



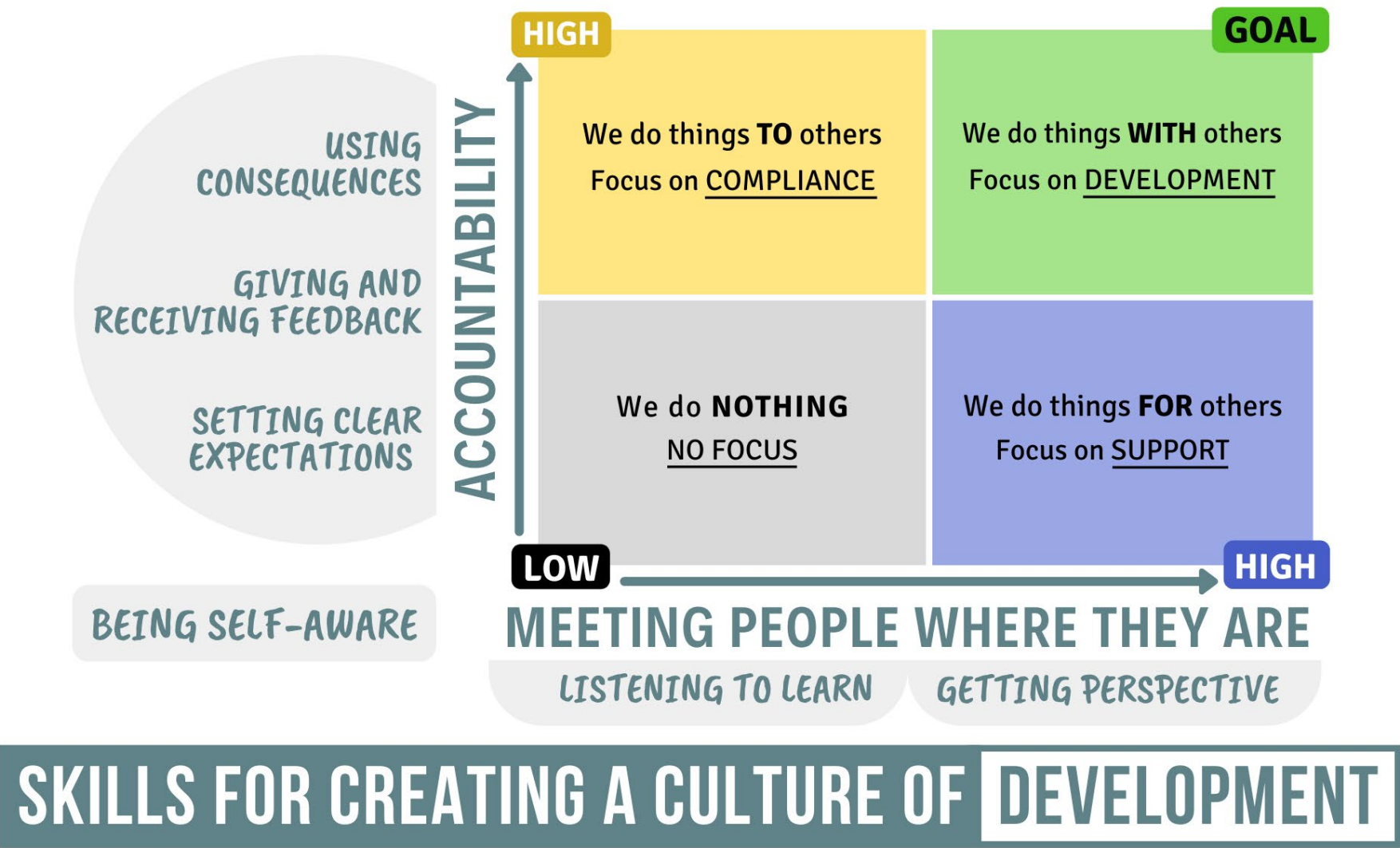
OYA Diversity, Equity & Inclusion (DEI) Team

Jennifer Puentes-York, DEI Strategic Manager

June 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.**





Jennifer Puentes

DEI Strategic Manager

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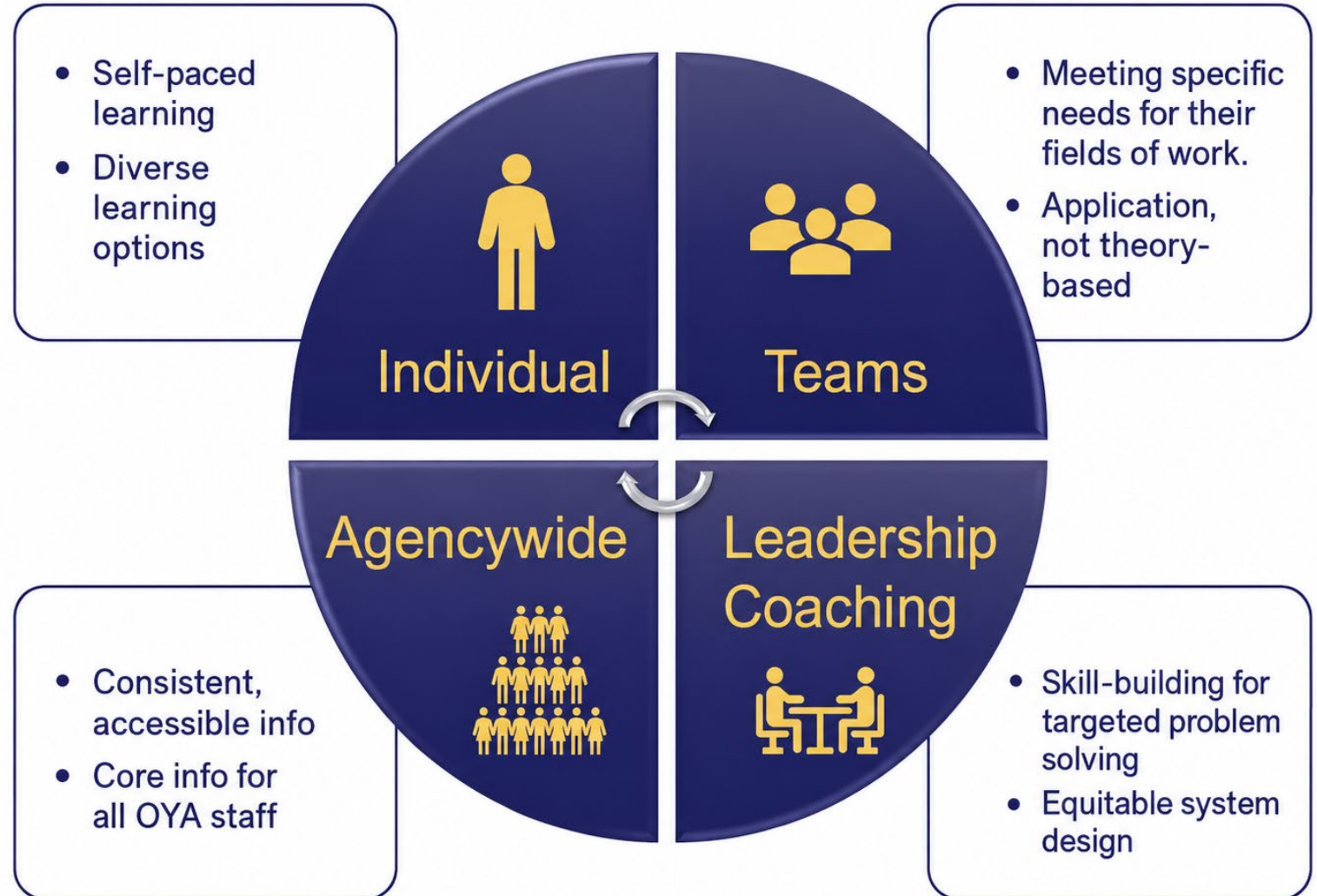
- Develops equity-centered evaluations
- Applies the equity lens
- Creates, reviews, and coordinates communications on equity
- Develops and collaborates with partners to create equity-centered curriculum
- Designs measurables for strategic and department focused action plans
- Evaluates and builds personnel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



Starting with Equity



Onboarding and NET Learning

How can we support diverse employee engagement and access from day one?

DEI team members have personally facilitated NET trainings since October 2022.

WHY IS DEI IMPORTANT TO ONBOARDING AND NEW EMPLOYEE LEARNING?

Everywhere (including Oregon), the population and workforce is growing more diverse in every way (racially, culturally, linguistically, etc.). We need onboarding programs that support all staff.

(U.S. Census Bureau, 2020 and GIS Studies)

Organizations with structured onboarding see up to 50% higher retention rates.

(SHRM, 2022)



Onboarding and NET Learning

DEI team members have personally facilitated NET trainings since October 2022.

We actively request and integrate feedback. Here's what was shared...

Thank you Katy & Jo for providing this DEI training for OYA new employees. Overall, the content & delivery was amazing, and I took away a lot of great information.

BE MORE OPEN TO CONVERSATION,
NOT BE AFRAID OF IT.

Oregon history was eye opening

Just feel confident that OYA will support me in honoring DEI.

I have been a participant in numerous DEI training and one presented by consultants across the federal system.

This was the best and most relevant for anyone working as a public servant.



Onboarding and NET Learning

We are constantly **adapting and updating** training materials to **meet changing needs.**

Based on feedback, we update the structure and content to support all learner and create safer spaces.

"I found myself not engaging at all because there was so much white dominance in my group. One of the white group members jokingly said "thanks for your input.. Oh, was that not funny?"... I felt even more degraded... At other places, virtual trainings allowed folks to engage through chat." (Spring Cohort, 2025)

"Training felt rushed." (Fall Cohort, 2025)

"The timeline exercise was a little challenging given the large group size and not a lot of historical context." (Winter Cohort, 2025)



Embedded Equity Goals



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**



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



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



Tracking Progress Towards Strategic Plan Pillars

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



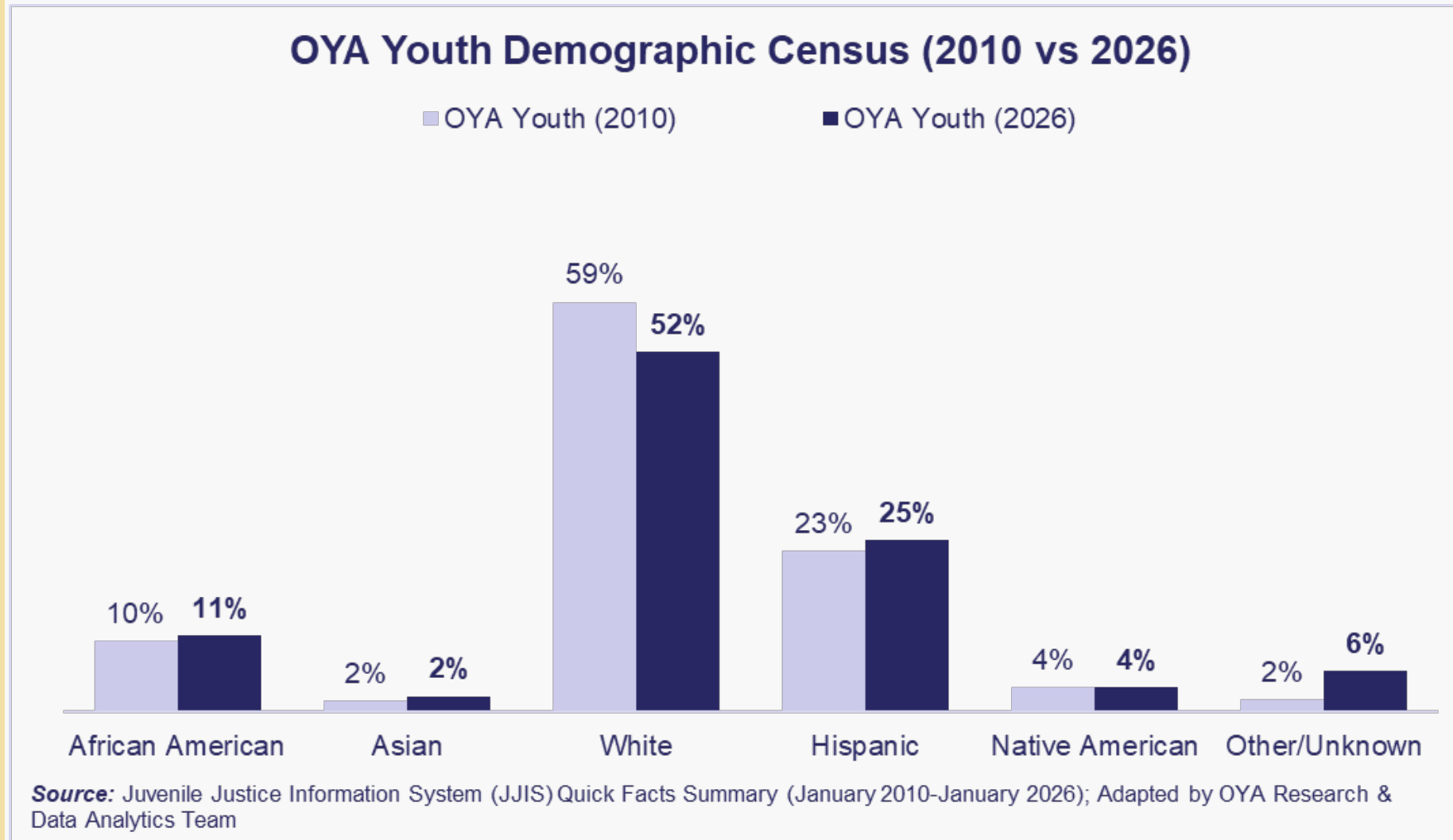


Tracking and Addressing Disparities



OYA Youth Demographic Changes

How do we continually make services, supports, and staff training a reflection of the youth and communities we serve?



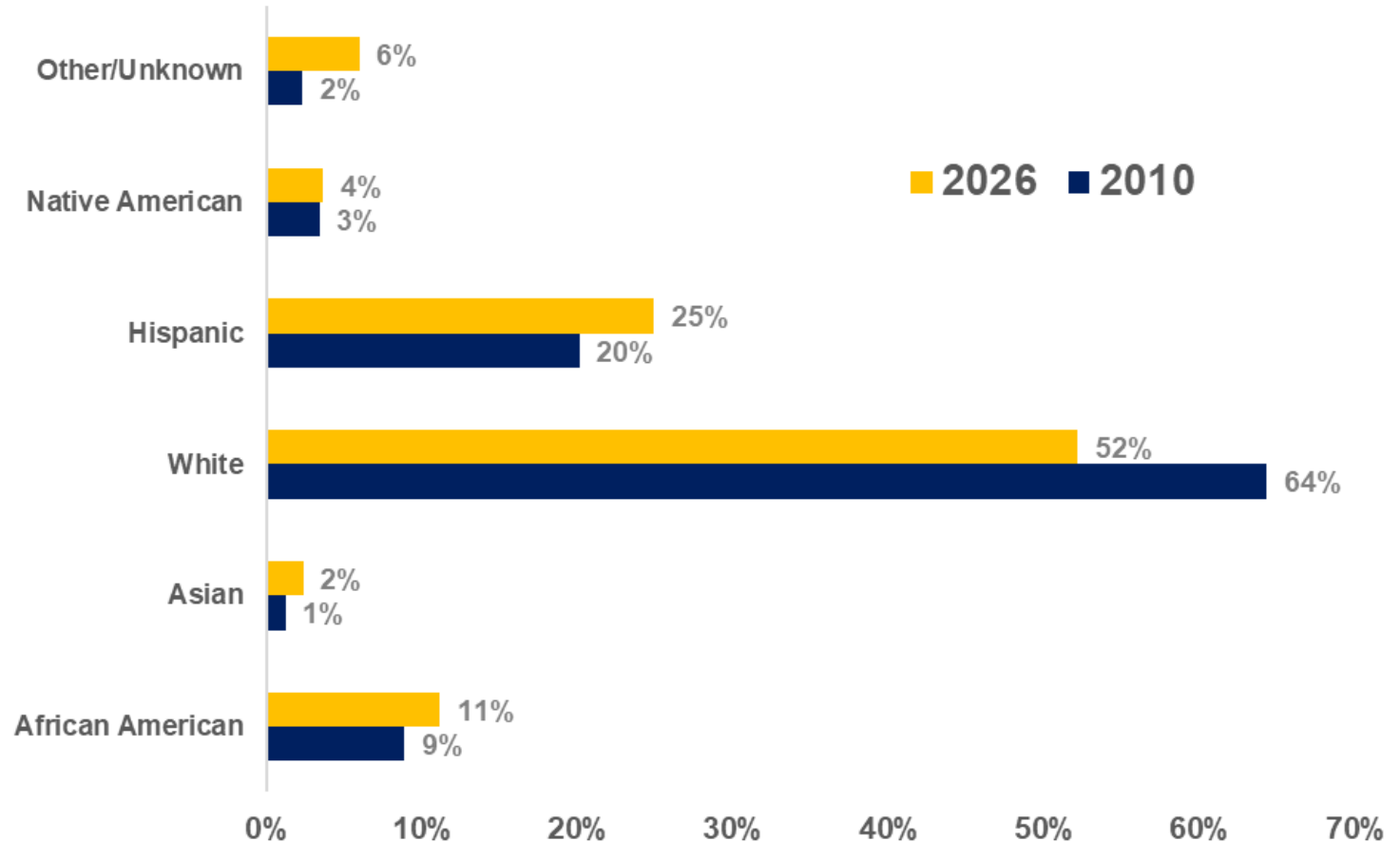


OYA Probation Youth Demographic Changes

How is OYA using this data to address systemic barriers?

How do we track progress?

OYA Probation Commitment Demographics (2010-2026)

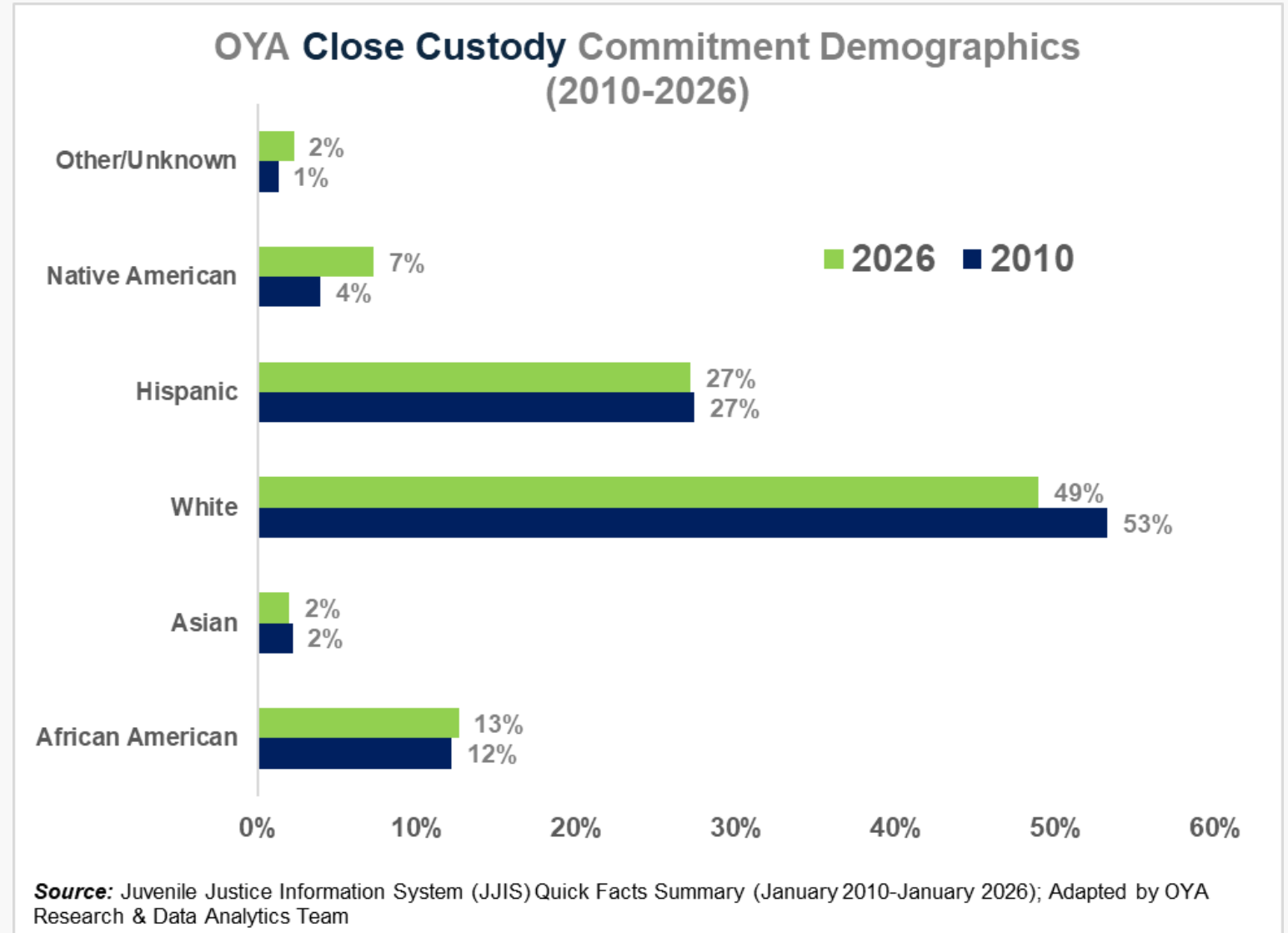


Source: Juvenile Justice Information System (JJIS) Quick Facts Summary (January 2010-January 2026); Adapted by OYA Research & Data Analytics Team



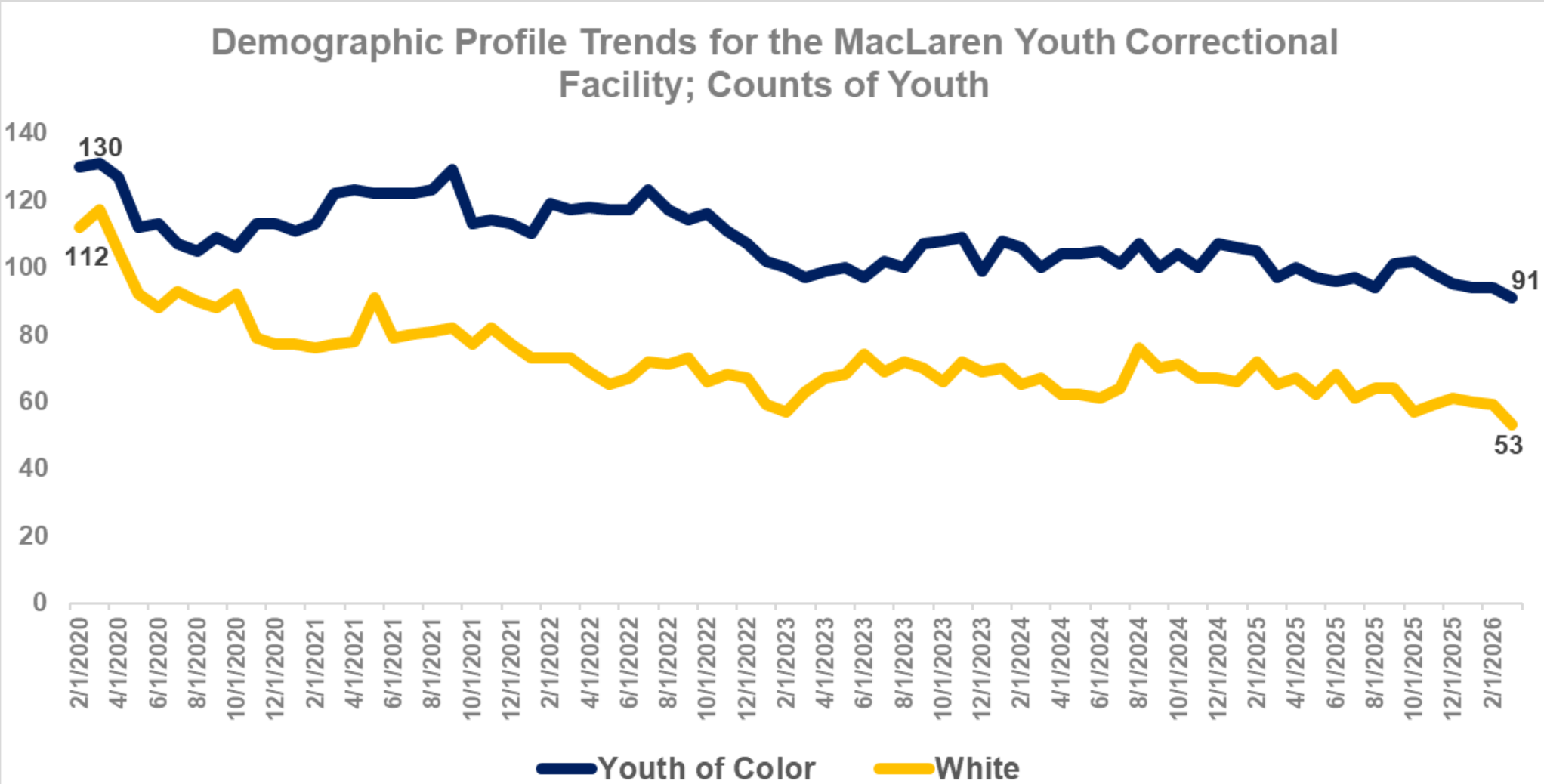
OYA Close Custody Youth Demographic Changes

Where can we integrate feedback to better understand and support Indigenous youth?





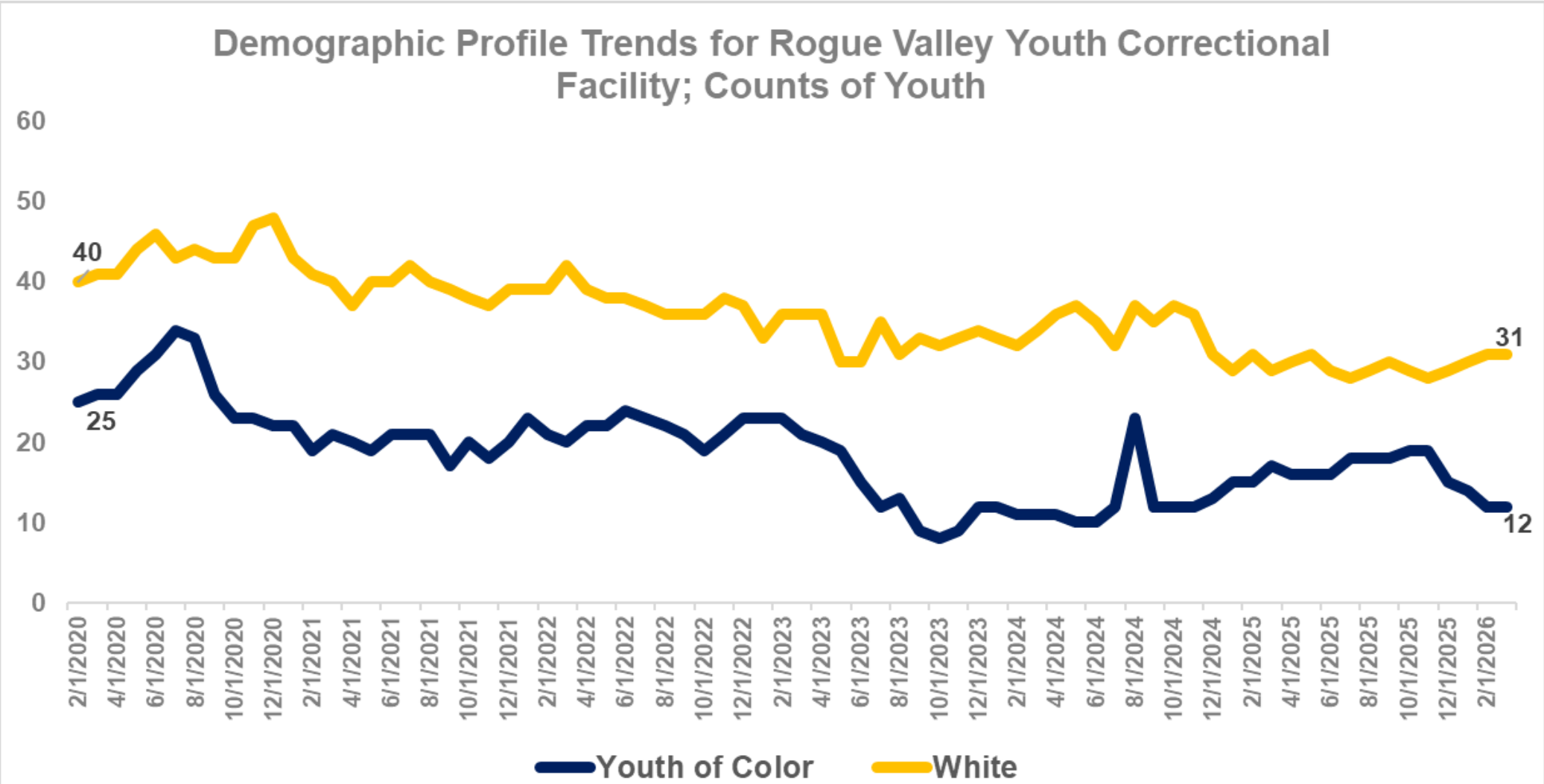
MacLaren YCF consistently serves more Youth of Color



Source: Juvenile Justice Information System (JJIS); Population Universe. Adapted by OYA Research and Data Analytics Team.



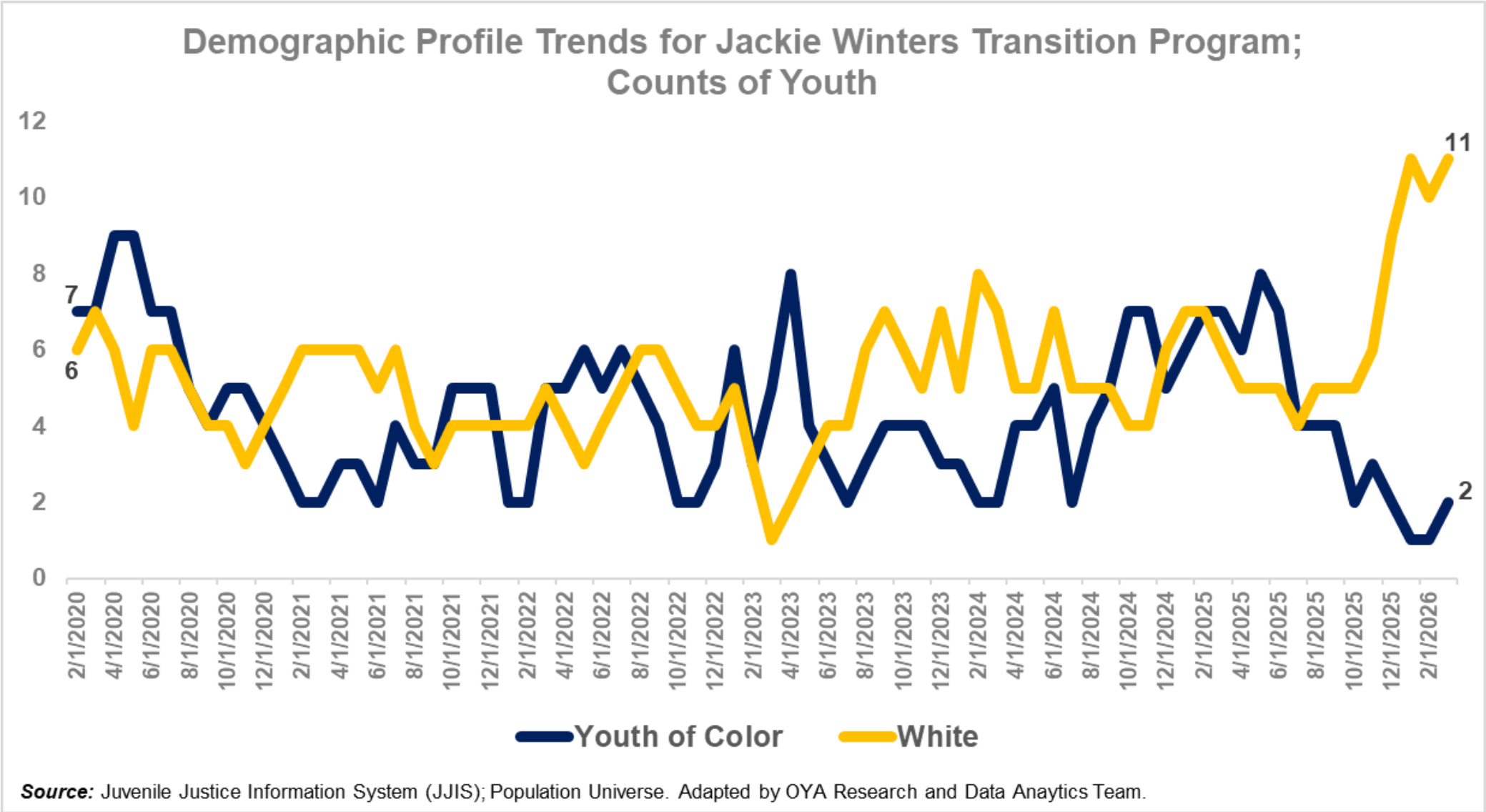
Rogue Valley YCF consistently houses higher numbers of White youth



Source: Juvenile Justice Information System (JJIS); Population Universe. Adapted by OYA Research and Data Analytics Team.



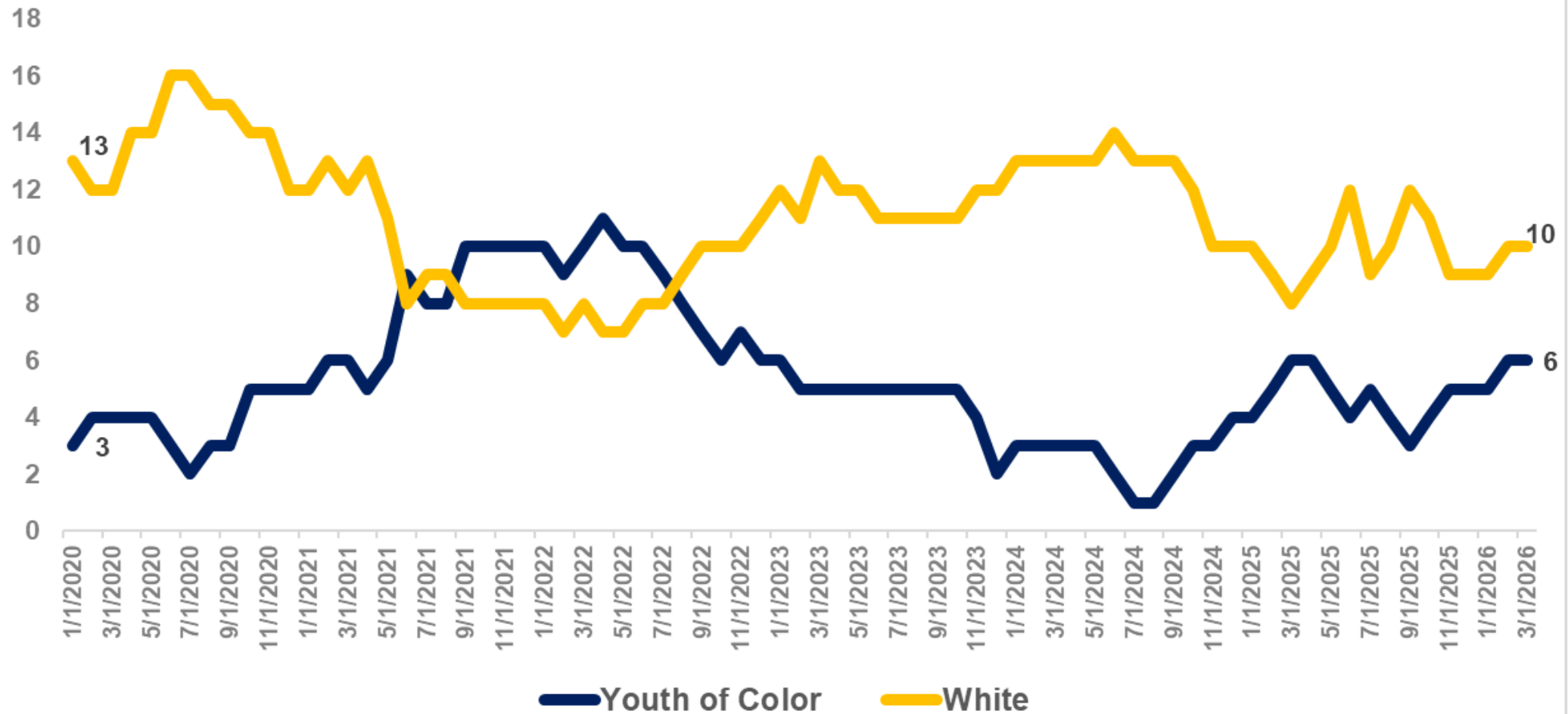
Significant change in demographics of youth served beginning in July 2025





Camp Tillamook has served higher proportions of White youth since July 2022

Demographic Profile Trends for Camp Tillamook; Counts of Youth



Source: Juvenile Justice Information System (JJIS); Population Universe. Adapted by OYA Research and Data Analytics Team.

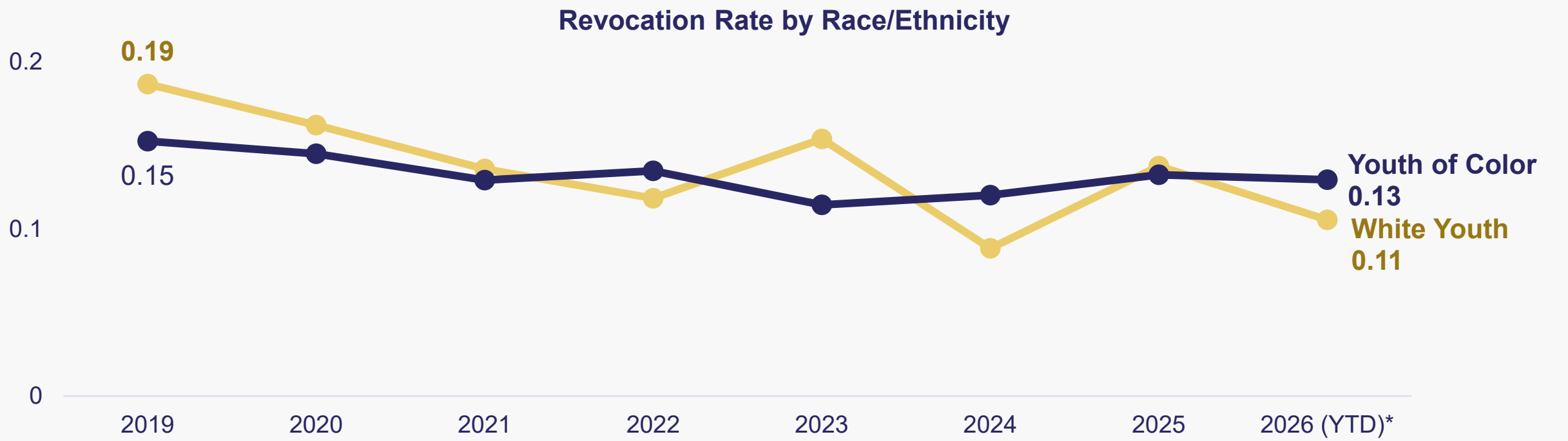


Embedded Equity Examples



Revocation Rate by Race/Ethnicity

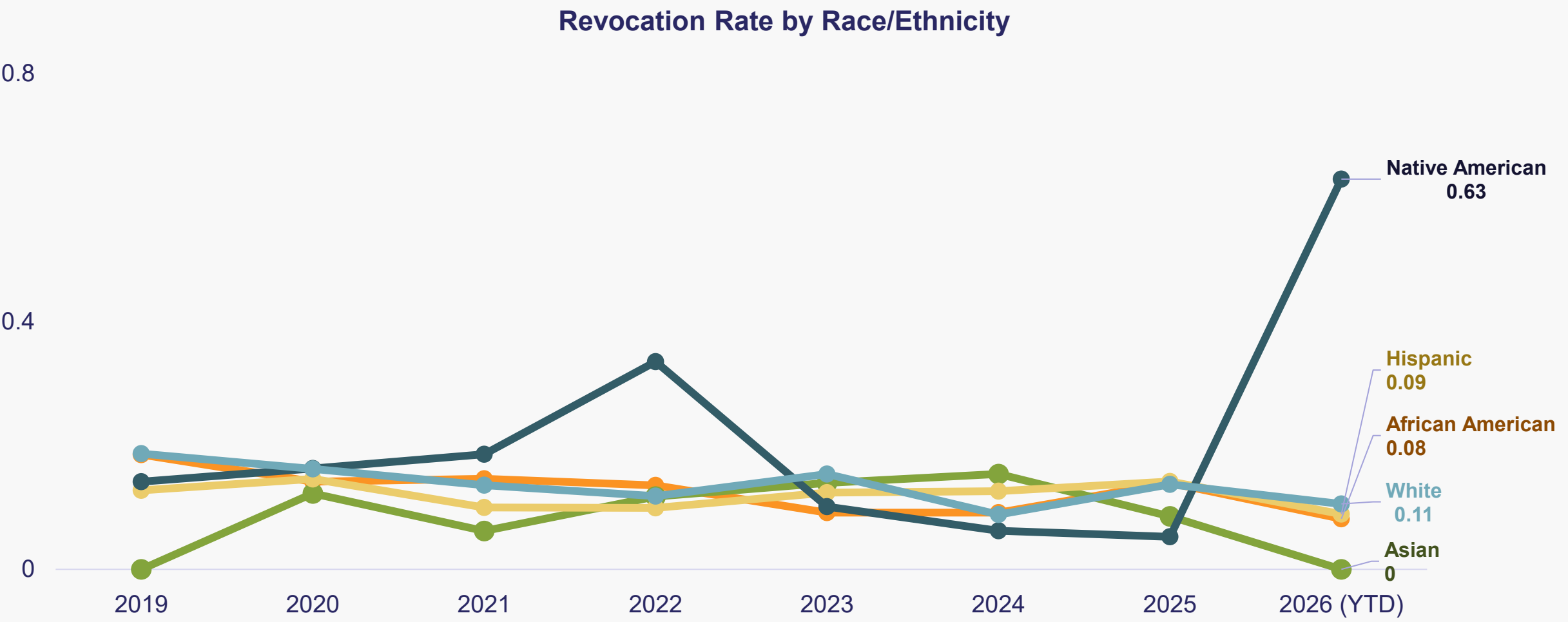
Revocation Rates have declined more for White youth than Youth of Color since 2019



*2026 rate will likely change as data continues to accrue



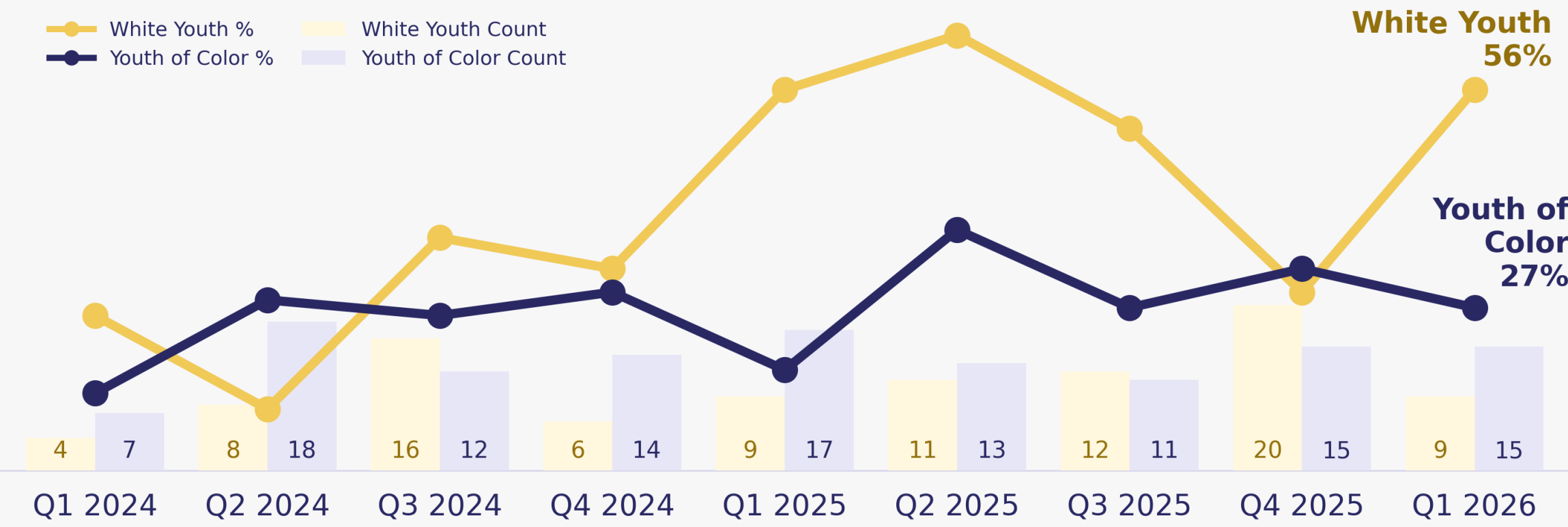
Revocation Rate by Race/Ethnicity





Primary Reason for Revocation by Race/Ethnicity

Non-compliant behavior is becoming a more common reason among Youth of Color
Runaway was Primary Reason





Revocation Matrix

FRAMING

What the matrix is — and is not.

 It is	 It is not
 A structured tool that surrounds a discretionary decision with required documentation, evaluation standards, and review triggers.	 A flowchart that tells anyone what to decide.
 A way to reduce interpretive variance — similar youth in similar situations receive similar decisions across regions.	 A replacement for professional judgment.
 A method for surfacing patterns that individual case review cannot see.	 A compliance checklist or form to fill out.
 Enforced through existing supervisory and HR authority.	 A discipline tool against JPPOs or supervisors.

Applied Equity is more than a matrix.

It is a governance structure that surrounds a discretionary decision with required documentation, evaluation standards, automatic interruption triggers, clear authority assignments, and outcome metrics. The matrix is one element. The framework is the surrounding system that makes the matrix produce different outcomes.



Youth Pulse Survey

OYA has heard concerns about youth having consistent and timely access to hygiene products, including culturally specific products when needed.

To better understand these experiences, we want to assess youth perceptions of OYA in several areas, including:

Access to hygiene products and services



1 Access to hygiene products and replacements



2 Grievance process



3 Access to cultural services



4 Access to religious services



5 When was the last time they saw their JPPO face-to-face?



6 Trust or satisfaction with PSO



7 Access to youth advocate



8 Access to gender-affirming care supplies



9 Translation services



10 Health services



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.





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 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.





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?

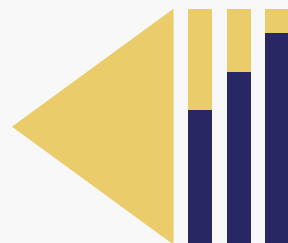


Employee Engagement

Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback