



The Oregon Youth Authority



Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Ways and Means
Public Safety Subcommittee Presentation
February 2013

Agency Presentation Schedule

Day One

Introduction

Agency Overview

Youth Served by OYA

OYA Performance Management System

Day Two

Public Testimony

Day Three

Youth Reformation System

Agency Programs and Services

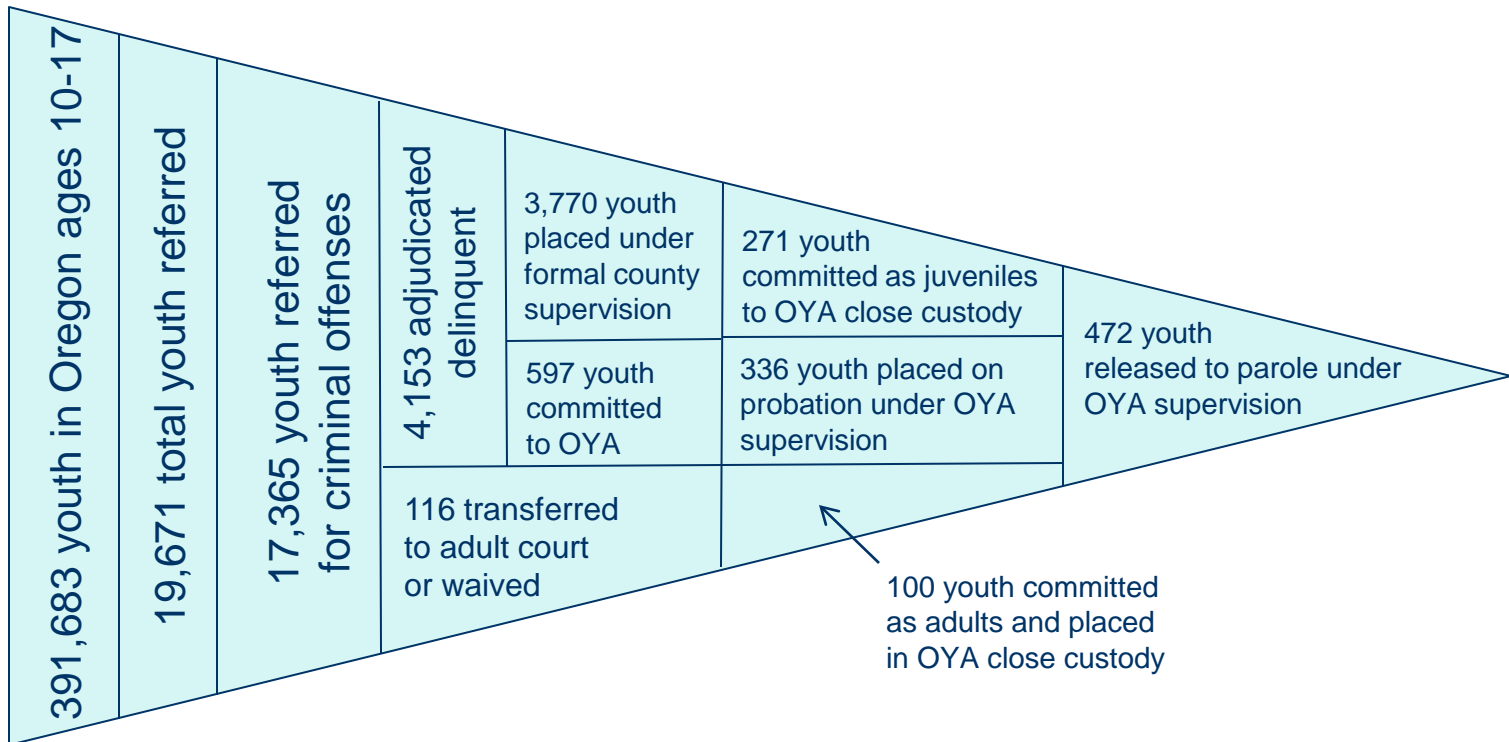
Budget

Conclusion

Agency Overview

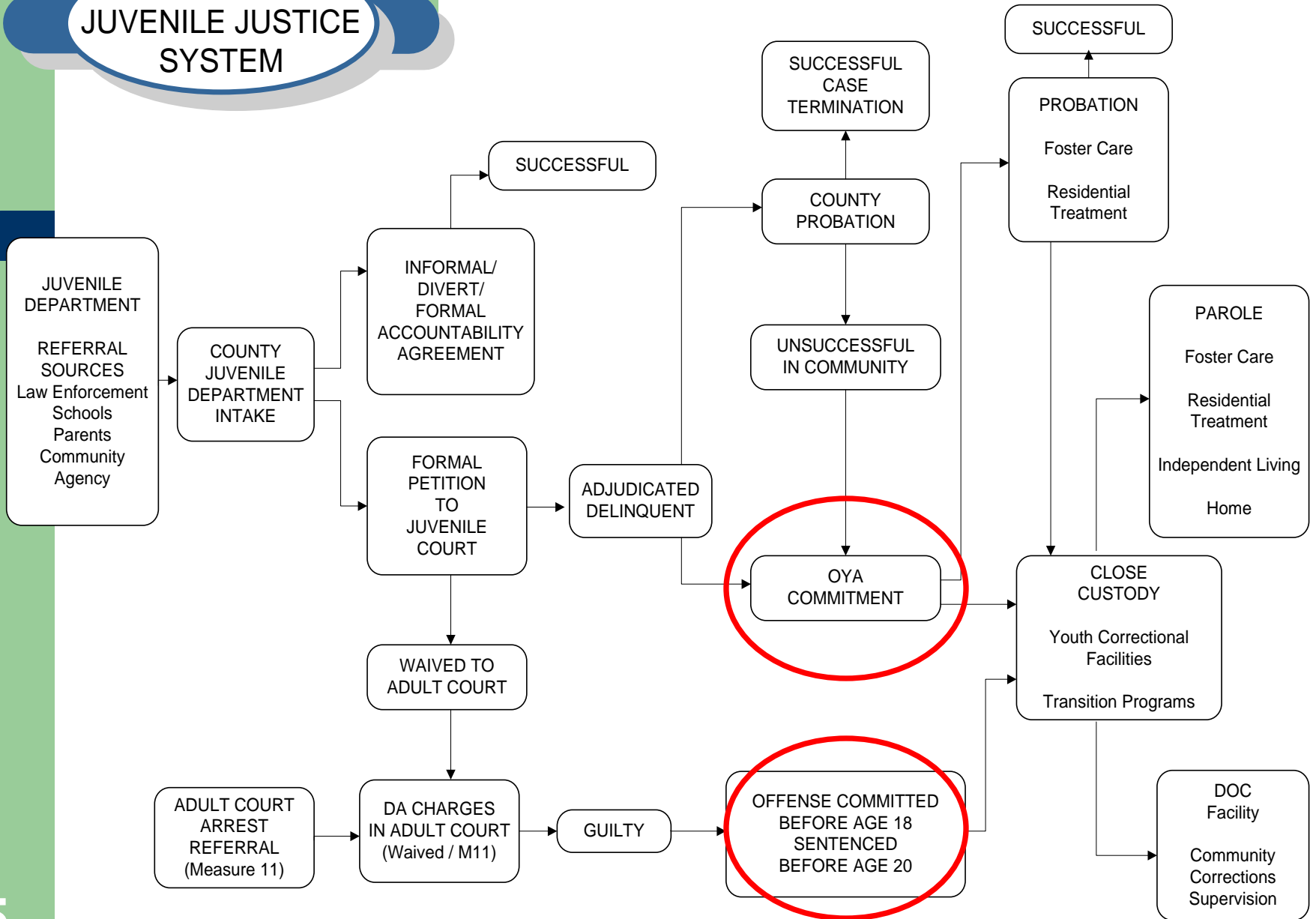
Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Oregon's Juvenile Justice System



Source: JJIS, 2011

OREGON'S JUVENILE JUSTICE SYSTEM



Oregon's Juvenile Justice System

- 1889: The Oregon Legislature established the State Reform School for boys in Salem (relocated in 1926 to Woodburn and eventually renamed MacLaren Youth Correctional Facility)
- 1907: Oregon created the first juvenile court, with an emphasis on rehabilitation of youth
- 1913: The Oregon Legislature established the State Industrial School for girls in Salem (eventually renamed Hillcrest Youth Correctional Facility)
- 1959: The modern Juvenile Code was enacted, establishing a separate court system for youth
- 1975: The Oregon Legislature passed a law preventing status offenders from being committed to the state's training schools; commitments were limited to youth adjudicated for felonies and misdemeanors
- 1977: The Oregon Legislature appropriated the first funds for diversion services
- 1978: The Oregon Legislature established the first community residential beds
- 1981: Programs to serve minority youth were introduced; offense-specific treatment models were introduced for sex offenders, youth with alcohol and drug abuse issues, and violent offenders
- 1995: Senate Bill 1 established the Oregon Youth Authority as an agency
- 1997: The Juvenile Justice Information System is launched
- 2008: Oak Creek Youth Correctional Facility was established as a female-only facility

Agency Changes, 2003-2013

- Reduced close-custody capacity by 34 percent (from 1,131 beds in 2003 to current level of 750 beds)
- Expanded community residential capacity by 8 percent (from 608 beds in 2003 to current level of 658 beds)
- Reduced expenditures and increased operational efficiencies and consistency via centralization of facility and field program oversight
- Established Professional Standards Office
- Centralized oversight of health care and reformation treatment services
- Adopted evidence-based treatment programs
- Developed validated assessment tools
- Launched the OYA Performance Management System
- Launched the Youth Reformation System

OYA Funding and Structure

Public Safety Agency

- 1,026 Employees
- 10 Close-Custody Facilities
- 26 Field Offices
- \$ 256.0 Million General Fund (2011-13 LAB)
- \$ 300.3 Million Total Funds (2011-13 LAB)
- 1,737 Youth

Source: JJIS, January 7, 2013

OYA Mission, Vision and Values

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.

The **vision** of the Oregon Youth Authority is that youth who leave OYA go on to lead productive, crime-free lives.

The **values** that guide the agency's decisions, actions and priorities are:

- Integrity
- Professionalism
- Accountability
- Respect

Agency Goals

OYA's key goals are to achieve its mission through ensuring:

- A highly efficient and effective organization;
- An integrated safety, security, and reformation system;
- Engaged, healthy, and productive youth;
- An engaged, culturally competent, and successful workforce;
and
- Collaborative, communicative, and transparent leadership.

Youth Served by OYA

Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Commitments

1,737: Total youth in OYA custody (as of January 7, 2013)

996: Youth in community placements

741: Youth in close-custody placements

382: Juvenile commitments

359: Adult commitments

195: Mandatory Minimum Sentence (Measure 11)

147: Waived (Judicial Waivers and Pled Out of M 11)

17: Reduced Mandatory Minimum (ORS 137.712)

Source: JJIS, January 7, 2013

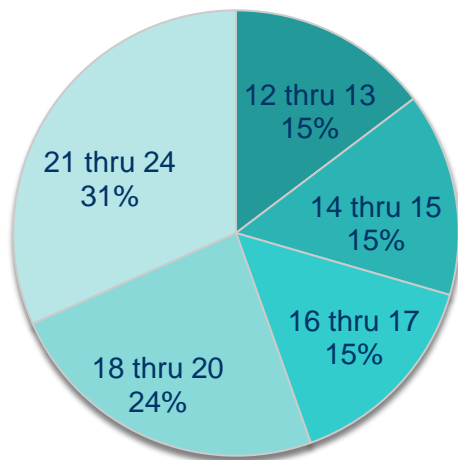
Most Serious Commitment Crimes

- 30%: Sex Offense
- 26%: Property
- 19%: Person-to-Person
- 7%: Robbery
- 7%: Drugs/Alcohol Related
- 4%: Weapons
- 2%: Arson
- 2%: Criminal Other
- 2%: Homicide-Related
- 1%: Public Order

Source: JJIS, January 7, 2013

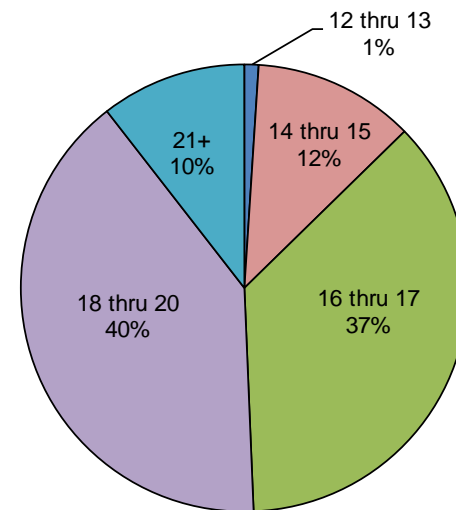
Age: Oregon and OYA populations

Oregon



Source: Portland State University

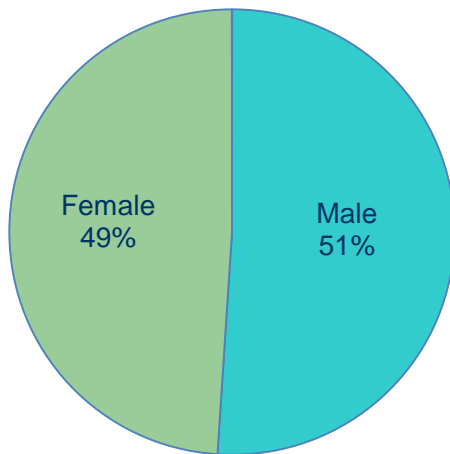
OYA



Source: JJIS, all youth, November 2012

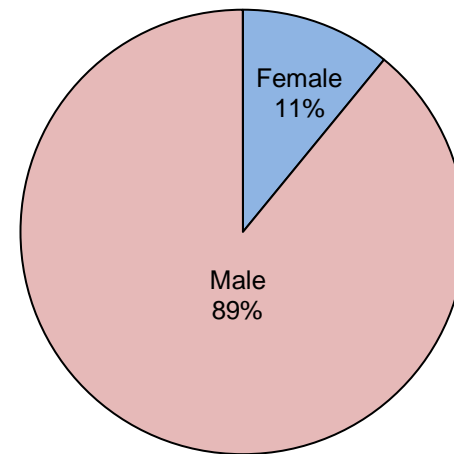
Gender: Oregon and OYA populations

Oregon



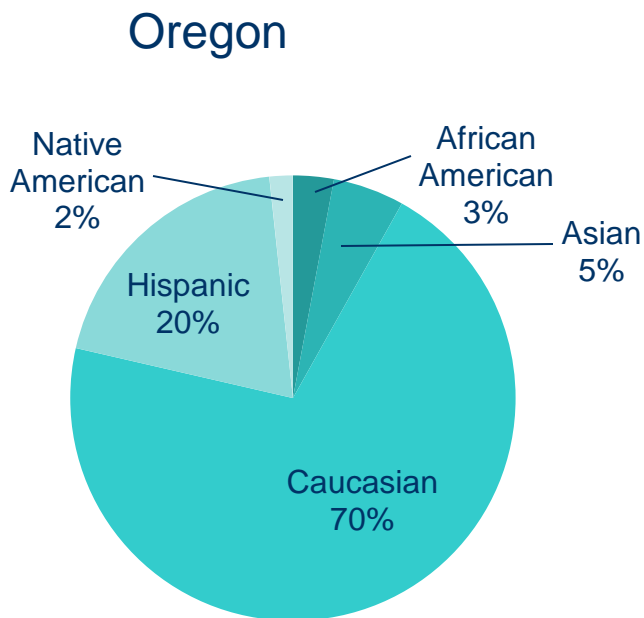
Source: Portland State University

OYA

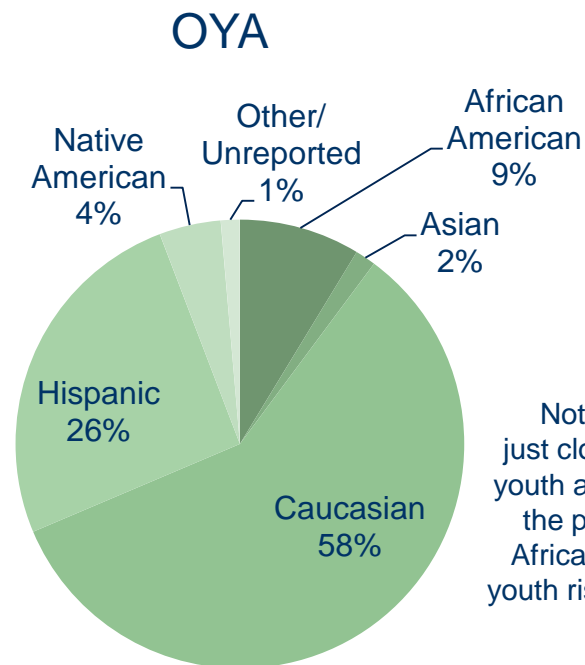


Source: JJIS, all youth, November 2012

Race and Ethnicity: Oregon and OYA



Source: Portland State University



Source: JJIS, all youth, November 2012

Social Characteristics

Males	(Facility and Community Placements)	Females
69%	Used Alcohol or Drugs	81%
40%	Diagnosed Mental Health Disorders *^	65%
48%	Diagnosed Conduct Disorder ^	40%
6%	Past Suicidal Behavior	21%
14%	Sexually Abused	37%
29%	Special Education	35%
58%	Parents Use Alcohol or Drugs	72%
14%	Youth is a Parent	10%
21%	Gang Association +	7%

* Excluding Conduct Disorder

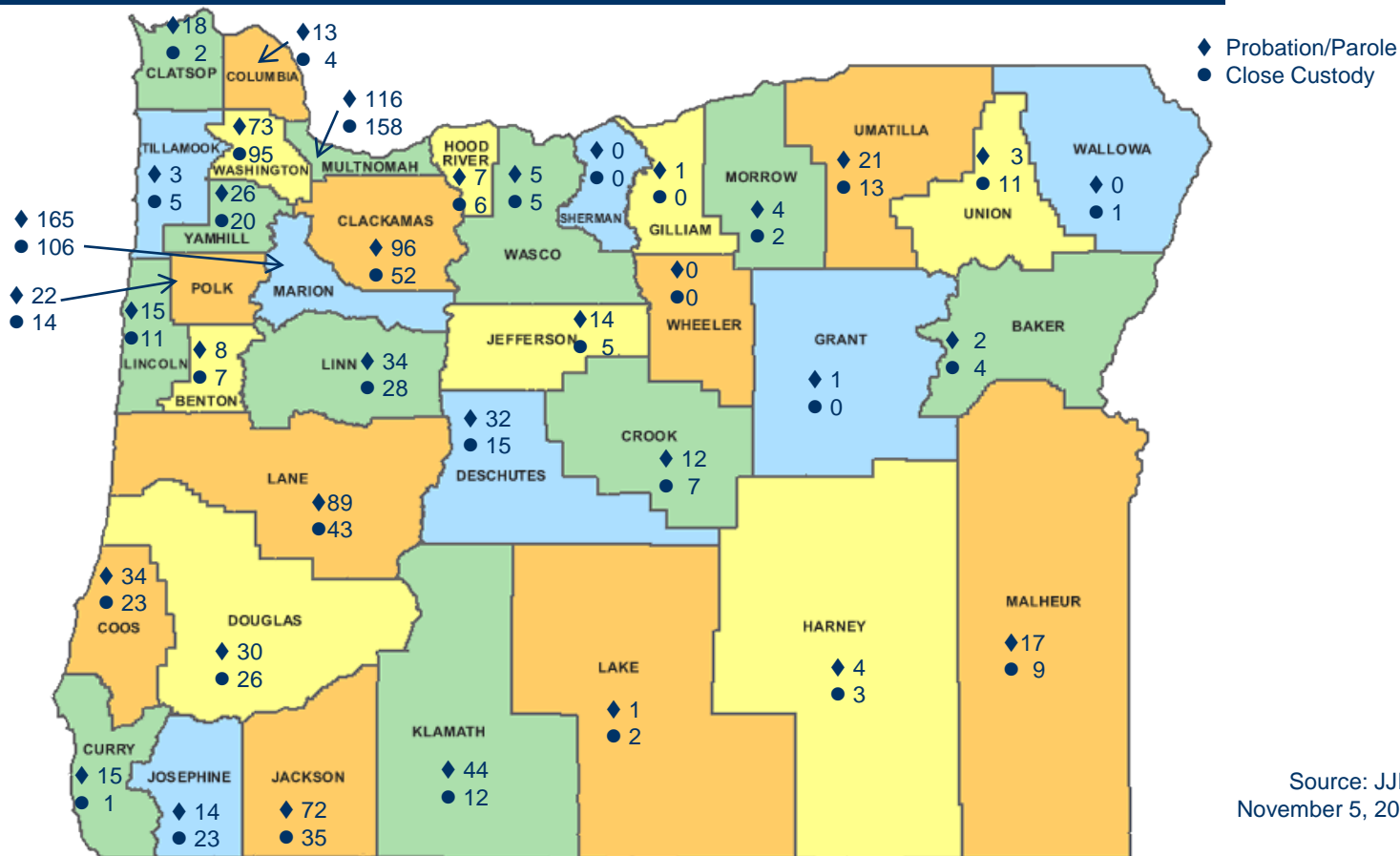
^ Diagnosis within past 12 months

+ As self-reported by youth upon intake

Source: OYA 2012 Mental Health Gap Assessment

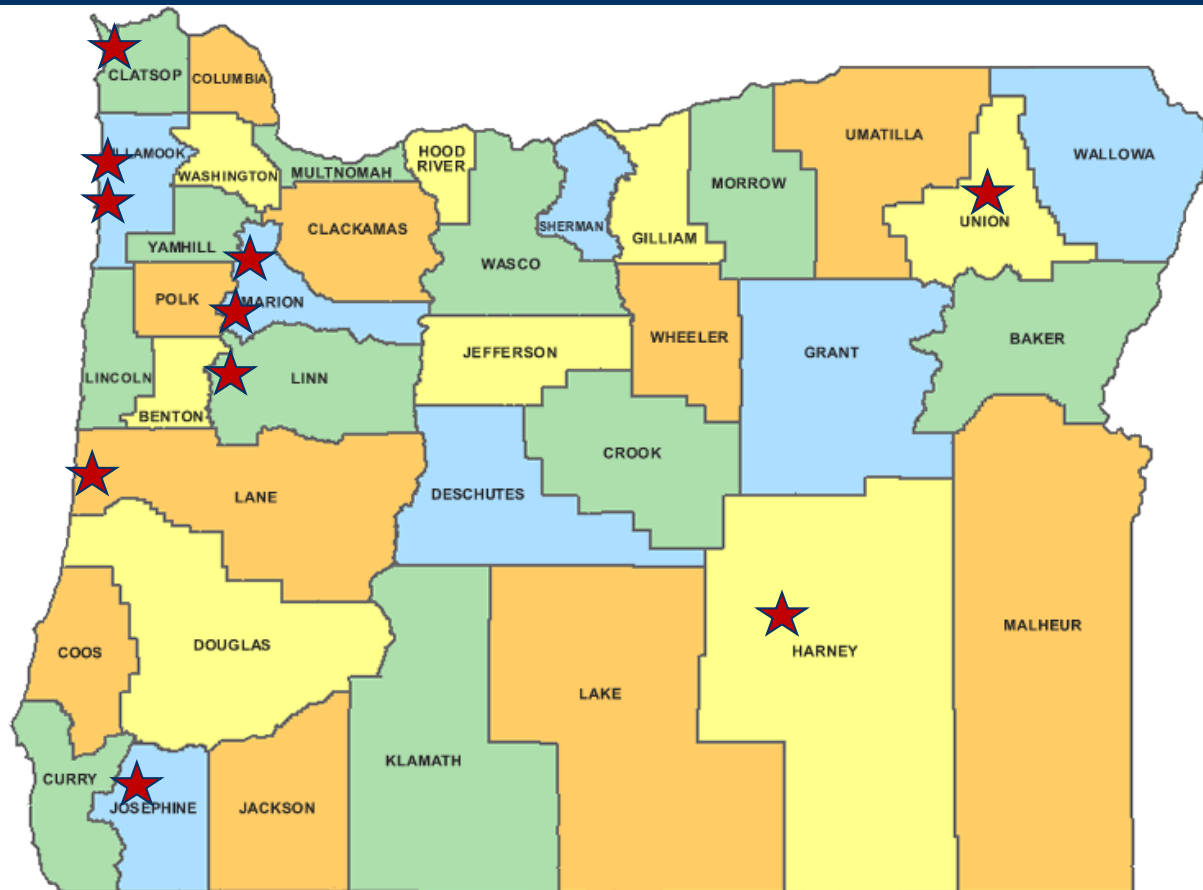
2013-15 Governor's Balanced Budget

Counties of Origin

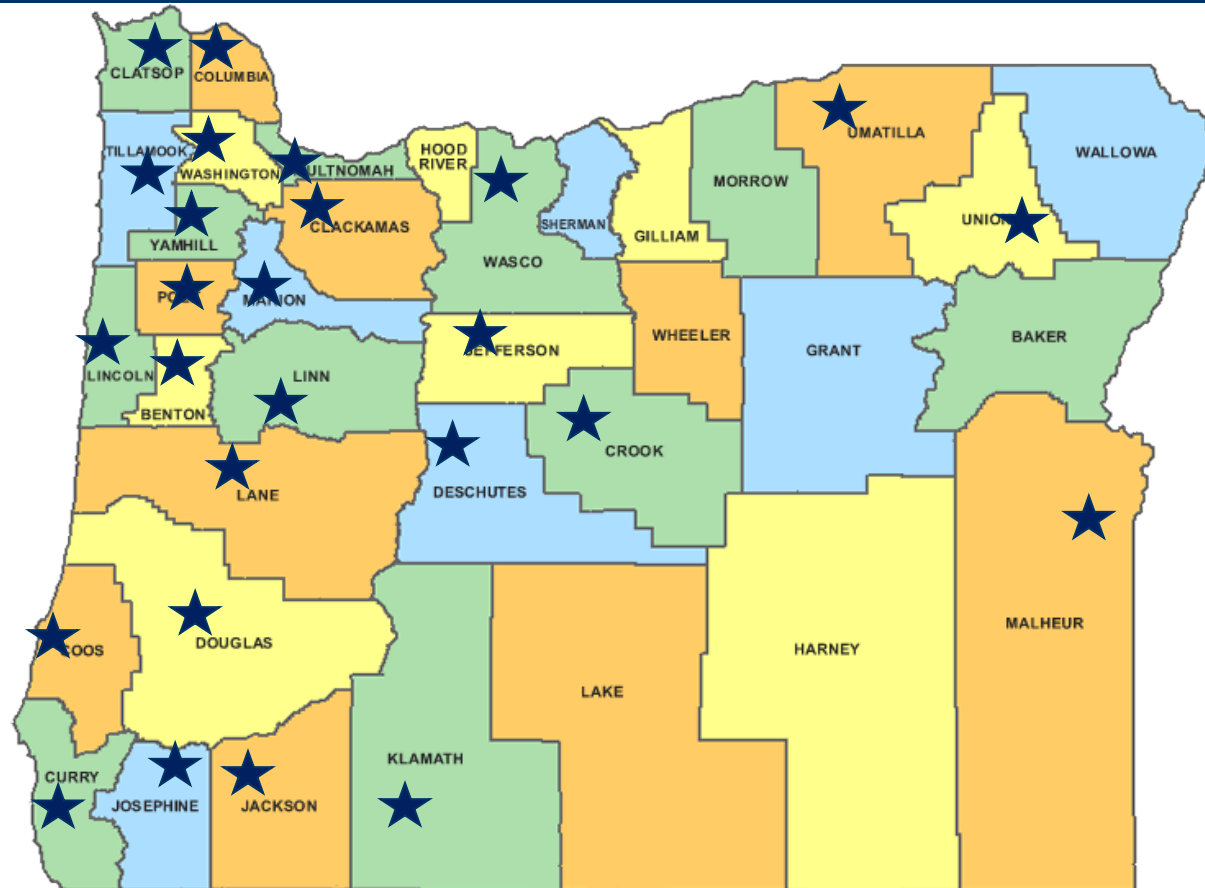


Source: JJIS,
November 5, 2012

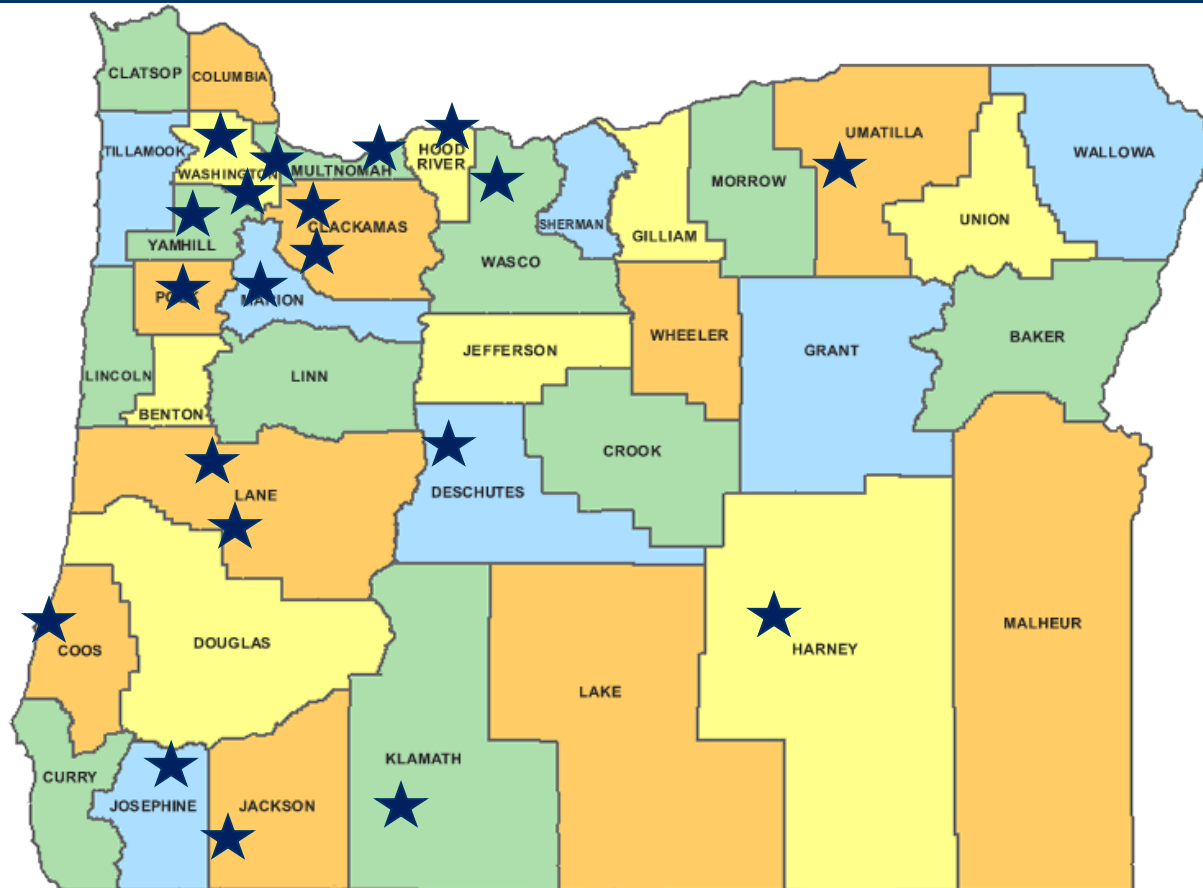
OYA Close-Custody Facilities



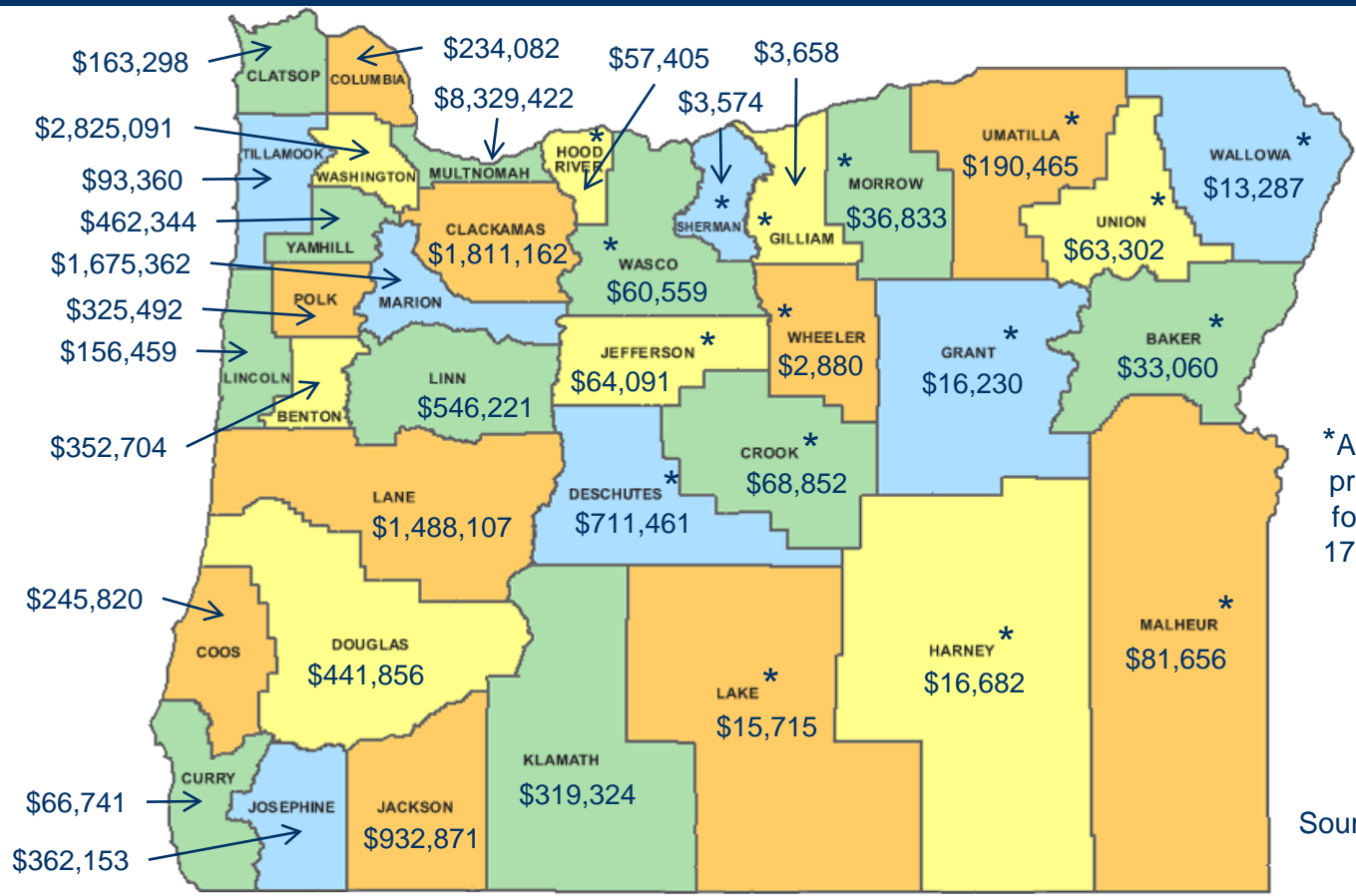
OYA Field Offices



OYA Community Residential Programs



Funding Assistance to Counties



Total for 2011-13:
\$23,133,225

* Additional \$861,646 provided to CEOJJC for allocation among 17 member counties.

Source: 2011-13 LAB

OYA Partners and Stakeholders

- Governor's Office, Oregon legislators, other elected officials
- County Juvenile Departments, Courts, District Attorneys, Public Defenders, Law Enforcement Agencies, Oregon Department of Justice Child Support Division
- Federal Agencies, Tribal Governments, Minority Communities, Local Communities
- Residential Providers, Mental Health Providers, Community Care Organizations, Medical Providers, Social Services Agencies
- Families, Victim Advocacy Groups
- Department of Corrections, Department of Human Services, Oregon Health Authority
- Department of Education, Educational Service Districts, School Districts
- Not-for-profit and volunteer organizations, and other groups



OYA Performance Management System

Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Why Do We Exist and What Are We Trying to Accomplish?

- What business are we in?
- What do we want OYA to be known for?
- What values will guide our actions?
- What accomplishments will define our success?
- What routine work must we do well?
- How does that work get done across the organization?
- What will show that we are doing this work well?
- Who takes accountability for the cross-functional processes that drive OYA?
- What will gauge our progress toward our goals?
- How do our outcome measures align with our key performance measures?

Foundations



MISSION

OYA protects the public and reduces crime by holding youth offenders accountable and providing opportunities for reformation in safe environments

VISION

Youth who leave OYA go on to lead productive crime-free lives.

VALUES

OYA's core values are:
Integrity
Professionalism
Accountability
Respect

What business are we in?

What do we want OYA to be known for?

What values will guide our actions?

Key Goals



What accomplishments will define success?

Core Processes

What routine work must we do well?

FOUNDATIONS
KEY GOALS
CORE PROCESSES
PROCESS MEASURES
KEY PERFORMANCE MEASURES

OPERATING PROCESSES

- OP 1: Managing youth and staff safety
- OP 2: Managing the youth commitment process
- OP 3: Managing youth intake and assessment
- OP 4: Managing youth health care
- OP 5: Providing basic youth services
- OP 6: Managing youth reformation services

SUPPORTING PROCESSES

- SP 1: Communicating with internal and external stakeholders
- SP 2: Conducting strategic and operations planning
- SP 3: Evaluating and improving performance
- SP 4: Managing organizational finances
- SP 5: Developing human resources
- SP 6: Securing and managing goods, services and facilities
- SP 7: Leveraging data, research and technology

Sub-Processes

How does that work get done across the organization?

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

OPERATING PROCESSES

SUPPORTING PROCESSES

OP 1: Managing youth and staff safety	OP 2: Managing the youth commitment process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing basic youth services	OP 6: Managing youth reformation services	SP 1: Communicating with internal and external stakeholders	SP 2: Conducting strategic and operations planning	SP 3: Evaluating and improving performance	SP 4: Managing organizational finances	SP 5: Developing human resources	SP 6: Securing and managing goods, services and facilities	SP 7: Leveraging data, research and technology
PC, KD, JD	PC, KD	PC, KD	MA, WV	PC, KD, JD	KD, PC, WV	AS, KD	JO, KK	JO, PC, KD, JD	JD	JD	JD	KK
<ol style="list-style-type: none"> Ensuring daily operations are effectively managed Ensuring physical plants are safe and secure Selecting and maintaining appropriate equipment and technical systems Preventing self-harm and assault of others Ensuring safe transportation of youth Deploying appropriate staffing Managing systems resources to maximize youth, staff and public safety Revering and managing escapes and runaways Maintaining sanitation Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations 	<ol style="list-style-type: none"> Receiving delinquency information Staffing cases with partner agencies Making referrals to treatment programs Recommending court actions Ensuring proper records management Validating court orders and commitment dates Participating in hearings and dispositional hearings Ensuring youth comply with legal requirements and court mandates Reporting progress to courts Ensuring victims' rights are met Submitting termination documents Terminating cases Exiting youth offenders 	<ol style="list-style-type: none"> Confirming documentation received Confirming first-day checklists Assessing criminogenic risks and needs Assessing physical, mental and behavioral health Assessing special needs Reviewing youth behavior during the assessment period Identifying appropriate treatment and placement resources Managing the youth offender population via a validated youth classification system Making contracts for medical services and products, and with contracted primary and specialty health care providers 	<ol style="list-style-type: none"> Performing physical and dental evaluations Creating medical care plans Assessing and treating mental health conditions Screening for infectious diseases Educating youth and staff on health care issues Responding to youth health care requests (inadmits) Administering medications Administering immunizations Developing and maintaining health care policies and procedures Managing contracts for medical services and products, and with contracted primary and specialty health care providers 	<ol style="list-style-type: none"> Providing food services Providing canteen services Providing mail services Providing clothing, linens and laundry services Providing for good hygiene Providing for family communication and visits Providing recreation opportunities Transferring and transporting youth Overseeing community out-of-home placements Facilitating access to faith services Ensuring a system for grievances and appeals Managing youth behavior Providing access to courts and counsel Identifying and securing resource entitlements Managing youth funds 	<ol style="list-style-type: none"> Holding youth accountable Using assessment information to develop case plans Initiating case plan reformation recommendations Delivering case plan services Providing treatment opportunities Transferring and transporting youth Assessing and re-assessing youth progress on an ongoing basis Adjusting case plans based on assessments Meeting case plan objectives Engaging families in reformation Providing educational and vocational services Managing re-entry and/or transitions Closing cases 	<ol style="list-style-type: none"> Developing and implementing communication strategies Developing communication materials Managing internal communications Managing external communications Involving citizens as advisors and volunteers Monitoring outcomes 	<ol style="list-style-type: none"> Identifying trends and changing needs Complying with new legal mandates Defining current state of agency operations and program delivery Defining the desired future state of agency operations and program delivery Identifying the gaps between the current and desired future states Identifying the financial and other resources needed to close the gap Developing implementation plans Developing timelines and milestones Conducting target reviews and making adjustments as required Maintaining emergency response plan Keeping agency rules and policies compliant with laws and standards 	<ol style="list-style-type: none"> Defining baseline (current state of strengths and weaknesses) Identifying industry benchmarks using research-based best practices Setting outcome and process targets Identifying the gaps between the current state and the desired targets Prioritizing initiatives Implementing process improvements Monitoring outcomes and adjusting actions as needed Conducting program evaluations Conducting regular internal audits to reduce agency risk Responding to reports of youth and staff misconduct 	<ol style="list-style-type: none"> Establishing budgets Managing accounting Managing payroll Managing cash Managing accounts payable Managing accounts receivable Managing reporting Managing assets Ensuring compliance 	<ol style="list-style-type: none"> Identifying human resources needs Recruiting, hiring and retaining a diverse workforce Ordering new employees Providing training, coaching, mentoring and development opportunities Managing worker compensation and SAIL claims Reviewing and evaluating performance Managing succession planning Assessing classification and managing compensation Efficiently operating and maintaining physical plants Monitoring delivery of services and products Approving invoices for payment Reporting and closing budget cycles Conducting evaluation services 	<ol style="list-style-type: none"> Determining needs Understanding and applying ORGs and GARs specific to contracting and procuring Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids) Contracting and procuring goods and services Efficiently operating and maintaining physical plants Monitoring delivery of services and products Approving invoices for payment Reporting and closing budget cycles Conducting evaluation services 	<ol style="list-style-type: none"> Governing IT Delivering enterprise business applications (non-JJIS) Delivering and maintaining JJIS Optimizing value of technology Providing business intelligence and research

Process Measures

What will show that we are doing this work well?

FOUNDATIONS

KEY GOALS

<p>OP 1.1: Youth runaways OP 1.2: Youth escapes OP 1.3: Youth-on-staff results OP 1.4: Youth on suicide precautions OP 1.5: Compliance with safety and security standards OP 1.6: Youth-on-youth results OP 1.7: Number of FREA incidents</p>	<p>OP 2.1: Access to community services – capacity OP 2.2: Access to community services – timeliness OP 2.3: Youth commitment order accuracy</p>	<p>OP 3.1: Intake RNA completion OP 3.2: Initial MDI completion OP 3.3: Timely auditing of intake case goals OP 3.4: Case plan relevance to RNA OP 3.5: Access to reentry services – capacity OP 3.6: Access to reentry services – timeliness OP 3.7: Intake length of stay</p>	<p>OP 4.1: Suicidal risk assessment OP 4.2: Mental health placeholder OP 4.3: Medical examination and care plan development OP 4.4: Dental care costs OP 4.5: Medication administration OP 4.7: Timely response to sex call requests</p>	<p>OP 5.1: Youth satisfaction with basic services OP 5.2: Youth access to nutritionally adequate meals OP 5.3: Youth access to family contact – visits OP 5.4: Youth access to family contact – calls OP 5.5: Youth participation in recreation programs OP 5.6: Youth participation in cultural programs OP 5.7: Youth access to faith services OP 5.8: Youth access to complaint system</p>	<p>OP 6.1: Restriction compliance OP 6.2: Case plan agreement OP 6.3: Math score improvement OP 6.4: Reading score improvement OP 6.5: Initial case plan goals closed at release OP 6.6: Youth returned to DOC OP 6.7: Correctional treatment placeholder</p>	<p>SP 1.1: Executive issue awareness SP 1.2: Staff issue awareness SP 1.3: Executive visits SP 1.4: Message generation SP 1.5: Public relations SP 1.6: Public engagement</p>	<p>SP 2.1: Breakthrough initiatives meeting outcomes SP 2.2: Breakthrough recommendations implemented SP 2.3: Timely quarterly reviews</p>	<p>SP 3.1: Idea implementation SP 3.2: Staff engagement SP 3.3: Processes in green zone target SP 3.4: Outcomes in green zone target SP 3.5: Effectiveness of outcome evaluators SP 3.6: Programs rated effective SP 3.7: Timely PSO report responses</p>	<p>SP 4.1: SPOTS and usage SP 4.2: Payroll accuracy – underpayment SP 4.3: Payroll accuracy – overpayment SP 4.4: Timely invoice payments SP 4.5: Timely fiscal status reports SP 4.6: Timely expense and contract reports</p>	<p>SP 5.1: Time lost due to injury SP 5.2: Applicant diversity SP 5.3: Training completion SP 5.4: Hiring and oversight SP 5.5: Performance appraisals</p>	<p>SP 6.1: Purchasing satisfaction SP 6.2: Purchasing training SP 6.3: Contract processing SP 6.4: Timely execution of purchase orders</p>	<p>SP 7.1: Project budget compliance SP 7.2: Project scope compliance SP 7.3: Project timeline compliance SP 7.4: Computer network availability SP 7.5: Telephone system availability SP 7.6: Response time on help desk requests SP 7.7: Satisfaction with help desk service</p>
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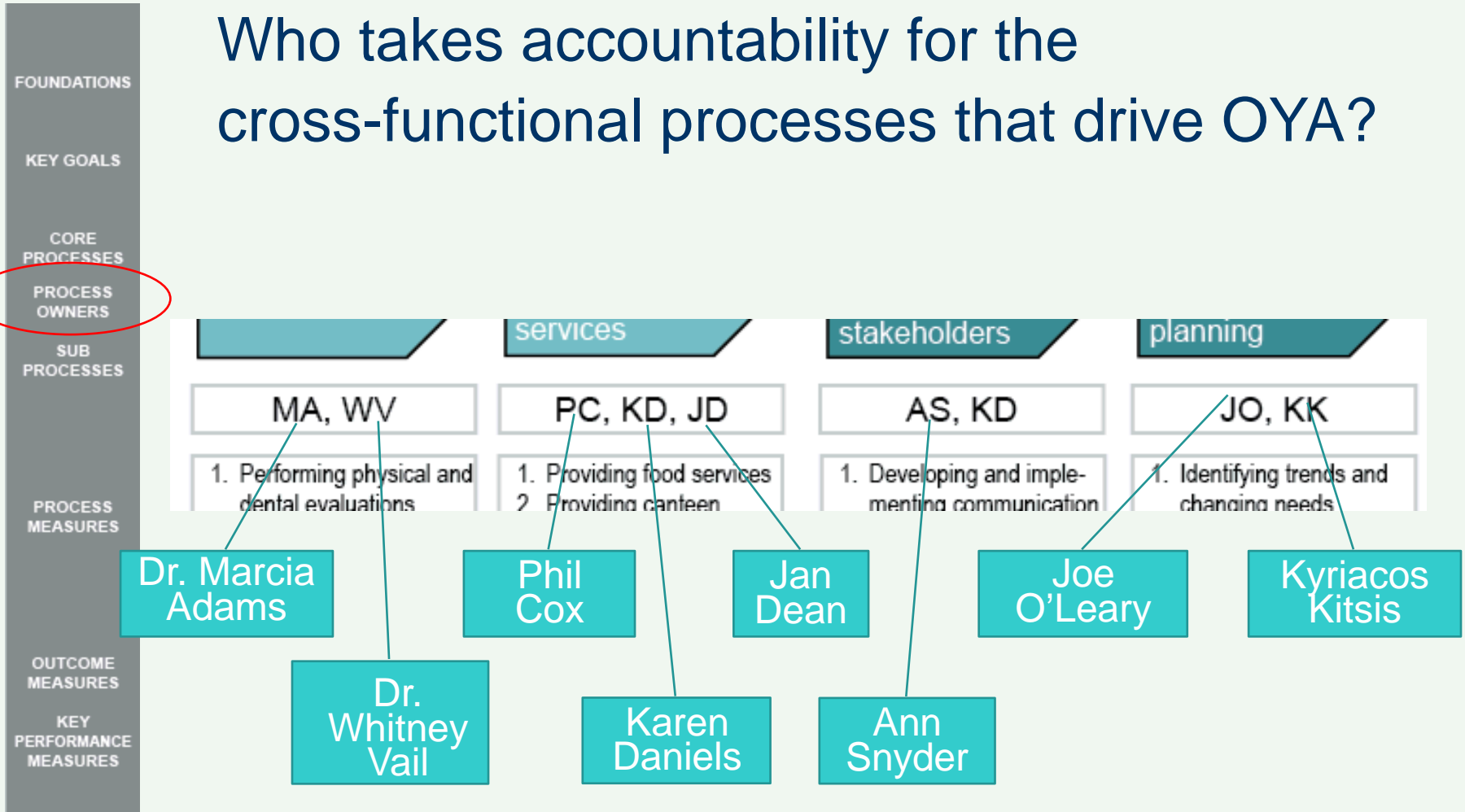
PROCESS MEASURES

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

Process Owners

Who takes accountability for the cross-functional processes that drive OYA?



Outcome Measures

What will gauge our progress toward our goals?

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

- OM 1: Youth feel safe
- OM 2: Youth are safe
- OM 3: Youth are healthy
- OM 4: Youth have transition plans
- OM 5: Youth participate in group treatment
- OM 6: Youth receive case management
- OM 7: Youth have family involvement
- OM 8: Youth have appropriate lengths of stay
- OM 8: Youth have few technical revocations
- OM 10: Facilities staff feel safe
- OM 11: Facilities staff are safe
- OM 12: Agency supports diversity
- OM 13: Employees are confident in leadership
- OM 14: Employees trust leadership
- OM 15: Employees are engaged
- OM 16: Employee absenteeism is low
- OM 17: Employee overtime use is low
- OM 18: Agency performs to budget
- OM 19: The public is safe

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

Key Performance Measures

How do our outcome measures align with our key performance measures?

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

KPM 1:
Youth escapes

KPM 2:
Youth runaways

KPM 3:
Youth-to-youth
injuries

KPM 4:
Staff-to-youth
injuries

KPM 5:
Suicidal
behavior

KPM 6:
Intake
assessment

KPM 7:
Correctional
treatment

KPM 8:
Educational
services

KPM 9:
Community
re-entry
services

KPM 10:
School
and work
engagement

KPM 11:
Restitution
paid

KPM 12:
Parole
reidivism

KPM 13:
Probation
reidivism

KPM 14:
Customer
service

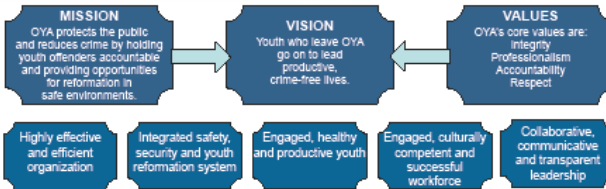
OUTCOME MEASURES

KEY PERFORMANCE MEASURES



FOUNDATIONS

KEY GOALS



**OREGON YOUTH AUTHORITY
PERFORMANCE MANAGEMENT SYSTEM
FUNDAMENTALS MAP**
January 14, 2013

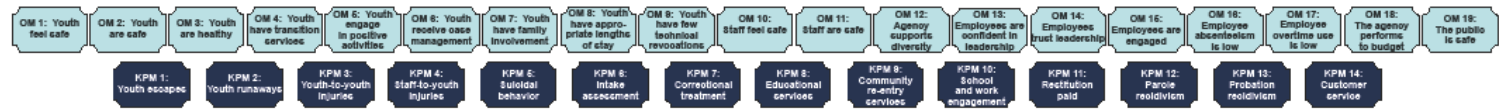
CORE PROCESSES
PROCESS OWNERS
SUB PROCESSES



Operating Process	Supporting Process											
<p>OP 1: Managing youth staff safety</p> <p>PC, KD, JPJ</p> <ol style="list-style-type: none"> Ensuring daily operations are effectively managed Ensuring physical plants are safe and secure Selecting and maintaining appropriate equipment and technical systems Preventing self-harm and assault of others Ensuring safe transportation of youth Deploying appropriate staffing Managing systems resources to maximize youth, staff and public safety Preventing and managing excessive and runaway Maintaining sanitation Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations 	<p>SP 1: Communicating with internal and external stakeholders</p> <p>AS, KD</p> <ol style="list-style-type: none"> Developing and implementing communication strategies Developing communication materials Managing internal communications Involving citizens as advisors and volunteers Monitoring outcomes 											
<p>OP 2: Managing youth commitment process</p> <p>PC, KD</p> <ol style="list-style-type: none"> Performing delinquency information Staffing cases with partner agencies Making referrals to treatment programs Recommending court actions Ensuring proper records management Verifying court orders and commitment dates Participating in hearings and dispositional hearings Ensuring youth comply with legal requirements and court mandates Reporting progress to courts Ensuring victims' rights are met Submitting termination documents Terminating cases Exiting youth offenders 	<p>SP 2: Conducting strategic and operations planning</p> <p>JO, PC, KD, JD</p> <ol style="list-style-type: none"> Identifying needs and changing needs Complying with new legal mandates Defining current state of agency operations and program delivery Defining the desired future state of agency operations and program delivery Identifying the gap between the current and desired future states Identifying the financial and other resources needed to close the gap Developing implementation plans Developing timelines and resources Conducting program reviews and making adjustments as required Maintaining emergency response plan Keeping agency rules and policies compliant with laws and standards. 											
<p>OP 3: Managing youth intake and assessment</p> <p>PC, KD</p> <ol style="list-style-type: none"> Confirming documentation Confirming first-day checks Assessing criminogenic risks and needs Assessing physical, mental and behavioral health Educating youth and staff on health care needs Responding to youth health care requests (immediacy) Administering medications Administering immunizations Managing the youth offender population via a validated youth classification system Making recommendations to the Administrative Review Board 	<p>SP 3: Evaluating and improving performance</p> <p>JO, PC, KD, JD</p> <ol style="list-style-type: none"> Defining baseline (current state of strengths and weaknesses) Identifying industry benchmarks using research-based best practices Setting outcome and process targets Identifying the gaps between the current state and the desired targets Pinpointing inefficiencies Monitoring outcomes to needed Conducting program evaluations Responding to reports of youth and staff misconduct 											
<p>OP 4: Managing youth health care</p> <p>MA, WV</p> <ol style="list-style-type: none"> Providing physical and dental health care services Providing mental health care services Assessing and treating mental health conditions Screening for infectious diseases Educating youth and staff on health care needs Providing recreation opportunities Transferring and transporting youth Assessing and re-assessing youth progress on an ongoing basis Adjusting case plans based on assessments Meeting case plan objectives Engaging families in reform Providing educational and vocational services Managing re-entry and transitions Closing cases 	<p>SP 4: Managing organizational finances</p> <p>JD</p> <ol style="list-style-type: none"> Establishing budgets Managing accounting Managing payroll Managing cash Managing accounts payable Managing accounts receivable Managing reporting and management assets Ensuring compliance 											
<p>OP 5: Providing basic youth services</p> <p>PC, KD, JD</p> <ol style="list-style-type: none"> Providing food services Providing canteen services Providing mail services Providing clothing, linens and laundry services Providing for pest hygiene Providing for family communication and visits Providing recreation opportunities Transferring and transporting youth Assessing and re-assessing youth progress on an ongoing basis Adjusting case plans based on assessments Meeting case plan objectives Engaging families in reform Providing educational and vocational services Managing re-entry and transitions Closing cases 	<p>SP 5: Developing human resources</p> <p>JD</p> <ol style="list-style-type: none"> Identifying human resources needed Recruiting, hiring and retaining a diverse workforce Orienting new employees Providing training, coaching, mentoring and development opportunities Managing worker compensation and GAF claims Reviewing and evaluating performance Managing succession planning Assessing classification and managing compensation Conducting bargaining agreements Recognizing performance Coordinating the employee exit process 											
<p>OP 6: Managing youth reform services</p> <p>KD, PC, WV</p> <ol style="list-style-type: none"> Holding youth accountable Using assessment information to develop case plans Initiating case plan reformations recommendations Defining case plan services Providing treatment Managing restitution to victims Assessing and re-assessing youth progress on an ongoing basis Adjusting case plans based on assessments Meeting case plan objectives Engaging families in reform Providing educational and vocational services Managing re-entry and transitions Closing cases 	<p>SP 6: Securing and managing goods, services and facilities</p> <p>JD</p> <ol style="list-style-type: none"> Determining needs Understanding and applying ORS and OARs specific to contracting and procuring Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids) Contracting and procuring goods and services Efficiently operating and maintaining physical plants Monitoring delivery of services and products Approving invoices for payment Reporting and closing budget cycles Conducting evaluation services 											
<p>OP 1: Runaways OP 1.2: Escapes OP 1.3: Suicide precautions OP 1.4: Youth-on-youth assaults OP 1.5: Youth-on-staff assaults OP 1.6: PREA compliance OP 1.7: PREA incidents OP 1.8: Facility staff safety OP 1.9: Youth-on-youth fights</p>	<p>OP 2.1: Access to community services – capacity OP 2.2: Access to community services – timeliness</p>	<p>OP 3.1: Intake RNA completion OP 3.2: Intake MDT completion OP 3.3: Case plan re-entries to RNA OP 3.4: Access to recommended facility treatment services – capacity OP 3.5: Access to recommended facility treatment services – timeliness OP 3.6: Intake length of stay OP 3.7: Access to recommended educational services – timeliness OP 3.8: Case plan audits OP 3.9: Placement decisions based on assessments</p>	<p>OP 4.1: Suicidal risk assessment OP 4.2: Mental health service delivery OP 4.3: Response to psychology referrals – timeliness OP 4.4: Medical examination and care plan development OP 4.5: Dental care OP 4.6: Medication administration OP 4.7: Medication administration documentation OP 4.8: Medication availability OP 4.9: Immunization administration OP 4.10: Response to sick call requests – timeliness</p>	<p>OP 5.1: Satisfaction with basic services OP 5.2: Access to nutritious meals OP 5.3: Access to family visits OP 5.4: Access to family calls OP 5.5: Participation in structured recreation programs OP 5.6: School and work engagement-community OP 5.7: Access to faith services OP 5.8: Access to compliant system OP 5.9: Food safety compliance</p>	<p>OP 6.1: Case plan agreement OP 6.2: Math score progress OP 6.3: Reading score progress OP 6.4: Initial case plan goals closed at release OP 6.5: Return to DOC OP 6.6: Correctional treatment assessment OP 6.7: Correctional treatment progress OP 6.8: School and work engagement-community OP 6.9: Restitution paid OP 6.10: Participation in treatment OP 6.11: Length of stay OP 6.12: Treatment fidelity OP 6.13: Residential program effectiveness</p>	<p>SP 1.1: Executive issue awareness SP 1.2: Staff issue awareness SP 1.3: Message generation SP 1.4: Public reputation SP 1.5: Public engagement</p>	<p>SP 2.1: Breakthrough initiatives – outcomes achieved SP 2.2: Breakthrough initiatives – recommendations implemented SP 2.3: Current agency policies</p>	<p>SP 3.1: Idea implementation SP 3.2: Staff involvement in green zone SP 3.4: Outcome measures in green zone SP 3.5: Outcome evaluation effectiveness SP 3.7: PQO Investigative effectiveness</p>	<p>SP 4.1: SPOTS card usage SP 4.2: Payroll accuracy SP 4.3: Invoice payments – timeliness</p>	<p>SP 5.1: Time loss due to injury SP 5.2: Applicant diversity SP 5.3: Training completion SP 5.4: Hiring and overnight SP 5.5: Performance appraisals</p>	<p>SP 6.1: Purchasing satisfaction SP 6.2: Contract processing – timeliness SP 6.3: Purchase order processing – timeliness SP 6.4: Physical plant work order responses – timeliness SP 6.5: Completed JAB reports SP 6.6: Successful JAB report uploads</p>	<p>SP 7.1: Enterprise application uptime SP 7.2: Customer satisfaction SP 7.3: Project management SP 7.4: Information security SP 7.5: Service desk effectiveness SP 7.6: Completed JAB reports SP 7.7: Successful JAB report uploads</p>

PROCESS MEASURES
(PROCESS MEASURES REPORTED AT EVERY QTR)

OUTCOME MEASURES
KEY PERFORMANCE MEASURES



Sample Scorecard

Q4 2012

OYA Health Services Agency-Level Scorecard: Q4 2012 (February 2013) Data collection through 12/31/2012

ID	Measure	Definition	Red	Green	Desired Direction	Data collection period					Trend				Current Target	Met ✓	Note	Owner
						Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q4 2011	Q1 2012	Q2 2012	Q3 2012				
OM Outcome Measures																		
OM 3	Youth are healthy (composite)	Average of (1) Youth are healthy - immunizations, (2) Youth are healthy - Chlamydia, and (3) Youth are healthy - obesity.	< 85	> 90	↑	96.8	95.6	94.7	98.3	98.33		99	✓	Ultimate target = 100%	Adams			
OM 3a	Youth are healthy - immunizations	Percent of youth who are up to date on immunizations three months after entering OYA.	< 85	> 90	↑	91.5	90.1	86.9	95	95		99	✓	Ultimate target = 100%	Adams			
OM 3b	Youth are healthy - Chlamydia	Number of youth who undergo Chlamydia testing while on intake unit divided by number of youth on intake unit for the same quarter.	< 85	> 90	↑	99	98.3	97.1	99.2	100		99	✓	Ultimate target = 100%	Adams			
OM 3c	Youth are healthy - obesity	Number of youth who are assessed for obesity during initial physical exam divided by number of youth who receive a physical exam.	< 85	> 90	↑	100	98.3	100	100	100		99	✓	Ultimate target = 100%	Adams			
OP 4.0 Managing youth health care																		
OP 4.1	Suicidal risk assessment	Number of youth assessed for suicide risk within one hour of intake divided by total number of youths entering intake during the quarter.	< 99	> 99	↑	99	100	99.3	100	100		100	✓	Ultimate target = 100%	Adams			
OP 4.4	Medical exam and care plan development	Number of youth who get a physical exam and their identified medical needs assessed within 7 days of entering close custody during a quarter divided by number of youths entering close custody during that quarter	< 80	> 90	↑	92.6	83.1	86.23	98.4	85.8		99	✓	Ultimate target = 100%	Adams			
OP 4.5	Dental care	Placeholder														Adams		
OP 4.6	Medication administration	Average number of errors committed while administering medications during a 30-day period at all facilities due to a) wrong medication, b) wrong dosage, or c) wrong time	> 15	< 3	↓		8.3	21.67	9.2	7.6		0	✓	Ultimate target = 0	Adams			
OP 4.6a	Medication administration - medication	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving the wrong medication	> 5	< 1	↓		3.3	1.67	2.3	0.3		0	✓	Ultimate target = 0	Adams			
OP 4.6b	Medication administration - dosage	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving the wrong dose	> 5	< 1	↓		1.3	7.33	2.3	3		0	✓	Ultimate target = 0	Adams			
OP 4.6c	Medication administration - timeliness	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving at the wrong time	> 5	< 1	↓		3.7	12.67	4.6	4.3		0	✓	Ultimate target = 0	Adams			
OP 4.7	Medication administration documentation	Average number of errors committed while administering medications during a 30-day period at all facilities, where the error is no documentation	> 20	< 16	↓		34.7	72.67	66.3	51.3		10	✓	Ultimate target = 0	Adams			
OP 4.8	Medication availability	Average number of errors committed while administering medications during a 30-day period at all facilities due to medication unavailable	> 10	< 5	↓		2	25.67	15.3	3.6		2	✓	Ultimate target = 0	Adams			

Q4 2012

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Working In and On the Business

If we can reduce the time we need to spend on the ROUTINE work of the business...



...we can spend more time on the work that delivers BETTER VALUE to Oregon

Strategic Map

OREGON YOUTH AUTHORITY

PERFORMANCE
MANAGEMENT SYSTEM

STRATEGY MAP

February 1, 2013

MISSION

We protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.




VISION

Our vision is that youth who leave OYA go on to lead productive, crime-free lives.

VALUES

The core values that guide OYA are:

- Integrity
- Professionalism
- Accountability
- Responsibility

-  GOALS
The intended long-term outcomes
-  OBJECTIVES
Specific and measurable achievements to support the goals
-  ACTIVITIES
The steps or tasks that will be undertaken to meet the objectives



Turning Lives Around

Key indicators of success

- Recidivism
- Treatment progress
- Educational achievement
- Job-readiness
- Community involvement

Turning Lives Around

Treatment

- Accountability
- Empathy
- Drug and alcohol
- Mental health
- Offense-specific
- Violent offender
- Anger management
- Gang intervention

Turning Lives Around

Education

- 220 instructional days a year (remedial, grade-level and advanced) for close-custody youth, plus limited-online courses available
- Specialized and local schools for youth in the community
- June 2012 achievements:
 - 213 youth (119 under community supervision and 94 in close custody) earned high school diplomas
 - 55 youth (40 under community supervision and 15 in close custody) earned GEDs
 - 5 youth in close custody earned Associate Degrees
 - 1 youth in close custody earned a Bachelor Degree

Turning Lives Around

Job-readiness

- Classroom education
- Vocational education
- Work experience
- Functional life skills

Turning Lives Around

Community involvement

- Restitution
- Volunteer services
- Transition services



Thank You



The Oregon Youth Authority



Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Ways and Means
Public Safety Subcommittee Presentation
February 2013

Agency Presentation Schedule

Day One

Introduction

Agency Overview

Youth Served by OYA

OYA Performance Management System

Day Two

Public Testimony

Day Three

Youth Reformation System

Agency Programs and Services

Budget

Conclusion

Youth Reformation System

Fariborz Pakseresht, Director

Paul Bellatty, Ph.D., Research Administrator

Shannon Myrick, Ph.D., Research Analyst

OYA Mission, Vision and Values

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.

The **vision** of the Oregon Youth Authority is that youth who leave OYA go on to lead productive, crime-free lives.

The **values** that guide the agency's decisions, actions and priorities are:

- Integrity
- Professionalism
- Accountability
- Respect

Youth Reformation System

The Context

- Capitalize on the Juvenile Justice Information System (JJIS)
- Development of the OYA Performance Management System
- Identification of an opportunity to incorporate new research tools into the existing statewide juvenile justice system
- Initiative established to define, conceptualize, and implement a youth reformation system

Youth Reformation System

Driving questions

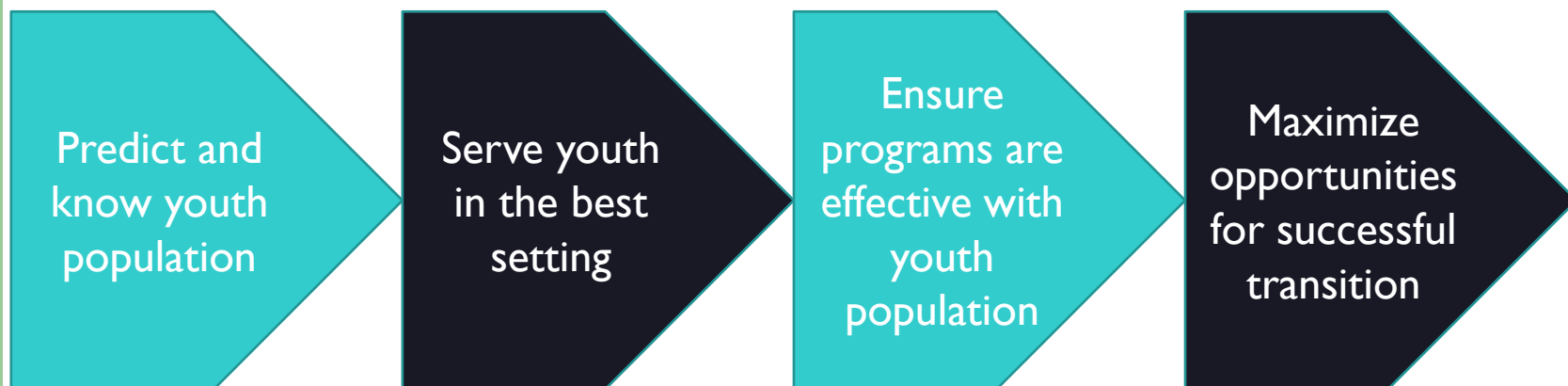
- What should be the capacity of the state's juvenile justice system today and in the future?
- Are the appropriate youth being served in the right environments within the system?
- What is the optimal length-of-stay for youth and how do we evaluate progress?
- What interventions do youth need to maximize opportunities for success?

Youth Reformation System

Driving questions

- How do we thoughtfully align staff and provider strengths with the needs of youth to maximize opportunities for success?
- How do we leverage youths' strengths to facilitate reformation and balance that with accountability?
- How do we integrate youth into their communities in ways that support success?
- How do we know taxpayer investments are providing the greatest return?

Youth Reformation System



Right Youth, Right Placement, Right Services,
Right Length of Time, Right Transition Support

Youth Reformation System

Using data and research

- Risk Tools
 - OYA Recidivism Risk Assessment (ORRA)
 - OYA Recidivism Risk Assessment for Violent Crime (ORRA-V)
- Placement/Treatment Tools
 - Typologies

Youth Reformation System

Assessment tools

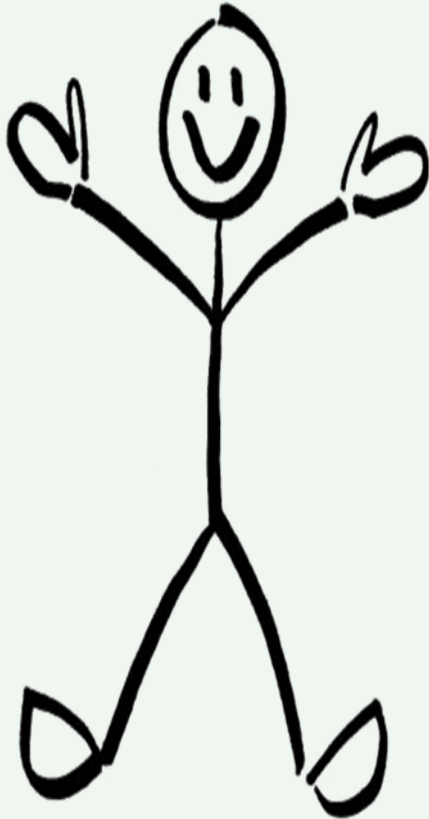
- **ORRA:** OYA Recidivism Risk Assessment – predicts the likelihood a youth will recidivate with a felony conviction or adjudication within 36 months of commitment to probation or release from OYA close custody.
- **ORRA-V:** OYA Recidivism Risk Assessment for Violent Crime – predicts the likelihood 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. Assesses for violent or threatening crimes that result in – or could result in – physical harm.

Youth Reformation System

ORRA variables

- Prior weapon offense referral
- Total prior misdemeanor referrals
- Total prior felony referrals
- Total prior theft referrals
- Total prior runaway referrals

Johnny



Age 15

Male

3 Runaways

1 Prior Felony
Drug Referral

Jimmy



+ 1 Prior
Misdemeanor
Referral

= 10% increase in risk

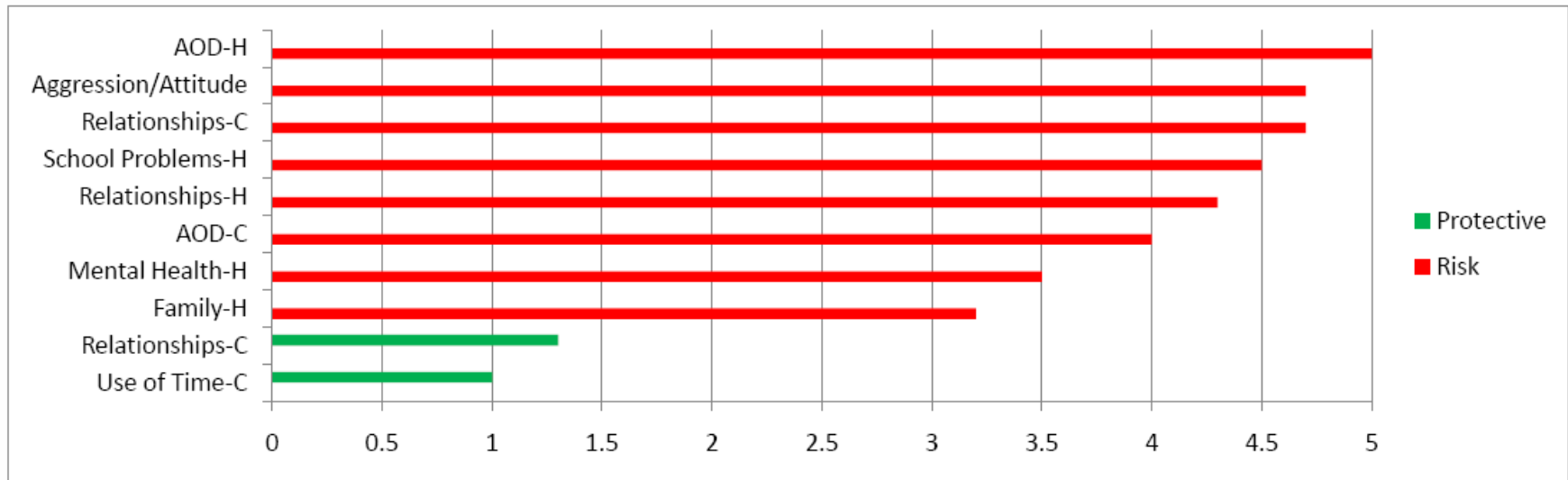
Youth Reformation System

Typologies

- Factors based on the OYA Risk/Needs Assessment conducted at intake or prior to commitment
- Six Typology Groups (males only)
 - Identified as A through F

Type	Description
Type A	<ul style="list-style-type: none"> ▪ Few or no protective factors present ▪ High history of and current AOD use ▪ Poor relationships and relationship skills ▪ High level of aggression and attitude issues ▪ Education issues are very prominent ▪ High need of mental health follow-up
Type B	<ul style="list-style-type: none"> ▪ Moderate protective factors present ▪ High history of AOD use and moderate current AOD use ▪ Poor relationships and relationship skills ▪ Moderate level of aggression and attitude issues ▪ Education issues are very prominent ▪ Low need of immediate mental health follow-up
Type C	<ul style="list-style-type: none"> ▪ Moderate protective factors present ▪ Low to moderate AOD use both currently and historically ▪ Moderate difficulty with relationships and relationship skills ▪ Moderate level of aggression and attitude issues ▪ History of mental health ▪ Education issues are very prominent ▪ High need of immediate mental health follow-up
Type D	<ul style="list-style-type: none"> ▪ Few or no protective factors present ▪ Low to no current or historical AOD use ▪ No obvious needs factors present ▪ Further assessments needed ▪ Determine eligibility for community placement or close custody if stabilization is required
Type E	<ul style="list-style-type: none"> ▪ High protective factors present ▪ Low current or historical AOD use ▪ Little difficulty with relationships and relationship skills ▪ Low to moderate level of aggression and attitude issues ▪ Low need for immediate mental health follow-up ▪ Education issues are moderately prominent ▪ Responsivity issues
Type F	<ul style="list-style-type: none"> ▪ Few or no protective factors present ▪ Moderate current and historical AOD use ▪ Moderate difficulty with relationships and relationship skills ▪ High level of aggression and attitude issues ▪ Education issues are very prominent ▪ Responsivity issues ▪ Moderate need for immediate mental health follow-up

TYPOLGY A



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

TREATMENT APPROACH: This youth will require an approach that is founded on rapport building and motivation enhancement. The data suggests that this sort of youth resorts to aggression and drug use as a means of coping. 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 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:

COURSE OF TREATMENT 15-18MOS

COURSE OF TREATMENT (SO) 18-24MOS

FOCUS	BEHAVIOR STABILIZATION	CRIMINOGENIC RISK	DRUG AND ALCOHOL	MENTAL HEALTH / TRAUMA	SO TREATMENT
INTERVENTION	ART + Social Skills + MET	COB	Pathways to Self Discovery + RP	As needed As determined	Kaufman
DURATION	6-9mos	5-6months	5-6mos	Ongoing	9-18mos

Youth Reformation System

Four key components

1. Population Forecast
2. Placement and Treatment
3. Program Evaluation Continuum
4. Community Context

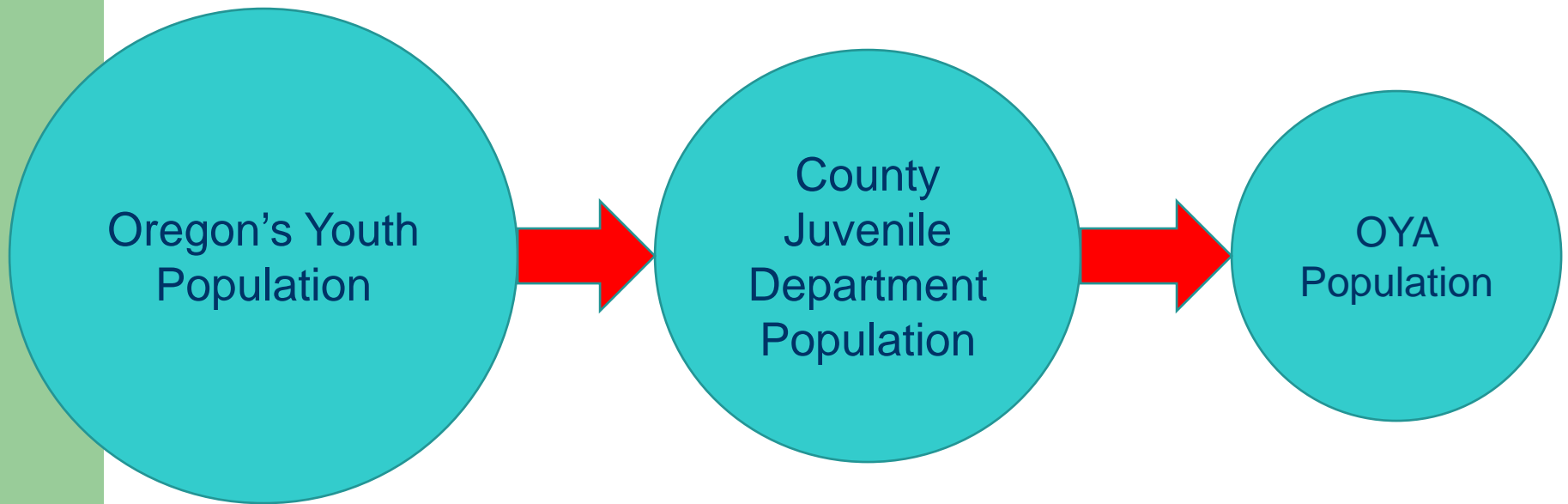
Youth Reformation System

Population forecast: Guiding principles

- Provide accurate estimate of bed need
- Couple resources with outcomes
- Identify the best placement for each youth

Youth Reformation System

Population forecast



Youth Reformation System

Placement and treatment: Guiding principles

- Principles of effective intervention
- Effective treatment mitigates risk
- Data-driven, outcome-based decision-making
- Youth development approach

Youth Reformation System

Placement and treatment

- Placing the right youth on the right path in an effort to attain the best outcome for each youth
- Serve youth in ways that effectively minimize recidivism and maximize positive youth outcomes
- Develop new services or enhance existing services based on youth needs

Youth Reformation System

Youth development approach

- Asserts that even the most disadvantaged youth can develop positively if connected to the right environment and experiences
 - Opportunities
 - Supports
 - Positive roles
 - Positive relationships

Youth Reformation System

Youth development approach

- Learning/Doing
 - Developing new skills and competencies
 - Actively using new skills
 - Taking on new roles and responsibilities
 - Developing self-efficacy and personal confidence
- Attaching/Belonging
 - Becoming an active member of pro-social group(s)
 - Developing and enjoying the sense of belonging
 - Placing a high value on service to others and being part of a larger community

Youth Reformation System

Outcome domains

Six Practice Domains

Work

- Job experience
- Apprenticeships
- Job preparedness
- Income and independence

Education

- Literacy
- Credentials
- Learning skills
- Career planning

Relationships

- Communication skills
- Conflict resolution
- Family systems
- Intimacy and support

Community

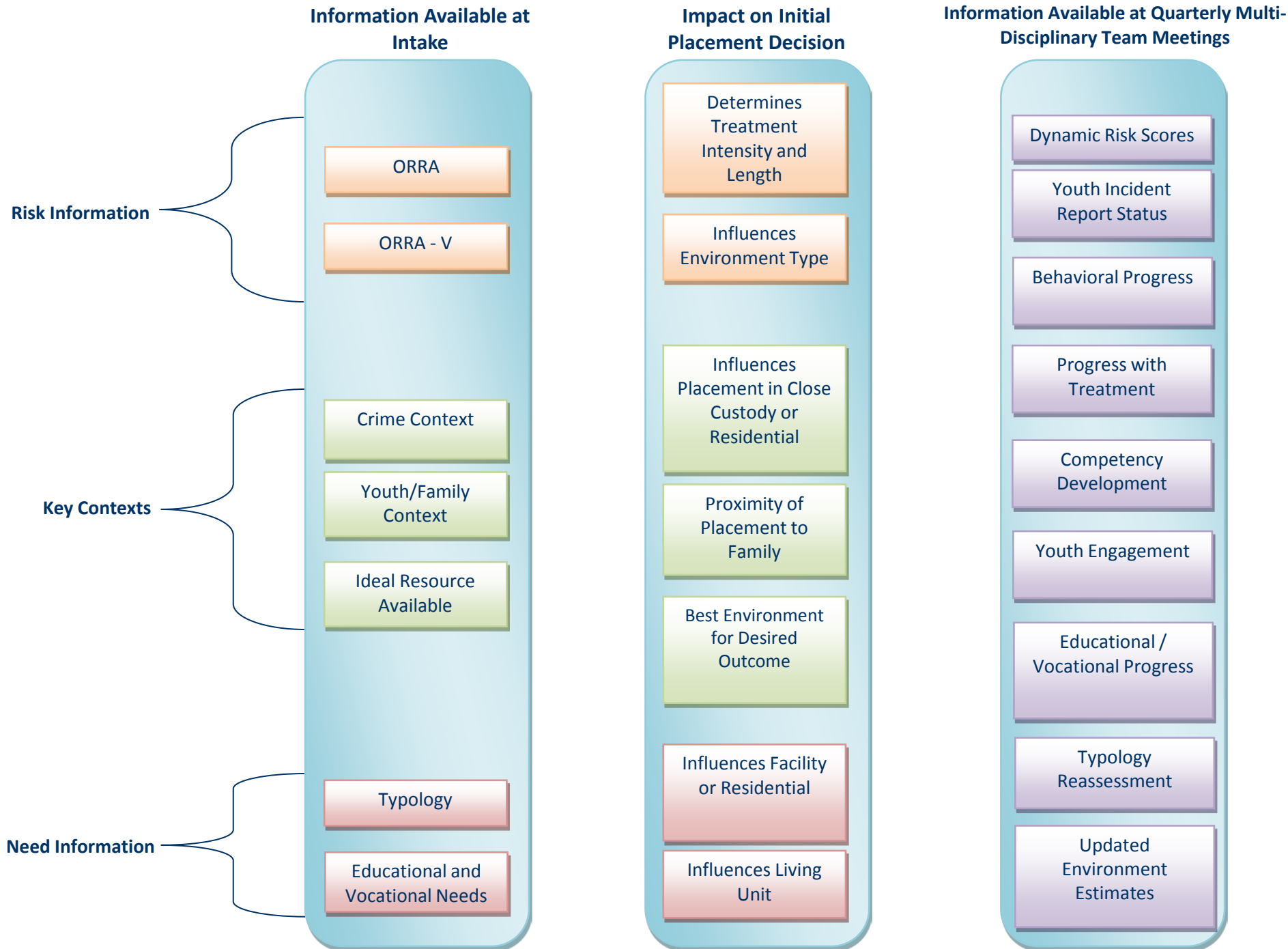
- Civic engagement
- Community leadership
- Service
- Responsibility

Health

- Physical activity
- Diet and nutrition
- Behavioral health
- Lifestyle and sexuality

Creativity

- Personal expression
- Visual arts
- Performing arts
- Language arts



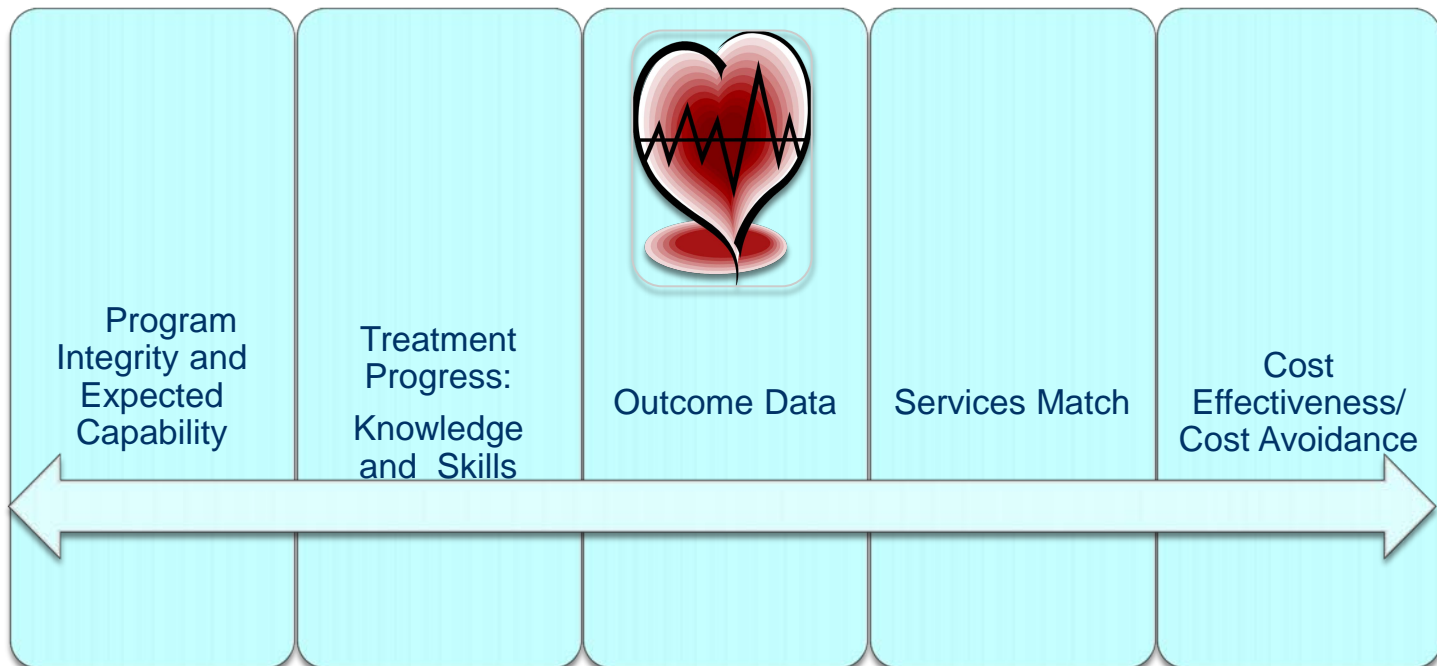
Youth Reformation System

Program evaluation continuum: Guiding principles

- Rapid response for emerging issues
- Data-informed decisions
- Efficient resource allocation
- Planful transitions for youth in close custody

Youth Reformation System

Program evaluation continuum



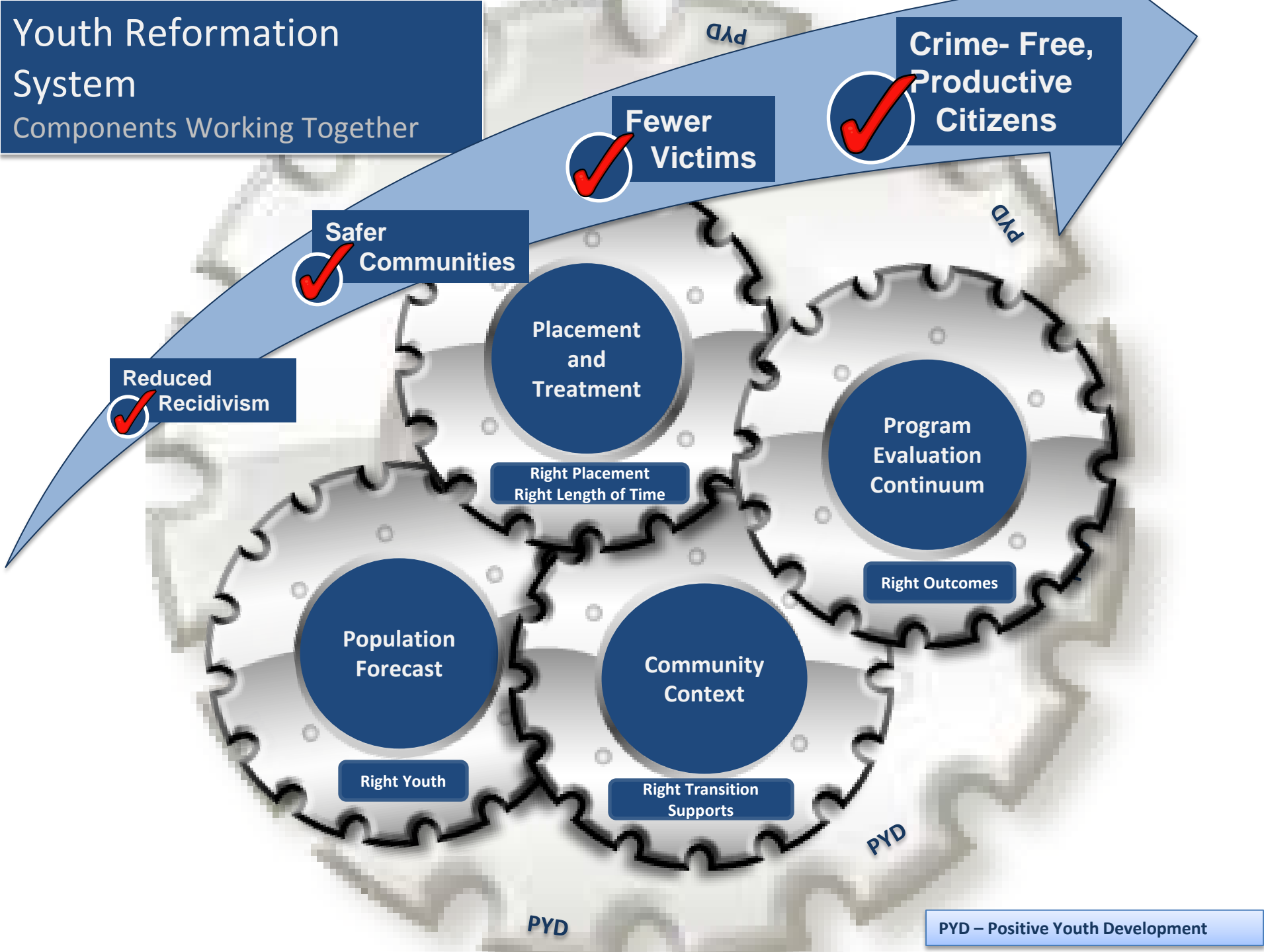
Youth Reformation System

Community context

- Understand the correlates of juvenile recidivism not currently recognized by the system
 - Connecting to DHS and OHA
- Identify environments that are “healthy” or “unhealthy” in supporting transitioning youth
 - Reducing recidivism
 - Healthy living indicator
- Use information in transition planning
- Share relevant information with communities

Youth Reformation System

Components Working Together





Thank You

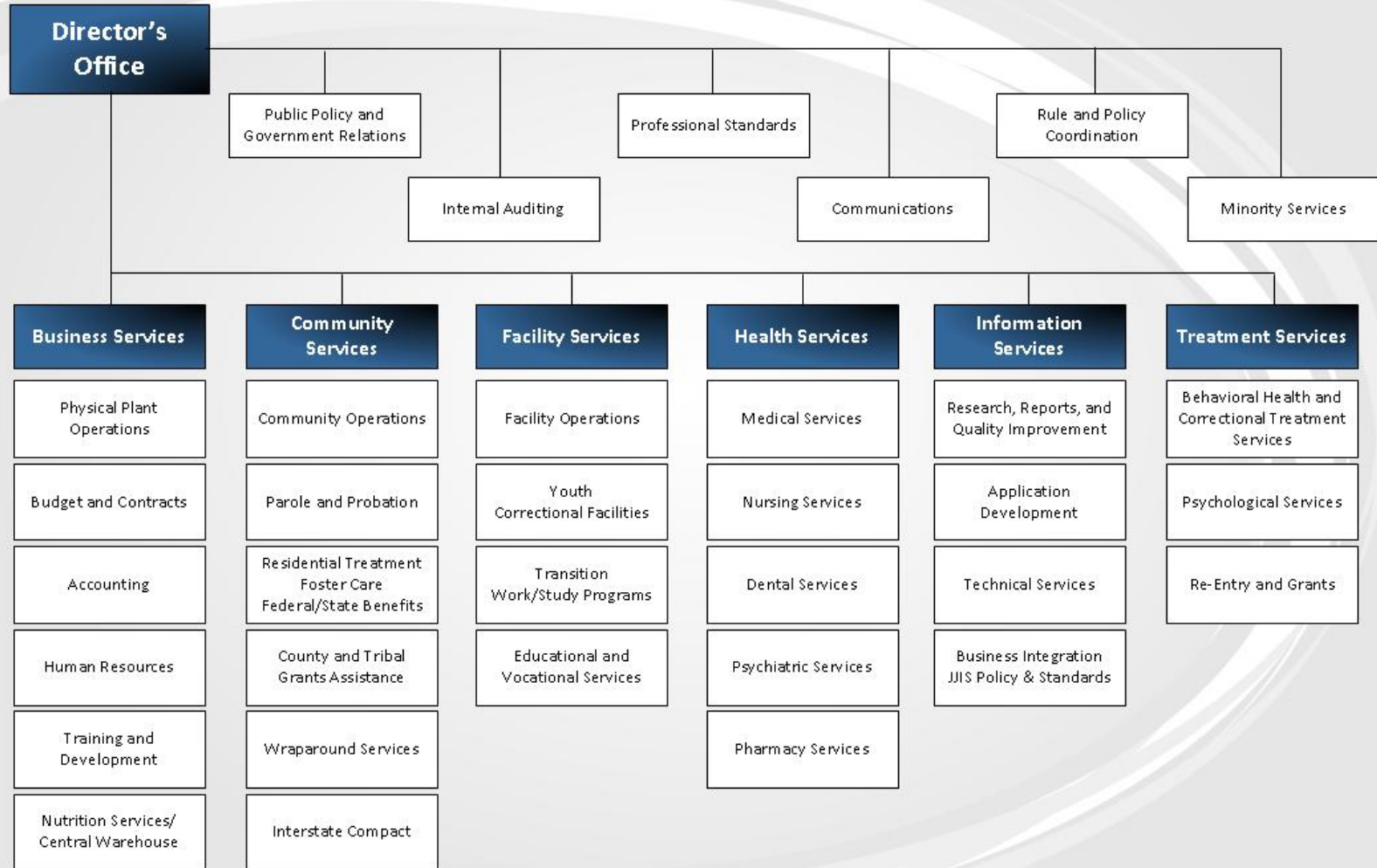


Programs and Services

Fariborz Pakseresht, Director
Joseph O’Leary, Deputy Director



Oregon Youth Authority - Operational Structure



June 2012

Community and Facility Services

Philip Cox, Assistant Director for Community Services
Karen Daniels, Assistant Director for Facility Services

OYA Programs: Community Services

Purpose:

- Promote public safety by holding youth offenders accountable for delinquent behavior and ensuring they have access to the community-based services needed for successful reformation.

Key Functions:

- Provide statewide community supervision, case planning, and case management
- Administer statewide community-based services including residential treatment and foster care services
- Oversee state juvenile justice funding assistance to counties
- Administer the Interstate Compact for Juveniles in Oregon

Community Services

Initiatives in support of YRS:

- Use new data resources to improve the efficiency and effectiveness of case planning and management (placement, transition, community services, and termination from custody)
- Use new data resources to enhance technical assistance to community residential treatment providers to maximize youth reformation outcomes
- Use new data resources to better align community service capacity with the needs of youth offenders
- Support state-funded service enhancements by providing outcome data to counties

OYA Programs: Facility Services

Purpose:

- Promote public safety by holding youth offenders accountable for their behavior and applying evidence-based/informed treatment, programming, and services to prevent recidivism.

Key Functions:

- Administer a continuum of custody options consistent with youth and staff safety, facility security, and transition/re-entry requirements
- Provide programming, treatment, and services aligned with youths' needs to mitigate risk for reoffending
- Offer K-12 through college-level educational programs, vocational training, and certification, as well as work experience to mitigate risk for reoffending

Facility Services

Initiatives in support of YRS:

- Use new validated intake assessment data to understand youths' risks and needs, and inform optimal placement of youth
- Focus on training staff, creating environments, and delivering services that support a positive youth development approach
- Conduct a staffing analysis to identify skills and staffing patterns needed to support YRS
- Increase family engagement and broaden MDT participation
- Establish community advisory councils at close-custody facilities

Minority, Health and Treatment Services

Lonnie Jackson, Office of Minority Services Manager
Marcia Adams, M.D., Health Services Director
Whitney Vail, Ph.D., Treatment Services Director

OYA Programs: Minority Services

Purpose:

- Help ensure OYA demonstrates cultural competency and respect for diversity throughout all aspects of the organization and its operations.

Key Functions:

- Coordinate interpretation services for youth and families
- Provide culturally specific support groups and coordinate ethnic and cultural events to celebrate diversity and raise awareness
- Represent OYA and coordinate activities of the agency's ethnic advisory committees and the Public Safety Cluster
- Assist with transition and re-entry services for minority youth

Minority Services

Initiatives in support of YRS:

- Increase the diversity and cultural competency of OYA's workforce through improved recruitment, retention, training, and evaluation processes
- Continue to participate in and coordinate the Governor's Summit on Disproportionate Minority Contact to develop and implement strategies to reduce over-representation of minority youth at all points within the juvenile justice continuum
- Participate in development of treatment delivery strategies to improve effectiveness with minority youth
- Improve transition and re-entry services for minority youth

OYA Programs: Health Services

Purpose:

- Help ensure youth are healthy in mind and body in order to effectively participate in treatment and programming.

Key Functions:

- Perform health assessments of all youth upon intake to OYA
- Perform medical, dental, and psychiatric evaluation and testing
- Provide medical, dental, and psychiatric treatment
- Provide preventive care
- Provide health education

Health Services

Initiatives in support of YRS:

- Strengthen the team model of care for youth health care
- Enhance education about healthy behaviors and lifestyles
- Increase capability to track healthy living components (e.g., exercise, diet, immunizations) and to measure healthy living outcomes
- Implement electronic health records to improve access to, and continuity of, medical, dental, and psychiatric care

OYA Programs: Treatment Services

Purpose:

- Identify level of functioning, treatment needs, and recommendations to help youth develop positive, pro-social behaviors, and provide oversight, staff training, consultation, and direct care services.

Key Functions:

- Conduct psychological assessments of youth
- Coordinate and supervise treatment delivery in close-custody facilities
- Provide oversight and technical assistance to contracted outpatient treatment providers
- Oversee the Sex Offender Registration process
- Ensure agency is meeting evidence-based practices standards

Treatment Services

Initiatives in support of YRS:

- Improve process of identifying most effective placements for youth
- Enhance ability to determine the skills youth lack (problem solving, dealing with stress), and match needs with appropriate treatment
- Enhance ability of staff to work with youth with special treatment needs (trauma, mental health issues)
- Enhance consistency, efficiency, and quality of mental health assessments, services, and documentation of youth treatment
- Enhance MDT functioning



Business and Information Services

**Jan Dean, Assistant Director
Kyriacos Kitsis, Chief Information Officer**

Program Support: Business Services

Purpose:

- Provide the needed business infrastructure to enable the agency to efficiently and effectively serve staff, partners, and youth.

Key Functions:

- Guide staff recruitment and selection, labor-management relations, and diversity outreach
- Provide staff training in the areas of safety, security, and evidence-based correctional treatment
- Manage physical plant operations including capital improvement
- Solicit, negotiate, and monitor contracts
- Develop and manage budget, accounting, payroll, and purchasing
- Oversee food and supply purchases for all close-custody facilities

Business Services

Initiatives in support of YRS:

- Enhance the ability to better identify and meet staff needs in the areas of training and human resources support
- Ensure physical plants meet program needs for safety, security, and treatment services delivery
- Assist with expansion of the use of performance-based contracting for existing and new services
- Identify and align resources within the budget to support the implementation of YRS
- Align position descriptions, and recruitment and training of staff with needs of YRS

Program Support: Information Services

Purpose:

- Provide the necessary information technology infrastructure to enable the agency to efficiently and effectively serve staff, partners, and youth.

Key Functions:

- Maintain and enhance Oregon's Juvenile Justice Information System (JJIS) that serves over 4,000 users within OYA, 36 county juvenile departments, approved external partners, and service providers
- Maintain a Wide Area Data Network
- Provide reporting services and conduct research for county juvenile departments and OYA
- Provide the technology infrastructure to allow online education to youth in OYA's close-custody facilities

Information Services

Initiatives in support of YRS:

- Develop, test, and adopt enhanced assessment tools
- Build and maintain a data warehouse to leverage data analysis
- Enhance accessibility of real-time analyzed data for practitioners
- Transform JJIS into a secure wirelessly accessible Web-based application



Budget Presentation