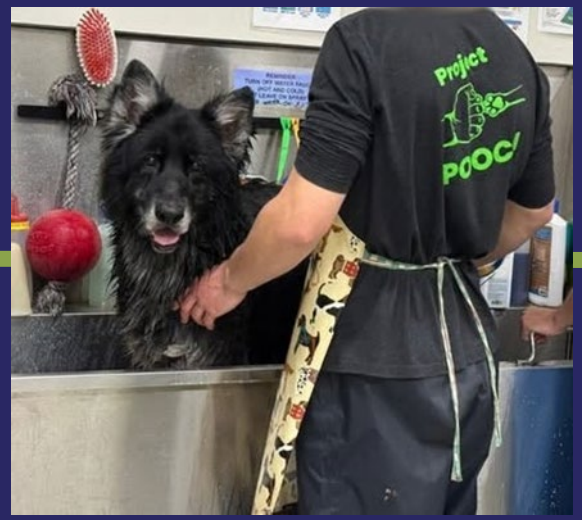






OYA Financial Services

Performance Measures

Stacey Chase, Chief Financial Officer
Jill Reece, Deputy Chief Financial Officer | Susanna Ramus Bare, Procurement Manager

10/14/2026

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

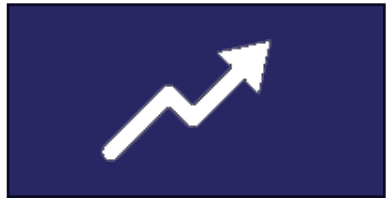
Sharing successes and struggles strengthens our collective effectiveness.



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

What We Do

Financial Services encompasses Accounting, Budget, and Procurement.

ORGANIZATION

Accounting provides accurate, accountable, and responsive financial management to internal and external stakeholders. Services include accounts payable and receivable, inventory and capital asset tracking, management of youth trust accounts and work programs. Additionally, it oversees the agency's capital financing portfolio.

Budget provides financial planning and development, fiscal analysis, spending plan monitoring, and technical support to OYA leadership, managers, and staff in Program Support, Community Services, and Facility Services.

Procurement manages the preparation, issuance, and awarding of contracts to qualified vendors. It aims to enhance purchasing efficiency, ensure compliance with state and federal contracting laws, and prioritize contracts with firms certified by the Certification Office for Business Inclusion and Diversity (COBID).

Definitions

Term	Definition
Agency Transfers	An internal electronic method for paying other State of Oregon agency invoices within the statewide accounting system.
AP	Accounts Payable – the staff in accounting who review and enter invoice data in our accounting system to generate payments to contractors, vendors, employees, and other state agencies.
IT Purchase Order	An Information Technology Purchase Order (IT PO) is a contract between OYA and a Contractor. IT POs are designed for software, hardware, and technology-related purchases. IT POs often require additional state reviews and the negotiation of supplemental license and maintenance terms.
Mass Approvals	Employee timesheets that were submitted but not approved in Workday by an OYA supervisor by the due date are 'mass approved' each month by DAS to ensure employees receive a paycheck.
Medicals	Medicals are a category of invoices processed through a standardized triplicate form, a Medical Voucher (MV). The use of a Medical Voucher helps facilitate the provision of contractual terms to providers as well as the gathering of appropriate approvals and applicable coding for OYA.
Non-IT Purchase Order	A Non-Information Technology Purchase Order (Non-IT PO) is a contract between OYA and a Contractor. Non-IT POs are designed for purchasing goods or other low-risk simple purchases and include standardized language and simplified terms and conditions.
Other Payments	This category of invoices includes all contract payments, utilities, expense vouchers, and other miscellaneous invoices.
Purchase Order	A Purchase Order (PO) is a contract between OYA and a Contractor. The standalone use of the term “PO” or “Purchase Order" refers to both IT POs and Non-IT POs.
Ready to Pay	Invoices received in Accounting contain all applicable and accurate data to immediately process for payment. This means, the invoice has been reviewed by the Contract Administrator and deemed compliant with contract terms, approved by the applicable manager with expenditure authority, and includes applicable budget coding.
Services Purchase Order	A Services Purchase Order (SPO) is a contract between OYA and a Contractor. SPOs are designed for lower-risk standardized/non-customized services not to exceed $250,000.
Travel	Travel Expense Sheet reimbursement claims for expenses incurred while traveling on official state business.

IMPACT

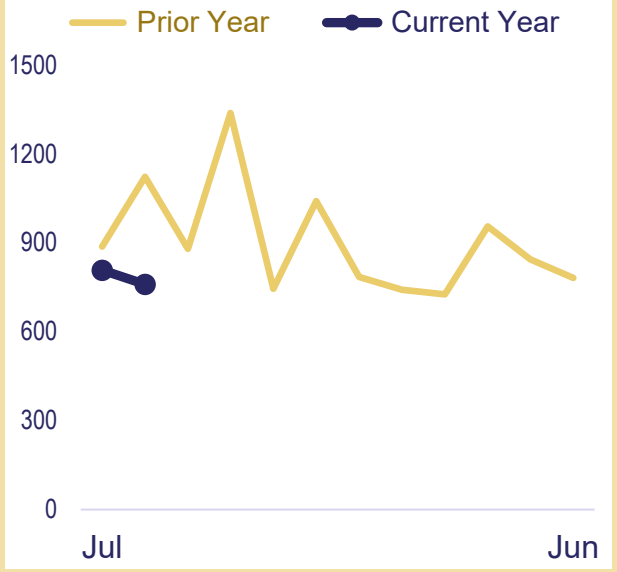
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

Performance Metrics

Financial Services: Accounting

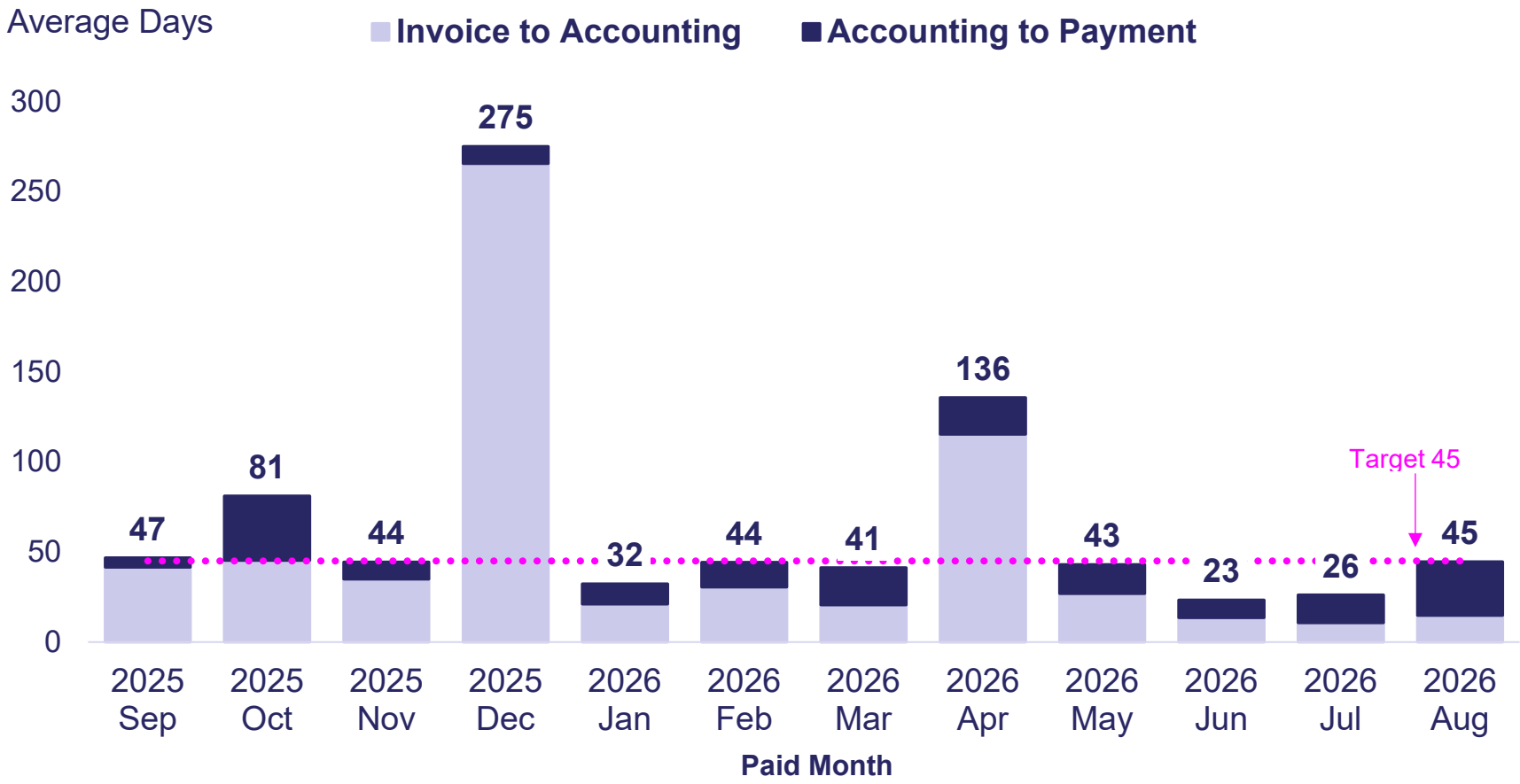
Invoice Payment Timeliness Met the 45-day Target in August

Invoice Volume



	Prior Year	Current Year
Last Month	887	808
This Month	1123	760

In August, the time invoices spent in Accounting increased compared to recent months.



Financial Services:
Accounting

Invoice Payment by Category

Invoices by Category
Current Month

Medicals

Volume (Invoices)	**169**	(22%)
Average Days to Payment	**140**	

Travel

Volume (Invoices)	**68**	(9%)
Average Days to Payment	**7**	

Agency Transfers

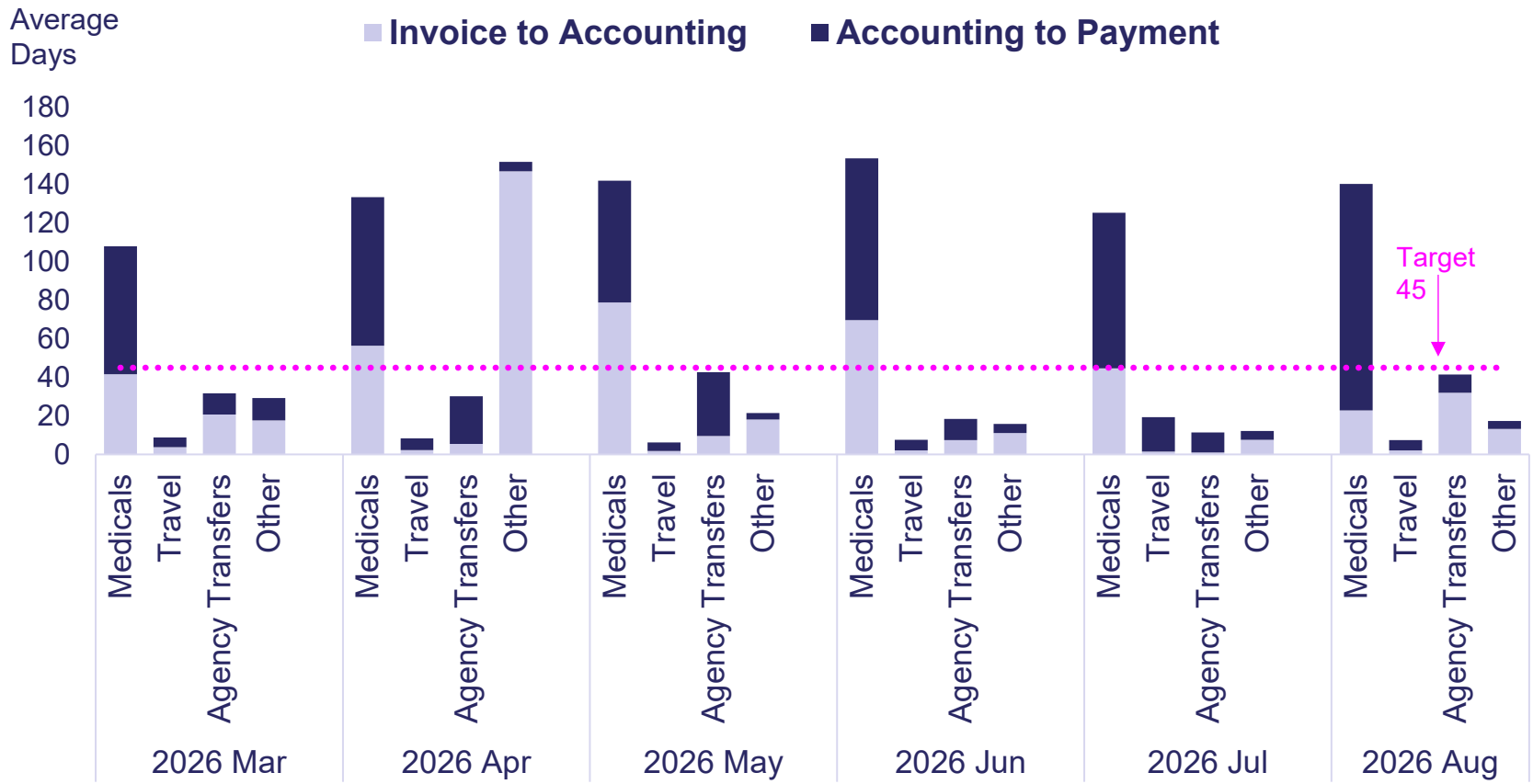
Volume (Invoices)	**22**	(3%)
Average Days to Payment	**41**	

Other

Volume (Invoices)	**501**	(66%)
Average Days to Payment	**17**	

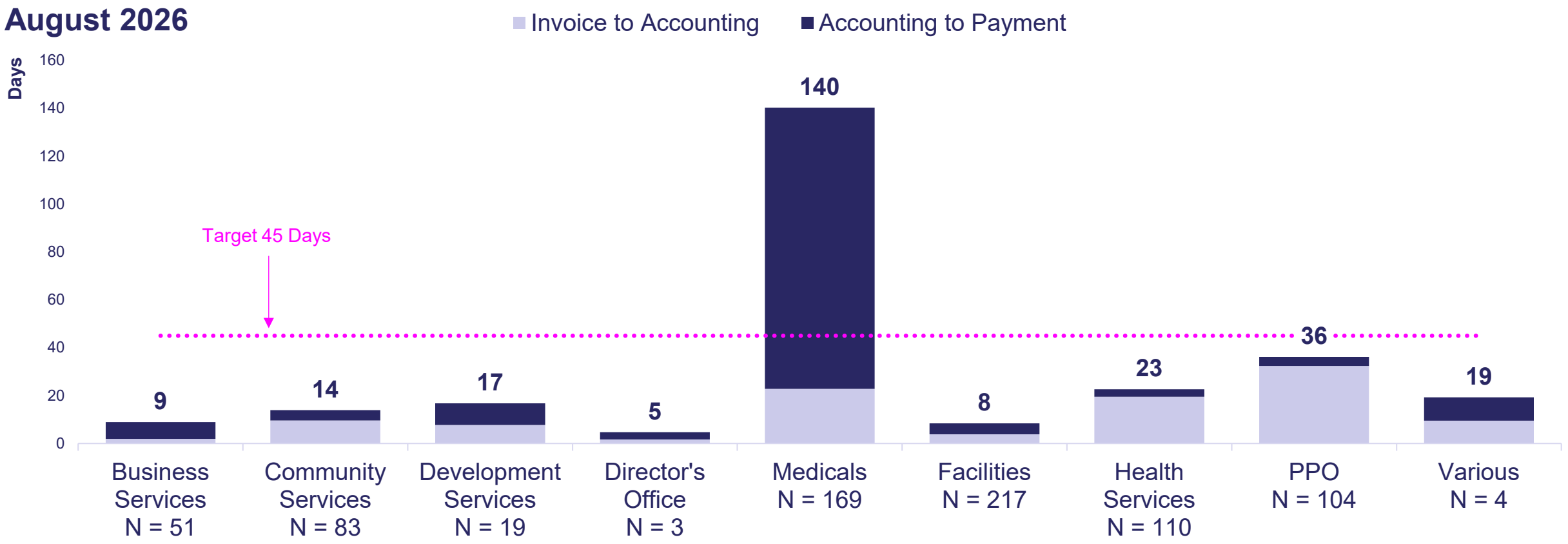
Volume shows number of invoices and percent of total. Days are average calendar days.

Medicals typically require more processing time in Accounting. All other invoice types met the 45-day target this month.



Invoice Payment by Division/Area

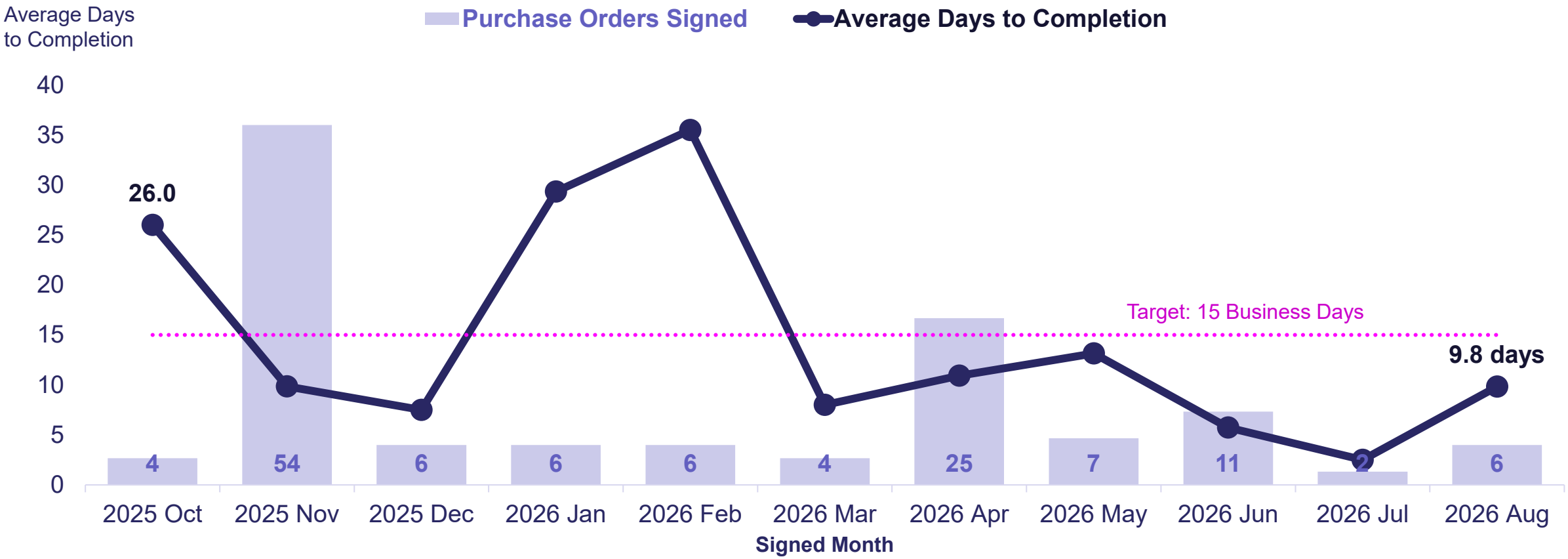
By division/area, payments for Facility Medicals were linked to extended processing times.



Note: N = number of invoices paid

Purchase Order Timeliness

Purchase Order processing times have consistently met the 15-day target since March 2026.

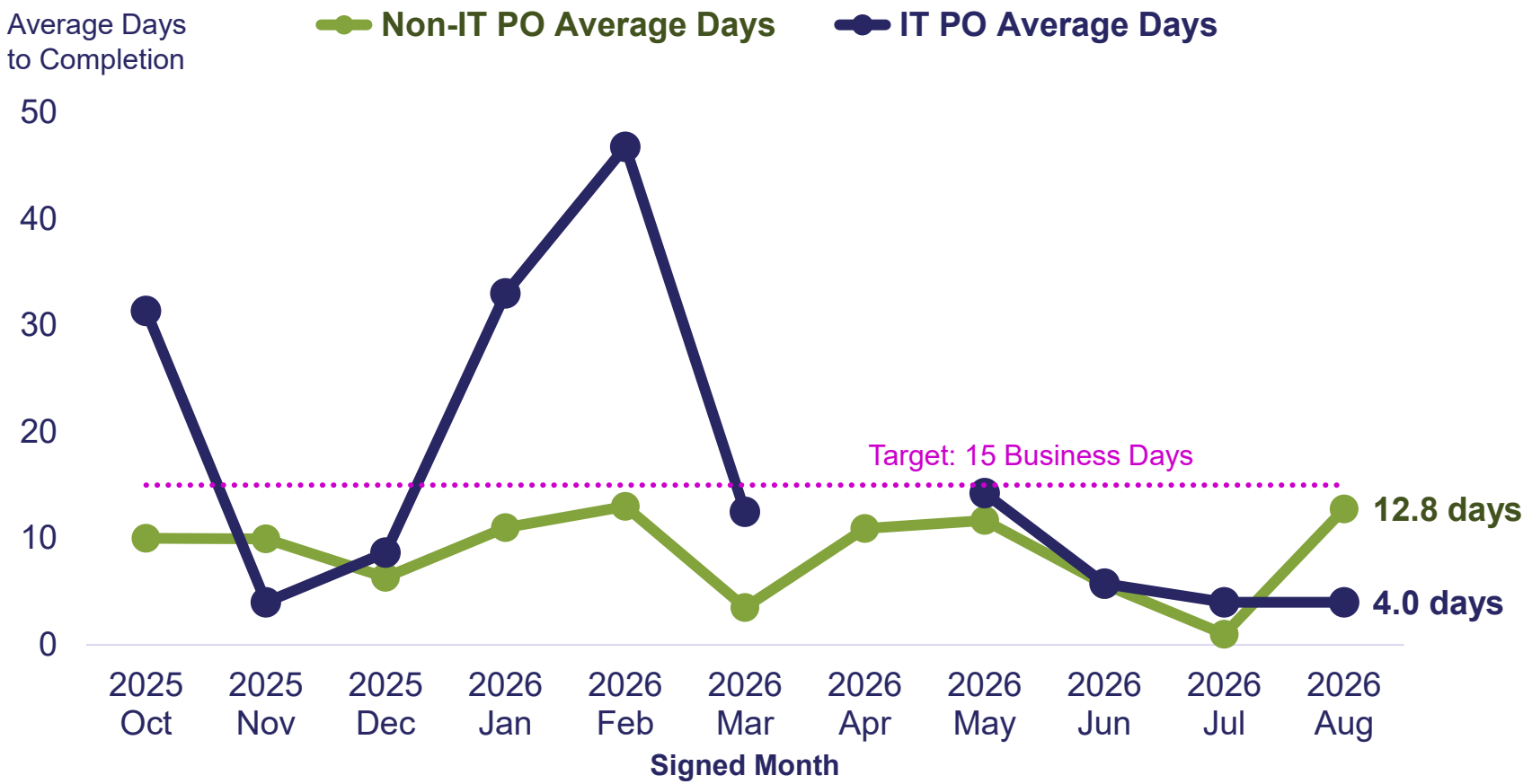


Purchase Order Timeliness by Type

Purchase Order Volume by Type

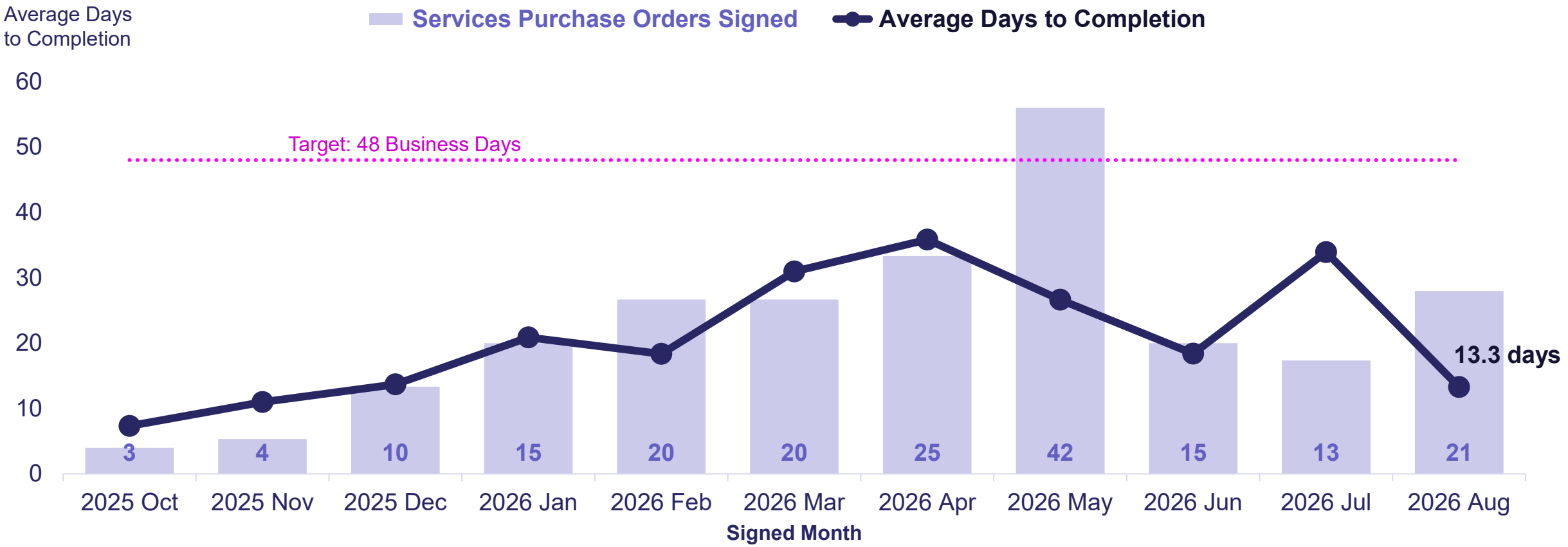
Signed Month	IT POs	Non-IT POs
2025 Oct	3	1
2025 Nov	1	53
2025 Dec	3	3
2026 Jan	5	1
2026 Feb	4	2
2026 Mar	2	2
2026 Apr	0	25
2026 May	4	3
2026 Jun	8	3
2026 Jul	1	1
2026 Aug	2	4

Both IT POs and Non-IT POs met the timeliness target in August.



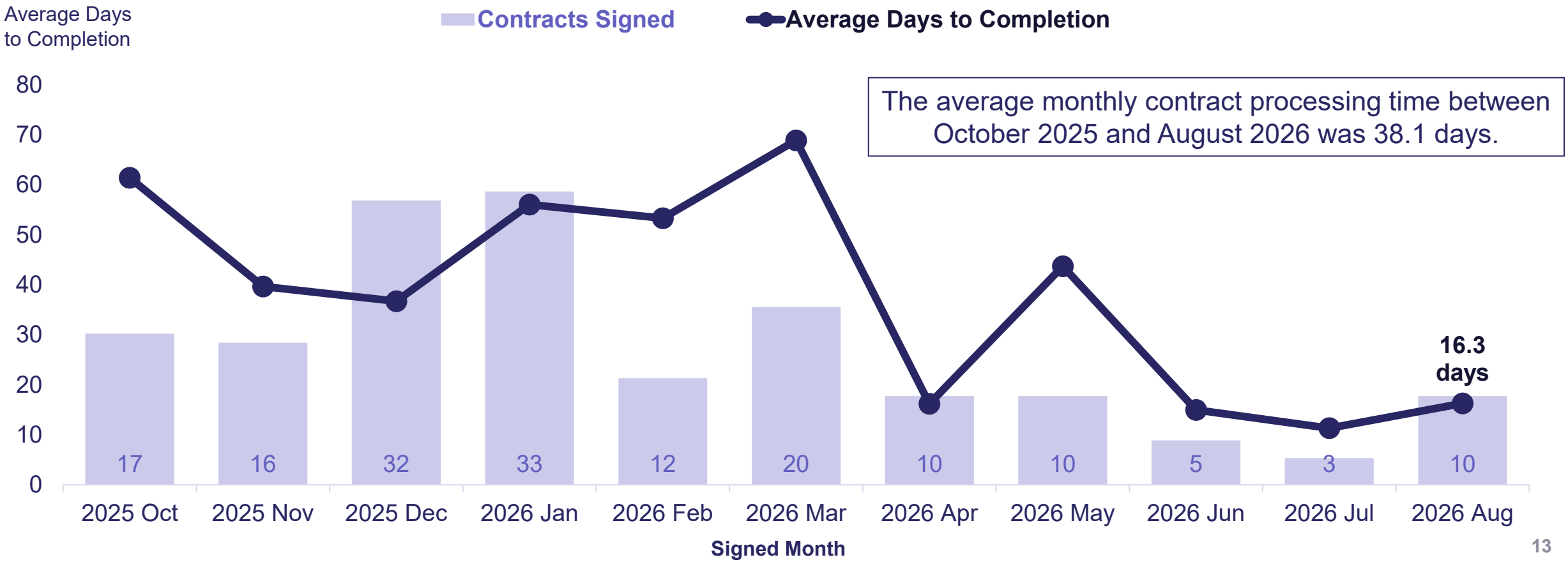
SPO Timeliness

Services Purchase Order (SPO) timeliness consistently outperforms the DAS completion time standard.



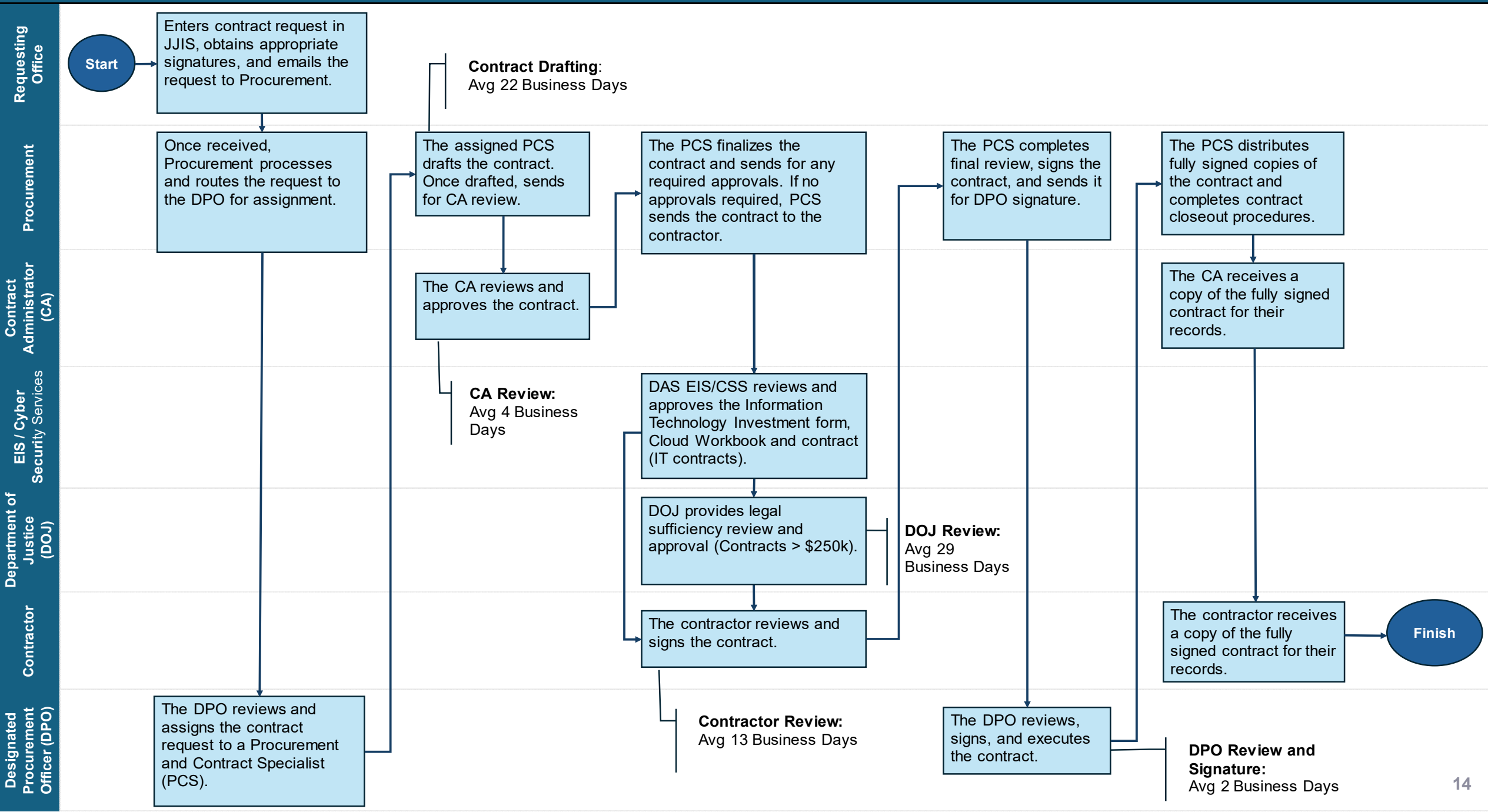
Contract Timeliness

Since April 2026, monthly contract processing times have averaged 20.5 days, compared with 52.7 days between October and March—a substantial improvement in turnaround time. DAS has not established a standard for contract completion.



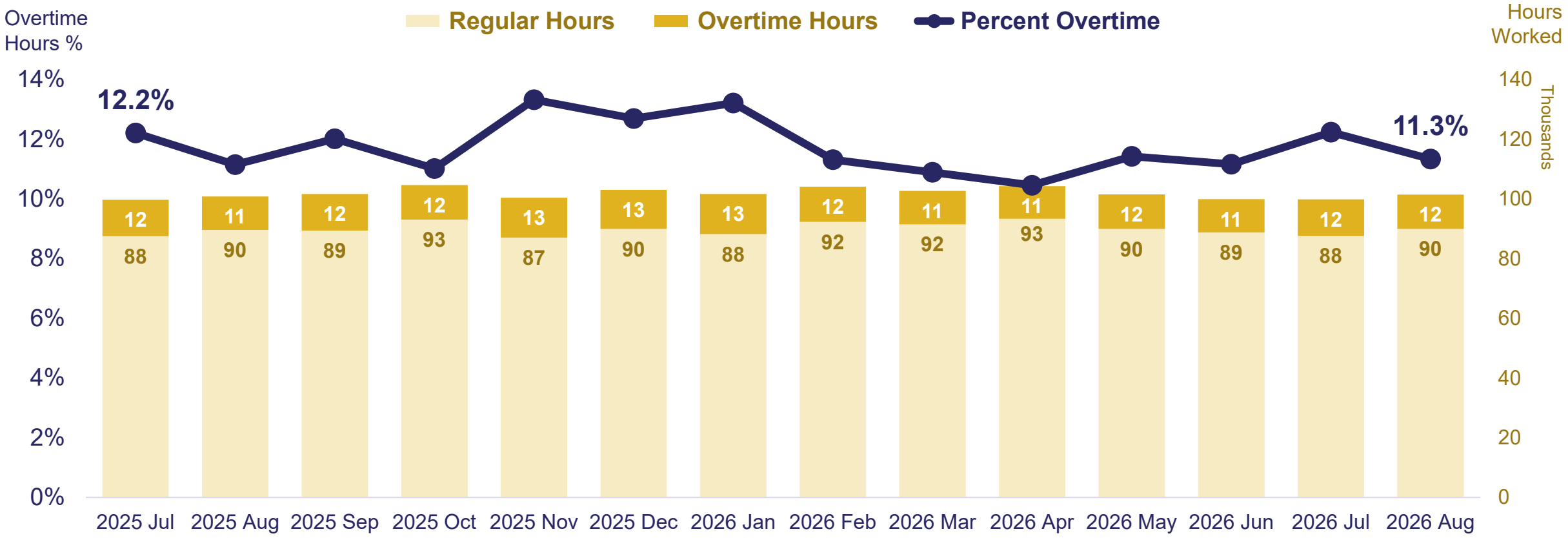
Procurement Contract Process

10/1/2025 - 8/31/2026



RG and OT Hours Worked in Facilities
Current biennium

Overtime has ranged between 10.5% and 13.3% this biennium, with peaks in late fall and winter (October – January).

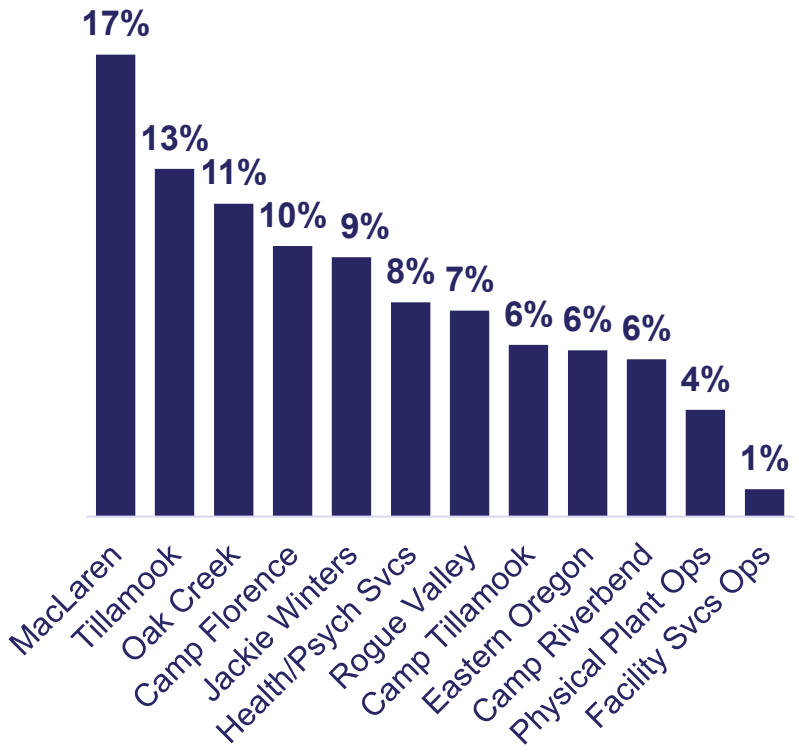


Overtime Hours by Facility Location

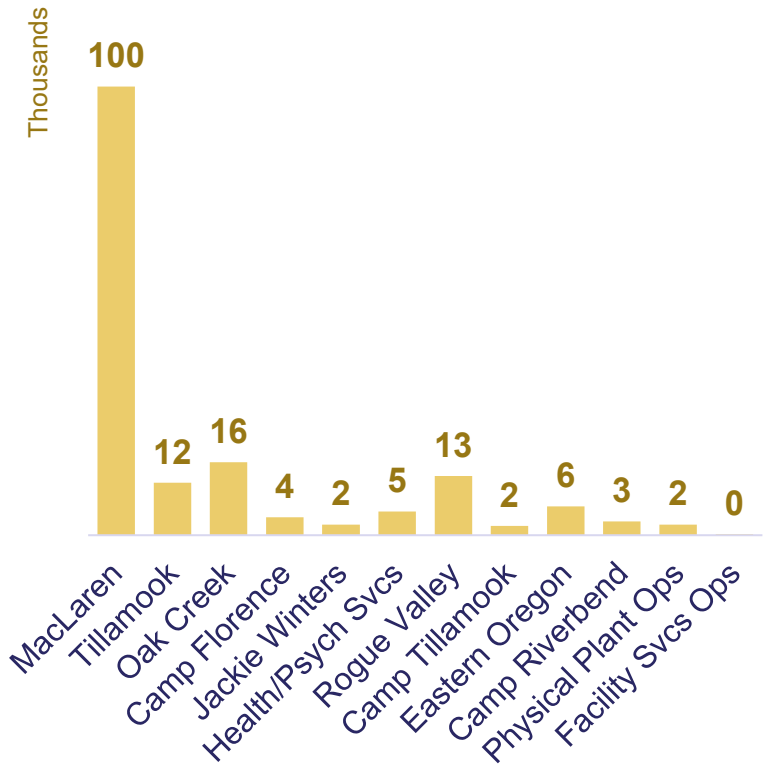
Current Biennium to Date (July 2025 – August 2026)

Overtime hours are at or above 10% at MacLaren, Tillamook, Oak Creek, and Camp Florence this biennium to date.

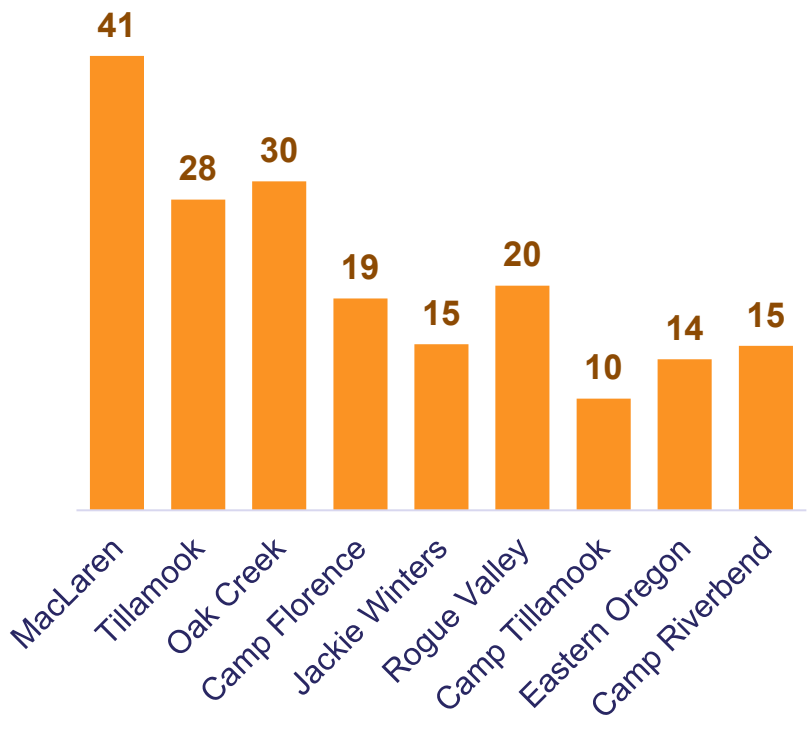
Percentage of Worked Hours paid as Overtime (biennium to date)



Overtime Hours Worked (biennium to date)



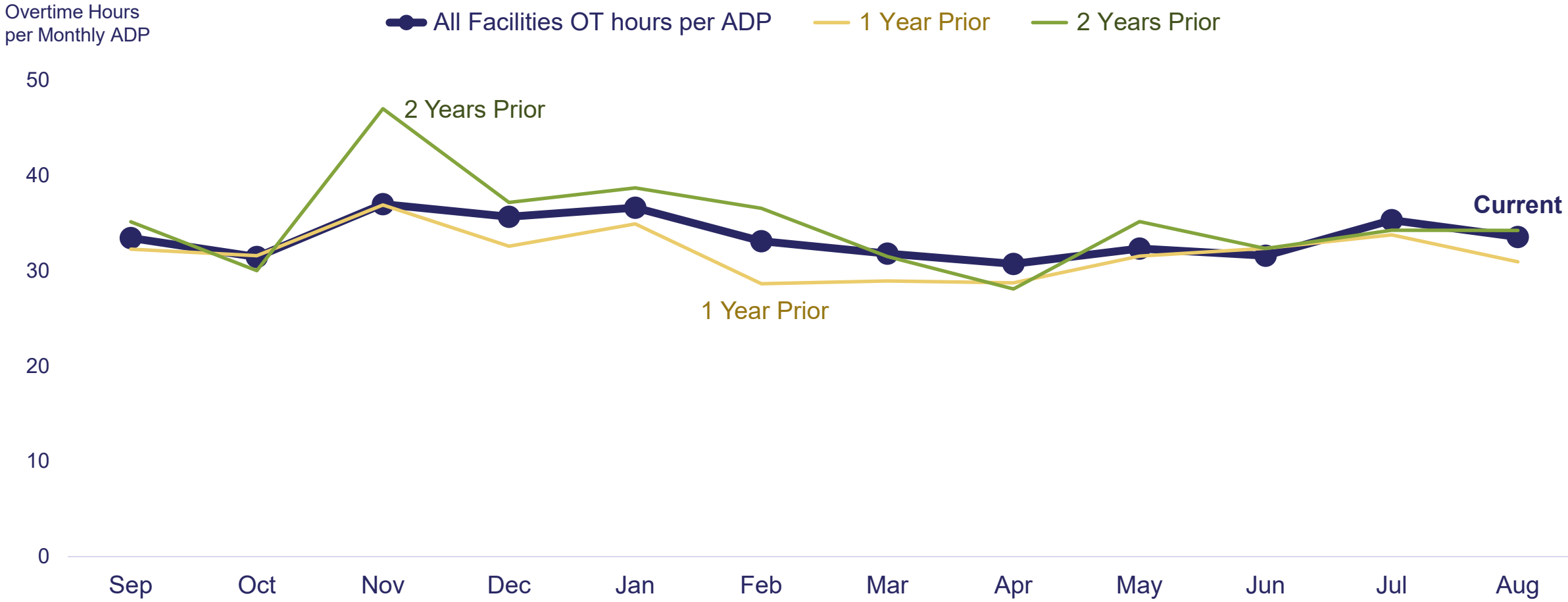
Monthly Overtime Hours per Budgeted Bed (biennium to date)



Overtime Hours

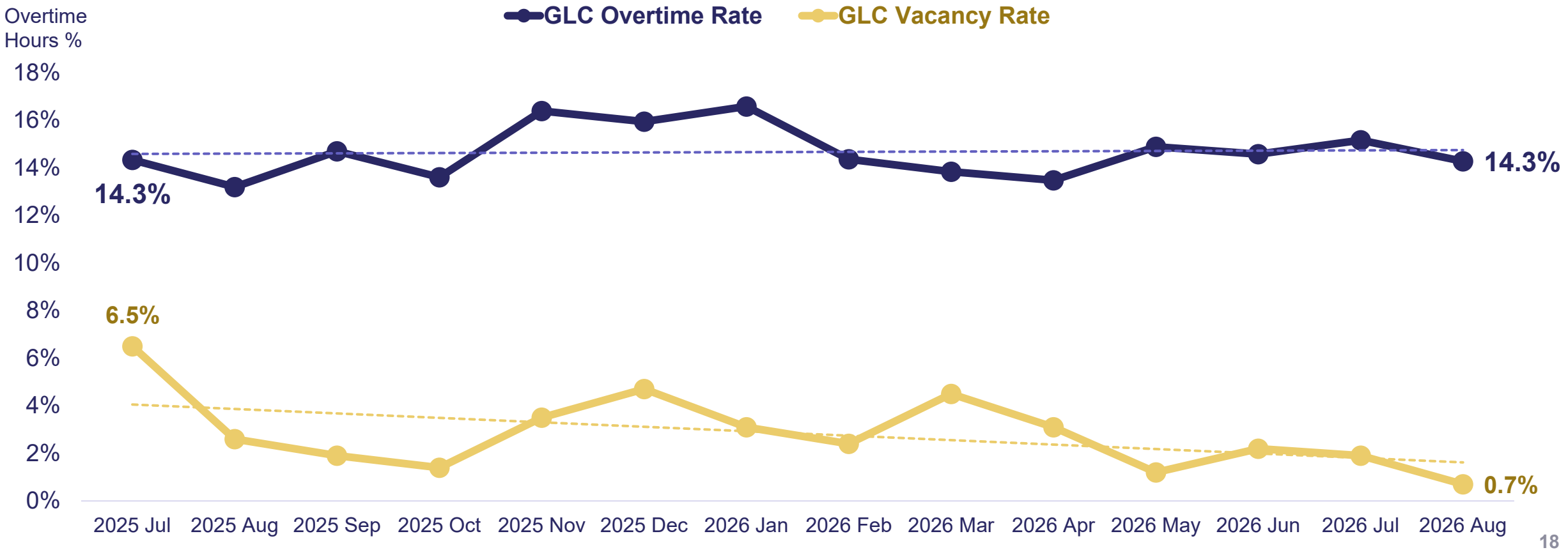
Per Average Daily Population Year-Over-Year

This chart compares overtime usage by average daily bed population over three years. ADP accounts for changes in youth populations.



GLC Overtime and Vacancy Rates
Current Biennium

GLC vacancies are trending downward, while GLC overtime usage remains essentially flat. Both metrics experienced a temporary, possibly seasonal, rise from November 2025 through January 2026.

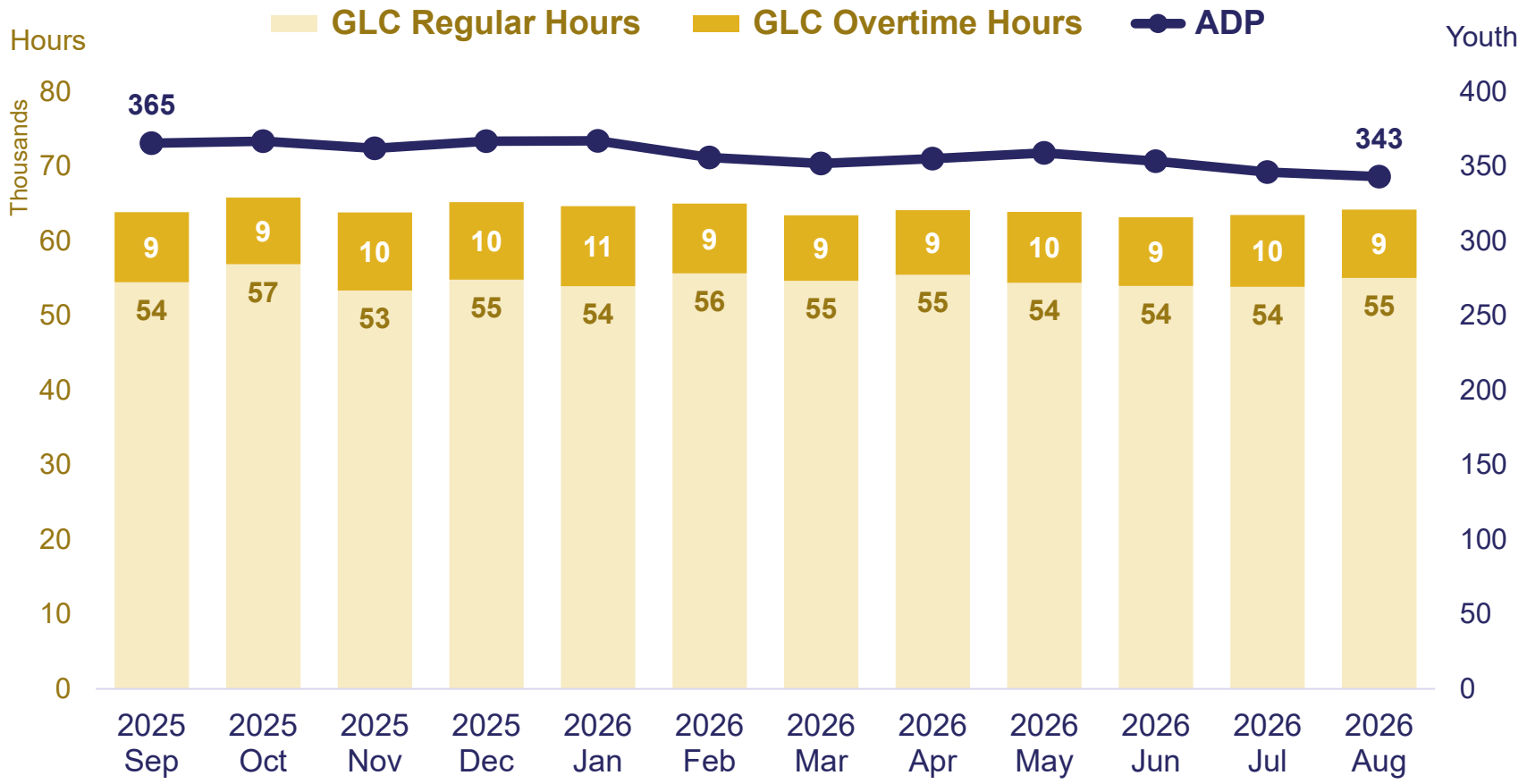


GLC Worked Hours

GLC Worked Hours and ADP by Month

Month	RG + OT Hours	ADP
2025 Sep	63,812	365
2025 Oct	65,787	367
2025 Nov	63,797	362
2025 Dec	65,161	367
2026 Jan	64,638	367
2026 Feb	64,961	356
2026 Mar	63,402	352
2026 Apr	64,077	355
2026 May	63,868	359
2026 Jun	63,128	353
2026 Jul	63,442	346
2026 Aug	64,163	343

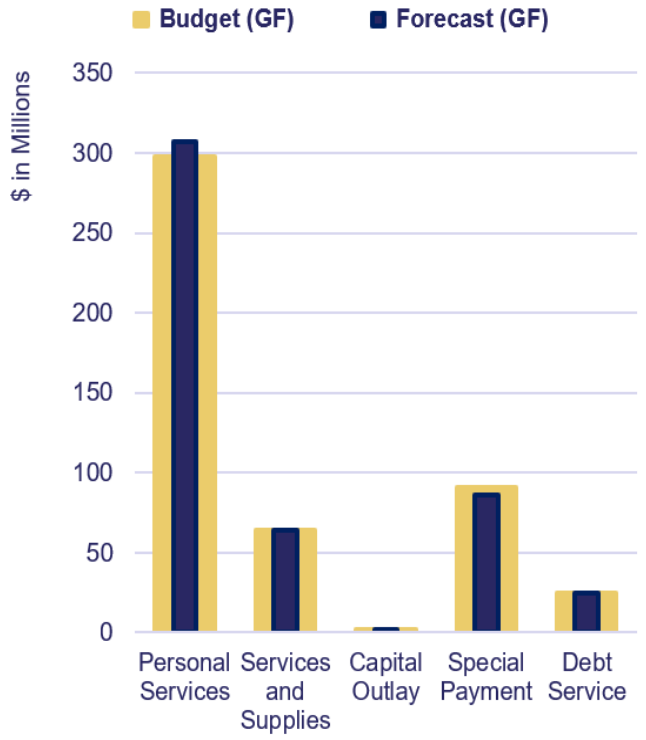
GLC worked hours were generally stable over the year even as ADP declined. Overtime peaked from November – January.



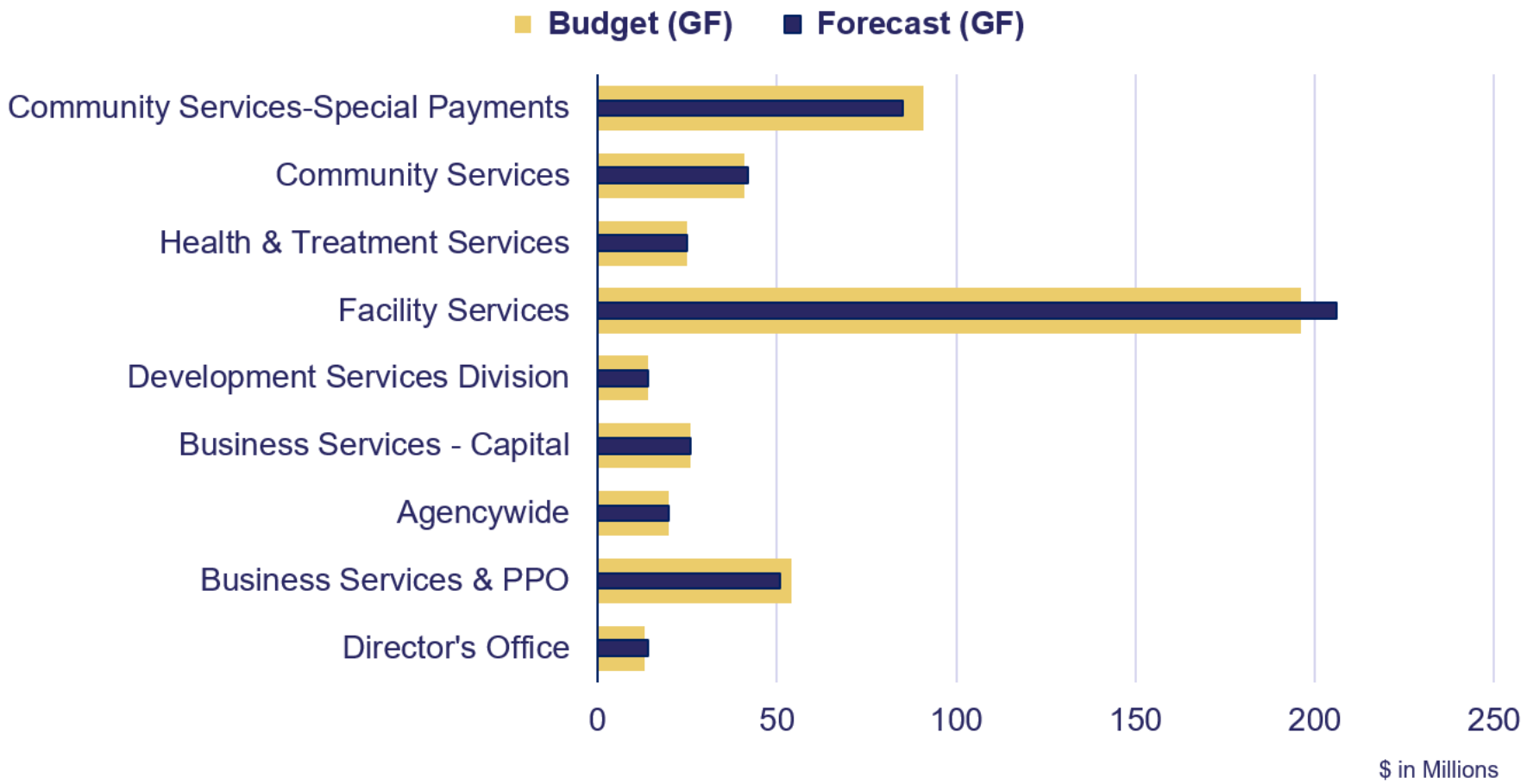
Projected Spending vs LAB

Actuals through August 2026 Fiscal Month Close

Projected Spend to LAB By Category



Four of nine program areas are forecast to spend above budget.



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?

Question 4:
In the last 7 days, I have received recognition or praise for doing good work
Question 12:
This last year, I have had opportunities at work to learn and grow.

Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

Help us improve

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

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