



OYA Office of Inclusion and Intercultural Relations

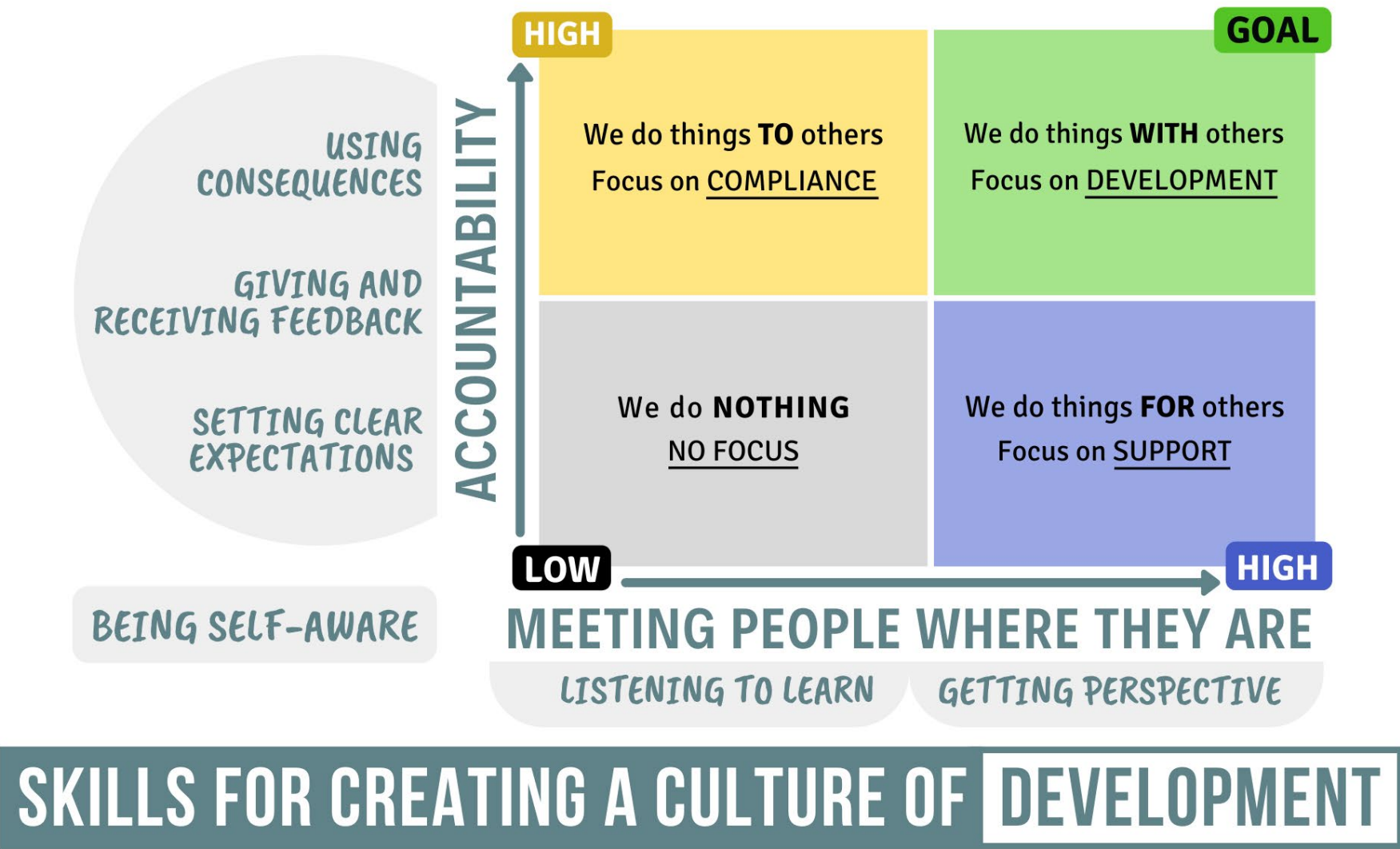
OIRR – Performance Measures

Griselda Solano-Salinas, OIRR Director
Ardell Bailey, Operations and Family Services Manager

8/13/2026



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
Cultural Services Questionnaire (CSQ)	The purpose of this two-part questionnaire is to work with youth and to identify any cultural needs or services they are interested in learning about or participating in. Part 1 is to be completed within 14 days of the youth entering an intake unit and helps identify personal cultural needs (e.g., diet restrictions, hygiene products, and interest in cultural services). Part 2, the follow-up, is to be completed within 45 days after part 1 CSQ and helps youth better understand OIIR services and identify services of interest.
Race	Refers to groups sharing physical characteristics such as skin color, hair type, and facial features; often associated with biological attributes
Ethnicity	Refers to cultural characteristics, including language, religion, and traditions; often linked to social and culture factors
Office of Minority Services (OMS)	Previous name of OIIR team, transition made about 10 years ago
AANHPI	Asian American, Native Hawaiian, Pacific Islander
SOGIE	Sexual Orientation, Gender Identity, and Expression
Multidisciplinary Team (MDT)	Case planning meeting with youth and care team (e.g., family, school, OIIR, QMHPs, case coordinator)
Average Daily Population (ADP)	The average number of youth in a facility, or across all facilities, on a given day during a specified reporting period
Non-OIIR Staff	Staff who have been trained by OIIR to administer culturally related programming



What We Do

OIIR Mission

To support the growth and development of youth through culturally responsive services and advocacy.

OIIR Vision

Youth will leave OYA with a greater cultural understanding of themselves and others to positively contribute to their communities.



Desired Outcome of OIIR Services and Support

OIIR's desired outcome is to provide supportive, culturally responsive and inclusive environments and services for youth, families and staff. This includes increasing youth positive connection with culture, providing diverse cultural experiences, increasing youth positive self-identity, improve educational, vocational and treatment outcomes for youth from marginalized populations, and supporting the agency's efforts to increase the diversity of its workforce.



OIIR Guiding Principles

- Providing clear, consistent, equitable, easily accessible, culturally relevant services
- Developing mutual trust and respect
- Having open communication, even when it's difficult
- Comprehensive collaboration with all our partners
- Accurate and consistent documentation to monitor service delivery and outcomes



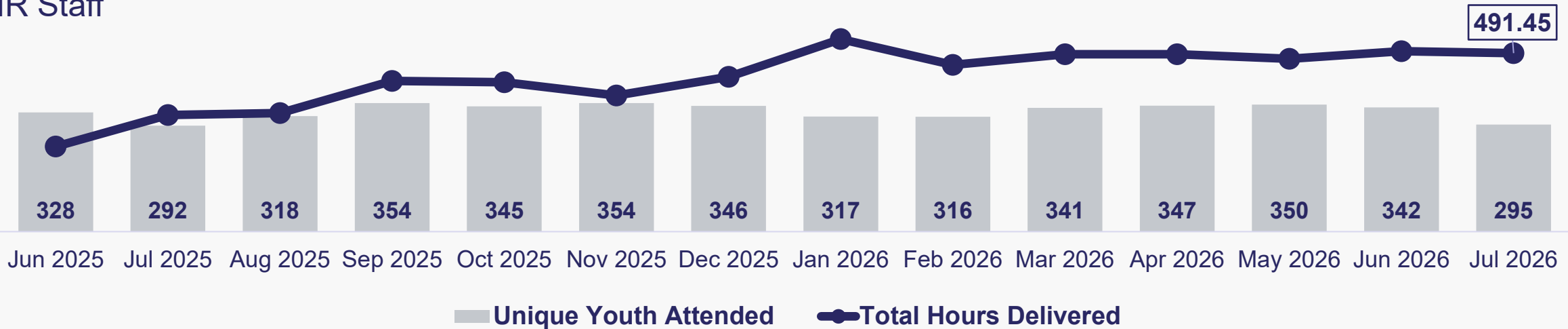
OIIR Service Examples

- Cultural activities, events and celebrations
- Statewide coordination of cultural services
- Tattoo removal
- Facility support
- Cross-cultural communication training
- Advisory committees

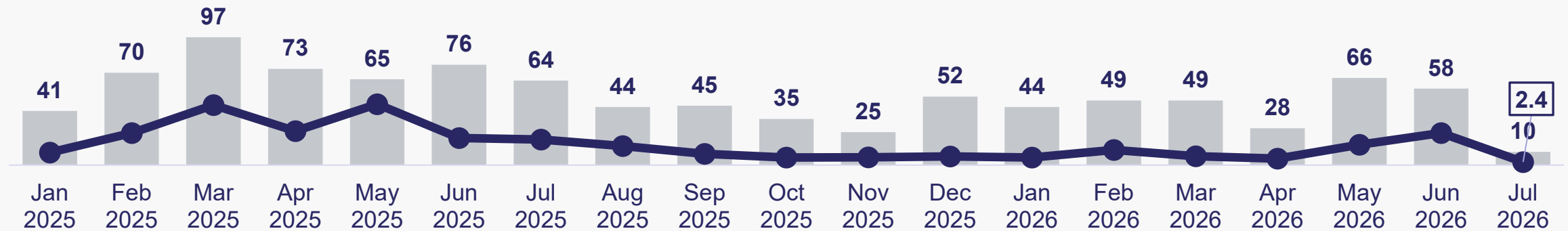


Approximately 10 session hours were delivered by trained non-OIIR staff in July 2026

OIIR Staff



Non-OIIR Staff



Note: Session hours are a proxy for staff-level hours: the total duration of unique sessions delivered by staff.



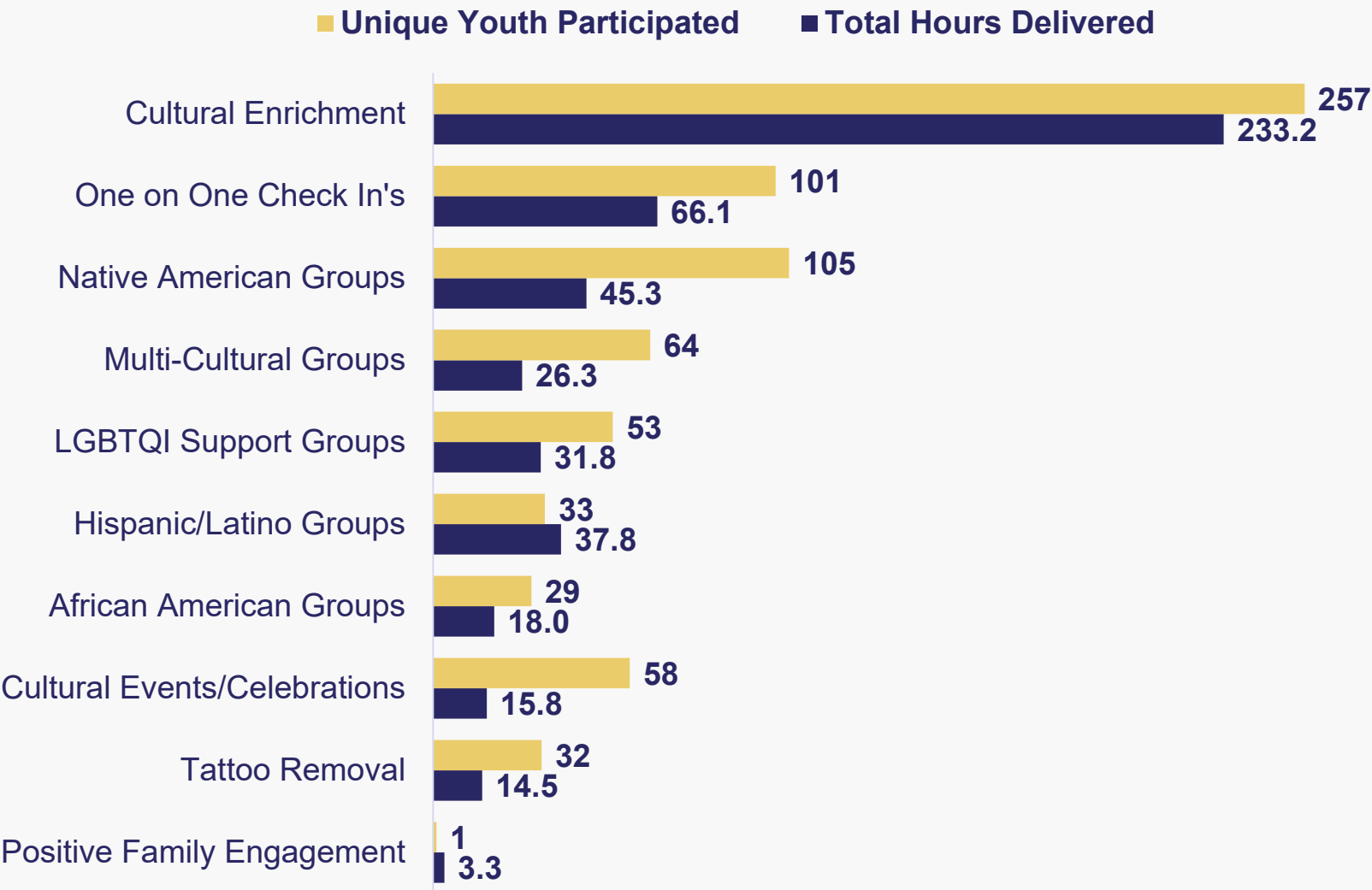
Of the total OIIR session hours in July 2026,
99.6% were administered by **OIIR staff**

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





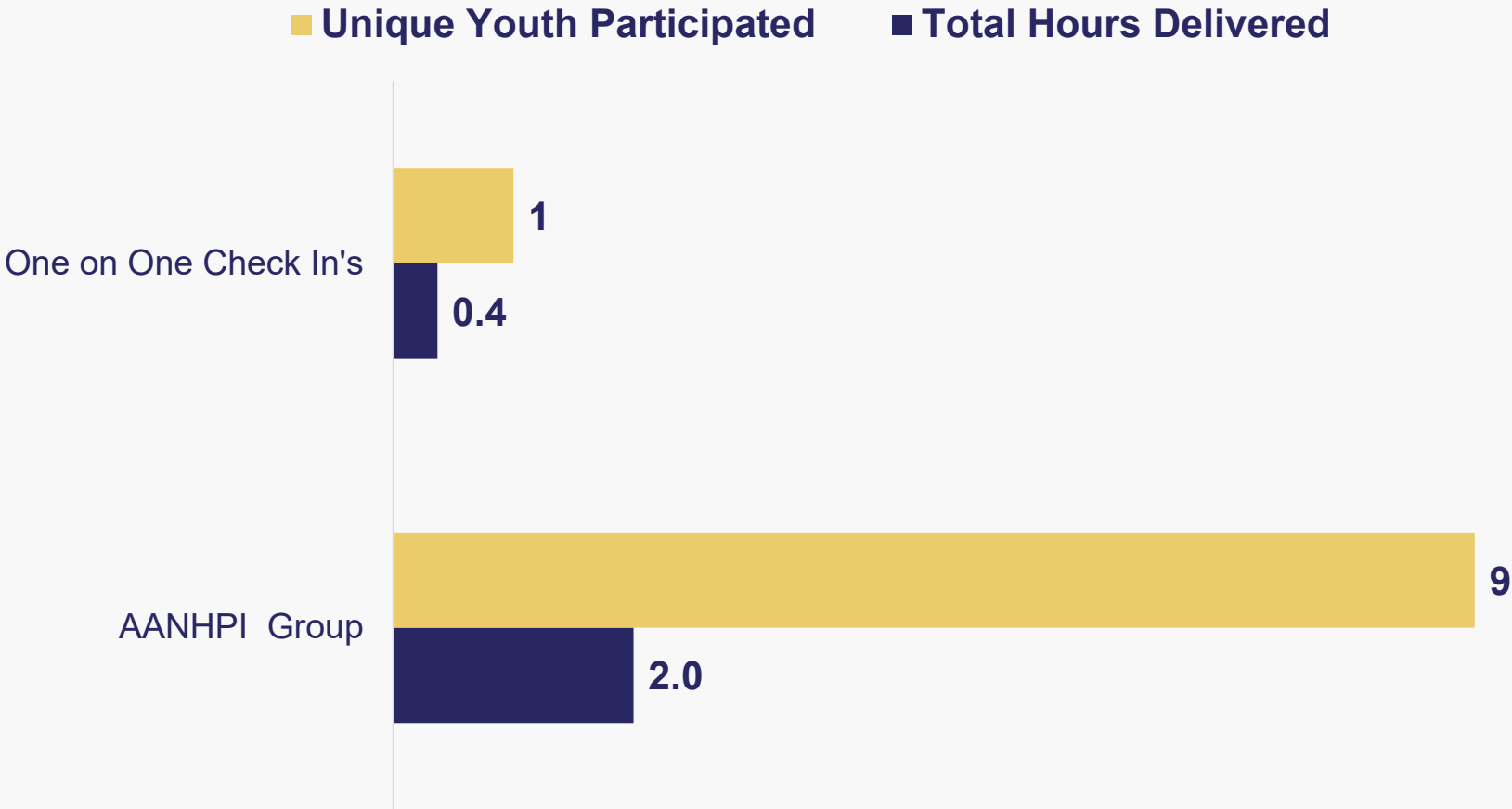
Of total OIIR session hours in July 2026, only .5% were administered by **Non-OIIR staff**

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

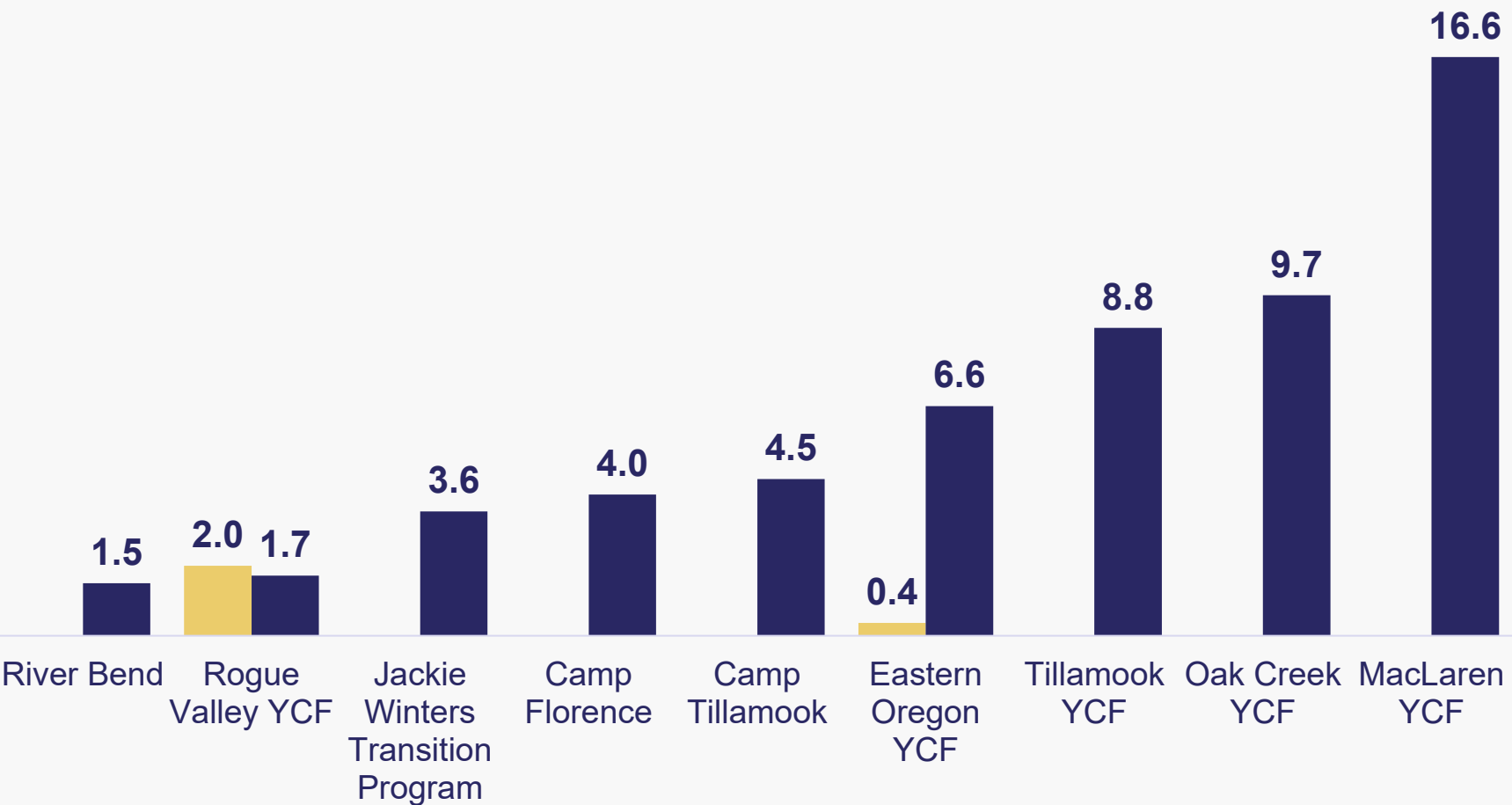




OIIR PYE Hours by Facility by Unique Youth (Total Youth Hours/Youth Who Received OIIR Services)

Average OIIR hours per youth during July 2026

■ Non-OIIR Staff ■ OIIR Staff



July 2026 – OIIR Staff

Facility	Unique Youth ¹	Total Youth	Percent Served*
Camp Tillamook	18	18	100%
Eastern	31	31	100%
Tillamook YCF	34	34	100%
MacLaren YCF	170	174	98%
Oak Creek YCF	40	42	95%
JWTP	9	10	90%
Camp Florence	12	15	80%
Rogue Valley	12	65	18%
River Bend	1	18	6%

¹ Unique Youth = youth who received OIIR services during month
*Percent served = total unique youth who received at least one OIIR service divided by total unique youth that spent any time at facility during month



Language Audit Progress Monitoring

Current Language Resources: English2Spanish, Oregon Certified Interpreters Network, Inc., Language Link, and Linguava

Recommendation 8

Ensure information is captured about language needs and interpreter usage for people in custody, and their families when required, in a way that allows staff to find the information, including mandatory fields for LEP status, languages spoken or signed, and the preferred language for written communication.

Updates

- Draft of questionnaire
- Workgroup meeting
- Implementation Process and Plan

Target Completion Date: December 2026

Recommendation 9

Use data about current and changing language access needs, resource allocation, and compliance with relevant requirements to make system-wide improvements.

Updates

- Interpretation request forms
- Collaboration with IS
- Professional Interpreters, Inc. mobile application



Family Engagement through an OIIR Lens

- Title change for Ardell
- OIIR support
- Phone calls
- Interpretation
- Supporting living units when needed on special visits
- Family advisory
- Youth progress review participation
- Celebration and events



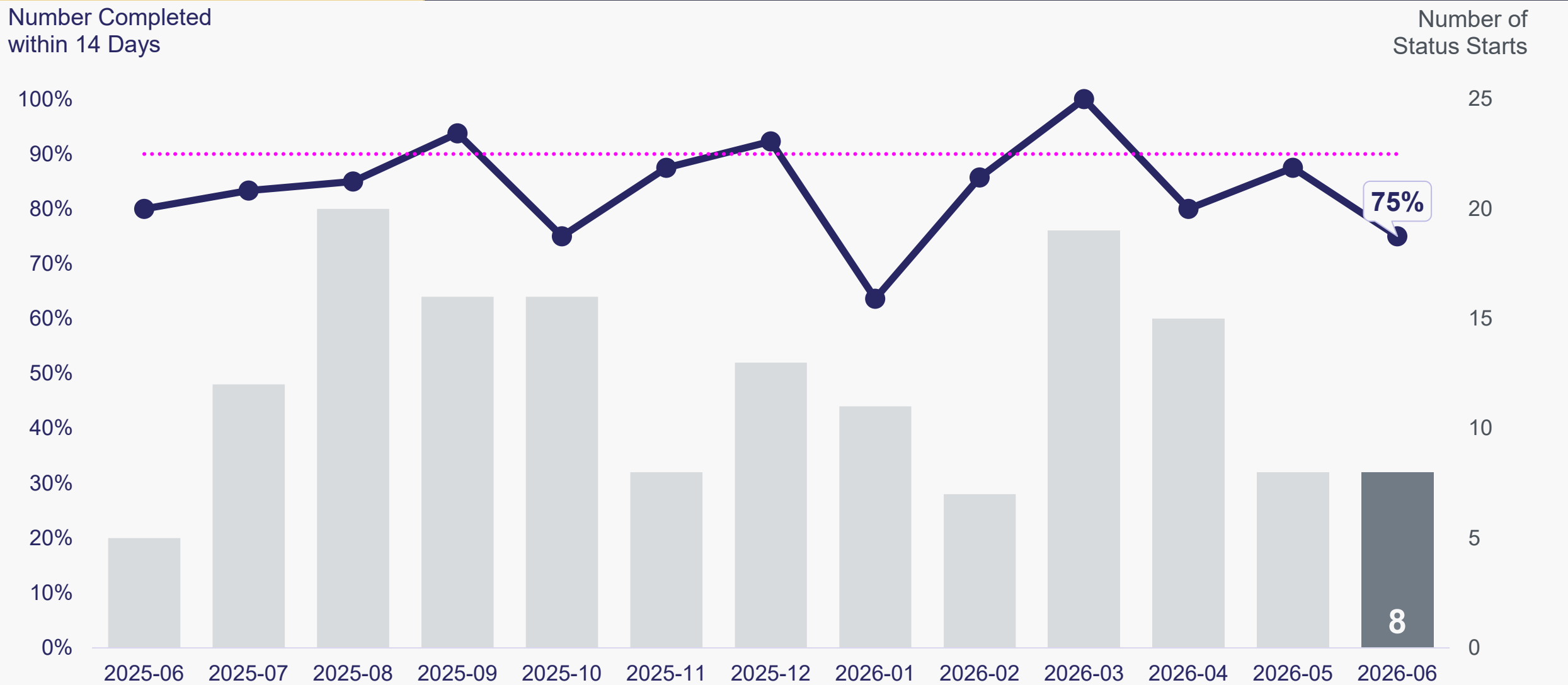
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics



75% of CSQs* were completed within 14 days of status start date



*CSQ refers to the Cultural Services Questionnaire administered by OIIR staff



Follow-up CSQ Timeliness





Services Requested – Services Received





Volunteers (contact within last 2 weeks):

- Oregon Family Support Network
- Anahuac
- Capaces
- Faith Hope and Charities
- Keys Beats and Bars
- The 9 Tribes of Oregon
- NARA Northwest
- Medical Doctors for Tattoo Removal
- Goodwill Industries
- Inside Alliance
- Bridgeworks Oregon

Contracted:

- IRCO – contracted language services
- TransPerfect (in-person)
- Language Link (Telephonic)
- English 2 Spanish (E2S)
- OCIN – certified interpreters' network (in person)
- Linguava (language interpretation)

Government-to-Government relations:

- Refugee and immigrant organizations (IRCO and AYCO)
- Consulates and Embassies (Mexico, Romania, Honduras, El Salvador, Guatemala, and various others as needed)
- Tribal (notify tribes when youth is in close custody)



Areas for Growth and Improvement

Updates since last IMPACT meeting:

- **Improvement efforts in service delivery**
- **Data collection and documentation improvement**
- **Potential future measures**



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



Supplemental Slides



Ardell Bailey
OIIR Manager/Operations
and Family Engagement
Coordinator



Shannon Myrick
Development Services
Assistant Director



Griselda Solano Salinas
OIIR Director



Ferni Pantoja Torres
Office Specialist II

Filled August 2026

Statewide Multicultural Program Coordinators

Vacant
Statewide African
American Black Program
Coordinator

Jacqueline (Jackie) Aguirre
Statewide SOGIE
Program Coordinator



Javier Meza-Perfecto
Statewide Tattoo Removal
Program Coordinator

Paola Sumoza-Maciel
Statewide Hispanic
Program Coordinator



Multicultural Services Coordinators



(Sir) Roderick Edwards
Multicultural Services
Coordinator
(African American
Services)

Paulo Futi
Multicultural Services
Coordinator
(AANHPI Services)



Derwin Decker
Multicultural Services
Coordinator
(Native American Services)



Eva Torres
Multicultural Services
Coordinator



Ramon Diaz
Multicultural Services
Coordinator
(Hispanic/Latino/a/x Services)

Bridgette Johnson
Multicultural Services
Coordinator



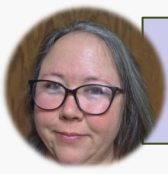
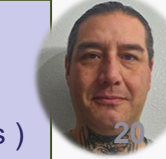
Aaron Kincy
Multicultural Services
Coordinator



Ian Rigterink
Multicultural Services
Coordinator



Brent York
Multicultural Services
Coordinator
(Native American Services)



Sarah Ruggles
Multicultural Services
Coordinator

Carrie Fuller
Multicultural Services
Coordinator





Advisory Groups

Monthly Meetings	Quarterly Meetings
African American Black Advisory Committee	Hispanic/Latino Advisory Committee
SOGIE Advisory Committee	LGBTQI Advisory Committee
Family Advisory Council	Native American Advisory Committee

Committee Membership

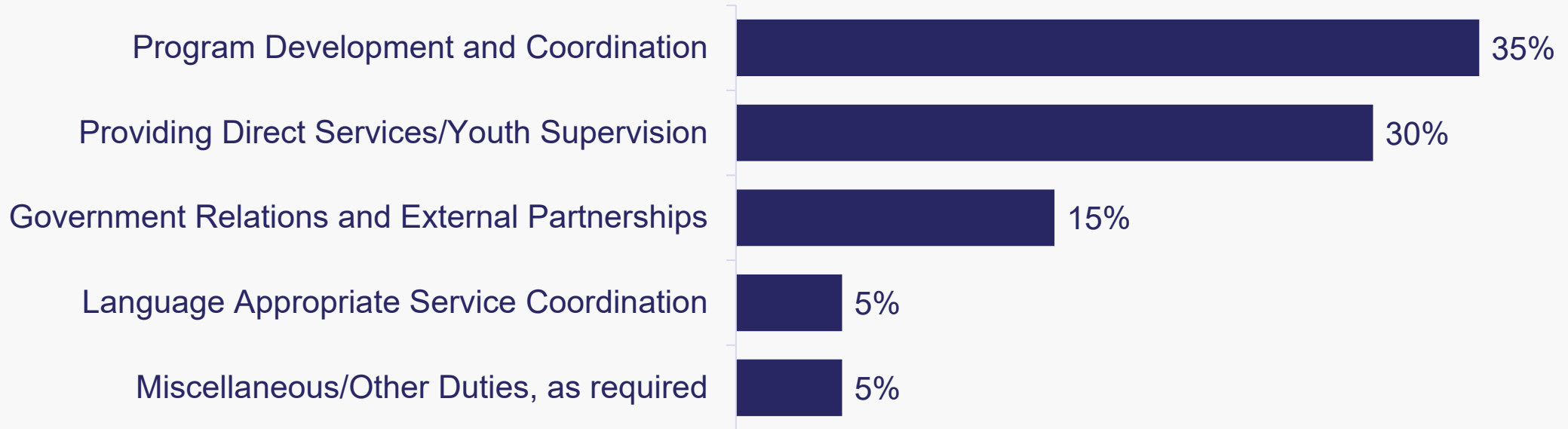
- Family/Guardians
- OYA Staff
- Community members representative of committee focus

Key Role(s) of Advisory Groups

- Provide input/feedback related to new OYA policy and procedures
- Help improve existing OYA policies and procedures that directly impact members of the community
- Duties specific to committee focus

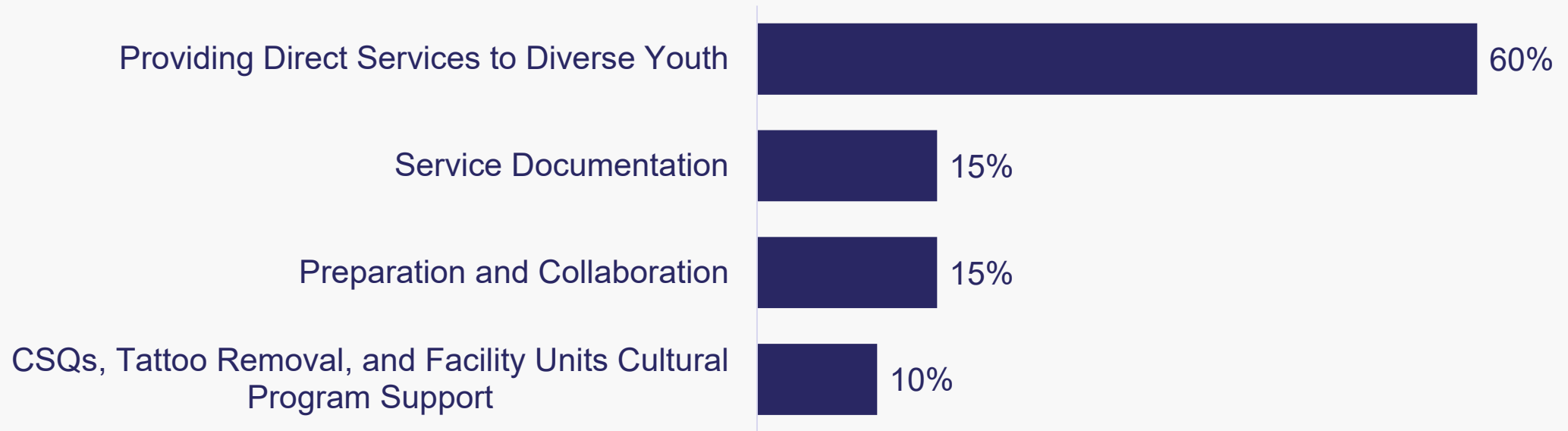


Statewide Multicultural Program Coordinators





Multicultural Services Coordinators*



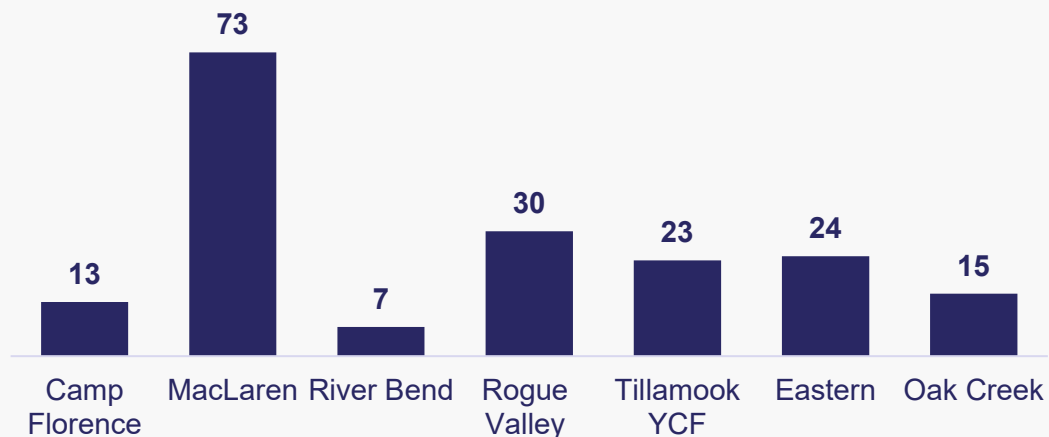
*Other Duties, as required – Ongoing

Customer Satisfaction Survey

- Purpose: Provide youth with the opportunity to give feedback on OIIR services
- Administered to youth at close custody facilities (except Camp Tillamook)
- Anonymous and voluntary

RESULTS

Number of Respondents by Facility
Approximate Response Rate: 53%



Please take a moment to share your feedback. Your responses help us improve services and support.

1. OIIR services have had a positive impact on me.

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

2. I feel supported by the services OIIR provides.

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

3. I have learned or grown from participating in OIIR services.

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

4. The cultural services offered by OIIR are meaningful to me.

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

5. Which OIIR services have made the biggest impact on you?

(Check all that apply)

- ☐ Cultural groups (Native, AANHPI, Black/African American, Latinx, LGBTQI+, etc.)
- ☐ One-on-one support
- ☐ Cultural events or celebrations
- ☐ Mentorship or coaching
- ☐ Other: _____

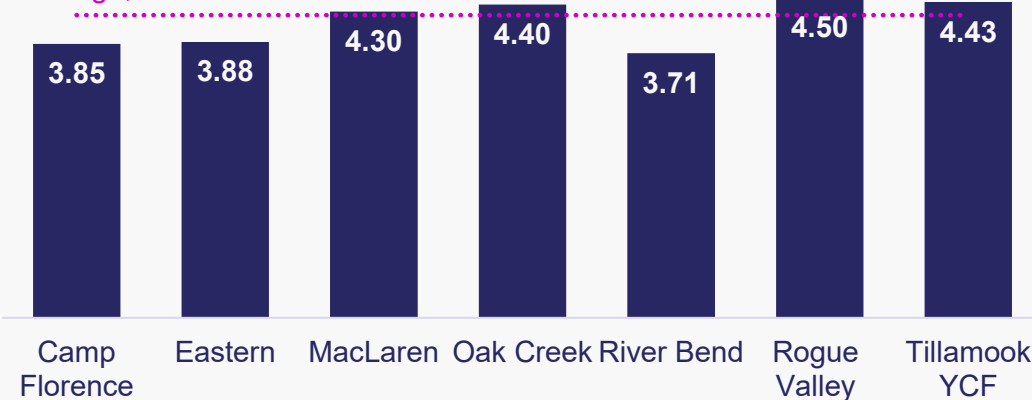
6. What cultural services or topics would you like to learn more about?

7. Is there anything else you want OIIR to know about your experience?

Customer Satisfaction Survey Results **Q1-Q4** by Facility

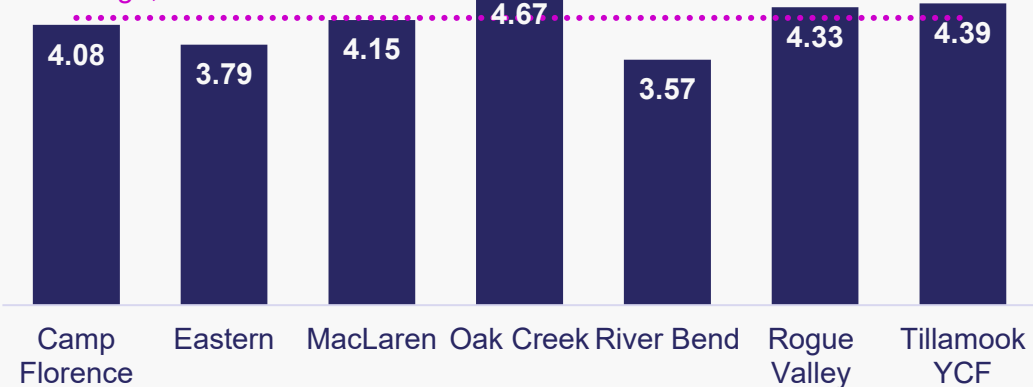
Q1: OIIR services have made a positive impact on me.

Average, 4.25



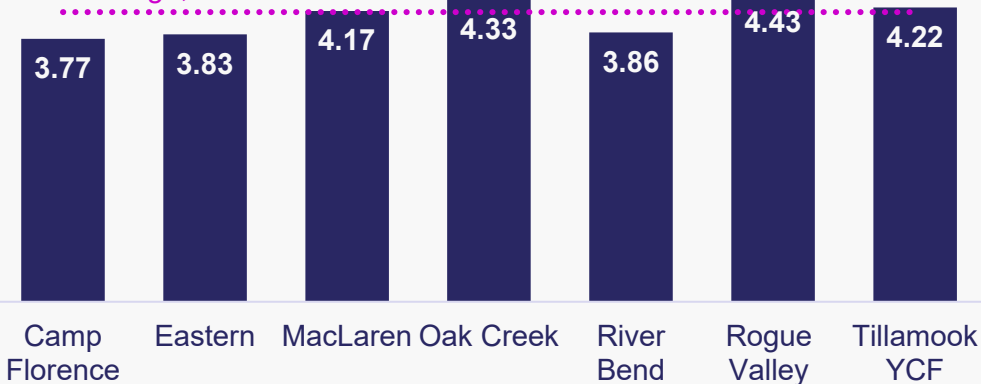
Q2: I feel supported by the service OIIR provides.

Average, 4.18



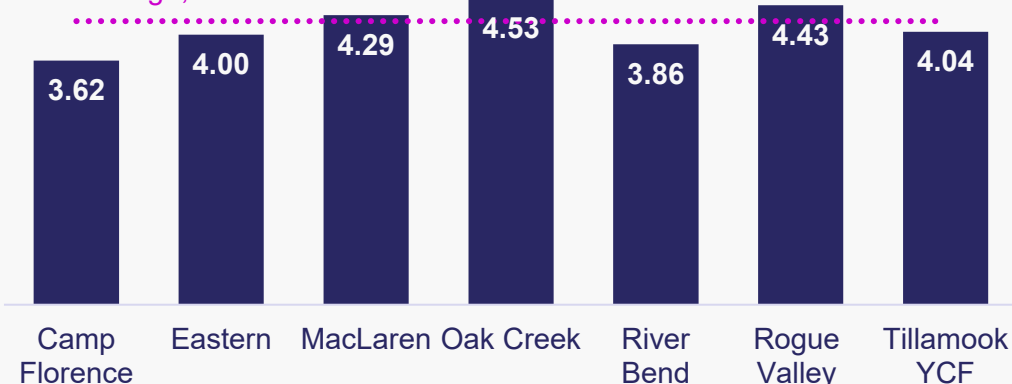
Q3: I have learned or grown from participating in OIIR services.

Average, 4.15



Q4: The cultural services offered by OIIR are meaningful to me.

Average, 4.2



Customer Satisfaction Survey Results – Q5

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

Total N = 185*

*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).

**Cultural
Groups**

N = 131
71%

**One-on-One
Support**

N = 55
30%

**Cultural Events
or celebrations**

N = 98
53%

**Mentorship or
Coaching**

N = 60
32%

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

Youth Group Survey (pilot)

Group Name: _____

Welcome! Why did you join us today? (mark your answer)

☐ I Identify with this group ☐ I'm curious about this group Other _____

	Not at all	A little	Quite a bit	Very Much
I know about this culture	☐	☐	☐	☐
I feel connected to this culture	☐	☐	☐	☐
I can identify important cultural aspects	☐	☐	☐	☐
I want to learn more about this culture	☐ Yes		☐ No	
This is my first time joining this group	☐ Yes		☐ No	

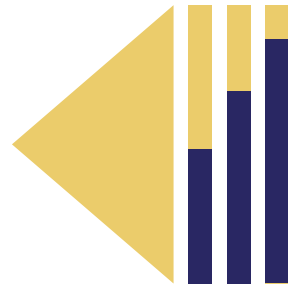
- Goal: Determine whether a youth's knowledge of, and connection to, a culture increases after completing an OIR group.
- Administered to youth participating in the Hispanic Heritage Group
- A pre-survey is administered at the start of unit content and then post-group administered at the end of unit content
- Anonymous and voluntary



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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