

# Oregon Youth Authority

2005-2007 Biennial Report



Guiding Oregon's youth on the road to success.

## Mission

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

Robert S. Jester, Director

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# Director's Message



Robert S. Jester,  
Director

The Oregon Youth Authority is committed to public safety and is responsible for all operational functions related to state juvenile corrections programs. OYA is dedicated to holding youth offenders accountable for their actions and investing in opportunities for youth to learn personal responsibility, develop social skills, and make positive choices for themselves and for Oregon's future. Services emphasize decisive intervention in delinquent behavior, certain sanctions for crimes committed by youth, restitution to victims, and effective evidence-based rehabilitation programs for youth offenders.

The Oregon Youth Authority is an agency built upon measurements and focused on outcomes. Since becoming a separate agency in 1995, OYA has reduced recidivism through evidence-based practices, achieved greater public protection through youth reformation, and provided safe environments for both youth and staff.

I am pleased to present this Biennial Report outlining the Oregon Youth Authority's accomplishments for 2005-07 and its strategic plan for 2007-09.



# Executive Summary

*Focus on youth, safety and partnerships*

## OYA Executive Summary

The Oregon Youth Authority is the state's juvenile corrections agency. OYA incarcerates youth who cannot safely live in the community, and provides supervision and treatment opportunities to youth offenders in all 36 Oregon counties.

A juvenile crime prevention task force, chaired by then-Attorney General Ted Kulongoski, created OYA as a separate agency in 1995, removing it from the Department of Human Services. Governor Kulongoski recently stated that Oregon has emerged as a national juvenile justice model and that he considers creating OYA to be one of the greatest accomplishments in his public service career.



### Accomplishments 2005-07

- Reduced recidivism (commission of new felonies) by juvenile offenders.
- Strengthened agency emphasis on protecting agency staff and youth in its custody from intentional or accidental harm.
- Exceeded statutory goals to implement research-based, cost-effective treatment programs.
- Continued and strengthened partnerships with entities critical to the success of juvenile offenders.
- Continued refining and expanding use of the Juvenile Justice Information System, a statewide data system used by OYA and all counties to manage cases and evaluate services.

### Strategic Plan 2007-09

- Implement the Governor's budget to restore balance to Oregon's juvenile justice system.
- Continue to build and strengthen effective partnerships to ensure efficient delivery of effective services.
- Assess and improve treatment programs to ensure effective use of public resources to reduce recidivism.
- Execute the internal agency strategic plan to improve communication, focus on effective services, emphasize data-driven performance management, and continue to emphasize a professional agency culture.
- Develop new state-of-the-art services for female offenders.



# Agency Overview

*Where we're going, where we've been.*

## Our History



On January 1, 1996, the Oregon Youth Authority became an independent department of the state of Oregon. The history of juvenile correction programs in the state is much longer, however. The evolving nature and rate of juvenile crime at the national and state levels has changed the emphasis of programs addressing delinquency.

OYA's philosophical roots can be traced back to the late 1800's and the Oregon State Reform School, which opened in November of 1891 to provide a positive influence on delinquent boys. Oregon's history is rich in commitment to juvenile services with investments in both facilities and camp programs for boys and girls throughout the early and mid 1900's.

The 1980's brought about the phenomenon of youth gangs to the state and some additional funding to assist Portland in providing services to those youth. The 1990's gave rise to the vision of an independent agency and the separation of child welfare and juvenile correction services. Investments in regional facility construction for Oregon's youth offenders were initiated and OYA was formed.

During the early 2000's, a lag in Oregon's economy led to a reduction of some juvenile services statewide. This included the closure of some of OYA's regional facilities, as well as residential programs and all of contracted shelter care services. As the economy experienced an upturn, the 2005-07 budget brought renewed opportunities for the important and special contribution of juvenile services toward achieving a safer and more prosperous Oregon.

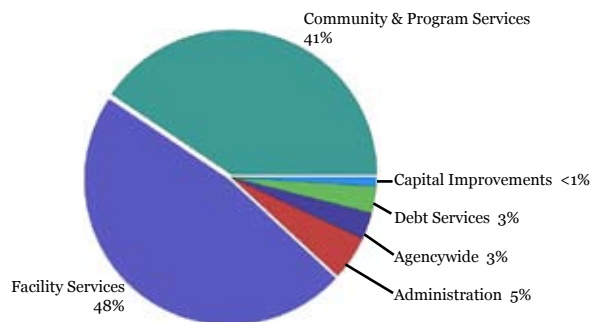


# Agency Overview

*Where we're going, where we've been.*

## Summary of 2005-07 Legislatively Adopted Budget

**Legislatively Adopted Budget**  
**\$245.3 Million Total Funds**  
**\$206.9 Million General Fund**



**Legislatively Adopted Budget**  
**Revenue Source**  
**\$245.3 Million Total Funds**



### Facilities

\$117.4M Total Funds, with \$108.4M from General Fund

- Youth Correctional Facilities (725 beds)
  - MacLaren YCF – 345 beds
  - Hillcrest YCF – 180 beds
  - Rogue Valley YCF – 100 beds
  - Eastern Oregon YCF – 25 beds
  - North Coast YCF – 25 beds
  - Tillamook YCF – 50 beds
- Transition Programs (125 beds)
  - Work Study Programs – 75 beds
  - RiverBend Facility – 50 beds

### Community and Program Services

\$100.2M Total Funds, with \$72.3M General Fund

- Juvenile Crime Prevention Basic Services:
  - County Diversion
  - Youth Gang Services
- Residential Care, Foster Care and Individualized Community Services
- Parole and Probation Services
- Program Office

### Administration

\$13.7M Total Funds, with \$12.5M General Fund

### Agencywide

\$6.7M Total Funds, with \$6.5M General Fund

### Debt Service

\$6.6M Total Funds, with \$6.6M General Fund

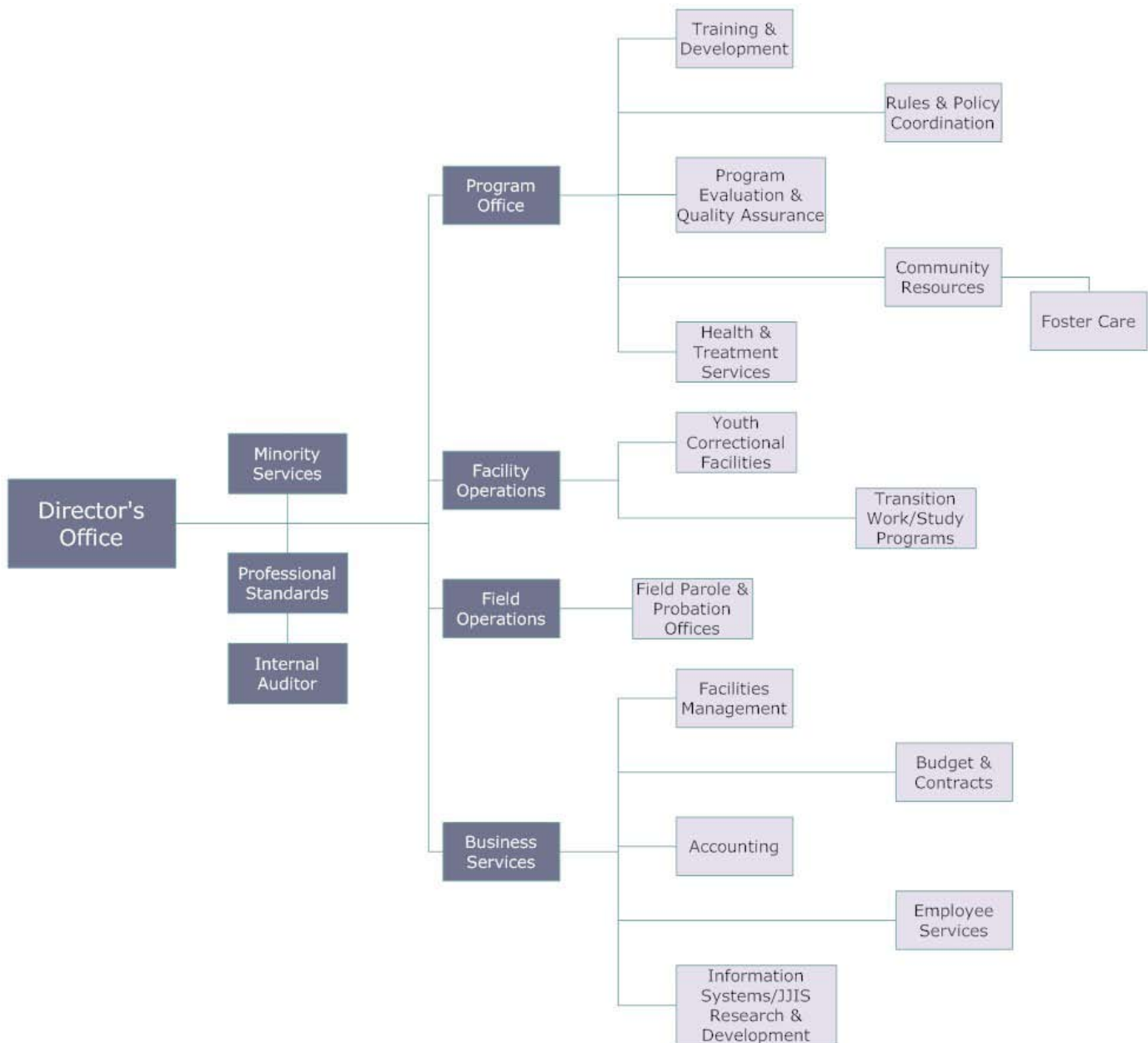
### Capital Budgets

\$630,815 Total Funds, with all from General Fund

# Agency Overview

*Where we're going, where we've been.*

## 2005-07 Operational Structure



# Agency Overview

*Where we're going, where we've been.*

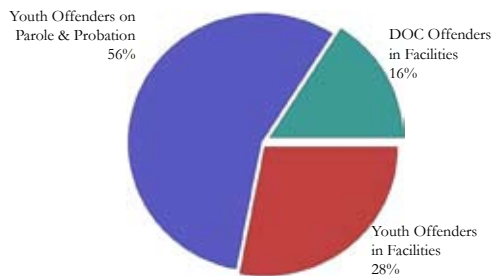
## Who We Serve

OYA exercises legal and physical custody over youth offenders who commit crimes between the ages of 12 and 18, and have been committed to the OYA by county juvenile courts. Youth offenders may remain in OYA's legal and physical custody up to age 25.

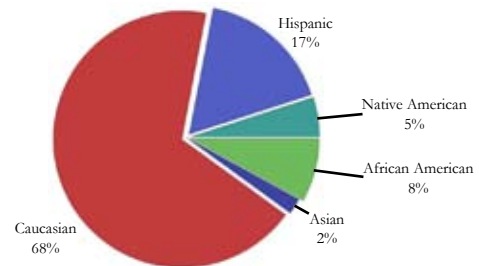
OYA can also have physical custody of young offenders who commit crimes while under age 18, are convicted in adult court, and are in the legal custody of the Oregon Department of Corrections.

Total OYA Population is comprised of 87% males and 13% females.

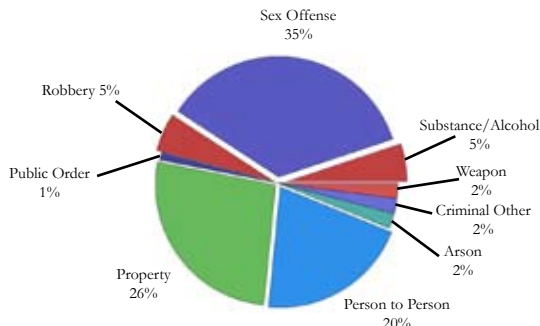
### Total OYA Population



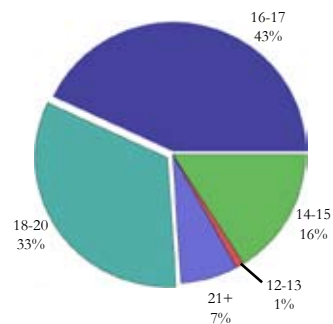
### Ethnicity



### Criminal Offense



### Current Age





# Agency Overview

*Where we're going, where we've been.*

## OYA Youth Offender Profile: Criminal Activity

### Males

39% Sex Offense  
2% Homicide Related  
16% Person Other  
5% Robbery  
27% Property  
3% Arson  
3% Substance/Alcohol  
2% Weapon  
1% Public Order Other  
2% Criminal Other

91% have committed at least one serious crime (felony or homicide-related)  
9% have had a prior weapon referral

### Females

6% Sex Offense  
3% Homicide Related  
31% Person Other  
4% Robbery  
34% Property  
1% Arson  
13% Substance/Alcohol  
1% Weapon  
0% Public Order Other  
8% Criminal Other

77% have committed at least one serious crime (felony or homicide-related)  
5% have had a prior weapon referral

## OYA Youth Offender Profile: Social Characteristics

### Males

75% Use Alcohol or Drugs  
65% Diagnosed Mental Health Disorders<sup>1</sup>  
53% Diagnosed Conduct Disorder  
8% Past Suicidal Behavior  
31% Sexually Abused  
34% Special Education  
67% Parents Use Alcohol or Drugs  
62% History of Jail/Imprisonment in Family<sup>2</sup>

### Females

93% Use Alcohol or Drugs  
77% Diagnosed Mental Health Disorders<sup>1</sup>  
49% Diagnosed Conduct Disorder  
16% Past Suicidal Behavior  
57% Sexually Abused  
29% Special Education  
79% Parents Use Alcohol or Drugs  
65% History of Jail/Imprisonment in Family<sup>2</sup>

Data Source: JJIS & Mental Health Gap, 2006

<sup>1</sup> excluding Conduct Disorder

<sup>2</sup> only includes youth with moderate/high risk levels on the Full Risk Assessment

# Agency Overview

*Where we're going, where we've been.*

## OYA Youth Quick Facts as of July 1, 2007

Community at a Glance	Number	Percent
Juvenile Youth on Parole	500	45%
Juvenile Youth on Probation	612	55%
Youth in Community	Total 1,112	100%

Close Custody at a Glance	Number	Percent
Juvenile Youth in Facilities	Total 527	62%
DOC Youth in Facilities	Total 329	38%
Youth in Close Custody	Total 856	100%

## Average Length-of-Stay in Days

For All Youth Released from Close Custody in 2006

	Male	Female	Overall
All Close Custody Facilities	545	316	517

# Agency Accomplishments

Featured successes in 2005-07



Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

Margaret Mead (1901-1978)

# Agency Accomplishments

*Featured successes in 2005-07*

## OYA Youth Recidivism

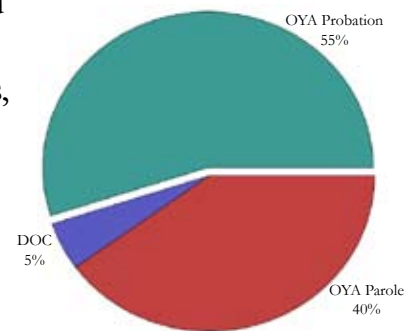
The OYA holds keeping youth from returning to criminal behavior—recidivism—as its highest goal. Providing research-based services, coupled with evaluation and quality improvement efforts, has produced results. A recent analysis showed a slight downward trend in overall recidivism for youth released from OYA close custody or committed to probation since July 1, 2000. Measured at 36 months, the decline was most pronounced in the probation population but not evident in either the parole or the Department of Corrections population.

Calculating recidivism requires four factors:

- A group of offenders
- A date to track from
- An event that indicates recidivism
- A length of time to track

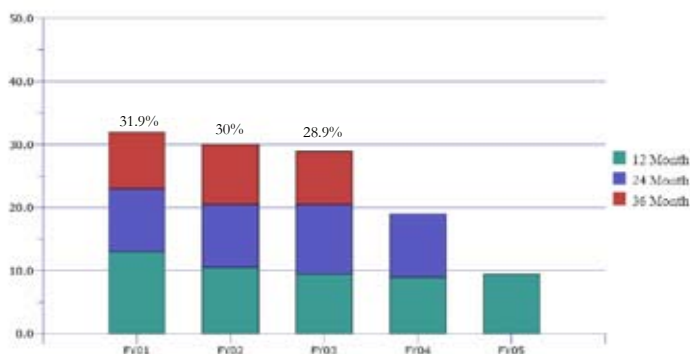
OYA examines recidivism by grouping offenders based on key characteristics, such as population (probation, parole, DOC youth), gender and minority status. The recidivism event is the first felony adjudication (juvenile court) or conviction (adult court) from the date of the youth's commitment to OYA probation supervision, release to OYA parole supervision, or release to adult post-prison supervision. OYA calculates recidivism at 12, 24 and 36 months from the start date. In general, the 36-month tracking period is preferred when comparing groups or looking at trends.

### Distribution of Youth Offenders by Population (FY01-FY03, Pooled)



*The probation population is a greater influence in the recidivism decline because it is the largest of the overall population distributions.*

### Cumulative Recidivism: Combined Populations



*The bar-graph to the left depicts a slight downward trend in overall recidivism for the combined population at the 36-month tracking period. Overall recidivism dropped by three percentage points—31.9% to 28.9%. (Note: 36-month figures were not yet available for FY04 and FY05)*



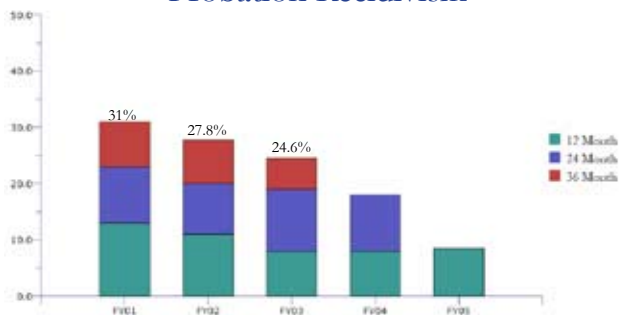
# Agency Accomplishments

*Featured successes in 2005-07*

## OYA Youth Recidivism Facts

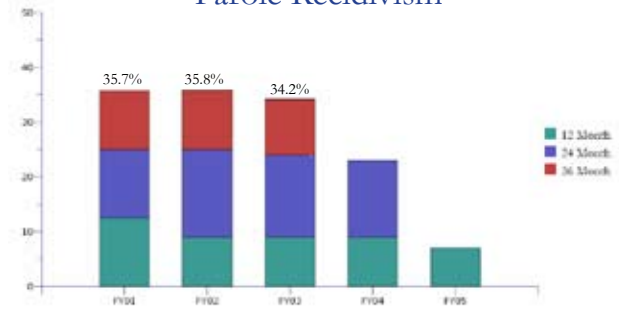
- Probationers experienced the steepest decline in recidivism.
- Recidivism rates amongst parolees were mostly flat.
- Males recidivated at higher rates than females.
- Minorities in the probation group recidivated at higher rates than their counterparts in the parole group.
- Property and Substance/Alcohol offenders recidivated the highest overall in parole and probation groups.
- Sex offenders recidivated the lowest overall of any crime type.

### Probation Recidivism



*These graphs help reinforce why the 36-month recidivism rate is the preferred measure for comparison. For example, at 12 months, recidivism among parolees was lower in FY02 than in FY01; however, by 36 months, parole recidivism rates for FY01 and FY02 were nearly the same.*

### Parole Recidivism



To view the full OYA recidivism report, visit [www.oregon.gov/OYA/rpts\\_pubs.shtml](http://www.oregon.gov/OYA/rpts_pubs.shtml).

# Agency Accomplishments

*Featured successes in 2005-07*

## Safe Environments

During 2005-07, the agency re-dedicated itself to emphasizing safety of youth and staff. OYA involved staff, youth, parents, and other stakeholders to develop and implement many new quality assurance measures and to promote an agency culture that prioritizes youth safety. OYA took many important steps during 2005-07 to ensure the safety of youth and staff:

- Emphasized staff personal protection and ability to maintain safe environments by adopting a standard verbal and physical de-escalation curriculum. OYA added new training and equipment, selectively increased staff levels, and initiated an enhanced quality assurance/quality improvement system.
- Measured safety by using national Performance-based Standards, peer-based safety/security reviews of facilities and field offices, Key Performance Measures, and other evaluative functions. Based on outcomes of evaluation processes, OYA developed plans to guide quality improvements. OYA also created an agency-wide safety coordinator position.
- Cooperatively created an internal agency strategic plan, which included creating a culture of trust, transparency, and collaboration. The agency's goal to work with all partners to include juvenile department staff, labor, families, judicial officials, educators, and other stakeholders continued. Communications were improved with strategies developed to widen the net capturing concerns, complaints, and suggestions.

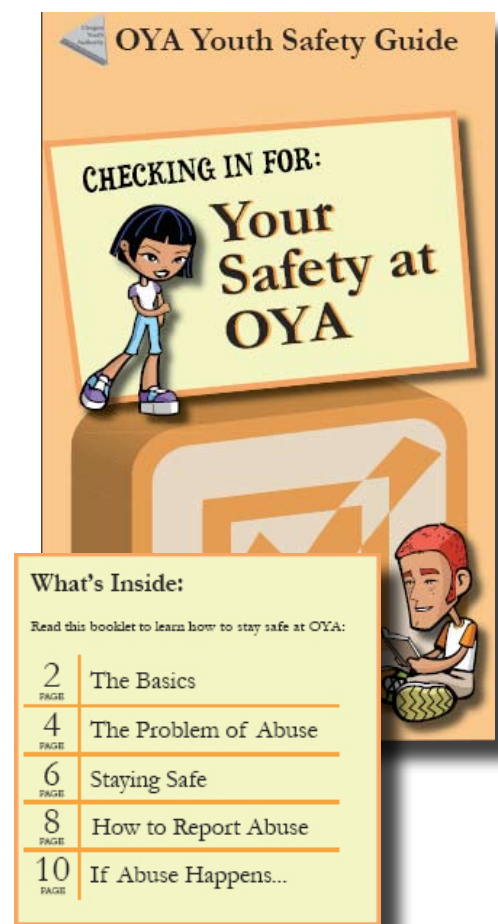


# Agency Accomplishments

*Featured successes in 2005-07*

## Investing in Youth Safety

- Created an Office of Professional Standards, with a publicized, toll-free complaint hotline to receive and respond to concerns or complaints related to youth safety and staff misconduct.
- Reviewed and updated agency policies and practices affecting youth safety, including the development and delivery of Principles of Conduct for all OYA staff.
- Implemented and regularly reviewed two youth safety survey instruments. One survey is directed to youth in foster, proctor, and residential care. The other gathers feedback on youth exiting OYA care, and was sent to both the youth and the youth's family.
- Developed and distributed a safety guide for youth in OYA custody.
- Expanded youth assessments for suicide risk, developed review processes for all incidents of suicidal behavior, and increased staffing and interventions to ensure youth safety.
- Completed protocols with the Department of Human Services to assure access to services at the Oregon State Hospital and the Secure Adolescent Intensive Treatment Program for young incarcerated offenders who require inpatient psychiatric care.



# Agency Accomplishments

*Featured successes in 2005-07*

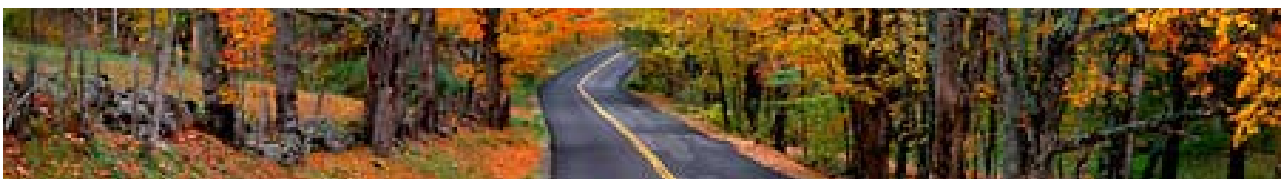
## Implementing Evidence-Based Practices

In 2004, Oregon Senate Bill 267 (ORS 185.515-525) mandated that state-funded programs use treatment practices shown by research to reduce the risk of recidivism and/or decrease the likelihood of hospitalization for mental health crises. In 2003-05, 45 percent of the OYA's services subject to the law met the legal requirements, almost doubling the statutory target of 25 percent for the biennium.



OYA services and interventions are based upon principles of effective correctional intervention. These concepts are implemented in OYA facilities and community contracted providers, and are addressed through the individual youth case plan. In 2005-07, OYA's activities demonstrated the agency's commitment to evidence-based practices:

- Assessed offender risk and needs
- Developed and implemented evidence-based programs
- Conducted interventions in appropriate settings
- Provided services which take into account factors that affect how individual offenders respond to treatment
- Evaluated programs and strengthened quality control.
- Aligned treatment to risk.
- Used cognitive behavioral and social learning approaches in treatment services
- Ensured that programs were delivered as designed
- Planned for community reintegration
- Provided program support by leadership and staff
- Recognized cultural needs of offenders





# Agency Accomplishments

*Featured successes in 2005-07*

## Gender-Specific Programming for Young Women



Young women in the OYA facility system present a unique set of needs and circumstances. They are more likely than their male counterparts to have a diagnosed mental health condition, to have had multiple suicide attempts, and to have had a previous psychiatric hospitalization. The majority of female offenders have co-occurring substance abuse and mental health disorders. OYA has worked toward funding gender-specific programming in our facilities. Programs will become better focused on the specific needs of young women and will provide services utilizing approaches and environmental conditions.

In October 2005, OYA started implementing recommendations to improve services to female offenders made by the OYA Advisory Committee. Two subcommittees were created, one to address access issues that arose in close custody settings and the other to address access issues in community settings. Both subcommittees were

multi-disciplinary in membership. Consistency was assured by appointing a common chair and a common facilitator for both committees.

The Implementation Committee recommended that OYA provide a continuum of gender-specific services and programs based on research and best practice. It further recommended that these services and programs allow young women to fully complete their programs based on their individual case plans. These statements were the conceptual framework for the development and implementation of services at Oak Creek Youth Correctional Facility. Oak Creek is scheduled to re-open as a gender-specific program in February, 2008.

The legislature funded a 15-bed, community-based, young women's dual diagnosis program to be opened in 2008. This represents another milestone in OYA's commitment to tailoring services to improve outcomes for young women.



# Agency Accomplishments

*Featured successes in 2005-07*

## Partnerships

OYA committed substantial resources to strengthening and maintaining relationships with its many stakeholders and partners involved in juvenile justice. These partners are critical to the success of OYA's public safety and reformation efforts.



OYA took action in 2005-07 to enhance working relationships with key partners:

- Participated in the WrapAround Oregon initiative, seeking to change management of resources to offer flexibility and innovation to help emotionally disturbed children and families in Oregon communities.
- Improved services to crime victims by fully implementing the VINE system (Victims Information Notification System) and training of staff on victim responsiveness.
- Collaborated with Department of Human Services, Department of Corrections, Residential Youth Care Providers, and the leadership of the Oregon Juvenile Department Directors Association in the coordination and delivery of juvenile justice services.
- Worked with the Department of Education and local school districts to ensure youth offender educational opportunities at correctional facilities and in the community.
- Provided leadership and emphasis on meeting the needs of minority communities by co-sponsoring the Governor's Summit on Over-Representation in the Juvenile Justice System, assuming leadership of the statewide Public Safety Cluster meetings with Oregon's Native American tribes, revitalizing the agency's minority advisory committees, and continuing to provide culturally-specific treatment services and consultation with other state agencies.
- Partnered with Oregon Juvenile Department Director's Association (OJDDA) to develop a comprehensive system for managing sex offenders. OYA and OJDDA were awarded a multi-year grant to fund this collaborative effort.

# Agency Accomplishments

*Featured successes in 2005-07*

## System of Performance Measurement

In 2005-07, OYA measured performance in a variety of ways. Key measures included Performance-based Standards, safety and security reviews, program integrity reviews using the Correctional Program Checklist, a formal quality assurance/improvement system and Key Performance Measures. OYA's performance measurement system was supported by automated systems that generate regular reports through the Juvenile Justice Information System.

**Performance-based Standards:** Over 100 standards are linked to areas of safety, order, security, health and mental health, programming, justice, and reintegration in a national system of performance measurement. Performance reviews of OYA facilities were conducted every six months.

**Safety and Security Reviews:** Both field and facility operations structured safety and security reviews that were conducted with the agency safety officer, managers, and agency staff.

**Key Performance Measures:** OYA management actively monitored and reported to the Oregon Progress Board on 15 KPMs. These performance measures are discussed on the following pages.

**Correctional Program Checklist:** OYA and the Department of Corrections adopted this instrument to measure the degree to which programs adhere to basic principles of effective correctional interventions. All OYA facility units and all contracted programs were evaluated at least once during the biennium.

**Quality Assurance/Continuous Quality Improvement:** OYA established a formal, two-level quality improvement system to provide consistent monitoring and oversight of agency operations. A statewide oversight committee met regularly to monitor high-risk areas and to review plans for ongoing improvement. Local quality assurance/quality improvement specialists provided support to staff.

**Statewide Juvenile Justice Recidivism:** OYA monitored and published Oregon's statewide juvenile justice recidivism data. Recidivism information was provided to the county juvenile departments and the public.



# Agency Accomplishments

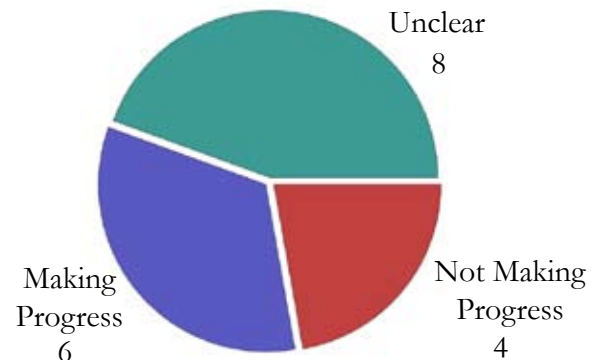
*Featured successes in 2005-07*

## Key Performance Measures

OYA uses Key Performance Measures (KPMs) to monitor agency progress in key areas, most relating to the goal of reducing the rate of youth recidivism. These performance measures enable the agency to more accurately report progress in achieving its mission and the Oregon Benchmarks. The KPMs also include measures added in response to specific guidance by the Department of Administrative Services and the Oregon Legislature.

Measuring performance on some KPMs has been challenging due to changes in definition and data collection techniques during this reporting period. Efforts have been made to develop consistent definitions and data analysis methodology to provide clarity for OYA's 2009 report.

Progress status of KPMs  
as of June 30, 2007



## Public Safety

Above all, Oregonians expect OYA to help keep them safe from juvenile crime. This is done in coordination with other public safety partners, through the use of graduated sanctions and by providing interventions that target criminogenic risk factors.

OYA has four KPMs to monitor its efforts to enhance public safety:

- Parole Recidivism (KPM 12)
- Probation Recidivism (KPM 13)
- Completed Escapes (KPM 1)
- Runaways (KPM 2)

## Accountability

It is OYA's responsibility to ensure that court-ordered sanctions are fulfilled while youth are in custody. This is done through a continuum of services. OYA also supports the concerns of crime victims. By statute, victims of crime may receive restitution for damages they sustained. Youth offenders are held accountable for making the restitution payments to victims as ordered.

OYA has one KPM focusing efforts on holding youth accountable for monetary restitution to victims:

- Restitution Paid (KPM 11)



# Agency Accomplishments

*Featured successes in 2005-07*

## Reformation

Over the past several years, OYA has aggressively implemented evidence-based programs in all youth correctional facilities. The agency has adopted standardized risk assessments and structured case planning processes. Staff have been trained in multiple areas: interviewing techniques, risk assessments, case plans based on risks and needs, and working in multi-disciplinary teams to develop the most effective plans with appropriate interventions to target criminogenic risks of youth.

OYA has five KPMs to monitor progress toward implementation of evidence-based practices and providing opportunities for reformation:

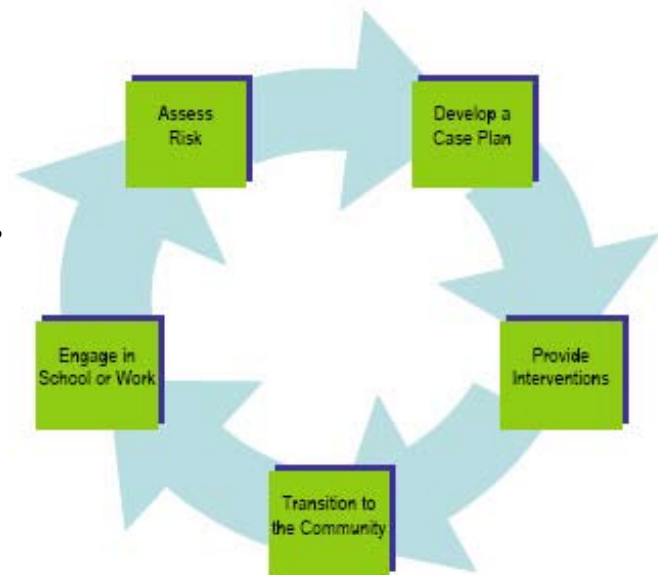
- Intake Assessments (KPM 6)
- Correctional Treatment (KPM 7)
- Education Services (KPM 8)
- Community Re-entry Services (KPM 9)
- School and Work Engagement (KPM 10)

## Safe Environments

The families of youth offenders, as well as the public, expect OYA to provide the youth with a safe environment. OYA has three KPMs to measure efforts to keep youth safe:

- Suicidal Behavior (KPM 5)
- Staff-to-Youth Injuries (KPM 4)
- Youth-to-Youth Injuries (KPM 3)

For more information on the Key Performance Measures and OYA's progress, visit [www.oregon.gov/OYA/docs/Progress\\_Board\\_Rpt\\_2007.pdf](http://www.oregon.gov/OYA/docs/Progress_Board_Rpt_2007.pdf)



# Agency Accomplishments

*Featured successes in 2005-07*

## Juvenile Justice Information System

The Juvenile Justice Information System (JJIS) is a unified information system shared between Oregon's 36 counties and OYA. JJIS serves as a repository of the state's juvenile justice information. JJIS data is used to manage cases of nearly 20,000 youth offenders in the juvenile justice system and to provide data for system management and program evaluation. JJIS staff had many notable achievements during 2005-07:

- Automated the case management system and risk/needs assessments of offenders.
- Completed training for all OYA workers, including navigating the case plan, improving key performance measure tracking, and using the case plan to improve youth outcomes (reduce recidivism).
- Contributed data for evaluation reports involving recidivism by program, program effectiveness audits, and cost-effective sanctions.
- Improved payment of restitution owed by youth offenders. OYA used JJIS to enhance its ability to track and report restitution paid, established a Key Performance Measure to report payment status, and continued its emphasis on vocational skills and job engagement.



# Agency Services

Quality treatment spanning custody to release



The future depends on what we do  
in the present.

Mahatma Gandhi (1869-1948)

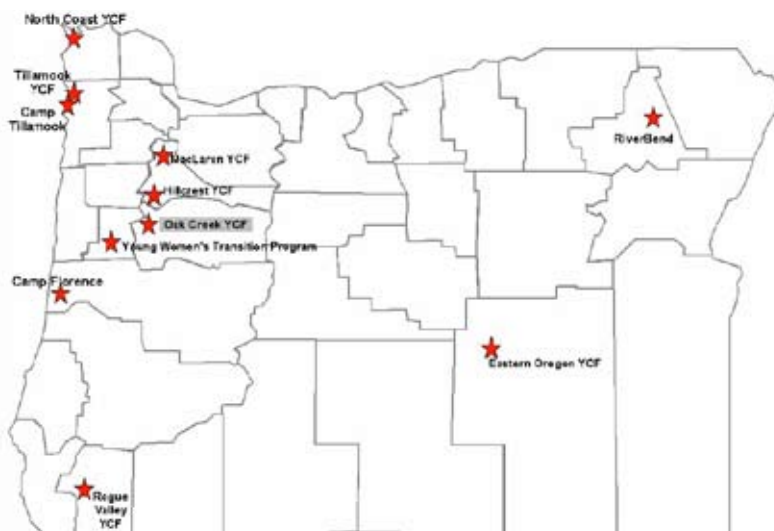
# Agency Services

*Quality treatment spanning custody to release*

## OYA Facilities

During 2005-07, OYA's facility system provided 850 beds in both secure and transitional environments. OYA facilities ensure public safety and provide accountability and reformation opportunities to youth who represent an unacceptable risk in the community.

Each facility differs in size and function, but all provide a continuum of evidence-based services focused on preparing youth for return to the community with a lower risk to re-offend. Youth generally live in units of 25, where many of the reformation and treatment activities are conducted. OYA works in partnership with Oregon's county juvenile departments and the Oregon Department of Corrections in serving youth under both adult and juvenile court jurisdiction.



*\*Oak Creek YCF is scheduled to open in February 2008.*

**Secure Youth Corrections Facilities** offer the highest level of security and structure, intensive accountability and treatment designed to meet the individual needs of youth, while protecting the public. Secure facilities include MacLaren, Hillcrest, Rogue Valley, Tillamook, Eastern Oregon, and North Coast.

**Transition Work/Study Camps** provide a bridge between the secure facilities and community placement. Camp environments enable youth to continue their reformation and education by working in community settings. These camps include Camp Florence, Camp Tillamook, Corvallis House, and RiverBend.



# Agency Services

*Quality treatment spanning custody to release*

## 2005-07 Facility Accomplishments

- Statewide intake for all offenders was improved and centralized at Hillcrest Youth Correctional Facility (YCF). Consistency in assessment and initial placement decisions was achieved.
- All staff on facility living units were trained in and implemented cognitive behavioral intervention concepts.
- Key curricula such as Aggression Replacement Training, Street Smarts (gang curriculum), and Cannabis Youth Treatment were initiated in facilities.
- Facility units were evaluated using the Corrections Program Checklist (CPC), and OYA met its SB 267 target for effective/highly effective programming.
- The temporary structures at MacLaren YCF were closed.
- Capacity at Eastern Oregon YCF and North Coast YCF was increased, serving sex offenders and youth with alcohol and drug issues respectively.
- All facilities participated in Performance-based Standards, designed to improve the conditions of confinement and program quality. Facility improvement plans in safety, security, health and mental health, programming, order, justice, and reintegration were developed.



## Key Initiatives



OYA facilities are involved in several key areas of program development and improvement resulting from the CPC and ongoing quality assurance efforts. Facility programs will continue to enhance strengths to assure an evidenced-based approach to services with the following key initiatives:

- Refining existing curriculum and developing new curriculum to address offender criminogenic risk factors based on the cognitive behavioral approach.
- Addressing elevated suicide risk by enhancing youth safety with mental health services.
- Further refining of gender-specific services for female youth.



# Agency Services

*Quality treatment spanning custody to release*

## OYA Community Services

OYA's community services staff provides case management services for youth offenders. This work relates directly to the goal of protecting the public by reducing the risk of new crime. OYA works closely with community partners —county juvenile departments, private providers, families, and other stakeholders— to plan and coordinate the services to youth.

In 2005-07, community services had several key initiatives: implementing evidence-based practices, monitoring and improving youth safety controls, and evaluating and creating an improvement plan for youth offender foster care services.



## Parole & Probation Services

OYA provides parole and probation services in all 36 counties in Oregon. The primary focus is the case management and supervision of youth placed in youth correctional facilities, residential programs, and youth offender foster care. OYA places a priority on family involvement and encourages families to participate in case planning (multi-disciplinary team) by attending meetings about their youth's treatment and placement.

The OYA Parole and Probation staff implemented a standardized Risk Needs Assessment (RNA) and case planning system to drive and support evidence-informed treatment. These tools and the multi-disciplinary team model are the foundation of OYA's youth case management.

## Residential & Treatment Services

Residential treatment services are designed to protect the community, while providing assessment and individualized treatment services to facilitate the youth's return to constructive community life. A network of youth care centers and private agencies provide 24-hour/7-day residential services to youth offenders. They focus on community protection, education/vocational, individualized treatment, and skill building.

During 2005-07, OYA evaluated all contracted programs with the Correctional Program Checklist. OYA also provided technical assistance and consultation to providers on evidence-based practices.

# Agency Services

*Quality treatment spanning custody to release*

## Youth Offender Foster Care Services

OYA provides structured family living environments in the community through the use of youth offender foster homes across Oregon. Youth offender foster homes address offender needs and assist in mitigating community risk, assuring youth safety, and enhancing reformation.

Multidimensional Treatment Foster Care (MTFC) is an evidence-based model focused on comprehensive supports and services for youth offenders including in-depth training for foster parents. OYA implemented MTFC for youth needing more treatment and intervention services.

## Diversion and Juvenile Crime Prevention

OYA provides funding to counties through intergovernmental agreements for delinquency prevention and intervention services to meet the needs of youth offenders who might otherwise be committed to the OYA. The goal of these services is to prevent further offenses, thereby reducing recidivism. Diversion funds assist counties to develop and operate local services designed to divert the highest risk youth offenders from placement in OYA custody. Juvenile Crime Prevention Basic Services funds enhance counties' basic graduated services and sanctions for youth referred to juvenile departments.

OYA and all 36 Oregon counties produce a recidivism report on the state- and county-wide measures of criminal activity and community safety.

For the full report, go to [www.oregon.gov/OYA/jjis\\_data\\_eval\\_rpts.shtml#Statewide\\_Recidivism\\_Reports](http://www.oregon.gov/OYA/jjis_data_eval_rpts.shtml#Statewide_Recidivism_Reports).



# Agency Services

*Quality treatment spanning custody to release*

## 2005-07 Community Services Accomplishments

- Adopted and implemented evidence-based treatment programs such as Functional Family Therapy (FFT), Multi-Systemic Treatment (MST) and Motivational Interviewing (MI). The OYA worked closely with the Department of Human Services to expand the number of FFT providers throughout the state.
- Implemented the new responsibilities associated with House Bill 2561B, which transferred the Oregon Office of Interstate Compact on Juveniles from the Department of Human Services to the OYA.
- Worked with residential providers to develop a curriculum-based independent living program for youth 18 years and older.
- Extended training opportunities to community partners on evidence-based practices.
- Implemented Risk Needs Assessment and established individual offender case plans with youth and family involvement.
- Coordinated with the Professional Standards Office to launch the climate surveys, youth safety guides, a complaint hotline, and other initiatives related to youth safety.
- Launched an equivalent to performance-based safety standards in field offices.
- Completed a comprehensive evaluation of youth offender foster home and community support services; developed strategic plan; and implemented policies, new curriculum training and improved service delivery.



## Key Initiatives

- OYA will continue the best practices implementation of effective correction interventions. All curricula and interventions are incorporated in the JJIS automated case planning system to assist and guide staff to select the most appropriate service.
- OYA will refine agency practices of matching youth risk and needs to appropriate placement options.
- Evidence-based practices will be continued through cooperative partnerships and sharing of resources to ensure fidelity and promote sustainability in community-based services.

# Agency Services

*Quality treatment spanning custody to release*

## Reformation Services

OYA's mission is founded on principles that place the highest priority on public safety. To accomplish this, OYA has established an array of evidence-based correctional treatment services that focus on reducing criminogenic risk factors and building positive, pro-social skills. These concepts are implemented through a multi-disciplinary team approach that utilizes assessment measures to identify areas of risk and needs. These areas are then addressed through the implementation of an individual case plan for each youth.

Risk/Needs Assessment focuses on the individual youth's criminogenic risk and needs. The risk needs information is categorized in the following areas or "domains":

- substance abuse
- mental health
- education/school
- use of free time
- family/parenting
- interpersonal relationships
- criminal/delinquency history
- employment
- attitudes and beliefs
- aggression
- social skills

OYA is working with the University of Oregon to validate the Risk/Needs Assessment tool.

Case planning provides the youth's road map to reformation by identifying specific treatment targets. Treatments focus on thinking, beliefs, behaviors, and skills the youth need to develop in order to become productive, non-criminal members of society.

Since 2005, OYA applied core and advanced evidence-based curricula in the following areas:

- Cognitive-behavioral restructuring
- Gang intervention
- Gender-specific substance abuse treatment
- Aggression replacement training
- Mental health treatment
- Offense-specific treatment
- Functional family therapy in the community
- Multidimensional treatment foster care





# Agency Services

*Quality treatment spanning custody to release*

## Office of Minority Services

The Office of Minority Services (OMS) provides leadership, advocacy, and guiding principles to assist the OYA in its ongoing efforts to become a culturally competent organization and to address the complex issues of a culturally and ethnically diverse agency. OYA has provided statewide leadership in addressing minority over-representation, both in its array of services and through evidence-based practices in its facilities and community settings.



## 2005-07 OMS Accomplishments

- Chaired the SB770 Public Safety Cluster which includes representatives from Tribal Law Enforcement and State Public Safety Agencies.
- Negotiated Memorandums of Understanding with many of Oregon's federally recognized Native American tribes.
- Leveraged resources through collaboration in the community, and assisted in contract review of gang intervention funds, which addressed the needs of gang-involved youth offenders throughout Oregon.
- Coordinated ethnic advisory committees to assist OYA in maintaining a level of cultural competency and sensitivity in programs and services.
- Co-sponsored the Governor's Summit on Minority Over-Representation in the Juvenile Justice System and participated in the Governor's Affirmative Action/EEO meetings.
- Coordinated transition services for minority youth leaving youth correctional facilities and reintegrating back into their communities.
- Provided translation and interpretation services for limited-English proficient youth and families.
- Coordinated multi-cultural support groups, special events, and celebrations at OYA facilities. These efforts directly benefited youth and their cultural connections.
- Delivered training to facilities staff, contracted providers, community and program services.
- Developed the Tattoo Removal Partnership program with Oregon Health and Sciences University and the Oregon Psychiatric Association. The program targeted OYA gang-affected youth who intend to change their lives and want to remove their gang markings.
- Developed partnerships and fostered collaborations with governmental and non-governmental agencies, such as Immigration, Social Security, and the Mexican Consulate Office.



# Strategic Plan for 2007-09

Looking toward a better tomorrow



There will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.

Sir Winston Churchill (1874-1965)

# Strategic Plan for 2007-09

*Looking toward a better tomorrow*

## Two-Month Goals (by September 1, 2007)

- ✓ Initiate processes to renovate Oak Creek YCF into a female-only facility.
- ✓ Develop criteria and processes to award new statewide gang intervention grant funds.
- ✓ Complete an initial review of RiverBend YCF to ensure appropriate management controls are available and used effectively. Determine whether similar reviews are needed elsewhere.
- ✓ Consult with partners/stakeholders, develop plan for actions necessary to roll out the 2007-09 Legislatively Adopted Budget.

## Six-Month Goals (by January 1, 2008)

- Complete program and facility improvements to Oak Creek YCF, transfer female offenders from Hillcrest YCF.
- ✓ Develop work plan with Department of Corrections to improve transition of youth offenders from OYA custody to DOC custody or to post-prison supervision.
- ✓ Develop work plan with Department of Human Services to identify areas of common interaction, decide where efficiencies can be obtained by conforming policies and/or practices, and identify/document where agencies need different approaches due to different missions.
- Implement any actions identified by management controls review.
- ✓ Work with Department of Education to identify program needs and costs for youth corrections education services. ODE needs legislative authorization to release funds for 2008-09.



# Strategic Plan for 2007-09

*Looking toward a better tomorrow*



## Two-Year Goals (by June 30, 2009)

- ✓ Revise agency Key Performance Measures, per legislative direction.
- ✓ Exceed statutory standards for implementing evidence-based services (50 percent).
  - Expand clinical supervision of treatment services to ensure effectiveness.
- Develop a coordinated, consistent treatment regimen for sex offenders to continue treatment effectiveness during transition from close custody to community placements.
- Implement internal agency strategic plan to improve communication, assist in career development, use effective practices and improve through evaluation, and continue to emphasize and promote a professional agency culture.
- ✓ Improve accountability and reporting by revising performance measures for Juvenile Crime Prevention Basic Services, Diversion, Individualized Services, and Youth Gang Intervention funds shared with counties.
- Monitor and improve the matching of treatment services with individual offender risks/needs.
- Prepare and release an evaluation study showing impact of specific agency activities and programs on offender recidivism.
- Agency-wide project to improve system and management controls.

## Four-Year Goals and Beyond

- Preserve federal funding sources.
- Continue to explore ways to reduce the impact of budget cost drivers, including the costs of health care, mental health, substance abuse, and other specialized treatment needs of youth offenders.
- Ensure agency has sufficient resources to maintain, repair, and replace its capital infrastructure.
- Continue to develop and utilize JJIS for case management and service evaluation/improvement throughout Oregon's juvenile justice system.



# OYA Youth Art









For more information on the Oregon Youth  
Authority and its programs/services, visit  
[www.oregon.gov/oya](http://www.oregon.gov/oya)

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