



*Helping youth
learn to lead
productive,
crime-free lives*

Oregon Youth Authority

2009-2011
Biennial Report

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MESSAGE FROM THE DIRECTOR



Colette S. Peters
Director

The Oregon Youth Authority plays a key role in the state's juvenile justice and public safety service continuums. We are the final opportunity for Oregon's most serious youth offenders to reform their behaviors and thinking.

We serve the state's most delinquent youth ages 12 through 24 who commit crimes prior to their 18th birthday. These young offenders' criminal activities include murder, sex offenses, arson, robbery, other violent and anti-social behaviors, and gang activity.

Our role is to hold youth offenders accountable, promote responsibility and restitution, engage them in rigorous treatment, and provide education and vocational opportunities to help them successfully transition out of OYA's custody.

Most youth offenders placed with OYA return to their home communities. By working toward youth reformation we promote public safety, reduce crime, and reduce future victimization.

As a criminal justice agency focused on promoting public safety, we are committed to providing effective programs and services designed to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. In this way, we work to successfully transition the youth in our care and custody from adolescence into prosocial and productive adulthood.

Sincerely,

A handwritten signature in black ink that reads "Colette S. Peters". The signature is fluid and cursive, with the first name being the most prominent.

Colette S. Peters
Director

MISSION

The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

OYA does this by exercising legal and physical custody of offenders adjudicated to OYA by juvenile courts, and physical custody of young offenders convicted in adult courts.

During 2009-2011, OYA operated 11 close-custody facilities serving 900 youth and supervised approximately 1,100 youth in communities.

As of October 1, 2011, OYA serves approximately 1,800 youth at any given time — 750 youth in 10 close-custody facilities and 1,050 youth on probation and parole in communities.

The treatment and education programs OYA provides youth in close custody are delivered by highly qualified and trained staff using a case management system. Youth receive services based on their individual treatment needs and designed to address their specific criminogenic risk factors. This approach also is used for youth placed in community residential programs under contracts with service providers located throughout the state.

VISION

The agency's vision is that youth who leave OYA go on to lead productive, crime-free lives. Every aspect of OYA's programs and services is aimed at achieving this vision.

VALUES

The core values that guide all actions and decisions by OYA are:

- Integrity
- Professionalism
- Accountability
- Respect

GOALS

The agency's key goals are to:

- Create and maintain a highly effective and efficient organization
- Operate an integrated safety, security, and reformation system
- Ensure a culturally competent workforce
- Model collaborative, communicative and transparent leadership
- Fully engage youth in their treatment and education

FUNDING

OYA's 2009-2011 Legislatively Adopted Budget was \$311.3 million Total Funds, of which \$265.2 million was state General Fund.

Funds distributed by program category were:

- 50% — Facility services
- 36% — Community services
- 8% — Program support
- 3% — Agency-wide expenditures
- 2% — Debt service
- <1% — Capital expenditures

Approximately 87 percent of OYA's budget is spent locally in facilities and community programs.

STAFFING

During 2009-2011, OYA was budgeted for 1,112 positions. Of these, 944 were represented and 168 were management service or unrepresented. SEIU represented 855 employees; AFSCME represented 89 employees.

Overall, approximately 38 percent of the agency's employees were female, 17 percent were persons of color, and 2 percent were persons with disabilities.

Among management staff, approximately 54 percent were female, 18 percent were persons of color, and 2 percent were persons with disabilities.

ORGANIZATION

The Director's Office provides leadership for agency operations. Functions include Communications, Government Relations, Internal Audits, Minority Services, and Professional Standards.

Business Services supports agency operations through the offices of Accounting, Budget and Contracts, Federal and Other Benefits, Human Resources, Physical Plant Operations, and Training.

Community Services supervises youth offenders on probation and parole in communities, provides case management services for youth offenders in close custody, oversees residential and foster care providers, manages state funding to counties, and manages Oregon's Interstate Compact for Juveniles Office.

Education Services oversees classroom and vocational education programs, and coordinates job apprenticeship and internship opportunities for youth.

Facility Services operates safe and secure custody environments, conducts youth offender risk and needs assessments, and provides offense-specific, evidence-based treatment services, classroom and vocational education programs, work experience opportunities, and pro-social skills training in a continuum of close-custody and re-entry facilities.

Health Services provides nursing, medical, dental and psychiatric care for all youth offenders in close custody.

Information Services oversees the integrity of the agency's information systems and the Juvenile Justice Information System, and coordinates the work of the Research and Evaluation Office.

Treatment Services oversees the cognitive and therapeutic treatment youth offenders receive to break their cycle of criminogenic thoughts and behaviors.

FACILITY AND FIELD OFFICE LOCATIONS



CLOSE CUSTODY FACILITIES



PROBATION AND PAROLE OFFICES

CORE PROCESSES

All areas of the organization share responsibility for ensuring the agency's core processes function smoothly. OYA's core processes are:

- Managing youth and staff safety
- Managing the custody process
- Managing intake and assessment
- Managing youth health care
- Providing basic youth services
- Managing reformation services
- Communicating with internal and external stakeholders
- Conducting strategic and operations planning
- Evaluating and improving performance
- Managing organizational finances
- Developing human resources
- Securing and managing goods, services, and facilities
- Leveraging technology

MEASUREMENTS

OYA tracks 15 legislatively mandated performance measures to monitor the success of its programs. These measures are organized around the core components of OYA's mission — public safety, accountability, reformation, and safe environments. A fifth category measures customer service.

Public safety goals are measured by:

- Probation recidivism
- Parole recidivism
- Escapes from close-custody facilities
- Runaways from community settings

Accountability is measured by:

- Restitution paid

Reformation is measured by:

- Intake assessments
- Case planning
- Education services
- Transition planning
- School and work engagement

Safe environments are measured by:

- Suicidal behavior
- Staff-to-youth injuries
- Youth-to-youth injuries

Customer service is measured by:

- Youth satisfaction
- Family satisfaction

AGENCY

ACCOMPLISHMENTS

The 2009-2011 biennium was marked by a rebuilding of relationships, a renewed focus on collaboration within the agency and with external partners, and an emphasis on creating more efficient, effective and consistent programs and service delivery.

The accomplishments listed in this report were made possible by the dedication of OYA's leadership and staff to protecting the public and reducing crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

These accomplishments will serve as a foundation for achieving even greater successes in the years ahead.

ACCOMPLISHMENTS — DIRECTOR'S OFFICE

During the 2009-2011 biennium, the Director's Office focused on strengthening the agency's infrastructure to improve OYA's ability to achieve its overall mission. Key accomplishments include:

- Completed development of an Agency Management System that identifies agency goals, core processes, and desired outcomes. It includes approximately 100 measures to track performance to target. Implemented a quarterly review process to report progress and address issues.
- Strengthened relationships with agency partners and stakeholders, and improved confidence in agency operations through improved communications and transparency. Increased frequency of communications and visits to enhance collaboration supporting shared goals.
- Increased involvement with the Hispanic/Latino Advisory Committee. Established a vocational education program for Hispanic youth offenders at Hillcrest YCF.
- Strengthened relationships with Oregon's tribes through more frequent meetings and discussions of shared issues, including facilitating Public Safety Cluster Group meetings. Maintained Memoranda of Understanding with seven of the nine federally recognized tribes in Oregon.
- Continued to strengthen OYA's partnership with the African American Advisory Committee, which remains actively involved in supporting African American youth offenders in OYA's custody. Committee members recruit volunteers, provide mentorship services, support and participate in cultural events and activities, and assist with developing resources for African American youth returning to their communities.
- Co-sponsored the statewide 2009 Governor's Summit on Disproportionate Minority Contact within the child welfare and juvenile justice systems.
- Developed a statewide gang management plan to suppress gang activity, support reformation and treatment efforts, and emphasize staff and youth safety.

- Trained 22 staff and partners to facilitate the Street SMARTS Curriculum to reduce gang membership.
- Implemented the Street SMARTS Gang Intervention Curriculum for female gang-affected youth at Oak Creek YCF.
- Awarded an AmeriCorps grant to implement a program at MacLaren YCF to provide youth with mentors, volunteer-led workshops, and community support networks to support successful youth re-entry.
- Co-sponsored the 2010 Oregon Juvenile Justice System Symposium, bringing together approximately 250 individuals from the juvenile justice, public safety, judicial, law enforcement, victim advocacy, and treatment communities. Developed 10 key strategic directions to improve outcomes for youth in the juvenile justice system.
- Strengthened the investigatory abilities of OYA's Professional Standards Office through additional staffing, expanded partnerships with law enforcement agencies, and enhanced technology.
- Appointed a coordinator to manage implementation of policies and procedures to meet the requirements of the U.S. Prison Rape Elimination Act. Developed a national PREA Web site for states to share issues, ideas, and contact information.
- Strengthened relationships between agency management and labor. Increased the effectiveness of service delivery to youth offenders and their families through more positive and proactive working relationships between labor and management.
- Enhanced internal and external communications through more frequent sharing of information about agency activities via Director's messages, monthly newsletters, visits to facilities and field offices, communications with youth and their families, and meetings with stakeholders throughout the state.
- Continued a three-year process to overhaul all agency policies and procedures to update them to reflect organizational changes and align them with all federal and state statutes and rules.

- Appointed an internal auditor to help ensure the agency's policies and procedures are followed in a manner that meets all federal and state statutes and rules.
- Revised the agency's Business Continuity Plan to make it consistent and easier to use when responding to emergencies that affect agency operations. Provided training on the BCP to all facilities and offices.
- Updated the agency's Work Interruption Plan to ensure agency operations and services continue, and youth and staff safety are maintained, in the event of a strike or other work stoppage.

ACCOMPLISHMENTS — BUSINESS SERVICES

During the 2009-2011 biennium, Business Services focused on developing and enhancing the agency's infrastructure and taking care of deferred maintenance to improve the agency's ability to effectively and efficiently deliver services. Highlights include:

- Recognized by the Secretary of State Audits Division for best turnaround time for SPOTS card payments. Earned the maximum rebate possible for OYA's SPOTS program in 2009 and 2010.
- Received the State Controller's Gold Star Certificate in 2009 and 2010. Recognized for accurate, complete and timely reporting of financial data.
- Received 'no findings' in the 2009 and 2010 audits performed by the Secretary of State Audits Division.
- Developed a process to enable facilities to enter trust disbursements electronically through JJIS. Reduced delays between approval of a disbursement, payment, and entry into the system.

- Developed and implemented a new automated timekeeping system. Reduced timekeeping errors and saved processing time for staff and managers.
- Instituted structure and budget changes to support an agency reorganization.
- Developed and implemented a new performance appraisal process. Helped ensure a consistent and timely approach to monitoring and coaching staff performance.
- Developed and issued a supervisory guide for managing workforce issues.
- Developed and provided enhanced training opportunities and informational materials for managers and staff. Provided fiscal report training to all new managers within two months of hire.
- Developed new training courses for direct care staff including health and safety topics, setting appropriate boundaries between staff and youth, continuous quality improvement, and professional development.
- Developed and implemented an on-line training registration system for outside stakeholders.
- Developed and distributed training CDs and DVDs to staff about H1N1, blood-borne pathogens, personal boundaries, several policy updates, continuous quality improvement, and mandatory child abuse reporting.
- Provided refresher training to all direct care staff on intervention and de-escalation techniques, personal protection, searches, chain of evidence, cognitive behavior techniques, and motivational interviewing.
- Conducted an agency-wide audit of telephone systems to develop a replacement cycle.
- Developed a maintenance budget allocation methodology for all facilities.
- Completed several renovations at close-custody facilities including restroom renovations, window replacements, youth fitness facility improvements, security improvements, water system and water heater replacements, lobby reflooring, and a basement remodel.
- Remodeled an unused building to create a new visitor center at MacLaren YCF. All close-custody facilities now have designated visitor centers for families to meet with youth.

- Completed a variety of Go Oregon stimulus projects. Built the Young Women's YTF on the campus of Oak Creek YCF and a new school for youth offenders at Tillamook YCF and Camp Tillamook YTF. Completed additional projects funded by Go Oregon dollars including security enhancements at several close-custody facilities, HVAC repairs and upgrades at several facilities, sewage lagoon repairs and effluent irrigation expansion at one facility, construction of fire barrier and perimeter fence roads at two facilities, asbestos mitigation, and a variety of critical deferred maintenance projects.

ACCOMPLISHMENTS — COMMUNITY SERVICES

During the 2009-2011 biennium, Community Services focused on increasing efficient and effective delivery of services to youth offenders on probation and parole; improving communications with communities, contracted service providers, and other stakeholders; and improving overall procedures and processes. Highlights include:

- Reinvigorated the dialogue between OYA Community Services and county juvenile departments. Improved communications between OYA and its county partners to help ensure that the most efficient continuum of juvenile justice services is available to youth offenders.
- Completed a community resources mapping initiative to determine how to better match youth with the most appropriate community resources available within the service array.
- Successfully solicited additional community residential treatment capacity to provide reformation services and treatment to youth offenders in community settings.

- Initiated a field staffing analysis to determine how to more equitably assign and manage cases based on tasks and workloads associated with the different classifications of cases.
- Redesigned the procedures for counties to report Diversion and Juvenile Crime Prevention Basic services and expenditures. Developed methods to ensure greater accountability for expenditure of state funds and improve OYA's ability to track the degree to which county partners implement state-funded, evidence-based programs in community settings.
- Re-engineered service authorizations and verifications for field-generated therapy services. Implemented a process to help ensure community treatment providers deliver appropriate and timely services to youth.
- Revised protocols for entering youth information into the Law Enforcement Data System (LEDS). Enabled timely and consistent entry of youth offender information into the database to allow law enforcement agencies to communicate youth behavior and activities to OYA parole officers for quick follow-up.
- Played a leadership role in developing the new Interstate Compact for Juveniles. OYA now is represented on the national rules committee, which is tasked with developing and revising rules that govern the movement of adjudicated juveniles between states. The Interstate Commission will meet in late 2011 to approve revised rules and processes.
- Obtained a three-year \$750,000 federal re-entry grant to improve outcomes for youth with substance abuse and mental health treatment needs released to parole from OYA youth correctional facilities. Initiated development of a community-based infrastructure to more effectively address the reformation needs and supports of substance-abusing youth who are at high risk of parole revocation and recidivism.
- Enhanced foster care recruiting efforts through targeted media campaigns using newspapers, television, radio, and social media. Developed a Facebook page to recruit foster parents and offer an information-sharing resource to existing foster parents.

- Successfully piloted a new process in which residential treatment providers and field staff can share information electronically using JJIS for program referrals and youth treatment progress. In addition to case management benefits, the new system will allow the agency to much more efficiently manage its contracted community residential system.

ACCOMPLISHMENTS — EDUCATION SERVICES

During the 2009-2011 biennium, Education Services focused on increasing access for youth offenders to classroom and vocational education opportunities; improving the cost-effective delivery of education services; and increasing community involvement to expand apprenticeship and internship opportunities for youth. Highlights include:

- Began coordinating vocational education services for older youth. Created a program delivery infrastructure, developed protocols for fiscal reporting, developed a process for contracting with service providers, and began developing additional vocational education opportunities for older youth offenders who have completed their treatment and classroom education.
- Worked with the Oregon Department of Education to preserve a minimum of 220 classroom days for youth in close custody to provide the necessary access to coursework required to bring youth up to age-appropriate grade level.

- Implemented a Sustainable Gardening Program that provides youth who complete the program with a horticulture certificate from Oregon State University. Courses and hands-on experience are offered to youth at MacLaren YCF, Camp Tillamook YTF, Tillamook YCF, and North Coast YCF. Other facilities are assessing possible implementation.
- Implemented a culinary program that enables youth at Oak Creek YCF to gain community college credit and commercial work experience. Youth at the facility earn food handler cards and acquire work experience with cooking staff.
- Implemented an alternative energy program at Eastern Oregon YCF that offers solar and wind generation studies and hands-on experience.
- Implemented a welding certification class at MacLaren YCF.
- Implemented barbering licensure programs at Hillcrest YCF and MacLaren YCF, in which youth obtain an accredited license for barbering and community college credits. Other facilities are assessing possible implementation.
- Developed training and apprenticeships for youth at Camp Florence YTF in fire fighting, veterinary care, audio production, and construction.
- Partnered with local shelters and nonprofits to offer training in animal care and handling for youth at MacLaren YCF and Rogue Valley YCF.
- Expanded a program for youth at Camp Tillamook YTF and Tillamook YCF to participate in forestry management, seedling production, and stream enhancement projects.
- Implemented a waste water treatment program to offer youth at RiverBend YTF and Camp Florence YTF the ability to earn a water quality certificate.
- Enhanced a wood working skills development program for youth at Hillcrest YCF, MacLaren YCF, and Rogue Valley YCF. Youth learn about furniture design, 3D modeling, drafting, construction, production, and marketing.
- Implemented a Linux computer learning program for youth at Camp Tillamook YTF and MacLaren YCF and initiated development of a Linux learning center at North Coast YCF. Youth will build and maintain an intranet.

- Initiated development of a simulation training program on the basics of driving heavy equipment and fork lift operations, with initial implementation planned at Eastern Oregon YCF.
- Initiated an OYA maintenance work experience program with OYA journeymen staff to provide youth with pre-apprentice learning in the areas of plumbing, electrical work, painting, and HVAC.
- Partnered with local fire departments to teach fire-fighting skills to youth at Camp Florence YTF and RiverBend YTF.

ACCOMPLISHMENTS — FACILITY SERVICES

During the 2009-2011 biennium, Facility Services focused on establishing system-wide policies and procedures designed to improve youth and staff safety, and to enhance the effectiveness of overall operations within all close-custody facilities. Highlights include:

- Established a facilities mapping initiative. Initiated a process, in tandem with the community resources mapping initiative, to determine how to better match youth with the most appropriate treatments and services available within OYA's close-custody facilities.
- Implemented a new structure to manage youth offender behavior using a matrix of refocus options and reinforcements. Created a new matrix and process map to ensure a consistent, graduated, evidence-based process across all facilities for responding to behavior issues among youth offenders and helping youth become accountable.

- Implemented new policies and staff training for isolation of youth offenders. Developed new processes to enable OYA to meet standards and practices set by state and federal law for reasons, length of stay, and conditions when isolating youth offenders for misbehavior, and to improve youth and staff safety.
- Developed new policies for use of physical intervention and restraints. Developed a new approach to ensure staff understand and follow consistent processes for using appropriate levels of physical intervention with aggressive youth offenders, and to improve youth and staff safety.
- Developed new, consistent processes for staff to follow when transporting and supervising youth offenders for medical treatment to improve the safety of youth, staff, and medical personnel.
- Developed new contraband and search policies and processes. Created a consistent, agency-wide set of definitions and guidelines on contraband, and a consistent approach to searches.
- Implemented new mail-handling processes. Created new policies and processes to provide consistent and better security for handling incoming mail at all facilities.
- Implemented new policies for handling and tracking use of keys and locks. Implemented new procedures to help improve safety and security at facilities by providing clear direction to staff on appropriate use, storage and tracking of keys and locks.
- Created a new officer of the day manual and communications process. Improved communication among staff members between shifts, ensured youth offenders receive consistent services, and improved youth and staff safety.
- Created guidelines and job descriptions for all youth offenders assigned to work crews, and provided training to staff. Ensured facilities conform to OR-OSHA safety requirements, and improved youth and staff safety.
- Created a special-needs unit (Zeta) at Hillcrest YCF to meet the specialized treatment needs of young offenders with mental health diagnoses.

- Implemented the Targeted Redirection Options for Youth (TROY) Unit at MacLaren YCF for youth offenders who commit serious behavior violations within close custody. Youth offenders in TROY receive specialized treatment and more intensive supervision.
 - Implemented a computerized room check program for TROY. Created an automated data collection system to document room checks to improve youth and staff safety.
 - Implemented a new safety and security review program that uses a constructive, non-adversarial and open process to identify risks and vulnerabilities within facilities. Improved the agency's ability to identify and address weaknesses in facilities' security systems.
 - Implemented a computerized staff scheduling program. Enabled all facilities to more efficiently and accurately schedule staff and cover absences.
 - Established new visiting policies that bring consistency to all facilities and better ensure youth and staff safety.
- Began establishing community advisory committees for facilities. Committees include local law enforcement, facility volunteers, and community stakeholders. The groups will meet quarterly to share information and build strong community support for OYA youth and programs statewide.
 - Implemented a family questionnaire to solicit input from families to encourage feedback and build strong relationships with parents and guardians of youth in close custody.
 - Established an agency-wide annual calendar of cultural and special activities that involve youth and their families to honor diversity and provide ongoing opportunities for families to interact with youth throughout the year.
 - Initiated a workgroup to design a transition curriculum for use in all facilities to help youth prepare for successful re-entry into their communities.
 - Initiated a workgroup to work toward integrating more Positive Youth Development elements into OYA facility programs for the overall benefit of youth in close custody.

- Established regular video conference meetings among all facility qualified mental health professionals, psychologists, and psychiatrists to share information about youth with mental health needs and more effectively address specialized issues.
- Ensured that a computerized staff scheduling program was in place at all facilities, except the smaller transition facilities, to assist with efficient scheduling of staff and minimizing use of overtime.
- Implemented a monthly report to gather data on various aspects of population management, treatment and programming, behavior issues, visitors, fiscal oversight, training, and assessments to provide an ongoing record of facility data to observe and address trends and issues.
- Conducted exercises to plan agency responses to health emergencies.
- Provided nearly 300 tattoo removal treatments for both male and female gang-affected youth.

ACCOMPLISHMENTS — HEALTH SERVICES

Health Services was created in 2009 as a centralized Cabinet-level function led by a physician, with the goal of bringing a consistent, agency-wide approach to health care for youth offenders, and placing medical personnel in charge of all health decisions. Health Services medical personnel include primary care physicians, psychiatrists, nurse practitioners, dentists, and nurses. Highlights of Health Services' accomplishments during the 2009-2011 biennium include:

- Developed a centralized model for delivery of health care. Standardized the delivery of care to youth offenders and helped manage costs.
- Hired a nurse manager to create consistent guidance for the care and services provided by nurses at all close-custody facilities.

- Ensured community standards of care are followed at all facilities. Ensured youth receive comprehensive, high-quality health care equal to that provided in the local community, which includes treatment for acute care needs, chronic disease care, dental care, psychiatric care, STD testing, preventive care, and health care education.
- Initiated a pilot program to provide more in-house dental care while youth are on the intake unit. Began providing dental care for female offenders in the close-custody facility rather than the community. These actions helped hold down dental costs by decreasing the number of referrals to community dentists.
- Provided comprehensive mental health care to youth diagnosed with a variety of mental health conditions. Mental health professionals performed psychological assessments and evaluations to determine appropriate treatment and placement of youth, and provided therapeutic intervention.
- Initiated a mental health workgroup to assess the delivery of mental health services to youth in close-custody facilities to determine if services are adequate, appropriate, and timely.
- Increased the use, when appropriate, of generic medications and timely return of unused medications to help slow the trend of rising pharmaceutical costs. Began investigating options to partner with other state agencies to purchase pharmaceuticals at lower costs.
- Strengthened the nursing oversight and auditing of the Medication Administration Record System to maximize safety and decrease risk during the process of administering medications to youth. This process also allows for the detection and return of medications refused by youth, which also helps control medication costs.
- Re-established the Infection Control Committee. Initiated meetings to update the agency's infection control documents, review any infectious disease outbreaks in the facilities, and make recommendations on how to prevent disease outbreaks.

- Led OYA's collaboration with the Oregon Public Health Division to address H1N1 concerns. Planned and coordinated the distribution of pandemic H1N1 vaccine to all OYA close-custody facilities and camps to vaccinate youth offenders and staff. Vaccinated all youth offenders for regular seasonal flu and the H1N1 strain. Contracted with a health care company to vaccinate staff with pandemic H1N1 vaccine.
- Led development and implementation of an agency-wide pandemic plan. Implemented a pandemic flu prevention plan to reduce and contain the spread of illness. Ensured information provided to youth offenders and staff was medically accurate and appropriate. Implemented a daily reporting system to track youth and staff illnesses, created isolation rooms for ill youth, promoted preventive behaviors, implemented an enhanced cleaning and disinfecting schedule.
- Represent OYA on the Governor's Task Force for Traumatic Brain Injury.

ACCOMPLISHMENTS — INFORMATION SERVICES

Information Services was created in 2010 as a centralized Cabinet-level function led by a chief information officer, with the goal of bringing a consistent, agency-wide approach to information and research. Accomplishments during the 2009-2011 biennium include:

- Created first-ever map of Oregon's juvenile justice system using data compiled for Oregon's 2010 Juvenile Justice System Symposium.
- Negotiated and implemented a standardized statewide framework for reporting programs and services among all county juvenile departments and OYA.
- Automated Relative Rate Index reporting for every Oregon county to support the exploration of Disproportionate Minority Contact.

- Designed and brought online the agency's first intranet. OYANet increases efficiencies by providing employees faster and easier access to policies, procedures, and informational materials in one central location, and by offering opportunities for online project collaboration.
- Completed a study and report on length of stay (LOS) to determine how long different subpopulations of youth stay in close custody, LOS trends over time, and whether a relationship exists between LOS and recidivism. This allows OYA to make better decisions about how long youth should stay in close custody.
- Developed, tested, and validated two new assessment tools for evaluating youth offenders' risk to reoffend. The OYA Risk Recidivism Assessment (ORRA) evaluates a youth's general risk to reoffend; the OYA Risk Recidivism Assessment for Violence (ORRA-V) evaluates a youth's risk to reoffend violently. These assessments enable OYA to make better-informed decisions about whether a youth is ready for release from close custody to a community placement.
- Developed, tested, and validated the OYA Violent Incident Risk Assessment (OVIRA), an assessment tool that predicts a youth's likelihood of acting out violently during his or her first six months in close custody. This information will improve the agency's ability to keep youth and staff safe by ensuring youth with a propensity for violence receive appropriate placement and enhanced treatment and oversight.
- Developed, tested, and validated the OYA Nuisance Incident Risk Assessment (ONIRA), an assessment tool that predicts a youth's propensity to cause non-violent trouble during his or her first six months in close custody. This information will help guide treatment and oversight of youth in close custody.
- Conducted the Juvenile Probation and Parole Officer Staffing Analysis Project (JSAP), a timing study designed to provide information about factors that may influence JPPO workloads. This will allow OYA to make better decisions about JPPO caseload assignments and youth supervision.

- Initiated an interagency research project with the Oregon Department of Human Services to study youth who cross over from dependency to delinquency.
 - Enhanced the Facility Unit Log system so staff can log everyday activities into JJIS. This enables units to more efficiently share information between shifts, and allows administration to better track unit activities throughout facilities.
 - Enhanced the Youth Incident Report system so child abuse reports can be more efficiently generated, tracked, and forwarded to law enforcement agencies and the Oregon Department of Human Services. Enhancements also enable staff to flag incidents that may fall under the U.S. Prison Rape Elimination Act (PREA), which generates an automatic report to OYA's PREA Coordinator so an investigation can be opened.
- Implemented Group Program Attendance Tracking, which provides the ability to record and track youth attendance and participation in defined intervention program sessions. This feature enables staff to create attendance rosters, build case notes, and automatically generate unit log entries.
 - Developed the ability to document victims' selected rights and to track notifications to victims when specific events occur.
 - Improved access for residential providers to online JJIS information. This allows providers to acquire more up-to-date and complete information about youth referred to their programs.
 - Identified the opportunity to participate in federally subsidized broadband expansion, and initiated participation in this opportunity.

ACCOMPLISHMENTS — TREATMENT SERVICES

During the 2009-2011 biennium, Treatment Services focused on improving the overall delivery of evidence-based treatment to youth offenders. Highlights include:

- Restructured psychology services to improve program delivery. Implemented new contracts with outside providers, upgraded and standardized psychological testing materials for the intake facilities, and improved the timeliness of intake reviews.
- Enhanced the curricula and intervention services provided to youth offenders. Developed a comprehensive Approved Curricula and Intervention Matrix booklet and trained staff on delivery methods.
- Initiated piloting of a new curriculum for sex offenders. This is an evidence-based curriculum that is the first of its kind in the nation geared specifically toward the needs of youth with sex-offending behaviors.
- Implemented a Certified Alcohol and Drug Counselor training course. Trained 20 OYA employees to become certified by the Addiction Counselor Certification Board of Oregon. Enhanced the agency's ability to serve the 65 percent of youth offenders who have alcohol and drug issues.
- Established a Qualified Mental Health Professional (QMHP) certification process and established a twice-monthly forum for all agency QMHPs to review policy and treatment practices.
- Updated contract standards for professionals who provide counseling services to require contractors to be licensed and obtain ongoing continuing education.
- Developed a service delivery monitoring process for contracted professionals who provide counseling services to youth placed in the community.
- Exceeded statutory requirements to ensure evidence-based treatment programs make up at least 75 percent of treatment services provided. Current evidence-based or evidence-informed treatment programs total approximately 85 percent of all treatment.

- Enabled staff members to use JJIS to track mental health services provided to youth offenders. Automated the process for determining which services have been provided to specific offenders.
- Enhanced the Correctional Program Checklist (CPC). Automated portions of the CPC reports in JJIS and incorporated new CPC data-entry protocols to make the process for tracking treatment services provided to youth offenders more efficient and user-friendly.

GLOSSARY

AFSCME	American Federation of State, County, and Municipal Employees
BCP	Business Continuity Plan
CPC	Correctional Program Checklist
JJIS	Juvenile Justice Information System
JPPO	Juvenile Probation and Parole Officer
LEDS	Law Enforcement Data System
LOS	Length of Stay
ONIRA	OYA Nuisance Incident Risk Assessment
ORRA	OYA Risk Recidivism Assessment
ORRA-V	OYA Risk Recidivism Assessment for Violence
OVIRA	OYA Violent Incident Risk Assessment
OYA	Oregon Youth Authority
PREA	U.S. Prison Rape Elimination Act
PSO	Professional Standards Office
SEIU	Service Employees International Union
YCF	Youth Correctional Facility
YTF	Youth Transition Facility



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