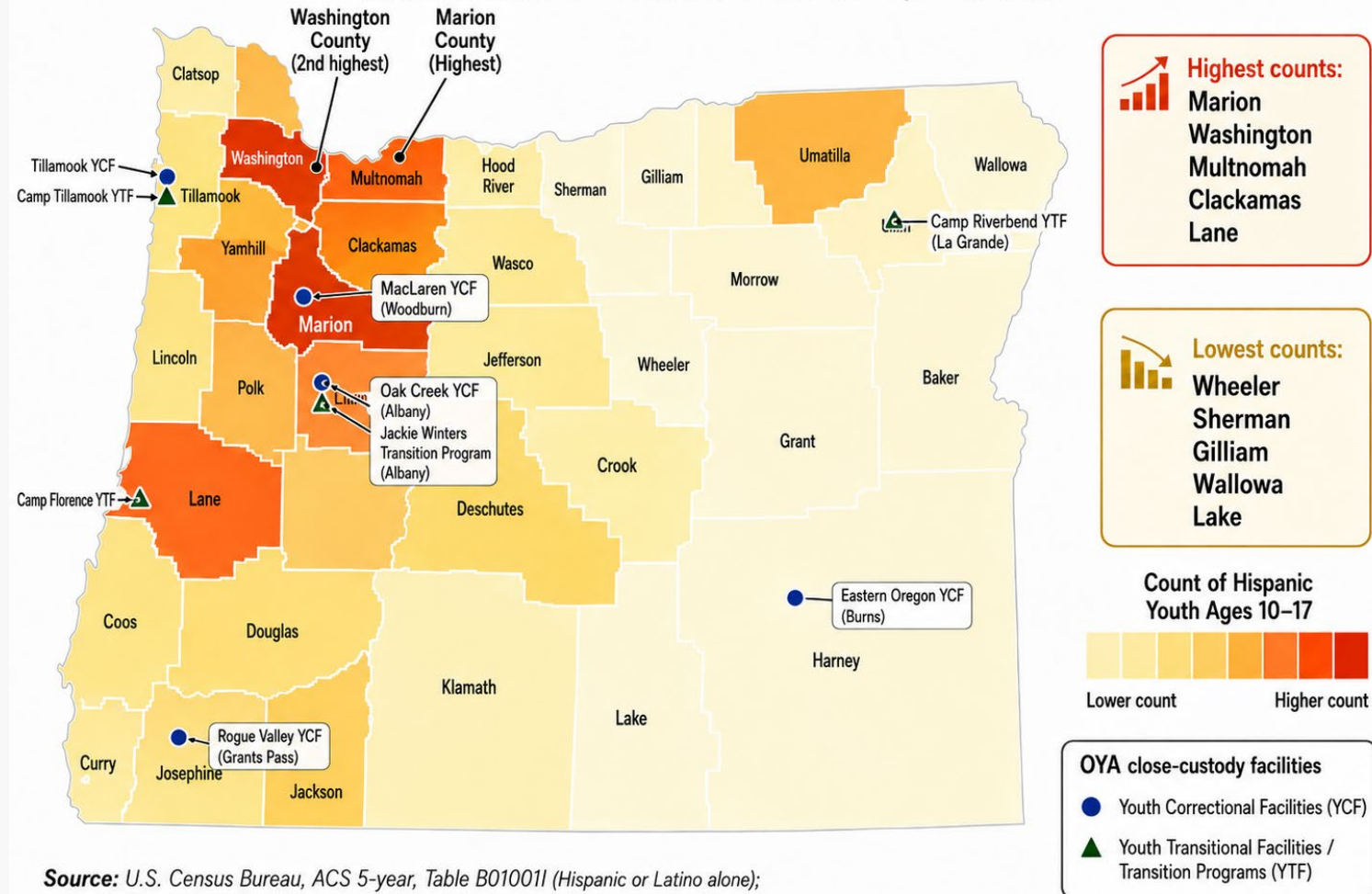
Multnomah

Clackamas

Lane

Oregon Counties: Hispanic Youth Ages 10–17

Most recent available U.S. Census Bureau ACS 5-year estimates



Source: U.S. Census Bureau, ACS 5-year, Table B010011 (Hispanic or Latino alone); ages 10–14 and 15–17 combined.



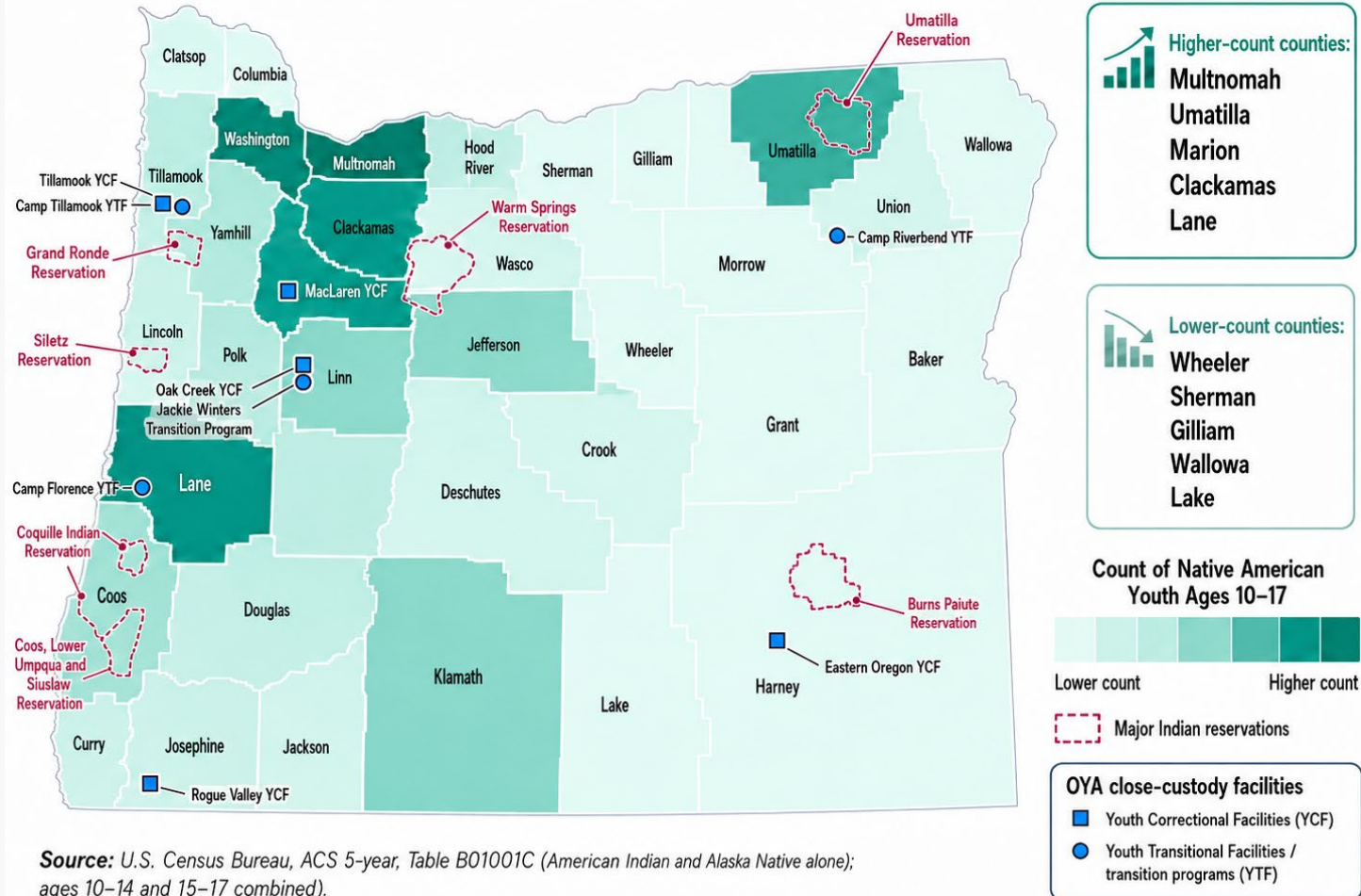
Indigenous Youth in Oregon

5,509 or **59.9%**
of **Native American** youth
in Oregon reside in:

Multnomah
Umatilla
Marion
Clackamas
Lane

Oregon Counties: Native American Youth Ages 10–17

Most recent available U.S. Census Bureau ACS 5-year estimates

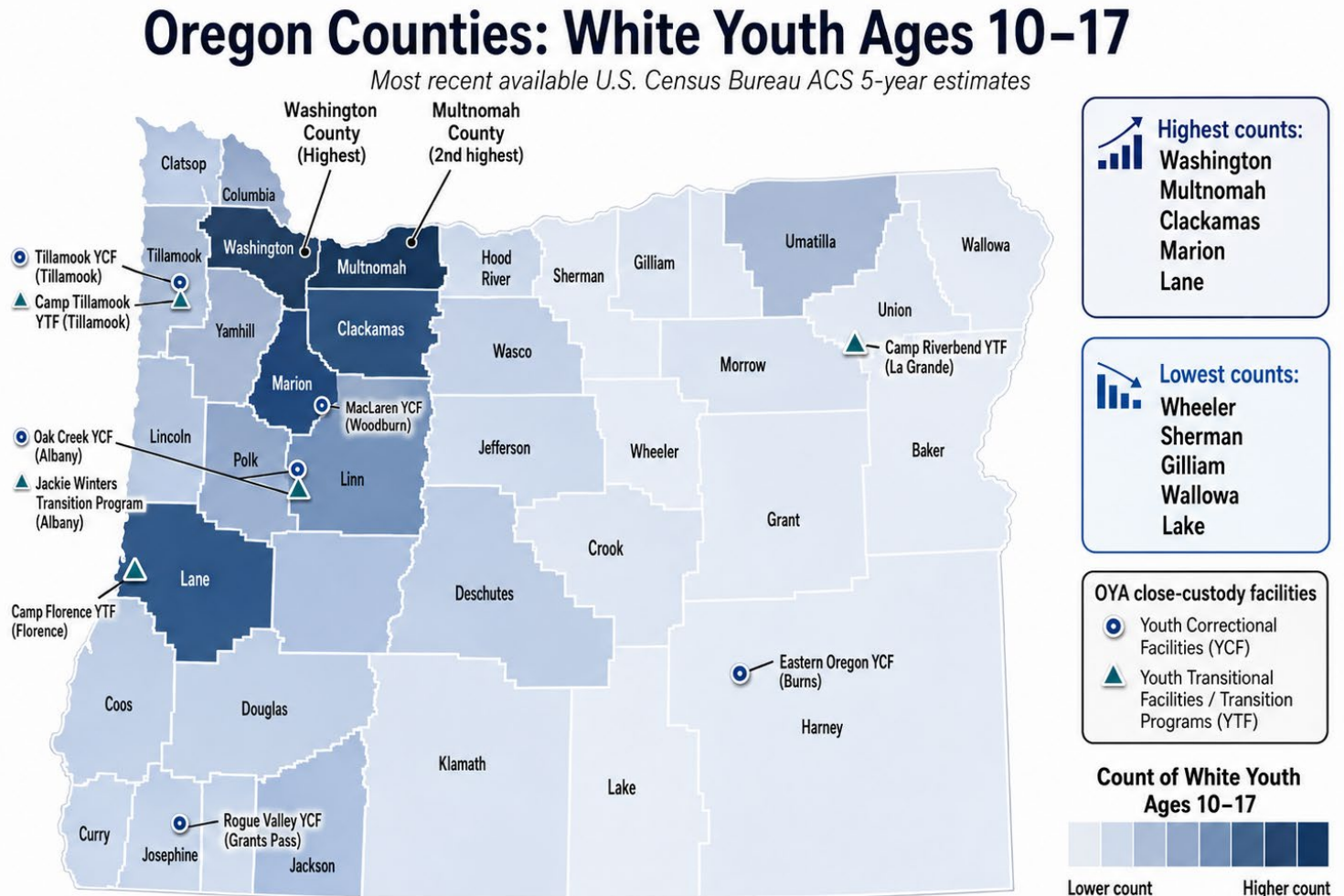




White Youth in Oregon

The highest-population counties for White youth are Washington, Multnomah, Clackamas, Marion, and Lane.

This pattern largely reflects Oregon's major population centers, especially the Portland metro area and the Willamette Valley.



Source: U.S. Census Bureau, ACS 5-year, Table B01001A (White alone); ages 10–14 and 15–17 combined.



OYA Health Equity Survey

We intend to review existing health equity survey data to better understand youth experiences and identify opportunities for process improvement, including recommendations to strengthen access, responsiveness, and equity in service delivery.





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





Committed Youth: County of Jurisdiction





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

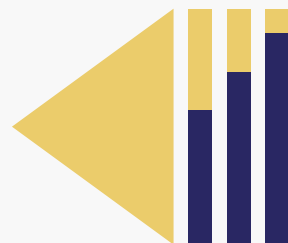
Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



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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



Tracking Progress Towards Strategic Plan Pillars

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





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.

