



OYA Office of Inclusion and Intercultural Relations

OIRR – Initial Performance Measures

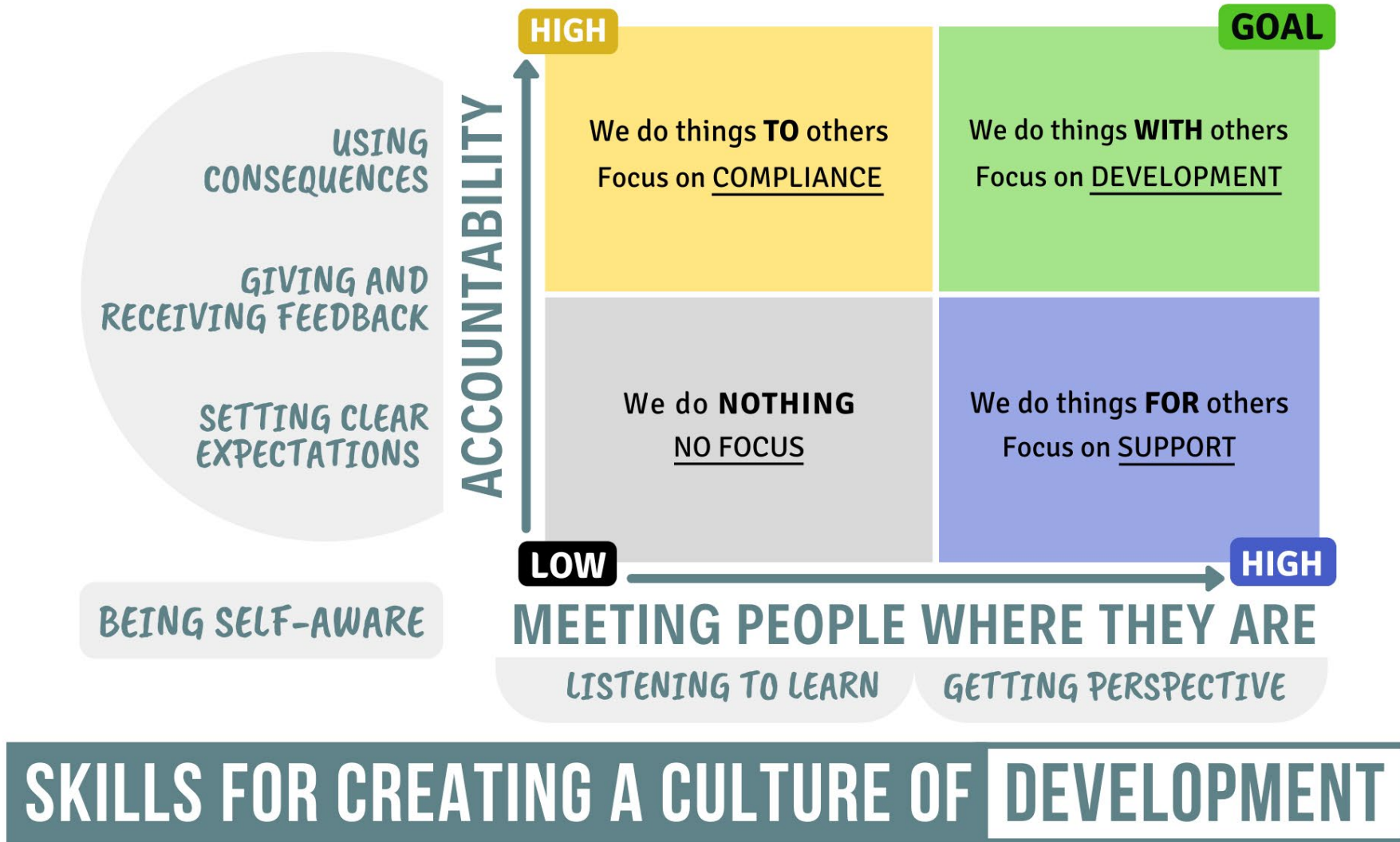
Griselda Solano-Salinas, OIRR Director

Ardell Bailey, Operations and Family Services Manager

5/14/2026



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 from the completion of part 1 CSQ and allows a youth get a better sense of services offered by OIIR and what they may be interested in.
Race	Race refers to groups sharing physical characteristics such as skin color, hair type, and facial features; often associated with biological attributes.
Ethnicity	Ethnicity refers to cultural characteristics, including language, religion, and traditions; often linked to social and culture.
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 all facilities) on a given day.



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 in order 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



- **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

- **Contract:**

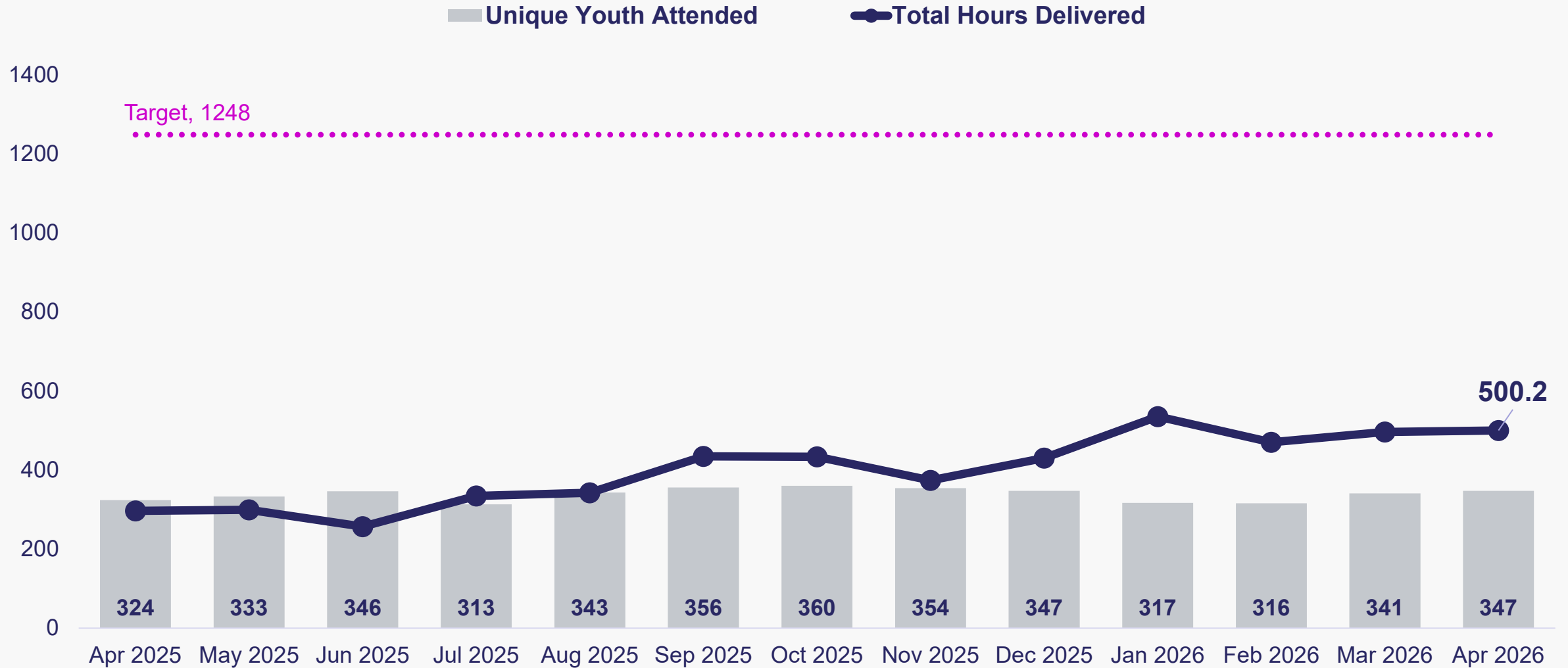
- IRCO – contracted language services
- TransPerfect (in-person)
- Language Link (Telephonic)
- IRCO (Teams/Virtual)
- English 2 Spanish (E2S)
- OCIN – certified interpreters' network (in person)
- Linguava (language interpretation)

- **Government to Government relations:**

- Refugees' 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)



OIIR continues to explore staff schedules to determine appropriate target hours.





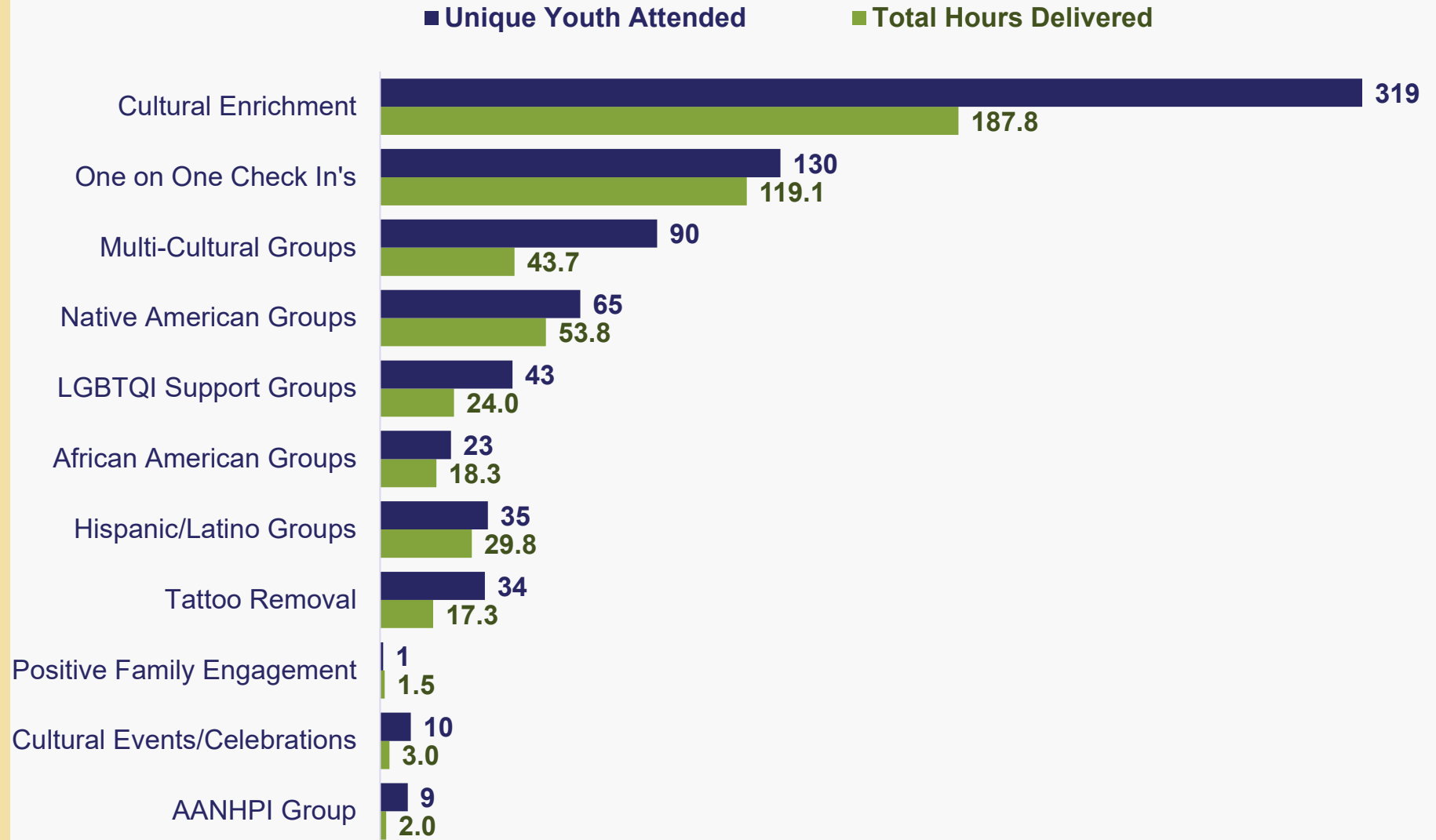
70% of OIIR session hours hours in April 2026 were categorized as cultural enrichment, multi-cultural groups, and one on one check ins

Cultural Enrichment

- Community Relations
- MDT Participation
- Peer Relations
- Staff Relations
- Youth Behavior
- Youth Contact

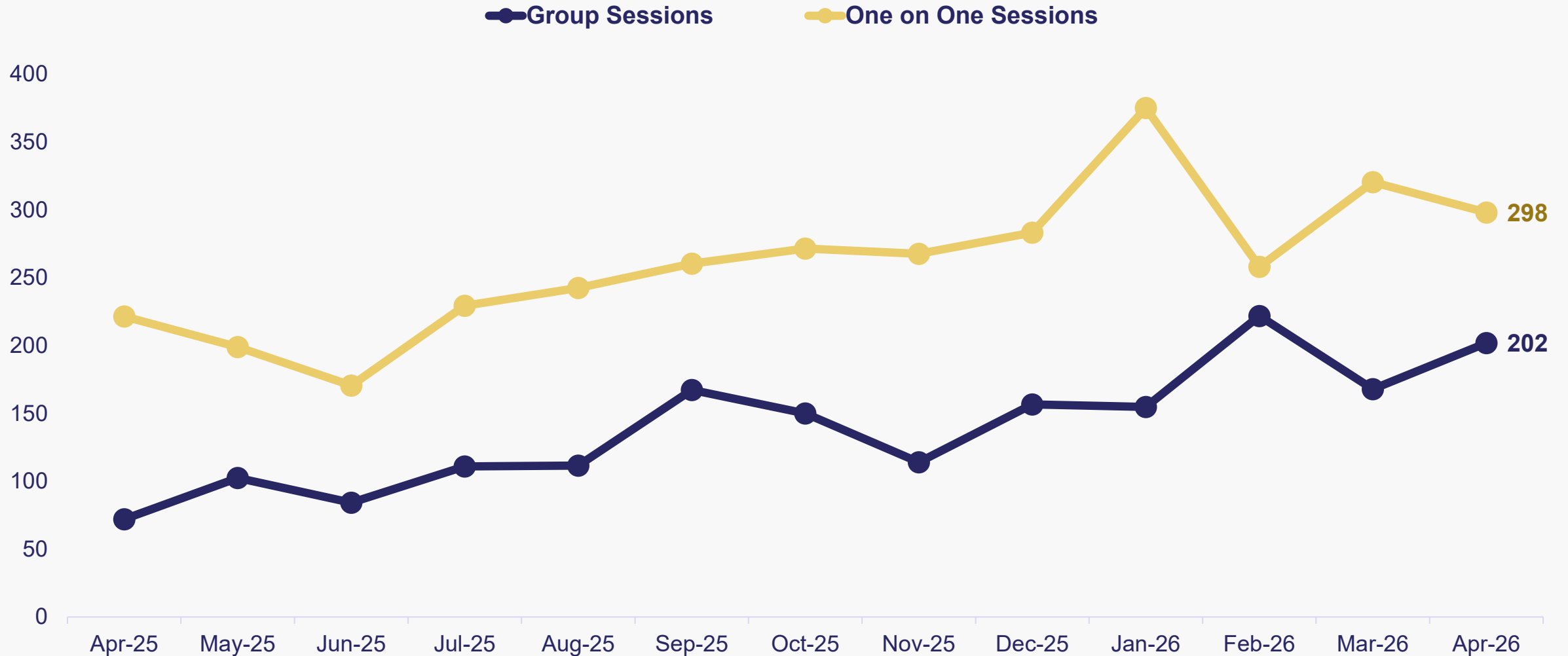
Multi-Cultural Groups

- Community Group
- Global Perspectives
- Keys, Beats, Bars
- Multi-Cultural Group





Group hours and one on one sessions vary by month, depending on what may be happening on unit.



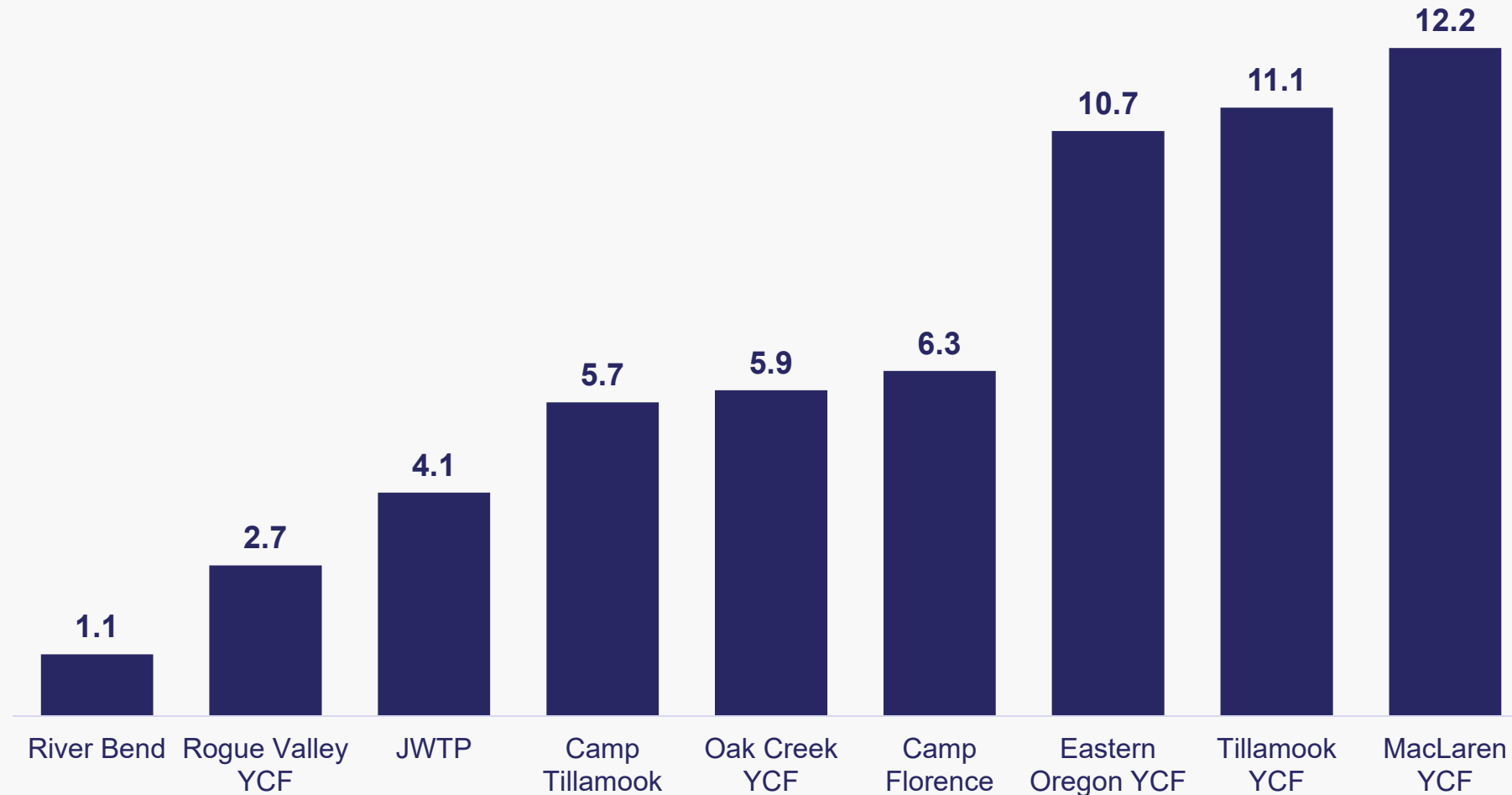


OIIR PYE Hours by Facility by Unique Youth (Total Youth Hours/Youth Who Received OIIR Services)

Average OIIR hours per youth vary by facility, ranging from 1 to about 12 during the month of April.

April 2026

Facility	Unique Youth ¹	Total Youth	Percent Served*
JWTP	14	14	100%
Eastern Oregon	32	32	100%
Tillamook	34	34	100%
Rogue Valley	51	52	98%
MacLaren	163	171	95%
Camp Florence	14	15	93%
Camp Tillamook	16	18	89%
Oak Creek	35	43	81%
River Bend	4	16	25%



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

Customer Satisfaction Survey

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

RESULTS



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?

Action
Item
1.6 and
1.12

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel connected to this culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can identify important cultural aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I want to learn more about this culture	<input type="checkbox"/> Yes		<input type="checkbox"/> No	
This is my first time joining this group	<input type="checkbox"/> Yes		<input type="checkbox"/> No	

- Goal: To determine whether a youth's knowledge and connected to a culture increases after completing an OIIR group.
- Administered to youth participating Hispanic Heritage Group
- Pre-survey administered at start of unit content and then post-group administered at the end of unit content
- Anonymous and voluntary



IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

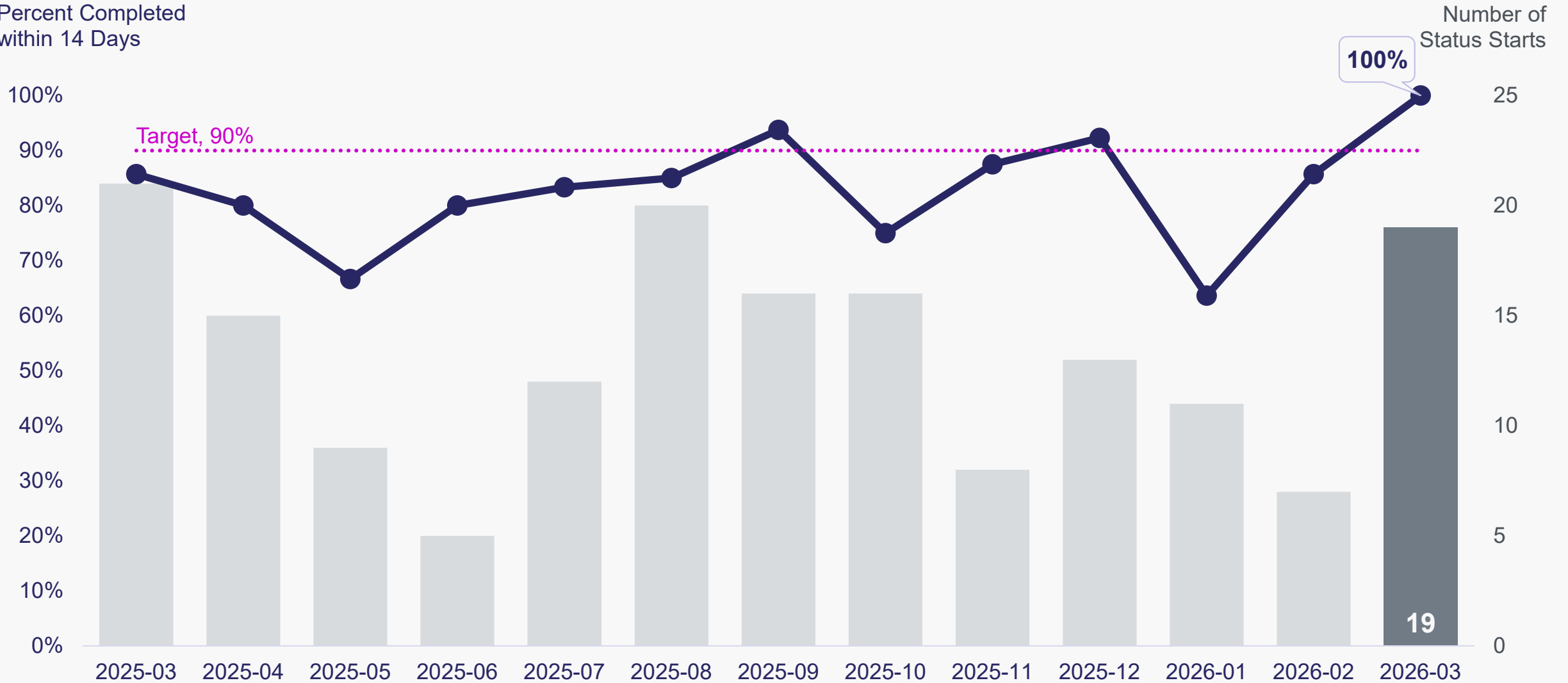


Performance Metrics



100% of CSQ*s were completed within 14 days of status start date

Percent Completed within 14 Days



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



Follow-up CSQ Timeliness





Services Requested – Services Received





Areas of Growth/Improvements

Updates since last IMPACT meeting:

- **Improvement efforts in service delivery**
- **Data collection areas of growth**
- **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




Shannon Myrick
Development Services
Assistant Director



Ardell Bailey
OIRR Manager/Operations
and Family Engagement
Coordinator



Griselda Solano Salinas
OIRR Director




Ferni Pantoja Torres
Office Specialist II

Statewide Multicultural Program Coordinators




Seti Page
Statewide African
American Black Program
Coordinator



Jacqueline (Jackie) Aguirre
Statewide SOGIE
Program Coordinator



Javier Meza-Perfecto
Statewide Tattoo Removal
Program Coordinator



Paola Sumoza-Maciell
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)



Bridgette Johnson
Multicultural Services
Coordinator



Sarah Ruggles
Multicultural Services
Coordinator



Carrie Fuller
Multicultural Services
Coordinator



Eva Torres
Multicultural Services
Coordinator



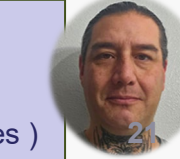
Aaron Kincy
Multicultural Services
Coordinator



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



Ian Rigterink
Multicultural Services
Coordinator



Brent York
Multicultural Services
Coordinator
(Native American Services)



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

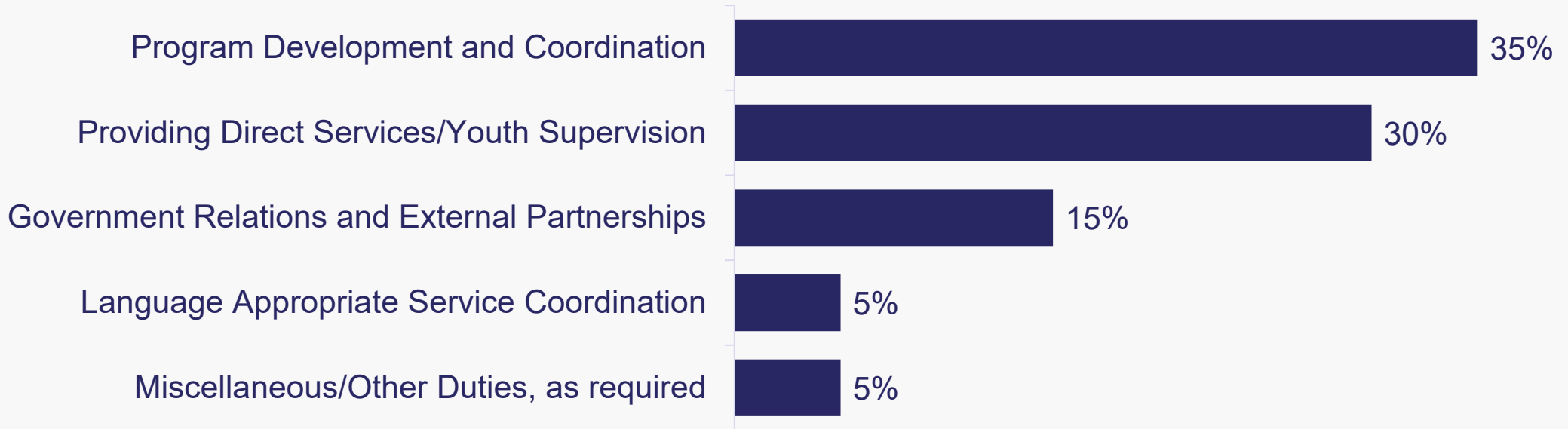
- Family/Guardians
- OYA Staff
- Community members representative of committee focus

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

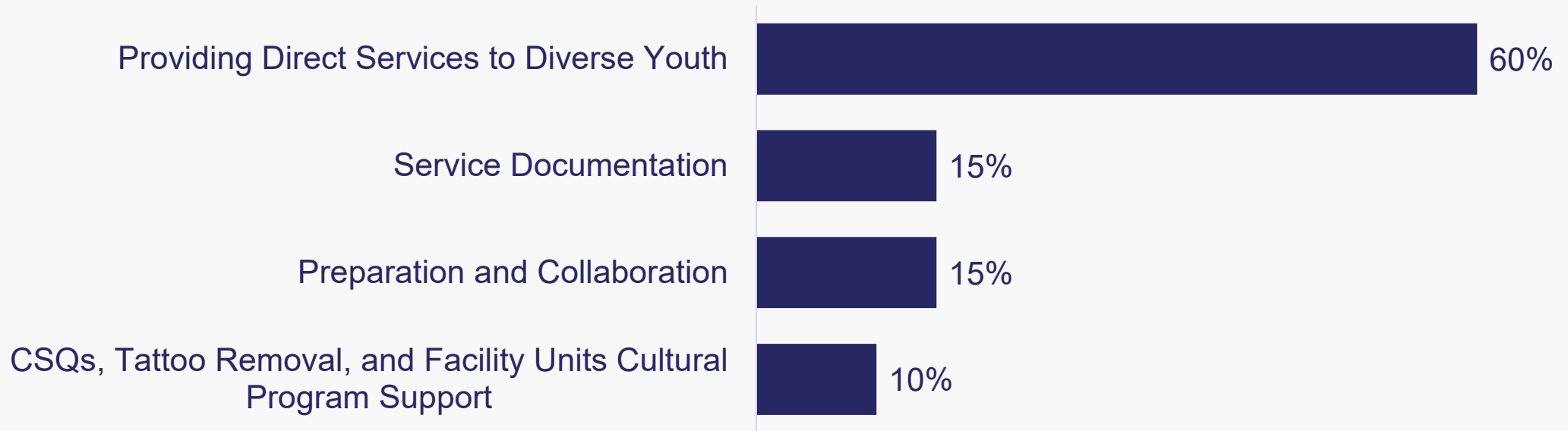


Statewide Multicultural Program Coordinators





Multicultural Services Coordinators*



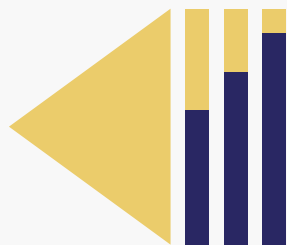
*Other Duties, as required – Ongoing

IMPACT

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Help us improve

Follow QR code to provide feedback