

DIRECTIONS



Above, from left to right: Camp Tillamook, Hillcrest YCF, Corvallis House, MacLaren YCF

Director's Corner

Robert Jester, OYA Director

In this summer edition of Directions, I wanted to provide an update on two issues that closely involved OYA's juvenile justice partners – re-opening the Oak Creek facility as a young women's program and the juvenile justice recommendations from the Governor's Timber Task Force.

The legislature in 2007 approved re-opening Oak Creek Youth Correctional Facility as a gender-specific program for female offenders. I hope to make Oak Creek into a national model of evidence-based, gender-specific program that maximizes reformation opportunities for young women, and believe we are on course to accomplish that goal. We could not have come this far without the advocacy, support, encouragement, and assistance of many OYA staff and stakeholders – too many to list in this short space.

A separate article in this newsletter lists the many accomplishments of the program, but it also is worth noting some of the challenges overcome in this process. Half the staff at Oak Creek are new to juvenile corrections, and many veteran OYA staff who transferred to Oak Creek have not previously worked with young women. These staff have performed admirably in creating a stable and secure environment where effective treatment can occur. They have faced substantial challenges from some of the offenders whose response to a new environment and new staff was to act out, including the familiar but unsafe habit of self-harm. As staff and youth have gained experience and acceptance of their new environment, these behaviors have decreased dramatically. We continue to develop and implement our treatment and vocation programs, as well as working with our education partners to develop a full range of reformation services.



The Governor's Timber Task Force will hold its final meeting in August. All task force recommendations have been out for public comment for 60 days, and this meeting should result in final recommendations to Governor Kulongoski. The two major juvenile justice recommendations have been well received. The juvenile justice work group developed an incremental plan to determine whether federal IV-E funds can be effectively used as a supplemental funding source for juvenile justice, and proposed giving county-based regions a greater role in planning for additional close-custody and community-based resources coming on line next year. While some barriers and challenges remain before these recommendations become reality, the Governor and his staff have recognized the willingness and ability of the juvenile justice community to think creatively and collaboratively to meet the needs of the public and Oregon's youth in the face of disappearing federal timber funds.

I hope all of you are enjoying another wonderful Oregon summer.

In This Issue:

- + Legislative Update
- + SIP Update
- + OYA Welcomes Joan Palmateer
- + KLCYR New Vocational Program
- + 2008 Mental Health Gap Survey
- + News From JJIS
- + Lord High School Teacher Honored
- + July 2008 Quick Facts Released
- + Quality Improvement System Changes
- + Save the Date, 2008 Governor's Summit
- + Oak Creek Focus on Treatment
- + Training Opportunities

LEGISLATIVE UPDATE



The 2009-11 budget was developed by focusing on the agency's top two priorities: lowering recidivism and keeping youth safe while under its supervision. These priorities are achieved with a combination of base budget expenditures and policy packages. The policy option package list represents months of work with staff and partners in the development and prioritization of agency services. The next step in the budget cycle process is to forward this work to the legislative fiscal staff for inclusion in the agency request budget.

The agency request summary is available to view online at www.oregon.gov/OYA/docs/0911agency_request.pdf

For any questions or comments, please contact Suzanne.Whelan@oya.state.or.us

SIP UPDATE

The Systems Improvement Project (SIP) provides OYA an opportunity to improve management practices and controls applicable throughout the agency. It also gives us the opportunity to continue implementing elements of the agency's strategic plan and build in quality assurance/quality improvement process to additional parts of the agency performance in achieving our mission of public safety and offender accountability and reformation. The first business services audit pilot is completed with all facilities to be scheduled, the agency climate survey in process, and other key priorities on target.

Project coordinator, Bobby Mink, spearheaded twelve workgroups and from that prepared a report outlining dozens of improvement recommendations. With staff input, the agency identified sixteen recommendations to immediately focus on with the expectation that these top priorities would be completed or significantly underway in ninety days. For an overview of each recommendation, go to the [Systems Improvement Project Recommendations Overview](#). Action plans have been developed for each recommendation to help guide the scope and accomplishments as we move through completion. Each plan includes action steps, target dates, responsible lead staff and status of the progress. The action plans are posted in Outlook in the SIP folder along with the final report, tracking system, workgroups and other related project work.

This initiative will shape a multitude of agency practices and targets significant steps to improve our culture and accountability.

OYA WELCOMES JOAN PALMATEER



Effective August 4th, Joan Palmateer will assume the role of Assistant Director for Facility Operations of the OYA overseeing 11 juvenile corrections facilities. Joan's career with Department of Corrections began as a correctional officer in 1980 and she quickly promoted to several management positions in both male and female prisons. In 1998, Ms. Palmateer became the first female superintendent of the Oregon State Penitentiary, Oregon's maximum security and oldest prison. She currently leads DOC's Office of Population Management, where her duties include inmate classification, facility construction, and working with OYA on DOC transferred offenders.

Joan has been recognized for her commitment to DOC's mission, which like OYA's is founded on safety, security, and treatment to protect the public and provide reformation opportunities to offenders. One of her first priorities will be to visit OYA's facilities to meet staff and learn first-hand about our youth offender operations, and meet with union leadership to develop common goals and objectives for facility operations.

Ms. Palmateer's influence goes beyond the state borders. She is recruited nationally for training and consulting in state, federal and private prisons, local jails and other adult and juvenile correctional agencies. She has been a consultant for the National Institute of Corrections, the US Bureau of Prisons, the American Correctional Association and private corporations. I know she looks forward to working with staff and her continued work with local and national partners.

Welcome to the Oregon Youth Authority, Joan!

KLCYR NEW VOCATIONAL PROGRAM

The Klamath Lake County Youth Ranch (KLCYR) program in Bonanza, OR, serves adolescent males, ages 15 to 18, in a residential treatment setting. The program offers individual and group interventions with a cognitive behavioral focus. This is one of many OYA residential contracted providers that were found to be “effective” by the Correctional Program Checklist review process.

Recently, KLCYR was awarded a \$13,000 grant from the West Family Foundation and a \$7,000 grant from the Elizabeth Cafferata Foundation for the upgrading of all tools and equipment in the vocational carpentry shop. These generous gifts triggered additional community support from local businesses which has resulted in a complete modernization of the carpentry shop. Over the last few months, youth placed at the program have been directly involved in the renovations and expect new tools and equipment to arrive in the near future.



(Above) Carpentry shop before

Youth in the program are able to put cognitive techniques into practice with hands-on work experience. This helps them find motivational triggers and wrestle with cognitive distortions which offer them familiar escape routes from unpleasant activity. Youth will follow a prescribed curriculum that builds on safety and cooperation. They will be able to earn money for specific projects that will be applied towards victim compensation. Through the multidisciplinary team meetings, a restitution plan will be developed. If there is no restitution, youth will accumulate a personal savings account that can be used at time of transition, as well as other specific purchases.



(Above) Carpentry shop after

In 2007, youth placed at KLCYR earned \$20,079 dollars. This amount is expected to increase with this new vocational opportunity. Youth will also be able to earn a competency certificate upon completion of the curriculum.

The staff and board members are grateful to all those who have worked together to make this a reality.

2008 MENTAL HEALTH GAP SURVEY

The findings of the 2008 Mental Health Gap Survey will be available in the next few weeks. In April, both field and facility staff did a superb job entering information on approximately 2000 offenders in OYA custody. Beginning mid-May, OYA Research and Development began analyzing the data. Below are some results of the survey – the data will have impact on agency decisions about where to devote resources in a variety of areas, from correctional treatment services to education/vocational skills training:

Youth in community settings who are low functioning or developmentally delayed: 21%

Youth in close custody who are low functioning or developmentally delayed: 13%

Youth in OYA custody with a diagnosed mental health condition: 67%

Youth in community settings with diagnosed mental health condition: 65%

Youth in close custody with diagnosed mental health condition: 70%

Most common diagnostic category:

Behavior disorders of Childhood onset (e.g., ADD, Oppositional Defiant Disorder)

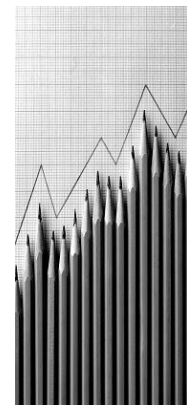
Second most common diagnostic category:

Mood disorders (e.g., major depression, bi-polar disorder, dysthymia)

Youth in OYA custody who are on IEPs: 31%

Youth in close custody engaged in vocational training: 42%

Youth in community settings engaged in vocational training: 21%



The findings above represent only a small fraction of what the Mental Health Gap Survey has provided the agency. A full presentation of the data results will be posted on the agency website within the next few weeks, along with previous years' findings. Again, a big thanks to everyone in the field and in facilities who devoted time and effort to enter individual youth data into the system – your efforts are paying off!

NEWS FROM JJIS

Staffing

JJIS is pleased to announce the selection of Paul Egbert as the JJIS Training and Implementation Manager. Paul replaces Ed Schmidt who retired at the end of March. Paul has a wealth of juvenile justice experience spanning from OYA to the county juvenile departments. Paul has also been a member of many local and statewide committees working on juvenile justice policies. Paul is very knowledgeable about JJIS and how it fits into juvenile justice practices.



Other staffing changes in OYA's Information Systems unit include the combining of the JJIS Reports Development Team and OYA's Research Team - the single team will be managed by Dave Brooks as OYA's new Research & Reports Manager. Dave's former position as Application Development Manager is currently in the recruitment process.

Training and Implementation

JJIS Training & Implementation Specialists are working to help counties implement JCP service tracking and several counties are already in progress. Standardized service tracking in JJIS will support required outcome reporting to the legislature regarding the effectiveness of state JCP Basic and Diversion funds. The effort will also contribute data to the evaluation of JCP Prevention funds distributed to each county.

JJIS trainers will be joining with OYA trainers to train counties who have expressed an interest in using the OYA Risk Needs Assessment to support the development of their case plans. This training will also allow several counties to move forward with implementation of case planning.

Development

The next release of JJIS is scheduled for October. The focus of this release will include requested enhancements to many existing features and a new feature related to victim notification and support for House Bill 2127, passed during the 2007 Oregon Legislative Session. This bill clarified victims' rights and established required notifications to victims. The bill generated interest from several county and agency groups in how JJIS might be used to track victim notifications and help counties and OYA comply with the notification requirements. This effort resulted in the development of the first phase of several Victim Information screens for documenting notifications and victim's requests regarding notifications.

LORD HIGH SCHOOL TEACHER HONORED

Ernest Sowards, a social studies teacher at William Lord High School at MacLaren Youth Correctional Facility in Woodburn, has been named Oregon History Teacher of the Year by the Gilder Lehrman Institute of American History and Preserve America.



He is Oregon's fifth recipient of the award from the Gilder Lehrman Institute of American History, a New York-based institution promoting the study and love of American history, and Preserve America, the White House initiative that encourages community efforts to study and preserve America's cultural and natural heritage.

For his outstanding contribution to education Sowards will receive \$1,000 and the Lord High School library will receive a generous donation of materials from the Gilder Lehrman Institute made in Sowards' name.

Congratulations, Ernest, and thank you for your hard work and dedication.

JULY 2008 QUICK FACTS RELEASED



Oregon Youth Authority				Quick Facts July 2008								
Total Population - as of 7/1/08: 1,985				Bob Jester, Director - Phil Lemman, Deputy Director								
Community at a Glance				Close Custody at a Glance								
Juvenile Youth on Parole:	440	41		Juvenile Youth in Facilities:	458	50						
Juvenile Youth on Probation:	630	59		Public Safety Reserve:	109	12						
Youth in Community, Total:	1,070	100%		Juvenile Youth in Facilities, Total:	567	62%						
Community Youth Demographics*				Department of Corrections (DOC)								
	Parole	Probation	Total	Mandatory Minimum (Measure 11):	173	19						
Gender	#	%	#	Reduced Mandatory Minimum (Measure 11):	32	3						
Male:	394	90	502	Waived:	143	16						
Female:	46	11	128	DOC Youth in Facilities, Total:	348	38%						
Age	#	%	#	Youth in Close Custody, Total:	915	100%						
12 thru 13:	3	1	11									
14 thru 15:	37	8	164	Close Custody Youth Demographics*								
16 thru 17:	153	35	360	Juvenile	#	%	DOC	#	%	Total	#	%
18 thru 20:	209	48	93	15	91	324	93	838	92			
21 and Over:	38	9	2	53	10	24	7	77	8			
Most Serious Crime				Age	#	%	#	%	#	%	#	%
Sex Offense:	162	37	142	12 thru 13:	3	1	0	0	3	0		
Property:	125	28	283	14 thru 15:	86	15	0	0	86	9		
Violence on Person:	65	15	109	16 thru 17:	264	47	60	17	324	35		
				18 thru 20:	185	33	225	65	410	45		
				21 and Over:	29	5	63	18	92	10		

The OYA July 2008 Quick Facts has been released. This snapshot of the agency's youth and staff statistics provides a quick glance at demographics, population, facility capacity, budget, employee diversity and more. The report is updated twice a year.

Quick Facts is available on the OYA website at www.oregon.gov/OYA/docs/quickfacts0708.pdf

QUALITY IMPROVEMENT SYSTEM CHANGES

Since 2004, the OYA Quality Improvement (QI) system has continually evolved to meet ongoing agency needs. Most recently, the OYA recognized the need to further integrate monitoring and improvement activities at both the statewide and local levels, as well as help staff members appreciate that improvement is something that everyone does - not just managers and supervisors. To fulfill these needs, several discussions occurred in a variety of forums and a decision was made to “re-align” the current QI system in order to take us to the next level in the evolutionary process. While the “re-alignment” proposal maintains most of the structural components of the original QI system (statewide and local levels), it offers a moderate change in some of the roles and responsibilities of the committees and its members. Some of the proposed changes include:

Statewide QI Committee – an increased emphasis on reviewing data monitoring reports; developing solutions to systemic issues and making recommendations to Directors’ Operations group; and providing feedback on Quality Management Plans.

Local QI Committees – each field unit region and close custody facility to convene a local quality improvement committee to formally track areas that have been locally identified as areas for improvement. Discussion regarding progress made and areas on which their unit can work to improve outcomes may take place as part of monthly unit meetings.

QA Specialists – in addition to their current role (i.e. communication links between state and local levels; “content experts” on various projects; workgroup members for generating solutions to systemic issues; etc.), the proposal offers these individuals an opportunity to increase their involvement in local improvement activities.




Unit Improvement Plan (UIP) – in an effort to streamline the various data obtained from quality assurance activities (i.e. Performance-based Standards, Correctional Program Checklist, Multi-Disciplinary Team observation forms, case audits, RNA completion reports, etc.), an action plan template was created in which facility and field units can determine action steps and time lines needed to achieve their desired outcomes. The OYA UIP template was recently piloted at MacLaren YCF and is currently undergoing a revision process in which valuable feedback is being incorporated. Recently, the North Coast YCF requested the UIP template and is currently using it to track their CPC and PbS improvement areas.

So what’s next? The draft QI system re-alignment proposal has been approved by the Operations Group, Field Supervisors, Facility Superintendents, Camp Direc-

tors, and the Statewide QI Committee. Throughout the month of July the final draft will be presented again to the above individuals as well as the QA Specialists for final feedback. Once feedback is integrated and the final structure is approved by the Operations Group, the QI Unit and the Training Academy will develop a training curriculum for all staff. This training will include the basic concepts of QA/QI, the OYA QI system, roles and responsibilities, the UIP, local QI committee functions/activities/expectations, how to prioritize improvement areas, and other fun topics related to quality improvement! The goal is to have all field and facility direct service staff trained by early 2009. Additionally, once the QI system re-alignment is approved, the OYA Policy Coordinator will begin to revise the current OYA QI policy to reflect these system changes.

For additional information please contact Sharon.Pette@oya.state.or.us or Frank.Martin@oya.state.or.us.

SAVE THE DATE

The 2008
Governor's Summit on
Eliminating Disproportionate Minority Contact in
the Juvenile Justice System
in partnership with the
Coalition for Juvenile Justice, Washington, D.C.
and the
Multnomah County
Local Public Safety Coordinating Council

Announces:

**Building Momentum for the Next Decade
Strengthening Collaborations
Affirming Milestones**

November 17 & 18, 2008
Red Lion Hotel
Jantzen Beach
Portland, Oregon

Please watch for more information to come

The 2008 Governor's Summit on Eliminating Disproportionate Minority Contact in the Juvenile Justice System will be held on November 17th and 18th. This event is a great opportunity for public safety staff, attorneys, judges, educators, advocacy organizations, tribal governments, faith communities, social services, families, and youth to come together and share their ideas.

For more information, visit www.oya.state.or.us/dmc/summit.htm

OAK CREEK FOCUS ON TREATMENT

It's hard to believe that less than six months ago, the Oak Creek facility opened its doors for young women across the state. Over 75 staff have been hired and trained, over 90 young women have been admitted to the facility, and 18 have been released. Five young women have already achieved their high school diplomas. The local community has been involved and provided support, including the Linn Benton County Arts Commission (who is bringing in artists this summer to work with the girls in areas of writing, water colors and drumming); the American Association of University Women (who had a fund raiser for the school library); students and interns from Willamette University and Oregon State University; and the Albany Parks and Recreation Department and Local Arts Center. This community support has helped make a richer environment for the reformation of these young women.



Much has also occurred to implement gender specific services. From the beginning, efforts have been made to use proven gender specific assessments and treatment. Dialectical Behavioral Therapy (DBT) was selected as the core treatment. DBT is found in many forensic and mental health facilities for females and has been found effective at reducing recidivism. The treatment develops skills in areas of emotional regulation, coping, problem solving, personal effectiveness and being mindful in one's decisions and actions. The young women use a daily diary card to monitor their emotions and behaviors. Specific target behaviors are identified to work on, and the first priority focuses on target behaviors that are most dangerous to themselves such as suicidal or self harming behaviors, or actions to harm others such as assaultive behaviors. If a young woman is involved in problem behaviors they complete a Weather Report to identify triggers, thoughts, feelings, urges and actions. Later they work with treatment staff and complete a Behavioral Chain of Events. These methods are used to help the young women understand their behavioral patterns, skills needed and consequences of their actions. Throughout the day, staff provide on-the-spot coaching to help youth use skills to be more effective at meeting their needs and becoming more productive in their daily lives.

To further immerse the staff and facility in the skills of DBT, OYA has contracted with Portland DBT to provide ongoing training and consultation. Every week, the facility team of managers and treatment staff learn and practice DBT skills and approaches. The consultant observes groups, gathers information from youth and staff and provides feedback to make improvements. All unit staff are a part of their own unit DBT bi-weekly consults where they receive training, practice skills and role play interactions with youth. The benefits of this hard work is showing with a significant decrease in the young women's self-harming and aggressive behaviors these past several months and an increase in their interpersonal and coping skills.

Other areas of treatment focuses on substance abuse, anger control, social skills, anti-social thinking, self discovery and empowerment. We have also contracted with Reverend Renee Ward to provide groups and special activities to our youth of color. In this capacity, she has brought in guest artists and speakers to provide education and entertainment for both her groups and the facility as a whole. In addition, the recreational therapist has provided special skill development in areas of stress management and team building as well as developing opportunities in team sports.



Educationally, the Linn-Benton Lincoln Education Service District is providing the school program, opportunities to earn high school credits and GED, and help with transition planning. For youth that already have their high school diplomas, online courses are available to help them further their education. *continued on page 7...*

OAK CREEK FOCUS

continued from page 6...

The facility is also working closely with Dr. Jeff Sprague of the University of Oregon's Institute on Violence and Destructive Behavior to develop an integrated behavioral management system which includes both the facility and school program. This is modeled after the national positive behavioral support programs throughout the country in over 6,000 schools and several state juvenile justice systems. The program focuses on youth receiving point tickets when they are observed in school, in treatment groups or on the unit using DBT and other skills in an outstanding manner. The youth deposit these points into the bank and then can purchase items such as extra phone calls to family, special visits, special activities (such as a movie or a concert), and items from the kitchen to prepare food for a special event.

Developing gender-specific treatment programs for these young women with a new facility, new procedures and routines, a new living environment, and many new staff from outside of OYA has been quite challenging. For many of the young women, with their extensive trauma and abuse histories, the change of coming to Oak Creek from Hillcrest was very destabilizing, and many were not able to handle such a move without having their behavior decompensate. As the program has strengthened and the girls have developed better coping skills through staff instruction, modeling and coaching, a more stable environment has emerged.

In the next few months, the facility will be focusing efforts on refining intake assessments, further developing substance abuse treatment and relapse services, introducing Girl Circles and working in collaboration with the school to further development of independent living skills and vocational training.

All are welcome to take some time to come visit, experience and understand the efforts and impact of OYA creating a facility especially designed to meet the needs of young women.



TRAINING OPPORTUNITIES

Partnership Training Successes

Central and Eastern Juvenile Justice Consortium and Northern Oregon Juvenile Correctional Facility each provided great hospitality and learning environments for OYA trainer Gary Lasater on June 17th and 18th in Pendleton and The Dalles. Gary presented Cognitive Behavioral Intervention and Motivational Interviewing trainings at both sites. Sharing perspectives and strengthening partnerships were highlights of this joint effort.

There are many opportunities for community partners to host or attend trainings presented by OYA. Whether you want to help youth learn decision-making, or provide suicide "first-aid" – we'd like to be part of your training plan. Here are some examples of trainings OYA can provide for you:

- Fundamentals of Cognitive Behavioral Interventions
- Motivational Interviewing
- ASIST (Applied Suicide Intervention Skills Training)
- Juvenile Justice Supervisor Course "standalone" trainings
- New Employee Orientation/Basic Training – any or all of the 35+ classes.

Contact Pamela.Livingston@oya.state.or.us, (503) 981-2515, at the OYA Training Academy for more information.

Firesetter Curriculum/Supervision Training (August 13 – 14)

Mark your calendars for this valuable opportunity! This two-day training is designed to address issues specific to youth with firesetting issues. Dr. Linda Nishi-Strattner, Dr. Tim Kopet, Chuck Chaffin and Judy Okulitch will be your instructors. They have all trained at the national level and specialize in this area.



Training Schedule

Day One - A background of fire in our culture, research on juvenile firesetters, and the Oregon Screening Tool.

Day Two - (*class will be split into 2 groups*)

- Group 1 will address clinical issues. Dr. Nishi-Strattner and Dr. Kopet will cover all of the Firesetter Curriculum. Their goal is to provide a good framework so you can start using the curriculum. They will also solicit feedback from participants who currently use the curriculum.
- Group 2 will focus on the supervision of firesetters in the community, how to interview parents, and how to develop home safety plans. Your instructors will be Chuck Chaffin and Judy Okulitch.

The training is \$60 for non-OYA staff, and will be held at the Training Academy at Maclaren Youth Correctional Facility in Woodburn. To register, please contact Pamela.Livingston@oya.state.or.us, (503) 981-2515.