





OYA Diversity, Equity & Inclusion (DEI) Team

Jennifer Puentes-York, DEI Strategic Manager

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Oregon Youth Authority

The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT

Oregon Youth Authority

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

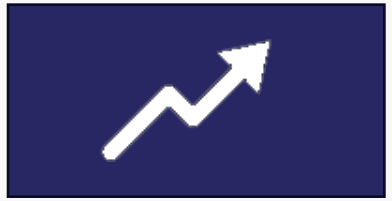
Sharing successes and struggles strengthens our collective effectiveness.



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
AANHPI	An acronym that stands for Asian American, Native Hawaiian, and Pacific Islander.* At OYA, culturally-specific services are provided by the Office of Inclusion and Intercultural Relations (OIIR).
Accessibility	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.
ADA	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.
Affirmative Action	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.
Black and African American	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, culturally-specific services are provided by the Office of Inclusion and Intercultural Relations (OIIR).
DEI	Diversity, Equity, and Inclusion; similar terms include DEIA (Diversity, Equity, Inclusion, and Access) and DEIB (Diversity, Equity, Inclusion, and Belonging).
Employee Resource Groups	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, these terms cover 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
Equity Lens	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.
Inclusive Language	Mindful phrasing and word choice that acknowledges cultural and historical traumas and utilizes strengths-based phrasing to support individual and community identities.
Indigenous American and Native American	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, culturally-specific services are provided by the Office of Inclusion and Intercultural Relations (OIIR).
Inclusion Practices	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).
Latiné and Latinx	Gender-neutral alternatives to *Latino* and *Latina* 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, culturally-specific services are provided by the Office of Inclusion and Intercultural Relations (OIIR).
LGBTQ+	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, culturally-specific services are provided by the Office of Inclusion and Intercultural Relations (OIIR).
Pronoun Usage	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, these terms cover 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
Protected Classes	Groups of people legally shielded from discrimination based on specific characteristics such as race, sex, age, disability, and more.
Tiny Desk Guide	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.
Trauma Informed Care (TIC)	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.**



OYA DEI Team

Team Profile

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

- Delivers leadership and equity focused coaching
- Collaborates with departments to develop curriculum and engagement practices
- Conducts 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

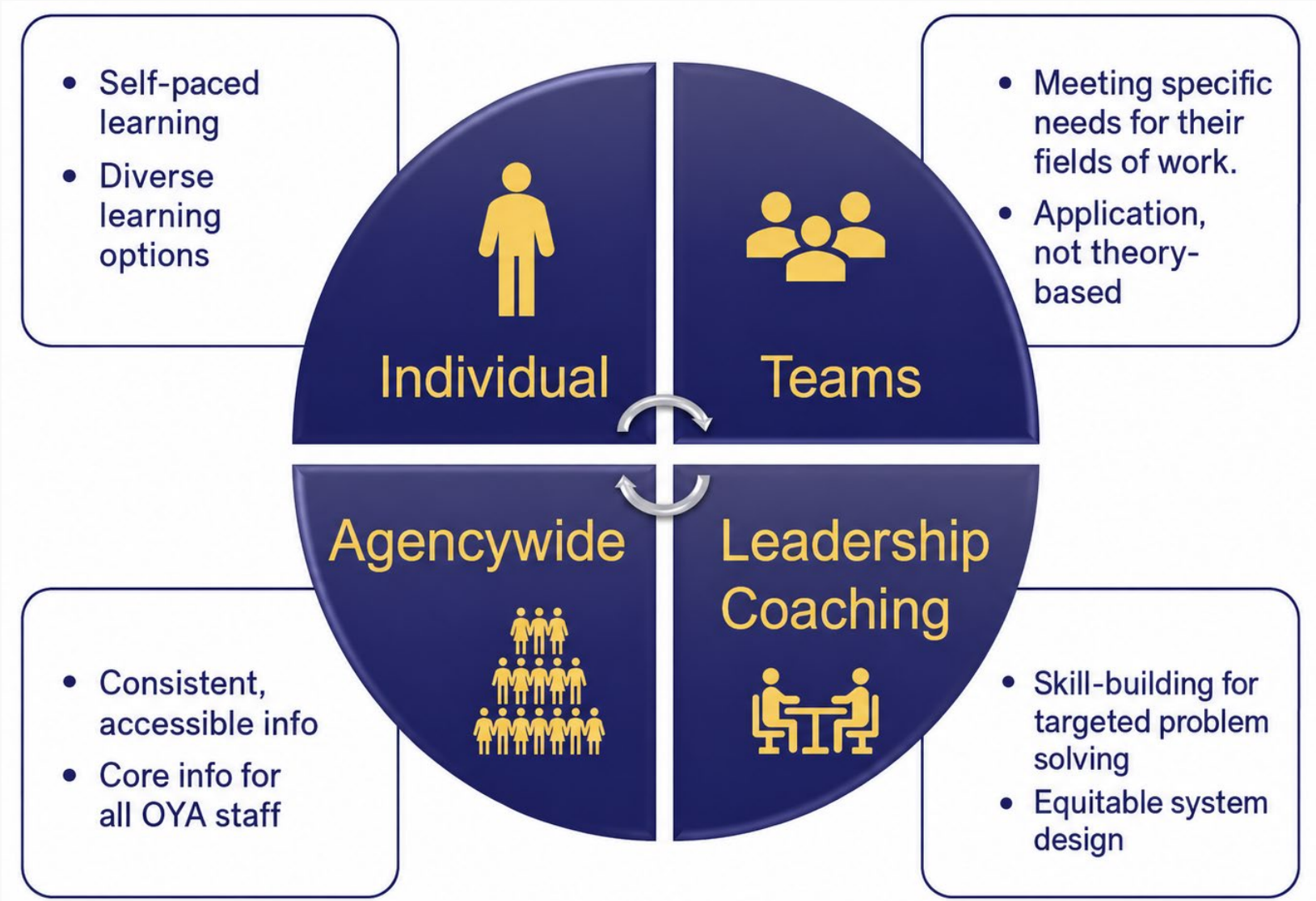
Katy Sugano
DEI Strategic Coordinator
katy.sugano@oya.oregon.gov

- 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

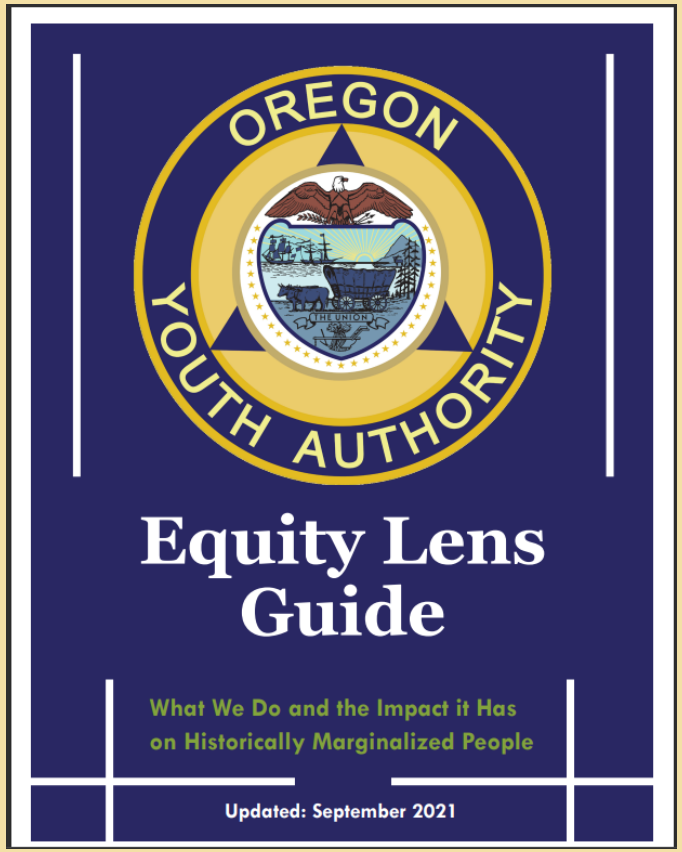
Our Learning Model

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



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.

Strategic Plan & Embedded Equity

UPCOMING STRATEGIC PLAN REQUIREMENTS

Building a more inclusive, equitable, and effective agency—together.

1 EMBED DEIB PRACTICES IN AGENCY OPERATIONS

Integrate DEIB into policies, processes, decision-making, and accountability to advance equity at every level of the agency.

2 BUILD AN INCLUSIVE WORKPLACE CULTURE

Foster a workplace where everyone feels valued, respected, and empowered to contribute and thrive.

3 INTEGRATE INCLUSIVE COMMUNICATION PRACTICES

Ensure clear, accessible, and respectful communication internally and externally that reflects and includes all audiences.

4 WORKFORCE DEVELOPMENT: EMPLOYEE HIRING, RETENTION, AND PROMOTIONS

Strengthen strategies to attract, develop, retain, and promote a diverse and talented workforce.

How can we connect this to the affirmative action plan?

OUR GOAL Create an agency where equity, inclusion, and belonging drive better outcomes for our employees, our communities, and the people we serve.

The Impact of Our Work

OYA DEI Team

Action Item

Overview of Day-to-Day Work

Evolution of OYA DEI Team Work | 2022–2026

Weekly updates show a progression from foundational infrastructure to increasingly embedded operational equity work.

2022–23	2024	2025	2026
FOUNDATION	CAPACITY	APPLICATION	INTEGRATION

Build the foundation

- Equity Lens & roundtables
- Tiny Desk Guides / resource library
- Equity Action Planning
- Early data & JJIS equity work

Expand tools & curriculum

- Training menu & TDG expansion
- Inclusive Language Guide
- SharePoint / resource development
- Dashboards & JJIS modernization

Apply across staff & youth

- Inclusive onboarding & learning
- Inclusive Playbook and ERGs
- SOGIE/LGBTQ+ youth supports
- Health bias training & dashboard work

Embed into operations

- IMPACT reviews with an equity lens
- Updated NET & case-management tools
- Facility/unit engagement & youth surveys

Currently: Integrating DEIB into systems and strategic plan

Overall shift: from developing DEI infrastructure → to applying equity within routine agency systems, services, and performance review.

Source: OYA DEI weekly summaries, 2022–2026.

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Action Item

Overview of Day-to-Day Work

How the Emphasis of DEI Activities Shifted Over Time

Relative share of coded activity mentions within each period — reflects changing emphasis, not workload volume.

	2022–23	2024	2025	2026
Training & staff learning	17.8%	24.3%	14.5%	12.9%
Equity in policy & operations	17.5%	15.8%	16.9%	18.4%
Communications & resources	12.8%	16.1%	11.1%	8.9%
Staff belonging & engagement	12.6%	11.6%	17.3%	14.6%
Data, metrics & evaluation	10.9%	9.8%	8.0%	7.8%
Youth cultural & identity supports	11.2%	8.6%	16.1%	16.4%
Partnerships & system alignment	17.1%	13.8%	16.1%	20.9%

Key pattern: 2024 emphasized training and resources; 2025 expanded staff and youth-facing application; and 2026 shows the strongest emphasis on partnerships, system alignment, and operational integration.

Method: Weekly update items were coded into broad themes. One item could contribute to more than one theme; percentages indicate relative emphasis.

Action Item Follow-Up

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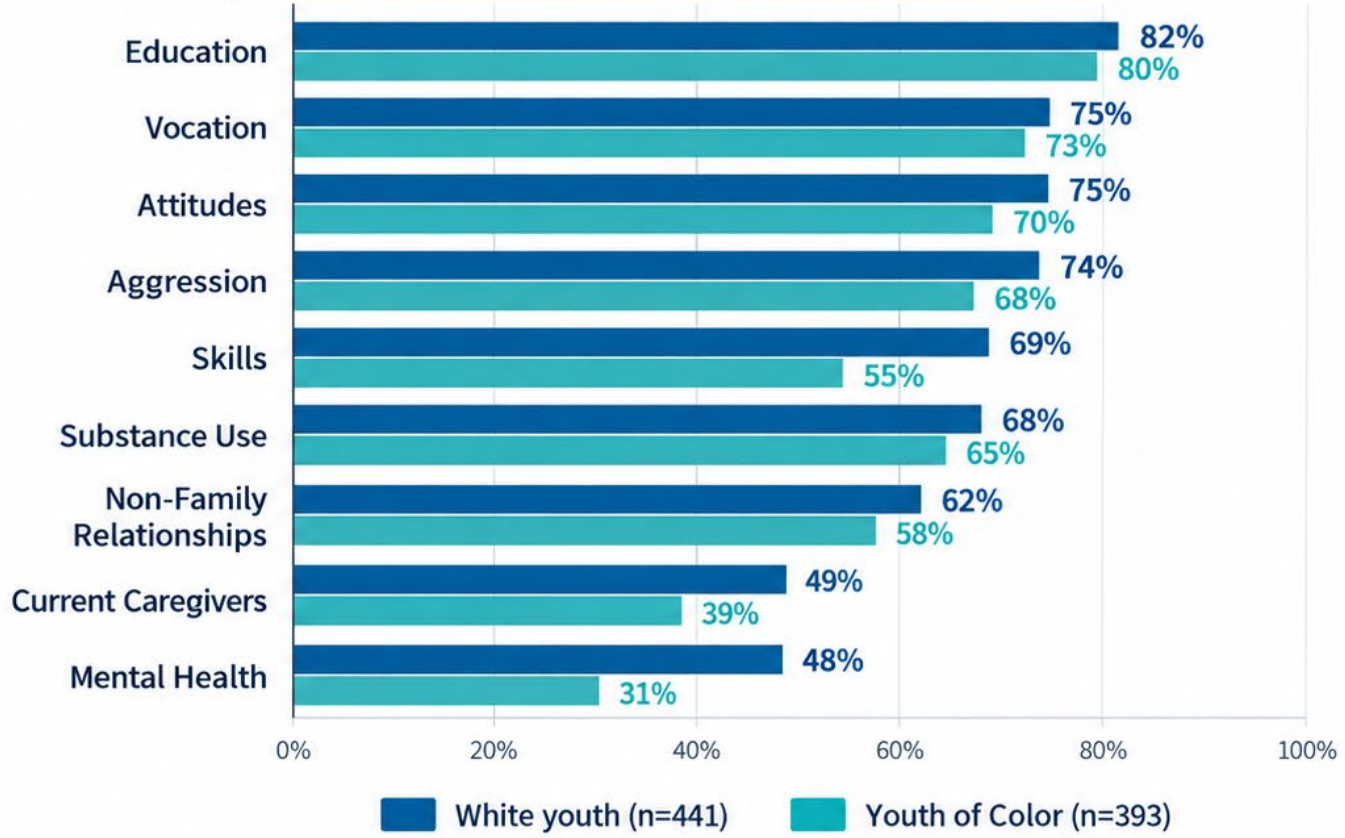
Action Item

Risk & Need Demographic Profiles

RNA 2.0 Assessed Needs by Demographic Group

White youth generally show higher assessed-need rates than youth of color overall, with the largest gaps in mental health, skills, and current caregivers.

Percentage of Youth with Assessed Need by RNA 2.0 Domain



Key Differences

1. **Largest White vs Youth of Color gaps:** Mental Health (48% vs 31%), Skills (69% vs 55%), and Current Caregivers (49% vs 39%).
2. **Native American youth had the highest** rates in several domains, including Aggression (80%), Substance Use (83%), and Vocation (83%).
3. **Other/Unknown youth** had the highest Education need rate (92%).
4. **African American youth** had the lowest rates across many domains, especially Mental Health (28%) and Skills (48%).

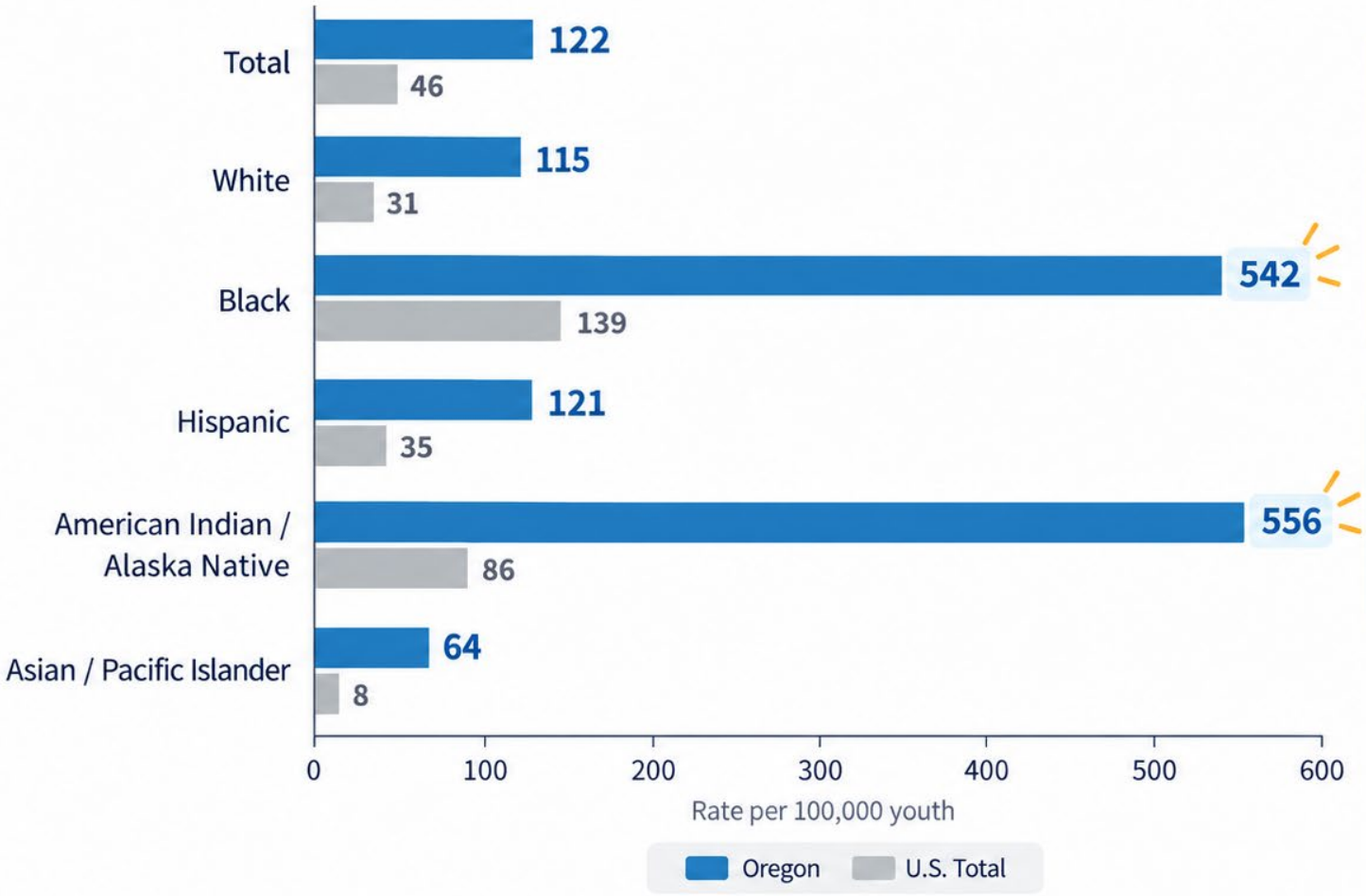
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Action Item

Oregon has the Highest Commitment Rates in the US for Every Demographic Group

Oregon Commitment Rates by Demographic Compared to U.S. Total (2023)

Rates per 100,000 youth in residential placement



Source: OJJDP Statistical Briefing Book, State commitment rates by race/ethnicity, 2023.

1 **Oregon's highest** commitment rates were for American Indian / Alaska Native youth **(556)** and Black youth **(542).**

2 **Oregon's overall rate (122)** was about 2.7 times the U.S. total (46).

The ethnic/racial terms use here are from an outside source and may not align with OYA's language standards.

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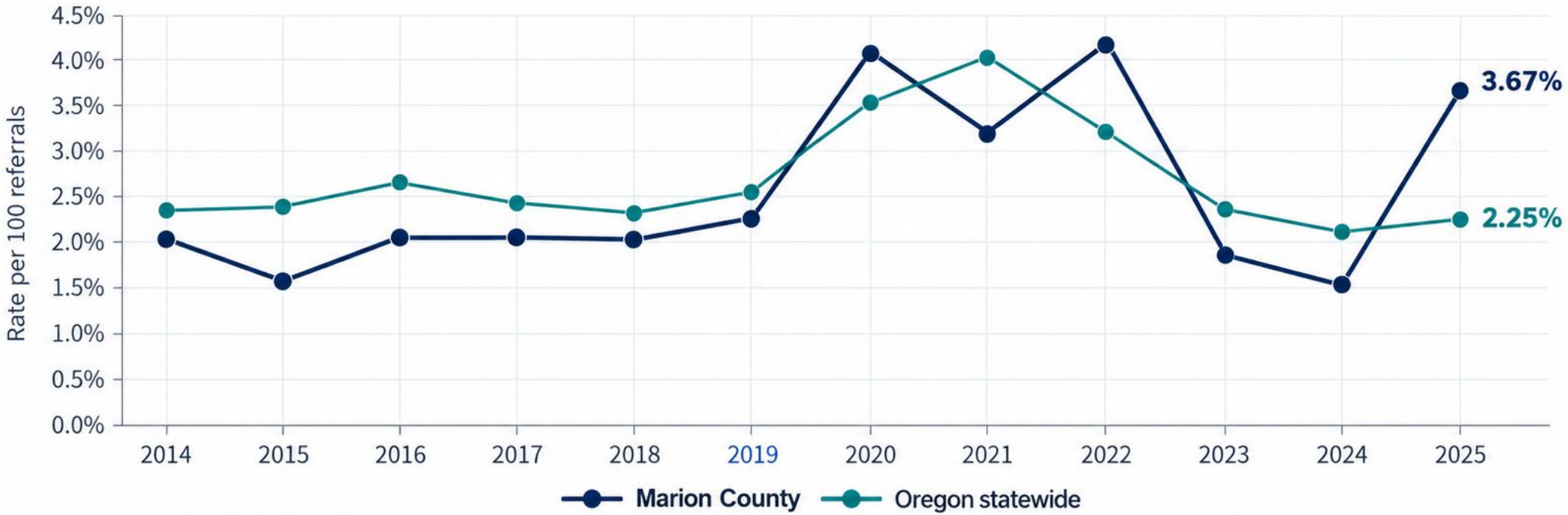
Action Item

Direct Commitments to YCF (Marion County Example)

MARION COUNTY

OYA Close-Custody Commitment Rate Compared with Oregon

Annual rates per 100 criminal referrals, 2014–2025



KEY TAKEAWAYS

1. Marion County's rate was below the statewide rate in most years.
2. Marion exceeded the statewide rate in 2020, 2022, and 2025.
3. In 2025, Marion's rate (3.67%) was 1.43 percentage points above the statewide rate (2.25%).

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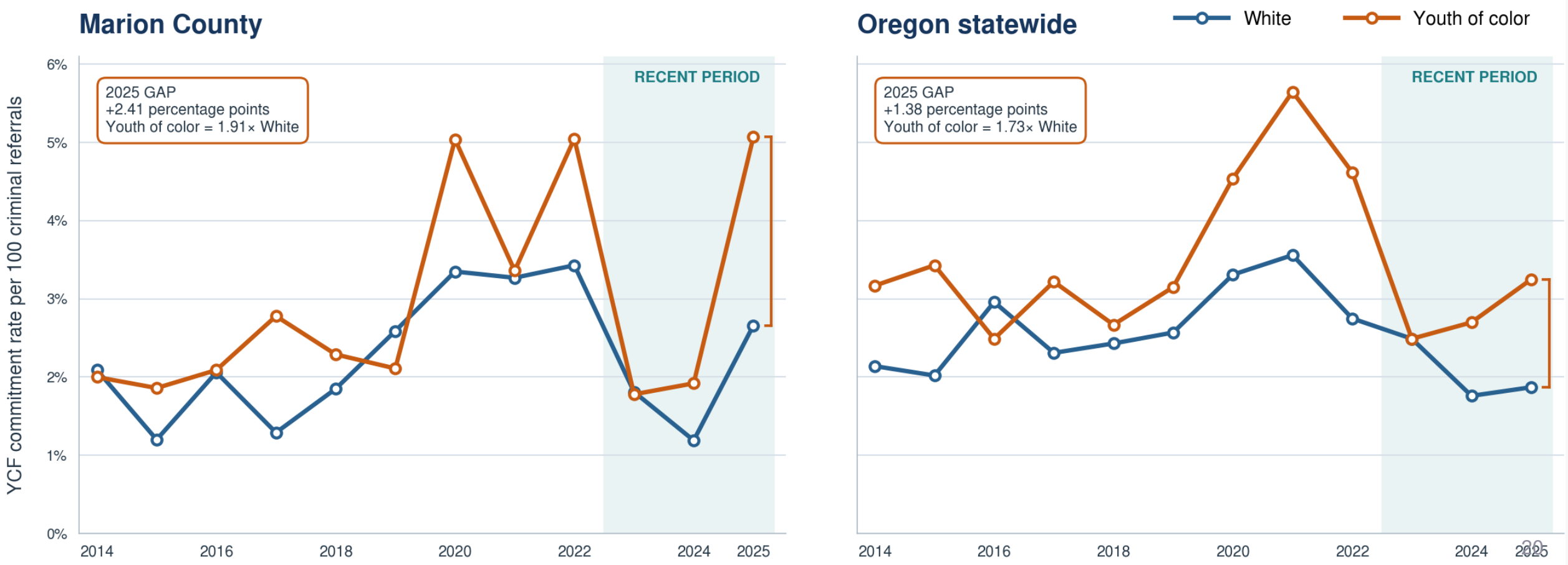
Action Item

Direct Commitment Rates for Youth of Color (Marion County Example)

MARION COUNTY AND OREGON

The Commitment-Rate Gap Has Widened Since 2023

Rates for White youth and youth of color were approximately equal in 2023; by 2025, the rates for youth of color were substantially higher.



Future Metrics & Areas of Collaboration

Upcoming Strategic Plan Requirements



1. Embed DEIB Practices In Agency Operations
2. Build an Inclusive Workplace Culture
3. Integrate Inclusive Communication Practices
4. Workforce Development:
   Employee Hiring, Retention, and Promotions

How can we connect this to the affirmative action plan?

DIVERSITY
EQUITY
INCLUSION

Plan Requirements



REQUIRED FOR ALL AGENCIES (4 TOTAL):

Include the four required strategies listed on the previous slide.



MEDIUM-SIZED AGENCIES:

Must include at least 1 additional strategy from the list below.

ADDITIONAL STRATEGIES TO CHOOSE FROM:

1. Participate in equity-focused staff learning and development
2. Engage in practices that are culturally responsive and trauma-informed
3. Collect and analyze data to identify disparities and evaluate progress toward equity goals
4. Integrate inclusive community engagement practices
5. Implement equitable budgeting, inclusive budget processes, and investments in target communities
6. Advance contract and procurement equity
7. Establish and enforce no-tolerance policies for racism, hate, and discrimination
8. Embed accountability into operations, goals, and reporting

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

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

Tracking Progress Towards Strategic Plan Pillars

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

TBD



Participation in DEI Services



The Need for Culturally Relevant Services & Best Practices

Why Cultural Services Matter

CULTURALLY RESPONSIVE SERVICES

Identity, traditions, language, family and community

WHAT CULTURAL SERVICES CAN STRENGTHEN

- BELONGING AND POSITIVE IDENTITY
- TRUST AND PSYCHOLOGICAL SAFETY
- ENGAGEMENT AND SERVICE FIT
- SKILLS AND REENTRY SUPPORT

WHY THIS MATTERS

Youth are more likely to engage when services feel credible, respectful and relevant.

Rigorous Research in this Area is Still Limited

Evidence supports cultural responsivity. Direct evidence on broad behavioral outcomes and recidivism remains limited

46-STUDY META-ANALYSIS

Rivas-Drake et al., 2014

Positive ethnic-racial identity is associated with healthier adjustment across several domains.

JUVENILE JUSTICE REVIEW

Vergara et al., 2016

Only three rigorous studies tested cultural adaptations. Evidence of an overall advantage was limited.

RANDOMIZED TRIALS

Burrow-Sánchez et al., 2015; DiClemente et al., 2014

Some skills and treatment responses improved. Broader behavioral outcomes were mixed.

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Action Item

Best Practices for Providing Cultural Services in **Non-Secure** Commitment

What the extant literature *and* best-practice guidance consistently support

Family, Kin & Community Connection

Make family and trusted community members active partners in treatment; reduce transportation, scheduling, language, and trust barriers.

Culturally Specific Providers & Mentors

Partner with community organizations, culturally knowledgeable clinicians, mentors, elders, and credible messengers who reflect youths' identities and communities.

Culturally Adapted Treatment

Adapt evidence-based services to language, values, norms, identity, and lived experience while preserving the intervention's core therapeutic elements.

Culture as a Protective Factor

Create routine opportunities for cultural identity, traditional practices, spirituality, storytelling, arts, food, recreation, and community participation.

Individualized Cultural Assessment

Ask youth and families what cultural identities, supports, traditions, language needs, and community connections matter to them; avoid assumptions based on race or ethnicity alone.

Continuity & Accountability

Link residential services to culturally relevant supports after discharge and track access, engagement, satisfaction, and outcomes by race/ethnicity and other relevant groups.

Evidence note: Cultural responsiveness is strongly endorsed in juvenile-justice practice guidance, but rigorous studies isolating the effect of specific cultural adaptations remain limited.

Sources: Vergara et al. (2016); Office of Juvenile Justice and Delinquency Prevention (2018, 2024); Indian Health Service (n.d.); Association on American Indian Affairs (2018).

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Action Item

Best Practices for Providing Cultural Services in **Secure** Commitment

What the extant literature and best-practice guidance consistently support

Family, Kin & Community Connection

Maintain meaningful contact with family, trusted adults, tribes, and community supports through visitation, virtual access, case planning, and transition planning.

Culturally Adapted Treatment

Adapt evidence-based services to youths' language, identity, values, lived experience, and trauma history while preserving core therapeutic elements.

Identity, Spirituality & Traditional Practices

Create routine opportunities for cultural identity development, spiritual practice, traditional healing, storytelling, arts, and culturally meaningful activities when appropriate.

Culturally Knowledgeable Staff & Providers

Use staff, mentors, elders, and community partners with cultural knowledge; train staff in cultural humility, implicit bias, and respectful engagement.

Language Access & Equitable Response

Provide interpretation, translated materials, and communication supports; monitor discipline, restraint, and service access for inequities across youth groups.

Reentry Continuity

Begin reentry planning early and connect youth to culturally relevant services, mentors, and community supports before release and after discharge.

Evidence note: Best-practice support for culturally responsive care in secure settings is strong, but rigorous studies isolating the effects of specific cultural adaptations remain limited.

Selected sources (APA): Badeau, S., & Hudson, T. (2024). Partnering with youth and families: A best practices guide for youth justice stakeholders. Office of Juvenile Justice and Delinquency Prevention; Development Services Group, Inc. (2018). *Family engagement in juvenile* justice. Office of Juvenile Justice and Delinquency Prevention; Vergara, A. T., Kathuria, P., Woodmass, K., Janke, R., & Wells, S. J. (2016). Effectiveness of culturally appropriate adaptations to juvenile justice services. *Journal of Juvenile Justice, 5*(2), 85–103; Indian Health Service. (n.d.). *Youth Regional Treatment Centers.*