



Ways and Means Public Safety Subcommittee Presentation

Oregon Youth Authority
March 4-6, 2019



Presentation Schedule



Overview

- OYA's Mission and Place in the Justice System
- Our Approach
- Youth Served by OYA
- Agency Programs and Services
- Agency Budget and Overview



Strategic Initiatives

- Positive Human Development (PHD)
 - PHD in Action: Ten-Year Strategic Plan for Facilities
- Youth Reformation System
- Reducing Isolation in Close Custody
- Equity, Diversity, and Inclusion



Appendix

- Major Budget Information
- Reductions – Governor's Budget and 10% Options
- Audit Info
- Public Testimony

Our Mission & Place in the System



“Now I have **bigger dreams** — a new tomorrow. **I know where I’m going**, and I just have to get there.”

Stephen, who earned a bachelor’s degree while at Tillamook YCF





OYA's Mission and Vision

Mission: To protect the public and reduce crime by holding youth accountable and providing opportunities for reformation in safe environments.

Vision: That youth who leave OYA go on to lead productive, crime-free lives.





Oregon's Juvenile Justice System History

1907: First juvenile court created

1959: Separate court system for youth created

1975: Youth commitments limited to felonies and misdemeanors; status offenses no longer can be committed to close-custody

1994: Ballot Measure 11 moved certain aged youth to adult courts for certain crimes

1995: Senate Bill 1 created the Oregon Youth Authority.

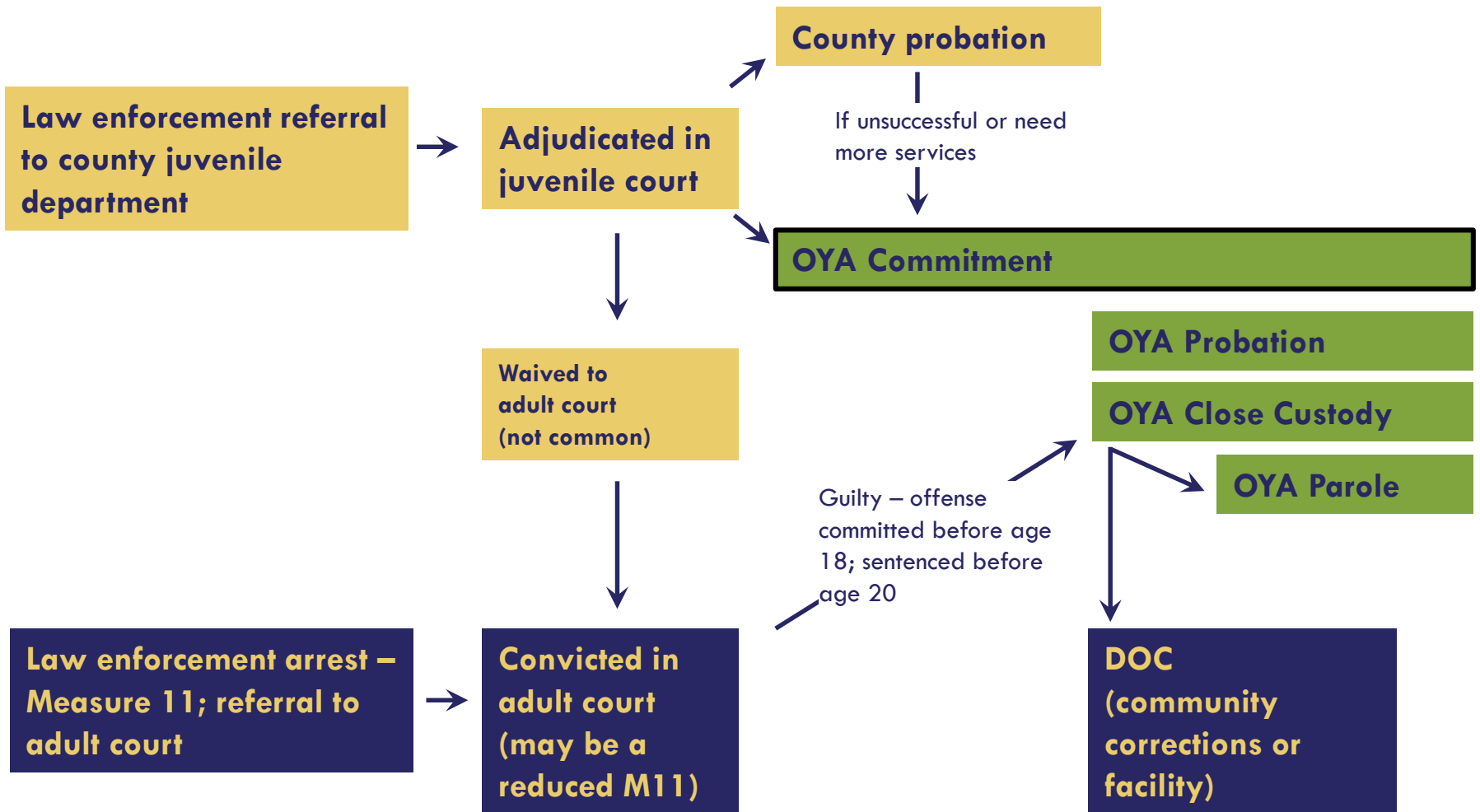
- Also authorized OYA correctional facilities to house youth up to age 25 who have committed crimes prior to age 18.



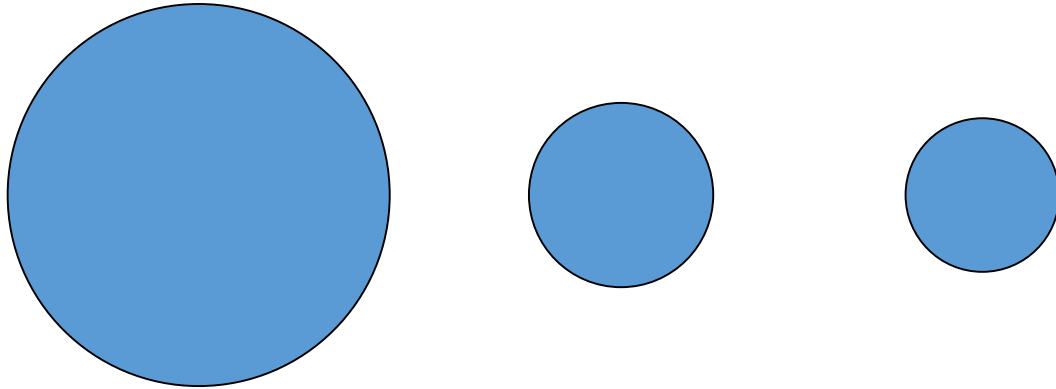
Oregon's Juvenile Justice System Writing the Next Chapter

- **The Juvenile Justice Information System (JJIS)**
 - Data system shared by OYA and all 36 counties – one of only three statewide databases in the country.
- **Legislative Partnership Through Budget Notes**
 - 2013 - Positive Human Development (PHD) and the agency's *10-Year Plan for Facilities*
 - 2013 - The Youth Reformation System (YRS)
 - 2015 - Reduced use of isolation in secure custody
- **Evidence-Based Decision-Making Project**
 - Statewide effort by OYA and county juvenile departments, guided by Center for Juvenile Justice Reform.

Oregon's Juvenile Justice System High-Level Schematic



Oregon's Juvenile Justice System (shown to scale)



294,836
youth age
12-17 in
Oregon

3,141 youth
on county
supervision

730 youth
on OYA
parole and
probation

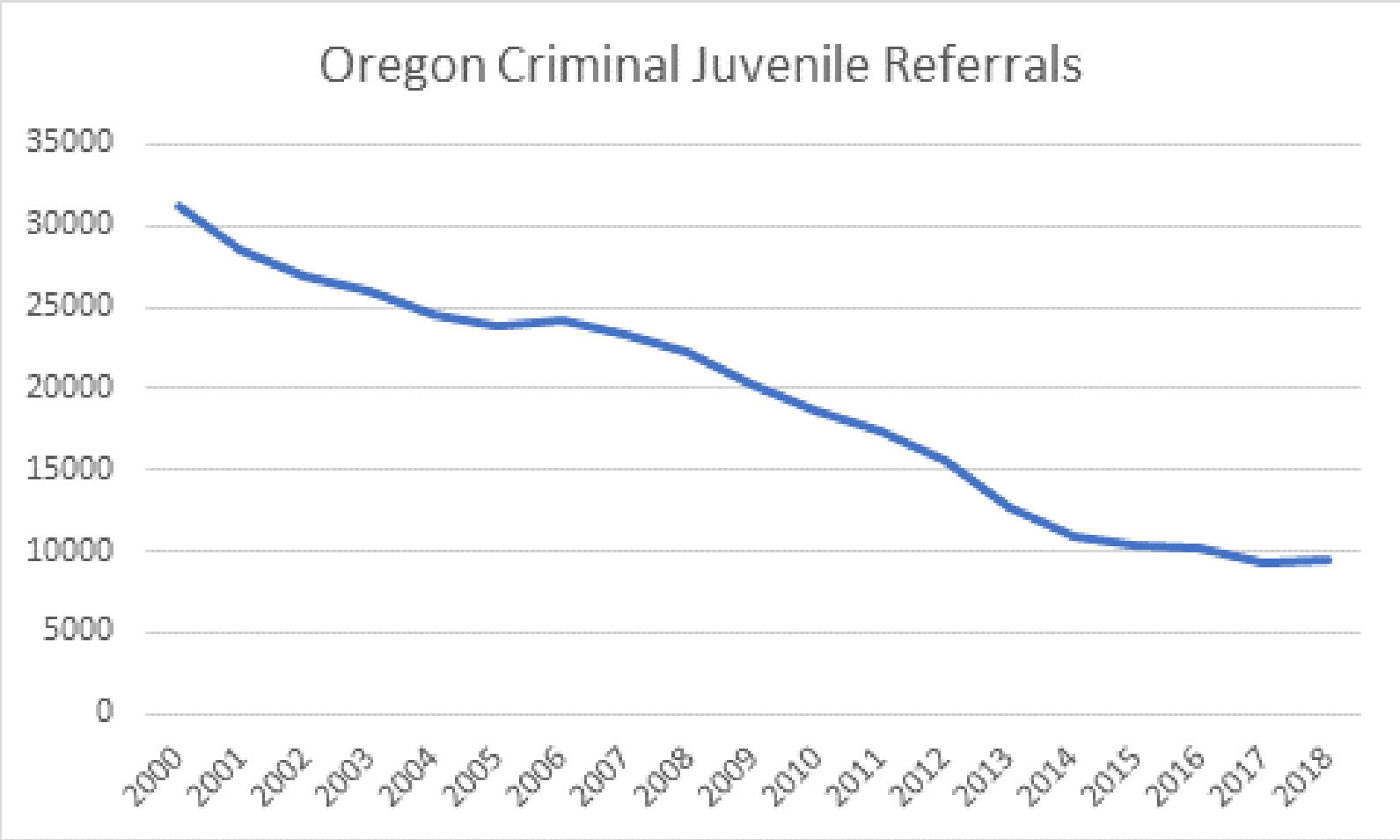
505 youth
in OYA
close
custody



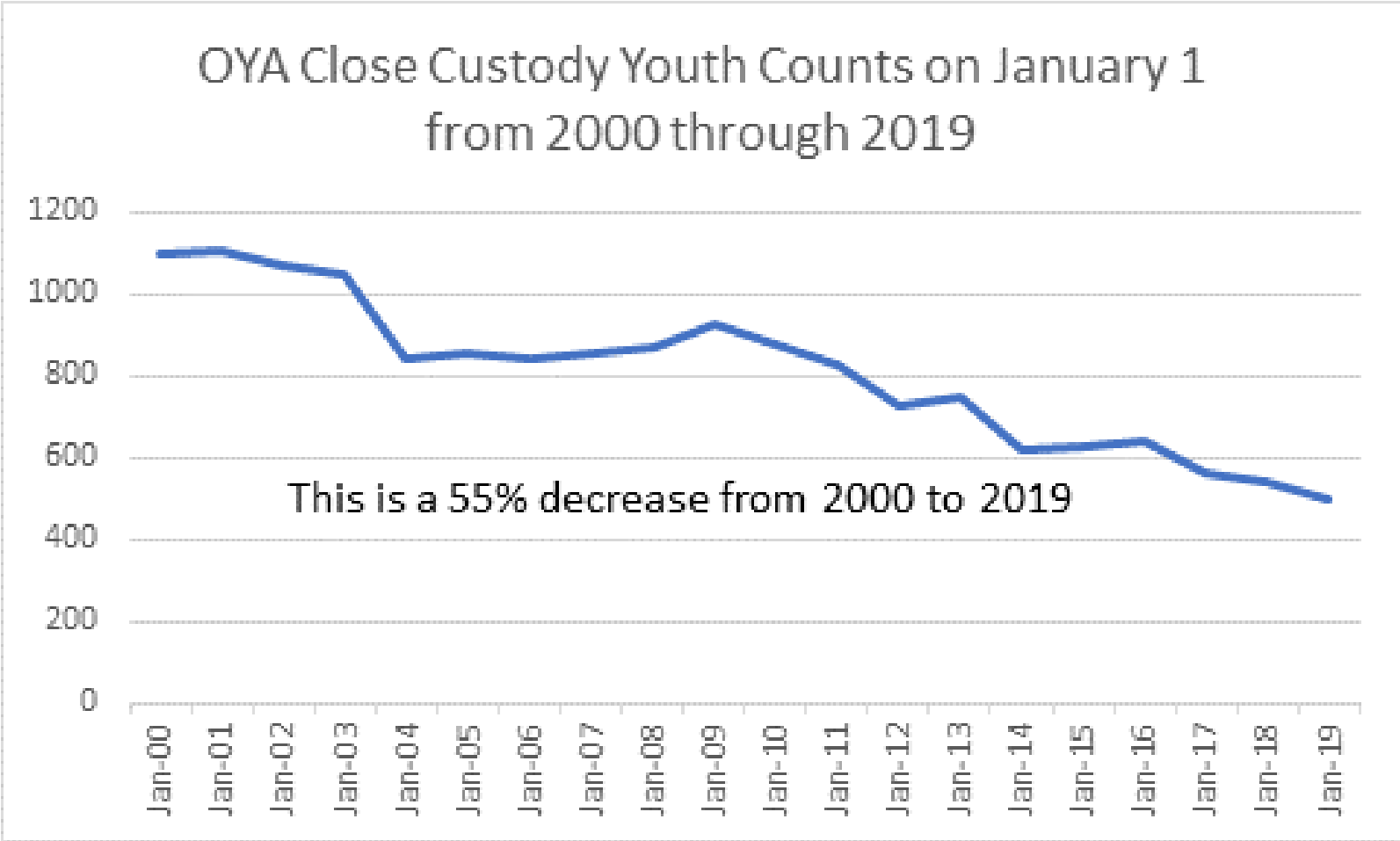
Legal Requirements for Commitment to OYA

- Ages 12 to 24
- Committed crimes prior to their 18th birthday
- Youth have two main legal statuses:
 - ✓ Youth committed to OYA custody by juvenile courts (Class A misdemeanor or higher)
 - ✓ Youth committed to the Oregon Department of Corrections by adult courts (Measure 11), but because of their age, are placed in OYA facilities until age 25

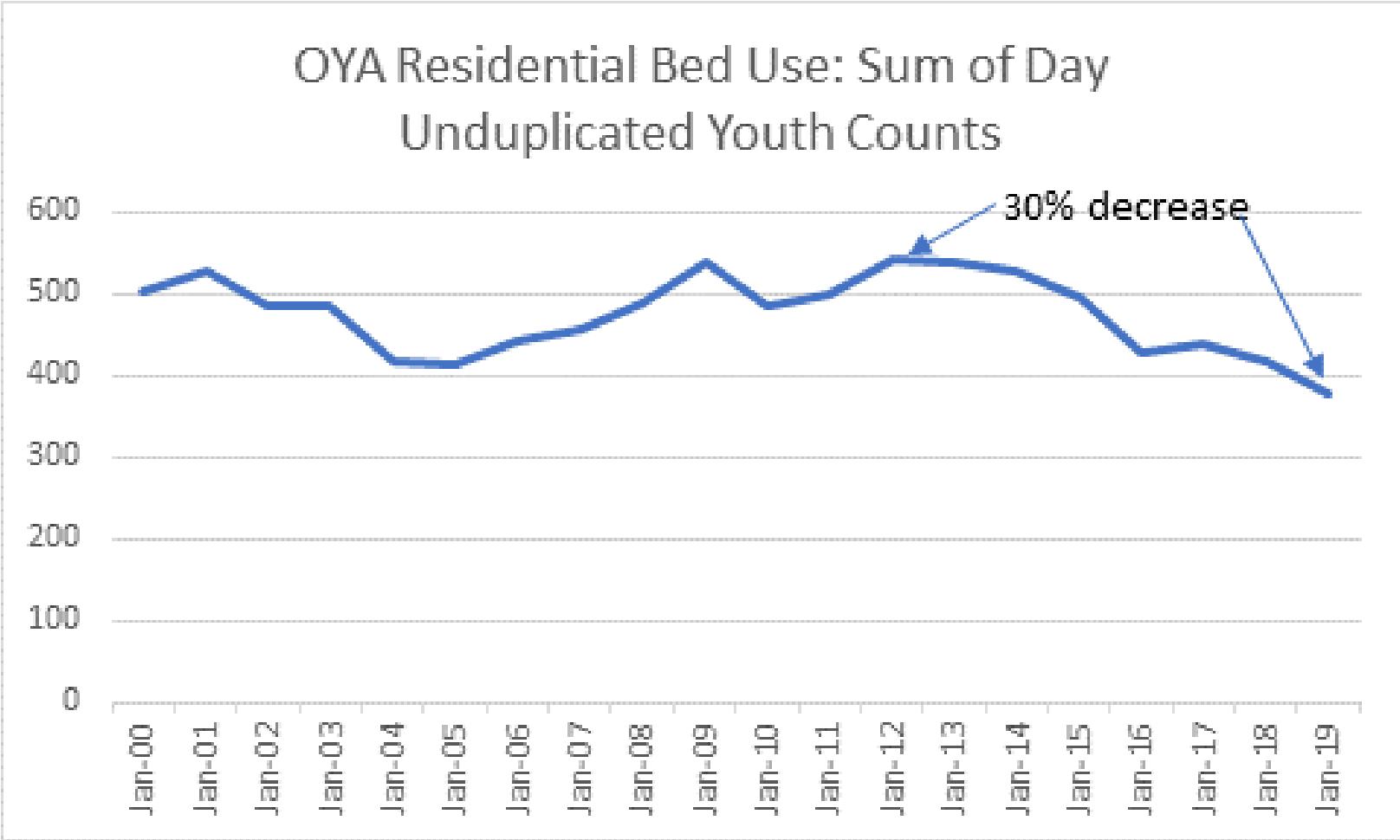
Oregon Criminal Juvenile Referrals 2000-2018



Oregon Has Cut Youth Incarceration 2000-2019



Oregon Residential Bed Use 2000-2019





Juvenile Justice System Partners (Partial List)



- County juvenile departments
- Residential service providers and social services agencies
- Tribal governments and communities of color
- Governor's Office, legislators and other elected officials
- Youth, civil rights, and victim advocacy groups
- Families of youth OYA serves
- Department of Education, educational service districts and school districts
- Courts, community corrections agencies, prosecutors, public defenders, and law enforcement agencies





System Trends and Environmental Factors

- National shift from a correctional to a developmental approach
- Juvenile referrals flattening out
- Right-sizing staff/youth ratio in facilities
- Equity, diversity, and inclusion
 - Racial and ethnic disparities
 - Working to meet needs of LGBTQQI youth
 - Serving females equitably
- New tools to assist with the commitment and placement process
- Youth entering the system have higher-acuity needs
- Efforts to reduce use of isolation
- Statewide juvenile justice database could fail

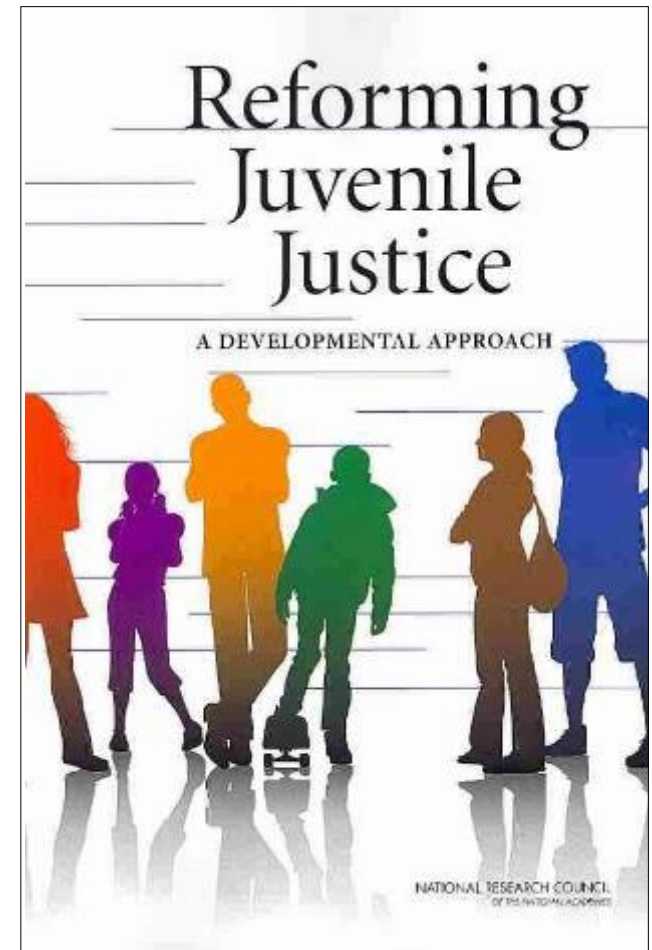
Our Approach



The Developmental Approach

The developmental approach recommended by the National Research Council

- Support for pro-social development of youth
 - ❖ Improves youth outcomes
 - ❖ Creates safer communities
 - ❖ Reduces future victimization



The Developmental Approach

- The human brain gets built in an ongoing construction project that continues into our mid-20s.
- Brain development rapid in adolescence — it affects youths' judgment, decision-making, and behavior.





Positive Human Development (PHD)

- Key developmental tasks we all need to learn as we grow up:
 1. Develop identity
 2. Solve problems
 3. Manage emotions and resolve conflict
 4. Learn to make good decisions
- Supporting staff development helps us support the youth.
- Positive youth development + staff development = **“positive human development”**

Positive Human Development (PHD)

PHD provides:

- Supportive relationships
- Meaningful participation
- Opportunities



To help:

- Encourage accountability
- Support growth
- Increase engagement
- Facilitate learning

OYA is Research- and Data-Driven

The Youth Reformation System (YRS)

Four key components of YRS



YRS uses:

- Data
- Research
- Predictive analytics

To:

- Inform decision-making
- Support professional discretion
- Reduce future victimization
- Maximize use of resources

Youth Served by OYA

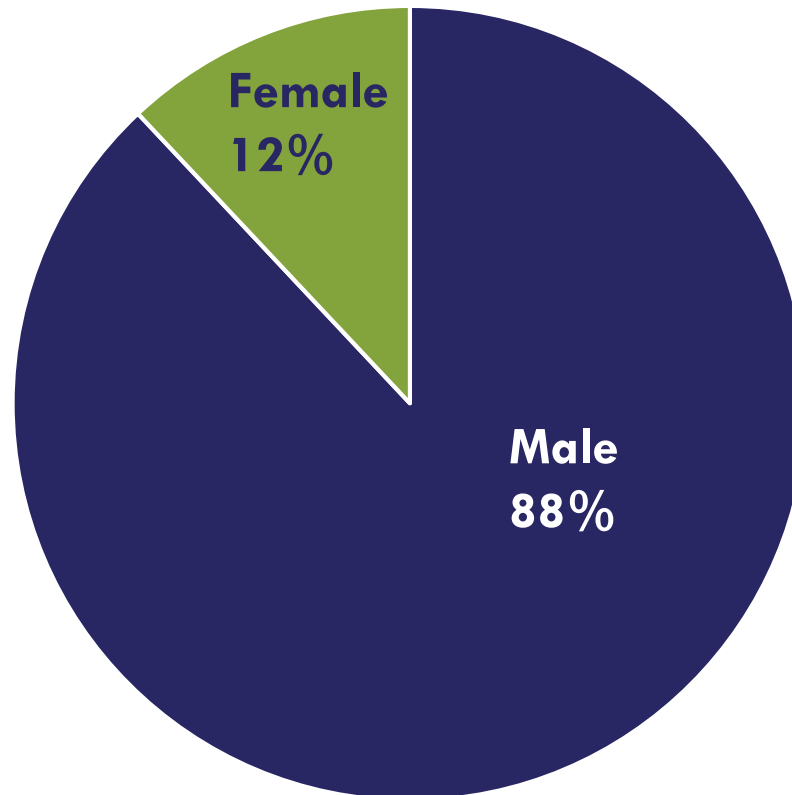


Youth Served by OYA



Source: OYA Quick Facts January 2019

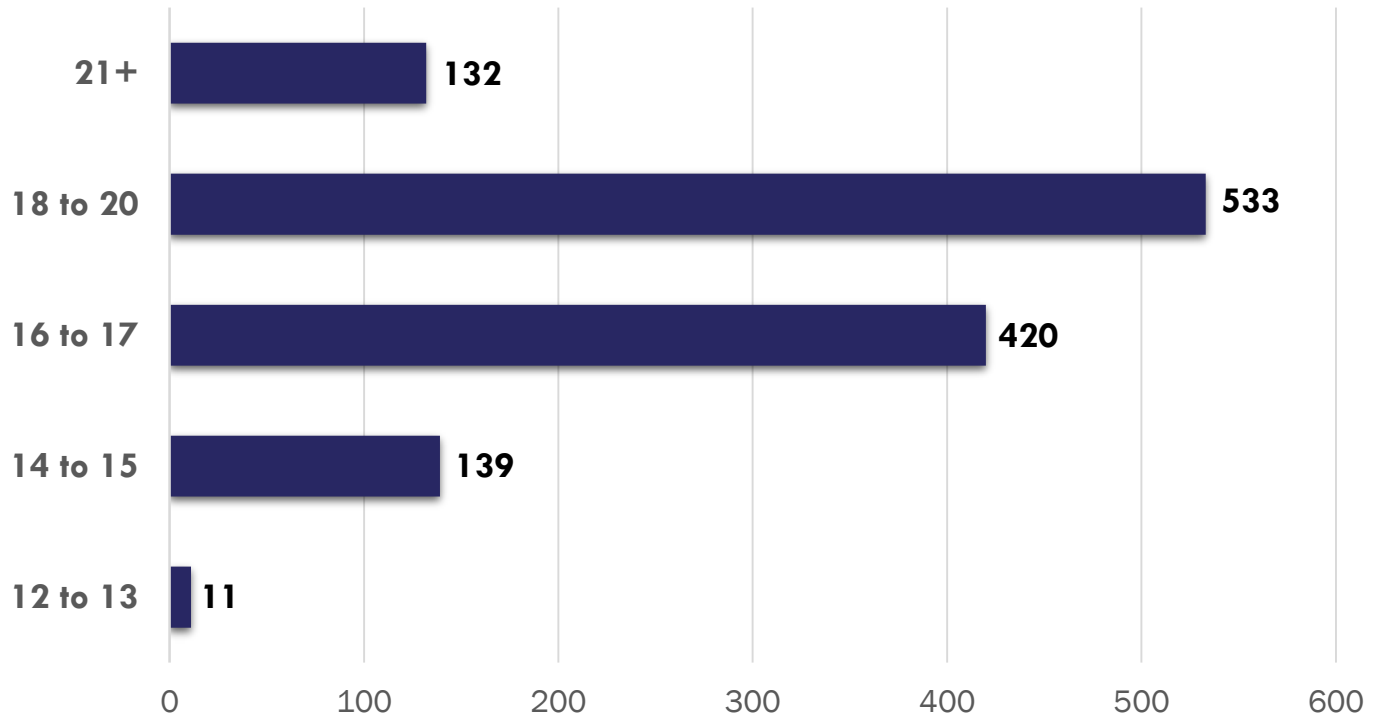
Youth Served by OYA: Gender



Source: OYA Quick Facts January 2019



Youth Age



Most Serious Commitment Crimes

Commitment Crimes	Number	Percentage
Sex Offense	390	32%
Property	326	26%
Person-to-Person	222	18%
Robbery	102	8%
Drugs/Alcohol-Related	46	4%
Weapon-Related	44	4%
Homicide-Related	46	4%
Criminal Other	37	3%
Arson	11	1%
Public Order	11	1%

Source: OYA Quick Facts January 2019



Youth Profile: Social Characteristics



	Males	Females
Substance Abuse or Dependence	62%	78%
Parents Used Alcohol or Drugs	65%	82%
Diagnosed Mental Health Disorders	77%	90%
Diagnosed Conduct Disorder	50%	45%
Sexually Abused	16%	43%
Special Education	34%	19%
Past Suicide Behavior	12%	29%
Youth is a Parent	8%	10%

OYA Youth - Race & Ethnicity

	Oregon	Community Supervision	Facilities	Facilities (Detail)	
				OYA Youth	DOC Youth
African-American	4%	13%	14%	12%	16%
Asian	6%	1%	2%	1%	3%
Hispanic	21%	19%	26%	19%	36%
Native American	2%	5%	5%	6%	4%
White	68%	59%	52%	62%	40%
Other/Unreported	--	3%	0%	0%	1%

Sources:

Easy Access to Juvenile Populations, 2017. Online: www.ojjdp.gov/ojstatbb/ezapop/
 OYA Quick Facts, January 2019

Recidivism



Youth Committed by Juvenile Courts

Probation	20.5%
Parole	32.1%

Youth Committed by Adult Courts

Post-Prison Supervision from OYA	24.1%
Supervision after release from DOC	44.1%

Sources: For DOC recidivism, most recent OYA analysis, completed in 2013.
All other stats: OYA Quick Facts January 2019

OYA Structure & Budget Overview





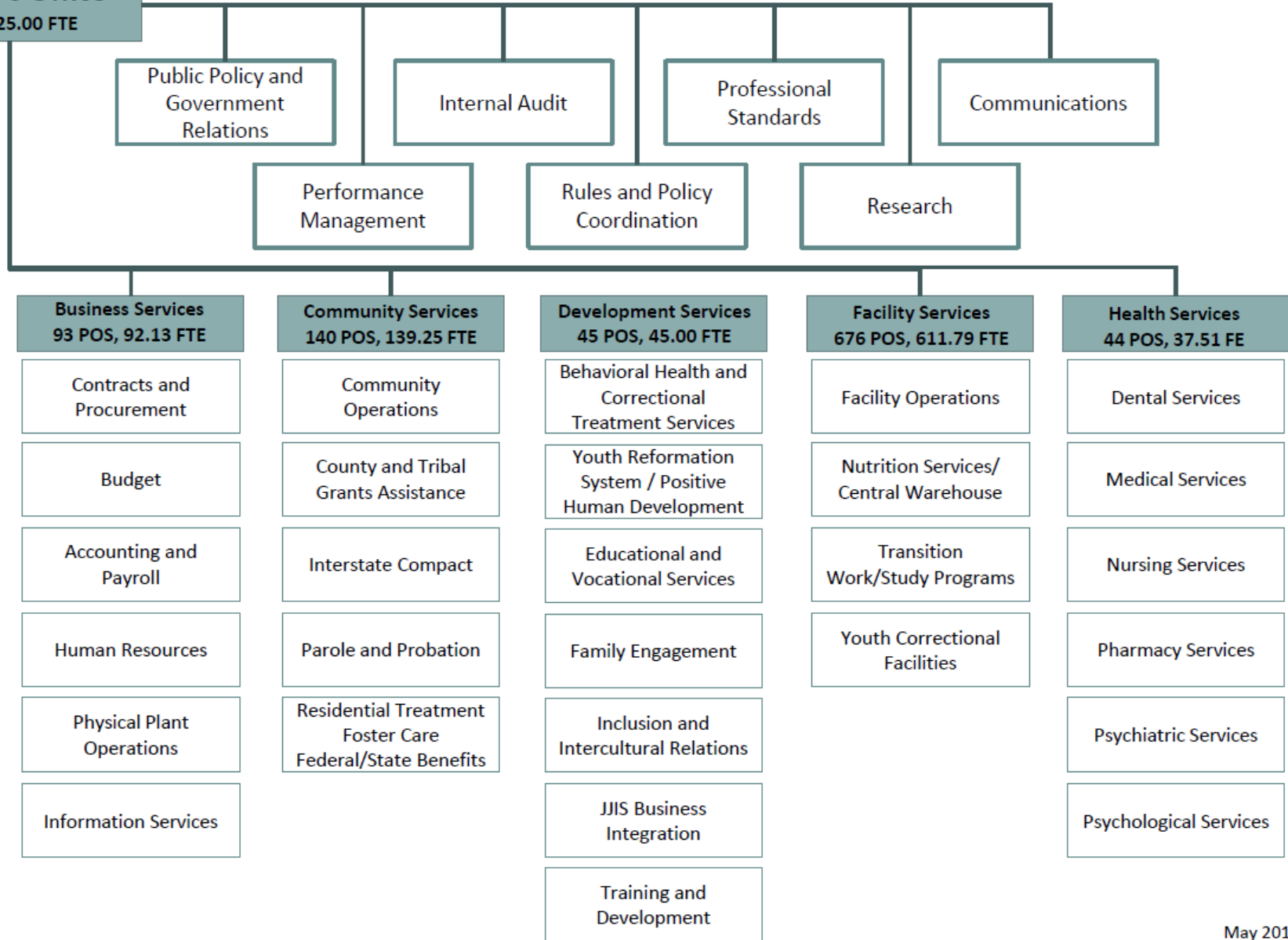
OYA Funding and Structure

- 985 Employees
- 5 Youth Correctional Facilities
- 4 Youth Transitional Facilities
- 21 Parole and Probation Field Offices
- 41 Residential Programs
- 72 Foster and Proctor Homes
- \$312.6 million General Fund budget
- \$411.0 million Total Funds budget



Director's Office

25 POS, 25.00 FTE





OREGON YOUTH AUTHORITY PERFORMANCE MANAGEMENT SYSTEM FUNDAMENTALS MAP

October 1, 2017



FOUNDATIONS
KEY GOALS

CORE PROCESSES

PROCESS OWNERS
SUB PROCESSES

PROCESS MEASURES
Blue indicates measures with sub-measures

OUTCOME MEASURES
KEY PERFORMANCE MEASURES

OPERATING PROCESSES					SUPPORTING PROCESSES												
OP 1: Managing youth and staff safety	OP 2: Managing the youth admission process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing basic youth services	OP 6: Managing youth development and information 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 framework	SP 5: Developing human resources	SP 6: Managing assets	SP 7: Managing data and information technology					
PS, CM, RE	PS, CM	PS, CM, MA	MA, EF, CM	PS, CM, RE	CM, PS, EF, RE	BC, CM, EG, EF	CK, PS, CM, RE, EF, MA	RE, CM, PS, MA, EF, CK	RE, CM, PS, MA, EF, CK	RE, CM, PS, EF	RE, CM, PS, EF	RE, EF, CK					
<p>A. Ensuring duty stations are effectively managed</p> <p>B. Ensuring physical plants are safe and secure</p> <p>C. Selecting and maintaining appropriate equipment and technical systems</p> <p>D. Providing call team and assets of call centers</p> <p>E. Ensuring safe transportation of youth</p> <p>F. Deploying appropriate staffing</p> <p>G. Managing systems resources to maximize youth, staff and public safety</p> <p>H. Providing and managing reception and conveyance</p> <p>I. Maintaining security and tracking PSEA incidents by tracking, responding and following up on local state elections</p>	<p>A. Receiving and reporting information</p> <p>B. Staffing cases with partner agencies</p> <p>C. Making referrals to treatment programs</p> <p>D. Receiving and processing court orders</p> <p>E. Ensuring proper records management</p> <p>F. Validating court orders and court intake data</p> <p>G. Participating in hearings and dispositional hearings</p> <p>H. Ensuring youth comply with legal requirements and court mandates</p> <p>I. Reporting progress to court</p> <p>J. Ensuring visitors' rights are met</p> <p>K. Submitting information documents</p> <p>L. Terminating cases</p> <p>M. Exiting youth offenders</p>	<p>A. Confirming documentation received</p> <p>B. Confirming that study checklist</p> <p>C. Assessing strategic risks and needs</p> <p>D. Assessing physical, mental and behavioral health</p> <p>E. Assessing special needs</p> <p>F. Reviewing youth behavior during the assessment period</p> <p>G. Identifying appropriate treatment and placement resources</p> <p>H. Managing the youth offender population via a validated youth classification system</p> <p>I. Making secure referrals to the Adverse Care Review Board</p> <p>J. Coordinating intake and separation of CD entering youth</p>	<p>A. Performing physical and dental evaluations</p> <p>B. Creating medical care plans</p> <p>C. Assessing and tracking mental health conditions</p> <p>D. Screening for infectious diseases</p> <p>E. Educating youth and staff on health care issues</p> <p>F. Responding to youth health care requests (emergencies)</p> <p>G. Administering medications</p> <p>H. Administering immunizations</p> <p>I. Developing and tracking health care policies and procedures</p> <p>J. Managing contracts for medical services and products, and with contracted primary and specialty health care providers</p>	<p>A. Providing food services</p> <p>B. Providing caseload services</p> <p>C. Providing case services</p> <p>D. Providing clothing, linen and laundry services</p> <p>E. Providing for family communications and visits</p> <p>F. Providing recreation opportunities</p> <p>G. Tracking and tracking youth</p> <p>H. Overseeing community out-of-home placements</p> <p>I. Managing culturally specific services available</p> <p>J. Facilitating access to both services</p> <p>K. Ensuring a system for grievances and appeals</p> <p>L. Managing youth behavior</p> <p>M. Providing access to staff and services</p> <p>N. Identifying and securing resources and services</p> <p>O. Managing youth funds</p> <p>P. Coordinating youth travel out of state</p>	<p>A. Holding youth accountable</p> <p>B. Using assessment information to develop case plans</p> <p>C. Initiating case plan and treatment recommendations</p> <p>D. Delivering case plan services</p> <p>E. Providing treatment</p> <p>F. Managing medication to youth</p> <p>G. Assessing and re-assessing youth progress on an ongoing basis</p> <p>H. Adjusting case plans based on assessment</p> <p>I. Monitoring case status</p> <p>J. Engaging families and community</p> <p>K. Providing educational and vocational services</p> <p>L. Managing privacy and confidentiality</p> <p>M. Using cases</p> <p>N. Applying physical accommodations to youth offenders</p>	<p>A. Developing and implementing communication strategies</p> <p>B. Developing communication materials</p> <p>C. Managing external stakeholder relations</p> <p>D. Managing external stakeholder relations</p> <p>E. Involving citizens as advisors and volunteers</p> <p>F. Monitoring outcomes</p>	<p>A. Identifying needs and changing needs</p> <p>B. Complying with new legal mandates</p> <p>C. Defining current state of agency operations and capacity ability</p> <p>D. Defining the desired future state of agency operations and program delivery</p> <p>E. Identifying the gaps between the current state and the desired target</p> <p>F. Identifying the financial and other resources needed to close the gap</p> <p>G. Developing implementation plans</p> <p>H. Developing timelines and measures</p> <p>I. Conducting regular reviews and making adjustments as required</p> <p>J. Measuring emergency response plan</p> <p>K. Keeping agency risks and policies compliant with laws and standards</p>	<p>A. Defining baseline performance standards of strengths and weaknesses</p> <p>B. Identifying industry benchmarks using research-based practices</p> <p>C. Setting outcome and process targets</p> <p>D. Identifying the gaps between the current state and the desired target</p> <p>E. Prioritizing initiatives</p> <p>F. Implementing process improvements</p> <p>G. Monitoring outcomes and adjusting actions as needed</p> <p>H. Conducting program evaluations</p> <p>I. Conducting regular internal audits to reduce agency risk</p> <p>J. Responding to reports of youth and staff misconduct</p>	<p>A. Developing budgets</p> <p>B. Implementing budgets</p> <p>C. Facing obligations (dependent)</p> <p>D. Managing revenue</p> <p>E. Forecasting financial information</p> <p>F. Securing financial information</p> <p>G. Managing employee personal benefits</p> <p>H. Ensuring compliance</p>	<p>A. Identifying and addressing human resource needs</p> <p>B. Recruiting, hiring, and onboarding a diverse workforce</p> <p>C. Providing training, coaching, and development opportunities</p> <p>D. Managing employee performance</p> <p>E. Reviewing, evaluating, and improving performance</p> <p>F. Managing employee safety and health</p> <p>G. Retaining, evaluating, and improving performance</p> <p>H. Managing employee safety and health</p> <p>I. Retaining, evaluating, and improving performance</p> <p>J. Retaining, evaluating, and improving performance</p>	<p>A. Providing goods and services</p> <p>B. Operating and maintaining physical assets</p> <p>C. Tracking, monitoring, and reporting assets</p> <p>D. Disposal of assets</p>	<p>A. Providing technical consultation, direction and support</p> <p>B. Developing and acquiring applications</p> <p>C. Maintaining infrastructure and operations</p> <p>D. Ensuring system security</p> <p>E. Providing research</p>					
<p>OP 1.1: Runways</p> <p>OP 1.2: Inmates self-counsel</p> <p>OP 1.3: Inmates/youth assists</p> <p>OP 1.4: Facility call safety</p> <p>OP 1.5: Use of call center</p> <p>OP 1.6: Physical plant safety, security, health, and welfare</p>	<p>OP 2.1: Access to community services – capacity</p> <p>OP 2.2: Access to community services – breakdown</p> <p>OP 2.3: Utilize notified party</p> <p>OP 2.4: Utilize notified party</p>	<p>OP 3.1: Intake RMA completion</p> <p>OP 3.2: Case plan readiness to SAs</p> <p>OP 3.3: Assess length-of-stay</p> <p>OP 3.4: Timely case plan orders</p> <p>OP 3.5: Initial psychological evaluation</p> <p>OP 3.6: AICD assessments</p> <p>OP 3.7: ICU home evaluations</p>	<p>OP 4.1: Social risk assessment</p> <p>OP 4.2: Treatment service delivery</p> <p>OP 4.3: Medical examination and care plan development</p> <p>OP 4.4: Care plan</p> <p>OP 4.5: Mediator administration rates</p> <p>OP 4.6: Medication administration</p> <p>OP 4.7: Response to sick call requests – inpatient</p>	<p>OP 5.1: Access to family – calls</p> <p>OP 5.2: Access to family – calls</p> <p>OP 5.3: Participation in actual group</p> <p>OP 5.4: G service system responsiveness</p> <p>OP 5.5: ICU leave permits</p>	<p>OP 6.1: Residential program performance</p> <p>OP 6.2: Educational services – social programming</p> <p>OP 6.3: Treatment assessment</p> <p>OP 6.4: Treatment progress</p> <p>OP 6.5: School and work engagement – self</p> <p>OP 6.6: Satisfaction post</p> <p>OP 6.7: Treatment facility</p> <p>OP 6.8: Inpatient completion</p> <p>OP 6.9: Postsecondary program – timely</p> <p>OP 6.10: ICU progress reports</p> <p>OP 6.11: Staffer job projects completed</p>	<p>SP 1.1: Executive communications</p> <p>SP 1.2: Executive communications</p> <p>SP 1.3: Public presentation</p> <p>SP 1.4: Public reputation</p> <p>SP 1.5: Public engagement</p>	<p>SP 2.1: Breakthrough initiatives</p> <p>SP 2.2: Current agency jobs</p>	<p>SP 3.1: Idea implementation</p> <p>SP 3.2: Staff evaluation</p> <p>SP 3.3: Mission showing improvement (cost)</p> <p>SP 3.4: Mission meeting target (cost)</p> <p>SP 3.5: Culture evaluation effectiveness</p> <p>SP 3.6: Timely PSO cases</p> <p>SP 3.7: Investigation disposition outcomes</p> <p>SP 3.8: Timely response to hotline</p>	<p>SP 4.1: SPOTS call usage</p> <p>SP 4.2: Payroll accuracy</p> <p>SP 4.3: Collection efforts</p> <p>SP 4.4: Travel items</p> <p>SP 4.5: Program within allocated budget</p> <p>SP 4.6: Budget forecast accuracy</p>	<p>SP 5.1: Time loss due to injury</p> <p>SP 5.2: Accident diversity</p> <p>SP 5.3: Event training completion</p> <p>SP 5.4: Hiring and oversight</p> <p>SP 5.5: Performance appraisals</p>	<p>SP 6.1: Purchasing activities</p> <p>SP 6.2: Contract processing</p> <p>SP 6.3: Contract processing</p> <p>SP 6.4: Contract processing</p> <p>SP 6.5: Physical plant work order responsiveness</p> <p>SP 6.6: Facility condition</p> <p>SP 6.7: Energy use</p>	<p>SP 7.1: JUSOTS availability</p> <p>SP 7.2: Email availability</p> <p>SP 7.3: Customer satisfaction</p> <p>SP 7.4: Security events and incidents</p>					
OM 1: Youth feel safe	OM 2: Youth are safe	OM 3: Youth are healthy	OM 4: Youth have transition services	OM 5: Youth engage in positive activities	OM 6: Youth receive case management	OM 7: Youth have family involvement	OM 8: Youth have appropriate rights of stay	OM 9: Youth have few recidivations	OM 10: Staff feel safe	OM 11: Staff are safe	OM 12: Agency supports diversity	OM 13: Employees are diverse	OM 14: Employees trust leadership	OM 15: Employees are engaged	OM 16: Employee overtime cost is low	OM 17: The agency performs to budget	OM 18: The public is safe
KPM 1: Youth escapes	KPM 2: Youth runaways	KPM 3: Youth-to-youth injuries	KPM 4: Staff-to-youth injuries	KPM 5: Societal 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: Resilience PAM	KPM 12: People involvement	KPM 13: Production recidivism	KPM 14: Customer service				

Scorecards

ID	Measure	Definition	Current Performance Criteria				2017- Q4	2018- Q1	2018- Q2	2018- Q3	2018- Q4
			Red	Yellow	Green	Better					
OM 1a	Youth feel safe - facility	Percent of interviewed youths who did not report that they feared for their safety within the last six months at their current facility.	< 80	80 to 90	>= 90	▲	85.78		90.74		81.93
	<i>McClellan</i>	Note:	Updated: Q2 Q4			Target:	82*		82*		82
OM 1b	Youth feel safe - residential	Percent of youth in community substitute care who do not fear for their safety.	< 80	80 to 90	>= 90	▲	98.9		98.6		97.6
	<i>Sprengelmeyer</i>	Note:	Updated: Q2 Q4			Target:	100		100		100
OM 2a	Youth are safe - facility	Injuries to youth per 100 days of youth confinement.	> 0.3	0.3 to 0.25	<= 0.25	▼	0.247	0.21	0.133	0.175	0.233
	<i>McClellan</i>	Note:	Updated: Q1 Q2 Q3 Q4			Target:	0.22	0.22*	0.22*	0.22*	0.22
OM 2b	Youth are safe - residential	Number of assaults and fights requiring more than first aid on OYA youth supervised in residential facilities.	> 1	1 to 1	<= 1	▼	0	0	0	0	0
	<i>Sprengelmeyer</i>	Note:	Updated: Q1 Q2 Q3 Q4			Target:	1*	1*	1*	1*	1*
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	85 to 90	>= 90	▲	94.67	96.8	99.08	98.3	97.6
	<i>Adams</i>	Note:	Updated: Q1 Q2 Q3 Q4			Target:	99	99	99*	99	99

OYA Performance Management System

If we can reduce the time spent on the ROUTINE work of the business...

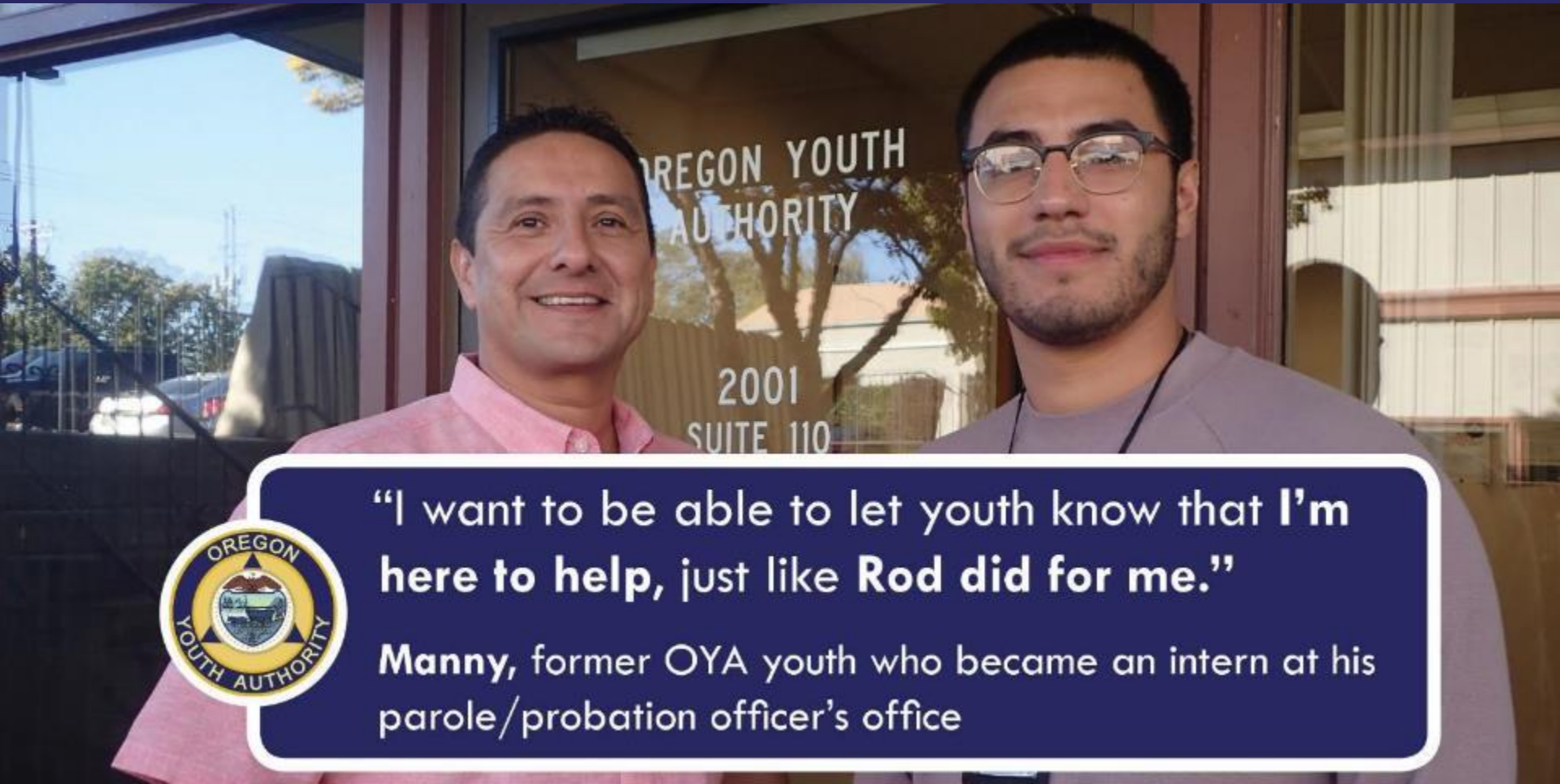


...we can spend more time on the work that delivers BETTER VALUE to Oregonians.

OYA Programs



Community Services



“I want to be able to let youth know that I’m here to help, just like Rod did for me.”

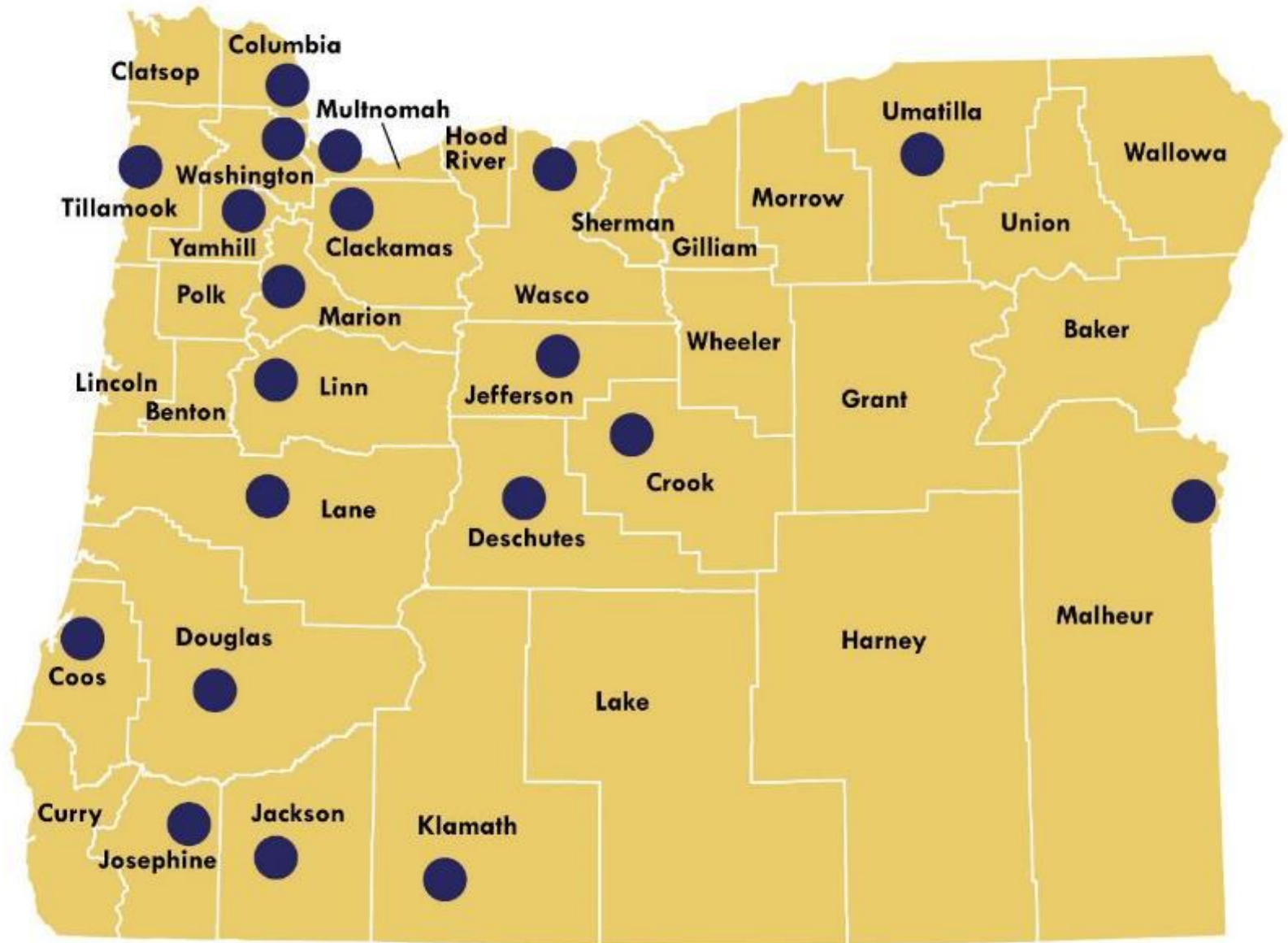
Manny, former OYA youth who became an intern at his parole/probation officer’s office



Community Services

- State juvenile parole/probation supervision and reentry
 - 730 youth in community
 - 505 youth in close custody
- Contract with 19 community residential providers with 45 programs
- Proctor homes, OYA foster care, and transitional housing
 - Currently serving 63 youth
- Manage youth benefits: child support, Social Security, and medical benefits
 - 5.0 FTE with one position shared with OHA
 - Child support collections for FY 2018 ~\$877,000
- Funding for County Diversion, Juvenile Crime Prevention Basic Services and Multnomah Youth Gang Services
- Interstate Compact for Juveniles
 - 177 youth from other states for parole/probation supervision; OR supervised 88 youth from other states (FY2018)
 - 73 youth returned to other states for absconding/runaway; 60 OR youth returned for absconding/runaway (FY2018)

OYA Parole and Probation Offices

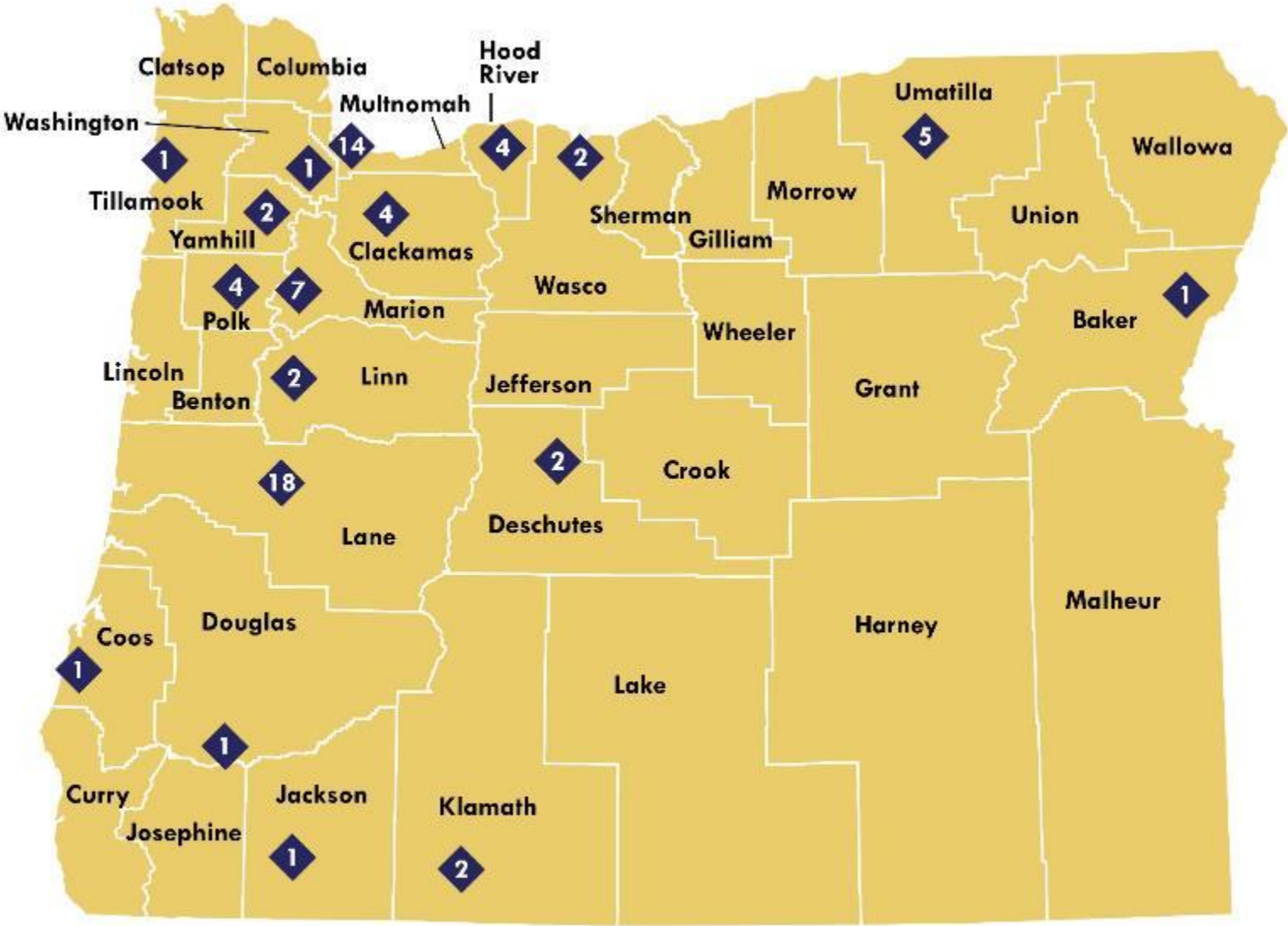


OYA Community Residential Programs



* Numbers indicate how many separate programs are at that location

OYA Foster and Proctor Homes



* Numbers indicate how many homes are in that county



Community Services: Creating and Sustaining Change

Defining Events

- Parole revocation reduction
- Working with providers on program success
 - YRS: Youth Placement Scores
 - SPEP – Standardized Program Evaluation Protocol
- Formalized process for working with county juvenile departments

Areas of Risk

- Lack of transition and independent living opportunities
- Reducing runaways from community programs
- Residential bed reallocation plan

Spotlight

Transition Services: Rivera House

- Independent Living Program for LGBTQQI youth – provides increased supervision and support from program staff.
- All staff have work experience serving the population; many are also members of the LGBTQQI community.
- Youth receive:
 - Mental health support
 - Substance use treatment
 - Offense-specific therapy
 - Vocational/educational assistance
 - Help accessing medical care and documentation for those youth wanting to align their gender identity

By the Numbers

LGBTQQI individuals are:

- **Three times more likely** to experience depression or generalized anxiety disorder.
 - **At a higher risk for suicide** due to harassment, lack of peer support, and higher rates of substance use disorders
-
- ~115 LGBTQQI youth in OYA care and custody
 - Program opened: **July 2017**
 - Capacity: **9 youth** who self-identify as LGBTQQI
 - Number of youth served: **21**

Health Services



Health Services

- Health assessments of all youth upon intake to OYA
- Medical, dental, psychiatric and psychological evaluation, testing and treatment
- Medications and medical equipment
- Nursing care
- Preventative care
- Health education





Health Services: Managing Limited Resources

Defining Events

- Electronic health record system now includes medical, dental, psychiatric and psychological records
- Partnering with OHSU to share health care professionals

Areas of Risk

- Difficulty recruiting health care professionals
- Increased acuity of mental health/medical needs
- Rising medical costs
- Need for additional psychologists

Spotlight

Psychological Assessment Backlog

- Psychologists provide assessments to youth entering close-custody
- Intake assessments inform housing and treatment plans
- Higher-acuity needs require additional assessments, testing, and safety reviews
- Other specialized assessments needed but often delayed or put on hold:
 - ADHD, developmental, gender dysphoria assessments; “Second Look” reports, and routine treatment consultations

By the Numbers

- Current psychology resource: **2.0 FTE**
- Days to complete intake assessments per agency standard: **30**
- Minimum number of days they take to complete (actual): **41**
- Number of additional psychologists needed to meet standard statewide: **3, +1 supervising psychologist**

Facility Services



“We’re people who have made mistakes in our past, but we’re here **working on them**, and taking advantage of the **opportunities here.**”

Johnathan, MaLaren Youth Correctional Facility





Facility Services

- 5 youth correctional facilities and 4 youth transition facilities
 - 500-550 youth on average
 - 16-25 youth per living unit (best practice is 16-bed units)
- Developmentally-appropriate services include:
 - Crime-specific treatment and accountability
 - Classroom education - high school and college
 - Vocational education (certificate programs)
 - Job opportunities
 - Culturally-responsive services
 - Skill-building
 - Emotional regulation
 - Problem-solving
 - Conflict resolution

OYA Close-Custody Facilities



 **Youth Correctional Facilities**

 **Youth Transitional Facilities**



Facility Services

Creating and Sustaining Change

Defining Events

- Hillcrest and MacLaren consolidation & North Coast closure
- New living units (MacLaren) and high school at Rogue Valley
- Isolation reduction & STEPS
- New leadership model
- Fundamental Practices – PHD implementation
- Access to the courts pilot
- Parole revocation unit design – short-term programming
- Eastern Oregon YCF now a full-service regional facility

Areas of Risk

- Staffing ratios (Relief GLCs, isolation reduction, PREA)
- Severe mental health needs (Pacific unit redesign)
- Using YRS to achieve appropriate length of stay
- Statewide gang management strategy

Spotlight

Close Custody: Making Time Count

Developmental approach means spending time on meaningful activities and skill-building, such as:

- Education/vocational
- Evidence-based treatment
- Enrichment activities
- Sports, including cross-facility tournaments and games with community schools
- STEPS program – response to behavioral incidents prioritizes skill-building

By the Numbers

Hours provided in 2018:

- High school & college: 193,271
- Treatment: 26,176
- Vocational training: 13,672
- Work experience: 99,715
- Recreation: 90,648
- Enrichment: 14,177
- Culturally-responsive individualized support for underserved youth: 5,273

Development Services



“Before, I had no empathy. Being in here, I realized I **do care about people**. It feels good to know I can help **change their life.**”

Josefina, Oak Creek Youth Correctional Facility





Development Services

- Education and vocational programs
- Family Engagement
- Inclusion and Intercultural Relations
- Juvenile Justice Information System (JJIS)
Business Integration
- Strategic initiative implementation:
 - ✓ Positive Human Development
 - ✓ Youth Reformation System
- Training
- Treatment Services



Development Services: Creating Space for Growth

Defining Events

- Certified Recovery Mentor training for youth
- Established monthly family orientations and external LGBTQQI Advisory Committee
- Mental health program redesign
- PHD Phase 2 training for supervisors and staff

Areas of Risk

- More services needed for youth of color, LGBTQQI youth; youth with severe mental health issues
- PHD implementation in close custody
- Youth transitioning to community / appropriate employment opportunities

Spotlight

Office of Inclusion and Intercultural Relations

- Supporting equity, diversity, and inclusion for youth
- Cultural and education groups and events
- Language services for youth, families, and staff
- Trainings – e.g., cross-cultural communication, LGBTQQI
- Tattoo removal program
- Culturally-specific advisory committees
- Government-to-government: consulates and tribes

By the Numbers

- 12 staff
- 537 (43%) youth of color across the state in facilities and field
- ~115 LGBTQQI youth
- 25 youth currently “out” in dealing with gender identity issues

Business Services



“This is a **once-in-a-lifetime** experience. They’re putting a lot of trust in us. I’ve learned a lot about **leadership** and stepping outside my comfort zone.”
Martean, MaClaren youth working on electrician license

Business Services

- Accounting and Payroll
- Budget and Procurement
- Human Resources
- Information Services
- Physical Plant





Business Services

Defining Events

- Positive Human Development Phase 2: agency managers and staff relationships
- Agency strategic goal of diversity, equity, inclusion
- Budget reductions thinned infrastructure
- 10-Year Strategic Plan for Facilities
- Juvenile Justice Information System (JJIS) Modernization

Areas of Risk

- Staff diversity
- Alignment of agency budgeting to program needs
- Longevity of JJIS

Spotlight

JJIS Modernization

- Informs decision-making
- Aggregate data crucial for research powering analytical tools used to manage risk and improve outcomes
- Supports program evaluation, case management, and planning.

Areas of Risk

- Software that allows users to access database obsolete
- No mobile or web access
- “One Youth, One Record” system at risk

By the Numbers

- Year launched: 1999
- Number of states in the nation with a statewide juvenile justice database: 3
- Number of OR counties that co-govern JJIS with OYA: 36
- Number of JJIS daily users across Oregon: 2,500
- Number of youth records: ~460,000

Director's Office



“Even though I do feel behind in so many ways in life, I’ve got **job experiences** from OYA, and **that’s really valuable.**”

Kathryn, youth at Oak Creek who interns with OYA’s research department





Director's Office

- Communications
- Internal Audit
- Performance Management
- Professional Standards Office
- Research
- Rules, Policy and Legislative Coordination



Director's Office

Defining Events

- New leadership – continued momentum
- Executive team

Areas of Risk

- Professional Standards Office – understaffed & backlog
- Completing the alignment of budget to spending
- Internal Audit understaffed
- Agency and youth records requests and releases – understaffed

Spotlight

Professional Standards Office

- Created to ensure accountability and transparency
- Maintains complaint hotline
- Tracks agency response to allegations
- Conducts investigations
- Coordinates with law enforcement
- Oversees Prison Rape Elimination Act (PREA)
- Trains staff on PREA, boundaries and ethics

By the Numbers

- Responded to **95%** of **941** hotline calls within **24 hours** from retrieval in 2017-2018.
- Responded to **1,740** incidents and undertook **212** investigations in 2017-2018.
- Current staff: **2.5 investigators**

(Original recommendation in wake of Boyles case: 5-7 investigators.)

Agency Budget Changes, Risks, and Drivers







Budget Changes

Effect on Agency Operations



Major Reductions in 2017-19 LAB

- \$3.5 million vacancy savings reduction limited OYA's flexibility in managing its budget and delayed some services -- OYA met the savings target only because of several high-level vacancies.
 - \$8.1 million - Closure of North Coast Youth Correctional Facility in Warrenton reduced flexibility in managing volatile youth population with varied needs
 - \$12.2 million - residential beds funding reduction
 - Largest proportionate reduction for public safety agencies
- 
- 





Budget Changes

Effect on Agency Operations



Strategic Investments Helped OYA Maintain Momentum

- Permanent funding for some OYA double fills we had been self-funding. Part of OYA's ongoing three-biennium effort to align its budget with spending. Hope to fund remaining double fills in 19-21 budget cycle.
 - 6 FTE in Youth Reformation System/Positive Human Development (PHD) and 3 FTE in Research – Established program to develop and train on YRS tools; this initiative was launched with legislative support in response to a 2013 budget note.
 - 7.5 FTE Young Women's Transition Program (YWTP) – Established program to better serve young women transitioning back to the community.
 - 6.0 FTE Skill Development Coordinators (SDCs) - Made progress on efforts to reduce use of isolation; an important step forward, though more SDCs are needed to support isolation reduction efforts statewide.
 - 8.0 FTE essential long-term unfunded positions: PSO Investigator, Human Resource Analyst – Safety Coordinator, JJIS Training and Dev. Specialist, JJIS Support, OIIR Manager, IS Support, IS Developer, and OPA 3 (Electronic Records Management system).
 - \$50 million in capital construction funding allowed OYA to continue to implement its 10-year plan for facilities and align living spaces with the developmental approach.
- 
- 



Budget Drivers and Risks

- Number of commitments
- Appropriate staff/youth ratio
- Rising medical/dental costs
- Mental health staffing needs
- Professional Standards Office staffing
- Appropriate services for underserved youth
- Residential beds / transition services
- Juvenile Justice Information System (JJIS)
- High construction costs
- Budget alignment
- Prison Rape Elimination Act (PREA) and other federal mandates



Budget Drivers and Risks

Common Litigation Issues

1. Access to the courts
2. Past claims of abuse
3. Medical services
4. Employment disputes





Proposed Legislation Affecting OYA

- No agency bills
- Juvenile sentencing reform
- Expungement
- Areas of unintended consequences



Span of Control

- Current span of control - 1:10
- Total supervisory positions – 104
- Non-supervisory positions – 1,003
- Issues impacting span of control
 - Public safety
 - Geography
 - Complexity of duties
 - Industry standards
 - Hours of agency
 - Unique personnel needs



Shared Programs

- **Dept. of Administrative Services (DAS)**
 - Motor pool, leases, etc.
 - State Data Center - servers, network, and camera system
- **Dept. of Corrections (DOC)**
 - Measure 11 data & managing Measure 11 youth
 - Second Look reviews
 - Investigations
- **Dept. of Human Svcs. (DHS) –**
 - Licensing
 - Investigations
- **Dept. of Justice (DOJ)**
 - Contract reviews
 - Child support collections
- **School & Education Service Districts**
 - Vocation and Education Services for Older Youth (VESOY)
- **Oregon Health Authority (OHA)**
 - Medicaid

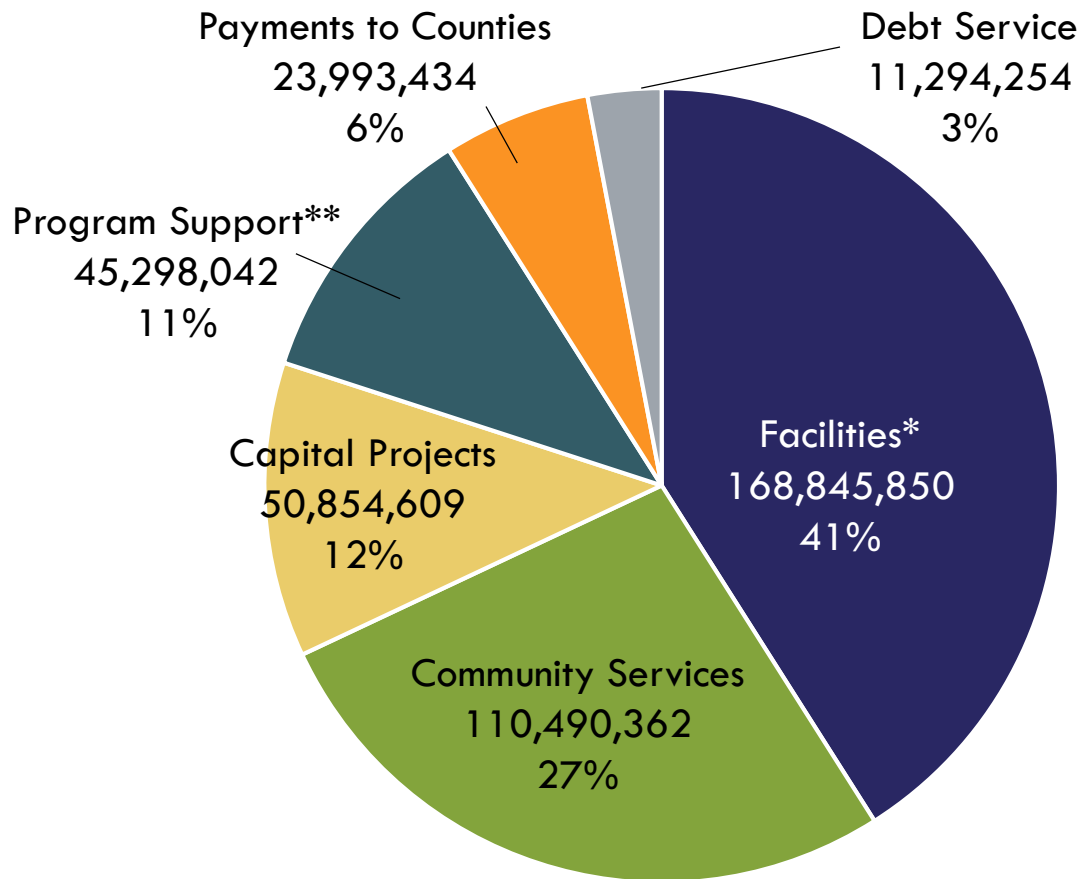


Shared Programs

- **Oregon Dept. of Education (ODE)**
 - School staff contracts & USDA reimbursement
 - Youth Corrections Education Program – shared position with OYA/ODE
- **Oregon State Police (OSP)**
 - Criminal investigations
 - Patrol car decommissioning
- **Performance-Based Standards (PbS)**
 - National benchmark data on close-custody facilities
- **Social Security Administration**
- **Dept. of Human Svcs. & Oregon Health Authority**
 - BRS rule-setting and rate-setting
 - Medicaid
 - Integrated Client Services Data Warehouse re: recidivism
- **Juvenile Justice Information System (JJIS)**
 - Multiple connections, including to DAS, DOJ, OHA, Treasury, Oregon county juvenile departments, youth health records system provider (EPIC), and VINE (Victim Information and Notification Everyday) system for crime victims

OYA Budget by Category

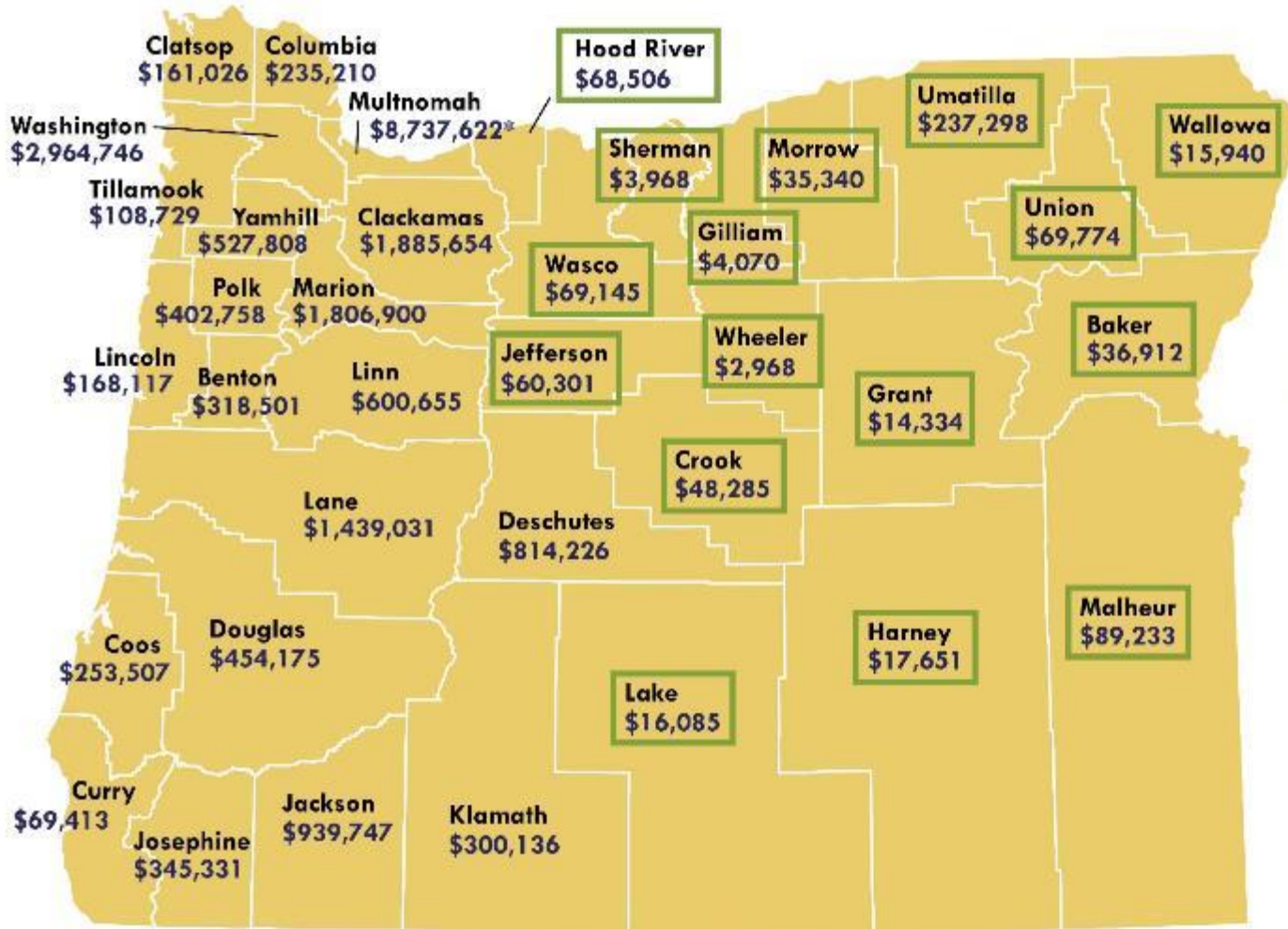
2017-19 LAB




*Includes Health Services:
\$15.4 million

**Includes the following:
Director's Office: \$6.4 million
Agencywide: \$9.2 million
Development Services: \$10.7 million
Business Services: \$19 million

Funding Assistance to Counties 2017-19



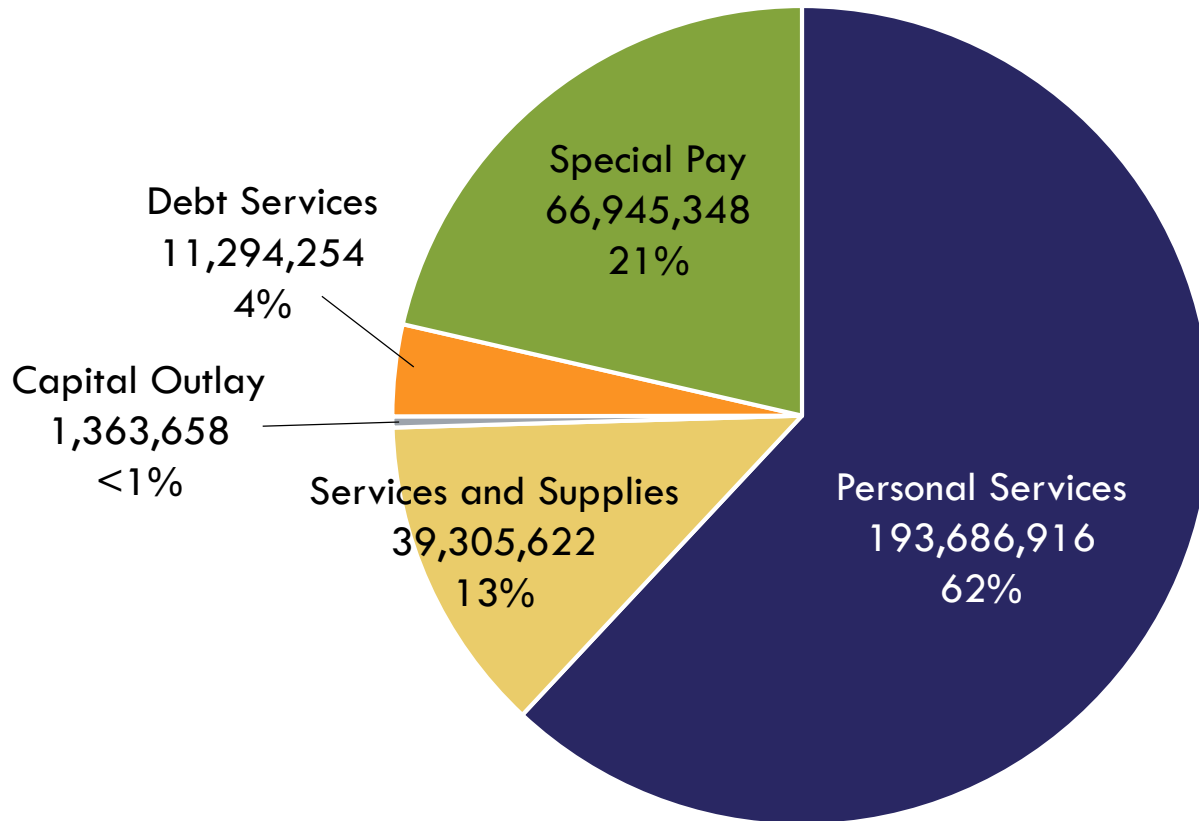
Total Juvenile Crime Prevention (JCP) Basic/ Diversion County Funding:
\$18,509,485

 16 members of the Central Oregon Juvenile Justice Consortium (CEOJJC) pool their diversion funding of **\$670,332** and provide to CEOJJC. Not included in totals shown on map.

- *Multnomah includes:**
- \$3,552,991 for Multnomah Gang
 - \$1,930,958 for East Metro Gang Enforcement Team (EMGET)

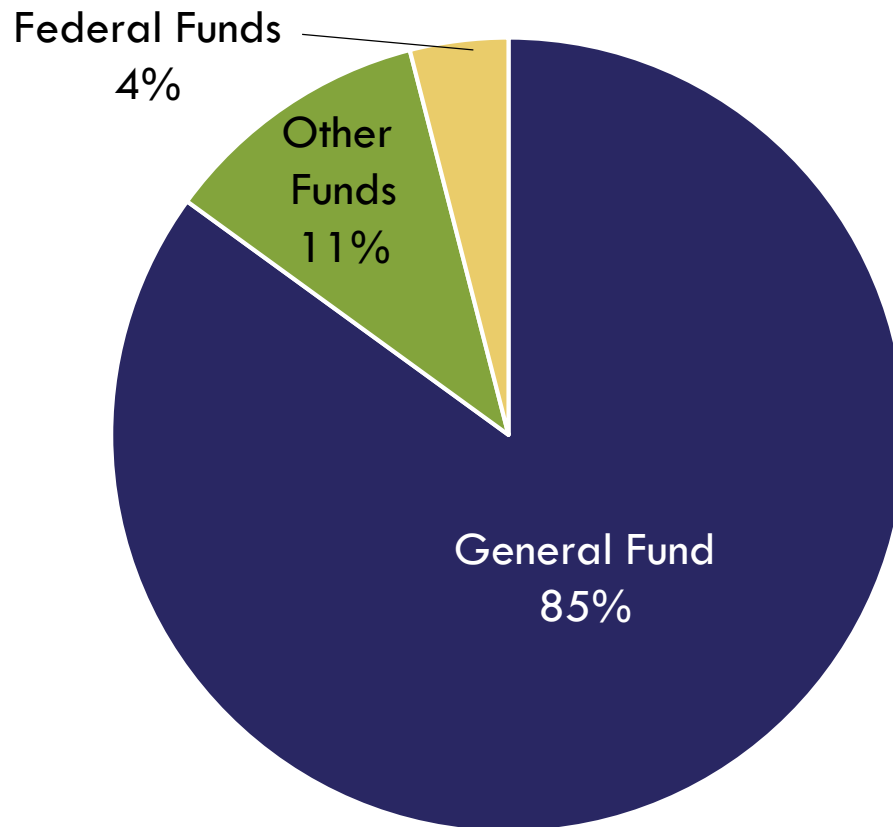
OYA Budget by Type of Expense

2017-19 LAB (GF)



Revenue Summary

2019-21 Governor's Budget



Agency Total

- General Fund	\$327,214,716
- Other Funds	\$ 15,053,678
- Federal Funds	\$ 40,652,558
Total Budget	\$382,920,952



Cost Containment Actions Taken

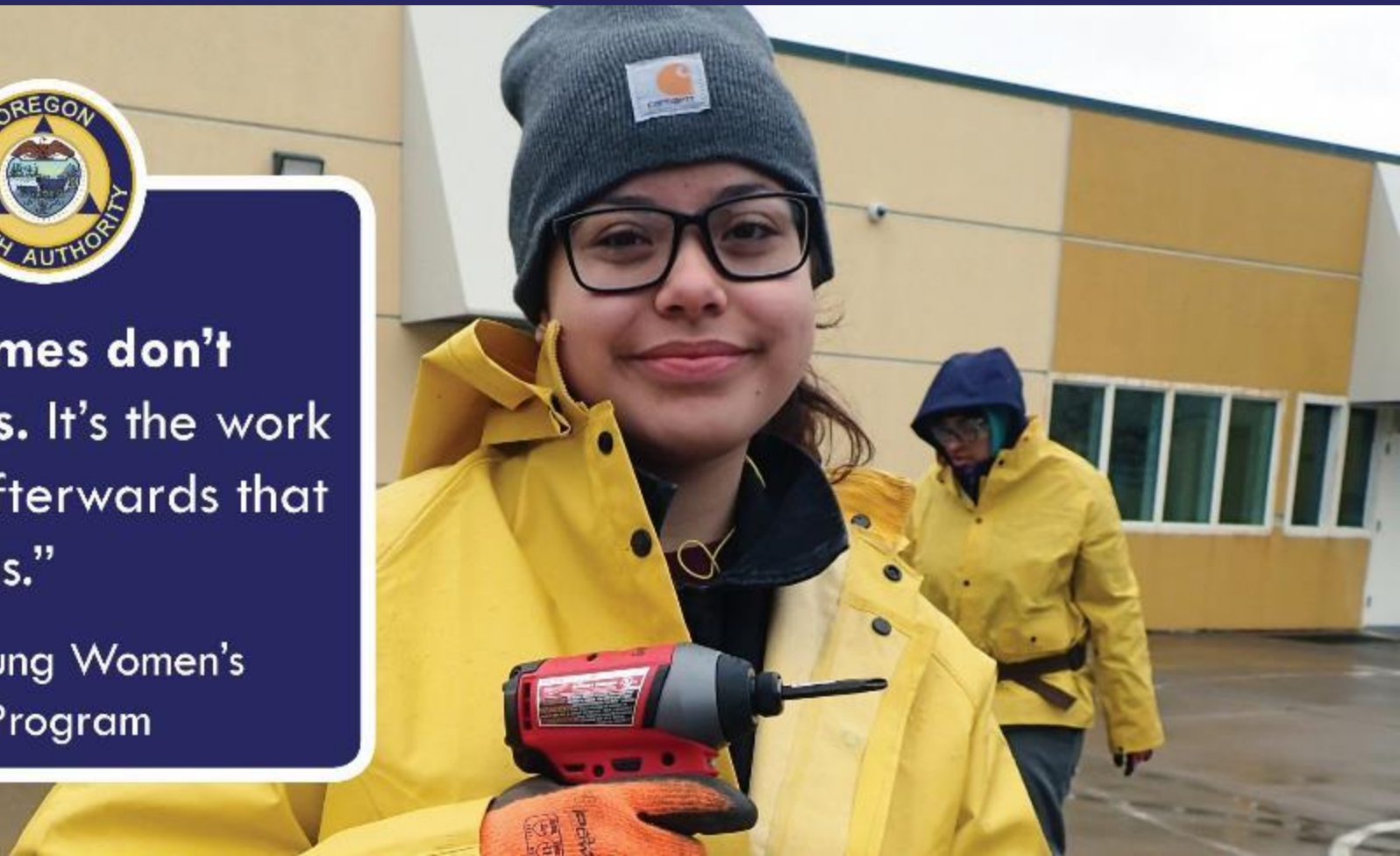
- Closed North Coast YCF
- Consolidated two facilities
- Automation and consolidation of key services
 - Workday implementation
 - State Data Center migration
 - Building maintenance work order system
 - Automated time sheet entry
 - Electronic records management in financial services
- Skype for Business
- Building projects include energy saving initiatives and automation; converting light fixtures to LED, cutting water use
- Moving copier leases to a new vendor

Transformation at OYA



“Our crimes don’t define us. It’s the work we do afterwards that defines us.”

Diana, Young Women’s Transition Program



Strategic Initiatives

Supported by Legislative Partnership

1. Positive Human Development
 - 10-Year Plan for Facilities
2. Youth Reformation System
3. Isolation Reduction

New Initiative

4. Equity, Diversity, and Inclusion

Positive Human Development (PHD)

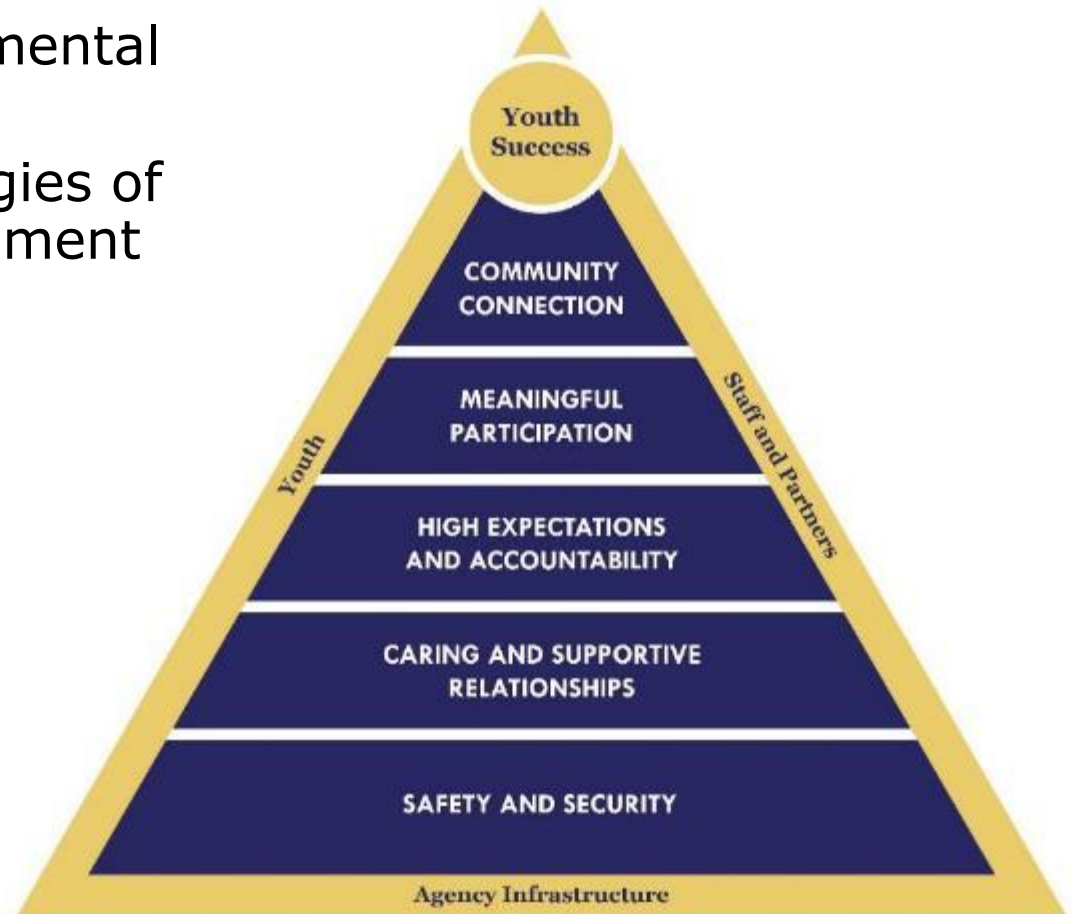


“Renée is a **living example** that even though these kids come to us with major challenges, it is possible for them to **turn it around.**”

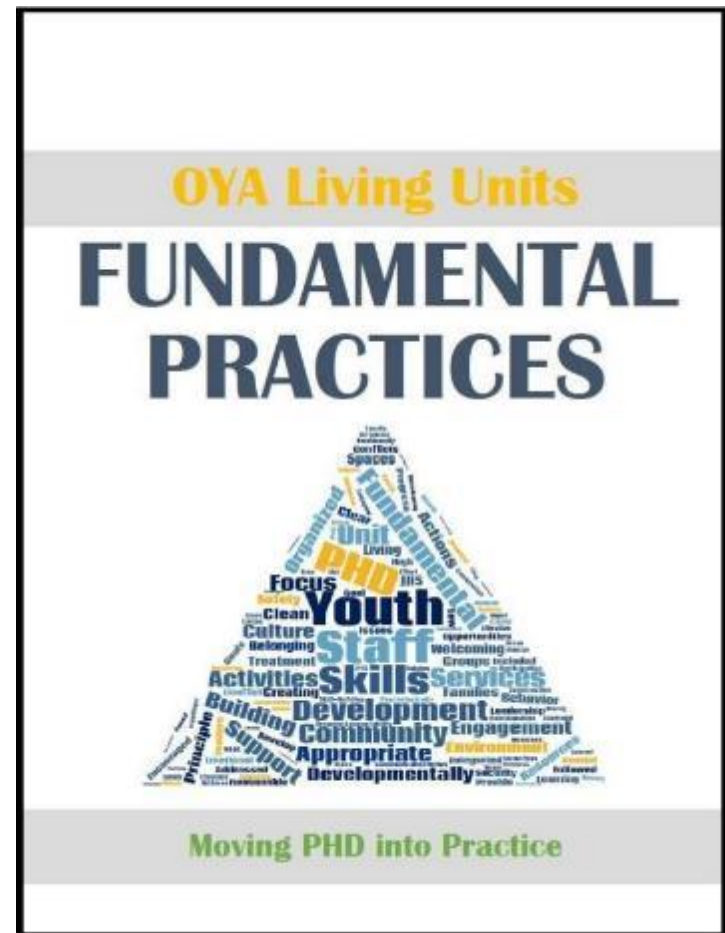
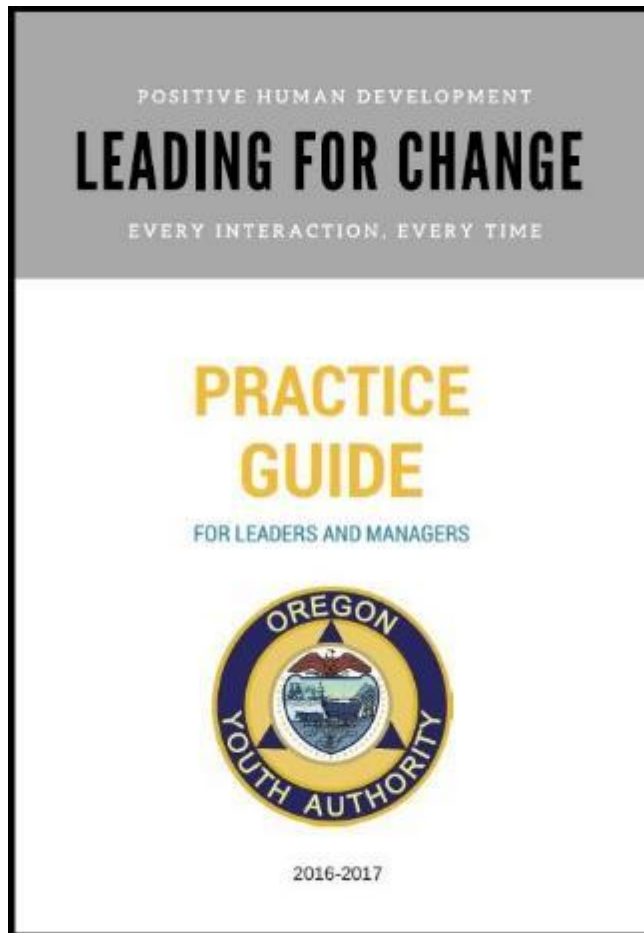
OYA staffperson talking about **Renée Hernandez**, former OYA youth, now a juvenile parole/probation officer

Overview

- Supports a developmental approach
- Uses primary strategies of skill-building, attachment and engagement



Creating a Culture of Development



2017-19 Key Accomplishments

- PHD Phase 2 training for managers and staff
- Implemented PHD Fundamental Practices
- Program redesigns at Eastern Oregon and MacLaren YCFs
- Implemented strategies for reducing revocations.

By the Numbers

- More than **30** hours of training delivered to more than **100** OYA managers and leaders for facilitating culture change
- **11** learning communities comprised of OYA managers and leaders
- Improved alignment of programming on **3** living units with Positive Human Development, impacting more than **160 youth**

Bringing PHD to Life

The 10-Year Plan for Facilities



“This school is what will **make a future possible** for kids that have only been provided the tools to burn down the bridges of society.”

Damian, Rogue Valley Youth Correctional Facility

Overview

- Positive physical environments support PHD and youth rehabilitation.
- 2013 budget note directed OYA to create a 10-year strategic plan to address deferred maintenance and long-term capacity needs.
- OYA's *10-Year Plan for Facilities* completed in 2014



10-Year Plan: Key Findings

- Aging facilities with critical deferred maintenance
- High-density living units
- Too few individual rooms, too many dormitories
- Lack of adequate program space
- Buildings not in alignment with PHD
- Inadequate intake space



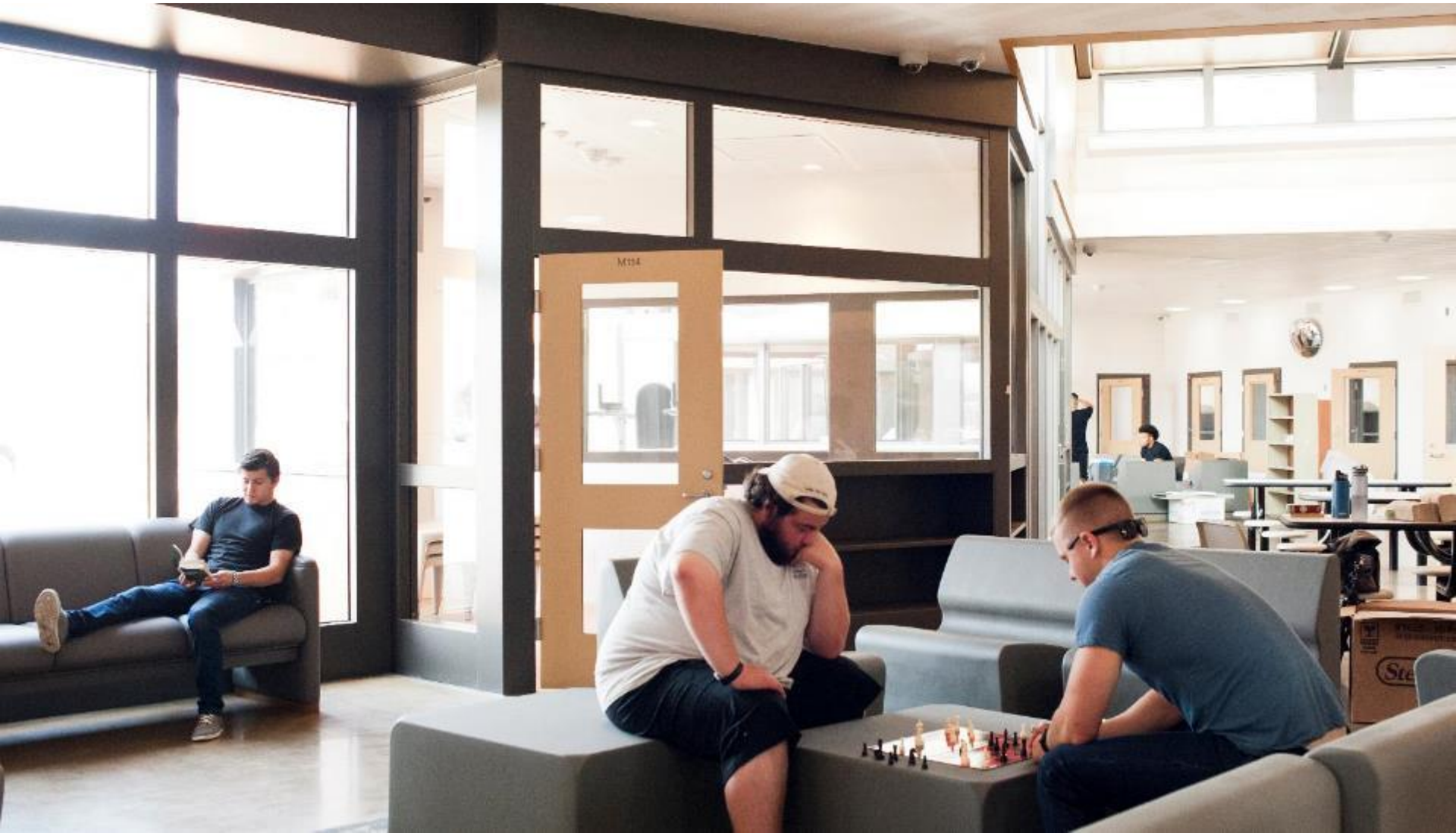
Implementation

- \$100-million investment by legislature
- Since then, the agency has made significant progress on deferred maintenance.
- \$47.9 million in completed projects – deferred maintenance and new construction.
 - ✓ Two milestone projects:
 - Six cottages at MacLaren Youth Correctional Facility (YCF)
 - New Bridge High School at Rogue Valley YCF
 - Both received notice in *Correctional News* as models of developmentally-appropriate spaces for incarcerated youth.
 - ✓ Other needed upgrades, including:
 - Tillamook YCF - Geothermal/HVAC upgrade
 - Camp Florence – Kitchen/dining room renovation

MacLaren Courtyard Cottages



MacLaren Courtyard Cottages



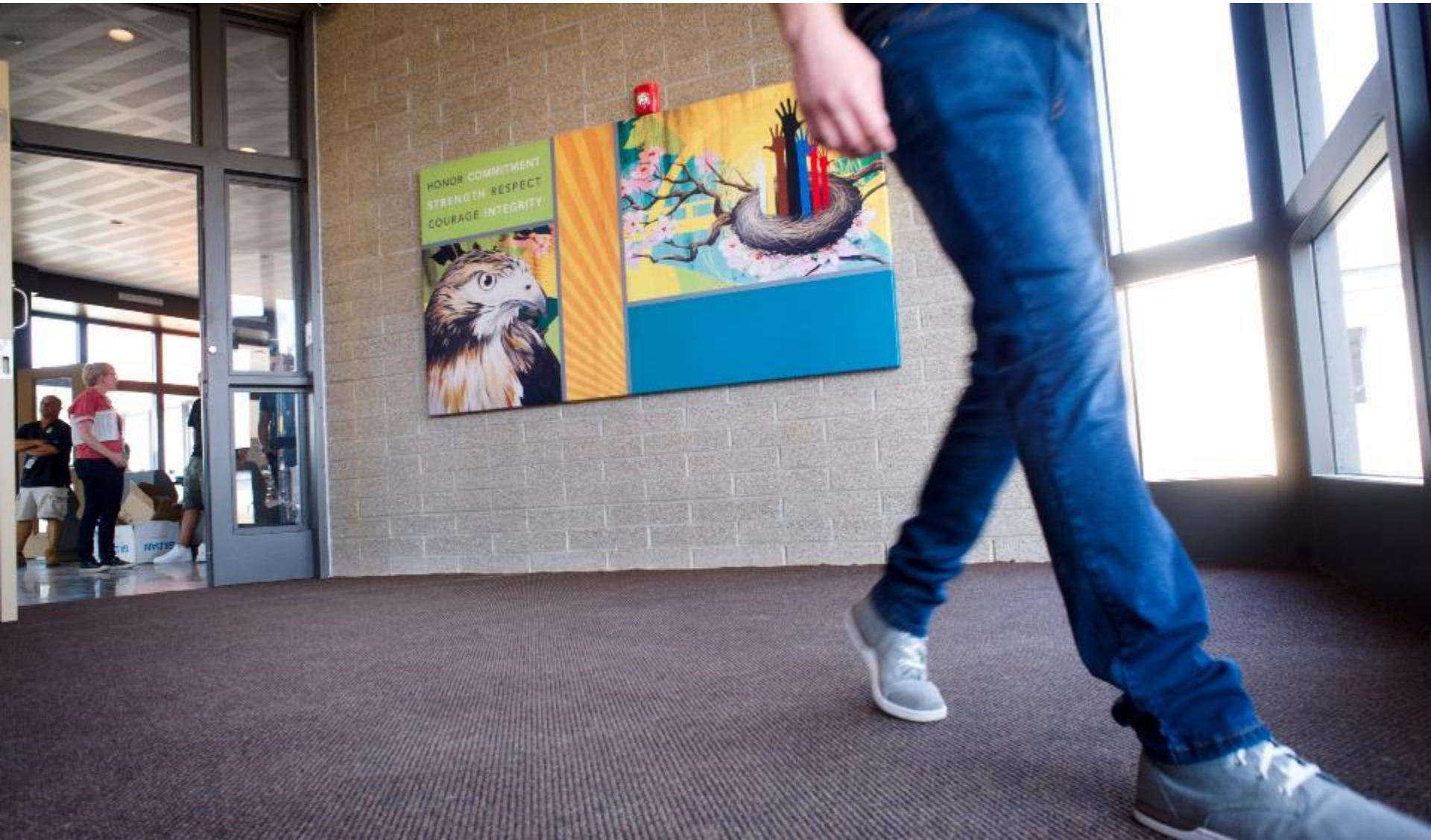
MacLaren Courtyard Cottages



MacLaren Courtyard Cottages



MacLaren Courtyard Cottages



MacLaren Courtyard Cottages



MacLaren Courtyard Cottages



Rogue Valley - New School and Rec Fields



THEN

1.25 acres of outdoor space
for 100 youth

NOW

10 acres of outdoor space,
including new rec field

Rogue Valley - New Bridge High School



Rogue Valley - New Bridge High School



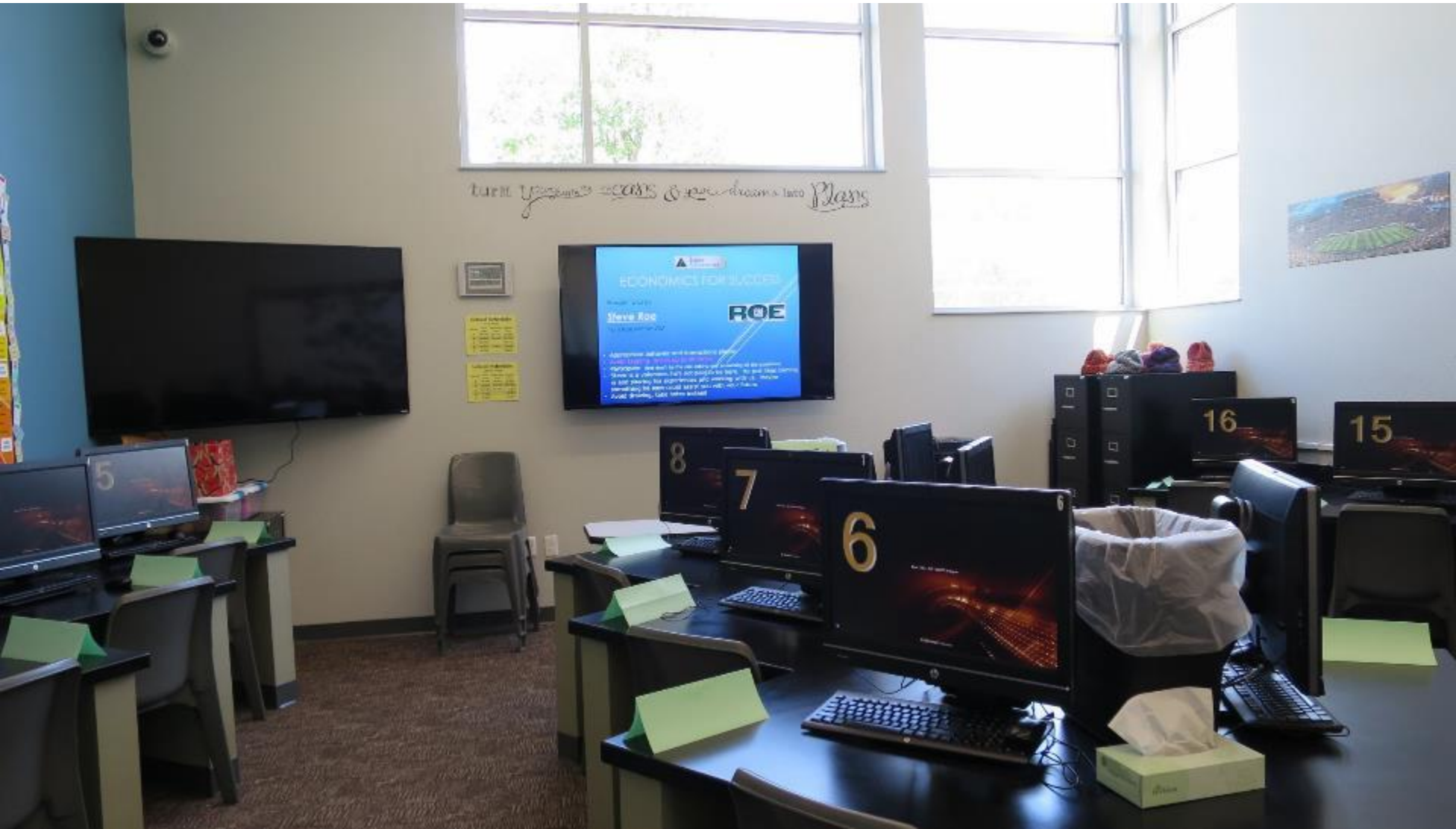
Rogue Valley - New Bridge High School



Rogue Valley - New Bridge High School



Rogue Valley - New Bridge High School



Rogue Valley - New Bridge High School



Rogue Valley - New Bridge High School



Eastern Oregon – Vocational Shop



Eastern Oregon – Vocational Shop



Accomplishments

\$47.4 million – projects in design or underway

- \$21.2 million to renovate seven cottages at MacLaren
- \$10.9 million to renovate four living units at Rogue Valley
- \$2.2 million to renovate kitchen/dining room at Tillamook
- \$1.7 million to create an enrichment center at Oak Creek



2019 – 2021 Focus

Three priorities based on health and safety

- Medical and dental clinic renovations / expansions
- Primary control room renovations
- Expansion and upgrades of electronic security systems



Challenges



Youth Reformation System (YRS)



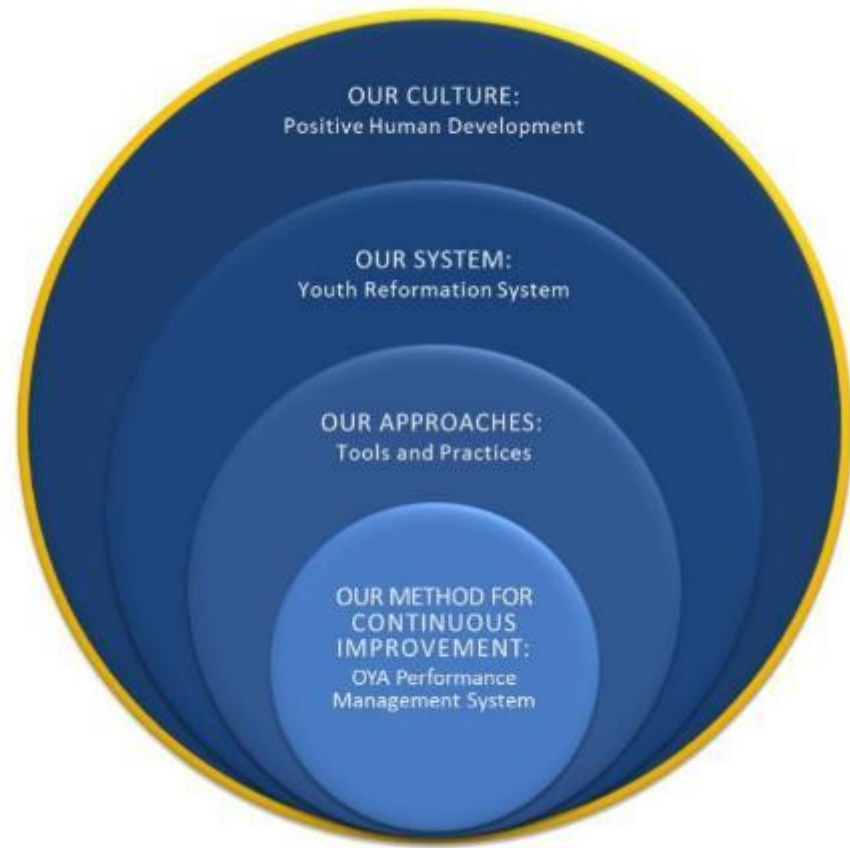
“They take part of the pain away from me instead of just making me do it by myself.”

Justice, former youth at The University of Life, for youth who have experienced long-term trauma



Overview

- Uses data, research, and predictive analytic tools
- Informs decision-making related to youth in the juvenile justice system
- Seeks to improve outcomes in public safety AND youth lives



2017-19 Key Accomplishments

- Launched Youth Placement Scores
- Launched Risk of Revocation and Revocation Impact Tools
- Completed initial stages for incorporating Positive Youth Outcomes

By the Numbers

- More than **50** hours of in-person training/data review with **16** residential providers, representing **34** programs related to Youth Placement Scores (YPS)
- Analysis of over **4,000** placement referrals to determine business impact of YPS pilot
- YPS pilot is leading to better-matched referrals:

Pilot county: 83%

Non-Pilot county: 74%

Data-Informed Decision-Making

Where We Have Been

- Escalation to OYA
- Typology
- ORRA and ORRA-V
- Predicted Success Rates

Where We Are Going

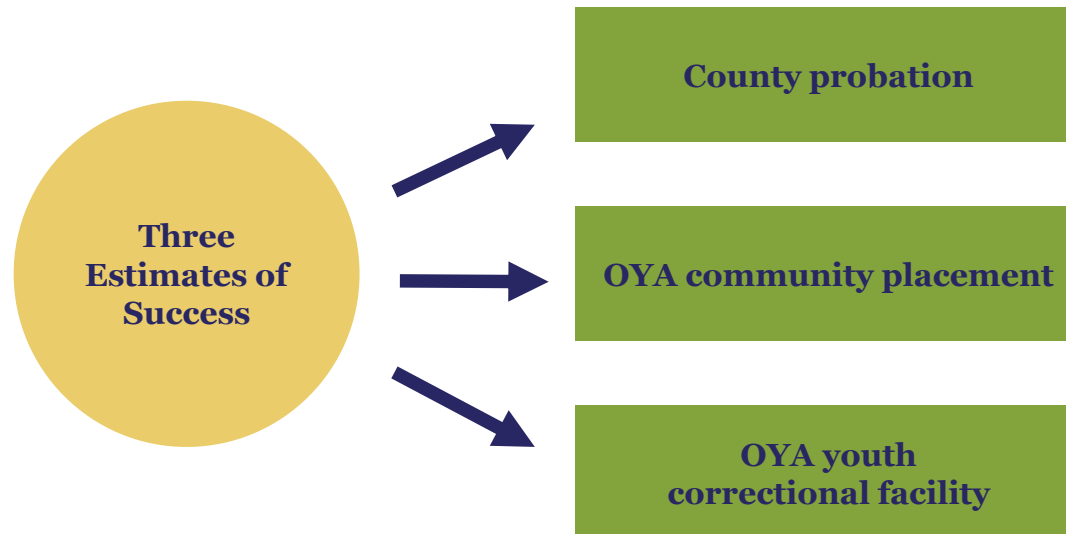
- Youth Placement Scores
- Risk of Revocation
- Revocation Impact Score



Youth Reformation System Tools

Predicted Success Rates

- Predicts the likelihood that a youth will be successful in each of three environments
- Success = not recidivating



Data-Informed Decision-Making Case Study



Ashley – Social History

16-Year-Old Female

- Extensive history with the system
 - DHS, juvenile department, and OYA
- Family history of justice system involvement and mood disorders
- A few short stays at a residential mental health placement (DHS)
- Committed to OYA Probation
 - Assault 4, harassment, criminal mischief
- Committed to OYA Youth Correctional Facility (Oak Creek)
 - Several runaways, probation violations, resisting arrest
- Engages in school at Oak Creek
 - Teachers have noted that she is very capable and intelligent
- Has shown very stable behavior at the YCF

YRS Tools

OYA Risk of Revocation (ORev)

- Predicts the likelihood of a youth having their parole revoked following release from close custody
- Available upon commitment to a youth correctional facility
- Used to determine appropriate resources and treatment and transition planning



YRS Tools

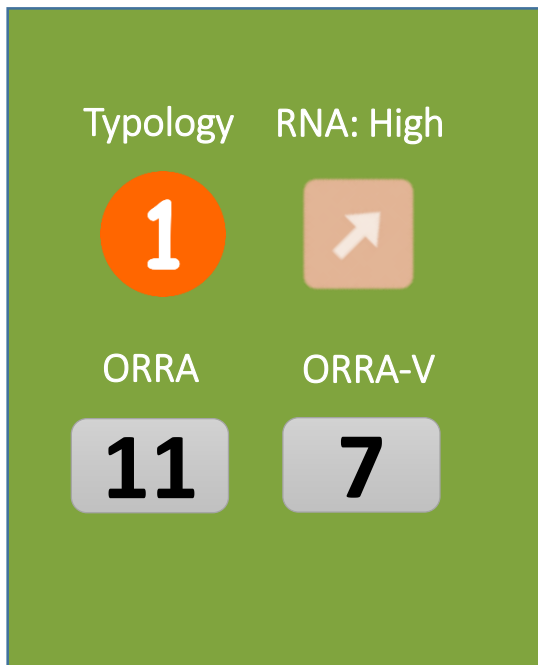
OYA Revocation Impact Score (ORI)

- Estimates the impact a revocation will have to a youth's likelihood to recidivate
- Used to determine appropriate resources and treatment and transition planning



Scenario 2

Ashley



OREV: OYA Risk of Revocation

Level:

High Risk

Score:

60%

ORI: OYA Revocation Impact on Recidivism

Level:

High Impact

YRS Tools: Youth Placement Scores

- Predicts the likelihood that a youth on OYA probation or parole will be successful in each of the residential programs OYA contracts with
- Used as a service matching tool



Ashley

Youth Placement Scores

Program A: 99

Program B: 87

Program C: 87

Program D: 84

Program E: 81

Program F: 76

**Target Match
Score: 88**

Healthier Juvenile Justice

Impact on Youth

- Influencing youth trajectories
- Enhancing youth outcomes
- Engaging youth and families

Impact on Communities

- Reducing recidivism
- Reducing revocation
- Raising awareness of outcomes

Impact on System

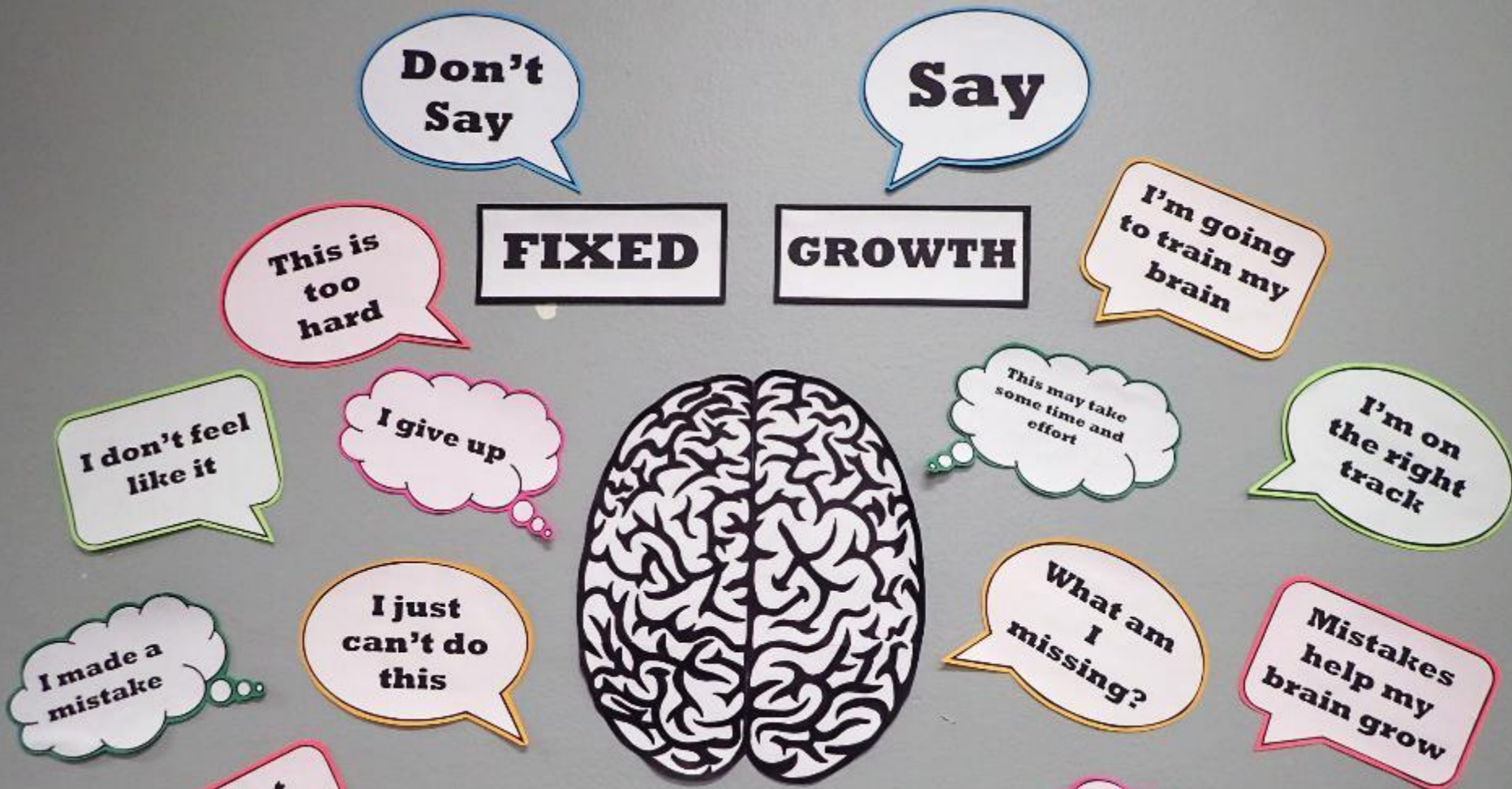
- Creating a collaborative action plan
- Engaging community partners
- Distributing resources effectively



Next: Evolving and Growing

- Implement an enhanced research and implementation lifecycle
- Recalibrate Predicted Success Rates
- Complete research and implement findings on:
 - Dynamic Risk Scores
 - Risk of Runaway
- Develop strategic implementation plan for the Program Evaluation Continuum
- Continue the work on Positive Youth Outcomes

Reducing Isolation



Challenges

1. Aging physical plants at OYA designed for and assuming the use of isolation
2. Staffing ratio
3. Culture change takes time



How We Did It

- Statewide workgroups, including advocates
 - Recommended tightening the threshold for use of isolation.
- Engaged staff – “town-hall” style meetings with every unit. Educated on effects of isolation and the developmental model. Asked, “What’s needed to implement new policy?”
 - Change the policy.
 - Neutral “in-between” spaces to separate youth in crisis
 - Additional staff to help with conflict resolution and skill-building
 - They told us, “Change the culture first.”

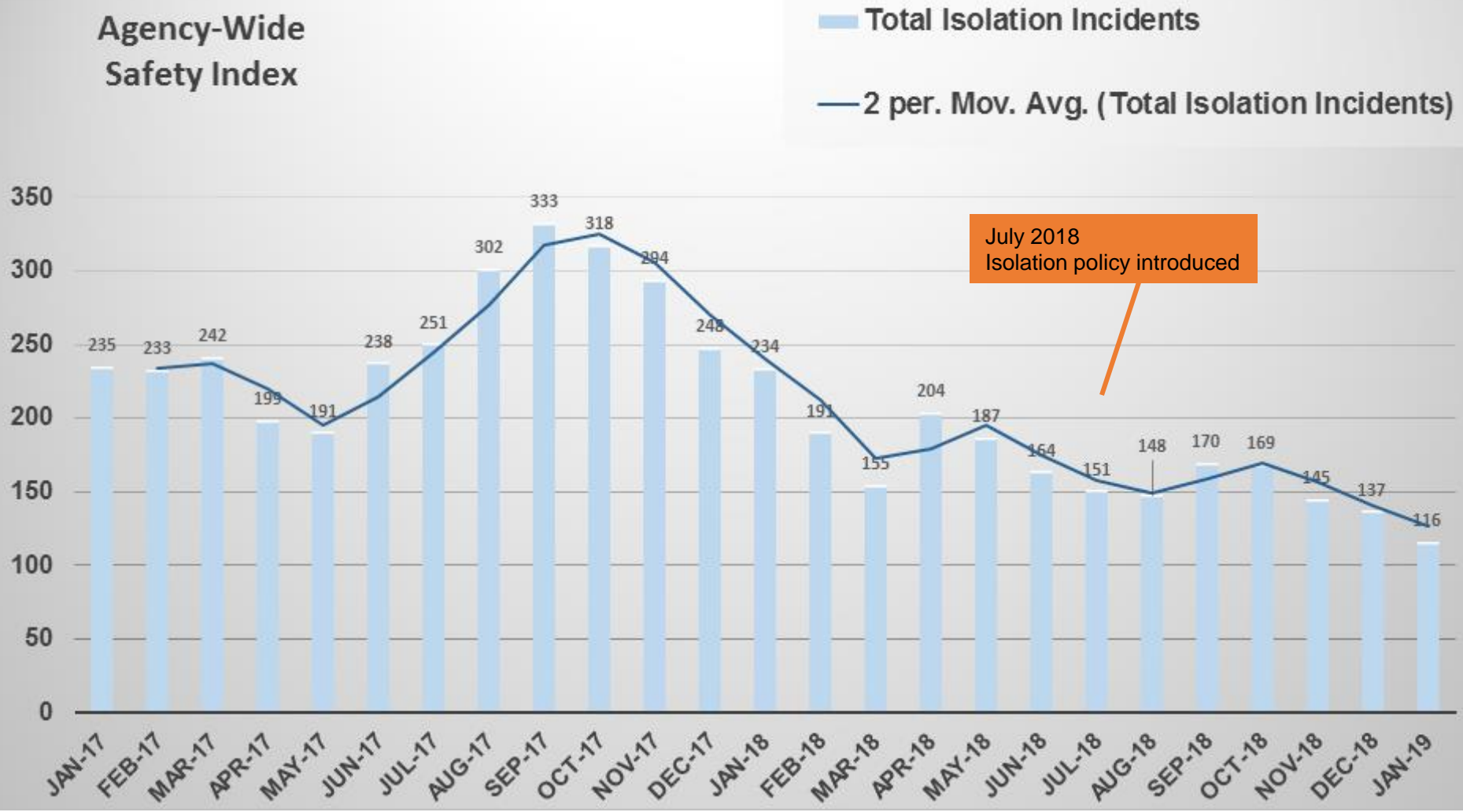


How We're Doing It

- Addressed culture/mindset:
 - Adoption of Positive Human Development
 - Rolled out “Fundamental Practices” guide
 - Implementation of 10-Year Plan for Facilities to align living units with PHD
 - Redefined accountability with respect to isolation
- Closed behavior mgmt. unit and created complex trauma unit (The University of Life)
- Created alternatives to isolation (“in-between spaces”)
- Staffed those spaces with Skill Development Coordinators
- 2017 law change codified policy – outlawed isolation as punishment
- OYA policy change effective July 2018

Results

Agency-Wide Safety Index



Reducing Isolation: Results

Agency-Wide Safety Index

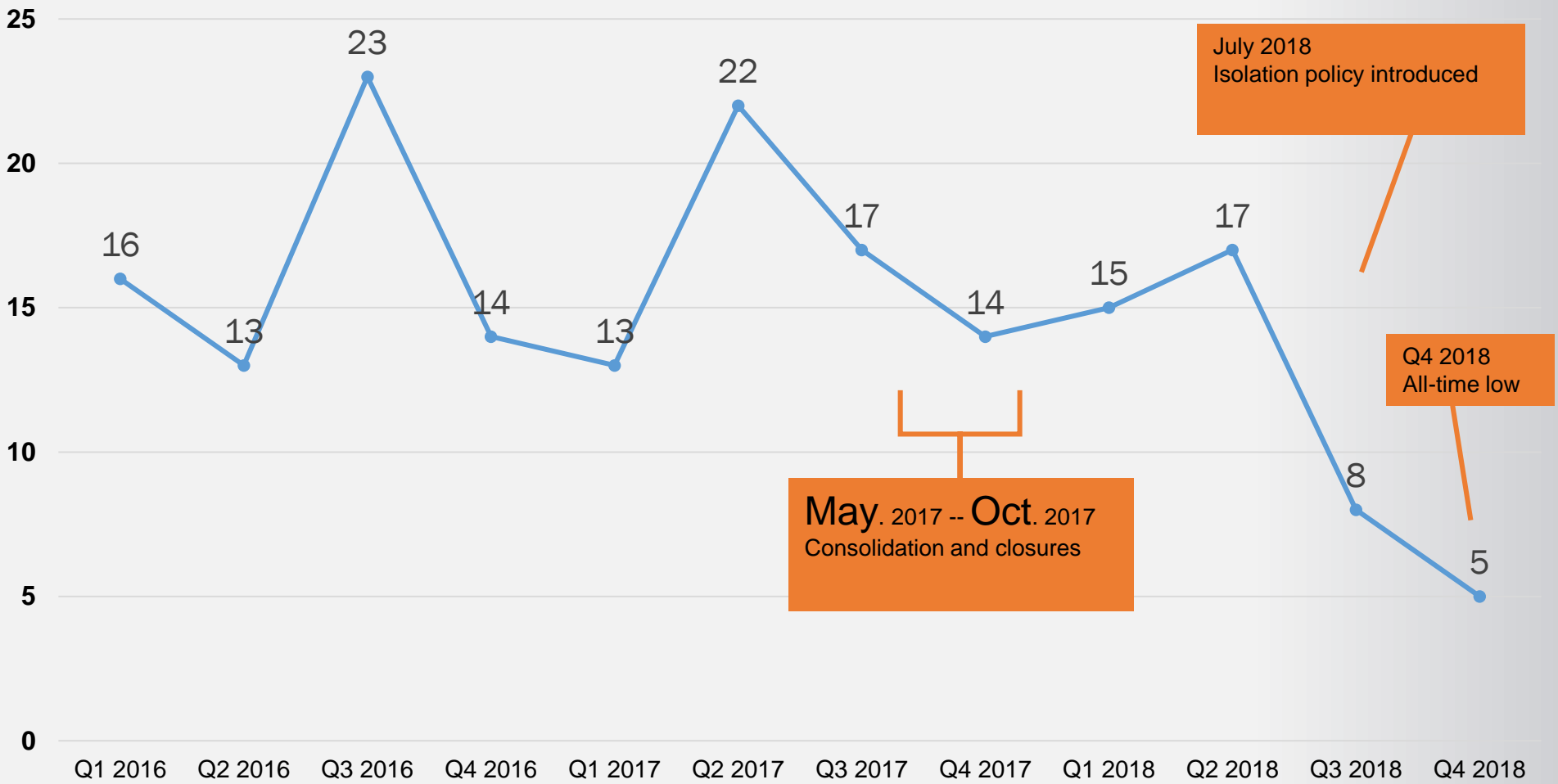
■ Youth on Staff Assaults

— Linear (Youth on Staff Assaults)

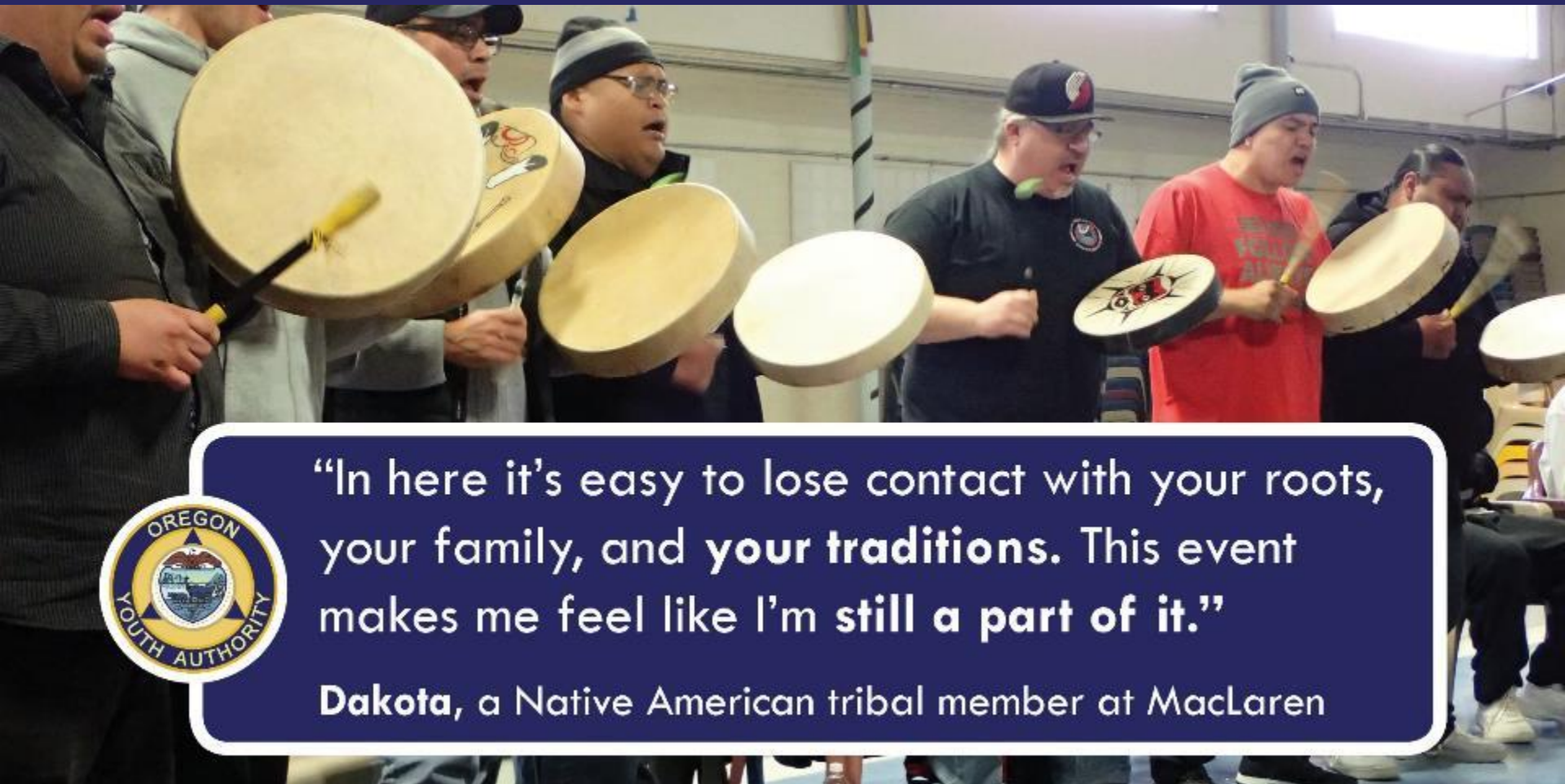


Results

of Worker's Comp Claims (Youth-Related) 2016 to Dec.15, 2018



Equity, Diversity and Inclusion



“In here it’s easy to lose contact with your roots, your family, and **your traditions**. This event makes me feel like I’m **still a part of it.**”

Dakota, a Native American tribal member at MacLaren

Overview

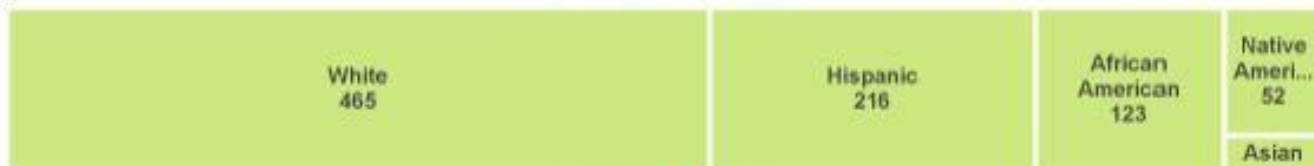
- Focus on equitable outcomes and internal decision points
- Office of Inclusion and Intercultural Relations (OIIR)
 - Latino, African-American, Native American, LGBTQQI service coordinators
- Transition supports: I Am Academy & Rivera House
- Staffing that reflects youth population
 - HR recruiter



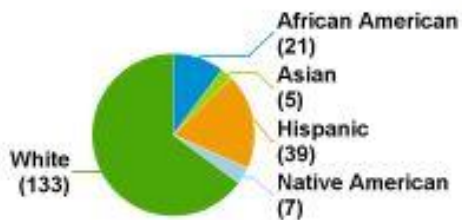
Equity Scorecard

Partial Mockup

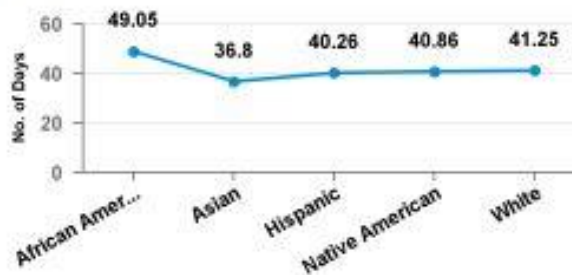
Facility Population



Facility Intake

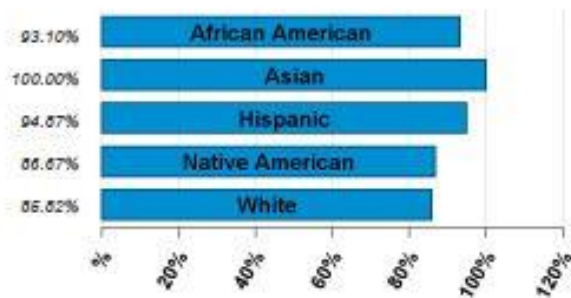


Total No. Youth in Intake

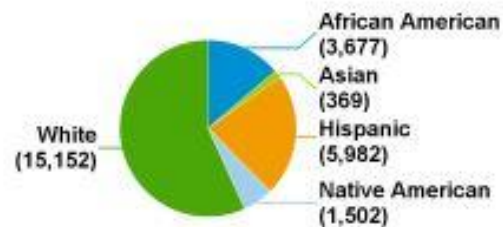


Avg Intake Length of Stay Per Youth

Case Plan Completion and JPPO Contacts



Facility Case Plan % Complete w/in 60 days



JPPO Successful Contacts



Conclusion

- Team commitment to youth development & accountability
- Demonstrate good stewardship of state dollars
- Deliver on what we commit to
- Tipping Point: this is a time where OYA's gains and progress must be solidified – maintain momentum
- True-up budget and strategically invest to allow us to enhance our efforts on positive youth outcomes and keeping our communities safe



“I won’t let one mistake define my whole life. I lost so many years with my family, and I don’t want to lose any more.”

Victor, paroled after serving 6 years



Appendix

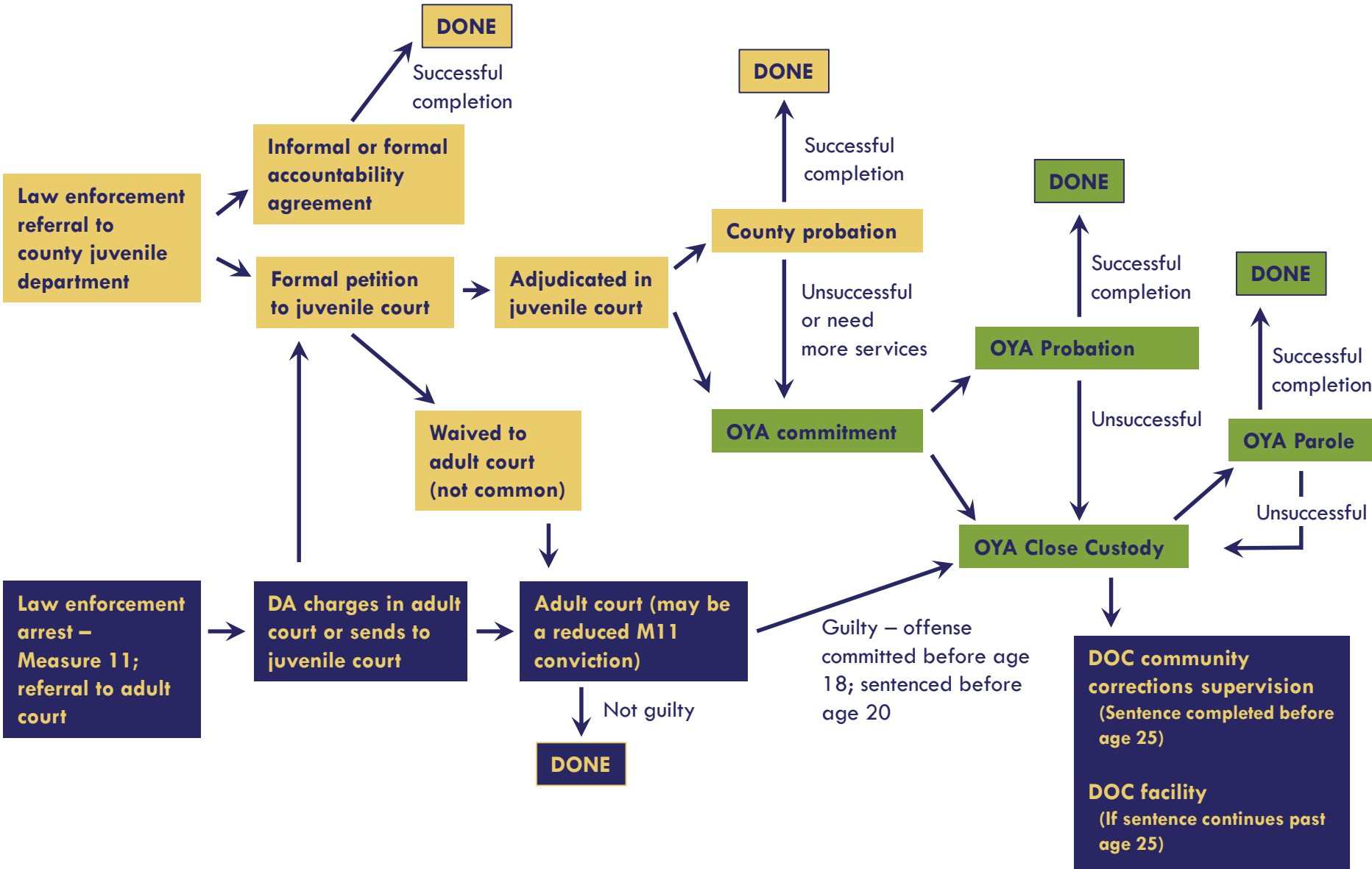




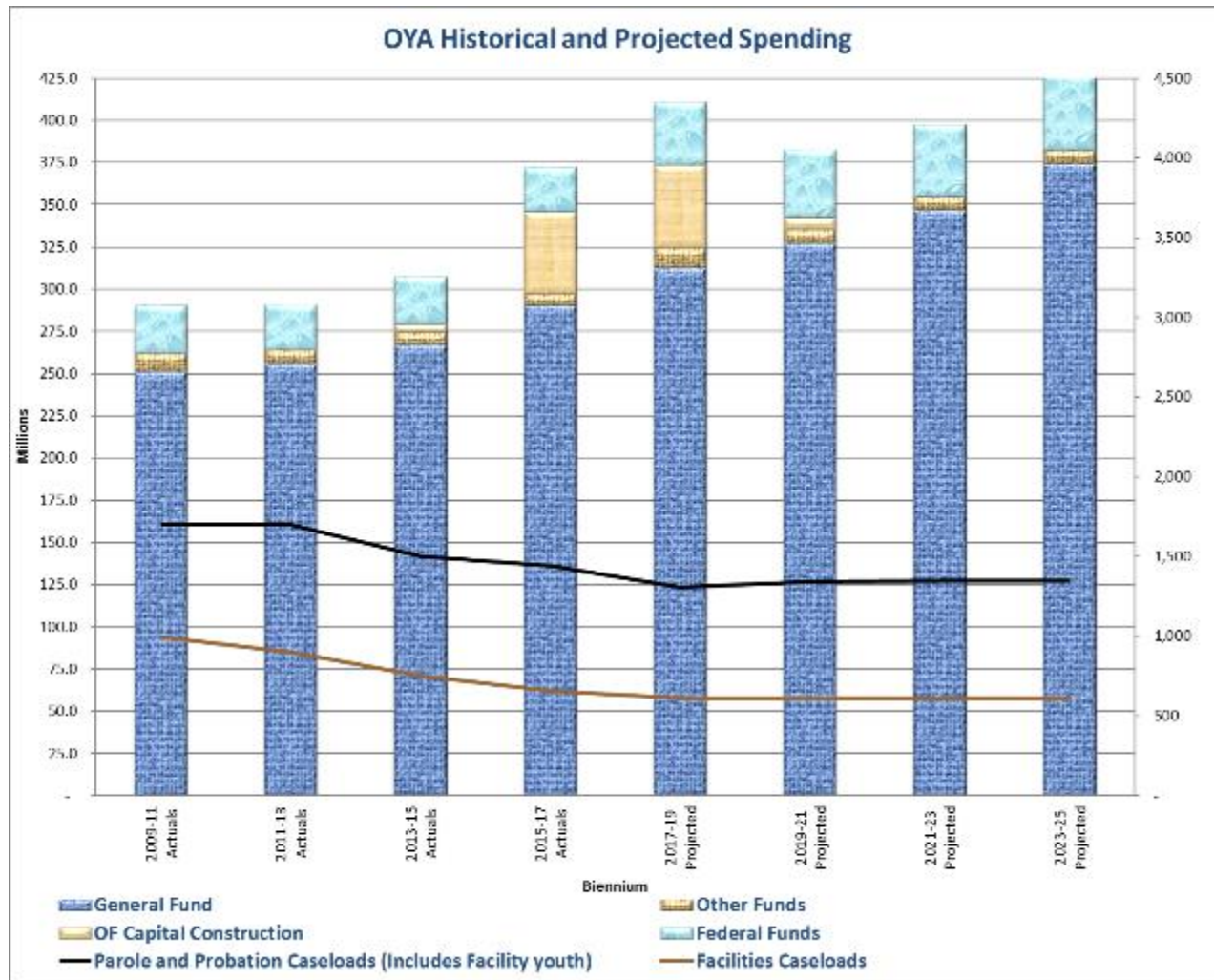
Additional Information

- Oregon's Juvenile Justice System (detail)
- Major Budget Information
 - Historical and projected spending
 - Long-term vacancies
 - Revenue Summary
- 19-21 Governor's Budget Reductions
- 10% Reduction Options
- Budget Changes – Effect on Agency Operations
- Span of Control (with embedded report)
- IT Projects
- Capital Construction Projects
- Other Funds Ending Balance
- Audits - Update
- Budget Notes (from 2013, 2015)

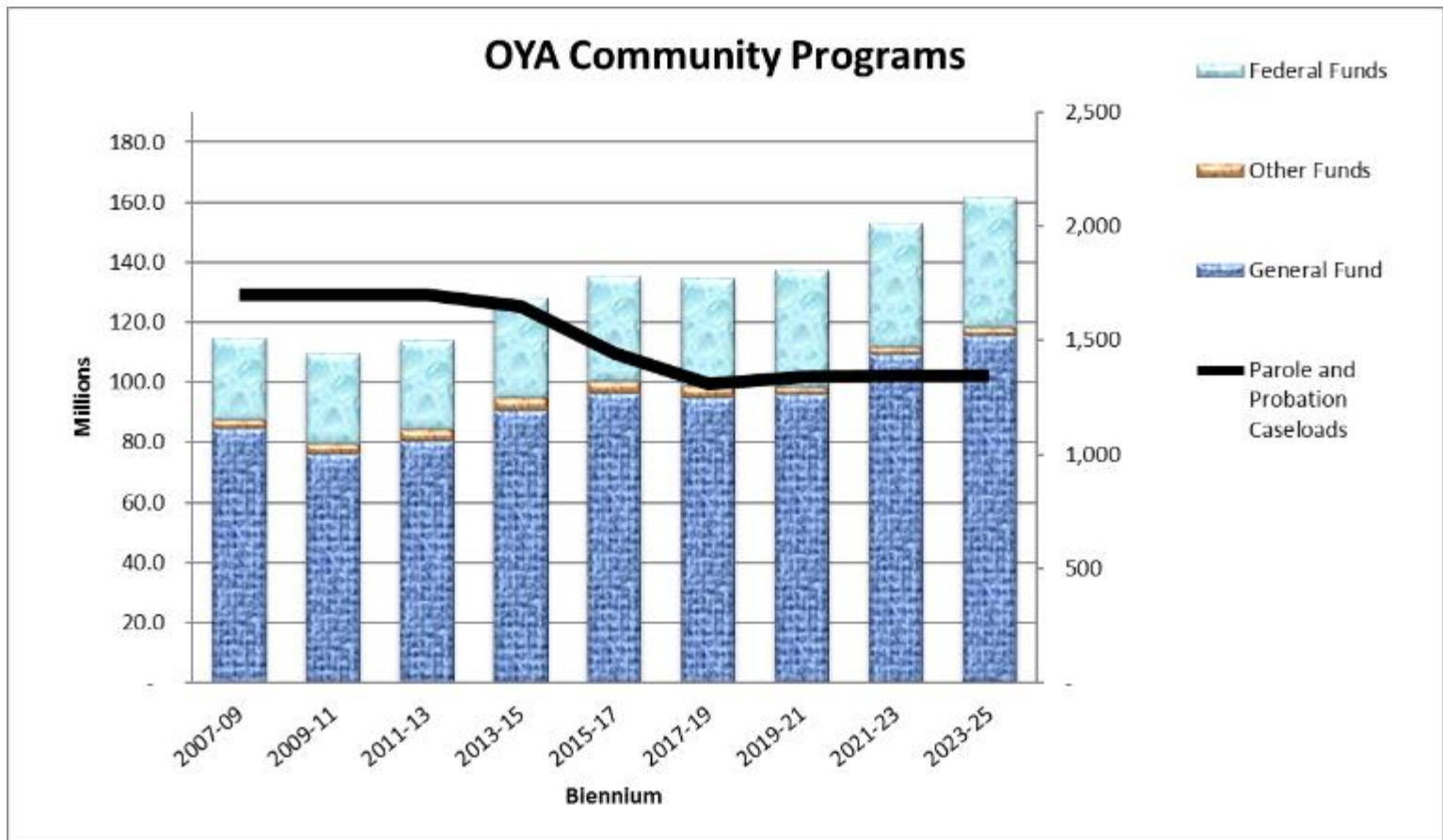
Oregon's Juvenile Justice System (detail)



Budget: Historical and projected spending



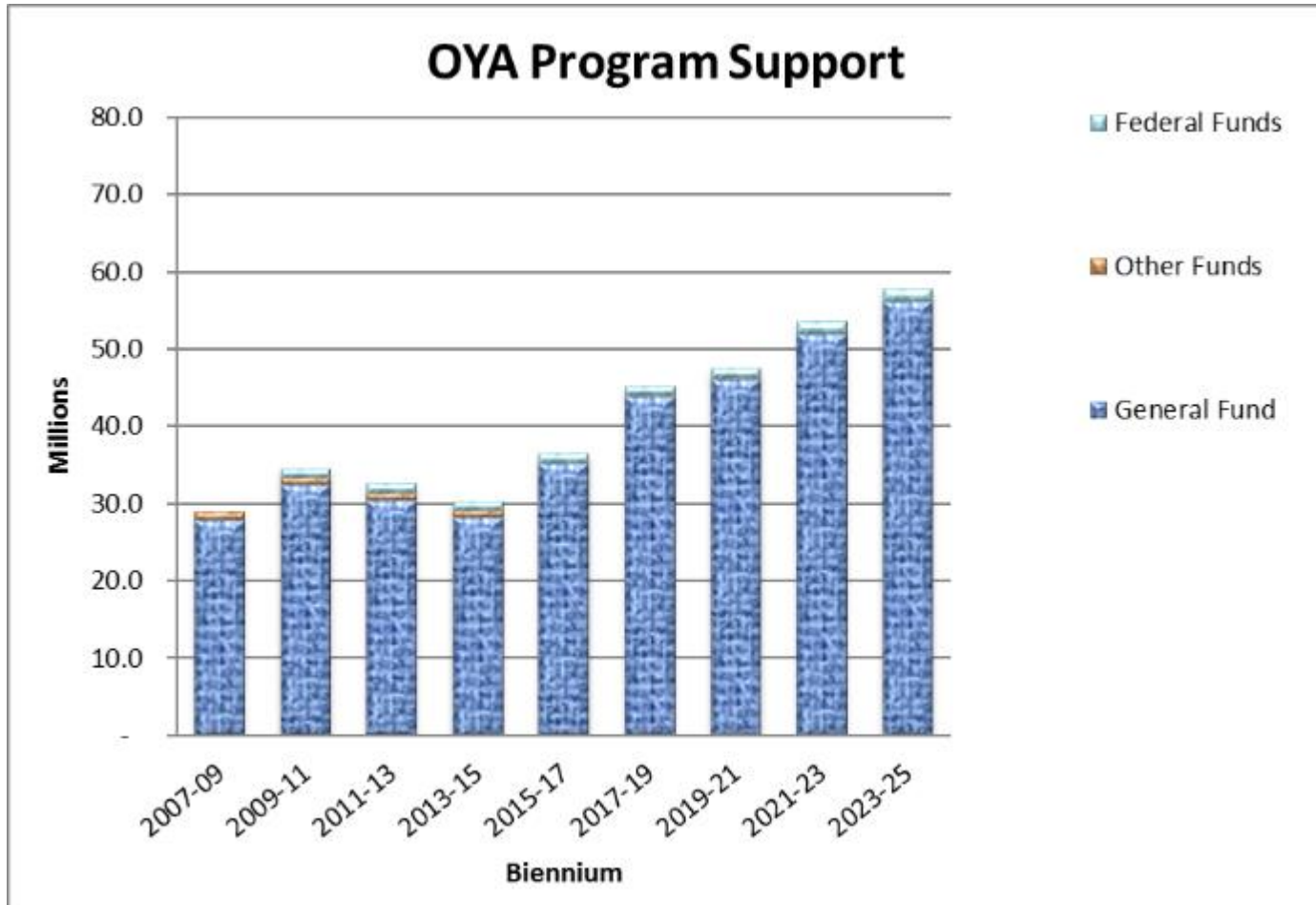
Budget: Historical and projected spending (cont.)



Budget: Historical and projected spending (cont.)



Budget: Historical and projected spending (cont.)



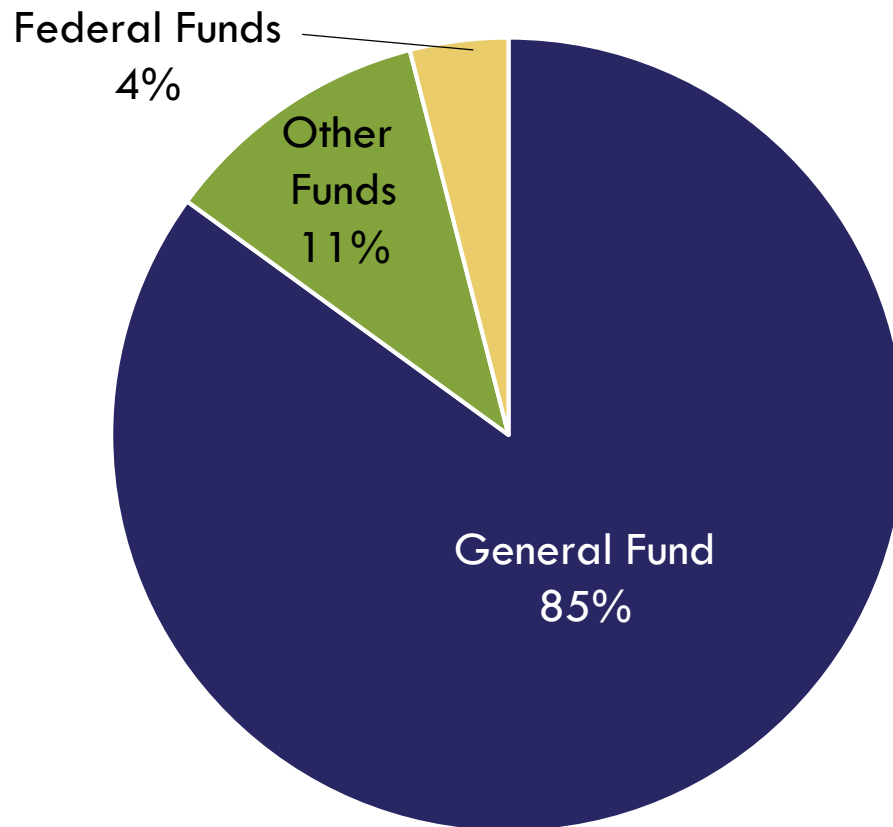


Long-Term Vacancies

Description	Vacant 7-11 Months	Vacant 12+ Months
Funding another position/costs	4	12
Recruitment in Progress	2	2
Pending Reclassification	1	2
Recruitment Difficulty	2	2
Grand Total	9	18

Revenue Summary

2019-21 Governor's Budget



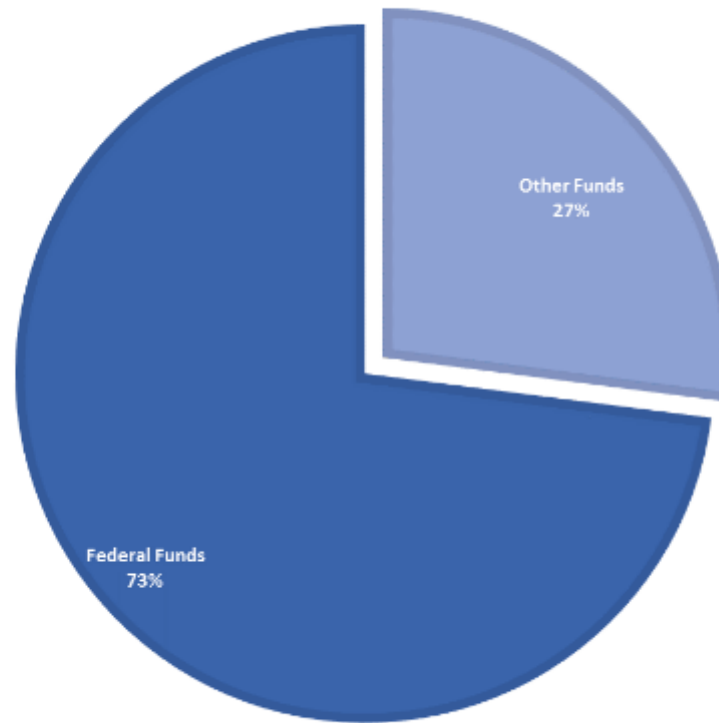
Agency Total

- General Fund	\$327,214,716
- Other Funds	\$ 15,053,678
- Federal Funds	\$ 40,652,558
Total Budget	\$382,920,952

Revenue Summary (cont'd)

2019-21 GOVERNOR'S BUDGET OTHER FUNDS & FEDERAL FUNDS REVENUE

Agency Total	
Other Funds	\$ 15,053,678
Federal Funds	\$ 40,652,558
Total	\$ 55,706,236



Revenue Summary (cont.)

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

SOURCE	FUND	ORBITS Revenue Account	2015-17 ACTUALS	2017-19 LEGISLATIVELY ADOPTED	2017-19 ESTIMATED	2019-21		
						AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Trust and Agency Receipts	OF	0420	3,594,132	5,296,861	2,004,753	2,559,537	2,559,537	-
Nutrition Program	OF	1581, 1010	2,112,348	2,914,855	1,791,963	1,980,662	1,980,662	-
COP / Q Bond Proceeds / Cost of Issuance	OF	0555, 0605	49,019,435	49,995,000	27,676,086	26,624,200	7,737,200	-
Work Programs and Other	OF	0410, 0510, 0705, 0905, 0910, 0975, 1010, 1257	771,576	2,710,044	1,319,033	2,776,279	2,776,279	-
Title XIX Medicaid Administration / Prgrn	FF	0995, 1100	26,348,882	37,166,220	33,565,865	40,945,105	40,652,558	-
Nonlimited Federal Funds	FF	0995	-	-	-	-	-	-
TOTAL	OF		55,497,491	60,916,760	32,791,835	33,940,678	15,053,678	-
TOTAL	FF		26,348,882	37,166,220	33,565,865	40,945,105	40,652,558	-



Revenue Summary (cont.)

- Estimated blended Federal Medical Assistance Percentage (FMAP) rate decreased from 63.55% in 2017-19 to 61.87% in 2019-21
- Increase in Random Moment Sample (RMS) activities “hits,” which are eligible for Federal Fund reimbursements
- Other Fund child support collections declined both in average dollar amounts collected and percentage of youth receiving child support
- Other fund revenue received from Oregon Department of Education remained stable for the USDA Child Nutrition program

19-21 Governor's Budget Reductions

- **Total reductions to General Fund: ~\$15 million**
- **Community**
 - Reduces community beds (~\$6 million)
 - Decrease in Personal Services, elimination of S&S inflation, and additional travel reduction (~\$1.1 million)
- **Facilities**
 - Decrease in Personal Services and elimination of S&S inflation (~\$5.3 million)
- **Program Support**
 - Decrease in Personal Services, elimination of S&S inflation, and additional S&S cut (~\$1.3 million)
 - Statewide Adjustments (State Government Service Charges) (~\$1.3 million)

Budget: 10% Reduction Options

• **Total: ~\$32.1 million**

- 1. Closure of one or more facilities and eliminating close-custody beds**
(~\$15.4 million)
- 2. Eliminate Community Parole & Probation staffing and Community Placements**
(~\$8.7 million)
- 3. Reductions to state assistance to counties**
(~\$2.5 million)
- 4. Reduction in program support funding**
(~\$4.4 million)
- 5. Reduction in capital improvements**
(~\$0.1 million)
- 6. Elimination of standard inflation**
(~\$1.0 million)

Span of Control (With attached report)

- Current span of control - 1:10
- Total supervisory positions – 104
 - 93 filled positions + 12 vacant positions - 1 agency head = 104
- Non-supervisory positions – 1,003
 - 890 filled positions + 113 vacant positions = 1,003
- Issues impacting span of control
 - Public safety
 - Geography
 - Complexity of duties
 - Industry standards
 - Hours of agency
 - Unique personnel needs



Adobe Acrobat
Document



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, **Oregon Youth Authority** presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2019-2021 biennium.

Supervisory Ratio for the last quarter of 2017-2019 biennium

The agency actual supervisory ratio as of 1/9/2019 for data set 11/30/2018 is 1: 10
(Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

$$\underline{104} = \underline{93} + \underline{12} - (\underline{1})$$

(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

$$\underline{1003} = \underline{890} + \underline{113}$$

(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non- supervisory role)

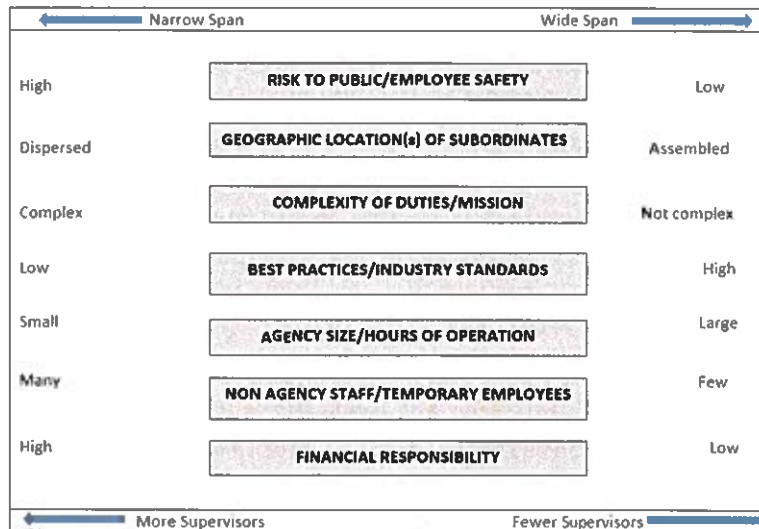
The agency has a current actual supervisory ratio of-

$$1: \underline{10} = \underline{1003} / \underline{105}$$

(Actual span of control) (Total non - Supervisors) (Total Supervisors)

(19-21 Budgeted Supervisory Ratio need = 1:9)

When determining an agency maximum supervisory ratio all agencies shall begin at a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.



Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Facility Services - Safety is the most important priority in our close custody environments. OYA operates 24/7 in the close custody facilities and camps. There is a need to have supervisory staff oversight on all shifts, to ensure safety and security of our staff and the youth in our custody. Additionally, OYA will be more successful at changing youth behavior and keeping the public safe when staff can build supportive relationships with youth by serving as role models, providing guidance, and holding youth accountable.
- 2) Development Services - OYA's Development Services section oversees specialized treatment coordination of youth requiring intervention for acute behavioral and mental health, sexually harming behaviors, and drug and alcohol dependency. These activities, coordinated by five staff members, require specialized management supervision to maintain a high quality of treatment service and fidelity, which are strongly connected to public safety.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Facility Services - OYA has nine juvenile correctional and transitional facilities throughout the state. Managing these facilities from a central location is not feasible due to the dynamic nature of activities in each facility, and the need to manage and respond quickly and appropriately to incidents. Local oversight is essential for proper functioning of the state's juvenile close custody facilities.
- 2) Community Services - OYA has 10 field offices in addition to its central office in Salem. From those 10 offices, staff supervise all 1,235 youth in OYA custody (as of January 2019) across all 36 Oregon counties. Because of this geographic spread, Community Services employees spend much of their work time traveling to where the youth, families, facilities, and programs are. Supervision of these workers is more difficult and requires outreach to verify services and performance. Supervision ratios higher than 1:9 would not permit the level of oversight of staff that is possible under current practice, which supports appropriate levels of youth supervision.
- 3) Development Services - OYA staff members who provide services and supports to youth of color and other underserved youth via the Office of Inclusion and Intercultural Relations are spread across the state in La Grande, Grants Pass, and the Salem and Portland areas. Having a strong managerial presence enables consistency and quality of services across all staff throughout the state.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Health Services - OYA's current supervisory ratio does not meet the business needs of Health Services because of the specialized nature of the work and how the department must be structured to achieve the maximum amount of oversight necessary to decrease liability and risk in serving the youth.
 - a. Our agency size, structure, budget, allocated positions, and the number of youth in facilities impact the number of health care professionals that are in staff positions. Many of our health care providers are contractors and come on site to provide health care to the youth. It is our responsibility to provide oversight of the services delivered by these contractors and to manage their contracts. Even though these providers are contractors, overseeing them creates a similar workload to supervising staff.
 - b. There are also different types of health care professionals in this department, and there are industry standards regarding who can supervise them. The structure in Health Services takes these standards into account; the 1:11 ratio does not.
- 2) Parole and Probation staff present cases in court, transport youth, and counsel youth and families. At different times, they act in a manner similar to attorneys, police officers, and therapists. Each of these duties is guided by specific requirements, policies, procedures, and guidelines, but the choices around which of the requirements apply in a given situation can be complex and require generous, close supervision.
- 3) Community Services' Community Resources Unit follows state and national requirements for community-based youth residential programming and foster care. These requirements change frequently and require careful attention as they intersect with youth behavior. Staff meet with program facilitators and foster parents at regular intervals, and are talking more frequently with providers about incidents that happen in these programs for support around abuse/neglect considerations, licensing requirements, and payment/contract guidelines. Awareness of these multiple levels of concern, while processing emotionally-charged incidents, can be demanding of staff resources. Mistakes at this level of oversight have the potential to result in harm to staff, youth, and community members.
- 4) Development Services has unique teams that serve eight distinct functions and provide consultation to other departments on agency initiatives. The variety in functions and services adds complexity to the organizational structure within the division. This creates the need for a maximum supervisory ratio that may be less than the desired ratio. This is due to the unique functions of the varied teams and their day-to-day services to the organization, which often require management staff to have particular expertise in order to effectively supervise and support the work.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Facility Services – Best practice standards in juvenile justice residential facilities are 7 to 1.
- 2) Health Services – As noted above, different types of health care professionals work in this department, and there are industry standards regarding who can supervise them. The structure in Health Services takes these standards into account; the 1:11 ratio does not.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Facility Services - OYA close custody facilities are operated 24/7, 365 days a year, creating the need for manager availability throughout the three eight-hour shifts each day. Facilities are located around the state, and several are quite large in acreage, making it more difficult to spread supervisory resources around.
- 2) Community Services - Staff is responsible for responding to situations that might occur at any hour of any day. This means that systems of on-call and back-up staff are available 24/7, and this includes access to supervisors. This level of availability also requires systems to be in place to allow staff to flex time, and to reorganize their schedules so overtime costs do not become substantial. An essential part of achieving this balance has been to have a high degree of support and supervision for staff.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11.

- 1) Facility Services - Although the volunteers and contractors are NOT employees, several of the administrative duties still exist because of the need to maintain safety at the facility campuses. Rigorous oversight of these individuals is required, from background checks to policy-driven assessments on how they are delivering services, to ensure that youth and staff stay safe and the security of our facilities is not compromised.
- 2) Community Resources - In the community resources unit, the use of contractors is a substantial component in supervision ratios. There are three factors that make working with contractors difficult for community resources staff: First, OYA works with numerous youth services contractors. These contractors have different modes of operation and different methodologies for delivering services to youth. For example, some programs operate in brick-and-mortar facilities while others use dispersed proctor homes. Because of this diversity, the level of

complex decision-making is substantial, even with established state and national rules. Second, it has also been found that staff who are closest to the programs can sometimes develop relationships with the programs that can cloud their objectivity. Rotating staff among programs is helpful in ameliorating this concern, and it is also helpful to offer close supervision to staff particularly when decisions about (re)credentialing are being made. Third, using contractors greatly magnifies the number of individuals being supervised. For instance, if a community resources staff member is working with 10 programs and these programs have 10 staff each, there would be 100 individuals the OYA staff member is actively concerned with. While these are contractors and they are technically responsible for their own staff, community resources staff are required to enforce contract requirements, and these include things such as education, training, and licensure requirements.

- 3) Health Services – As noted above, OYA’s agency size, structure, budget, allocated positions, and the number of youth in facilities impact the number of health care professionals that are in staff positions. Many of its health care providers are contractors and come on -site to provide health care to the youth. It is OYA’s responsibility to provide oversight of the services delivered by these contractors and to manage their contracts. Even though these providers are contractors, overseeing them creates a similar workload to supervising staff.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1:9.

NOTE:

- OYA’s current staffing ratio is 1:10 because the formula used included our double-fills and positions that are still on the books from the closure of OYA’s North Coast Youth Correctional Facility, which was closed October 2017 (at the beginning of the 17-19 biennium).
- If the agency receives funding and FTE to relieve its long-term double fills, then our actual ratio need will decrease to 1:9.

Unions Requiring Notification AFSCME & SEIU

Date unions notified 2/26/2019

Submitted by: Amber Forster, OYA, CFO

Date: 2/26/19

Signature Line 



Date 2/26/19



IT Projects



Juvenile Justice Information System (JJIS) Modernization

- In conjunction with the 36 county-level juvenile justice agencies, OYA operates, maintains, and enhances the Juvenile Justice Information System (JJIS), which is now over 20 years old.
 - The agency is planning to modernize the application, making it web- and mobile-accessible allowing for “anywhere, anytime” access to support its mission and its 36 county partners.
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- 

Capital Construction Projects

Upcoming Projects			
Site	Project	Description	Cost
MacLaren YCF	Infirmery & Pharmacy Remodel and Expansion	The project will renovate and expand the infirmery, clinic and pharmacy. The project will resolve numerous deferred maintenance items. The project will add square footage needed to streamline operations within the space and enhance staffs ability to provide quality health care.	\$1,804,000
Oak Creek YCF	Medical and Dental Renovation and Expansion	The project will renovate and expand the clinic and add the ability to provide on-site dental care. The project will resolve numerous deferred maintenance items. The project will add square footage needed to streamline operations within the space and enhance staffs ability to provide quality health care.	\$1,271,202
Tillamook YCF	Medical and Dental Renovation and Expansion	The project will renovate and expand the clinic and add the ability to provide on-site dental care. The project will resolve numerous deferred maintenance items. The project will add square footage needed to streamline operations within the space and enhance staffs ability to provide quality health care.	\$1,521,875
Oak Creek YCF / Rogue Valley YCF / Eastern Oregon YCF	Control Room Renovations	The project scope entails a total and complete renovation of three primary control rooms. The renovation includes all the walls, floors, ceilings, observation room windows and built-in cabinets. The electrical, plumbing, HVAC will be upgraded. The physical space, data wiring, video monitors, and door access control systems will be upgraded and replaced using a comprehensive design approach with the operational need being the primary driver for the design of the project.	\$1,772,500

Other Funds Ending Balance

UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2017-19 & 2019-21 BIENNIA

Agency: Oregon Youth Authority
 Contact Person Amber Forster 971-304-5770

Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	2017-19 Ending Balance		2019-21 Ending Balance		Comments
					In LAB	Revised	In CSL	Revised	
Limited	41500-010-00-00-00000	0401	Other - Youth Work Programs, Facility Youth Incentive, Restricted donations, grants, sale of surplus property, reimbursements, rebates, and misc revenue	2017 HB 5042	265,945	274,134	265,945	177,240	Large donation received in 17-19, do not anticipate in 19-21
Limited	41500-020-00-00-00000	0401	Other - Reimbursements	2017 HB 5042	0	0	0	0	
Limited	41500-030-00-00-00000	0401	Other - Fees, SPOTS rebates, reimbursements and EAIP	2017 HB 5042	119,227	258,122	119,227	134,626	Increase in SAIF claims and SPOTS




Audits – Status

- One Secretary of State statewide performance audit, *Opportunities Exist to Increase the Impact of State Agency Internal Audit Functions* [Report No. 2018-25](#), included OYA. This audit assessed the internal audit function within state agencies and the role the Department of Administrative Services (DAS) plays in coordinating and promoting the function. The audit report was issued to DAS management for response.
- The most recent Audits Division OYA audit report, *Oregon Youth Authority: Female Youth Offenders Need More Transition Options*, was released last biennium, in February 2016. Four recommendations were made in [Report No. 2016-07](#). The two OYA-only recommendations have been resolved; two joint recommendations for OYA and the Oregon Juvenile Directors' Association (OJJDA) are still outstanding, though joint work to identify areas of improvement in the state juvenile justice system continues.




2013 Legislative Budget Note 10-Year Plan for Facilities & YRS




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

- Includes business efficiencies, including maximizing asset utility, that effectively use taxpayer dollars;
- Creates a timeline and project plan to implement the Youth Reformation System;
- Does not compromise the safety and security of youth, staff, or the community; and
- 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.

- **NOTE:** OYA submitted its report on Jan. 24, 2014.



2015 Legislative Budget Note

Prevent and Reduce Use of Isolation

OYA is directed to report before February, 2016 to the Interim Public Safety Subcommittee of Ways and Means, the progress of its Isolation and Reintegration Project. The report will include progress and recommendations on:

- Redefining when and how youth may be placed in isolation;
 - Delineating how OYA will ensure due process rights are met;
 - Developing an effective reintegration program/process after isolation;
 - Identifying resources to support a reintegration program/process so that it is implemented and sustained as designed; and
 - Aligning related OYA policies and administrative rules.
-
- The Isolation and Reintegration Project is connected to other agency efforts to implement a data driven/research based approach to juvenile justice. OYA is further directed to report back on how its initiatives on Positive Human Development, Youth Reformation System, and the 10-Year Facilities Strategic Plan address broader issues of culture, practice and facility design to influence positive outcomes for youth and community safety.
- **NOTE:** OYA submitted its report on Dec. 7, 2015.