

Oregon Youth Authority

Joint Committee on Ways and Means
Public Safety Subcommittee
March 2025

Professional Standards Office Review



What We Found

- Peer Review/DAS Investigation
- Need to address
 - aged open and suspended cases
 - cases lacking a Chief Investigator review
 - Need for systemic change

What We've Done

- Plan for Improvement
- Staffing Investments
- PSO Coaching/Training
- Case Tracking
- Case Prioritization and Assignment

What's Next

- Implementation of Plan for Improvement
- Investment in Policy Review and Revision
- Oversight from External and Internal Partners
- Agency-wide Training

Professional Standards Office Review



Considerations for Additional Resources

- Permanent positions to support long-term capacity building:
 - Deputy Chief Investigator
 - Human Resource Analyst
 - Case Screener
- Limited Duration positions for immediate response and independent oversight, while long-term resource needs are determined:
 - Youth Advocate
 - Investigators (2 positions)

Day 1 Agency Focus

OYA Operating Principles

Juvenile Justice System

Served by OYA

Current Challenges & Opportunities

Day 2 Agency Organization

Performance Measures

Strategic Plan

Work of Each Division

Day 3 Legislative Priorities

23-25 Budget Overview

25-27 Budget Request

25 Priority Bills



OYA Mission and Vision



Garden at provider Parrot Creek



Oak Creek Hispanic Heritage Month, 2024

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.



Agency Focus

Youth and Staff Safety

- Commitment to youth and staff safety

Youth Acuity

- Rising acuity and needs of youth

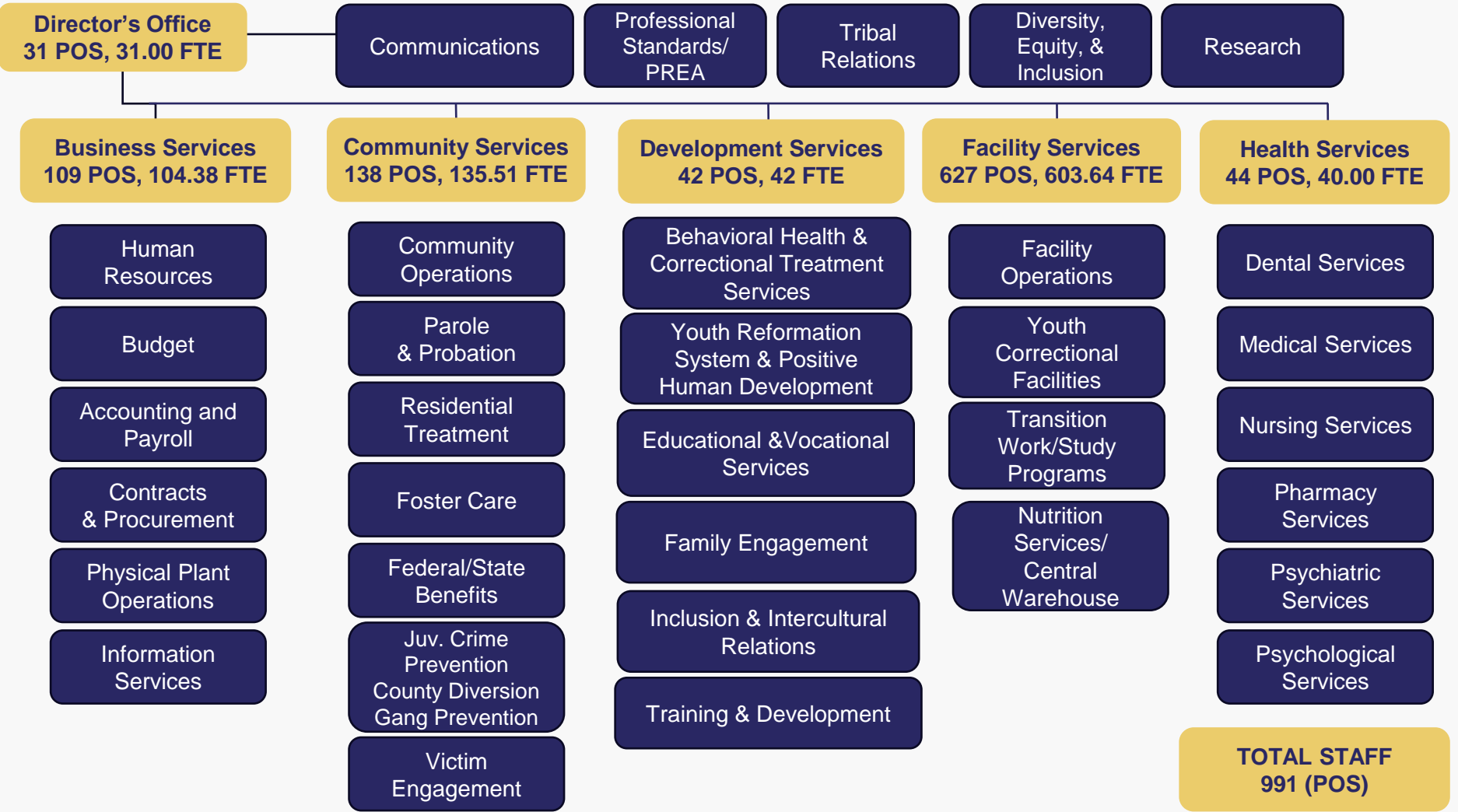
Back to Basics

- Alignment with Operating Principles

OYA Organizational Structure



\$418.8 million General Fund budget | **\$500.7 million** Total Funds budget



Director's Office
31 POS, 31.00 FTE

Communications

Professional Standards/
PREA

Tribal Relations

Diversity, Equity, &
Inclusion

Research

Business Services
109 POS, 104.38 FTE

Community Services
138 POS, 135.51 FTE

Development Services
42 POS, 42 FTE

Facility Services
627 POS, 603.64 FTE

Health Services
44 POS, 40.00 FTE

Human Resources

Budget

Accounting and Payroll

Contracts & Procurement

Physical Plant Operations

Information Services

Community Operations

Parole & Probation

Residential Treatment

Foster Care

Federal/State Benefits

Juv. Crime Prevention
County Diversion
Gang Prevention

Victim Engagement

Behavioral Health &
Correctional Treatment Services

Youth Reformation System &
Positive Human Development

Educational & Vocational Services

Family Engagement

Inclusion & Intercultural Relations

Training & Development

Facility Operations

Youth Correctional Facilities

Transition Work/Study Programs

Nutrition Services/
Central Warehouse

Dental Services

Medical Services

Nursing Services

Pharmacy Services

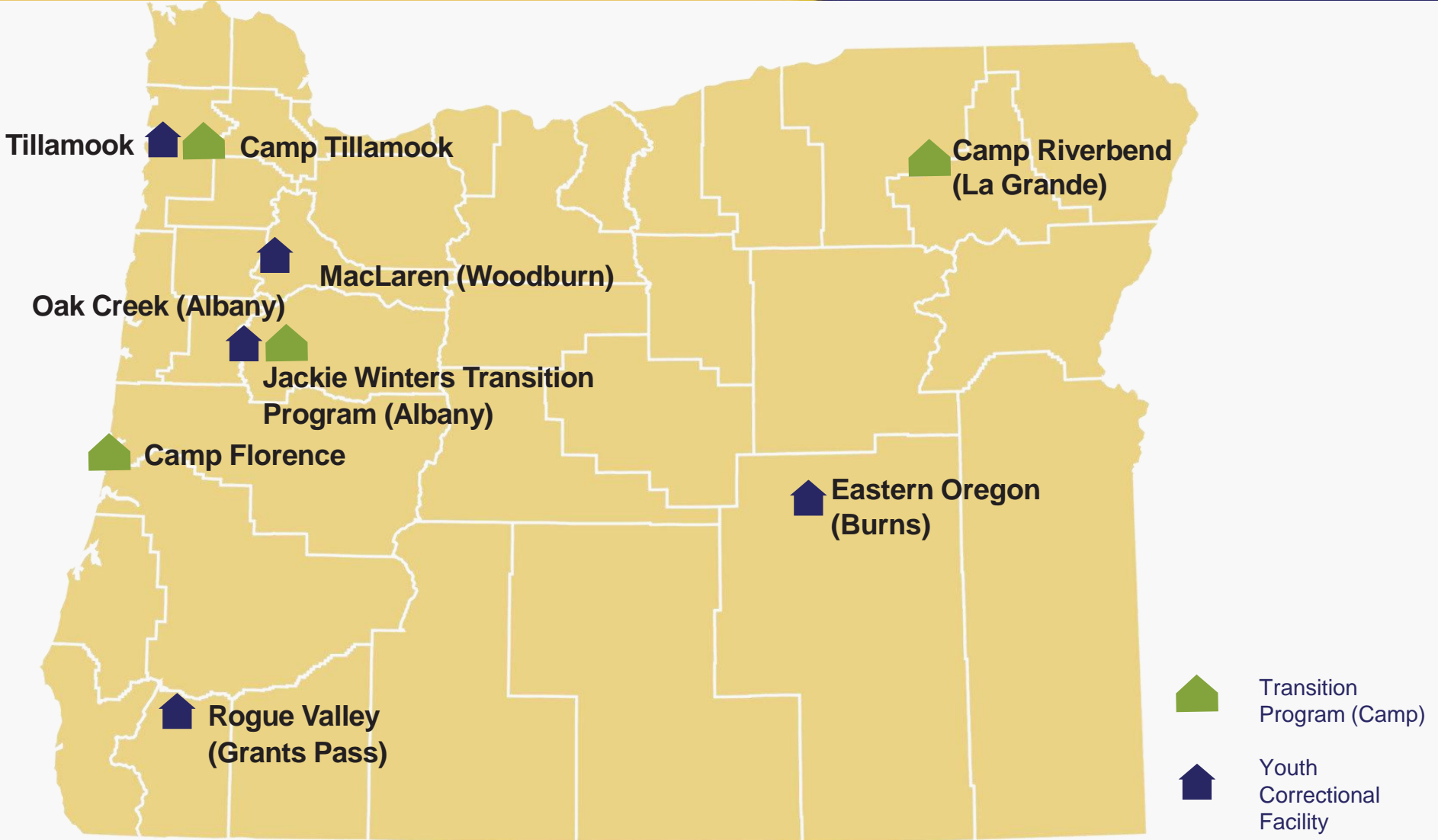
Psychiatric Services

Psychological Services

TOTAL STAFF
991 (POS)



OYA Facilities

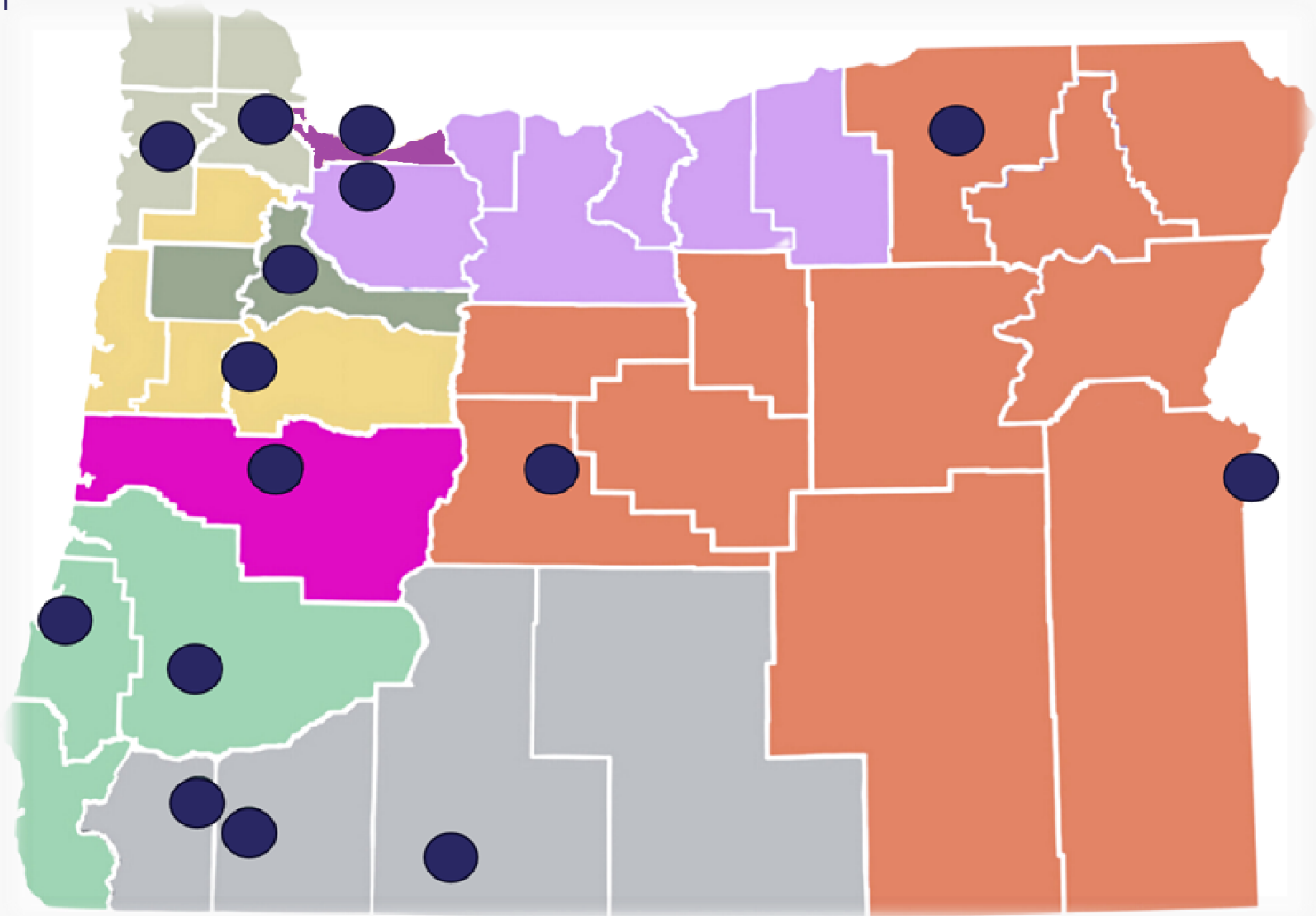




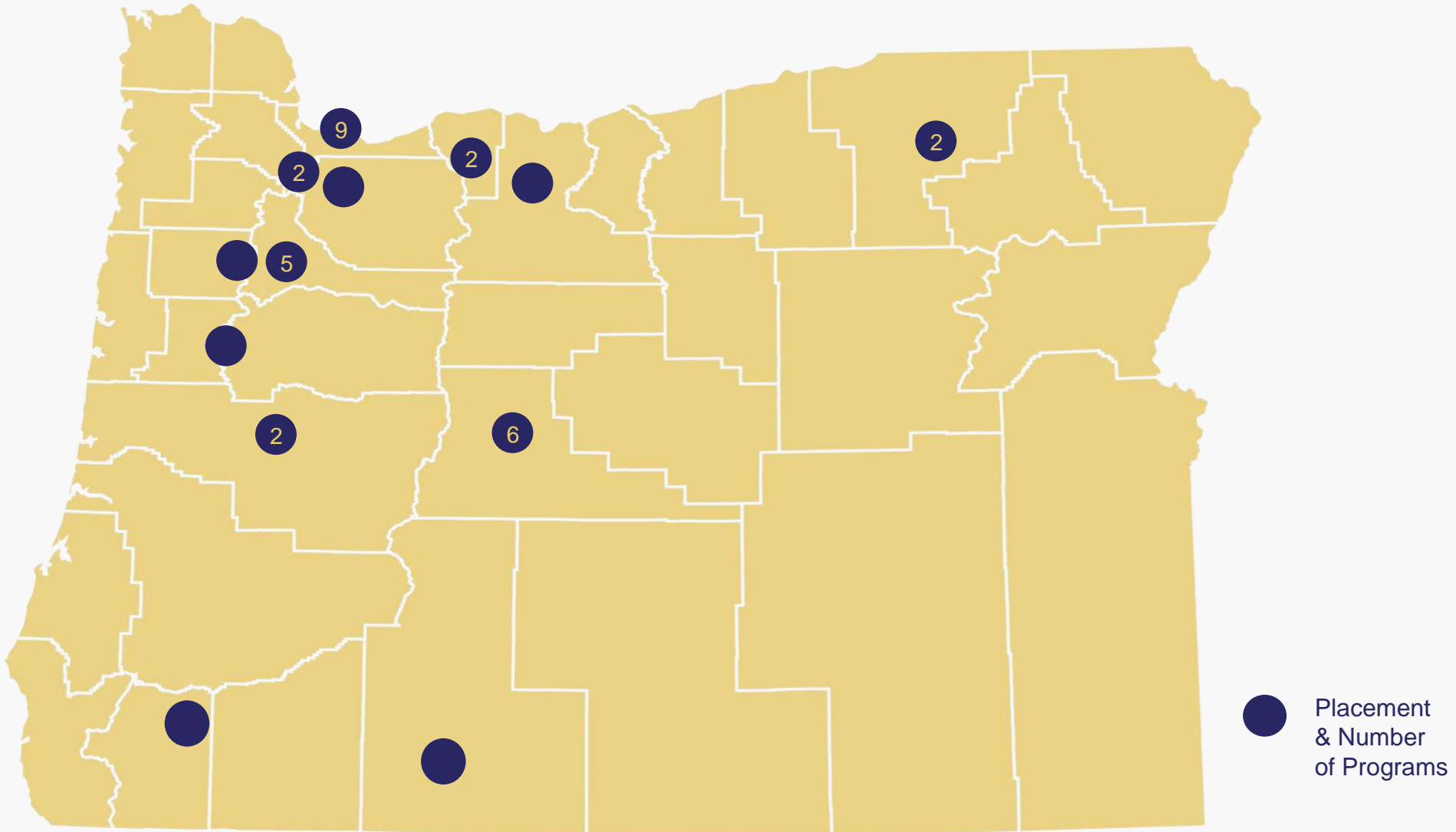
OYA Field Offices

● Field office location

Color coded by supervisor region



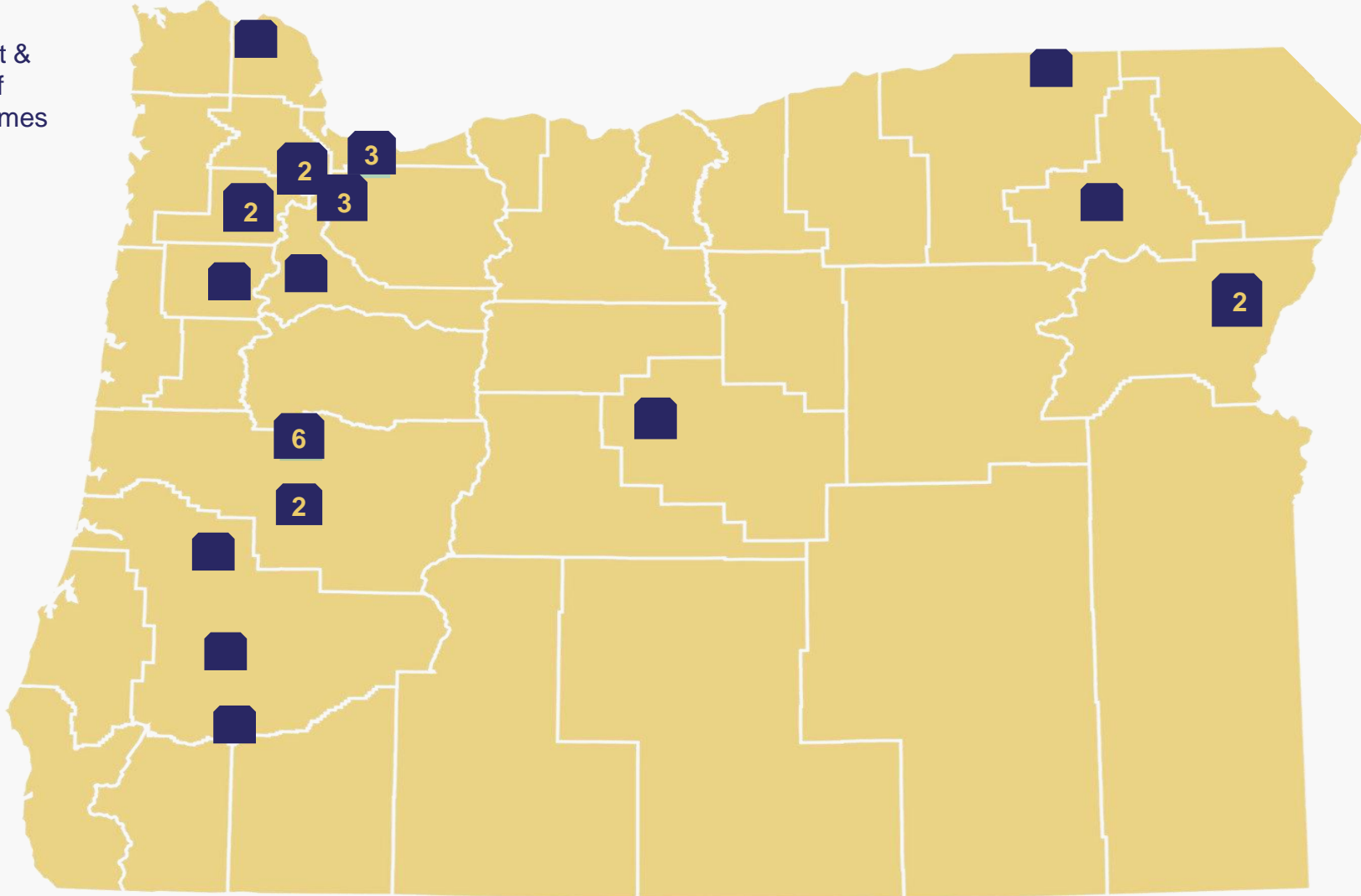
Residential Programs



OYA Foster Homes



Placement & Number of Foster Homes



OYA Operating Principles



Positive Human Development



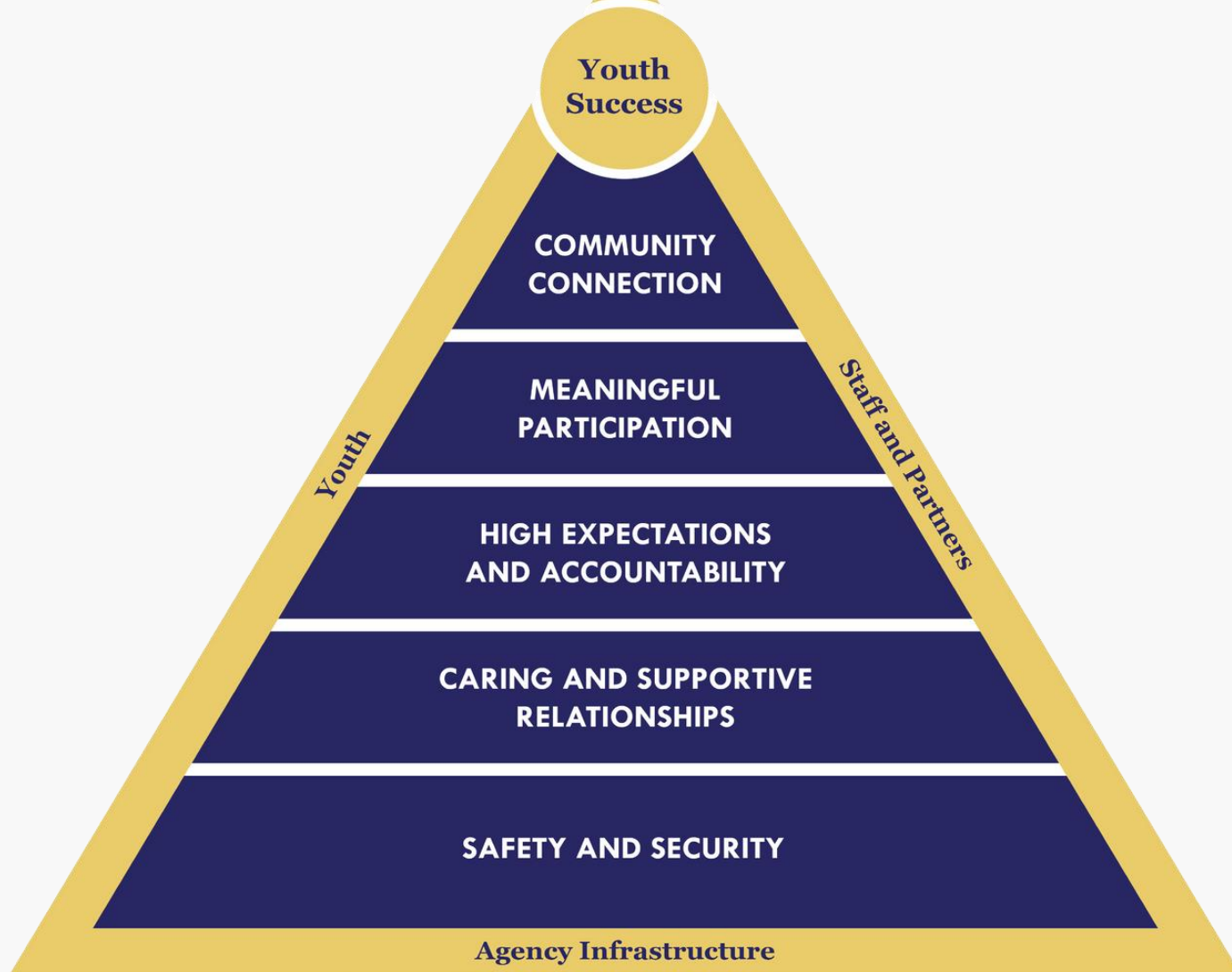
Positive Human Development



- Young people have immense capacity for change and growth.
- We intentionally create environments that are suited for healthy development to work on growth, recovery, and accountability.



Positive Human Development



Positive Human Development



**PHD
provides:**

- Supportive relationships
- Meaningful participation
- Opportunities to attach and belong

**To
help:**

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

Positive Human Development

The Basics



Evidence-based: youth who demonstrate higher levels of psychosocial maturity are less likely to engage in future criminal activity

Markers of psychosocial maturity

- Emotion management and impulse control
- Resolution of anger/aggressive behavior
- Consideration of others
- Future orientation
- Ability to take personal responsibility
- Commitment offense impact on community and victim
- Current and future conduct
- Resisting peer influences



Anahuac group at MacLaren growing vegetables

Positive Human Development Environment



Environments that provide **natural lighting**, **views of the natural world** and **physical space** to self-regulate support healthy youth development.



Photo of Boulder Unit (MYCF)



Photo of Noble Unit (MYCF)

Positive Human Development

Parole & Probation



Developmental Approach to Parole and Probation

- Approaches that **balance accountability and support** have **better outcomes**.
- **Collaborating** with youth, their family, and their **community creates better results** than just focusing on youth
- **Interventions are most effective** when youth have **opportunities to safely learn and practice** new skills.

Developmental Approach in Parole and Probation

What does it look like?



Just and Equitable Services

- **Advocating for equitable practices** for youth in the justice system, and actively addressing practices and responses that contribute to inequities.
- **Having open conversations** about how impacts of racial, cultural, or gender inequities and disparities have impacted youth. Providing youth and their caregivers opportunities to discuss these issues.



Positive Relationships

- **Developing a strong working alliance** between staff and youth that is based in trust and respect.
- **Creating a supportive meeting structure** by asking youth about their interests, strengths, and progress toward goals.
- **Making efforts to learn about the youth's experiences, background, and culture** to help build

Positive Human Development

Outcomes



2024 Educational and Vocational Outcomes

84 High School Diplomas

24 GEDs

343 Licences or Certificates

3 College Degrees

Recidivism

OYA Probation
22%

OYA Parole
20%

Diversity Equity & Inclusion



Diversity, Equity, and Inclusion



“The youth authority shall...

...analyze the disparities in outcomes based on the demographics of the persons in the youth authority’s custody”
ORS § 420A.012

*...endeavor to **develop and operate...culturally appropriate programs** for adjudicated youths”*
ORS § 420A.010

*...take into consideration the **demographic disparities** among adjudicated youths and between adjudicated youths and youth authority employees and **how those disparities may affect the cultural appropriateness of the programs”***

ORS § 420A.010

Diversity, Equity, and Inclusion



DEI Plan Goals

Equitable youth programs
and services

Diversify workforce
through equitable hiring practices

Infuse equity and inclusion
into all business operations

Volunteer running artistic expression group

Diversity, Equity, and Inclusion Outcomes



Hiring

- Expanded recruiting standards to develop a workforce that mirrors OYA's population
 - **47% of applicants** were people of color in 2024
 - **30% increase** in employees of color since 2020
- Established DEI Equity Lens expectations and added to **100% of position descriptions**
- DEI foundational training completed by **301** new staff since 2023

Business Practices

- Developed **business implementation tracker** for department DEI efforts and ideas
- Implemented equity-driven procurement strategies **focused on engaging diverse contractor pool** and increasing accessibility
- Executed **new contracts** with **five culturally responsive** providers for community placements

Data-Informed Decision Making



Data-Informed Decision Making JJIS



The screenshot displays the JJIS software interface. The main window is titled "Youth: Plans" and shows a "Youth Plan" for "Demonstrate Effective Psychosocial Skill Development". The plan is currently "In Progress" and started on "08/28/2020". The plan includes a "Long Term Goal: Demonstrate" and a "Short Term Goal: Develop a S...". The plan is organized into folders such as "Accountability", "Assessment Folder", "Healthy Youth Development", "Transition Placement: Home", "Substance Use", "Life/Social Skills", "Community Protection", "Education", "Offense Specific", "Transition", "Vocation", and "Revocation". The "Competencies" section is expanded, showing a table of competencies with their current ratings and target ratings.

Description	Rating	Target	Status
Accepts the importance of others' needs and fe	2	5	In Progress
Accurately assesses the feelings of others and	3	5	In Progress
Avoids offending others and sincerely apologiz	2	5	In Progress
Avoids rule violations most of the time and corr	2	2	In Progress
Can describe how personal behavior has cons	2	5	In Progress

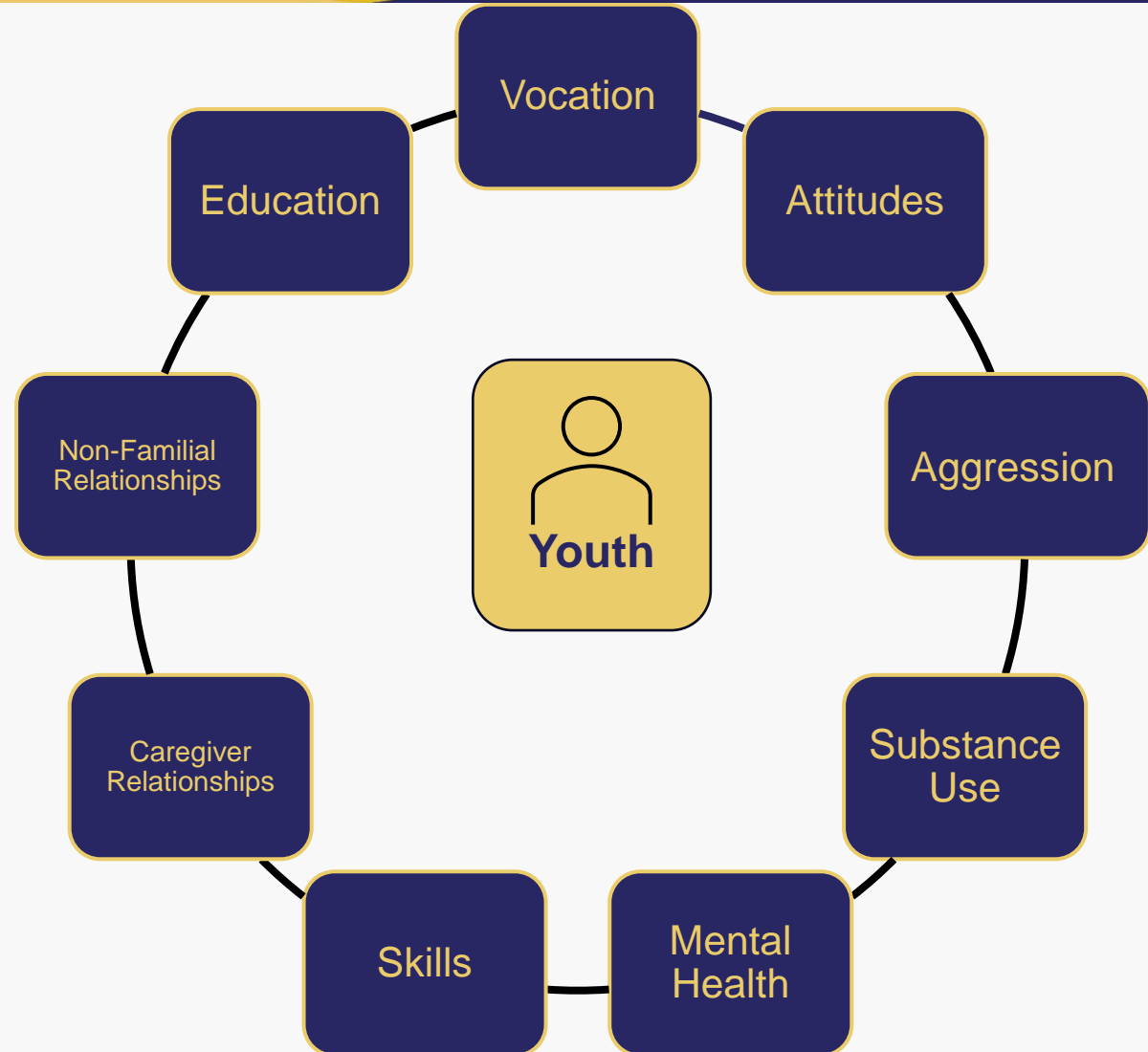
- **Comprehensive data** on juvenile justice, **both county and OYA** operations
- **Supports a variety of research** to inform decision-making
- **Annual reports** on entire Juvenile Justice system
- Provides youth and system **outcomes**

Data-Informed Decision Making Risk Needs Assessment



Categories

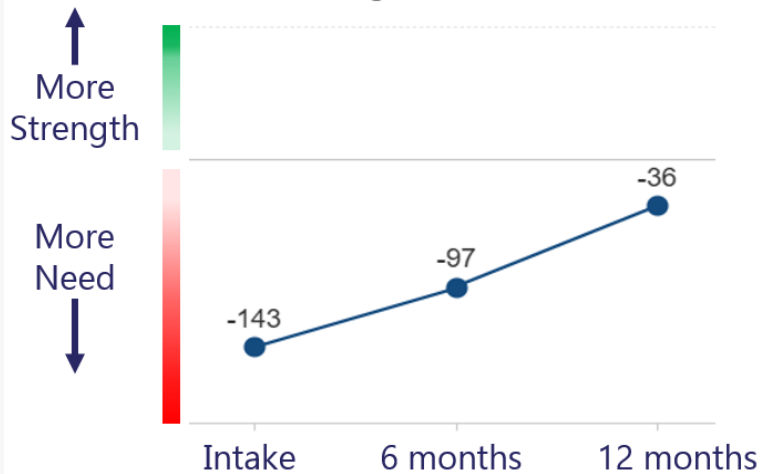
Data is **collected** and **tracked** for each youth in the following areas:



Data-Informed Decision Making Risk Needs Assessment



RNA Progress: First Year



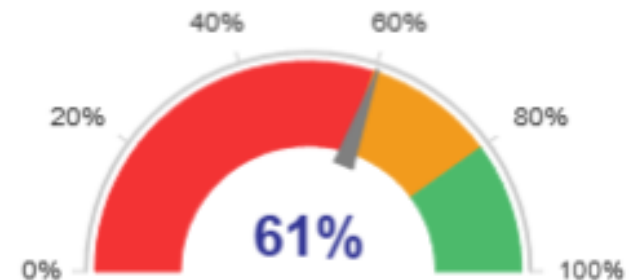
Youth progress is measurable

- Higher scores mean
 - fewer needs
 - more strengths
- Progress can also be viewed within each need areas:
 - Helps OYA zero in on how to **better support an individual youth.**

Aggregated data provides:

- system-wide insights
- population-level needs and progress

**% of Youth
Showing
Progress on Most
Recent
Reassessment**



Note: Examples – not real data

Data-Informed Decision Making Unit Cards



Units can quickly recognize:

- positive trends *and* problem areas
- make data-driven decisions
- adjust strategies in real-time

Weekly Snapshot: 03/11/2024 - 03/17/2024

Boulder Demographics

Average Daily Population on Unit		Total Unique Youth on Unit		Total Youth Assigned to Unit	
17		17		17	

Youth Length of Stay on Unit	OYA Status	Current Age	Race/Ethnicity	PSR Flag	School Attnd Flag	Suicide Risk Levels
1 to 3 Months	OYA Commit	15 to 17	African American	N	Y	Risk Level 4
3 to 12 Months	DOC	18 and older	Hispanic	Y		Risk Level 5
1 Year or More	OYA Revoked		Other/Unknown			Unknown
			White			

Incidents on Boulder

Total Problem Incidents	Total Youth Involved	Isolation Placements	Contraband Incidents	Incidents with Youth Injury	Incidents with Staff Injury
0	0	0	0	0	0

Incident Time	Problem Type	Isolation Details			Other Confinement			
0	0	JJIS Num	Incident Date	Isolation Hours	Type	JJIS Num	Incident Date	Hours
		Average Stay: 0 Hours						
		Longest Stay: 0 Hours						

Youth History

	Youth Count (Yes)	% of Assessed Youth
Known trauma history	16	94%
Substance use history (past or present)	15	88%
History of runaways while on supervision	11	65%
Special Education history	10	59%
Youth reports current or former gang involvement	9	53%
Mental health diagnoses (past or present)	8	47%

This in turn:

- Improves staff efficiency
- Enhances youth outcomes
- Evaluate and Respond to Safety

Data-Informed Decision Making Provider Reports



Reports

- Implemented in 2024
- **Gathers data** from all contracted residential providers
- Provider shares information **in over 10 areas**, such as workforce salary, racial identity of staff, barriers or supports needed from OYA, and staff vacancies

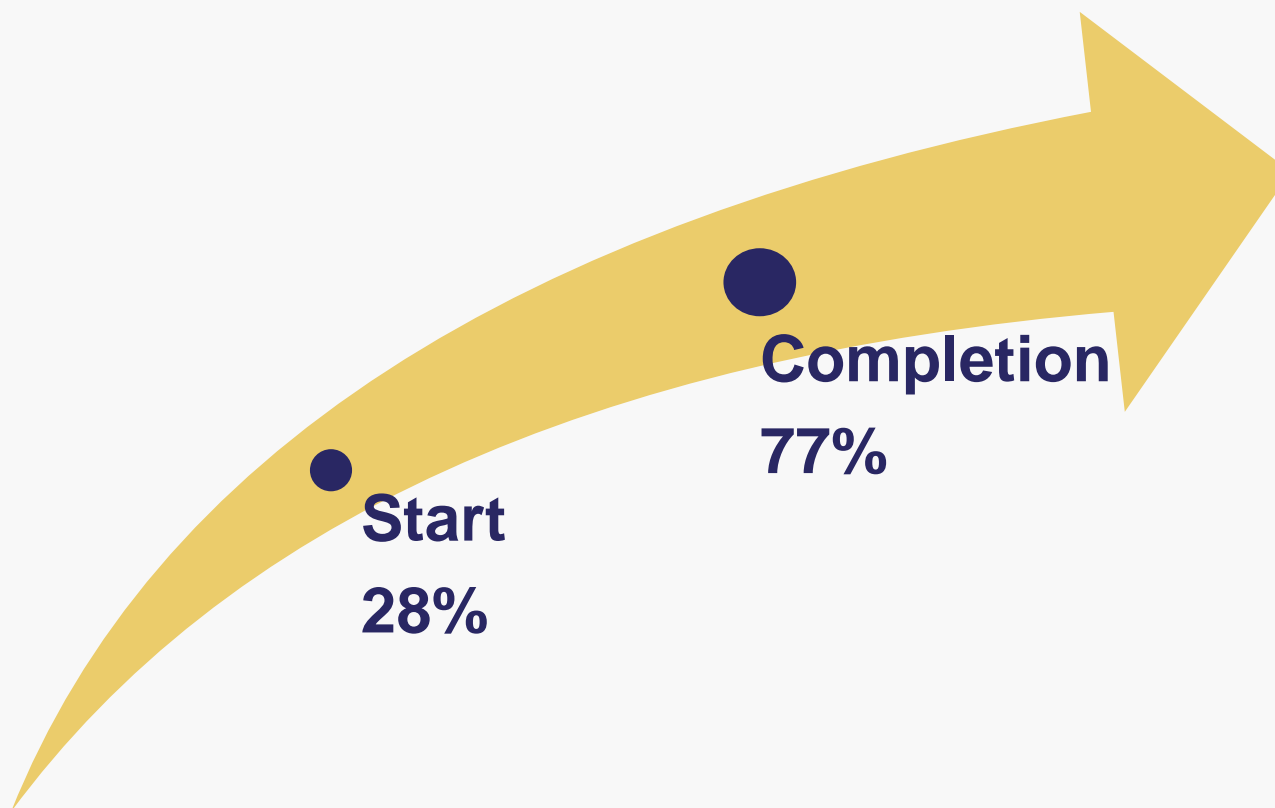
Purpose

- Identify and address **gaps and barriers** to better serve youth
- **Inform leadership** in conversation with providers regarding services to youth
- Example: Reworked a position that is dedicated to support programs to **enhance services** for all youth

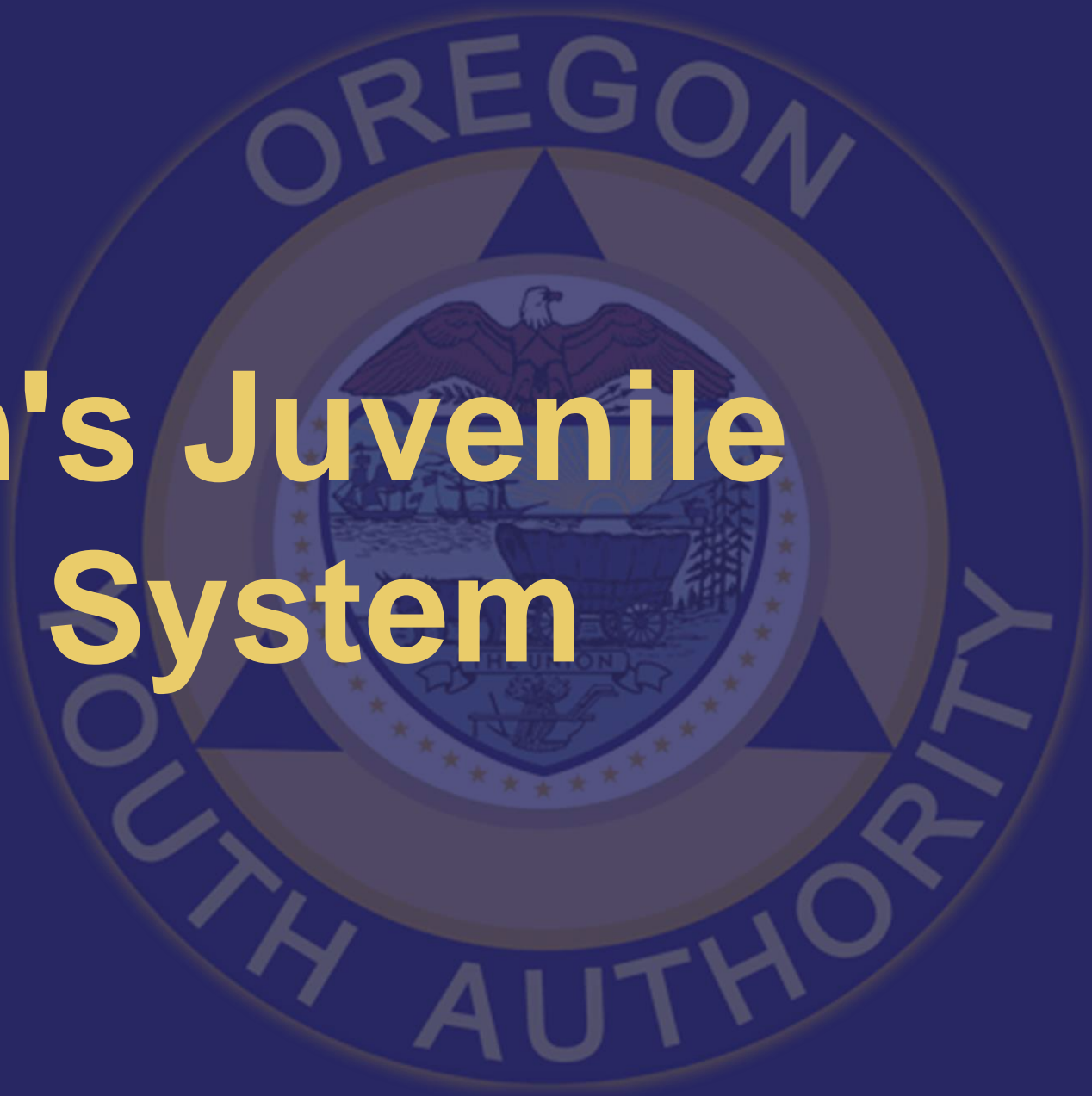
Data-Informed Youth Outcomes



Percentage of Youth with More Strength Than Needs



Oregon's Juvenile Justice System



Oregon's Juvenile Justice History



Major Events

1907

First Juvenile Court Created

Ballot Measure 11 Passed

1994

1995

Oregon Youth Authority Established

Closed Two Correctional Facilities, Opened Jackie Winters Transition Program

2017

2019

Senate Bill 1008 Passed



MacLaren Auto shop Photo circa 1960



MacLaren Basketball Team circa 1970

Oregon's Juvenile Justice Partners



Legal

County Juvenile Depts
Oregon Youth Authority
Law Enforcement
Courts
Public Defenders and
Law Clinics
District Attorneys Offices

Community

Families
Victims/Survivors
Social Services
Community-Based
Organizations
Residential Programs
School Districts
Mentors and Volunteers
Other State Agencies

Advocacy

Oregon Tribal
Governments
Advocacy Groups
Advisory Committees
Partnership Committee
Local Elected Officials
Governor
Legislature

State and County Partnership



Highlight

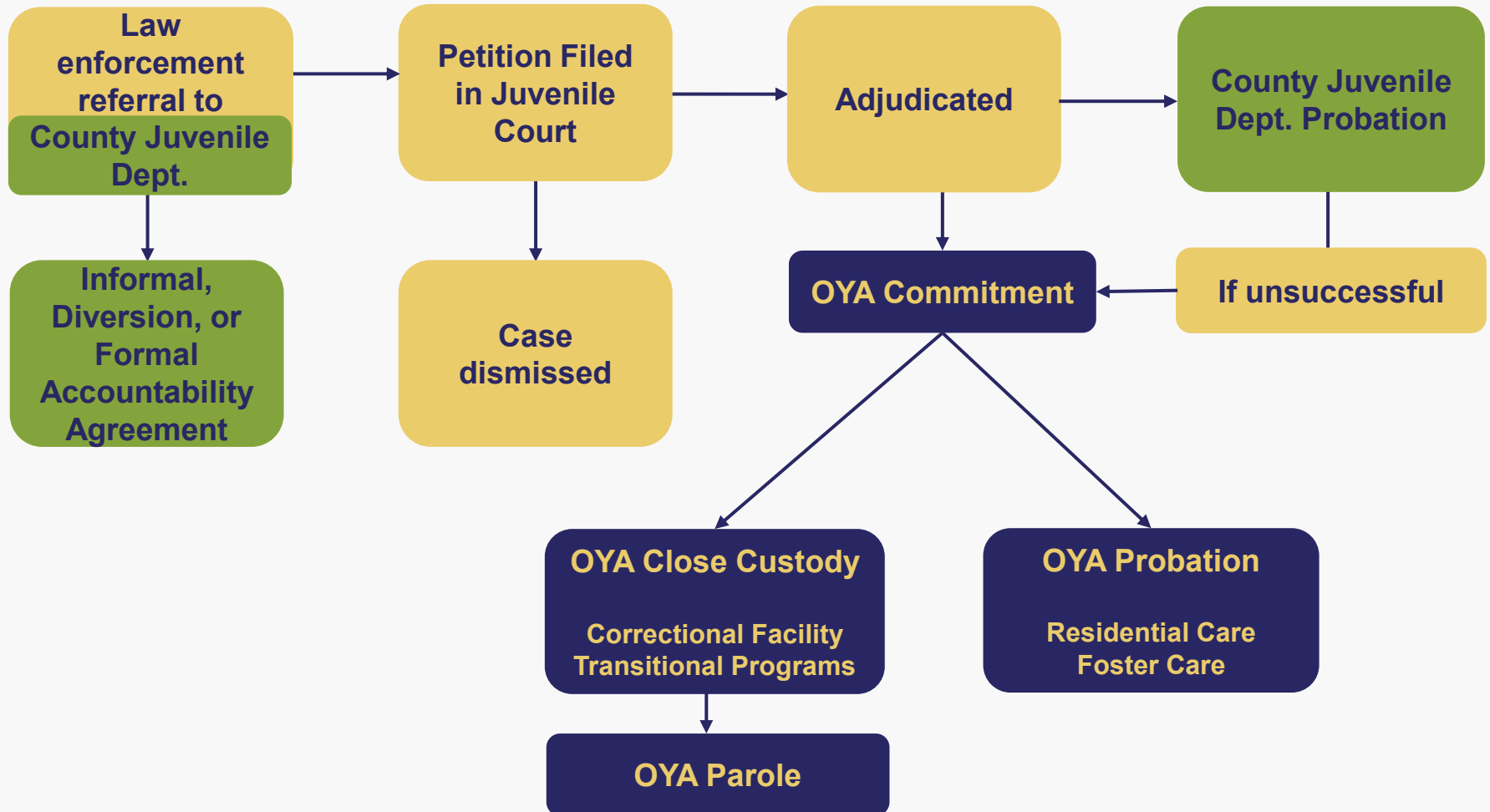
Key Partners

- Each county in Oregon operates a juvenile department that provides services and supports for youth on probation
 - Majority of youth are served at the county level
 - 11 County juvenile departments operate detention facilities
- \$19.9 million in Juvenile Crime Prevention funding is passed through OYA to counties
 - Funds basic services that lower recidivism and increase diversion
 - Reduces youth's escalation into the OYA system
- Joint Governance of the Juvenile Justice Information System

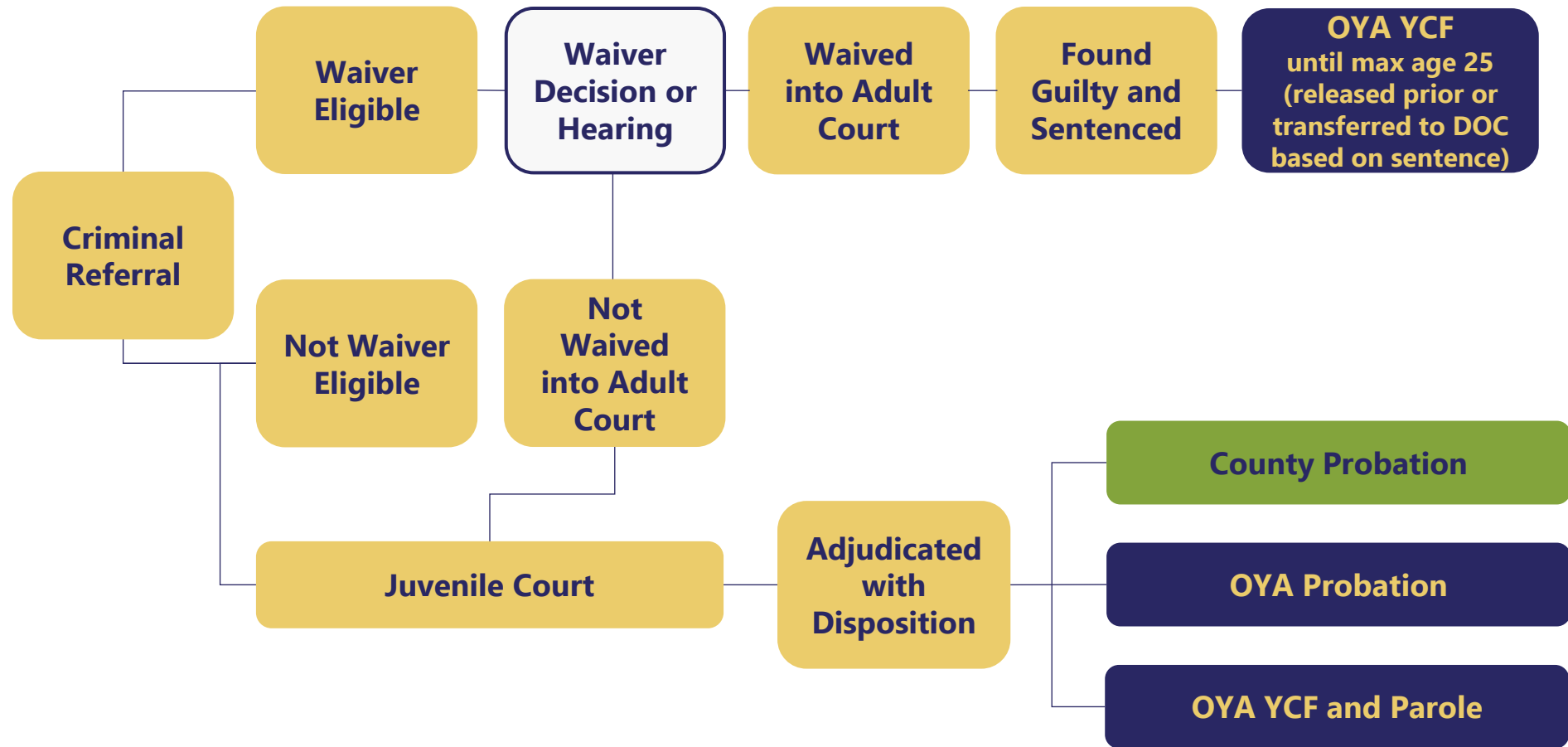


OREGON JUVENILE DEPARTMENT
DIRECTORS ASSOCIATION

Oregon's Juvenile Justice System



Oregon's Juvenile Waiver Process



Oregon's Juvenile System Population



Oregon Youth
Age 12-17
303,673

Juvenile Justice
Involved
3,446
(1.1%)

County Probation
2,258 (0.8%)

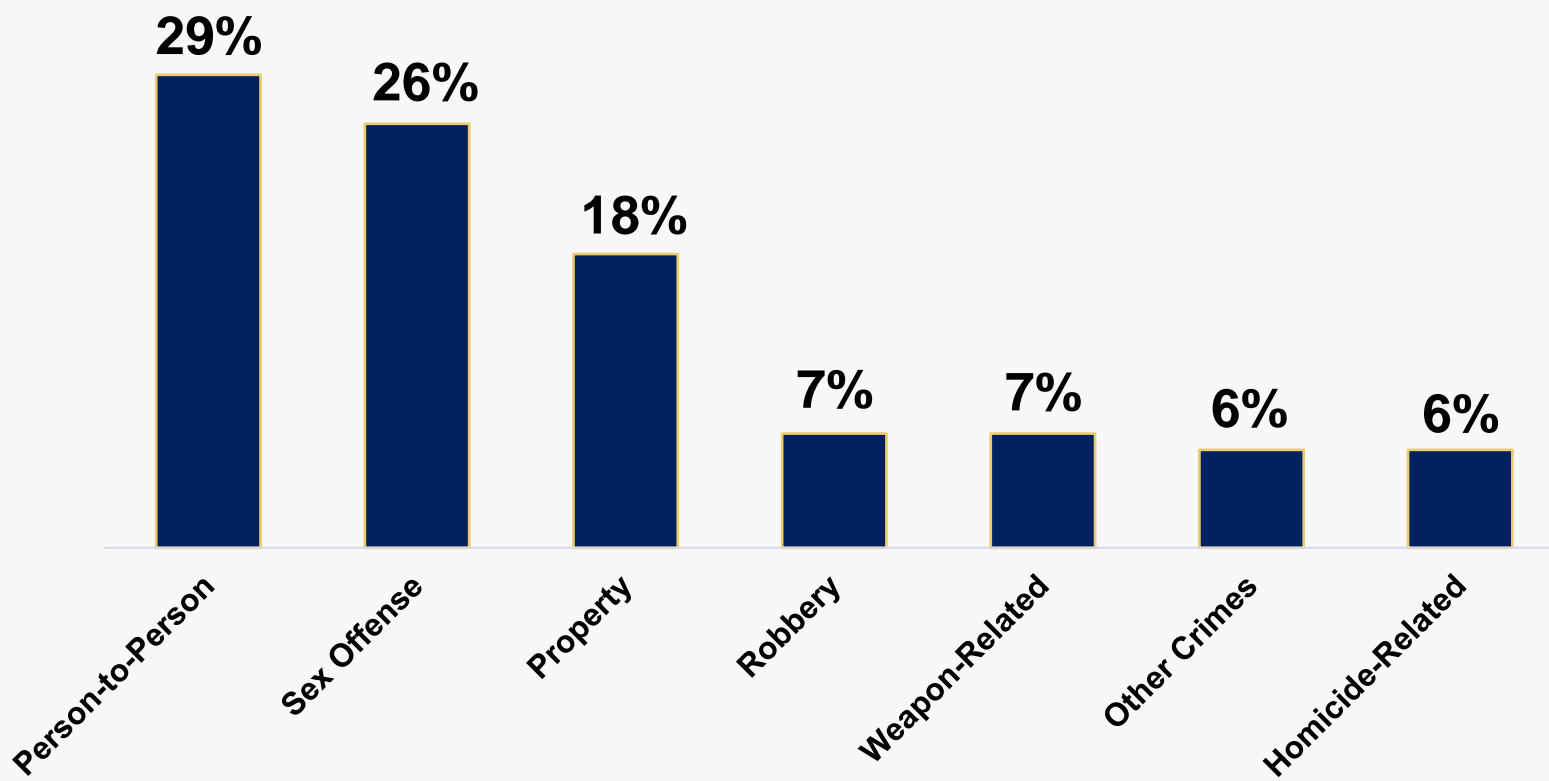
OYA Parole/Probation
513 (.2%)

OYA Close Custody 375
(.1%)

Commitment Offenses

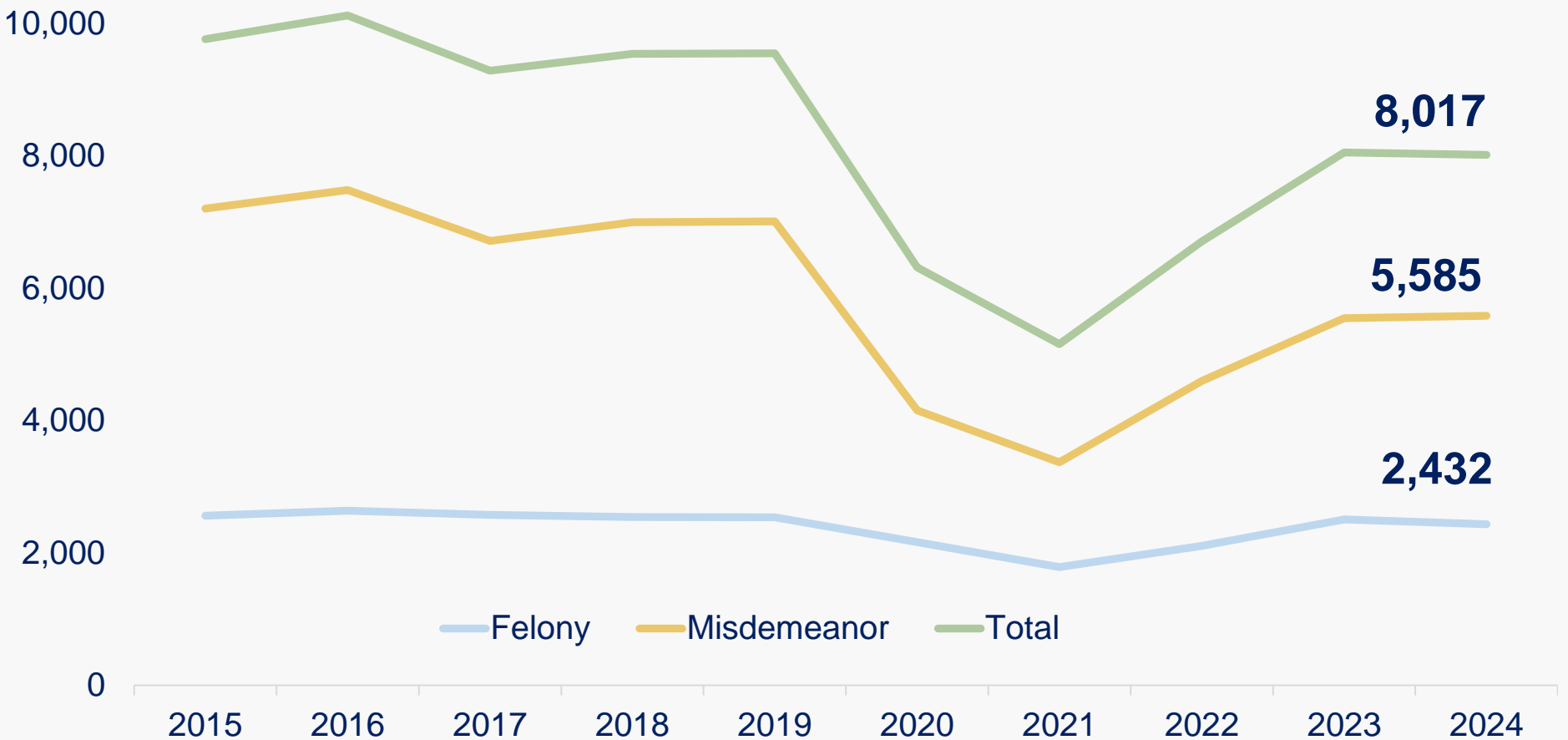


Percent of youth committed to OYA by crime type



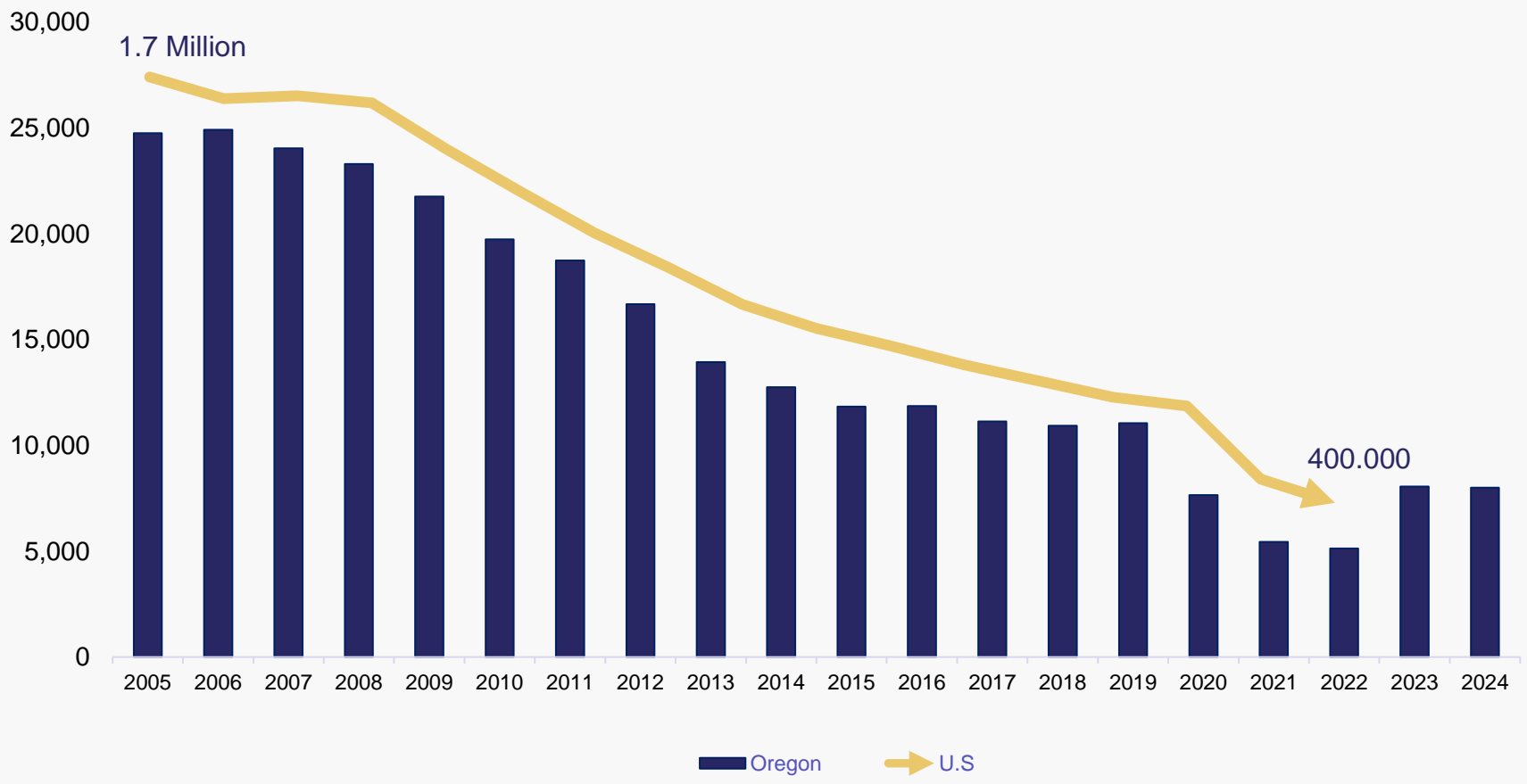
Source: Juvenile Justice Information System (JJIS) Dispositions Universe. 1/1/25, Adapted by OYA Research & Evaluation Team

Juvenile Referral Trends



Source: Juvenile Justice Information System (JJIS) Allegation and Population Universe. Adapted by OYA Research & Evaluation Team.

Juvenile Referrals Oregon and National

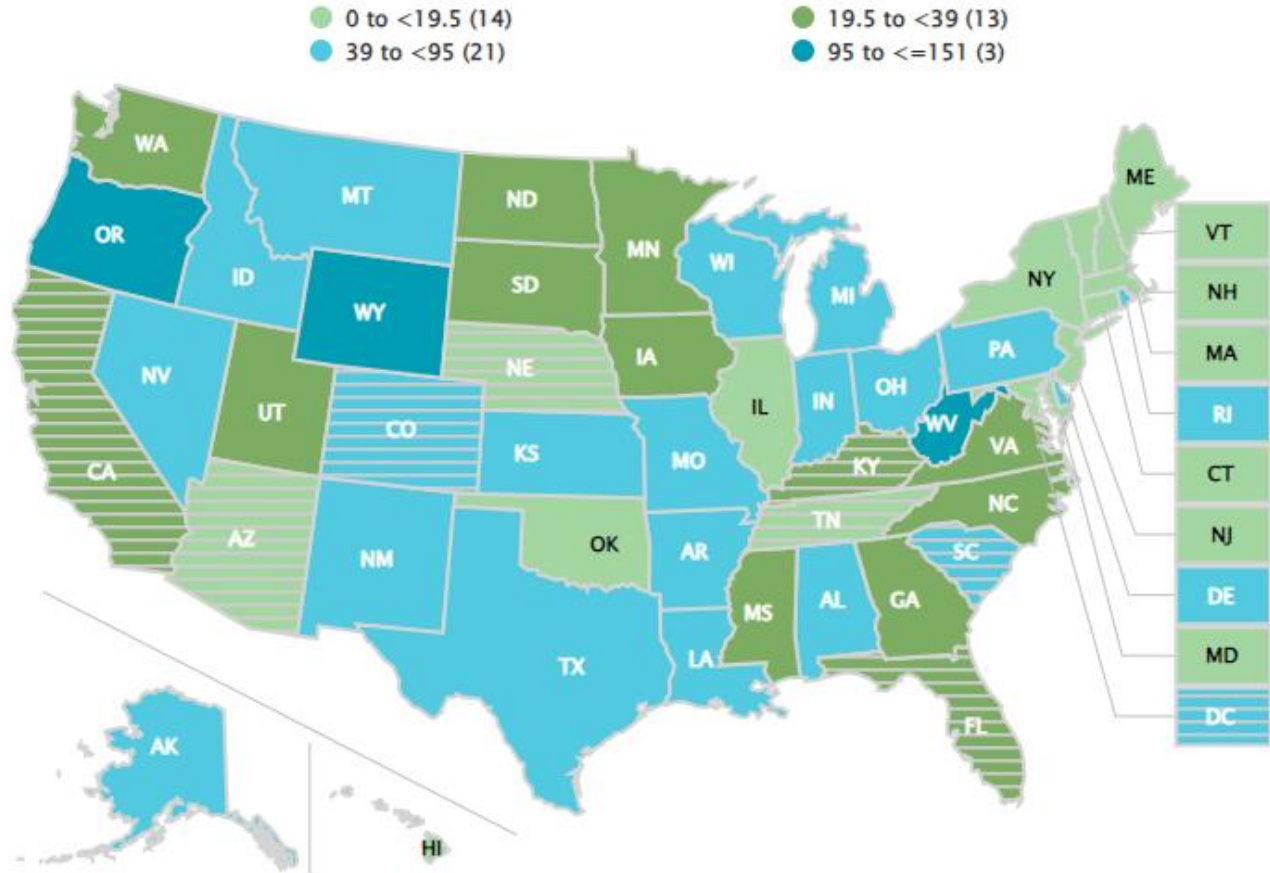


Source: Juvenile Justice Information System (JJIS) Figures available through 2024. Adapted by OYA Research and Evaluation Team. U.S. Figures available through 2021; Puzzanhera, C., Sladky, A., and Kang, W. (2023). "Easy Access to Juvenile Court Statistics: 1985-2021."

Oregon's Commitment Rate



Number of youth committed to out of home placement, per 100,000 (2021)

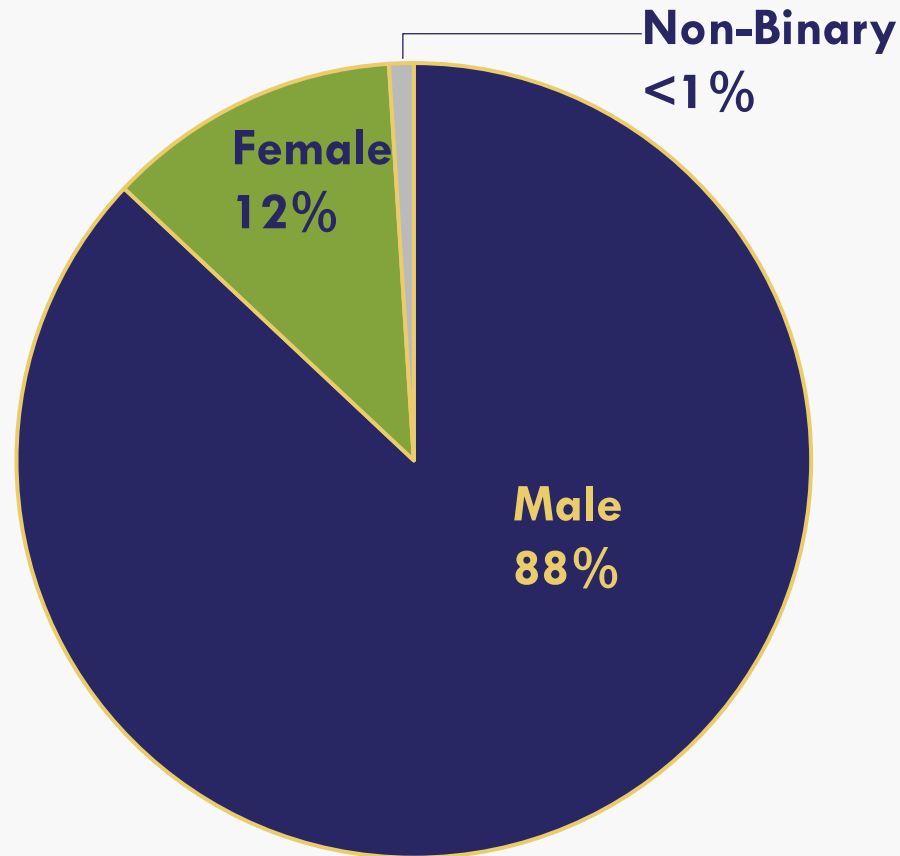


Source: Puzzanchera, C., Sladky, T.J., and Kang, W. (2023) "Easy Access to the Census of Juveniles in Residential Placement." Online. Available: <https://www.ojjdp.gov/ojstatbb/ezacjrp/>

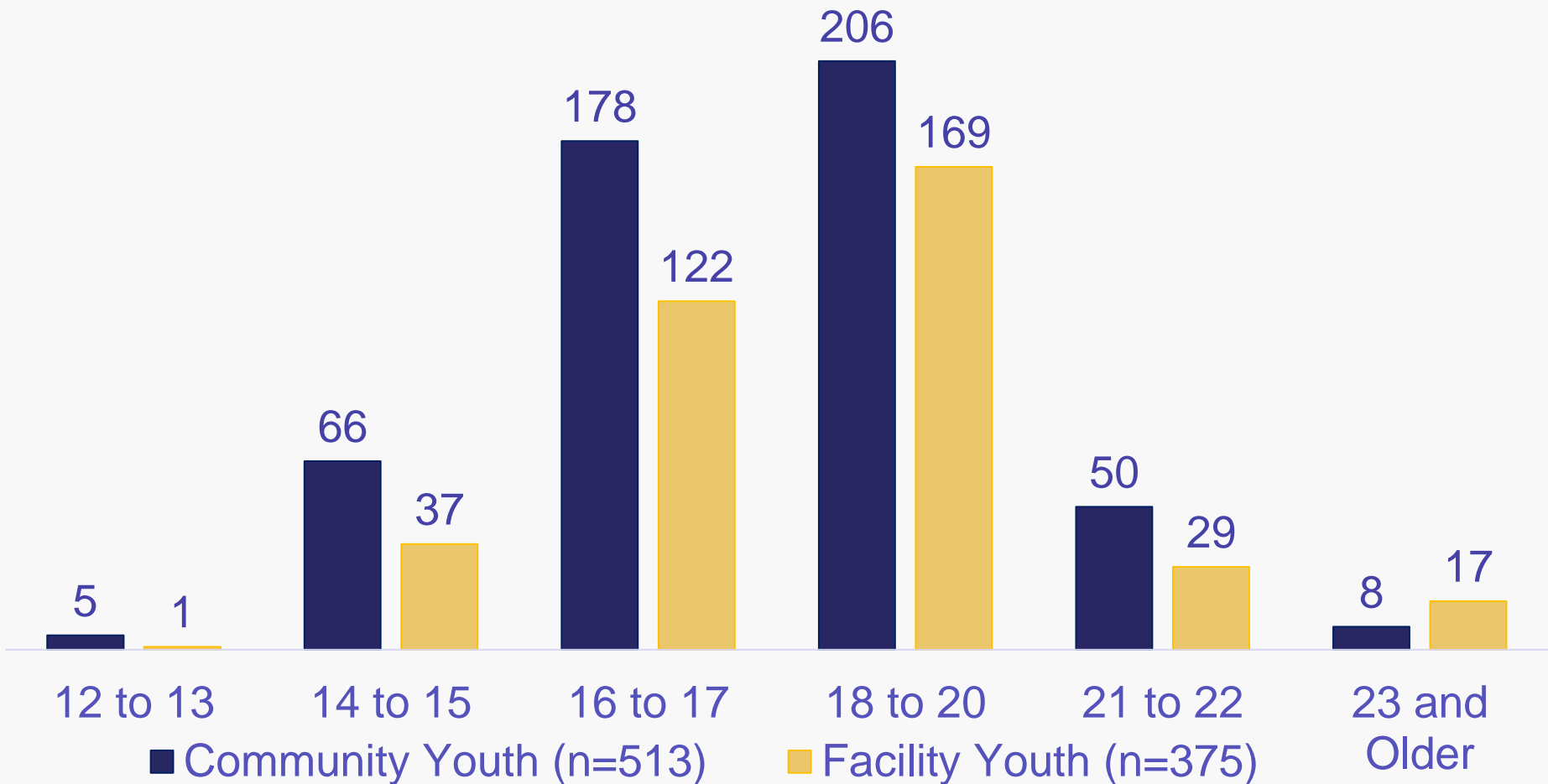
Youth Served by OYA



Youth Served by OYA: Gender



Youth Served by OYA: Age



Sources: OYA Quick Facts (Jan. 2025) Juvenile Justice Information System (JJIS) OYA Daily Population Universe. Adapted by OYA Research and Evaluation Team.

Youth Served by OYA: Race



Race/Ethnicity	All Oregon Youth	OYA Youth	
		Community Supervision	Close Custody Facilities
Black and African American	4%	12%	11%
Asian, Native Hawaiian, and Pacific Islander	6%	2%	2%
Hispanic and Latino	23%	23%	27%
White	66%	56%	49%
American Indian/Alaska Native	1%	3%	7%
Other/Unreported	--	4 %	5 %

Source: OYA Quick Facts (Jan. 2025) Juvenile Justice Information System (JJIS) OYA Daily Population Universe. Adapted by OYA Research and Evaluation Team.

Youth Acuity

OYA Compared to Oregon



OYA

71% of OYA youth have a history of drug and alcohol use¹

62% of all OYA youth have a mental health diagnosis, excluding conduct disorder¹

Oregon

13% of Oregon youth had a substance abuse disorder in the last year²

25% of Oregon youth had a major depressive episode in the last year²

Youth Served by OYA: Acuity of Needs



Youth with a Mental Health Diagnosis*



Youth with Substance Use or Dependence**



*Source: Adapted from OYA Medical Records System, YCF youth only, 1/1/25

**Source: Most Recent RNA 2.0 for OYA youth, 1/1/25, Adapted by OYA Research

Youth Served by OYA: Acuity of Needs



History of Physical Abuse

Males



Females



History of Suicide Attempts

Males



Females



Youth Served by OYA: Adverse Childhood Experiences (ACEs)



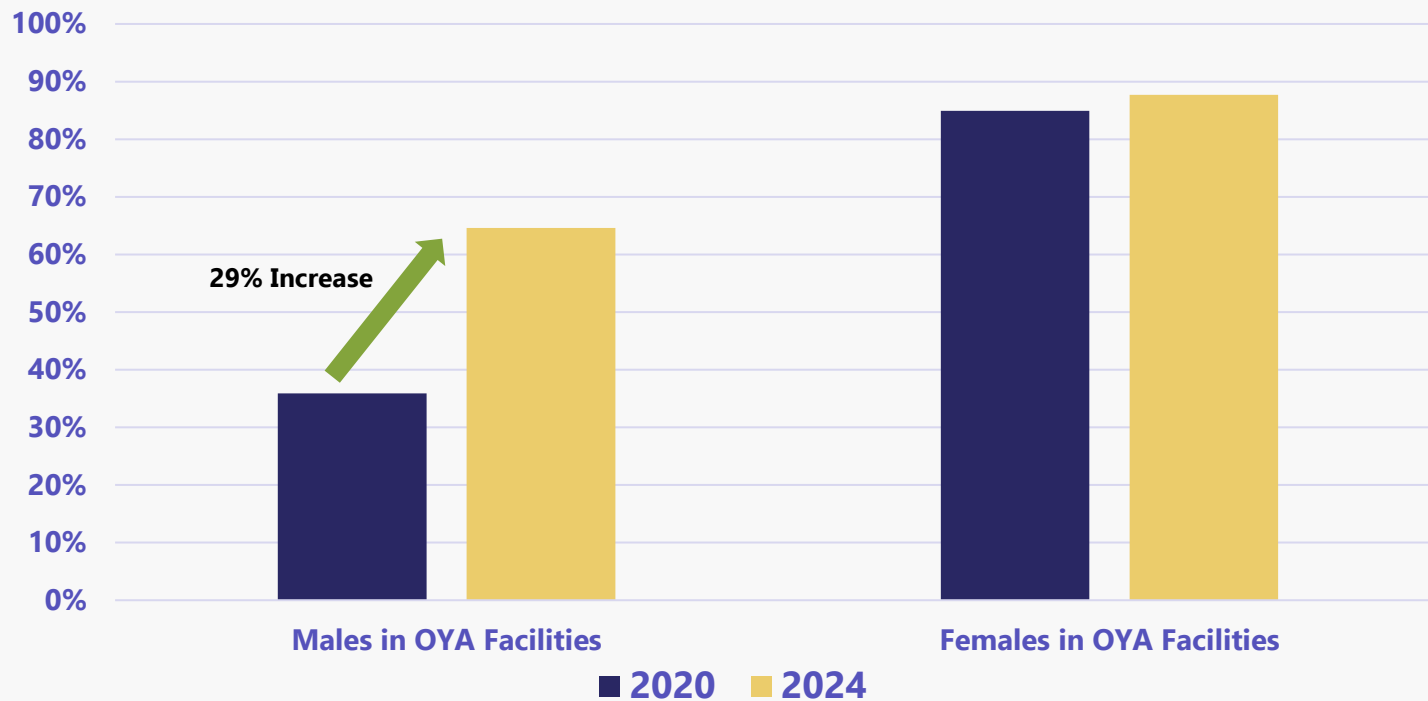
- A recent multi-state study of high school students looked at 8 Adverse Childhood Experiences (ACEs)
- We compared the same 8 ACEs using OYA RNA data

	National	OYA
4 or more ACEs	22.4%	59%
At least 1 ACE	80.5%	93%

Youth Served by OYA: Rising Acuity



Trauma-Related Diagnosis of OYA Youth 2020 compared to 2024



Change is shown in percentage points (PPT). Calculation: Percent at 1/1/2025-Percent at 6/1/2020.

Challenges and Opportunities



Challenges



One current OYA youth on fire crew in California

Opportunities



Youth finishers of first marathon within the perimeter of a YCF

Strategic & Budget Priorities



Youth and Staff Safety

- Commitment to youth and staff safety

Youth Acuity

- Rising acuity and needs of youth

Back to Basics

- Alignment with Operating Principles

2025 Policy and Budget Priorities



OYA Financial Proposals



Resilient and Responsive

Maintain Current Service Level (CSL)

Adopt the Governor's Recommended Budget for OYA

Youth and Safety

- **POP 304: MacLaren Infirmary & Pharmacy Renovations/Expansion**
- POP 550: Medicaid Waiver Support
- POP 110: Convert VESOY S&S to Youth Support FTE

Youth Acuity

- **POP 106: Facilities 10-Year Plan**
- POP 303: Deferred Maintenance & Capital Improvement
- POP 551: Housing and Reentry Coordinator

Back to Basics

- **POP 301: JJIS Modernization**
- POP 302: CCTV & Access Control
- POP 103: Interpreter /Translation Services



OYA Agency Bills

Resilient and
Responsive

Youth and Staff Safety

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Youth Acuity

- **SB 814:** Makes OYA youth eligible for long-term rental assistance
- **SB 816:** Makes technical correction to ensure that Juvenile Crime Prevention dollars can be spent on youth pre-adjudication
- **SB 818:** Allows OYA to contract with and grant to community providers using more than a fee-for-service model

Back to Basics

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Conclusion





**Partnerships
at Tillamook**

Jim Sapper
Camp Director, Camp Tillamook



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Current Challenges & Opportunities

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Performance Measures

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Work of Each Division

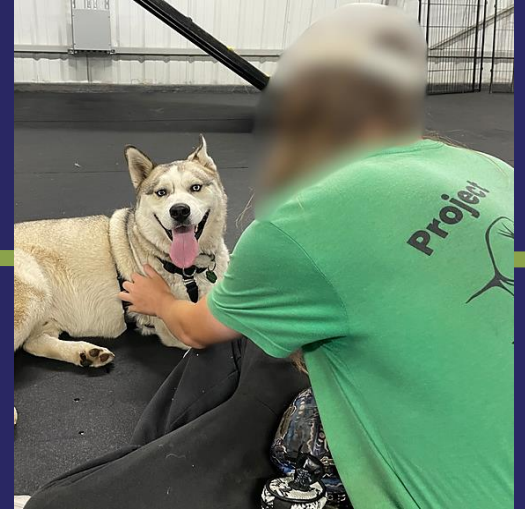
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Camp Riverbend Wildland Firefighting Crew

Operating Principles



Agency Structure and Core Processes



OYA Program Structure



\$418.8 million General Fund budget **\$500.7 million** Total Funds budget

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31 POS, 31.00 FTE

Development Services
42 POS, 42 FTE

Health Services
44 POS, 40.00 FTE

Business Services
109 POS, 104.38 FTE

Facility Services
627 POS, 603.64 FTE

Community Services
138 POS, 135.51 FTE



2024-2026 Agency Strategic Plan



Agency Strategic Objectives



- Advance Positive Outcomes for Youth
- Promote Safe, Healthy, and Engaged Environments
- Directly Address Racial Disparities
- Stabilize the Workforce
- Improve Organizational Efficacy and Efficiency
- Use Value- and Data-Driven Decision-Making

2024-2026 Agency Strategic Plan



Top 12 Action Steps

- 1 Implement agency-wide status checks on Fundamental Practices 1-5 and on corresponding action plans
- 2 Build DB competency at all levels of agency leadership (i.e., Executive Team, Leadership Team, Joint Management Team)
- 3 Close and reassign current Isolation Unit as well as develop an alternative to current Isolation Unit
- 4 Make progress on modernizing Juvenile Justice Information System
- 5 Develop and launch a statewide strategy for the Victim Engagement Program
- 6 Finalize timelines and trajectories (for youth's length of stay) for Public Safety Reserve youth
- 7 For all individuals listed in the Governor's 2023 Governor's Succession Plan, prepare all necessary documents for recruitment, identify interim individuals, and begin to identify possible candidates at least 6 months in advance of retirement
- 8 Expand the MacLaren Unit Card Project across all facilities
- 9 Begin peer-learning meetings to discuss both successful hiring practices and retention practices
- 10 Develop and launch the accessible equity dashboard
- 11 Evaluate projects and services provided by the Office of Inclusion & Intercultural Relations and revise them to meet the analyses performed and high-level priorities identified
- 12 Create a taskforce and pilot program to develop a 24/7 post-COVID operation model that goes beyond the 1950s scheduling model

OYA's Performance Management System



OP 3.0 Managing youth intake and assessment

ID	Measure	Definition	Current Performance Criteria			
			Red	Yellow	Green	Better
OP 3.1a	Intake RNA completion - facility	Percent of facility youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	▲
	<i>McLellan</i>	Note:	Updated: <i>Q1 Q2 Q3 Q4</i>			Target:
OP 3.1b	Intake RNA completion - probation	Percent of probation youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	▲
	<i>Santos</i>	Note:	Updated: <i>Q1 Q2 Q3 Q4</i>			Target:

Our current OPMS Scorecard has been in place for almost 14 years.

2023-Q4	2024-Q1	2024-Q2	2024-Q3	2024-Q4
96.15	98.4	100	96	96
95 +	95 +	95 +	95 +	95 +
91.18	85	82	97	82
90 +	90	90	90 +	90

OYA's Performance Management System



OPMS Outcome Measures (18)

KPMs (14)

- Not all OYA Performance Management System (OPMS) outcome measures are Key Performance Measures (KPM)
- But all KPMs are OPMS outcome measures

OYA's Performance Management System



Agency Data Goals

- Engaged, Healthy and Productive Youth
- Engaged, Culturally Competent, and Successful Workforce
- Collaborative, Communicative, and Transparent Leadership
- Highly Effective and Efficient Organization
- Integrated Safety, Security, and Youth Reformation System

Key Performance Measures



Intake Assessments

Case Plans are up to date

Restitution Paid

Community Re-Entry Services

Suicidal Behavior

Youth-to-Youth Injuries

Staff-to-Youth Injuries

School and Work Engagement

Education Services

Youth Runaways

Youth Escapes

Customer Service

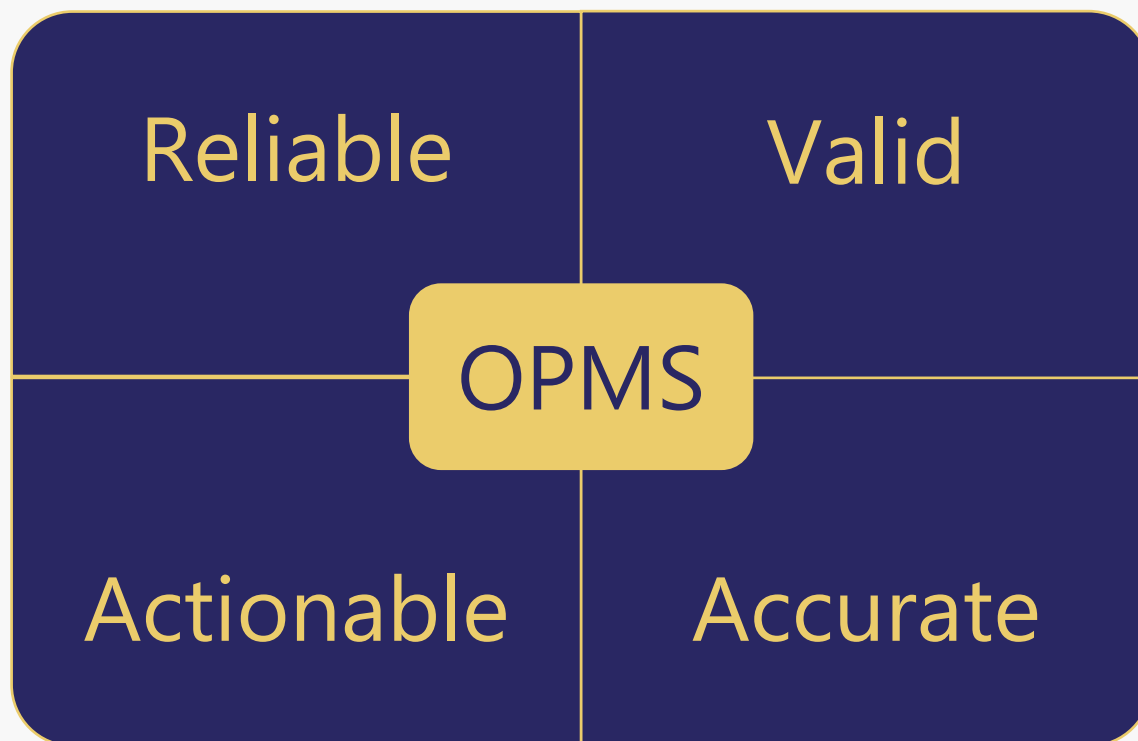
Parole Recidivism

Probation Recidivism

Performance Measure Refresh Project



We are reviewing our measures to ensure they are:



Program Areas



Director's Office





Program Area

Director's Office

DEI Office

Communications

Government Relations

Professional Standards Office/PREA

Research

Public Records, Torts, Litigation



Advancing the Agency's Mission

- Providing Mission Alignment
- Coordinating Initiatives Across the Agency
- Supporting Policy Development
- Developing Leadership
- Maintaining Partnerships
- Educating and Engaging with Policy Makers



Defining Events

- Virtual and accessible DEI training
- Communication strategy – newsletter and text alerts
- Increased litigation
- PSO overhaul
- Strategic Plan
- Partnership Committee reconfiguration
- OPMS/KPM refresh



Director's Office

Highlight

- **PREA Implementation**

- **2023:** Audits at 3 facilities, passed with corrective action completed
- **2024:** Audits at 3 facilities, all passed no corrective action
- **2025:** Pre-audit questionnaire stage, audits in June

A poster for the Oregon Youth Authority (OYA) Reporting Line. It features a collage of five diverse young people's faces. The text on the poster reads: "WE BELIEVE YOU. WE WANT TO HELP. WE'RE HERE FOR YOU." Below this, it asks, "Is someone abusing you? Is something bad happening to you? Please report it." The "OYA REPORTING LINE: 1-800-315-5440" is prominently displayed in a green box. Further down, it says "Leave a message with as much detail as possible. If you include your name, we'll return your call between 8 a.m. and 5 p.m., Monday-Friday (not including holidays). You can also make an anonymous report." At the bottom, it lists "YOU CAN ALSO REPORT ABUSE OR OTHER THINGS TO:" followed by a list of roles: Any OYA employee, Your counselor, A chaplain or religious leader, A CRM (certified recovery mentor), Your JPPQ, Governor's Constituent Services Office, A volunteer, Your parent or guardian, and Your attorney, A teacher.



OYA Newsletters



Having trouble viewing this email? [View it as a Web page.](#)

This year, OYA launched a Victim Engagement Program (VEP) to ensure victims' voices are not only heard but valued throughout the juvenile justice process. By



2x month employee email newsletter

70% open
20% click-through



Monthly partner and family email newsletter

60% open
12% click-through



Newsletter also texted

Business Services





Program Area

Business Services

Financial
Services

Information
Services

Human
Resources

Physical Plant
Operations



Advancing the Agency's Mission

- Support business operations, such as procurement and finance
- Provide human resources and hiring support
- Support agency IT needs as well as JJIS
- Monitor and address physical plant maintenance and safety



Defining Events

- Increasing staff diversity, equity, inclusion through equitable, deliberative recruitment, hiring, and retention practices
- Realigning budgets to adjust to changing youth needs, budget constraints, and policy changes
- Leading Juvenile Justice Information System (JJIS) Modernization



Ten Year Plan



Development Services





Program Area

Development Services

Education and
Vocational
Programs

Inclusion and
Intercultural
Relations

Training

Treatment
Services

Agency
Strategic
Initiatives

Family
Engagement



Advancing the Agency's Mission

- Lead initiatives to advance Positive Human Development, the developmental model and other best practices
- Coordinate education and vocation programs
- Train all OYA staff
- Provide leadership and content expertise around group treatment interventions
- Coordinate and deliver culturally responsive services



Defining Events

- Implementing Power Source curriculum
- Adapting to New Employee Training needs
- Restructuring Inclusion and Intercultural Relations Services
- Enhancing Case Management practices



Tattoo Removal Program

- Youth may have tattoos connected to trafficking or gang behavior
- Program supports youth making a fresh start and reforming
- 590 services per year in three facilities
- Volunteers: Four doctors and two nurses





Culturally Responsive Programming



Learn about
OYA's Native
American
Programming



Health Services





Program Area

Health Services

Medical and
Nursing

Dental

Psychiatry

Psychology

Preventative
Care and Health
Education

Medications and
Medical
Equipment



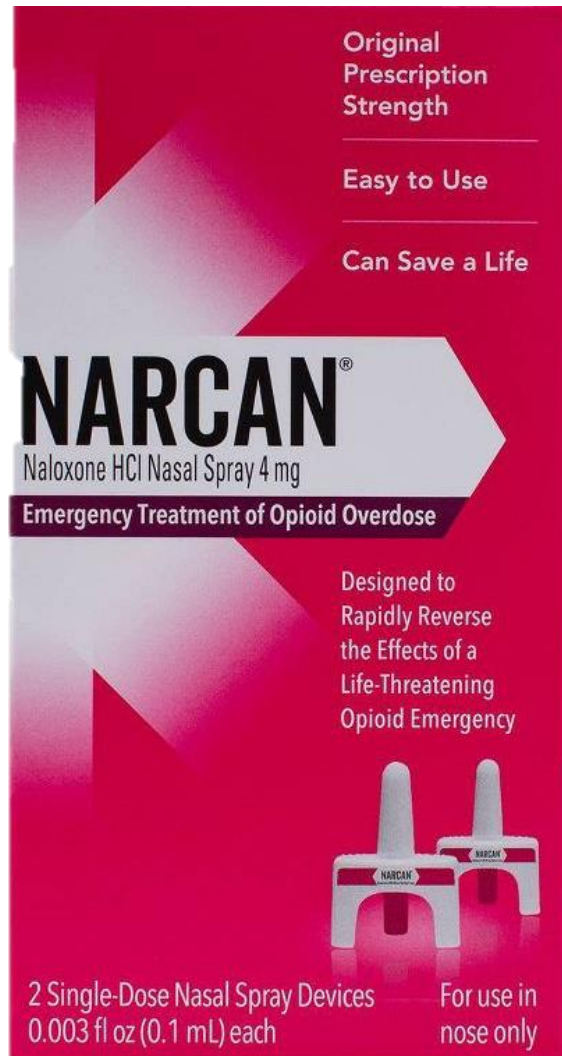
Advancing the Agency's Mission

- Takes a healthy mind and body approach- both are essential to a youth's well-being and rehabilitation; both are intertwined. Provide youth:
 - A medical and mental health screen in first hour
 - A full medical within 7 days and psychological evaluation within 30 days
 - Routine medical care
- Address youth's unmanaged health care needs
- Manage complex medical situations and interface with health care system as necessary
- Address and problem-solve limitations in accessing community resources



Defining Events

- Remodeled medical and added dental clinic at Oak Creek
- Psychology unit transitioned to web-based services
- Distribution of Narcan upon youth leaving OYA close custody
- Able to recruit psychology resident who is bilingual/bicultural to meet needs of Spanish speaking youth
- Deferred the remodel of the observation room and pharmacy at MacLaren



- Justice-involved youth at higher risk of overdose when they leave close custody
- OYA youth get 2 doses of Narcan to take with them when they leave OYA facilities
- Narcan training in Workday is accessible to all



Dental Clinic at Oak Creek

- New Dental Clinic added at Oak Creek
- Developmental design to be a calming and reassuring atmosphere
- Youth at Oak Creek no longer go to MacLaren for dental care



Facility Services





Program Area

Facility Services

Facility
Operations

Nutrition
Services

Conflict
Resolution

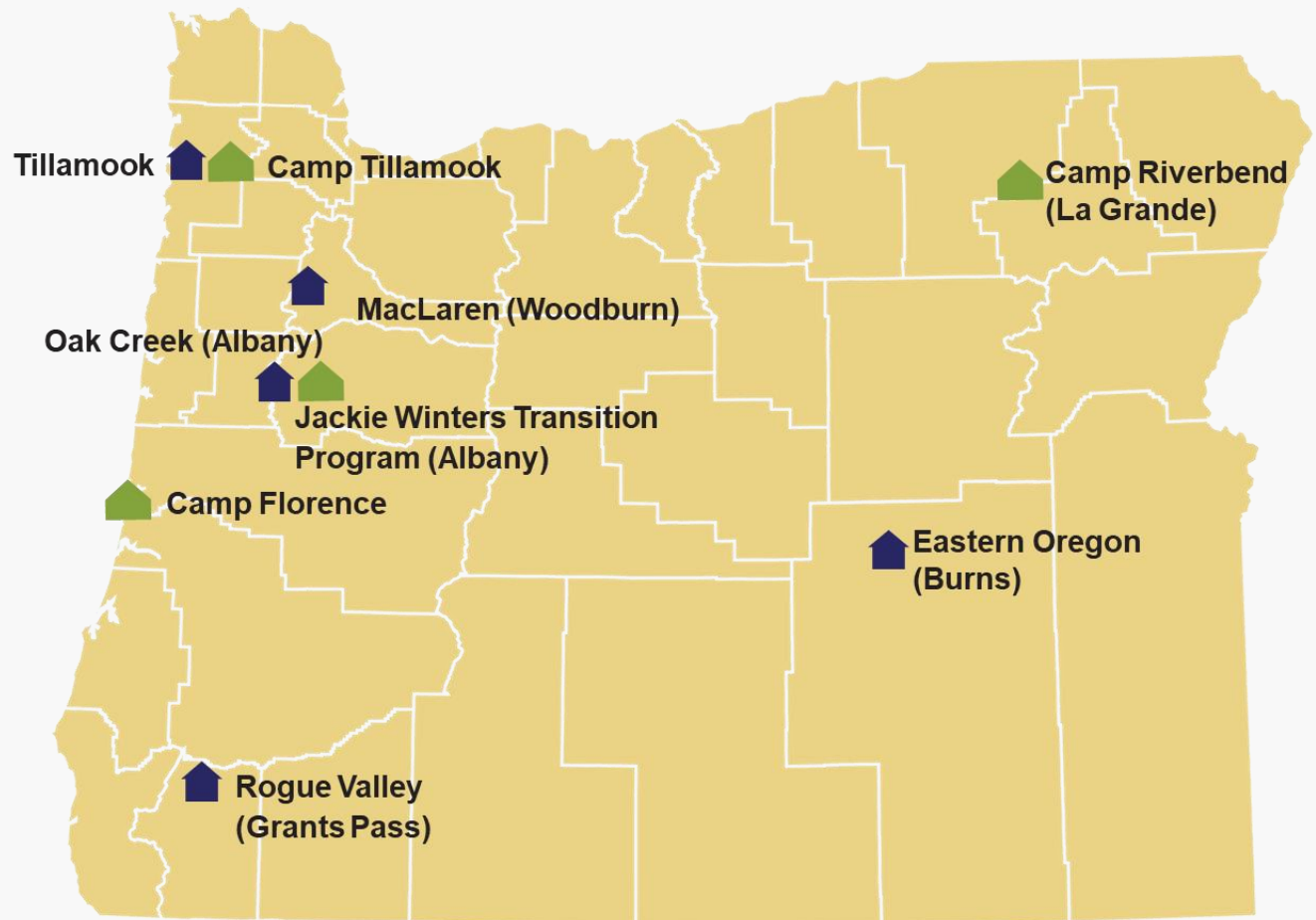
5 Youth
Correctional
Facilities

4 Youth
Transition
Programs
(Camps)

Facility Services



OYA Facility Locations



Facility Services: Resilient and Responsive



Advancing the Agency's Mission

- Focused on ensuring public, youth, and staff safety through ongoing review and enhancement of the operations of 5 YCFs and 4 Transition Programs
- Responsible for fostering developmental and culturally responsive milieus
- Provide opportunities for addressing criminogenic risk and skill development
- Meeting the education, recreation, nutrition and behavioral health needs of our youth in OYA Facilities
- Transition Readiness

Facility Services: Resilient and Responsive



Defining Events

- Implementation of Safe Community Skill Development
- Ongoing workforce stability, including retirement of long-tenured superintendents
- Opening of Safety Intervention Unit at MacLaren
- Youth escapes
- Updated practice guide and rollout of the Fundamental Practices
- Developed Statewide Conflict Resolution Strategy



Conflict Resolution Strategy

Statewide Strategic Framework



Learn about
OYA's Gang
Management
Strategy



Community Services





Program Area

Community Services

Parole and
Probation
Supervision and
Reentry

Contracted
Community
Based Services

Foster Care

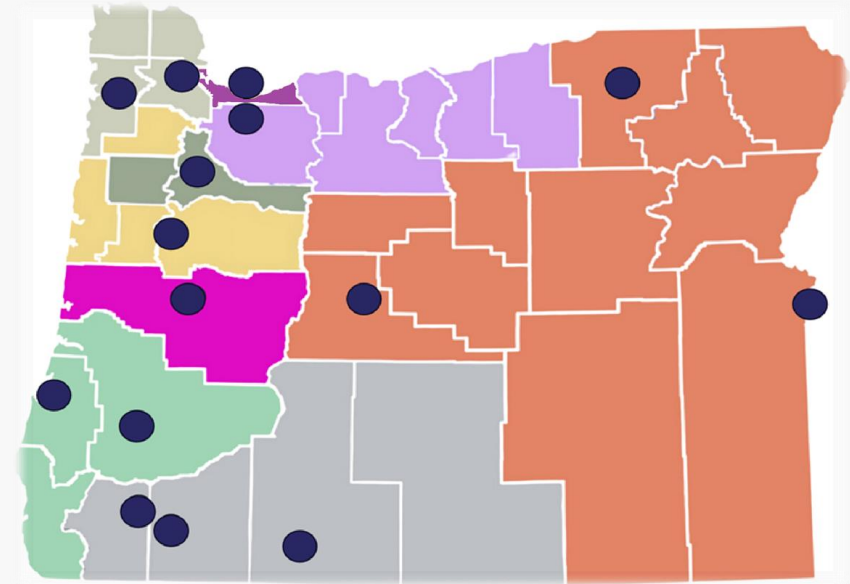
Youth Benefits

Victim
Engagement
Program

Community Services Field Offices



- 15 field office locations throughout the state
- 57 JPPO, 13 JPPA, 6 TJPPO, 14 Administrative Support

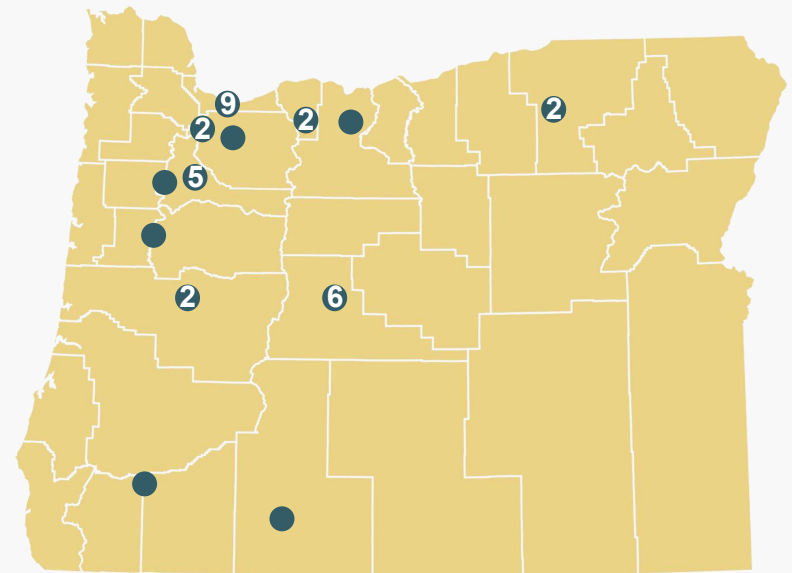


Community Services

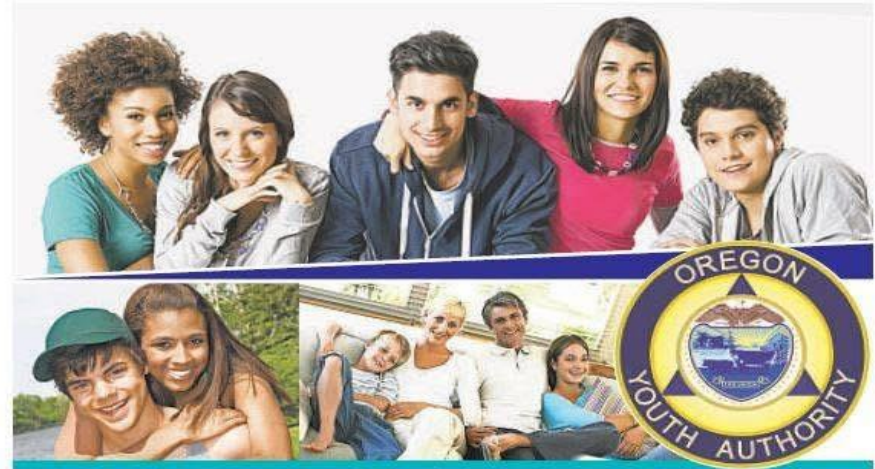
Residential & Proctor Homes



- Contract with both residential (group living) and proctor (foster) based programs
- Variety of approaches to meet needs of youth



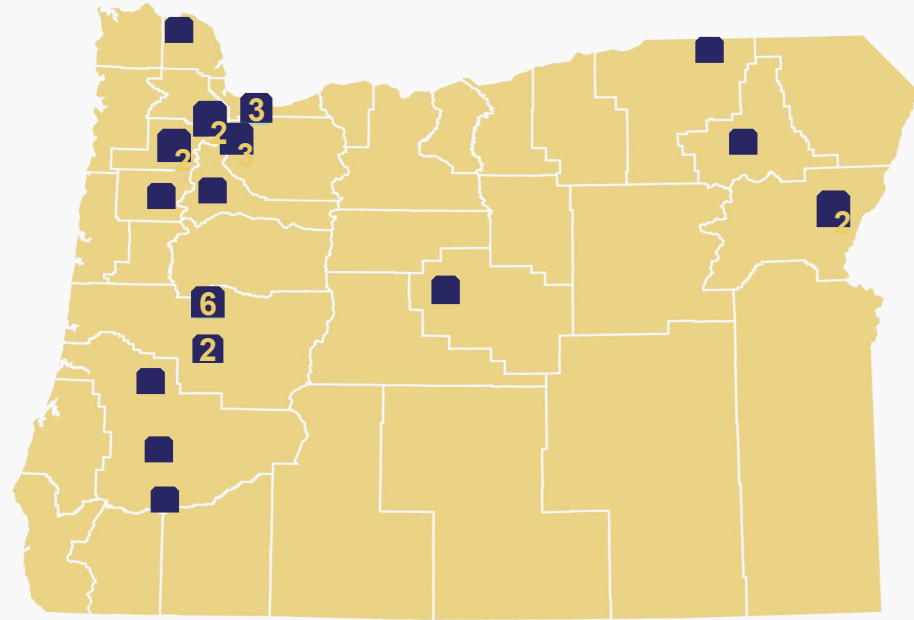
Community Services Foster Homes



BECOME AN OYA FOSTER PARENT

...And change a life! We need homes to provide stability, comfort, and compassion to at-risk teens in Oregon. OYA provides the support and financial assistance for youth care. You provide the hope. Call 503-373-7595 or email oyafostercare@oya.state.or.us to make a difference today.

C7-3723052V01





Advancing the Agency's Mission

- Case management, supervision, and accountability
- Support a connection to families
- Provide continuum of care in residential and proctor care to meet the behavioral health needs of youth
- Provide support and structure in foster care that is a home like setting
- Support the rights and needs of crime victims and survivors
- Ensure youth have benefits, such as medical, dental and Social Security



Defining Events

- Increased access to culturally specific services both residential and community based
- Addition of sub acute/ psychiatric residential program
- Transition project – developed a consistent transition process to better support youth reentry
- Grant program – helped start up programs and address significant programmatic issues with providers
- Creation of affinity group called "Mi Gente"
- Worked with county juvenile departments to analyze gaps in services from JCP plan submission
- Peer Support team has supported approximately 52 OYA staff this last year for a variety of different needs
- Youth death postvention planning



Victim Engagement Program

Honoring

Honoring victim rights by providing them timely, effective, and ongoing notifications during the time youth are in our custody

Providing

Providing post-adjudication support services and connecting them with culturally appropriate resources to aid in trauma recovery

Connecting

Connecting with victims to learn about important safety needs and input to include our case planning, and parole process

Establishing

Establishing victim-driven restorative justice programming that helps support recovery

Learn about
OYA's Victim Engagement
Program



Community Services



Highlight



**YAP[®] MAKES
CHANGE
HAPPEN**



Learn about
OYA's
Mentor Programs

Mentoring Programs

Conclusion



Dan Golden
Juvenile Department Director, Klamath County



Klamath County Crimson Rose Program



Kelley Minty Klamath County Commissioner



Operating Principles



Day 1 Agency Focus

OYA Operating Principles

Juvenile Justice System

Served by OYA

Current Challenges & Opportunities

Day 2 Agency Organization

Performance Measures

Strategic Plan

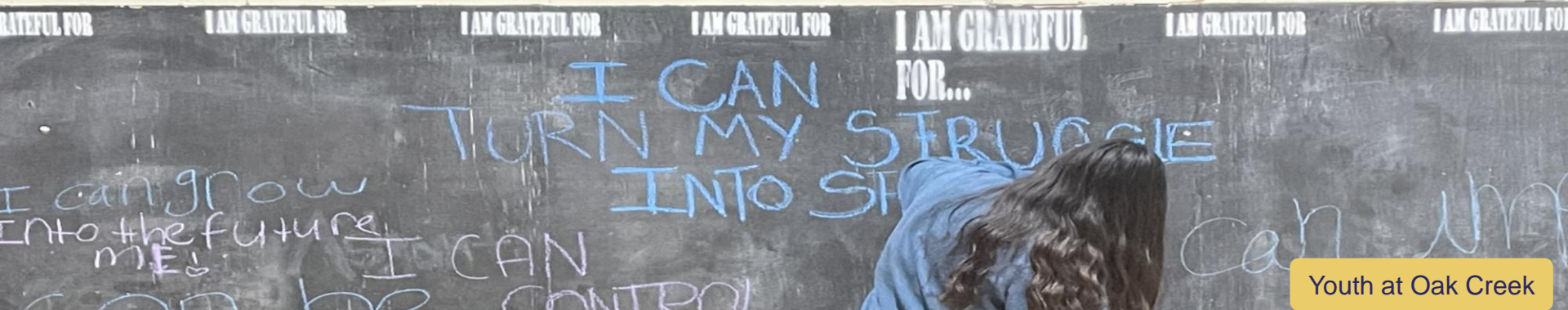
Work of Each Division

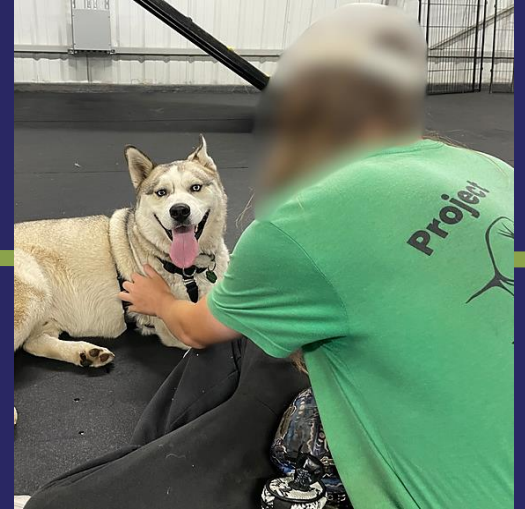
Day 3 Legislative Priorities

23-25 Budget Overview

25-27 Budget Request

25 Priority Bills





Oregon Youth Authority

Joint Committee on Ways and Means
Public Safety Subcommittee
March 2025

Day 1 Agency Focus

OYA Operating Principles

Juvenile Justice System

Served by OYA

Current Challenges & Opportunities

Day 2 Agency Organization

Performance Measures

Strategic Plan

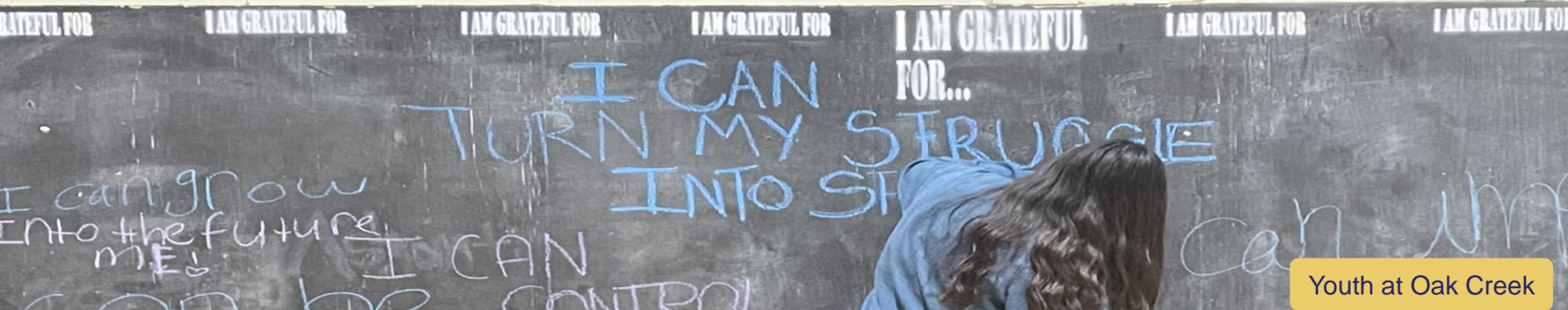
Work of Each Division

Day 3 Legislative Priorities

23-25 Budget Overview

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25 Priority Bills



Strategic & Budget Priorities



Resilient and Responsive

Youth and Staff Safety

- Commitment to youth and staff safety

Youth Acuity

- Rising acuity and needs of youth

Back to Basics

- Alignment with Operating Principles

OYA Financial Proposals



Resilient and Responsive

Maintain Current Service Level (CSL)

Adopt the Governor's Recommended Budget for OYA

Youth and Safety

- **POP 304: MacLaren Infirmary & Pharmacy Renovations/Expansion**
- POP 550: Medicaid Waiver Support
- POP 110: Convert VESOY S&S to Youth Support FTE

Youth Acuity

- **POP 106: Facilities 10-Year Plan**
- POP 303: Deferred Maintenance & Capital Improvement
- POP 551: Housing and Reentry Coordinator

Back to Basics

- **POP 301: JJIS Modernization**
- POP 302: CCTV & Access Control
- POP 103: Interpreter /Translation Services



OYA Agency Bills

Resilient and
Responsive

Youth and Staff Safety

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Youth Acuity

- **SB 814:** Makes OYA youth eligible for long-term rental assistance
- **SB 816:** Makes technical correction to ensure that Juvenile Crime Prevention dollars can be spent on youth pre-adjudication
- **SB 818:** Allows OYA to contract with and grant to community providers using more than a fee-for-service model

Back to Basics

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Agency Budget



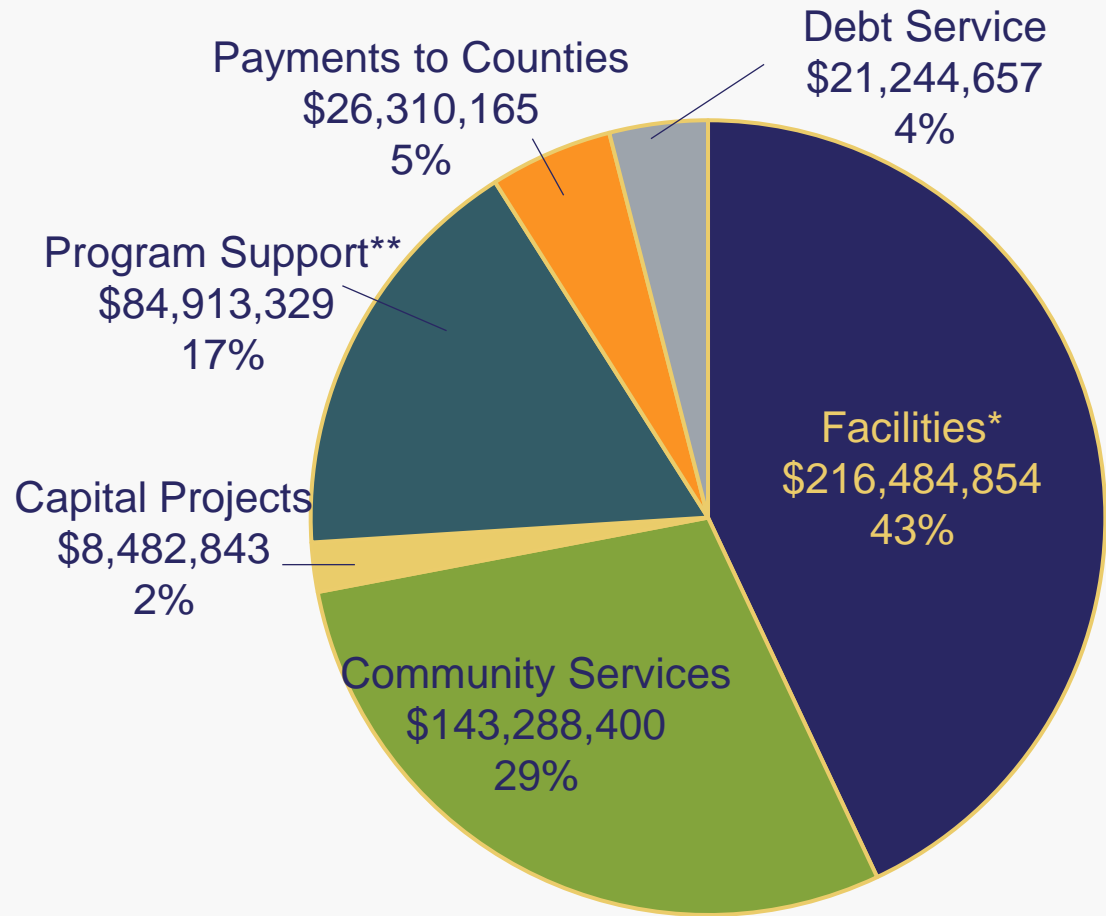
Agency Budget Overview



OYA Budget By Program



2023-25 LAB



***Includes**
Health Services: \$21.8 million

****Includes:**
Director's Office: \$10.7 million
Agencywide: \$15.5 million
Development Services: \$12.9 million
Business Services: \$45.8 million

Budget Changes

Effect on Agency Operations



Actions in OYA's 2023-25 LAB:

- \$17.1 million – Increase in funding for Behavioral Rehabilitation Services to support a new rate model for providers
- \$2.0 million – Creation of new positions supporting victim's services, DEI efforts, and youth mental health needs
- (\$10.4 million) – Reduction of community residential treatment beds

OYA Budget

23-25 Investments

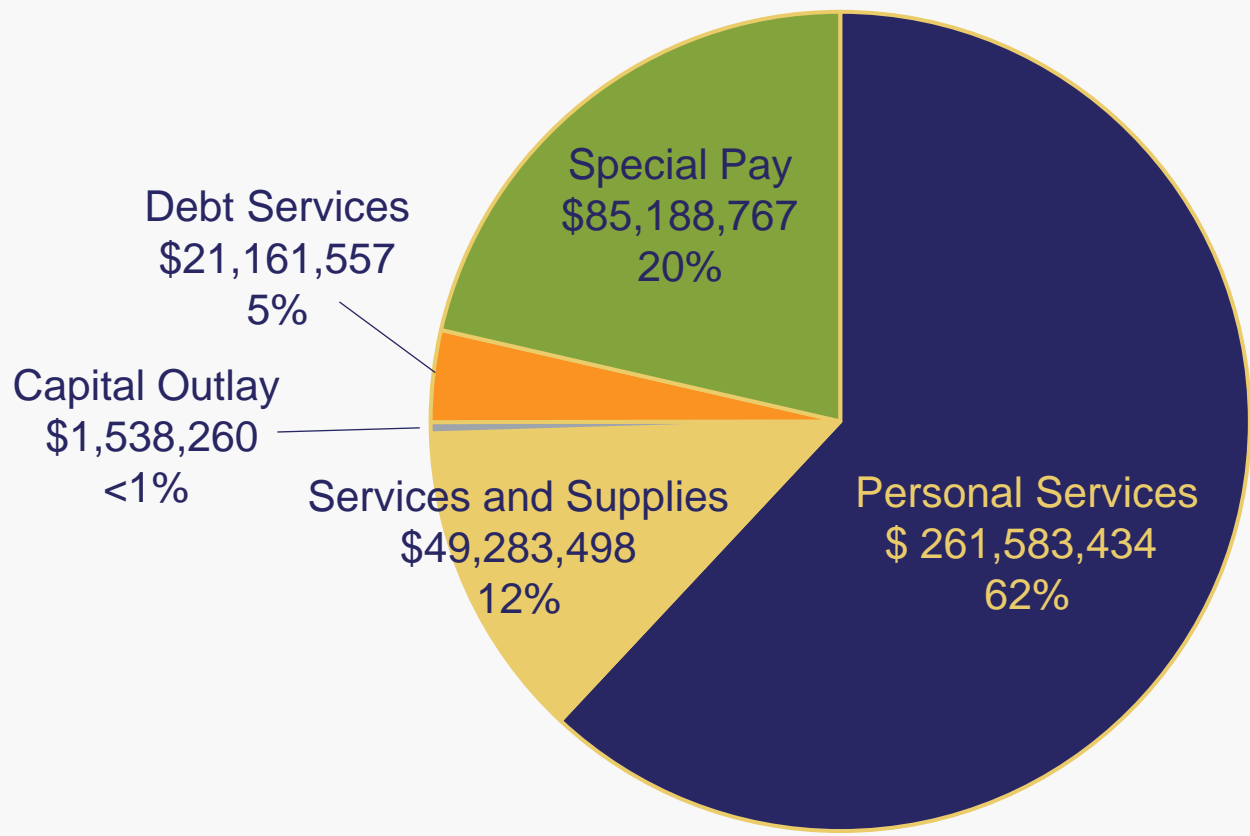


- **BRS provider retention and capacity building**
 - 41% average increase in BRS rates through 23-25 BRS investment by the Legislature
- **Operationalizing DEI**
 - Integrated DEI into agency business practices
- **JJIS Modernization Project**
 - Invested in statewide juvenile justice information system for all
- **Capital Projects**
 - Construction projects focused on resolving deferred maintenance and creating safe environments for youth and staff

OYA Budget By Category



2023-25 LAB (GF)



Note: \$47m FF

OYA Budget

Savings & Cost Containment



- **Restricted travel**

- Youth direct services travel only (JPPOs, JPPAs, OIR, maintenance staff, etc.)

- **Engaged in position management**

- Vacant positions (unless essential direct service roles) should be held for six months to accrue vacancy savings

- **Limited non-budgeted expenses**

- Non-essential training on pause
- All non-budgeted expenses, above \$25k require Executive Team review and approval

Outside of these limits, expenditures required Executive Team Approval

Agency Budget Funding



Operating Principles

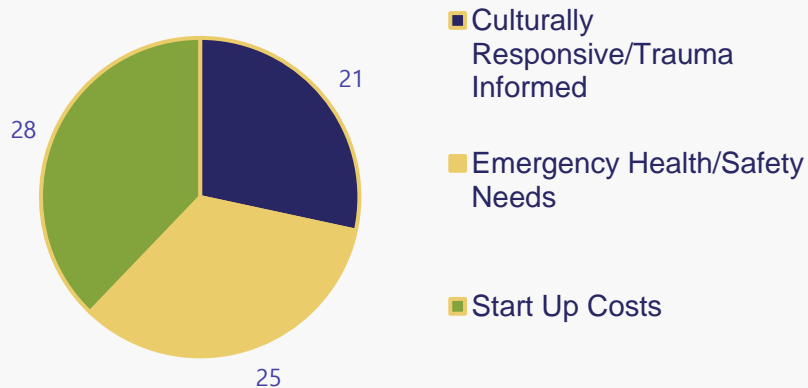


Funding Grants



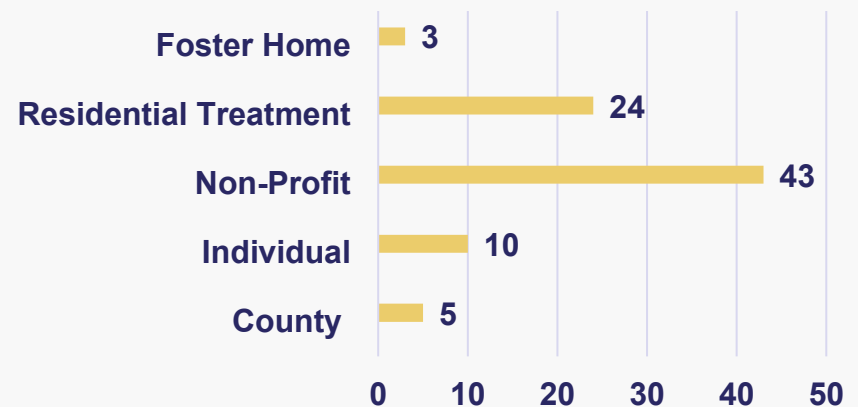
OYA Financial Grants are available for local governments, nonprofit organizations, and individuals seeking to meet the treatment and care needs of OYA youth.

Grant Request Types



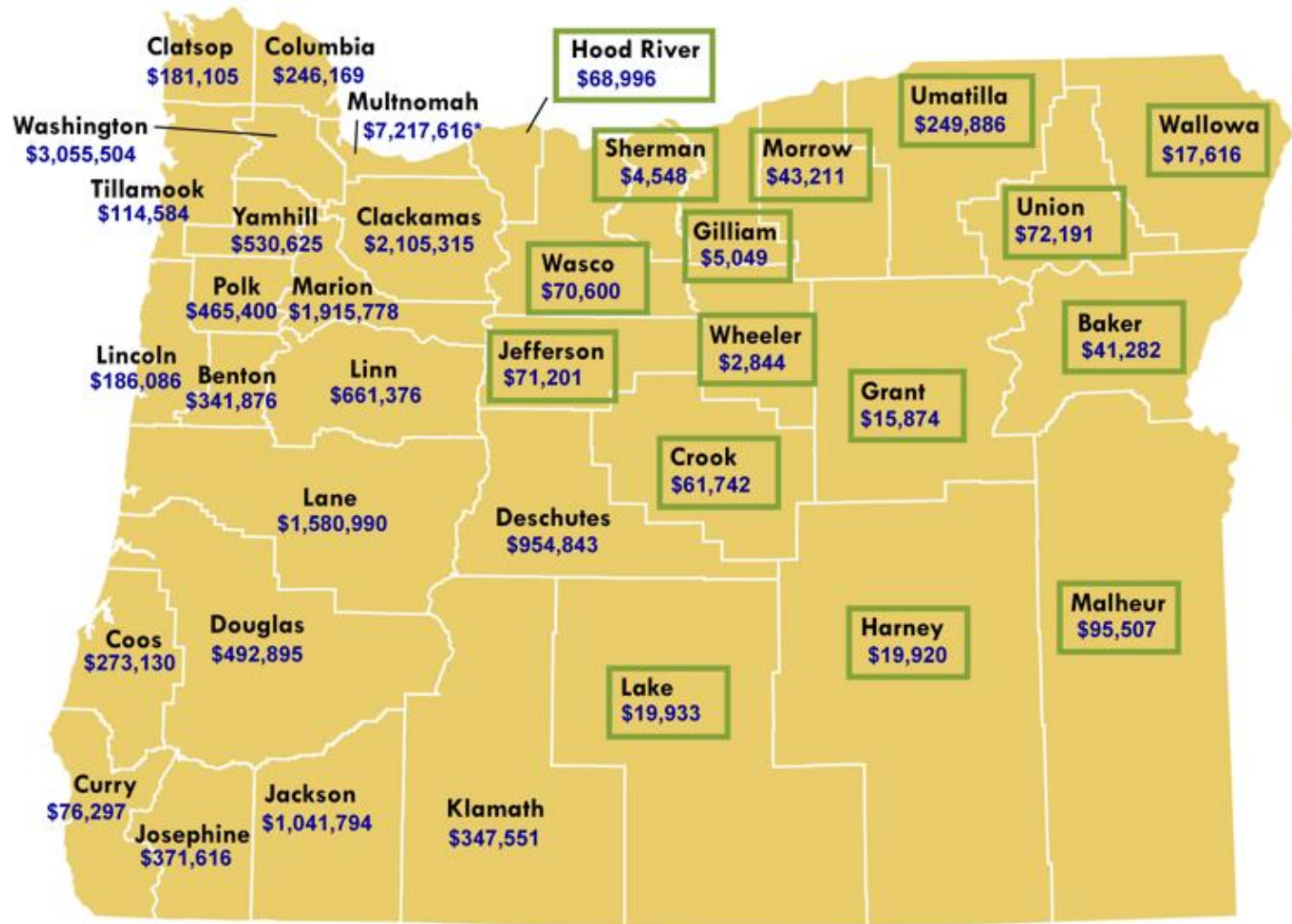
\$1,956,933
Total Grant Funds
Awarded

Grant Request by Applicant






Funding Partnership to Counties



Total Juvenile Crime Prevention (JCP) Basic/ Diversion County Funding:
\$19,943,051

 16 members of the Central Oregon Juvenile Justice Consortium (CEOJJC) pool their diversion funding of \$730,247 and provide to CEOJJC, not included in totals shown on map.

***Multnomah includes:**
\$3,808,146 for Multnomah Gang

**Agency
Budget
Shared Programs**





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
- **Oregon Dept. of Human Services (ODHS)/Oregon Health Authority (OHA)**
 - BRS rule-setting and rate-setting
 - Integrated Client Services Data Warehouse re: recidivism
- **Oregon Dept. of Human Services (ODHS)**
 - Licensing
 - Investigations
- **Oregon Health Authority (OHA)**
 - Medicaid



Shared Programs

- **Dept. of Administrative Services (DAS)**
 - Motor pool, leases, etc.
 - EIS (State Data Center, Modernization Project)
- **Dept. of Corrections (DOC)**
 - Measure 11 data & managing Measure 11 youth
 - Second Look reviews
- **Dept. of Justice (DOJ)**
 - Contract reviews
 - Torts and Litigation
- **School & Education Service Districts**
 - Vocation and Education Services for Older Youth (VESOY)
- **Performance-Based Standards (PbS)**
 - National benchmark data on close-custody facilities
 - Social Security Administration

Agency

Budget

Influencers & Projections



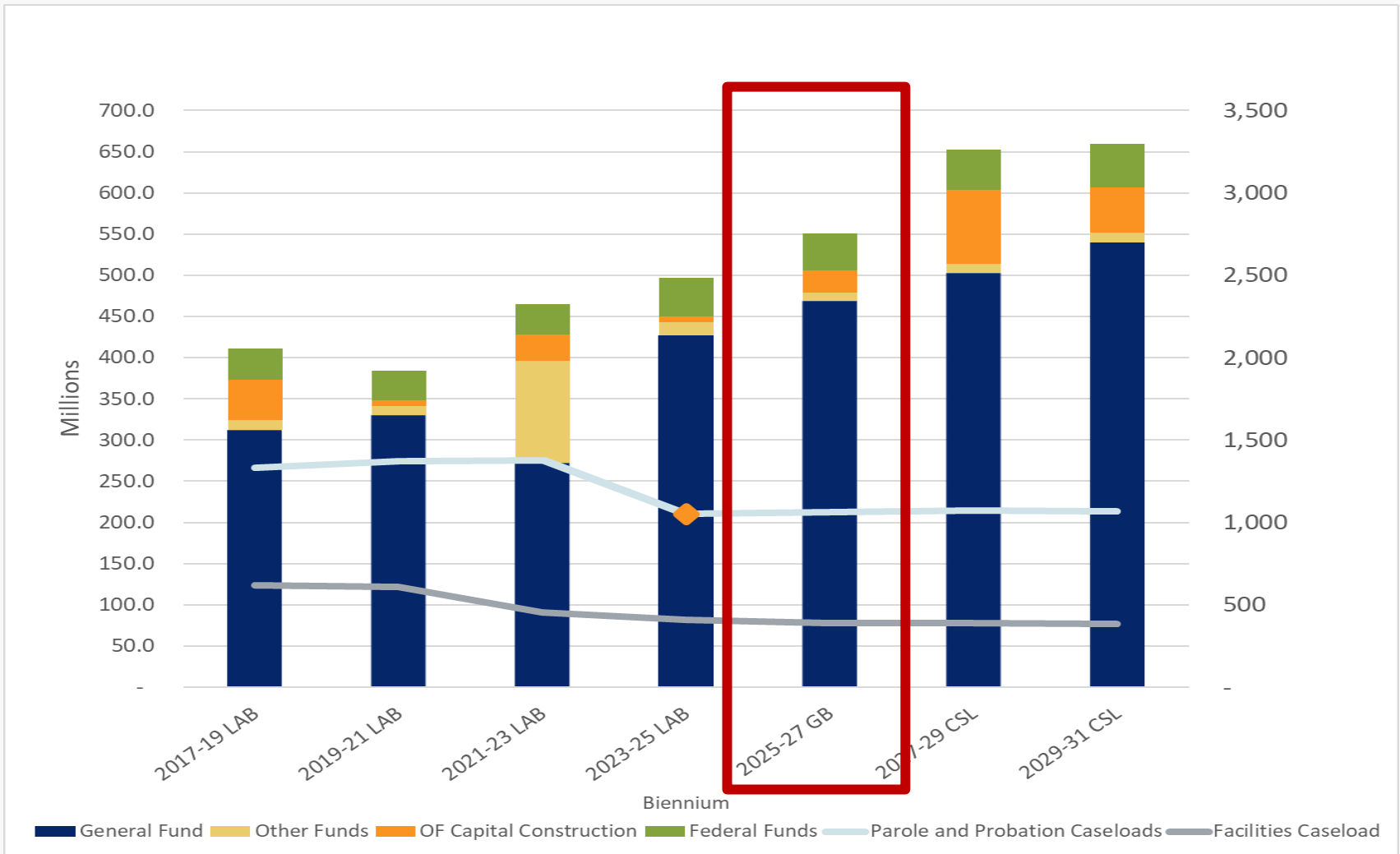


Budget Drivers

Costs for basic operations outpace agency budget allowances

- **Number of youth committed to OYA**
- **Acuity of youth committed to OYA**
- **Inflationary and other economic factors**
- **Emergency and crisis response**
- **Staff recruitment and retention (including health/mental health staff)**
- **Maintaining existing infrastructure**
- **Juvenile Justice Information System (JJIS) Modernization Project**

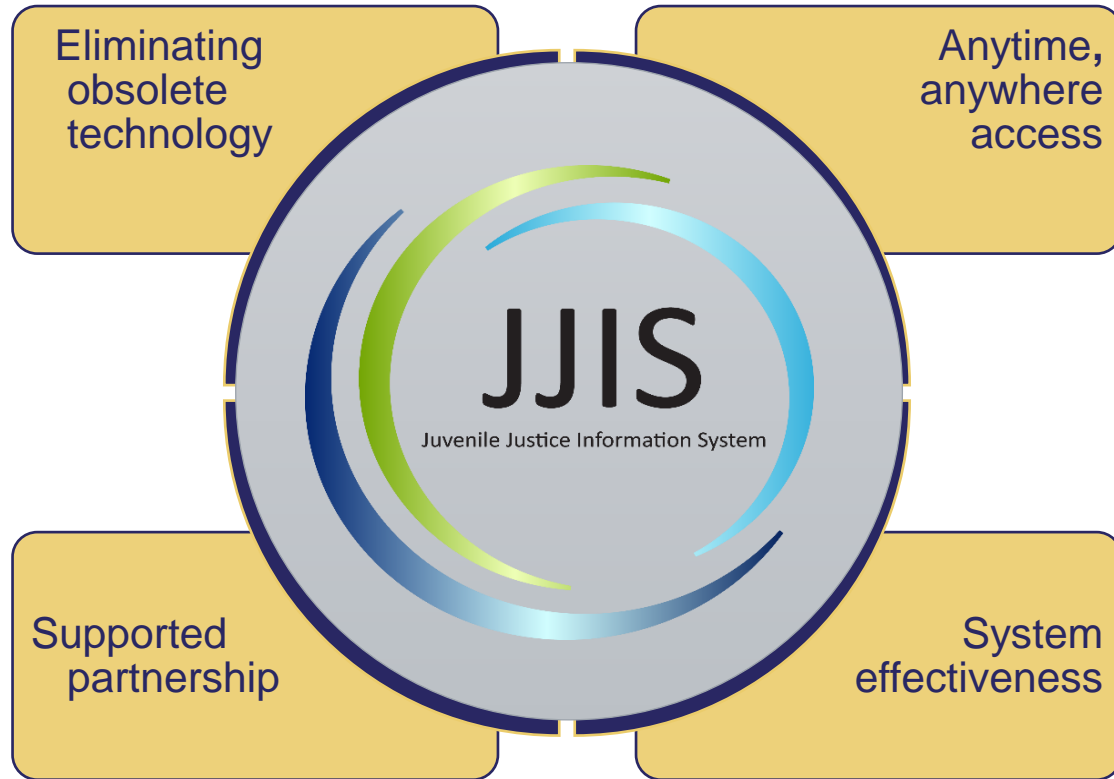
Budget: Historical and Projected Spending





JJIS Modernization

Highlight





- The project was placed on EIS hold in September 2024
- Five of seven resolution categories identified by EIS have been conditionally accepted or fully resolved
- EIS has given permission for development activities with the vendor to **resume**
- Efforts to resolve outstanding EIS hold memo resolutions will proceed alongside application development

Resolutions and Progress



Highlight

- Increased risk mitigation efforts
- Addressed code quality concerns
- Improved reporting and quality assurance
- Reviewed and realigned project scope, schedule, and budget
- Enhanced project management
- Expanded agency efforts for increased IS maturity

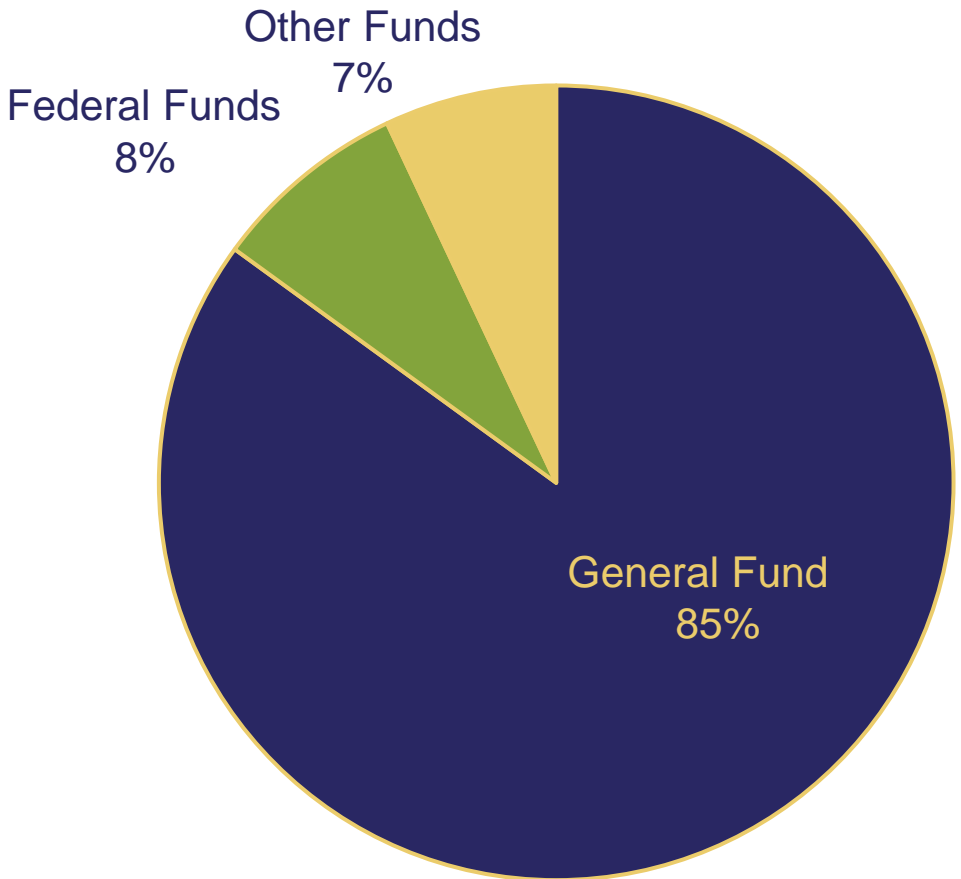
Agency Budget 25-27



Revenue Summary



2025-27 Governor's Recommended Budget



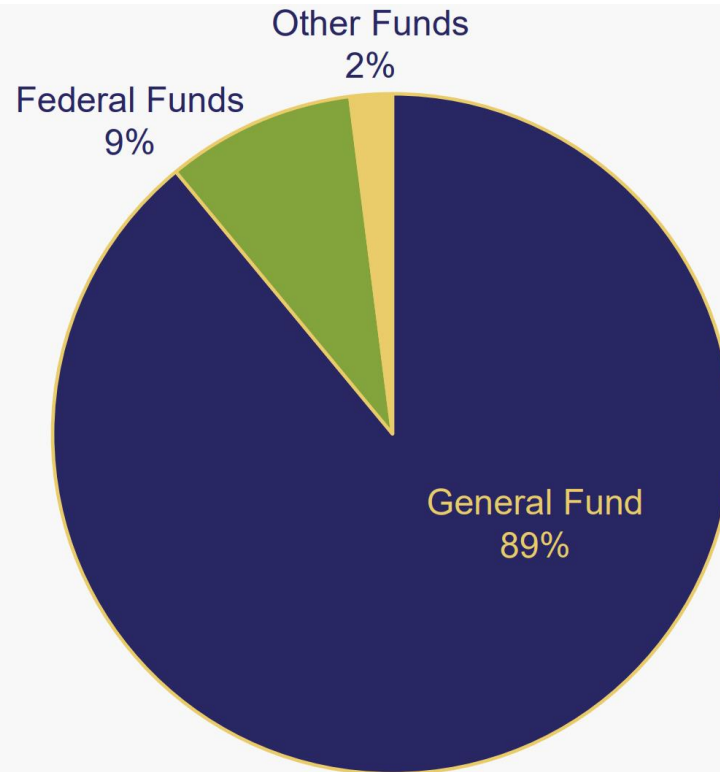
Agency Total

General Fund	\$ 468,823,677
Other Funds	\$ 36,727,606
Federal Funds	\$ 45,801,648
Total Budget	\$ 551,352,931

Governor's Recommended Budget 2025-27: CSL



2025-27 Current Service Level



Agency Total

General Fund	\$463,271,308
Other Funds	\$8,452,606
Federal Funds	\$45,651,006
Total Budget	\$517,374,920

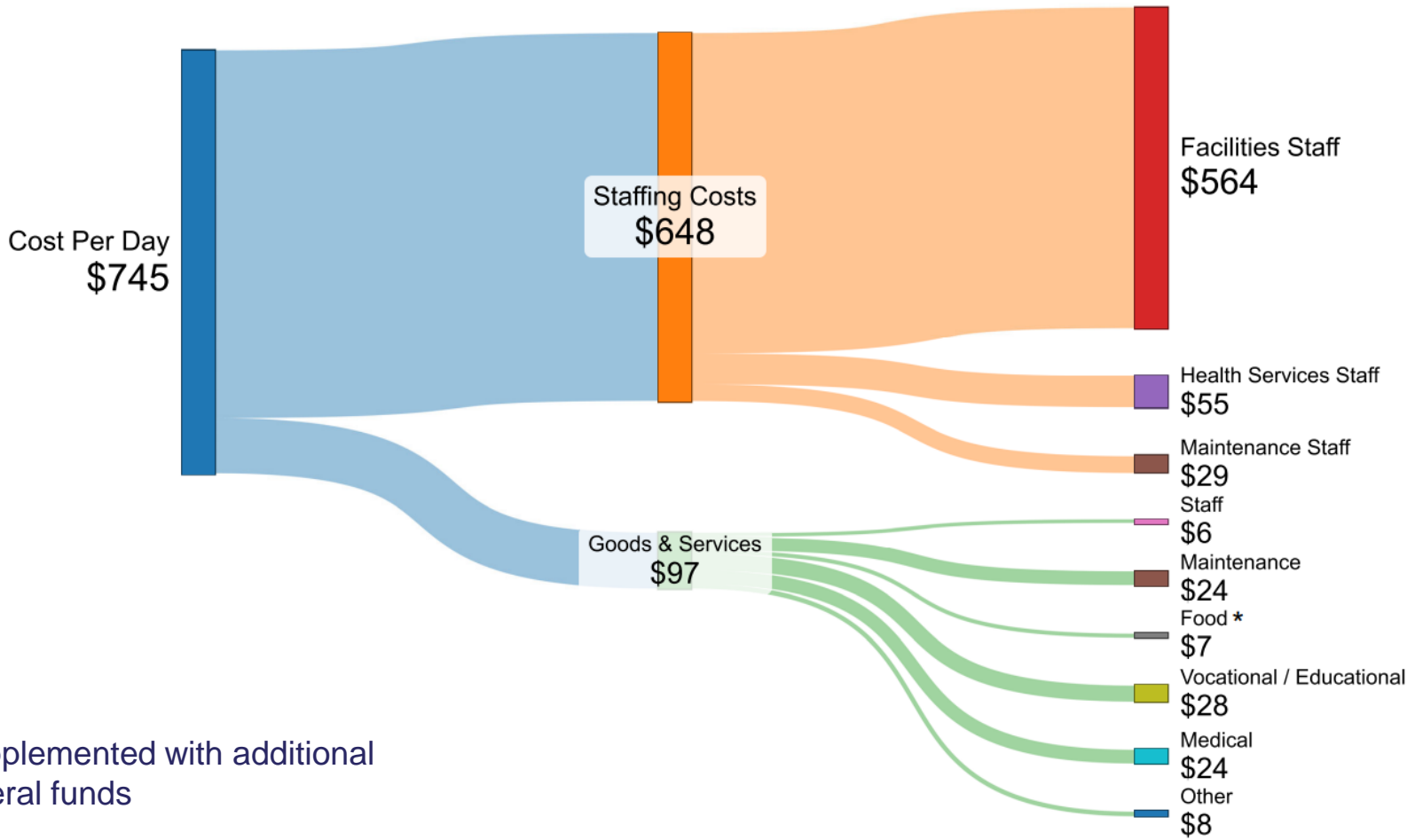
- CSL does not include capital construction funding
- 2025-27 GRB included \$5.5 million General Fund and \$28.3 million Other Funds over CSL

OYA Budget

23-25 Investments



OYA FACILITY COST PER DAY - 2025-27 GB CSL \$745 PER DAY



*Supplemented with additional Federal funds

Governor's Recommended Budget 25-27: POPs



090 – Analyst Package – (-\$181k) General Fund

This package reduces the agency's budget for capital improvements by 10 percent.

092 – Statewide AG Adjustment – (-\$78k) General Fund, (-\$2k) Federal Fund

This package reduces Attorney General rates by 7.47 percent to reflect adjustment in Governor's Budget.

093 – Statewide Adjustment DAS Charges – (-\$2.8m) General Fund, (-\$96k) Federal Fund

This package reflects reduction in cost of statewide government service charges and charges for services.

103 – Interpreter/Translation Services - \$300k General Fund

This package funds translation and interpretation services for OYA's growing population of monolingual youth who need ongoing on-site interpretation services. This will support OYA's continued compliance with Title VI and Title VII of the Civil Rights Act of 1964 and ensure appropriate services are provided to underserved and marginalized youth.

106 – Facilities 10 Year Plan - \$500k General Fund

This package funds a comprehensive update to OYA's facilities 10-year plan for capital construction. *Does not include facilities condition assessment.*

110 – Covert VESOY S&S to Youth Support FTE – net zero dollars; 5 positions, 5.00 FTE

This package would convert funds from Vocational and Educational Services for Older Youth (VESOY) services and supplies funding to support four Group Life Coordinator (GLC) positions at MacLaren Youth Correctional Facility. It also requests funds for a GLC position to support Project POOCH, a non-profit program that provides an opportunity for youth at MacLaren to participate in a vocational dog training program.

Governor's Recommended Budget 25-27: POPs



301 – JJIS Modernization - \$3.2m General Fund,* \$1.7m Other Fund, \$86k Federal Funds

This package provides additional funding for the Juvenile Justice Information System (JJIS) modernization project. OYA has received funding for this project in the 2021-23 and 2023-25 biennia and seeks funding to continue the project through completion.

302 - CCTV & Access Control - \$103k General Fund, \$1.1m General Fund Debt Service, \$5.55m Other Fund (bond funding)

This package provides funding to update CCTV systems at youth close custody facilities. These systems support PREA compliance and enhance staff safety.

303 – Deferred Maintenance & Capital Improvement - \$2m General Fund, \$18.2m Other Fund (bond funding)

This package provides funding for deferred maintenance and capital renewal projects at OYA's close custody facilities.

304 – MYCF Infirmery & Pharmacy Renovations/Expansion - \$502k General Fund, \$2.7m Other Fund (bond funding)

This package funds the remodel and expansion of the infirmery and pharmacy at MacLaren YCF.

550 – BH – Medicaid Waiver Support - \$383k General Fund, \$12k Federal Fund, 1 position, 1.00 FTE

This package supports a position in OYA dedicated to working with Medicaid funding, including the recently approved Federal waiver that allows Medicaid-funded services to extend to individuals in custody.

551 – BH – Housing and Reentry Coordinator - \$563k General Fund, \$52k Federal Fund, 1 position, 1.00 FTE

This package establishes a dedicated position to work on reentry services including homelessness and housing instability among youth transitioning out of OYA's custody and back to their community. It also funds rental assistance for youth leaving OYA, training and outreach services, and program support for youth curriculum that teaches financial literacy and other life skills for reentry.

*Subject to change

10% Reduction Options



Total: \$43.6 million General Fund

Closure of two youth correctional facilities and two youth transition facilities (eliminating close-custody beds)	(\$22.6 million)
---	------------------

Eliminate Community Parole & Probation staffing and Community Placements	(\$10.5 million)
--	------------------

Reductions to state assistance to counties	(\$2.7 million)
--	-----------------

Reduction in program support funding	(\$7.6 million)
--------------------------------------	-----------------

Reduction in capital improvements	(\$0.2 million)
-----------------------------------	-----------------

10% Reduction Impacts



- Closes two close-custody facilities and two transitional facilities, which decreases capacity for youth committed to OYA
- Significantly cuts community programs and county prevention, diversion, and gang services funds, which help divert youth from secure placements
- Cuts program support areas, exposing OYA to considerable risk without critical specialized positions
- Reduces OYA's ability to maintain physical buildings and developmentally-focused environments where youth live and staff work

The logo of the Oregon Youth Authority is a circular emblem. It features a central shield with a landscape scene including a river, a boat, a cow, and a tree. Above the shield is an eagle with spread wings. The shield is surrounded by a ring of stars. The words "OREGON" and "YOUTH AUTHORITY" are written in a circular path around the emblem.

Strategic & Budget Priorities

Strategic & Budget Priorities



Resilient and Responsive

Youth and Staff Safety

- Commitment to youth and staff safety

Youth Acuity

- Rising acuity and needs of youth

Back to Basics

- Alignment with Operating Principles

OYA Financial Proposals



Resilient and Responsive

Maintain Current Service Level (CSL)

Adopt the Governor's Recommended Budget for OYA

Youth and Safety

- **POP 304: MacLaren Infirmary & Pharmacy Renovations/Expansion**
- POP 550: Medicaid Waiver Support
- POP 110: Convert VESOY S&S to Youth Support FTE

Youth Acuity

- **POP 106: Facilities 10-Year Plan**
- POP 303: Deferred Maintenance & Capital Improvement
- POP 551: Housing and Reentry Coordinator

Back to Basics

- **POP 301: JJIS Modernization**
- POP 302: CCTV & Access Control
- POP 103: Interpreter /Translation Services



OYA Agency Bills

Resilient and
Responsive

Youth and Staff Safety

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Youth Acuity

- **SB 814:** Makes OYA youth eligible for long-term rental assistance
- **SB 816:** Makes technical correction to ensure that Juvenile Crime Prevention dollars can be spent on youth pre-adjudication
- **SB 818:** Allows OYA to contract with and grant to community providers using more than a fee-for-service model

Back to Basics

- **SB 813:** Corrects oversight to allow staff to compel source person to be tested for communicable disease

Youth and Staff Safety





Youth and staff safety is the foundation of OYA's work

- If youth don't feel safe and healthy, they can't engage in the services and programs that lead to improved outcomes
- If staff don't feel safe and healthy, they can't meaningfully work with youth in ways that lead to improved outcomes

Priority Bill

Youth and Staff Safety



**Resilient and
Responsive**

Senate Bill 813 – Compelling Testing for Communicable Diseases

OYA staff and county juvenile department staff may ask the court to compel a source person to be tested for communicable diseases

- Corrects a legislative oversight
- Provides staff who work with youth the same safety measures as other public safety workers

Priority POP

Youth and Staff Safety



**Resilient and
Responsive**

POP 304 – MYCF Infirmery & Pharmacy Renovations

\$502K GF | \$2.7M Bond

- Provides funding for much-needed renovations to MacLaren's infirmery and pharmacy
- Provides the necessary funding to ensure that basic and constitutionally-protected health care needs of MacLaren youth are met
- After several emergent security incidents arose at MacLaren in 2024, the funding previously allocated for the infirmery and pharmacy project had to be repurposed to address needed campus security enhancements

Related POPs

Youth and Staff Safety



Resilient and
Responsive

POP 550

383K GF | 12K FF

Medicaid Waiver Support

POP 110

\$0

Convert Voc. Ed S&S to Youth
Support FTE

Youth Acuity





The acuity of the youth OYA serves has gotten more complex in the last 5 years

- Placing a youth in the least restrictive placement that best meets their specific needs, best ensures
 - Accountability
 - Successful Rehabilitation
 - Safety (of that youth and the other youth in the placement)
- OYA (and county partners) need access to a continuum of placements and services in the community and facilities to meet the increased acuity needs of the youth OYA serves

Priority Bill

Youth Acuity



**Resilient and
Responsive**

Senate Bill 814 – OYA Youth Housing Assistance Access

- Technical correction to ensure OYA youth are eligible for long term rental assistance
- OYA youth are at particular risk for housing instability when they transition out of OYA custody, and this work will reduce some of that risk
- Housing instability is associated with increased criminal activity - safe and stable housing supports safer communities

Priority Bill

Youth Acuity



**Resilient and
Responsive**

Senate Bill 816 – County Pass-Through Dollars

- Expands the use of Juvenile Crime Prevention (JCP) funding, which the Legislature passes through OYA to county juvenile departments
- Technical correction
- Allows this funding to be used for early intervention and diversion work with youth who have not been adjudicated
- Diversion work further upstream leads to cost savings and better outcomes statewide

Priority Bill

Youth Acuity



**Resilient and
Responsive**

Senate Bill 818 – Contracting and Granting Options

- Allows OYA more flexible granting and contracting options
- We can pay a community provider a flat fee for a guaranteed capacity for youth placement
- OYA can identify and access:
 - more placements with different and more specialized levels of care
 - more placement options that match our youth



POP 106 – Facilities 10-Year Plan *\$500K GF*

- Provides modest funding for the development of a new 10-Year Plan.
- Will help make OYA facilities the right place for those youth who must be placed there.
- This plan drafted with technical experts will assess OYAs population needs and trends and create a path forward to address significant deferred maintenance and bring them into alignment with the developmental approach.
- Does not include facilities condition assessment.

Related POPs

Youth Acuity



**Resilient and
Responsive**

POP 303

\$2M GF | \$18.2 Bond

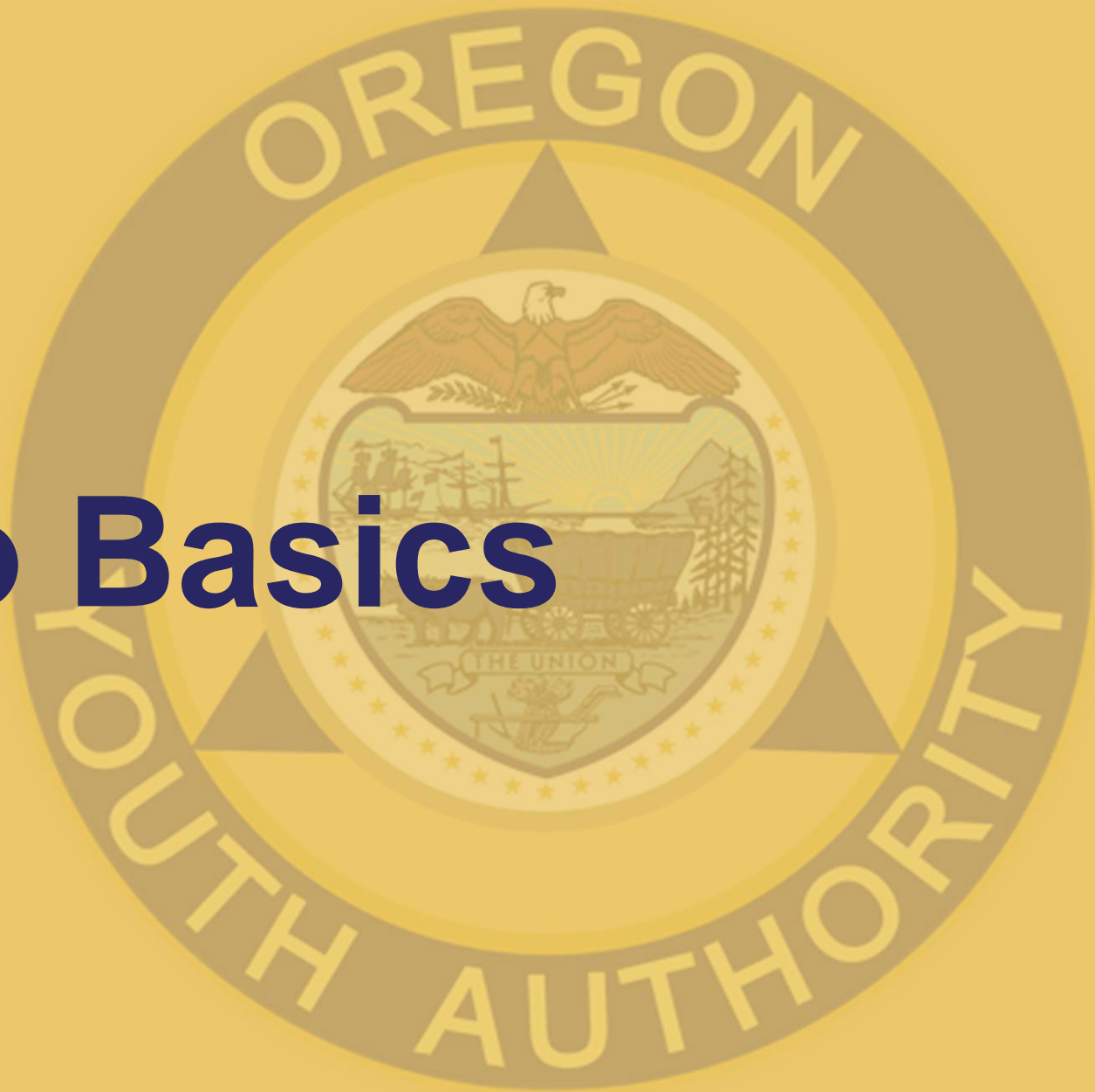
Deferred Maintenance & Capital
Improvement

POP 551

\$563K GF | \$62K FF

Housing and Reentry Coordinator

Back to Basics





OYA has a strong set of operating principles (our “Basics”)

- These principles when meaningfully applied:
 - Support a stable and engaged workforce
 - Promote programming and services that lead to accountability and positive youth outcomes
 - Provide broad and diverse perspectives in how we do the work



Vacant Positions

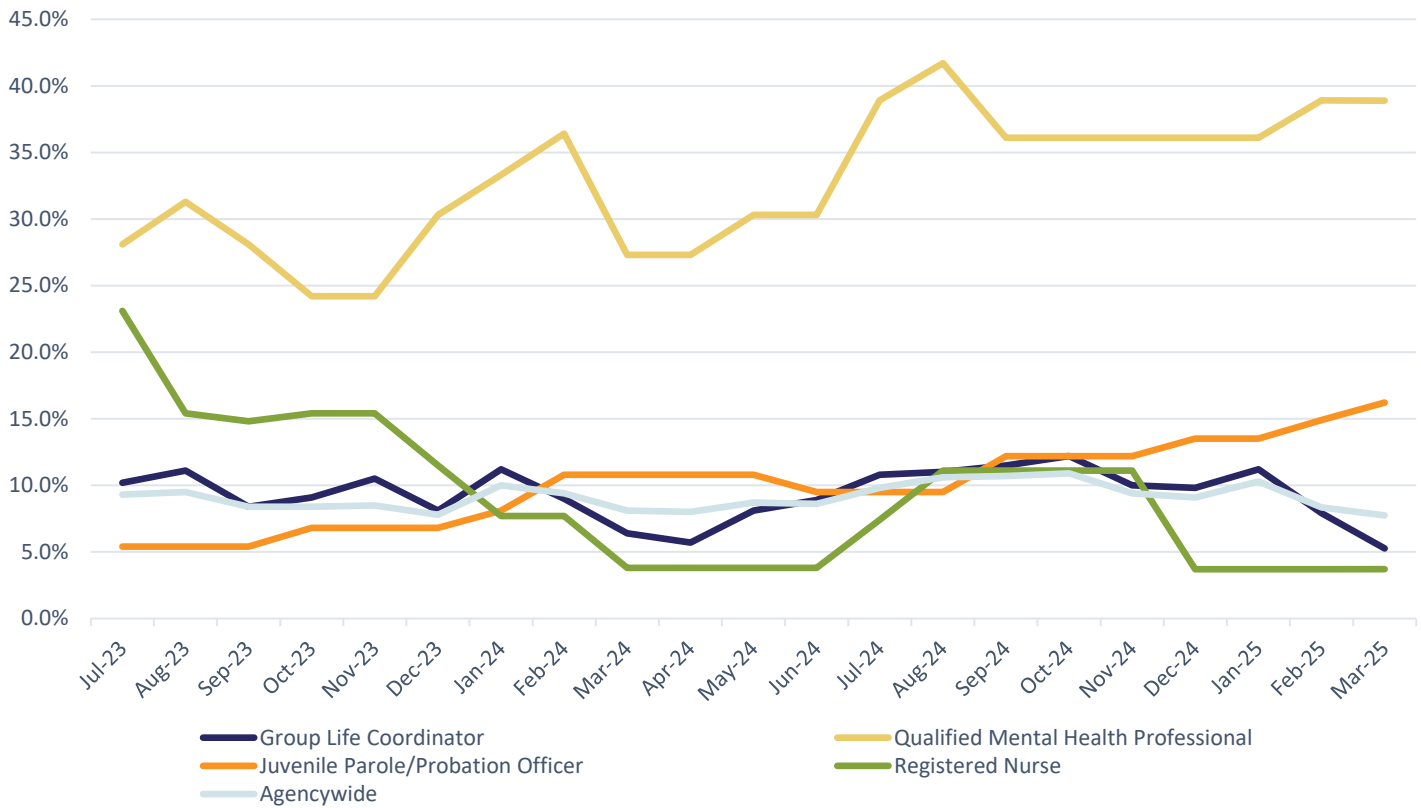
Description	Vacant 12+ Months
Funding another position/cost	15
Recruitment in progress	1
Pending reclassification	4
Recruitment difficulty	13
TOTAL	33

Back to Basics



Resilient and Responsive

OYA Vacancy Rates - Key Positions





Fund OYA at Current Service Level

- Promotes OYA's operating principles and standard business practices
- Maintains current staffing levels. Allows OYA to retain its current workforce.
 - This is a key step in making progress toward staffing levels that are more appropriate for the heightened acuity of our youth.
- Keeps the work youth-centered

Priority POP

Back to Basics



Resilient and
Responsive

POP 301 – JJIS Modernization

*\$3.2M GF | \$1.7M Other | \$86K FF**

- Provides continued critical funding for the Juvenile Justice Information System (JJIS) project
 - Lack of immediate and regular access to information impedes staff's ability to effectively manage their workloads and document the work conducted
 - Modernization is key to staff support as we continue to move to a technology centered workplace



Related POPs

Back to Basics

Resilient and
Responsive

POP 302

\$103K GF | \$1.1. GF Debt | \$5.55 Bond

CCTV & Access Control

POP 103

\$300 K GF

Interpreter /Translation Services

Conclusion

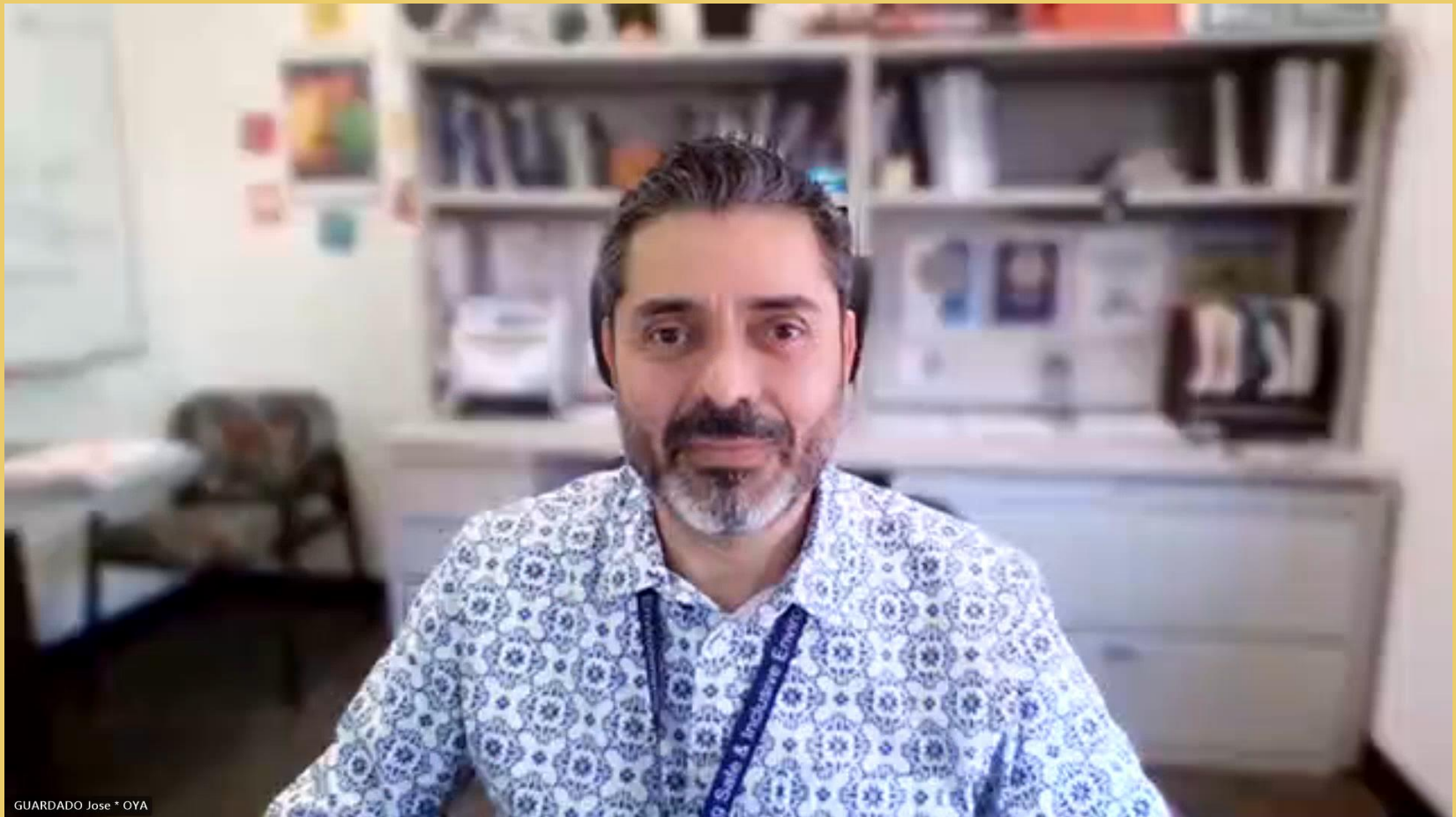


Responsive employee training models to equip staff effectively



José Guardado

OYA Training Academy Director



GUARDADO Jose * OYA

Operating Principles



Strategic & Budget Priorities



Resilient and Responsive

Youth and Staff Safety

- Commitment to youth and staff safety

Youth Acuity

- Rising acuity and needs of youth

Back to Basics

- Alignment with Operating Principles



Mural at Oak Creek YCF

Agency Request

Support a Resilient and Responsive Approach

- ✓ Maintain current service level
- ✓ Emergency PSO Funding
- ✓ 10-year plan
- ✓ Completion of MacLaren Infirmary Remodel
- ✓ JJIS modernization