Oregon Youth Authority

Youth Reformation System Implementation and Facilities Optimization Report

Fariborz Pakseresht
Director

Joseph O'Leary
Deputy Director

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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.

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Oregon Youth Authority
530 Center St. NE, Suite 200
Salem, OR 97301-3765

503-373-7205
oya.info@oya.state.or.us
www.oregon.gov/oya

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Introduction

Creating a 21st century approach to juvenile justice

Those who have read the book "Moneyball" by Michael Lewis or have seen the movie by the same name, about the Oakland Athletics general manager who used analytics to build a competitive baseball team with limited financial resources, already understand the incredible power of data to help achieve desired outcomes. The Oregon Youth Authority (OYA) is in the midst of bringing the same use of predictive analytics to the field of juvenile justice. This report provides information about that initiative, known as the Youth Reformation System.

The Youth Reformation System

Almost 20 years ago the Oregon Legislature authorized the development of a statewide, integrated electronic database that collects key information about every young person who gets in trouble with the law in every county of the state. Today, that system – the Juvenile Justice Information System (JJIS) – contains approximately 425,000 discrete youth profiles. This collection of data provides the source for the research and analysis efforts that are making the Youth Reformation System possible.

This advance in the use of data is expected to significantly improve youth outcomes, reduce victimization and crime, and create more cost-effective decisions and programs for youth. This report provides information about OYA's use of predictive analytics – the same approach that informs business decisions in professional sports, insurance, marketing and political campaigns – to improve outcomes for delinquent youth, families and communities while saving money.

OYA spent two days presenting information about the Youth Reformation System to the Public Safety Subcommittee of the Joint Committee on Ways and Means during the 2013 Legislative Session. During that presentation, the OYA research team, which includes staff from the Oregon Department of Corrections, demonstrated some of the predictive tools they have developed to help inform the best placement decisions for delinquent youth.

Presenters discussed the four key conceptual elements of the Youth Reformation System:

- Population forecast,
- Placement and treatment,
- Program evaluation, and
- Community context.

The budget note to which this report responds was developed after those hearings. The note directed OYA to develop a self-funded implementation plan for the Youth Reformation System and an assessment of the agency's facility needs. The text of this budget note can be found on page 27 in the Appendix of this report.

Managing resources

Since adjournment of the 2013 Legislature, OYA's close-custody population has dropped by approximately 100 youth, mirroring the nationwide trends of declining crime and fewer youth placements, and putting OYA's close-custody population in line with the forecast. One immediate impact of this population change has been a mid-year reduction in school funding for OYA youth by the Oregon Department of Education. To maintain a strong education program with reduced resources, OYA has made the decision to merge the formerly separate high schools located at MacLaren Youth Correctional Facility in Woodburn and Hillcrest Youth Correctional Facility in Salem. This consolidation will result in the majority of high school education courses being offered at Hillcrest.

Against this backdrop, and consistent with the direction of the budget note to avoid layoffs, OYA has engaged in specific short-term steps to bring staffing in line with the close-custody population, while repurposing some internal resources to advance implementation of the Youth Reformation System. No youth were released or displaced from close custody as part of these changes. The short-term steps completed and in progress include:

- Close one 21-bed intake unit at Hillcrest.
- Close one 25-bed living unit at MacLaren.
- Close one 25-bed living unit at RiverBend Youth Transitional Facility.
- Close the 25-bed single-cell behavioral redirection unit at MacLaren and repurpose staff as skills development coordinators throughout the OYA close-custody system.
- Focus on serving high-school age and younger youth at Hillcrest, while continuing to offer some vocational programming.
- Focus on serving older youth at MacLaren, with an emphasis on providing higher education and vocational education programs while continuing treatment. Continue providing limited high school education services as needed. Place most younger youth at Hillcrest and other facilities.
- Focus on providing vocational programming opportunities and transitional services at RiverBend, such as the fire fighter program. This will complete the conversion of RiverBend to a transitional facility.

These changes are the first steps in OYA's strategy to redeploy resources to help create an environment that is safe and best ensures youth offenders go on to lead crime-free, productive lives. Where possible, employees are taking on new roles associated with the Youth

Reformation System implementation. As additional positions become available through attrition, OYA will continue to focus those resources on the Youth Reformation System.

Managing culture and systems change

A key part of systems change is culture change. Successfully operationalizing the Youth Reformation System requires a strengthening of the organization's culture to more effectively deliver the treatment and programming required to reform youth. OYA is taking steps through training and process redesigns to strengthen the current culture within the organization to better support staff and youth safety, enhance staff skill development, ensure the best use of data, and improve the ways in which staff work with youth.

This culture is known as Positive Youth Development and is discussed in more detail later in this report. It is based on the growing body of research showing youth do best in settings where staff and youth collaborate to help youth strengthen pro-social skills, learn to make good decisions, reduce inappropriate and dangerous behaviors, and take accountability for their actions. While the budget note did not require an update on the implementation of Positive Youth Development, it is included in this report because of the key role it plays in the successful implementation of the Youth Reformation System.

Overview of the report

OYA's progress in and plans for improving youth reformation are discussed in the remaining sections of this report. Section 2 provides a refresher on the Youth Reformation System and examples of how it already is being used. Section 3 outlines the status, accomplishments and next steps in implementing each of the four components that comprise the Youth Reformation System. Section 4 discusses OYA facilities' sufficiency and needs, including the limitations of existing structures and the functional adequacy of spaces to support a Positive Youth Development culture. Section 5 provides a vision of the future of juvenile justice in Oregon. Following the report, the Appendix provides more information about the Youth Reformation System, research projects underway and planned, and the condition of OYA's facilities and their ability to support Positive Youth Development.

Like the general manager of the Oakland As professional baseball team, OYA must work with limited resources. The agency knows money is tight, but also is confident it has the ability to innovate within current resources if given the flexibility to do so. If successful, OYA will deliver outcomes that improve the lives of youth and their families, better protect the public and staff, and reduce future victimization. This same initiative provides the potential to produce positive collateral benefits far beyond the public safety sphere for the funding of prevention, education and other critical public services.

The Youth Reformation System

Improving the use of data to inform decisions

Juvenile delinquency is declining nationally, which is resulting in fewer youth being committed to youth correctional facilities. Accelerating this shift is a growing body of research demonstrating that, in the aggregate, incarcerating youth is harmful to their growth and development (National Research Council, 2013). That same research shows that juvenile justice systems should strive to provide treatment in the least restrictive environments necessary to protect public safety.

OYA believes in engaging in smart philosophical change. The agency is reviewing this research and similar findings by other groups to validate the extent to which that information applies to Oregon. Extreme reactions to well-intended research can have unintended consequences to public safety, particularly if youth offenders are placed in community settings where communities are not prepared to deal with their needs. Oregon has an opportunity to use data and research to engage in well-planned changes that ensure youth are served in the settings best suited to meet their needs, reduce recidivism risk, and promote public safety. As part of that process, OYA will be looking at ways to redesign its close-custody settings to increase effectiveness while avoiding the negative consequences associated with incarceration.

Oregon's overall juvenile justice system also is evolving due to the strategic initiative known as the Youth Reformation System. Launched in early 2013, the Youth Reformation System is based on the use of detailed, customized research data to help juvenile justice professionals make decisions about youth placements within the juvenile justice system. By using aggregate and youth-specific data, OYA staff and agency partners are able to better guide youth toward improved behavior and decision making, which ultimately reduces recidivism, achieves positive outcomes for youth and their families, and creates safer communities. Once fully implemented, the Youth Reformation System is expected to help accomplish all of these goals in a cost-effective and efficient manner.

The Youth Reformation System aids the judgment, expertise and experience of those who work with at-risk youth throughout Oregon. It can be understood best by comparing it to the medical profession's use of diagnostic tools. Every day, physicians rely upon the latest medical research and diagnostic data to help provide the best care for their patients. This information comes from sources such as MRIs, X-rays, patients' vital signs and family health histories. It does not replace physicians' experience and judgment. Instead, it helps inform and enhance their decision making. In the same way, the Youth Reformation System enhances the amount and quality of information available to OYA staff and agency partners throughout Oregon's juvenile

justice system as they make decisions about the most appropriate services, treatments and placements for youth.

The assessment tools and treatment practices that form the Youth Reformation System can be used to improve services and outcomes for all youth offenders. However, these tools and practices largely are focused on delinquent youth under the jurisdiction of the state's juvenile courts. Under ORS 420.011 and 137.124, young offenders convicted of Measure 11 or Measure 11-related offenses are committed to the legal custody of the Oregon Department of Corrections (DOC) and are housed in the physical custody of OYA for the length of their sentence or, if their sentence extends beyond their 25th birthday, they are transferred at that time to the physical custody of DOC to complete the remainder of their sentence. Of youth offenders in OYA youth correctional facilities, 313 are considered DOC Measure 11 and Measure 11-related youth and 307 are non-Measure 11 youth.

The Youth Reformation System's analytical tools can be used to determine best placement and treatment in OYA close custody for Measure 11 youth, and Positive Youth Development defines how OYA staff interact with all youth. The Youth Reformation System tools are not intended to interfere with voter-approved mandatory sentencing of young offenders, nor are they intended to dictate the length of incarceration imposed by courts or deemed necessary for public safety.

Examples of the Youth Reformation System in action

The use of customized, youth-specific data already is making a difference for many youth in OYA's care and custody. The three youth whose stories are told below now have a better chance to lead productive, crime-free lives thanks to dedicated staff and the use of Youth Reformation System tools to inform decision making and divert these youth from the paths their decisions and behaviors would have caused them to follow under the traditional system. Initials have been changed to protect the youths' confidentiality.

SW's story

SW was placed in OYA's custody at the age of 18. He had been convicted in adult court for a serious crime. He was committed to the Oregon Department of Corrections (DOC) and placed in OYA custody until he is scheduled to be released from OYA's physical custody to adult post-prison supervision. As with all DOC youth in OYA facilities, SW faced the possibility of being transferred to DOC to complete his sentence if he posed a danger to other youth or to staff.

SW was housed at OYA's MacLaren Youth Correctional Facility, where he completed his high school diploma. In addition to schooling, SW participated in a variety of treatment programs, including cognitive behavioral treatment and aggression replacement therapy. Staff considered

SW to be a bright young man, but one who had problems with authority figures. As one staff member observed, “SW angers easily and can go from zero to sixty in a half second.”

SW’s behavior worsened and, after several incidents, he was transferred to the facility’s behavior-management unit. SW continued to act out and began to threaten staff. At one point he stated that he “would do whatever it takes” to go to an adult correctional facility. Consideration was given to transferring SW to a DOC facility, but OYA decided to continue to work with him.

This escalating level of behavior problems traditionally would have made SW’s transfer to DOC almost a certainty. However, OYA was able to use new Youth Reformation System assessment tools to gain a more detailed understanding of SW’s potential. Those tools indicated that transferring SW to an adult prison would decrease his chances of success. OYA decided to maintain SW in the agency’s physical custody and to apply new treatment approaches informed by Youth Reformation System data and aligned with a Positive Youth Development culture.

A team of agency treatment and security professionals met with SW to look at other options for placement informed by the data. SW’s mother, who was closely involved with her son’s case planning, pled with him not to throw away his chance in the juvenile system when he had fewer than two years left of incarceration at OYA. After days of discussion among staff, SW and his mother, an agreement was reached to transfer SW to another OYA facility that offered a vocational program that interested him if he could maintain good behavior for 90 days.

SW responded positively to the promise of clear outcomes linked to specific behaviors, and he transferred to the desired facility. He enrolled in online college courses and took advantage of vocational education programs in his new location. He was selected to be a leader in his vocational program, where he helps train and mentor other youth. When SW eventually transitions to adult community corrections supervision, he will be more prepared to succeed as a responsible and crime-free young man.

Without the use of assessment tools, SW likely would have been transferred to an adult prison well ahead of his scheduled release. He would have forfeited much of the education he has received, and he would not have had access to the vocational opportunities at which he has excelled. His story is an example of the power of data to help improve outcomes for youth.

KF’s story

OYA first encountered KF when she was 14. She had been committed to OYA’s custody after stealing from the church she and her family attended. KF had very poorly developed social skills that put her at odds with peers, adults and others. When frustrated, KF would self-harm, act out violently, or engage in other risky behaviors.

Her family was told by local juvenile justice officials that the help their daughter needed was not available locally and could best be provided by the state, either directly from OYA or through the agency's statewide network of contracted residential programs. KF's family and church were encouraged to report the theft to law enforcement authorities so KF could receive the treatment she needed.

After a court hearing, KF was placed in an OYA-contracted residential program. However, the program released her after just 30 days because of her assaultive behaviors and negative interactions with staff members and other girls. KF was placed in the county detention facility while her OYA juvenile parole/probation officer (JPPO) investigated placements with other contracted residential programs. All four programs to which the JPPO referred KF turned down the referral because of her behaviors in the first placement.

Conventional wisdom said that KF was on the typical trajectory for commitment by the court to an OYA close-custody facility. This stepped-up level of security and supervision occurs to protect the safety of youth, staff and the community when a youth is unsuccessful in a community placement. However, the Youth Reformation System assessment tools provided information that predicted a more successful path to support a positive change in KF's behavior and decisions.

The assessments indicated that the likelihood of KF's success was far greater in a residential setting than if she were sent to a youth correctional facility. OYA staff collaborated with KF's parents to identify KF's treatment needs, shared the Youth Reformation System data with providers, and developed placement options that could provide the appropriate services. After several days, a program accepted KF and she was transitioned from detention to the program.

While KF still faces challenges, she is doing well in the program and was able to successfully complete an eight-day home visit. Her case plan calls for her to be returned to her family under OYA supervision and for her to participate in out-patient treatment. Her progress may not be smooth, but the resources are in place to help her succeed.

RG's story

Fourteen-year-old RG was a chronic delinquent in his small community, first coming to the attention of the county juvenile department at age 12 for theft. The following year, he was referred to the department again for criminal trespass and theft. In early summer when he was 13, RG was brought in again for being a minor in possession of alcohol.

RG's case was dealt with through a formal accountability agreement with the local juvenile department. However, RG again began committing additional acts of delinquency and was adjudicated to formal county probation. He continued to commit delinquent acts in the community, with additional referrals the following spring for breaking into cars, stealing, and

possessing alcohol and methamphetamine. By age 17, RG now had a five-year history of ongoing, low-level, delinquent behavior.

The county juvenile department's initial preference was to continue to oversee RG while he lived at home. As part of that plan, RG's county probation officer approached his OYA counterpart to request an OYA Risk-Needs Assessment to help determine the supports and services RG needed to break his trajectory of criminal behavior. The Risk-Needs Assessment and additional information provided through Youth Reformation System data showed RG to be at extremely high risk to reoffend if he were left in a community setting. He ranked in the 97th percentile of youth in community settings who were likely to offend. The data indicated RG would be better served, and the community safer, if he were committed to OYA for out-of-home placement and correctional and substance abuse treatment.

The county juvenile department brought RG's case to the interagency staffing committee (comprised of the juvenile department, OYA, DHS, and mental health services), which meets regularly to review cases. The committee's recommendation to the court was to commit RG to OYA for out-of-home placement in a contracted residential treatment program. The court agreed and placed RG in an OYA-contracted residential treatment program.

RG continues to live in the residential treatment program. While he has made treatment progress, his behaviors continue to be problematic. He currently is on a 30-day notice of non-participation and may be referred for a higher level of residential care. His is one of the rare examples of a youth who is more appropriately served in a more restrictive environment. He is receiving the services he needs in the appropriate treatment setting.

Youth Reformation System implementation

Progress to date

The Youth Reformation System is comprised of four major components: population forecast, placement and treatment, program evaluation, and community context. The following information summarizes OYA's progress to date in implementing these components. Additional information about the four components of the Youth Reformation System begins on page 33 in the Appendix of this report.

Population forecast

This component consists of short- and long-term bed forecasts. The short-term forecast defines demand based on the existing youth offender population and aggregate youth profile. The long-term forecast predicts the needed capacity for the next 10 years. Details about the forecast methodology begin on page 33 in the Appendix of this report.

To date, OYA has:

- Developed and tested a new data-driven forecasting methodology to more accurately determine short-term close-custody bed needs; and
- Completed an analysis of the optimal placements for youth currently involved with the juvenile justice system (i.e., youth under county supervision, in OYA-contracted residential placements, or in OYA close-custody facilities).

The next steps will be to:

- Refine the data used to create the short-term forecast; and
- Pilot test a new methodology to improve the accuracy of the long-term forecast.

Placement and treatment

This component addresses two key elements of successful reformation – finding the optimal placement and engaging youth in the most appropriate treatment to reduce their risk to recidivate.

To date, OYA has:

- Developed a front-end assessment tool specifically designed for counties to use when creating case-management plans for youth;
- Developed new assessment tools for OYA to use at intake to more accurately determine youths' risks and needs when making placement and treatment decisions;

- Developed youth "typologies" to identify key characteristics shared among groups of youth, leading to better placement and treatment decisions;
- Developed youth-specific estimates for success in different types of placements (i.e., youth under county supervision, in OYA-contracted residential placements, or in OYA close-custody facilities);
- Provided new youth-specific data to contracted residential providers to help them better understand the risks and needs of the youth they serve;
- Initiated a large-scale research study to estimate the optimal treatment intensity and length for youth to maximize desired outcomes in a cost-effective manner; and
- Launched pilot projects in 22 counties to use new assessment tools in local juvenile department decision making.

The next steps will be to:

- Complete the research study into optimal correctional treatment intensity and length for different types of youth;
- Expand use of youth-specific data by contracted community residential providers;
- Work with county juvenile departments to evaluate the effectiveness of new assessment and typology data for decision-making and case-planning purposes;
- Develop a transition-readiness assessment to inform decisions about moving youth from OYA custody back to their home communities; and
- Establish pilot projects in additional counties to use new assessment tools in local juvenile department decision making.

Additional research projects also are under discussion. More information about assessment tools being used to determine optimal placement and treatment for youth begins on page 35 in the Appendix of this report.

Program evaluation

This component, known as the Program Evaluation Continuum, helps OYA keep a better finger on the pulse of effective programming for youth offenders. The Program Evaluation Continuum uses a variety of measurement and analytical tools to identify program effectiveness, provide data to help improve lower-performing programs, and create a responsive feedback system for program monitoring. This information enables the agency to better align programs with youth needs, and provides cost-benefit analyses to determine the most efficient programming generating the best outcomes.

The Program Evaluation Continuum will help ensure agency leaders and legislators have the information they need to make informed decisions about how to best serve Oregon's youth with the resources available, consistent with the evidence-based practices directive contained

in SB 267 (ORS 182.525), which was passed by the 2003 Oregon Legislature. OYA is in the early stages of implementing this component of the Youth Reformation System.

To date, OYA has:

- Adopted and customized assessment tools for pre- and post-testing of youth to determine the effectiveness of all curricula and treatment programs delivered by OYA; and
- Initiated a research project to determine which programmatic factors are related to recidivism so that programs can be redesigned to improve outcomes and prevent future crime.

The next steps will be to:

- Conduct an equity outcomes study to measure the effectiveness of programs across all demographic groups;
- Coordinate with community partners to plan implementation of an enhanced program evaluation process; and
- Complete the development of a data warehouse to enable more efficient collection and analysis of program evaluation data.

OYA will be inviting county juvenile departments and contracted residential providers to participate in further development and refinement of the Program Evaluation Continuum. As the information becomes available, it will be provided to and discussed with partners, enhancing a shared understanding of how data-informed decision making improves program effectiveness, cost effectiveness and outcomes.

Community context

The community context component of the Youth Reformation System identifies the factors that lead a youth into involvement with the juvenile justice system and the environmental factors that aid in supporting youth as they transition back to their home communities. OYA is in the early stages of conducting research and analysis to gather data to help implement this component of the Youth Reformation System.

To date, OYA has:

- Established signed data-sharing agreements with the Oregon Department of Human Services (DHS), Oregon Health Authority (OHA) and Oregon Department of Education (ODE); and
- Initiated a feeder system study in collaboration with DHS, OHA and ODE. This feeder system study is focused on identifying the earliest point in a youth's life at which intervention can prevent delinquency.

The next steps will be to:

- Collect and analyze data from the feeder system study, and share that data with counties to enable them to develop and apply appropriate interventions to divert the paths of youth who are at risk for entering the juvenile justice system;
- Identify factors that contribute to the disproportionate level of contact with the juvenile justice system by some demographic groups; and
- Continue to explore partnership opportunities with representatives of Oregon's education and human services systems and other stakeholders and partners to identify data-sharing opportunities that can lead to early intervention efforts with at-risk youth.

The goal of these next steps is to identify youth, even at a very early age, who may be on a trajectory to enter the juvenile justice system, and provide system partners with information that will inform policy and budget decisions aimed at increasing positive outcomes for youth and communities.

Elements that may help inform the long-term forecast include anticipated population growth, education system data, and interactions with Oregon's social services system. Since many youth served by OYA demonstrated poor school attendance and accessed the state's social service system during the 10 years prior to entering OYA's care and custody, additional information from these systems has the potential to significantly improve the ability of Oregon to predict the necessary long-term capacity needed by the state's juvenile justice system.

As noted, OYA is at the very beginning of conducting this study. While initial data are anticipated to be available within a year, it is expected to be 3-5 years until the knowledge gained from those data can be completely operationalized by OYA and its partners.

A more complete list of the Youth Reformation System research projects begins on page 43 in the Appendix of this report.

Strengthening OYA's culture to support the Youth Reformation System

The Youth Reformation System holds great promise to improve outcomes. Better data alone, however, cannot shift a system and improve outcomes for youth offenders. Operationalizing the Youth Reformation System on the ground requires a complementary advancement in culture to better deliver the services the Youth Reformation System data show are effective. A culture must exist that supports the skill development of staff and the delivery of data-informed treatment in a safe, respectful and supportive environment.

Best practices in juvenile justice are shifting toward a Positive Youth Development culture, which views youth as resources to be developed, rather than as problems to be fixed (Butts, Bazemore and Meroe, 2010). This calls upon juvenile justice professionals to not only focus on the reformation of youth, but also on the developmental needs of youth who enter the juvenile justice system and any assets (e.g., positive role models, supportive family relationships, good school attendance) they may possess. This approach works to hold youth offenders accountable and prevent future crime by helping youth understand how to build on their strengths and make positive, productive decisions into adulthood.

OYA is creating a culture in which all individuals – staff and youth – work collaboratively to discuss issues, resolve problems, and develop pro-social solutions and behaviors. Positive Youth Development focuses on developing youths' personal resources to foster healthy communities within OYA where youth are held accountable and where pro-social thoughts and behaviors are strengthened.

Delivering treatment within a Positive Youth Development culture requires:

- Determining potential protective factors (e.g., positive role models, an interest in classroom or vocational education) and working to strengthen them;
- Understanding the connection between normal adolescent development and delinquent behavior;
- Recognizing that treating the symptoms of delinquency is different from treating the causes of delinquency; and
- Delivering treatment, education and other programming in a context that is meaningful and relevant to all types of youth, all ages of youth, all male and female youth, and all demographic groups.

In short, creating a Positive Youth Development culture in a juvenile justice context requires a focus on the many factors that make a whole person, with the goal of achieving optimal development resulting in responsible, healthy, productive and crime-free youth. This approach takes into consideration the latest research in brain science and the fact that the adolescent brain continues to develop until a person is in his or her mid-20s (National Institute of Mental Health, 2011).

Moving forward

The budget note instructs OYA to create a plan that implements the Youth Reformation System without additional funding or layoffs. Considering the scope of this initiative and the expertise required for implementation, OYA is meeting those instructions by shifting resources within the agency to build internal capacity to conduct research, project management and business analyses, and to engage staff directly with youth in a Positive Youth Development culture. The

closures of four close-custody living units, as described in the Introduction of this report, will create an attrition glidepath for approximately 60 positions that will be repurposed to implement the Youth Reformation System.

The ability to use these positions has been negatively affected, however, by the 2 percent holdback this biennium. The 2 percent reduction delays the agency's ability to fully implement the Youth Reformation System and introduce Positive Youth Development.

The timelines associated with the full implementation of the Youth Reformation System are based on the agency's ability to implement the needed staff repurposing. If the required resources are identified and allocated as was planned prior to the 2 percent reduction, the research component has an estimated completion date of December 2015, and the development and implementation component has an estimated completion date of December 2018. If the required resources are not allocated or are delayed, these estimated completion dates will be extended. Increased resources have the potential to shorten the estimated completion date.

Facilities assessment

Responding to the budget note

Another component of the 2013 Legislative budget note is the direction to develop a 10-year or longer term plan for OYA's facilities. The early steps to create that plan are underway, and OYA will provide the Legislature with an update on the status of the plan development in September 2014. More information about the process for developing that plan is provided later in this section.

Current structural limitations

OYA's ability to provide safe physical and emotional environments that support youth treatment, education and vocational training are limited by the conditions of its facilities. While facilities' grounds generally are well-kept, the buildings located on some of those grounds are aging, have significant deferred maintenance needs, and are underused because the youth offender population has been declining. This is particularly true for the two facilities in the Willamette Valley – MacLaren Youth Correctional Facility in Woodburn and Hillcrest Youth Correctional Facility in Salem. Most facilities also do not meet the standards needed to support the program components of the Youth Reformation System or a Positive Youth Development culture, and in many cases do not meet basic accessibility or seismic standards.

OYA owns buildings at 10 locations throughout the state, with an estimated replacement value of $190 million. The majority of these structures provide secure residential spaces for youth offenders. The remaining buildings are used for youth education, vocational training, physical education and recreation, and for administration and support services.

Ages of buildings range from those constructed as early as the 1920s to as recently as 2010. Each facility, even each building, reflects the best information about juvenile justice programming at the time. At MacLaren and Hillcrest, buildings constructed in the 1920s as training schools now serve as youth dormitories. OYA's eight other facilities were constructed to reflect a more narrowly focused corrections approach and therefore are limited in their ability to support the programming needed to implement the Youth Reformation System within a Positive Youth Development culture.

Each facility has its own challenges and opportunities. The agency's estimated deferred maintenance backlog exceeds $23 million. Many of its buildings are considered to be at the end

of their lifespan and will require capital construction investments to fully realize the potential of their spaces.

Many OYA facilities have structural limitations that impede their ability to engage youth in ways that support reformation and the healthy development of youth. Decades of research have focused on how an individual's psychological state is influenced by the physical environment in which they work and live. Studies have looked at the effects of their surroundings on how well employees work, how well students learn and how well incarcerated individuals do in treatment (Moos, 1996). Research has documented that correctional organizations can improve outcomes by redesigning facilities in a manner that positively affects residents' moods and behaviors (Urbanoski, Mulsant, Notvana, Ehtesham and Rush, 2013). OYA's facilities currently lack many of the elements recommended by researchers, such as natural light and interior finishes suitable for a living area, and environments that are conducive to connecting with others.

Floor plans in some facilities also have poor line-of-sight for staff, which may pose safety concerns as well as create challenges for staff to safely and proactively interact with youth on the living units. Many facilities lack adequate outdoor recreational spaces or off-unit programming areas, which can result in youth remaining in the same physical environment for many hours per day and can limit educational options. Ensuring a healthy psychological climate, safe and supportive staff-youth interactions, and varied program space all support the creation of a safe space where staff can effectively work and where youth can engage in treatment, education and training, and may contribute to safer facilities.

When examining OYA's close-custody facilities, several factors need to be considered. These include each facility's location relative to population centers and youths' home communities, unique attributes such as campus size and specialized buildings, safety of housing and programming configurations for staff and youth, deferred maintenance needs, energy efficiency, land value, land and structure configuration, campus size and flexibility, programming space, on-site medical care facilities, education facilities, employment and training opportunities, community volunteer connections, and the importance of the facility to the local economy.

These issues are particularly significant when reviewing OYA's two largest facilities, MacLaren Youth Correctional Facility and Hillcrest Youth Correctional Facility. The two facilities are located in the same area – the Willamette Valley – and both are underused. OYA could achieve significant savings by closing one of the facilities. However, when comparing the two facilities, the decision about which facility to retain becomes complex.

MacLaren's campus has a sprawling collegiate setting and is considered OYA's most flexible facility because of the space available for separate living units, vocational programs, and the opportunities for youth to move around in a more normalized way such as going from a living

unit to work or school. It also has a recently renovated underground utility infrastructure that can support the growth of the facility. It is significantly challenged in that its aging buildings make up nearly half of the agency's deferred maintenance total, it requires major investments in new security technologies (e.g., camera systems), and the majority of the structures have a high seismic risk. MacLaren's location, campus size and other positive features make it the ideal location to serve as the single OYA youth correctional facility for male youth offenders in the Willamette Valley. However, the condition of the structures and lack of an appropriate intake unit present major challenges to make it a viable choice without reconstruction.

Hillcrest, to a lesser degree than MacLaren, also has a campus that offers flexibility for a variety of programming options. Hillcrest's buildings are in better condition than the buildings at MacLaren, it has a smaller deferred maintenance backlog, and it already has extensive camera surveillance systems. Overall, the Hillcrest facility is in slightly better structural shape than MacLaren and has a functional intake infrastructure. However, Hillcrest's living units resemble the institutional settings of the 1960s and '70s, which do not provide the ideal environment for staff engagement and youth reformation. It also lacks sufficient physical space to provide the needed vocational programming if it were to serve as the sole Willamette Valley facility. In addition, its buildings present a high seismic risk, although the campus overall ranks slightly safer seismically than MacLaren. Lastly, the land on which Hillcrest sits offers potentially more value to the state if one Willamette Valley facility is closed and the property is sold for development.

The most flexible campuses are at MacLaren and Hillcrest, which are nearest to the state's population centers and therefore to many youths' families. Offsetting the benefits of their location, however, MacLaren and Hillcrest also have the oldest buildings and are in need of the most capital rejuvenation. More information about the condition of all OYA facilities begins on page 49 in the Appendix of this report.

Developing a facilities plan

OYA is at a pivotal juncture in its history, where the promise of the Youth Reformation System and Positive Youth Development intersect with the realities of the agency's aging physical plant portfolio. To address the gap between facilities that support Positive Youth Development and the agency's current physical plant inventory, OYA is undertaking a facility condition assessment, which will help inform development of a facilities master plan to address infrastructure needs and respond to the 2013 Legislature's budget note.

OYA is working with the Oregon Department of Administrative Services (DAS) to draft a Request for Proposal to conduct a comprehensive facility condition assessment. The assessment will update current data and answer standard questions about each facility's safety and security

systems, deferred maintenance and capital construction needs, and other issues. The assessment will include:

- Identification and documentation of current facility condition deficiencies;
- Recommended corrections for all deficiencies;
- Cost estimates for making corrections; and
- A forecast of future facility renewal costs.

OYA also is working with DAS to develop a Request for Proposal for services to help develop a facilities master plan to assess the changes that would be needed within facilities to support the Youth Reformation System and Positive Youth Development. The master plan will take into consideration best juvenile correctional practices and will answer such questions as:

- How does OYA's physical plant inventory intersect with Positive Youth Development, and what are the physical plant elements needed to support achieving a Positive Youth Development culture?
- What does the ideal juvenile corrections facility look like and how do OYA's facilities compare?
- What is the ideal physical environment to serve the unique and specialized needs of the youth in OYA facilities?
- Are there options for low-cost, high-return improvements to existing buildings?

The answers to these and other questions, as well as additional information OYA is gathering, will help OYA create a Strategic Facilities Plan that will identify the ideal facility locations and physical environments needed to support the Youth Reformation System and Positive Youth Development, measure existing structures against that ideal, and recommend the best use of current land and existing facilities to support achieving the optimum outcomes for Oregon.

Conclusion

Achieving the agency's vision

OYA's vision is that all youth who leave the agency's care and custody will go on to lead productive, crime-free lives. The Youth Reformation System and Positive Youth Development are designed to support that vision. While the Youth Reformation System began as a method to improve OYA's effectiveness, the ultimate impact of this initiative has the potential to rewrite the approach to juvenile justice throughout the nation.

OYA benefitted from the work of other organizations in developing the Youth Reformation System, such as the Washington Institute of Public Policy, and continues to engage with national partners to improve and learn. Organizations such as the MacArthur Foundation, Council for Juvenile Correctional Administrators, and Council of State Governments have been invaluable in sharing their reactions to the Youth Reformation System and have taken note of OYA's progress. They are encouraged by what is happening in Oregon and recognize that the tools and methodologies developed here have implications and benefits to national conversations and to other states and jurisdictions.

As Oregon looks to the future, it is possible to envision a system with the following characteristics:

- **Forecasting:** Oregon will be able to project the capacity needed in all parts of the system (county supervision, OYA community placement, and OYA close custody) based on where youth will have the best opportunity for success.
- **Placement and treatment:** For youth who enter OYA's care and custody, the agency will be able to determine the best placement based on each youth's risk and needs. Staff will identify the most effective interventions and programming to determine optimal length of stay. Youth will be served in physical structures designed and constructed to maximize opportunities for treatment, education, skill building and reformation.
- **Program evaluation:** Oregon will be able to determine which interventions and treatments are working and which need improvement. All parts of the juvenile justice system will be able to use that information to improve programming effectiveness and lower recidivism, thus reducing future victimization and promoting safer communities.
- **Community context:** Oregon will be able to identify youth at an early age who are on a trajectory to end up in the juvenile justice system. Through early interventions using local resources, youth will be diverted to paths that lead to productive, crime-free lives. Communities will have the information and resources they need to help youth who have been served by the juvenile justice system successfully transition back into society.

OYA initiated a conversation with the Oregon Legislature in 2013 about the changing landscape of juvenile justice and Oregon's response. The subsequent Legislative budget note provided an avenue for OYA to continue that conversation with the Legislature and to look within to shift resources internally to fund the Youth Reformation System. Through implementation of the Youth Reformation System, OYA has an opportunity to truly transform the way the agency and the larger juvenile justice system conduct the important work of providing opportunities for youth reformation.

With recent operational changes, OYA believes no new resources will be needed to continue this initiative. The agency will be prepared to return to the Legislature in September 2014 to talk further about how OYA has used the flexibility provided to move the Youth Reformation System forward and to provide an update on the status of the facilities review. OYA appreciates the Legislature's continued support in this transformative process.

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2013 Legislative budget note

The Oregon Youth Authority (OYA) has two aging youth correctional facilities in the Willamette Valley that are operating well below the intended bed capacity and that have significant deferred maintenance needs. The April 2013 Oregon Youth Authority Demand Forecast projects a reduction in the number of close custody beds necessary to house incarcerated youth and also shows a need for a substantial increase in the number of community residential treatment beds.

The Joint Committee on Ways and Means directs OYA to develop a facilities plan that:

1. Evaluates facilities in terms of capacity, operating and maintenance cost, and deferred maintenance need;
2. Develops 10-year or longer term plans for the facilities;
3. Includes recommendations and rationale for facility disposition, if appropriate; and
4. Recommends future uses of the buildings that OYA would no longer need.

The Oregon Youth Authority is developing the Youth Reformation System, a predictive analysis model to inform decisions at all levels of Oregon's juvenile justice system. The model uses juvenile data in Oregon's unique Juvenile Justice Information System to create better outcomes for youth in terms of returning to society ready to take part in a productive, healthy, crime-free life. The model, in turn, reduces victimization and reduces taxpayer expense.

The Joint Committee on Ways and Means directs OYA to develop a business plan that:

1. Includes business efficiencies, including maximizing asset utility, that effectively use taxpayer dollars;
2. Creates a timeline and project plan to implement the Youth Reformation System;
3. Does not compromise the safety and security of youth, staff, or the community; and
4. To the greatest extent possible, avoids layoffs.

OYA is further directed to report on the facility and Youth Reformation System business plans to the Joint Committee on Ways and Means during the February 2014 Legislative Session.

Creating capacity for change

Overall capacity

A summary of the planned operating capacity at each of OYA's 10 facilities is shown below.

Facility Capacity Adjustments	Legislatively Approved Capacity	Management Actions	Planned Operating Capacity
Youth Correctional Facilities			
Eastern Oregon YCF	50		50
Hillcrest YCF	157	(21)	136
MacLaren YCF	186	(50)	136
North Coast YCF	50		50
Oak Creek YCF	60		60
Rogue Valley YCF	100		100
Tillamook YCF	50		50
Transition Programs			
Camp Florence	25		25
Camp Tillamook	25		25
Riverbend YTF	50	(25)	25
Total	753	(96)	657

Savings and reinvestment opportunities

Each closure of a close-custody living unit generates direct General Fund savings of approximately $1.9 million over 24 months. This savings primarily includes direct care staff idled by the closure such as group life coordinators (GLCs), youth corrections unit coordinators (YCUCs), treatment managers (TMs), and qualified mental health professionals (QMHPs). Complete closure of a facility would generate additional savings from reduced facility infrastructure costs (e.g., medical clinics, maintenance and repair personnel, administration staff, and program support staff).

Position changes from the LAB budget are summarized in the following table:

	Legislatively Adopted Positions	Positions Idled	Redeploy Positions	Realigned Positions Total
Position Realignment	**1,030**	**(60)**	**48**	**1,018**
Closure of TROY program		*(15)*		
Closure of living unit at RiverBend		*(15)*		
Closed additional unit at MacLaren		*(15)*		
Closed unit at Hillcrest		*(15)*		
Phase 1 redeployment (youth safety and immediate YRS needs)			*19*	
Phase 2 redeployment (YRS research, direct service, program support)			*15*	
Phase 3 redeployment (YRS research, direct service, program support)			*14*	
Positions included in 2% reduction plan - January 2014			*12*	*12*

Position actions will occur in three phases, based on when resources are available within OYA's budget, redeploying a total of 48 positions to improve youth outcomes in conjunction with the Youth Reformation System. The remaining 12 positions have been included in the 2 percent hold back identified as potential permanent reductions. The immediate elimination of these positions will adversely affect agency cash flow in the short term and may significantly delay implementation of the Youth Reformation System initiative.

Staffing redeployment process

Staffing resources have been redeployed to:

- Provide immediate, onsite intervention services for youth who are disruptive or present a danger to themselves and others;
- Fund the most immediate needs of the Youth Reformation System implementation team; and
- Supplement staffing levels where needed to improve youth safety and treatment.

The next phases of position redeployment will occur as positions become vacant. These positions will fill critical roles necessary to successfully implement the Youth Reformation System. Accordingly, progress toward full implementation of the Youth Reformation System will depend on how quickly positions vacate after living units are closed.

Redeployment is being accomplished without layoffs in accordance with the 2013 budget note. When necessary, this has been accomplished using position doublefills to prevent layoffs. Displaced staff will continue to provide services to youth in other units until the positions are naturally vacated through attrition. The positions then will be repurposed to their permanent roles. OYA expects the first two phases to be substantially complete by January 2015.

The final phase will complete the redeployment of internal resources to fund the Youth Reformation System and will occur during the 2015-17 biennium or earlier as vacancies occur.

Positions included in the 2 percent reduction plan

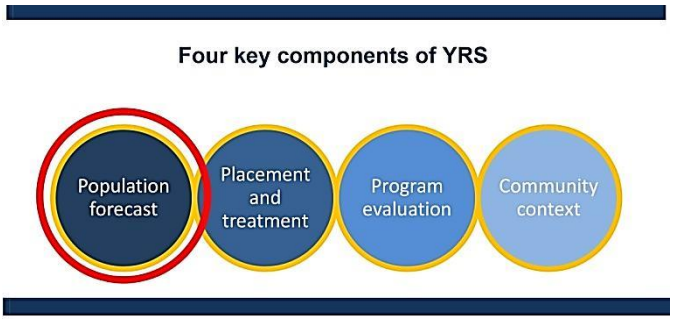
HB 5008-A (2013) includes an across-the-board 2 percent General Fund budget reduction. On January 13, 2014, the agency submitted a plan to the Legislative Fiscal Office to manage this reduction using a combination of one-time and permanent reductions. OYA expects 12 positions eventually to be available for permanent reduction. However, elimination of these positions in the current biennium will delay the availability of positions for the second and third phases of the redeployment process, thereby further delaying implementation of the Youth Reformation System and Positive Youth Development.

Youth Reformation System overview

The Youth Reformation System comprises four components – the population forecast, placement and treatment, program evaluation, and community context.

Component 1: Population forecast

As the first component in the Youth Reformation System, the population forecast provides the foundation for making the most cost-effective investments in youth services and in reducing future crime.



The Oregon Department of Administrative Services (DAS) and the Juvenile Corrections Population Forecasting Advisory Committee produce a semi-annual Juvenile Corrections Population Forecast, which projects immediate and long-term bed needs. The forecast includes factors such as youth population, crime rates, referrals to juvenile departments, and other variables expected to drive the number of youth offenders placed in OYA's custody. OYA uses the forecast for planning and budgeting.

The Office of Economic Analysis produces the semi-annual Juvenile Corrections Population Forecast which provides projections for close custody bed space managed by OYA. Executive Orders 98-06, 04-02, and 08-15 direct DAS and the Juvenile Corrections Population Forecasting Advisory Committee to produce the forecast. The forecast is mandated to estimate monthly populations over a ten year period and is due April 15 and October 15 of each year. OYA uses the forecast for planning and budgeting.

The forecast is for close-custody beds (incarcerated youth) and OYA contracted residential program beds. The close-custody population is composed of three groups: the Public Safety Reserve, Department of Corrections offenders who are supervised by OYA, and the Discretionary Close Custody population. The Public Safety Reserve and Department of Corrections offenders represent the portion of OYA's close-custody population for which incarceration is mandatory. The remaining bed space is for Discretionary Close Custody youth and is occupied by youth judged to need close-custody incarceration above others, but it is not mandatory incarceration.

Each of the four population groups is forecasted separately. The Department of Corrections and Public Safety Reserve forecasts provide direct estimates of the number of beds that will be needed to house those populations. The Discretionary Close Custody and residential treatment population forecasts are estimates of the demand for beds regardless of whether the demand is met.

The forecast advisory committee is made up of individuals with knowledge of the juvenile justice system. The committee meets prior to each forecast to discuss issues and trends related to the system and how those trends could affect the forecast. The committee also defines the demand measure used for the discretionary population.

The Department of Corrections and Public Safety Reserve population forecasts are for the number of youth who will require OYA close-custody bed space. The majority of the Department of Corrections population are youth convicted of a Measure 11 offense. The other significant Department of Corrections population is youth waived to adult court. The Public Safety Reserve population is comprised of youth who commit similar crimes but are too young to be prosecuted under Measure 11 (under age 15). The forecast for those populations is a direct count. Together these populations comprise the non-discretionary population. The forecasts are a function of recent trends and estimates of future growth in the 12-17-year-old at-risk population.

The Discretionary Close Custody forecast and the Residential Bed forecast are conceptually different since the historical population size is a product of the number of beds approved in Legislatively Adopted Budgets. The available beds for Discretionary Close Custody equals the total number of budgeted beds less the number taken by the Department of Corrections and Public Safety Reserve populations. The actual Discretionary Close Custody population size typically has ranged from slightly below to slightly above the number of budgeted beds.

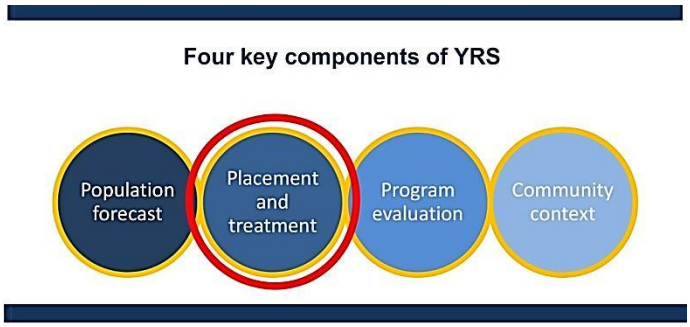
Forecasting the demand for Discretionary Close Custody and contracted residential program beds was changed significantly for the April 2013 and subsequent forecasts.

When creating the forecast, youth in OYA's custody are scored based on a variety of variables, such as risk assessments and criminal history. The score amounts to the estimated success rate in that type of placement and is based on the performance of statistically similar youth in the past. It also can be thought of as the inverse of the likelihood to reoffend once released into the community. A success score of 70 means that the youth is 70 percent likely to not commit a new felony in the next three years, which implies a three-year recidivism risk of 30 percent.

Once scores are calculated for each youth and each type of placement, that information is used to make informed decisions for youth creating the greatest likelihood for success. This information is what creates demand within the forecast.

Once existing youth are identified as appropriate for probation, OYA-contracted residential treatment, or close custody, it remains to forecast the number of these youth 10 years into the future. Given that crime rates have flattened out after 20 years of decline, the best available predictor of future growth in youth offenders appropriate for an OYA placement is the predicted growth in the number of youth aged 12 to 17, otherwise known as the at-risk population. In the future, more robust data about at-risk populations, including Department of Human Services caseloads, may be able to predict changes in demand to close custody and residential placements with greater accuracy.

Component 2: Placement and treatment



Once youth have been placed in OYA's care and custody, the focus moves to ensuring that each youth receives the optimum placement and treatment. Research shows that certain types of youth are better served in community settings – whether in residential programs, foster care or from home – while other youth do better in the more structured and contained environments provided in close-custody settings (OYA Office of Research and Evaluation, 2013).

Oregon is privileged to have access to the Juvenile Justice Information System (JJIS), created by the 1995 Oregon Legislature to collect and maintain data about juvenile offenders. This system, which remains unique in the nation, provides a single, statewide, integrated electronic database accessible by all of Oregon's juvenile justice and public safety agencies. It also provides a rich repository of data for review and analysis. For the past several years, OYA researchers have used this data to develop new, more effective methods of determining youths' risk factors and treatment needs, with the goal of providing the best placements and programming for youth in the agency's custody.

The Youth Reformation System is founded upon using data to provide services and treatment to youth as cost effectively and efficiently as possible. The information that has been collected from JJIS has led to the creation of new assessment and predictive tools, as well as the development of new ways to understand youths' treatment needs and recidivism risk.

OYA staff and partners use these assessment tools at intake to help place the **right youth** in the **right settings** for the **right services** for the **right amount of time**. Following are brief descriptions of some of the key tools and assessment methods that have been developed, tested and validated by OYA's researchers.

OYA Risk-Needs Assessment: The OYA/RNA focuses on the youth's criminogenic risk and reformation needs. It is administered to each youth within the first 30 days of commitment to OYA probation or close custody, and provides the foundation for developing the youth's correctional case plan. Information is categorized in the following areas:

- Substance abuse,
- Mental health,
- Education/school,
- Use of free time,
- Family/parenting,
- Interpersonal relationships,
- Criminal/delinquency history,
- Employment,
- Attitudes and beliefs,
- Aggression, and
- Social skills.

Oregon Typology Assessment: The OTA, or Abridged RNA, contains approximately half the questions required to complete an OYA/RNA. OYA created this tool for counties that do not have the staffing resources needed to complete the full OYA/RNA for case planning purposes.

OYA Nuisance Incident Risk Assessment: The ONIRA predicts the likelihood that a youth will act out within the first six months of placement in a close-custody setting. By identifying which youth are likely to engage in problematic behavior during incarceration, staff will be in a better position to anticipate problems and reduce the likelihood those problems will occur.

OYA Violent Incident Risk Assessment: The OVIRA predicts the likelihood that a youth will act out violently within the first six months of placement in a close-custody setting. By identifying which youth are likely to engage in violent behavior during incarceration, staff will be in a better position to anticipate problems, reduce the likelihood they will occur, and maintain a safe environment for youth and staff.

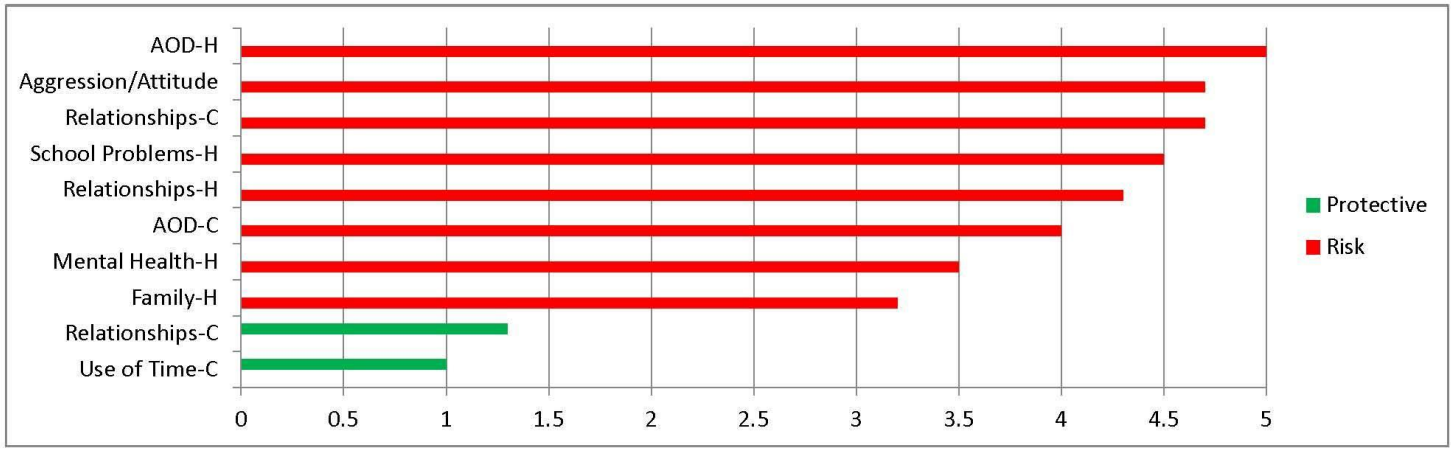
OYA Recidivism Risk Assessment: The ORRA predicts the likelihood a youth will recidivate with a felony conviction or adjudication within 36 months of commitment to probation or release from OYA close custody. The ORRA equation, which has been programmed into JJIS, produces a numeric score between 0 and 100. An ORRA score near zero indicates the youth is very unlikely to recidivate, while a number near 100 identifies the youth as highly likely to recidivate.

OYA Recidivism Risk Assessment for Violent Crime: The ORRA-V predicts the likelihood a youth will be convicted or adjudicated for a violent felony crime within 36 months of commitment to probation or release from OYA close custody. The model assesses risk for violent or threatening

crimes that could result in physical harm. Examples include homicide, assault, rape, robbery and weapons offenses.

Typologies: OYA researchers have developed a breakthrough method of determining key characteristics shared among groups of youth. This information helps staff understand more about how to place, treat and interact with youth. These groupings are called typologies. Six typologies have been developed for the male youth population at OYA, and four are in development for the female population. Two of the male typologies are displayed on the following pages. The female typologies currently are being evaluated by treatment and facility staff.

TYPOLOGY A



ASSESSMENT CONSIDERATIONS: This youth should be referred for a comprehensive psychological assessment.

TREATMENT APPROACH: This youth will require an approach that continually emphasizes building rapport and motivation. Type A youth may regularly resort to aggression and substance use as a means of coping and problem solving. Helping this sort of youth adopt pro-social problem solving and adaptive coping skills should be priority and when accomplished should help several of the other risk and protective factors. Programs will feel the pressure to place the Type A youth in isolation, and while that may be necessary at times, it is likely to exacerbate the youth's poor problem solving skills.

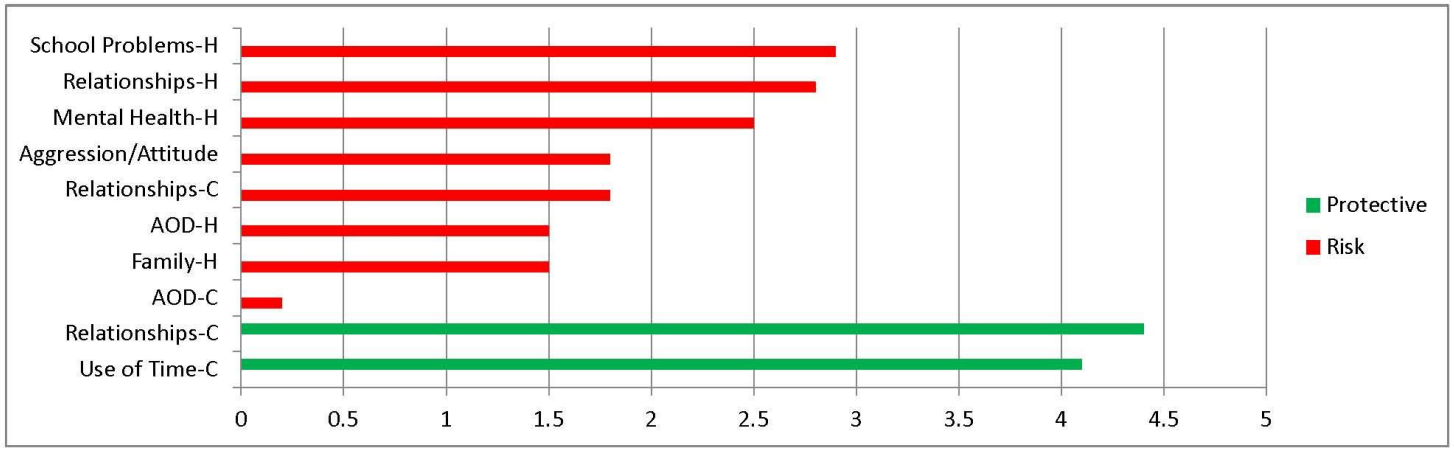
CASE PLAN ESSENTIALS: This sort of youth will need to endorse their program requirements. Contracting with the youth may be a technique that will help gain endorsement from the youth and foster motivation. The typology data indicate that this youth has little in the way of supportive relationships for assistance. Much effort needs to be devoted to helping the youth establish positive relationships with adults within the program and in the community.

TREATMENT PROTOCOL:

FOCUS	BEHAVIOR STABILIZATION	CRIMINOGENIC RISK	DRUG AND ALCOHOL	MENTAL HEALTH / TRAUMA	SO TREATMENT
COURSE OF TREATMENT 15-18 MONTHS					
INTERVENTION	ART + Social Skills + MET	COB	Pathways to Self Discovery + RP	As needed As determined	Responsible Sexual Behavior Transition (Kaufman Curriculum)
COURSE OF TREATMENT (SO) 18-24 MONTHS					
DURATION	6-9 months	5-6 months	5-6 months	Ongoing	9-18 months

ART – Aggression Replacement Training **MET** – Motivational Enhancement Therapy **COB** – Changing Offender Behavior **RP** - Relapse Prevention

TYPOLOGY E



ASSESSMENT CONSIDERATIONS: These youth tend to not require extensive assessment to formulate viable treatment and programming strategies. However many of these youth struggle academically which may indicate the presence of a learning disability. Coordination with the education system to rule out a learning disability is recommended.

TREATMENT APPROACH: Youth in this Typology have strong protective factors. Building on the youth's current interests, activities, and relationships will help reinforce another other treatment intervention that is required.

CASE PLAN ESSENTIALS: The MDT team should strive to harness the positive aspects of the Typology E youth through strategic use of telephone calls, facility visits, and finding ways that the youth can continue to engage in positive activities and interested that were present prior to the close custody placement. Additionally determinations should be made early on to guide how much treatment should be completed in the facility before being transferred to a residential setting to complete treatment.

TREATMENT PROTOCOL:

COURSE OF TREATMENT
1-6 MONTHS
COURSE OF TREATMENT (SO)
3-12 MONTHS

FOCUS	BEHAVIOR STABILIZATION	CRIMINOGENIC RISK	DRUG AND ALCOHOL	MENTAL HEALTH / TRAUMA	SO TREATMENT
INTERVENTION	Social Skills	COB	As needed As determined	As needed As determined	As Determined
DURATION	1-3 months	3-5 months	-	-	3-18 months

ART – Aggression Replacement Training **MET** – Motivational Enhancement Therapy **COB** – Changing Offender Behavior **RP** - Relapse Prevention

Once a youth is in the appropriate placement, OYA staff coordinate to deliver the treatment and other programming needed to help the youth develop pro-social thinking and skills, which are key aspects of developing into a productive and crime-free member of society.

Practices are the approaches OYA uses to engage and treat youth. These include Cognitive Behavioral Therapy (CBT), Collaborative Problem-Solving (CPS), Dialectical Behavior Therapy (DBT), Effective Practices in Community Supervision (EPICS), Trauma-Informed Care (TIC), and other approaches targeted to help staff work collaboratively with one another and with youth to help them develop effective pro-social skills. Each of these practices includes a number of tools to assist both the facilitator and youth in improving their skills related to the practice. A brief summary follows of each of these practices and tools.

Cognitive-Behavioral Therapy: CBT works from the philosophy that patterns of ineffective thinking lead to intolerable emotions that result in destructive behavior. By exploring patterns of thinking that lead to self-destructive actions, and the beliefs that direct these thoughts, staff can help youth modify their patterns of thinking to improve functioning. Cognitive restructuring techniques help youth use more pro-social and appropriate thoughts to respond to problems; behavioral interventions provide youth the opportunity to practice new skills.

Collaborative Problem Solving: CPS is a cognitive and behaviorally based intervention model that works from the philosophy that "people do well if they can." This approach considers challenging behaviors to be the byproduct of lagging thinking skills (not will), and addresses these challenges by teaching the skills the youth lacks (rather than through reward and punishment programs and intensive imposition of adult will). Consistent with the research on the effectiveness of therapeutic interventions, staff members build relationships and rapport with youth to help them solve problems in a mutually satisfactory and pro-social manner.

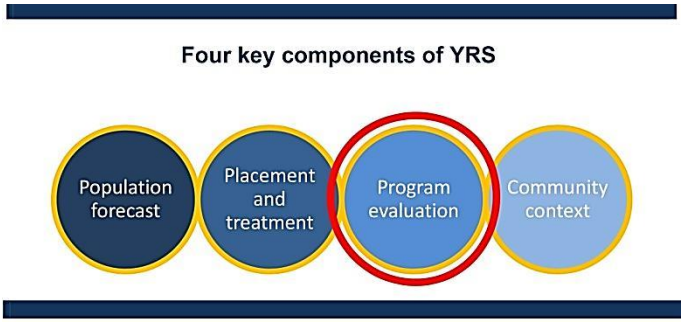
Dialectical Behavior Therapy: DBT focuses on complex, difficult-to-treat youth who have engaged in, or are at risk for, suicidal behavior. DBT is delivered through a comprehensive curriculum, which includes individual and group treatment, as well as coaching throughout the day.

Effective Practices in Community Supervision: EPICS is an evidence-based community supervision and case management model that applies principles of effective intervention and core correctional practices, including helping youth build pro-social relationship skills.

Trauma-Informed Care: TIC is an approach that moves away from viewing people from the perspective of "What's wrong with you?" to "What has happened to you?". It understands that trauma is individualized and occurs according to the perspective of the person experiencing the event. It then engages people in a manner that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives. This approach helps youth avoid new trauma as well as prevent retraumatization by understanding the triggers some trauma survivors can experience from traditional service delivery approaches, and adapting service delivery appropriately.

Component 3: Program evaluation

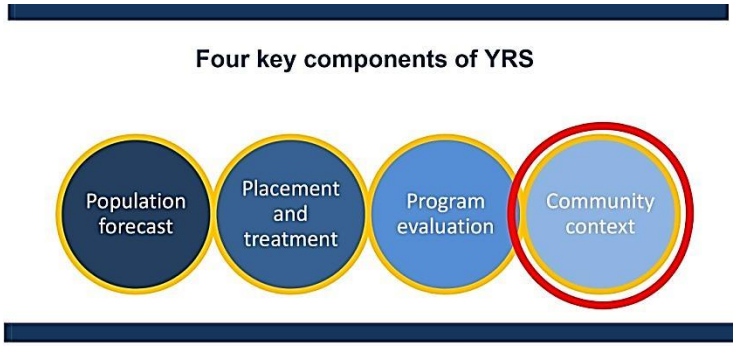
To ensure the effectiveness of treatment approaches and services for youth, OYA has developed a comprehensive Program Evaluation Continuum. These evaluation processes are used to review the services provided to youth in close-custody and community residential programs.



The Program Evaluation Continuum provides ongoing feedback to treatment staff regarding program performance to allow rapid response to emerging issues, data-informed decision making, efficient resource allocation, and effective transitions for youth in close custody. The Program Evaluation Continuum supports staff by providing relevant data on program effectiveness and highlighting programs that need improvement. The Program Evaluation Continuum also is used to ensure OYA complies with ORS 182.525 (SB 267), which requires that 75 percent of OYA's funding for treatment directed toward reducing criminal behavior be used for evidence-based treatment.

Component 4: Community context

The community context component of the Youth Reformation System is designed to identify factors that lead children into involvement with the juvenile justice system and environments that are healthy and unhealthy in supporting youth transitioning from the juvenile justice system back to their home communities. That information is used to develop intervention services upstream and create transition services downstream.



Currently, counties and communities provide different levels of support in such areas as mental health care, addiction treatment, housing assistance, and other services. Through the use of shared data and collaboration, OYA plans to work with education agencies, social service agencies and providers in local communities to systematically improve service usage and availability. In an effort to sustain change and improve community health, OYA will help communities identify barriers, gaps and anticipated needs, and develop solutions.

Research and development

The data analysis and systems change initiatives that make up the Youth Reformation System are a result of many research and special projects. The following information provides a summary of the projects underway and planned.

Population forecast

Automated trajectory equation: Create computer codes within the data warehouse that use updated data to project OYA bed needs.

Determine bed buffer zone: Identify the beds necessary to maximize recidivism reductions. When the first bed choice is not available in close custody, the increase in recidivism approximates 11 percent; an additional increase of 8 percent is associated with moving from the second choice to the third choice. These increases are too large to routinely select the second and third choices for new arrivals to OYA; some "buffer" or a number of empty beds is necessary and cost effective. This "buffer" level is not known. The purpose of this project is to determine this buffer. OYA needs to identify places where vacant "buffer" beds can be held so that youth who are in need of a certain bed (because a different bed would increase their risk to recidivate) can be placed in that bed.

Equate immediate and long-term bed need: Create a more accurate estimate of today's need based on what has been learned from the long-term bed need forecast, refine and validate the accuracy of the long-term bed need forecast.

Long-term bed need: Estimate number of residential and close-custody beds needed between 2-10 years from now.

Risk of coming to OYA: Results will be used for serving youth who are higher risk for OYA commitment sooner. This information also can be used to indicate the need to conduct an OYA-RNA to have access to the youth's typology and the placements that may be likely to serve the youth most effectively.

Short-term bed need: Identify the best setting (i.e., community, residential, close custody) for youth in the juvenile justice system. Best setting is defined as the setting where the estimate for not recidivating is highest. Each youth will have three estimates, and from those estimates, OYA will estimate close-custody and residential bed need.

Tier 1 gap: Tier 1 decision making provides estimates for success in each of three settings (close custody, residential, and community). The Tier 1 gap identifies youth currently in a setting that is not optimal and prompts a case review.

Placement and treatment

Abridged RNA: Provide counties access to Tier 1 and Tier 2 decision-making tools without the generation of an RNA and provide additional information with regard to county-level supervision.

Assessment practices based on typologies: Assess youth on additional measures and determine the validity of OYA's established typologies as well as appropriate indications for further assessments.

Calculate proximity to ideal state: Identify how successful the agency is in reaching its ideal state, defined as youth served in the placement most likely to reduce recidivism risk and/or contribute to the achievement of a positive outcome.

Dependency vs. delinquency: Determine the likelihood of success for youth if served in the dependency system versus the delinquency system. Informs front end decisions.

Dynamic ORRA and ORRA-V: Establish new risk equations that allow staff to observe a youth's current risk (taking into account treatment program completion and Youth Incident Reports), instead of only being able to observe their risk at Intake.

Equity in outcomes: Identify specific settings and programs that are effective and culturally responsive.

Female typologies: Identify the patterned ways in which the needs of girls appear at intake. Plans involve using the types of need profiles to strategically align service levels and determine ideal placement for girls.

Ideal placement/service matching, Tier 2 decision making: Build an equation to identify best close-custody and best residential placement for each youth.

Identify best environment/setting, Tier 1 decision making: Identify which of three settings is most likely to reduce a youth's recidivism risk. Generate estimates for success in three settings (1 for close custody, 1 for residential, and 1 for community).

Interaction between close custody and residential treatment: Identify the impact on youth success of being served in both close-custody and residential settings compared to just one setting.

Minority overrepresentation: Identify whether the inclusion of race/ethnicity in the ORRA/ORRA-V equations changes the predictive accuracy of the tools.

OYA foster care estimate: Generate a Tier 1 estimate for foster care as a service option.

Quantify professional discretion: Identify and document common reasons that an ideal placement was not determined to be the best setting. Report and provide feedback to those using professional discretion. Make procedural recommendations and anticipate future systemic impact.

Transition readiness assessment: Develop a tool to be used at every 90-day MDT meeting to capture and quantify a youth's readiness to transition. The quantification component has to do with quantifying readiness to transition, not its relation to dynamic ORRA and ORRA-V. Part of that development is to identify which factors reduce a youth's risk to recidivate and contribute to readiness for transition. This tool will provide an objective body of data that reflect the youth's progress to be used during an MDT meeting. These objective data will help inform staff about a youth's readiness to transition or not.

Understanding why programs are effective: Identify the elements and characteristics of a program/unit associated with effectiveness (and ineffectiveness), develop best practices, and inform other programs/units.

Validate staff characteristics and culture: Identify which staff characteristics and elements of facility and program culture are associated with effective outcomes and why. Knowing why can improve hiring practices and help align staff with youth needs.

Program Evaluation Continuum

Analyze pre/post testing: Each treatment program is intended to impact youth outcomes (e.g., cognitive-behavioral therapy to reduce criminal thinking; alcohol and drug treatment to develop skills to recognize addictive tendencies). There are validated assessment tools that assess criminal thinking, addictive thinking, sexual deviant thinking, etc. Assessing the severity of issues before treatment and knowing the severity of issues after treatment allows researchers to quantify changes attributable to treatment. Subsequent assessments 6-12 months post-treatment could identify how well participants assimilate and use treatment information.

Automated quantification of program effectiveness: Determine the effectiveness of the individual interventions and the use of the curriculum across the agency.

Cost/benefit analysis: OYA has a legislative obligation to report the cost, benefit and effectiveness of programs. This analysis will use the WSIPP model to generate estimates of cost, benefit and effectiveness for each curriculum.

Develop assessments: Identify variables and develop assessments to track youth progress.

Optimum dose equation: Provide a research brief and full report detailing one equation for each residential program in terms of how much treatment is the right amount for youth who are served.

Oregonized CPC: Develop an updated CPC that recognizes Oregon-specific outcomes. The current CPC is a capacity assessment and is not related to a specific outcome. The Oregonized CPC takes elements of the CPC connected to reductions in recidivism and generates an effectiveness score for programs. The Oregonized CPC transforms the CPC from a capacity assessment to an effectiveness assessment focused on outcomes.

Positive youth outcomes in JJIS: Identify outcomes to track related to Positive Youth Development and begin to track for future use in predicting successful outcomes.

Quantify effectiveness: Begin to determine the effectiveness of various programs and service levels in preparation of automation.

Treatment gap: Determine how well OYA has matched the right youth with the right program historically.

Community context

Feeder system: The purpose of this project is to determine whether individual and/or family involvement (or lack of involvement) with community-based social service agencies (including but not limited to Child Welfare, Self-Sufficiency, Addictions, Mental Health, Medical Assistance, and Employment) contributes to an individual's risk of referral to the juvenile and/or adult criminal justice system in Oregon. Establishing the links between social service/program access, employment, and criminal justice system involvement may help the state detect patterns that "feed" the criminal justice system. Identifying criminal justice "feeder systems" has the potential to aid in the prioritization of resources to prevent entry into the criminal justice system, facilitate transitions between the criminal justice system and the community, and increase positive outcomes.

Million dollar block: Identify communities or geographic areas where funding costs are elevated due to various social factors including criminality, unemployment, mental health, and drug and alcohol problems. The data will pinpoint specific characteristics driving costs and service use. The data then

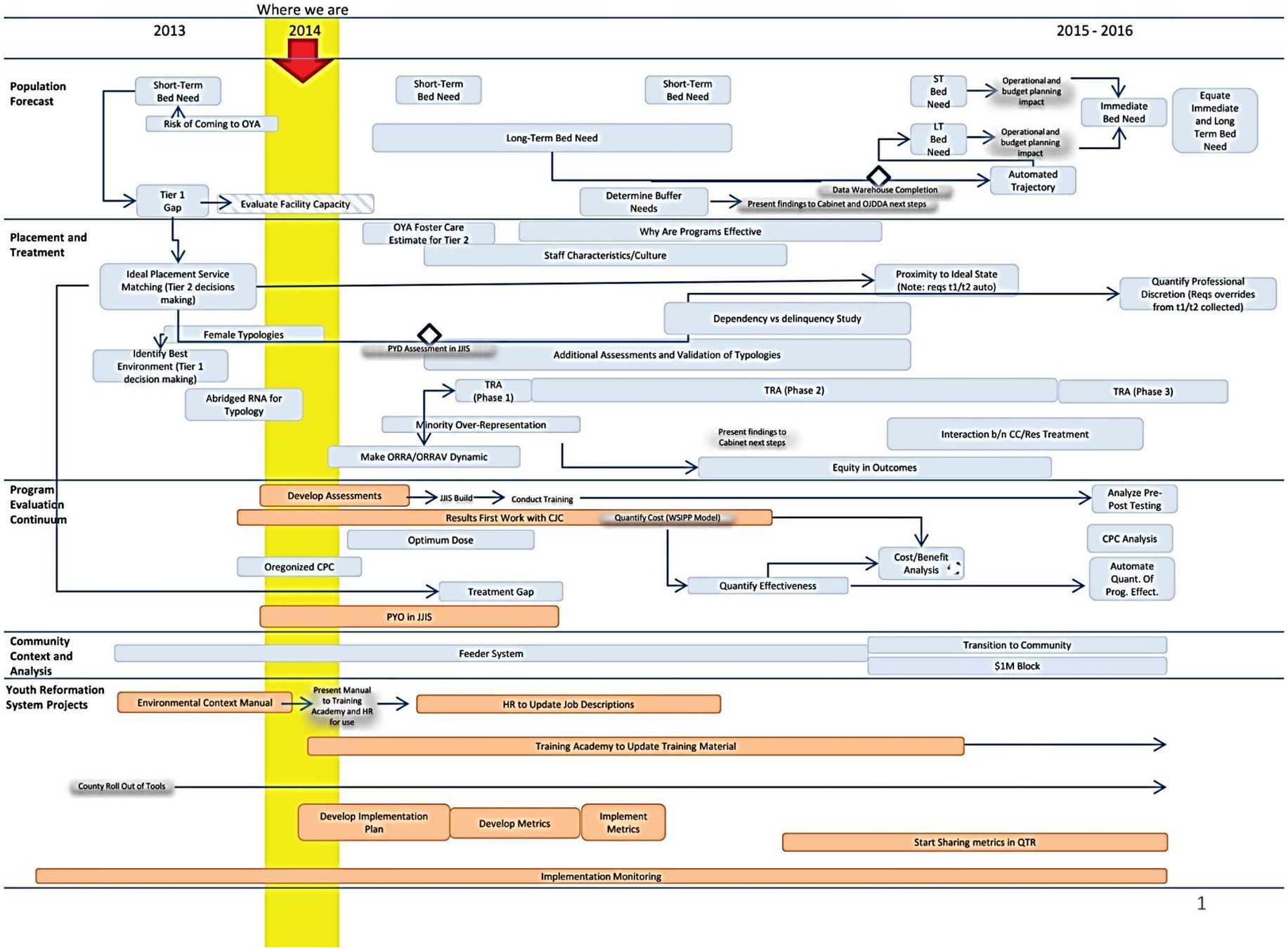
will be provided to communities in an effort to improve existing resources and provide solutions for gaps in community supports.

Transition to community: Identify the health of each community for youth transitioning back into their home communities following placement with OYA. The health of the community will assist in ensuring youth are provided the necessary supports and opportunities to decrease each youth's likelihood of recidivism and increase positive outcomes. This effort has four phases which build upon one another.

Youth Reformation System projects

The Youth Reformation System is not limited to research initiatives. In order to implement the findings from the research and to fully move the Positive Youth Development cultural change forward, other projects also must move forward. The research project schedule recognizes this and includes a number of other projects.

Projects range from an Environmental Context Manual that will provide day-to-day strategies for staff to use in interactions with youth to updating job descriptions, a comprehensive revamp of the agency's employee training programs and manuals, and the revision and implementation of policies and procedures to incorporate YRS and PYD practices, as well as the tools associated with those initiatives.


Where we are
2013
2014
2015 - 2016
Population Forecast
Short-Term Bed Need
Risk of Coming to OYA
Short-Term Bed Need
Short-Term Bed Need
Long-Term Bed Need
ST Bed Need
Operational and budget planning impact
Immediate Bed Need
Equate Immediate and Long Term Bed Need
LT Bed Need
Operational and budget planning impact
Automated Trajectory
Data Warehouse Completion
Tier 1 Gap
Evaluate Facility Capacity
Determine Buffer Needs
Present findings to Cabinet and OJDDA next steps
Placement and Treatment
OYA Foster Care Estimate for Tier 2
Why Are Programs Effective
Staff Characteristics/Culture
Ideal Placement Service Matching (Tier 2 decisions making)
Proximity to Ideal State (Note: reqs t1/t2 auto)
Quantify Professional Discretion (Reqs overrides from t1/t2 collected)
Dependency vs delinquency Study
Female Typologies
PYD Assessment in JJIS
Additional Assessments and Validation of Typologies
Identify Best Environment (Tier 1 decision making)
Abridged RNA for Typology
TRA (Phase 1)
TRA (Phase 2)
TRA (Phase 3)
Minority Over-Representation
Present findings to Cabinet next steps
Interaction b/n CC/Res Treatment
Make ORRA/ORRAV Dynamic
Equity in Outcomes
Program Evaluation Continuum
Develop Assessments
JJIS Build
Conduct Training
Analyze Pre-Post Testing
Results First Work with CJC
Quantify Cost (WSIPP Model)
Optimum Dose
CPC Analysis
Cost/Benefit Analysis
Oregonized CPC
Quantify Effectiveness
Automate Quant. Of Prog. Effect.
Treatment Gap
PYO in JJIS
Community Context and Analysis
Feeder System
Transition to Community
$1M Block
Youth Reformation System Projects
Environmental Context Manual
Present Manual to Training Academy and HR for use
HR to Update Job Descriptions
Training Academy to Update Training Material
County Roll Out of Tools
Develop Implementation Plan
Develop Metrics
Implement Metrics
Start Sharing metrics in QTR
Implementation Monitoring
1

Facilities assessment

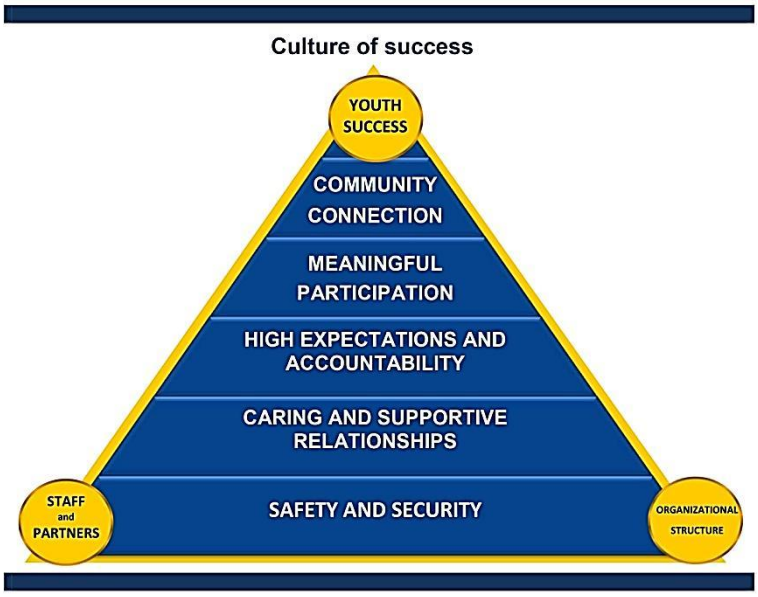
Building a sustainable future

OYA has been conducting extensive research into the most effective settings and programming for youth placed in the agency's custody. Based on that data, OYA has developed a number of indicators and factors that lead to youth success and reduced recidivism. In addition, OYA is using information from the Juvenile Corrections Population Forecast to better determine the number and types of youth who will need to be served by the agency during the next 10 years. OYA also has been reviewing how to create and foster safe environments for staff and youth as well as the training staff need and how to best deploy and support skilled staff in working directly with youth offenders.

This new knowledge has led to a better understanding of what an ideal statewide juvenile justice system would look like if it were created today. In addition to programming and staffing changes, there are specific indicators for how an ideal youth correctional facility would look and what such a facility would offer. What follows is a discussion of the ideal state and a comparison of OYA's current facilities versus that ideal state.

The ideal state

Research and data have led OYA to develop a tiered approach based on Positive Youth Development to optimize outcomes for youth. The first tier, which provides the foundation for everything else, is safety and security. Once that foundation is established, subsequent tiers are caring and supportive relationships, high expectations and accountability, meaningful participation, and community connection. These tiers, along with other Youth Reformation System and Positive Youth Development data, can be used to inform the design and operation of close-custody facilities.



Tier 1: Safety and security

Physical safety: The most basic need of any correctional facility is to ensure the physical safety of the youth who reside in the facility, the staff who work there, and the members of the public who visit there (e.g., families, volunteers and contractors). Many laws and guidelines exist for ensuring youths' physical safety. These include, most notably, the Prison Rape Elimination Act (PREA), which addresses more than 30 components that go into creating a safe environment. Numerous OYA policies and procedures also address youth safety as well as staff safety. Safety and security audits are conducted on a regular basis to ensure all laws, rules and policies are being followed.

Elements that support an environment where youth and staff are physically safe include:

- Physical plant safety and security (e.g., noise level, temperature, lighting, seismic stability, cleanliness, and asbestos-containing building materials);
- PREA adequacy (e.g., line of sight, staff-to-youth ratios);
- Security technology program adequacy (e.g., camera coverage, emergency alarms);
- Suicide resistant physical spaces (e.g., light fixtures, mirrors, windows are shatter-proof and resistant to breakage, shower heads, towel hooks and other fixtures cannot be used to suspend items such as towel ropes, shoe laces, etc.); and
- Other considerations are safety policies and procedures (e.g., youth counts, key controls, use of restraints, and access for staff to safe rooms in emergency situations).

Emotional safety: Traditional correctional environments built in the 1990s and earlier contain many security elements that reinforce a "guards" versus "prisoners" approach, and do not support staff engagement and interaction with youth. Today, however, research and data show that this limited environment does not help, and actually hinders, successful outcomes (Moos, 1996). Reformation is enhanced when youth offenders' emotional safety is supported by the physical environment.

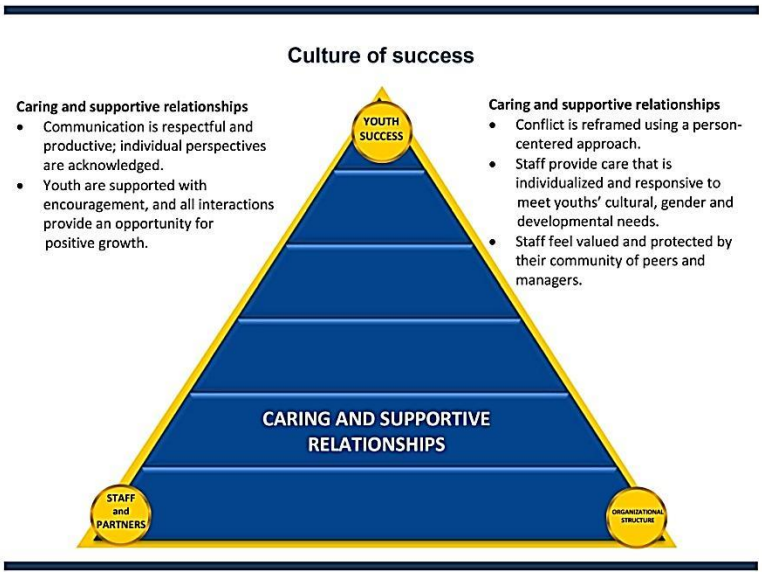
The existing environments at OYA's close-custody facilities and the staffing patterns developed to suit those environments interfere with implementation of a Positive Youth Development culture and decrease the ability of staff to encourage positive youth growth and development. It may create a physically safe environment, but it does not create an emotionally safe environment for youth or staff.

Elements that support emotional safety and security include:

- Windows and doors that allow natural light to enter spaces and are free of bars;
- Access by youth to spaces that provide a sense of privacy and allow for some separation from other youth for reflection or other psychological needs;
- Interior finishes that are therapeutic and not sterile, including paint and flooring that are warm and inviting and in good condition;
- High ceilings to provide a sense of openness;
- A wide horizon view that helps youth look outward to new horizons and opportunities, instead of being enclosed in an isolation cell or behind 20-foot-high gray walls; and
- Appropriate areas for staff to work in the housing areas and interact with youth.

Tier 2: Caring and supportive relationships

Pro-social interactions: Floor plans need to support staff moving around on a unit and having good line of sight. Standing behind a control desk or counter prevents staff from providing caring and supportive relationships to youth and reinforces traditional correctional mindsets.



Elements that support staff-youth interaction:

- A floor plan that allows staff to position themselves in the youth's living areas and allows for direct interaction with youth;
- Open living areas allow youth to see staff and staff to see youth;
- Access to family visits in inviting common areas; and
- Facilities within reasonable proximity to family to enable productive and supportive family involvement in youths' treatment.

Tier 3: High expectations and accountability

Pro-social activities and behaviors: Youth benefit from access to activities where they can gain experience in meeting expectations and demonstrating accountability. Program spaces need to be

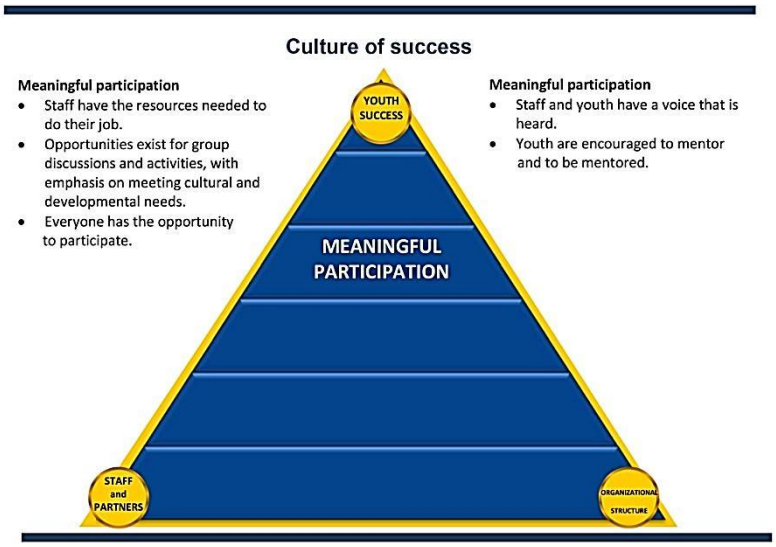
large enough to support youth activities that promote pro-social group behaviors by allowing interactions with staff and other youth.
Elements that support high expectations and accountability include:

- Common areas on units; and
- Program areas off unit.

Opportunities to engage: Spaces need to be ample and purposeful. Youth who have access to adequate recreational and program space have more opportunities to develop and practice skills that will support them when they transition back to the community. Physical spaces that are ample and "normalized" (i.e., similar to those that exist in the community) rather than contrived and controlled, serve to better prepare youth for life after incarceration. A more normalized environment supports pro-social development and fosters more constructive and educational relationships between youth and staff.

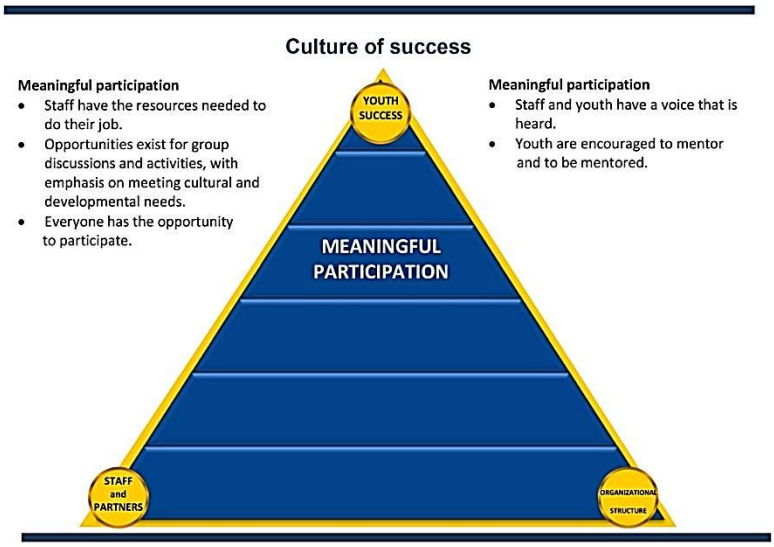
Elements that support opportunities to engage include:

- Rooms for treatment and other activities on unit;
- Outdoor spaces that provide opportunities for large muscle exercise (e.g., basketball);
- The opportunity to engage in campus-wide activities (e.g., sports tournaments and family day celebrations);
- Space for off-unit classroom education to offer youth the normalized experience of going to school; and
- Space for off-unit vocational education opportunities to offer youth the experience of going to work and learning skills that support future employment.



Tier 4: Meaningful participation

Having a voice: A major component of youth reformation within a Positive Youth Development culture is giving youth a voice and appropriate levels of responsible participation in the activities of a unit, facility and community. Facility designs can support or hinder this opportunity.



Elements that support youth voice include:

- Each youth has an individual area that can be appropriately personalized;
- Each unit has a space (e.g., a bulletin board or wall) that youth can use for sharing goals, information, ideas, or other agreed-upon and appropriate uses (e.g., ideas for activities, inspirational quotes, art); and
- Youth and staff have the opportunity for talking through issues in a non-threatening environment.

Tier 5: Connection to community

Community within a facility: Because a strong connection to community is a key factor in youth success, facilities can better serve youth by fostering a positive community within a facility.

Elements that support communities within a facility for youth and staff include:

- Shared spaces off the living units for youth that help youth build a pro-social sense of community;
- Staff offices within units to increase staff-youth interactions and build a sense of shared staff-youth community; and

- Management offices near the units to increase interactions between supervisors and staff and build a sense of community among all staff.

Facilities comparison matrix

The facilities comparison matrix on the next page classifies the type, quantity, condition and location of spaces used by OYA. It contains an analysis of existing facilities, understanding of program nuances, recognition of projected population service needs, Youth Reformation System data, and a Positive Youth Development culture. The assessment includes documentation and an assessment of OYA's physical inventory, addresses the actions needed to adapt that environment to meet future program needs, and takes into consideration the requirement to meet the fiduciary obligations of the agency.

The purpose of the facilities comparison matrix is to provide the data needed for a clear side-by-side comparison of OYA's youth correctional facilities against OYA's evaluation of the most effective setting to support the successful treatment, education and training of youth offenders. Information on 70 data points was compiled for each facility and a subgroup of three superintendents, the assistant director for Business Services, and the physical plant manager assessed each facility's current state against OYA's ideal juvenile corrections standard. The grading system used throughout the matrix is intended to provide a simple, high-level perspective of each evaluation criterion: 1 = renovation needed, 2 = some work is needed, and 3 = no/little work is needed. The evaluations were conducted based on conditions as they currently exist and did not include future capital improvements. The matrix was reviewed by the assistant director for Facility Services and the managers from all of the facilities for consistency and validation.

1-21-14 Facility Comparison Matrix

Grading Conversion:
1 = Major work needed
2 = Some work needed
3 = No/little work needed

		Hillcrest	MacLaren	Camp Florence	Camp Tillamook	Eastern Oregon	North Coast	Oak Creek	River Bend	Rogue Valley	Tillamook
1	**Tier 1: Safety and Security** - page in appendi										
2	Physical safety and security:										
3	Physical condition of spaces	52%	55%	79%	79%	80%	80%	54%	80%	69%	80%
4	Clear line of sight	1	1	3	3	3	3	3	2	3	2
5	High ceilings	1	1	1	2	3	3	3	2	3	2
6	Durable detention construction: walls, doors, etc.	2	2	3	3	2	2	2	2	2	2
7	Physical security adequacy	3	3	3	3	3	3	3	3	3	2
8	Asbestos Containing Building Materials	2	1	2	2	3	3	3	2	3	3
9	Seismically stable	1	1	2	2	3	3	3	2	1	1
10	Staff feel physically safe	65%	47%	96%	96%	90%	90%	86%	90%	78%	90%
11	Total	11	10	16	17	19	19	18	15	16	14
12	Prison Rape Elimination Act adequacy (PREA)										
13	Professional Standards Office review (PREA Coord.)	2	1	2	2	2	2	2	1	2	2
14	Safe environments for youth	67%	59%	96%	96%	90%	90%	89%	90%	91%	90%
15	Restroom privacy barriers	2	2	2	2	3	2	3	3	3	1
16	Camera sufficiency	2	1	1	2	1	1	2	1	1	1
17	Total	7	5	6	7	7	6	8	6	7	5
18	Security technology program adequacy										
19	Camera sufficiency	2	1	2	2	1	1	2	1	1	1
20	Emergency alarms (duress and fire)	3	1	3	3	2	2	2	2	2	2
21	PLC Electronic access controls	2	2	1	1	1	3	3	3	1	3
22	Intercom	2	1	1	2	3	3	3	3	3	3
23	Total	9	5	7	8	7	9	10	9	7	9
24	Suicide Resistance Total	2	2	3	3	3	3	3	2	3	2
25	Emotional safety and security:										
26	Window/doors clear (free of bars)	3	2	3	3	3	3	3	3	3	3
27	Natural lighting	3	2	3	3	3	3	3	1	3	1
28	Private spaces (coping areas)	2	2	3	3	2	2	2	2	2	2
29	Interior finishes are therapeutic (not sterile)	1	1	3	2	1	1	2	1	1	1
30	Wide horizon view	3	3	3	3	1	1	3	3	1	3
31	High ceilings, uplifting clearstory architecture	1	1	1	2	3	3	3	2	3	2
32	Staff break areas and wellness centers	3	3	3	2	1	2	2	2	2	2
33	Total	16	14	19	18	14	15	18	14	15	14
34	**Tier 2: Caring and supportive relationships** - page in appendix										
35	Floor plan allows staff to be positioned on floor	1	2	3	2	1	1	1	1	1	2
36	Open living areas allow youth to see staff and staff to see youth	2	2	3	3	2	2	2	2	2	2
37	Visiting - ability to provide sense of privacy	2	2	3	3	2	2	2	2	2	2
38	Facility built to engage families: activities besides visiting	3	3	3	3	2	2	2	2	2	2
39	Total	8	9	12	11	7	7	7	7	7	8
40	**Tier 3: High expectations and accountability** - page in appendix										
41	Rooms for treatment or activities on unit	2	2	3	3	2	2	2	2	2	2
42	Education Opportunities	3	3	3	3	3	3	3	3	3	3
43	Off-floor school (separate education space)	3	3	3	3	1	1	1	2	1	3
44	Close to community colleges	3	3	3	3	1	3	3	3	3	3
45	Vocational Education Opportunities	3	3	3	3	1	1	2	1	1	1
46	Youth have program areas off unit	3	3	3	3	1	1	2	3	1	3
47	Total	17	17	18	18	9	11	13	14	11	15

1-21-14 Facility Comparison Matrix

		Hillcrest	MacLaren	Camp Florence	Camp Tillamook	Eastern Oregon	North Coast	Oak Creek	River Bend	Rogue Valley	Tillamook
48	**Tier 4: Meaningful participation** - page in appendix										
49	Facility supports campus-wide activities										
50	Passive recreation area (Park like areas)	3	3	3	2	1	1	3	2	1	2
51	Active recreation areas (sports fields)	3	3	3	2	1	1	3	3	1	2
52	Greenhouses/Garden Areas	3	3	3	3	2	2	3	3	2	3
53	Usable Acreage	3	3	2	2	2	2	2	3	3	2
54	Full gymnasiums	3	3	1	2	2	2	2	2	2	2
55	Unit area personalized by individual youth	3	3	3	3	2	2	3	2	3	2
56	Unit area for youth group personalization	2	3	3	3	2	2	3	2	2	2
57	Total	20	21	18	17	12	12	19	17	14	15
58	**Tier 5: Connection to community** - page in appendix										
59	Shared spaces that foster community										
60	Library	3	3	2	1	1	3	3	1	1	1
61	Canteen	3	3	3	1	2	1	1	1	1	3
62	Assembly Areas	3	3	2	3	3	3	3	3	3	3
63	Religious areas	3	3	1	2	2	2	2	2	2	2
64	Off-floor treatment rooms	2	2	2	2	2	2	2	2	2	2
65	Other recreation opportunities	3	3	3	3	1	1	2	3	1	2
66	Total	17	17	3	3	11	12	13	12	10	13
67	Manager's offices are in the work unit	3	3	3	3	3	3	3	1	3	1
68	Administration offices are a "hub"	2	2	3	3	3	3	3	3	3	2
69	Total	5	5	6	6	6	6	6	4	6	3
70	**Facilities Assessment** - page in appendix										
71	Functional adequacy										
72	Program continuum: YCF, transitional, P/P at one site	3	3	1	2	1	1	3	1	2	2
73	Flexible living units - mix of dorms and rooms	1	1	1	1	1	1	1	1	1	1
74	Flexible campus (w/o capital improvement)	3	3	1	2	1	1	2	2	1	2
75	Total key buildings	17	41	6	3	1	3	4	8	3	2
76	Oldest building	1923	1925	1965	1969	1998	1998	1998	1979	1998	1997
77	Square footage	169,091	329,358	11,598	14,242	31,489	46,036	56,104	37,087	47,207	20,845
78	Building Replacement Value	$35,835,621	$79,319,160	$1,881,121	$1,755,032	$10,166,185	$15,308,484	$16,797,716	$9,239,422	$14,898,703	$5,050,696
79	Acreage	45	172	OPRD	See TYCF	30	20	25	OPRD	18	37
80	Land value	$3,631,330	$1,305,780	OPRD	See TYCF	$180,400	$1,054,543	$1,010,010	OPRD	$990,020	$953,320
81	Land value per acre	$80,696	$7,592	OPRD	See TYCF	$6,013	$52,727	$40,514	OPRD	$55,001	$25,765
82	Number of existing cameras	273	155	4	See TYCF	39	42	60	30	50	49
83	Number of cameras needed	165	447	23	See TYCF	57	84	84	68	79	64
84	Camera needs costs	$385,297	$780,145	$58,818	See TYCF	$113,296	$167,578	$166,816	$125,009	$167,950	$128,322
85	Physical capacity	298	347	25	25	56	84	109	74	112	52
86	Budgeted capacity	157	186	25	25	50	50	60	50	100	50
87	Daily population (annual average)	156	179	23	24	51	50	50	49	101	50
88	Daily population (Q3 - 2013)	131	149	22	23	49	45	51	41	84	49
89	Utilities 2011 - 2013 (Annual Cost)	$331,674	$532,987	$25,756	$36,522	$103,084	$97,931	$130,637	$53,074	$144,543	$58,658
90	Building Maintenance Budget (2013 - 15) - $7,417,160	$1,477,252	$2,447,803	$138,938	$126,151	$459,685	$583,664	$737,269	$424,477	$746,304	$275,617
91	Budget by National Research Council methodology - $9,000,482	$1,800,965	$3,301,783	$97,734	$91,079	$524,998	$719,701	$759,343	$488,183	$936,902	$279,794
92	Building Accessibility	1	2	3	2	3	3	3	2	3	3
93	Deferred maintenance	$4,740,999	$8,587,195	$679,518	$541,426	$2,331,186	$2,412,489	$1,958,099	$1,914,857	$2,027,584	$407,752

Grading Conversion:
1 = Major work needed
2 = Some work needed
3 = No/little work needed

Oregon Youth Authority
530 Center St. NE, Suite 200
Salem, OR 97301-3765

503-373-7205
oya.info@oya.state.or.us
www.oregon.gov/oya