



Director's Message

February 8, 2012

Dear Colleagues,

This week, for the first time in 2-1/2 years, all of us at OYA began our work weeks without Colette Peters as our Director. I feel honored to have served as her Deputy, and I will miss the privilege of working with one of the finest agency directors I have known.

Colette joined us at a time when we were struggling to recover from a series of issues that had hurt morale and cost us the good opinion of the public. She not only helped OYA heal, she also led this agency through several painful rounds of budget cuts that included the closure of 150 close-custody beds and the reduction of 120 positions. These were difficult challenges, and she worked hard to minimize the harm to youth and staff.

Today, we continue to offer youth the full range of treatment and programming they need, and fewer than 25 former employees remain without jobs. These are tremendous accomplishments, and they reflect not only Colette's dedication to this agency, but also the hard work and professionalism of all of you. It is through your efforts and support that we will continue to make progress as an agency.

Our first priority moving forward must be to maintain the momentum we have generated for positive change. It is important that we continue to push ahead on the initiatives that are instrumental to our ongoing success. These include the rollout of the OYA Performance Management System, full implementation of the Youth Reformation System, and making progress on the many breakthrough initiatives that teams are working on throughout OYA to make us a more effective and efficient organization.

I am proud to be part of an agency that is setting the standard for using data and employee involvement to drive performance. We have been recognized as a state agency that has created meaningful measures by which outcomes can be evaluated and shared, both internally and externally. Creating measures of success, and being transparent about outcomes, will have a variety of positive results.

We will be able to quickly see barriers to performance and address the causes. That will mean better outcomes for youth, an improved work environment for employees, and confidence from the public and Legislature that the money they are investing in OYA is being used wisely. Your contributions to this process will be essential.

As today's [revenue forecast](#) shows, Oregon continues to face significant budgetary challenges. It is our responsibility to be good stewards of the money allocated to us for youth reformation. Implementing the OYA Performance Management System and Youth Reformation System will be essential to our ability to achieve our mission within an era of severely limited fiscal resources.

Every agency will be asked to contribute to finding ways to reduce expenses. OYA already has taken painful cuts, and we will need to continue to seek ways to become more cost-effective. As OYA's Interim Director, I am committed to representing the wonderful work you are doing to cost-effectively reform youth, reduce the number of future victims, and keep communities safe.

As budget discussions continue among legislators and Governor Kitzhaber, I will keep you posted. I also know that many of you are curious about the future of OYA's leadership. The Governor's Office currently is determining the process that will be used to select a new Director. As information becomes available, I will share that with you.

In the meantime, I encourage you to stay focused on helping youth and on contributing to the many positive initiatives under way here at OYA. Your efforts are making a meaningful difference in people's lives.

Thank you for being a part of OYA's team.

A handwritten signature in black ink, reading "Fariborz Pakseresht". The signature is written in a cursive, flowing style.

Fariborz Pakseresht
Interim Director