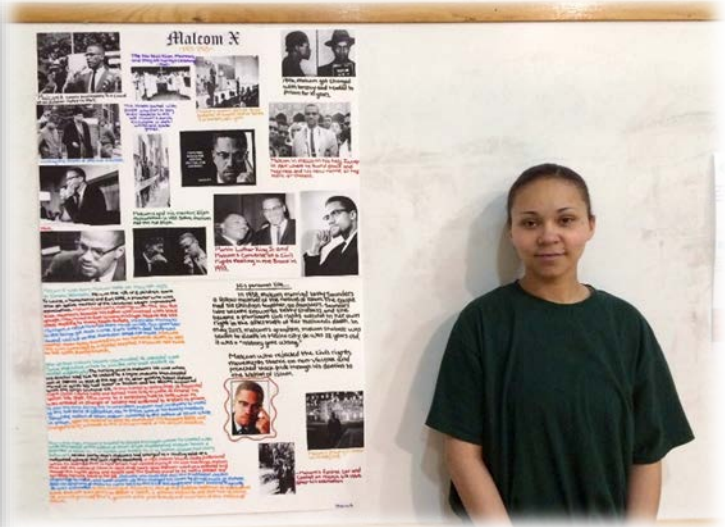




2013-15 Biennial Report





2013-15 Biennial Report

OREGON YOUTH AUTHORITY

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Message from the Director

The 2013-15 biennium proved to be filled with hard work and many accomplishments. In serving Oregon's youth, the Oregon Youth Authority (OYA) is proud to present a snapshot of what we accomplished together with our partners in the community.

The biennium began with a note in OYA's budget from the 2013 Oregon Legislature requiring OYA to develop a 10-year plan for facilities. The note referenced the declining number of youth committed to OYA, the unused capacity at Hillcrest and MacLaren, and our significant deferred maintenance costs. The budget note instructed OYA to develop a 10-year plan for facility use that considers these factors.

We moved into 2014 highly focused on improving our services and youth outcomes. We made steps to refine the Youth Reformation System (YRS) and the culture of positive youth development, which

was changed to positive human development (PHD) as we realized the need for staff to treat one another with the same tenets of respect we follow when working with youth.



In 2015 we continued to expand our use of the latest research and data to create a safer environment for staff and youth, to achieve better outcomes for youth, and to reduce future victimization.

While rolling out PHD to every facility and field office across the

state, we shepherded passage of our critically important policy bills through the 2015 Oregon Legislature and received a solid budget to keep us operating without requiring program or staff reductions. The budget also will allow us to continue staffing our YRS and PHD initiatives. Most significantly, the Legislature endorsed and approved funding to fully implement Phase 1 of OYA's 10-Year Strategic Plan for Facilities.

These truly remarkable developments will help us maintain the momentum of our transformational efforts. OYA staff members should be proud that, at nearly every turn, legislators, policy makers, and budget writers expressed their appreciation and respect for the work we do.

I thank everyone who has made these accomplishments possible.

Sincerely,



Fariborz Pakseresht, Director

Mission

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

Vision

The agency's vision is that youth who leave OYA go on to lead productive, crime-free lives.

Values

OYA's core values provide the foundation for the decisions, actions, and practices that make up the agency's daily work. These values are:

- **Integrity:** As stewards of the public trust, we display ethical and honest behavior in all that we do.
- **Professionalism:** We practice unwavering adherence to professional standards and perform our work competently and responsibly.
- **Accountability:** We conduct our jobs in an open and inclusive manner, and take responsibility for the outcomes of our performance.
- **Respect:** We treat others with fairness, dignity, and compassion, and we are responsive to their needs.

Goals

OYA's goals are to:

- Create and maintain a highly effective and efficient organization;
- Operate an integrated system that balances safety, security, and treatment;
- Ensure a culturally diverse and competent work force;
- Model collaborative, communicative, and transparent leadership; and
- Fully engage youth in their treatment and education.



Agency overview

The Oregon Youth Authority (OYA) is a key player in the state's juvenile justice system. Its statutory purpose is to protect the public, hold youth offenders accountable for their actions, and provide youth offenders with opportunities for reformation in safe environments. OYA works closely with county juvenile departments, the judicial system, district attorneys, law enforcement agencies, local public safety coordinating councils, advocacy groups, and the Oregon Department of Corrections (DOC) to accomplish these goals.

OYA provides a balanced continuum of services through a statewide network of close-custody and transition facilities, and contracted community providers. OYA manages out-of-home placements of youth in foster homes and residential treatment programs; provides parole and probation services; provides funding to counties for juvenile crime prevention, diversion, and transition programs; and operates the state juvenile corrections institutions.

OYA's facilities and services are designed to address the diverse treatment and reformation needs for youth ages 12 to 24. This includes males and females, differing ethnic groups, youth whose crimes range from behavioral offenses and property crimes to person-to-person crimes such as rape and murder, and mentally ill and developmentally disabled offenders. OYA's jurisdiction includes youth adjudicated as juveniles and young offenders convicted as adults who committed their crimes before age 18.

There are no mandatory sentence lengths for juveniles adjudicated in juvenile court. The release of youth committed to OYA as juveniles is at the discretion of OYA. Youth committed to



OYA through adult court are in the legal custody of DOC, but are in OYA's physical custody due to their age. These youth do have determinate sentence lengths. OYA may keep youth until their 25th birthday, but may transfer offenders committed through adult court back to DOC earlier if they are dangerous or if they can be better served in an adult facility.

The legislatively adopted budget for OYA provides funding for no more than 753 youth in close custody. As a result of declining crime rates, OYA's actual operating capacity is approximately 650 youth. OYA is using the savings created by having 100 fewer youth to oversee to implement research-based program improvements.

Core processes

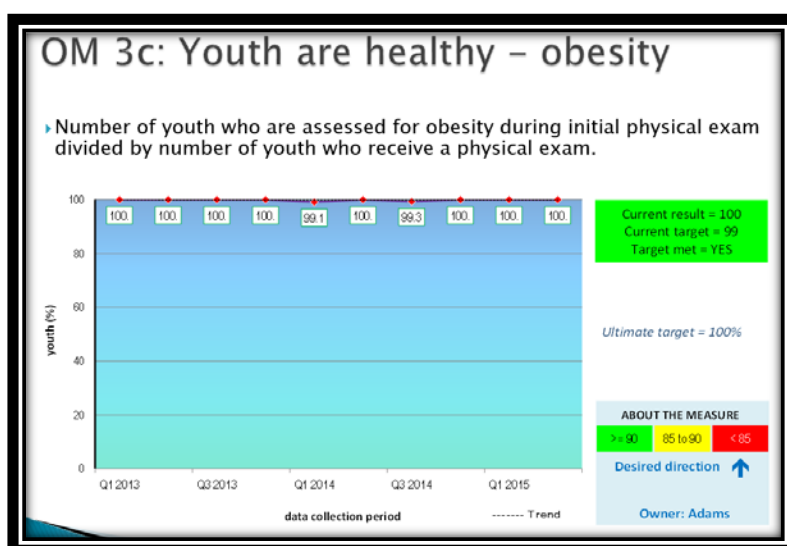
All areas within OYA share responsibility for ensuring the agency's core processes function smoothly.

OYA's core operational processes are:

- Managing youth reformation services;
- Managing youth and staff safety;
- Managing the youth commitment process;
- Managing youth intake and assessment;
- Managing youth health care; and
- Providing basic youth services.

OYA's core supporting processes are:

- 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; and
- Leveraging data, research, and technology.



Process and outcome measures

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

Public safety

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

Accountability

- Restitution paid

Reformation

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

Youth safety

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

Customer service

- Youth satisfaction
- Family satisfaction



Organization

The **Director's Office** provides leadership for agency operations. Functions within the Director's Office include communications, government relations, internal audits, minority services, performance measurement, policies and procedures, professional standards, and research and evaluation.

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 on probation and parole in communities, provides case management services for all youth in OYA's care and custody, oversees residential and foster care providers, manages state funding to counties, and manages Oregon's Interstate Compact for Juveniles. Community Services operates 26 probation and parole offices located throughout the state.

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 a pro-social skills training continuum of close-custody and re-entry facilities. It also oversees Education Services and Nutrition Services. Facility Services operates close-custody facilities at nine locations throughout the state.

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

Information Services oversees the integrity of the agency's information systems and the Juvenile Justice Information System (JJIS), provides technical services, and produces reports.

Treatment Services oversees the cognitive and therapeutic treatments for all youth in close custody. This includes behavioral health, correctional treatment services, and psychological services.



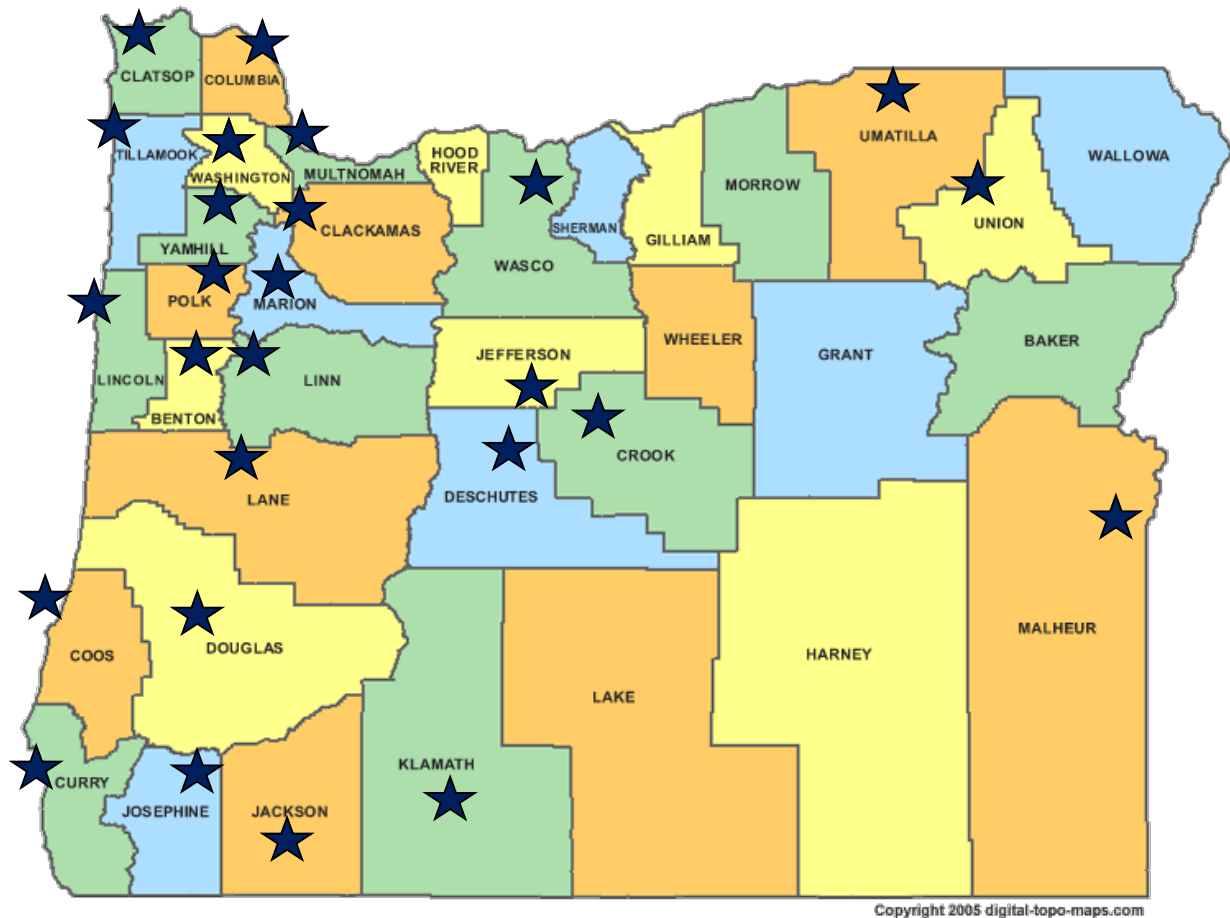
Close-custody and transition facilities

OYA operates close-custody youth correctional facilities (YCF) and youth transition facilities at these locations:



Parole and probation offices

OYA operates 26 parole and probation offices at these locations:



Budget

The Oregon Youth Authority's 2013-15 legislatively adopted budget was \$329 million, of which \$275 million was from the General Fund. Funds were distributed by category as follows:

- 49 percent: Close-custody facility programs
- 39 percent: Community residential programs
- 7 percent: Program support
- 2 percent: Agencywide expenses
- 2 percent: Capital projects
- 1 percent: Debt service

Overall, 88 percent of OYA's budget is spent in communities throughout Oregon.

Accomplishments: Director's Office

The Director's Office focuses on strengthening the agency's infrastructure to improve OYA's ability to achieve its overall mission. Key accomplishments during 2013-15 include:

Communications

- Developed content for OYA's website, including information about OYA services and about how families can visit youth in close custody
- Developed a successful and measurable social media program
- Nurtured relationships with state community newspapers and achieved ongoing positive media coverage of OYA's programs and activities
- Produced informational materials in English and Spanish explaining OYA's services for families of youth
- Produced a "Youth Safety Guide" and posters in English and Spanish for youth in close-custody facilities and residential programs explaining youths' rights and the process for reporting problems to OYA's toll-free hotline
- Produced a training video demonstrating collaborative problem-solving in action
- Produced a video outlining the juvenile justice system and OYA's role within the system for use in informational sessions with families, OYA staff, and external partners
- Enhanced internal communications through more frequent sharing of information about agency activities via director's messages, monthly newsletters, the agency's intranet, and on-site visits

Government Relations

- Developed a cabinet-level Youth Reformation System (YRS) Steering Committee to guide research and implementation of YRS and positive human development within OYA
- Implemented new legislative tracking system

Internal Audits

- Elected an Audit Committee chairperson from outside OYA to strengthen committee effectiveness and enhance agency transparency
- Conducted quarterly risk management workshops to educate and engage agency leaders in risk awareness
- Generated awareness of strategic opportunities to further align agency governance, risk management, and control activities
- Completed two annual Audit Committee-approved audit plans, successfully providing both consulting and assurance services to the agency

Office of Inclusion and Intercultural Relations (OIIR):

- Expanded the role of OIIR to include helping youth transitioning back to the community find culturally relevant and responsive services
- Coordinated quarterly public safety cluster meetings with Oregon's Native American tribes
- Held quarterly meetings of the OYA African American Advisory Committee, OYA Latin Advisory Committee, and OYA Native American Advisory Committee
- Held a leadership summit with statewide community partners, stakeholders, youth advocates, and executive decision makers to address disproportionate minority contact in the juvenile justice system
- Developed partnerships and fostered collaborations with governmental and non-governmental agencies such as Immigration and Customs Enforcement, Social Security Administration, the Mexican Consulate, and the Urban League of Portland
- Received national recognition by the Council of Juvenile Corrections Administrators, National Coalition on Juvenile Justice, Department of Justice, and the Federal Office of Juvenile Justice and Delinquency Prevention for efforts to reduce disproportionate minority contact and provide gang intervention services
- Provided the Gang Intervention/Youth Empowerment (Street Smarts) curriculum to youth offenders in close-custody facilities
- Provided a first-of-its-kind version of Street Smarts specifically targeted to female gang offenders at Oak Creek YCF
- Provided training and technical assistance to OYA staff, community partners, and stakeholders for gang intervention and treatment strategies
- Supported youth offenders in reducing unwanted gang involvement by removing anti-social and gang-related tattoos, which also assists youth with employment and educational opportunities
- Assisted communities and tribal governments across the state in employing gang intervention strategies

Performance Measurement

- Redesigned OYA's quarterly target reviews to increase understanding of measurement context and to focus on collaboration for achieving process improvement
- Implemented problem-solving methods to improve processes related to youth exercise documentation and medication administration, hiring processes, staff engagement, and the efficiency of OYA's Information Services (IS) Service Desk
- Redesigned OYA's scorecard to track and demonstrate trends for improved data analysis, which included training sessions in trend analysis for OYA managers
- Formed and led a statewide users' group of administrators responsible for managing a performance management framework
- Analyzed past years of OYA employee annual survey results, which revealed:
 - (a) a significant increase in job satisfaction from 2011 (63 percent) to 2014 (74 percent)
 - (b) a significant increase in satisfaction with the agency of 2011 (53 percent) to 2014 (74 percent)

- Analyzed results of most recent (2014) survey, which found that:
 - (a) more than 70 percent of employees felt OYA was committed to building on the strengths of youth in its custody
 - (b) 76 percent of employees felt OYA did well in areas of diversity such as managers working well with employees of different backgrounds and employees respecting the cultural identity of others
 - (c) 71 percent of employees felt their managers communicated the goals and priorities of the agency, 72 percent felt their supervisors supported them in their jobs, 60 percent were satisfied with the information shared from management, and more than 50 percent believed agency leaders were interested in their views

Policies and Procedures

- Guided by federal and state laws, set agency standards for OYA Administrative Rules, OYA policies, and general procedures
 - **2013:** Reviewed 108 policies, revised 39 policies, enacted 3 new policies, and repealed 3 policies
 - **2014:** Reviewed 68 policies, revised 14 policies, enacted 1 new policy, and repealed 0 policies

Professional Standards Office

- Continued to enhance the Professional Standards Office (PSO) investigation functions
 - **2014:** Began annual Prison Rape Elimination Act (PREA) audit of 30 percent of OYA facilities
 - **2014:** Led the national Web-based discussion and information-sharing system for implementation of PREA
 - **2015:** Completed PREA audits at 70 percent of OYA facilities
- Enhanced implementation of PREA compliance with the addition of two staff members who are certified as national PREA auditors
- Continued to provide instruction in ethics and professional standards and PREA scenario training during new employee orientation

Research and Evaluation

- Helped OYA improve youth outcomes by establishing methodologies for forecasting demand for close-custody beds, predicting risk of recidivism, identifying service need profiles (typologies), making effective treatment and youth placement decisions, and ensuring program evaluation
- Developed analytics for OYA's Youth Reformation System (YRS)
- Studied the effectiveness of parole revocations
- Identified factors associated with sexually vulnerable youth entering OYA
- Completed four "feeder" studies as part of a multiagency agreement, with results indicating several opportunities for intervention to help prevent youth and adults from becoming involved with the juvenile and adult criminal justice systems
- Completed an escalation study to determine the proportion of youth who escalate from county probation to OYA, escalate on probation violations, escalate on new crimes, and

improved the accuracy of the Juvenile Crime Prevention Risk Assessment (JCP) and the OYA Recidivism Risk Assessment (ORRA) for predicting escalation to OYA

- Completed a study to determine the optimal time that should be spent in a correctional facility based on typologies and the relation to recidivism
- Completed an isolation and incident report
- Evaluated the “blue room” at Snake River Correctional Institution to determine if creating a similar calming space at OYA would help noncompliant youth re-regulate
- Created a “blue room” at MacLaren YCF; youth can access the room by request when/if they feel it would be helpful to them in re-regulating; it provides a calm, relaxing, low-stimulation atmosphere away from group living
- Completed a youth bio/psycho/social survey to address and measure mental health gaps in treatment programs for youth
- Established data-sharing agreements with the Oregon Department of Human Services (DHS), Oregon Health Authority (OHA), Oregon Department of Education (ODE), Oregon Employment Department (OED), Oregon State Police (OSP), all 36 county juvenile departments, and DOC
- Developed capacity for predictive analytics using machine-learning algorithms for improved data collection



“Blue room” at Snake River Correctional Institution

Accomplishments: Business Services

Business Services provides centralized leadership, strategic planning, program direction, and support for OYA's operational service areas to ensure adherence to all laws, rules, and policies, and to promote efficient and cost-effective services to youth. Highlights of the 2013-15 biennium include:

Financial Services:

- Combined Accounting, Payroll, and Budget and Contracts offices into one Financial Services section with oversight by the chief financial officer, creating efficiencies in financial reporting and information sharing
- Minimized the number of payroll overpayments and underpayments
- Temporarily relocated accounting and payroll team members to Hillcrest/Hillside to accommodate space and planning needs
- Received Gold Star Award from the Oregon Department of Administrative Services (DAS) for timeliness meeting Children, Adults, and Families Division (CAF) requirements
- Participated in development of the DAS Procurement Services Service Level Agreement
- Implemented Phase 1 of performance-based contracting
- Conducted Excel and Word training for youth at Oak Creek YCF
- Met all deadlines and managed the budget development process for the 2015-17 biennium

Human Resources

- Developed and implemented building management effectiveness training for managers and supervisors
- Developed Human Resources (HR) essentials training for managers and supervisors
- Developed and implemented agencywide training for Positive Human Development (PHD) and human relations
- Implemented an agencywide employee vaccination program and vaccination records-management system
- Successfully negotiated collective bargaining agreements with SEIU and AFSCME to support key initiatives for OYA's Youth Reformation System (YRS)
- Developed protocols for temporary interruption of employment for OYA's business continuity plan, and conducted strategic tabletop exercises for emergency response preparedness
- Implemented an electronic fingerprinting process to improve efficiency in employee criminal background checks
- Realigned HR staffing resources to deliver more strategic support for YRS and PHD initiatives
- Enhanced affirmative action and diversity outreach, and improved organizational planning and development
- Provided cross training within HR for career development and succession planning
- Contributed to state government enterprisewide initiatives related to the Affordable Health Care Act, HRIS (Human Resources Information Systems), and managerial classification and compensation reform

- Developed and implemented employment-related standards set forth by the Prison Rape Elimination Act (PREA):
 - Incorporated a standardized PREA statement and employment application questions into OYA recruitment announcements
 - Integrated PREA employment-related questions within the OYA reference check process
 - Conducted Law Enforcement Data System (LEDS) criminal history checks on new employees, annually for all employees, and upon promotion
 - Gained access to the DHS Child Abuse Registry for child abuse checks on new employees, annually for all employees, and upon promotion
 - Achieved a 100 percent response rate on the PREA policy acknowledgment questionnaire completed annually by all employees

Physical Plant Operations

- Completed facility condition assessments on all OYA buildings
- Recalculated buildings' current replacement value for insurance and deferred maintenance cost percentages
- Managed the legislative budget note response for facilities
- Managed development of the 10-Year Strategic Plan for Facilities
- Continued Vocational and Educational Services for Older Youth (VESOY) trade maintenance programs for youth at all facilities
- Continued to lead Camp Riverbend VESOY wastewater operator's licensing and certification program
- Established employee development through the Oregon Limited Building Maintenance Electrician (LBME) program for staff licensing
- Participated in a committee for youth to work toward Oregon LBME electrical licenses
- Coordinated Oregon Department of Energy "Cool Schools" comprehensive energy audits at MacLaren and Hillcrest high schools
- Invested in security technology training (advanced access control and closed-circuit television system programming) for staff
- Managed security technology program installations at Oak Creek YCF, Eastern Oregon YCF, and Tillamook YCF
- Reduced the number of OYA fleet vehicles to better maximize resources

Risk Management

- Established and enhanced the risk management testing process for OYA's business continuity plan
- Conducted several risk management tabletop exercises to test OYA emergency preparedness response systems
- Established and enhanced safety quality-control management systems to reduce on-the-job injuries
- Expanded use of safety management committees and led business continuity training tabletop exercises
- Established global harmonized system training for new OSHA regulations

- Updated the emergency action handbook and improved the early-return-to-work process for on-the-job injuries

Training

- Established a training advisory committee with monthly meetings
- Reviewed all OYA training to determine purpose, expected outcomes, proper sequencing, and timing and delivery methods for each learning event
- Reduced 160 learning events to 90 courses by combining some topics and eliminating others
- Created syllabi, course descriptions, learning outcomes, and effectiveness measures for all OYA training
- Established an aggression replacement training instructor certification program
- Established a physical protection instructor certification program
- Revised the instructor certification course
- Developed and implemented online Small Purchase Order Transaction System (SPOTS) purchase card training

Accomplishments: Community Services

During the 2013-15 biennium, Community Services focused on increasing efficient and effective delivery of services to youth who are on probation and parole. Community Services also works to improve communications with communities, contracted service providers, and all OYA stakeholders. Highlights of the 2013-15 biennium include:

- Implemented a transition juvenile parole and probation officer pilot program to enhance local efforts in building community connections and capacity in employment, vocational training, and other components critical to youth success when returning home
- Expanded community residential capacity to help stabilize probation and avoid parole revocation
- Successfully engaged Community Services staff in the OYA Performance Management System (OPMS) to improve processes and measures, including a new system of targeted reviews and action plans
- Established a family engagement position and created the Family Advisory Committee to enhance family involvement in youth reformation
- Successfully piloted and implemented a new system to enable residential treatment providers to have access to appropriate youth-specific information in the Juvenile Justice Information System (JJIS) and to enable Juvenile Parole and Probation Officers (JPPOs) to transfer information to residential programs
- Continued to enhance communication among OYA Community Services and individual county juvenile departments and regional organizations
- Added Department of Corrections (DOC) young inmate case management to OYA juvenile parole and probation caseloads to provide greater coordination with DOC inmate families and to provide better care for all youth in OYA's care and custody
- Re-engineered OYA's foster care management and usage processes to ensure a more effective referral and monitoring system
- Re-engineered the system of notifying victims when offenders relocate, including runaways from residential treatment settings



Accomplishments: Facility Services

Facility Services focused on improving effectiveness in youth development services, management, and preparation of youth for successful transition to the community; efficient deployment of staff within close-custody and transition facilities; staff training and skill development; and collaboration with stakeholders in communities surrounding facilities. Highlights of the 2013-15 biennium include:

Camp Florence YTF

- Continued offering vocational woodworking classes
- Painted the units, dorms, and beds to a brighter color and added personal lockers for youth
- Rebuilt the sweat lodge area
- The Geek Squad repurposed computers, assisted with the installation of Rachel Servers, a Point of Sale system in the canteen, a mesh computer network, and managed a website for Trask River Productions

Camp Tillamook YTF

- Built a new vocational shop, which was painted by camp youth
- Built more than 200 new planting beds and expanded existing beds, which required clearing land, installing water lines, and adding a new irrigation system for tree watering
- Replaced the Camp Tillamook day room floor
- Built one of the largest tree farms on the Oregon coast in partnership with the Tillamook Estuaries Partnership

Eastern Oregon YCF

- Youth built 20 wooden signs to greet visitors of Malheur National Forest as part of OYA's woodworking program, in partnership with the Bureau of Land Management (BLM)
- Youth trained and socialized therapy dogs as part of Harney County Library's Waggin Tales Program

Hillcrest YCF

- Established a relationship with Oregon State University to provide college-level classes through a nationally recognized program called Inside Out

MacLaren YCF

- Continued offering construction and technical trade certifications in welding, computer-aided design, solar home construction, manufacturing aids, and concrete fabrication
- Built doghouses and fences for donation to Portland nonprofit Fences for Fido, a group that helps dog owners give their pets a place to run with a fence instead of being chained in the yards
- Made knit hats and scarves for the ARCHES Project, a Salem organization that helps the homeless
- Hosted a 5K fun run/walk at the facility, with all funds collected donated to a food drive

- Operated Project POOCH, where youth work with shelter dogs to train and groom them, and find them new homes

North Coast YCF

- Focused on reading and literacy with youth, including having the largest stocked library of all OYA facilities
- Upgraded the control room and made heating, ventilation, and air conditioning (HVAC) renovations

Oak Creek YCF

- Participated in Unlocking the Outdoors (managed by the Institute for Applied Ecology and Cascadia Expeditions, and funded by North Face Explore Funds and Willamette Habitat Restoration), where youth were given thousands of violet seeds to plant and grow in greenhouses and did restoration plantings alongside a nature trail in Corvallis
- Upgraded the control room and made HVAC renovations

Riverbend YTF

- Completed an office remodel
- Contracted with Oregon Department of Forestry to operate an academy that teaches youth firefighting tactics and techniques

Rogue Valley YCF

- Completed an HVAC replacement project
- Rebuilt a living unit damaged by a group of youth; incorporated youths' design ideas into the remodel

Tillamook YCF

- Expanded educational and VESoy programming:
 - Purchased a forklift and implemented an OSHA certification program
 - Purchased a welding simulator to maintain the skill level of youth with certifications
 - Increased the number of job shadowing opportunities in the community, including a barber, restaurants, radio station, and the Siuslaw News
 - Increased educational opportunities at Lane Community College
- Held the facility's first luau
- Youth spoke at community events including TEDx event in Salem, The Janus Youth Project annual dinner, and Clackamas Community College's Criminal Justice class
- A youth was nominated to the Annie E. Casey Foundation's Youth Advisory Board
- Youth participated in four community fundraising programs and volunteered at Food Share, the Soroptimist's holiday food basket give-away, the Siuslaw Booster Club, the Florence Rotary, and the Oregon Department of Fish and Wildlife
- Increased youth total work hours to more than 18,000
- Youth earned about \$130,000 to apply toward individual restitution and transition

Accomplishments: Education Services

During the 2013-15 biennium, Education Services focused on developing and enhancing educational and vocational services for youth in close custody who have a GED or high school diploma. Highlights of the 2013-15 biennium include:

- In 2013, across OYA, 241 high school diplomas, GEDs, college degrees, and vocational certificates were awarded to youth during graduation ceremonies in facilities and the community
- In 2014, across OYA, 119 high school diplomas, 14 GEDs, five associate degrees, and three bachelor degrees were awarded to youth in close custody
- In 2014, across OYA, 246 certificates were awarded in the fields of welding, firefighting, barbering, barista, forklift, flagger, master gardener, and food handler; two youth earned waste water treatment licenses
- In December 2014, the U.S. Department of Education, in consultation with the U.S. Department of Justice, ruled that “students who are confined or incarcerated in juvenile justice facilities ... are eligible for federal Pell Grants” and in January 2015 the Oregon Department of Justice affirmed the federal position as it applies to youth in OYA facilities
- In 2015 we saw a large increase of youth taking college classes; more than 100 youth at one time started taking college classes across all facilities
- In 2015 we rolled out and fully implemented Google and the use of Chromebooks at two of our high schools
- In September 2015 we opened the Industrial Arts Complex at MacLaren, adding state-of-the-art-machinery; new equipment included enhanced AutoCAD, a new CNC router, new automotive machinery including lifts and new tools, and a virtual welding training system
- During the 2013-15 biennium, OYA:
 - Piloted new technology from INTEL to normalize education content access that’s not Internet-based within facilities
 - Presented at the CJCA Conference and CEA Conference promoting technology education and low-cost access
 - Presented with World Possible at a Bureau of Prison facility advocating for digital content access and re-entry
 - Consulted with the California’s Bureau of Prisons and CEEAS around facility design and composition for a technology center and industrial arts center
 - Was featured in the magazine Teaching Tolerance by The Southern Poverty Law Center
 - Was recognized by the White House for innovation in education to reform corrections education

Accomplishments: Health Services

Health Services focuses on programs and projects that promote the delivery of cost-effective, quality health care to youth. Highlights during the 2013-15 biennium include:

- Supported a centralized model of health care that continues to ensure quality of care for youth and helps manage costs
- Ensured that community standards of care were followed at all facilities, including comprehensive high-quality health care equal to that provided in the local community
- Provided care for acute health needs, chronic disease, dental health, immunizations, psychiatrics, STD testing and treatment, prenatal and obstetrical care, prevention, and health education
- Managed infectious disease via the Infection Control Committee for any infectious disease outbreaks in OYA facilities, and enforced policies and procedures to decrease the spread of infectious diseases
- Conducted an ongoing pilot program for dental services at Hillcrest, with increased in-house dental services that provide excellent care and help manage costs
- Began implementing an electronic health records (EHR) system in all 10 facilities, which eliminates staff-intensive manual processes of transferring health records as youth move between facilities and from OYA to the community, ensures records will not be lost or misplaced, makes health records immediately accessible at the youth's new location, immediately shares records with necessary community providers, and helps prevent unnecessary duplication of medical tests and procedures
- Began implementation of Sapphire, an electronic pharmacy prescription and documentation system
- Provided extensive training for staff in using encrypted laptops secured to medication carts
- Researched and purchased an electronic dental record system that will integrate with the electronic medical record, with training and implementation beginning at the end of 2015
- Conducted the Healthy TEAM Healthy U pilot program in conjunction with Oregon Health and Sciences University (OHSU), which is taught by youth peers to provide education on healthy body weight, exercise, healthy eating, making healthy choices, and avoiding illicit drugs and steroids
- Continued participation in the OYA Performance Management System (OPMS) and the agency's quarterly target reviews to monitor Health Services' performance measures and outcomes

Accomplishments: Information Services

Information Services (IS) focuses on making more effective use of technology and data to help improve youth outcomes. Highlights during the 2013-15 biennium include:

- Created new capacity to provide data that support research and reporting for OYA's youth assessment tools (e.g., Recidivism, Risk Assessment, Recidivism Risk Assessment for Violent Crime, male and female typologies, Nuisance Incident Risk Assessment, and Violent Incident Risk Assessment)
- Developed and provided data extracts in national and statewide research for a range of national and research organizations (e.g., Johns Hopkins University, National Council on Crime and Delinquency, Oregon Criminal Justice Commission, Oregon Youth Development Council, Office of Juvenile Justice and Delinquency Prevention, National Juvenile Council Data Archive, Council for Juvenile Corrections Administrators, and Council for State Governments)
- Enhanced OYA's capacity to collect data by developing and implementing new features in JJIS, including expansion of JJIS features to county juvenile departments and automation of the reimbursable meal count documentation process (saving more than \$1 million annually in federal subsidies)
- Upgraded 19 aging firewall devices at 18 sites, increased bandwidth speed for a one-time cost savings of \$17,000, and implemented Microsoft System Center Configuration Manager, which automates software and operating systems for more efficient use of Information Services staff resources
- Launched and upgraded more than 10 intranet sites to enhance internal agency communications
- Incorporated new research tools into the software that supports vocational and treatment attendance tracking and that strengthens the automation of work flow, youth incident reporting, and victim notification
- Reduced risk and increased data integrity by:
 - Implementing an automated monitoring tool to increase the agency's ability to quickly spot and mitigate security threats
 - Introducing security measures to encrypt agency information on computers and email
 - Replacing the original JJIS mobile training lab with 35 new training laptops, ensuring the sustainability of JJIS training
 - Producing or updating several Web-based JJIS training modules
 - Providing a daylong JJIS reports workshop for OYA and county juvenile department staff to increase proficiency in obtaining and using data and reports
 - Customizing JJIS features to help implement recommendations identified by OYA's security threat management team
 - Creating and implementing virtual local area networks (VLANs) to more efficiently structure OYA's technical network for increased speed and security and efficient management of the network

- Initiating a project to update aging analog digital video recorders to digital network video systems
- Initiating performance measures to support the OYA Performance Management System, including customer satisfaction with Information Services
- Leveraged operational efficiencies and reduced expenses by:
 - Developing a new JJIS feature that uploads and classifies external documents into JJIS so documents can be shared securely among county juvenile departments, OYA, and residential treatment programs
 - Improving business interfaces for enhanced interagency data transfers related to youth medical and other financial benefits, payments to providers, and collection of child support
 - Completing Phase 1 implementation of the Juvenile Justice Provider Access System (JPAS) that automates the referral process between OYA and contracted residential treatment providers
 - Continuing a partnership with the Oregon Community Health Information Network/Oregon Health Network (OCHIN/OHN) to participate in its network and receive federally subsidized rates for network access, saving \$600,000 during the next three years
 - Creating 12 virtual servers, which reduces OYA's data center footprint by 25 percent and will generate a cost savings of \$96,000 during the next five years

Accomplishments: Treatment Services

Treatment Services focuses on improving the overall delivery of evidence-based treatment services to youth. Highlights during the 2013-15 biennium include:

- Worked with Oregon State Hospital (OSH) and Oregon Department of Justice (DOJ) to structure processes and procedures for extensions of stay at OSH beyond 30-day transfers when clinically appropriate
- Developed a new policy on mental health assessment, treatment, and documentation specific to facilities
- Provided a “train the trainers” course to Qualified Mental Health Professionals (QMHPs) for educating facility staff in suicide prevention policy
- Updated the suicide prevention policy for Community Services
- Added trauma-informed care introductory training to the New Employee Advanced Academy curriculum
- Added an intake psychological evaluation initial recommendation form to JJIS for viewing once a youth is seen by a psychologist
- Developed a protocol for after-hours community mental health crisis consultation with JPPOs and community programs
- Ensured that all QMHPs received clinical supervision for certification/recertification
- Updated psychological evaluations for youth eligible for a Second Look hearing to consider their conditional release into the community
- Provided comprehensive psychological evaluations for youth who identify as transgender
- Added cultural responsiveness questions to community contract applications
- Increased the number of staff trained in collaborative problem-solving (CPS) and provided CPS introductory training to contracted community programs
- Hosted external experts for a two-day training on trauma and CPS
- Participated in the Trauma-Informed Oregon Collaborative
- Participated on the Oregon Youth Suicide Prevention and Intervention Steering committees
- Developed a forensic psychology practicum placement for doctoral students
- Developed a process for streamlining documentation and improving accuracy of identified treatment needs to help inform appropriate placement and treatment
- Placed Certified Alcohol and Drug counselor (CADC) candidates at eight facilities to improve substance use treatment for youth across the state
- Added a new pilot curriculum, “A New Direction,” that uses a comprehensive cognitive-behavioral therapy treatment program that trains chemically dependent offenders to challenge their thinking in order to change their criminal and addictive behavior patterns
- Moved toward motivational interviewing/motivational enhancement as a core approach for all youth during intake and placement, focusing on each youth’s readiness instead of schedules

- Received approval from the Curriculum Review Committee for two more treatment options for youth who have sexually offended
- Received approval from the Curriculum Review Committee for use of a treatment book by QMHPs with youth who have been sexually victimized, providing a good resource for trauma-specific treatment and response to PREA incidents
- Developed new treatment options for youth who have sexually offended
- Led a workgroup within the Governor's Re-entry Council to create a standard procedure for transitioning DOC youth who have sexually offended to community corrections supervision

Accomplishments: Youth Reformation System

During the 2013-15 biennium, the Youth Reformation System (YRS) emerged as a method for delivering the right services to the right youth in the right settings for the right amount of time. The goals of YRS are to promote public safety, reduce victimization, and optimize positive outcomes for at-risk youth. Highlights for the biennium include:

- Successfully implemented YRS tools to determine appropriate placement and custody supervision levels
- Implemented a culture of positive human development (PHD) in all close-custody facilities and field offices, with a traveling group of implementation specialists leading all agency employees through PHD principles
- Developed PHD stories and content around tenets of PHD for the agency intranet and public-facing website and rollout of news releases and articles
- Instituted a 12-member YRS team that includes multiple implementation specialists, quality control analysts, researchers, and communications specialists
- Conducted dozens of discussions called Quarterly Conversations (QCs), which provided education and training about PHD with OYA's Central Office, Facility Services, and Parole and Probation Offices
- Established five levels of PHD (safety and security, caring and supportive relationships, high expectations and accountability, meaningful participation, and community connection) for youth and staff to guide youth toward productive and crime-free lives
- Led discussions and public forums about the value of YRS at the Portland League of Women Voters, Office of Juvenile Justice and Delinquency Prevention (OJJDP) symposium, and other high-profile events
- Established a PHD forum that addresses staff questions quickly and anonymously

Key Findings: 2013-2014 Employee Surveys

The Oregon Youth Authority conducts annual employee surveys to learn about employees' perceptions of their work environment and to gauge employees' overall level of satisfaction with their jobs and the agency. The yearly survey is a valuable opportunity for staff to communicate openly, honestly, and anonymously with agency leadership.

2013 results

The survey conducted in November 2013 found that two-thirds of OYA's 1,014 employees took time to share their thoughts about what was working well and what needed improvement at the agency. Highlights include:

- In general, survey responses were more positive than those from the previous year.
- Seven out of 10 employees reported satisfaction with their jobs in 2013, with a statistically significant overall increase in job satisfaction between 2011 and 2013.
- About 64 percent of participating employees reported they found their jobs engaging, an increase of 12.4 percent from 2011.
- Questions relating to co-workers were the highest-rated items, with *"My co-workers respect the individual cultural identity of others"* (81 percent) and *"I enjoy the company of my co-workers"* (81 percent) garnering the largest share of positive responses.
- Similar to 2011 and 2012 survey results, responses from Central Office were more positive than those from field offices, which were more positive than those from facility staff. In addition, staff working in small transition camps were more positive than staff in small youth correctional facilities.
- Positive responses to *"My managers communicate the goals and priorities of the agency"* showed a significant increase of more than 10 percentage points in 2013 (69.5 percent) compared to 2012 (59.3 percent).
- Two years of incremental improvements on the statement *"Employees have a feeling of personal empowerment with respect to work process"* resulted in a significant increase between 2011 and 2013 of nearly 9 percent.

2014 results

More than 600 employees took time to share their thoughts in November 2014 in the fourth annual employee survey. Highlights include:

- More than 89 percent of respondents reported they felt their work is important. About 65 percent were satisfied with OYA, 74 percent were satisfied with their jobs, and more than 60 percent were satisfied with information shared from management.

- The largest improvement in 2014 compared to the first year of the survey related to *"My managers work well with employees of different backgrounds,"* which increased 18 percentage points to 76 percent.
- The three strongest positive results in the 2014 survey were: (1) nearly 81 percent of respondents agreed with the statement, *"My supervisor supports OYA leadership;"* (2) nearly 80 percent of agreed with the statement, *"I enjoy the company of my co-workers;"* and (3) more than 78 percent agreed that, *"My supervisor trusts me to make decisions."*
- The degree to which employees feel engaged in the work they do is a key indicator of how employees' views are trending at OYA. The measure has improved each year, with 51.7 percent in 2011 feeling engaged, compared to 66.4 percent in 2014.



Oregon Youth Authority
530 Center Street NE, Suite 500
Salem, OR 97301-3777

503-373-7205

www.oregon.gov/OYA