

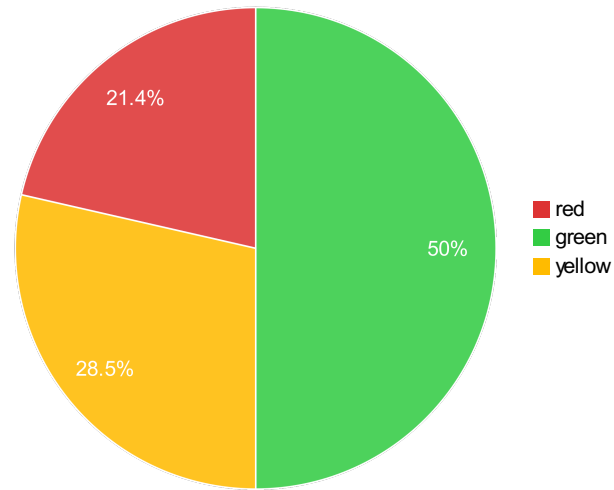
Youth Authority, Oregon

Annual Performance Progress Report

Reporting Year 2017

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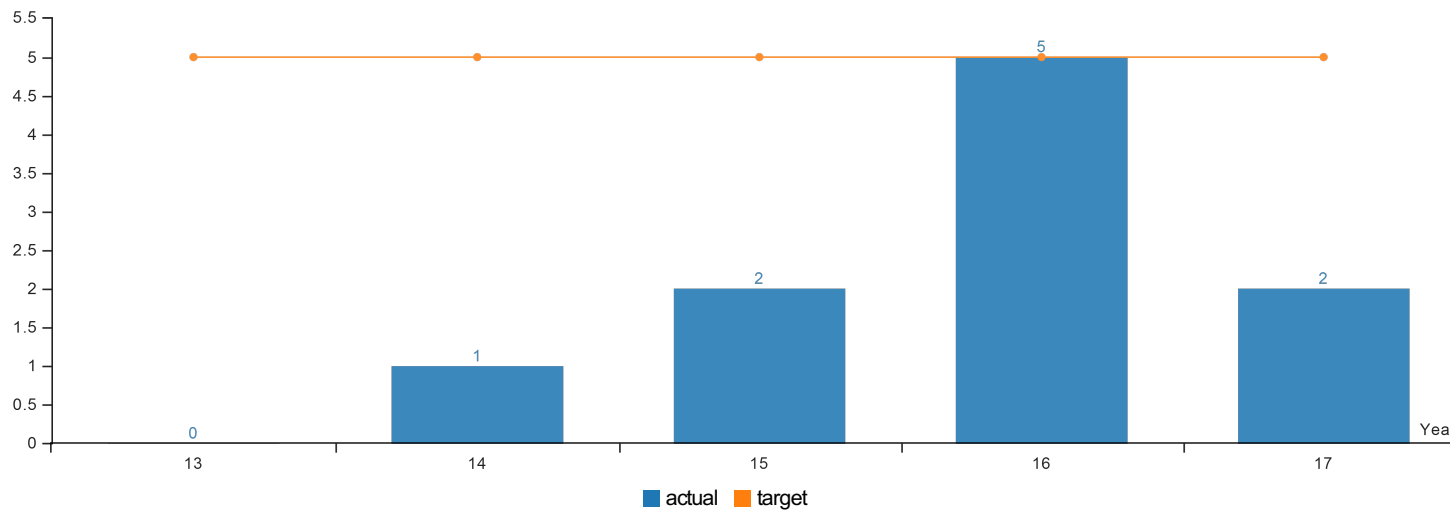
KPM #	Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year.
4	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year.
5	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year.
6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.
7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.
8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.
9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.
10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.
11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.
12	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) at 36 months.
13	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) at 36 months.
14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	28.57%	21.43%

KPM #1	ESCAPES - Number of escapes per fiscal year.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2013	2014	2015	2016	2017
Completed Escapes					
Actual	0	1	2	5	2
Target	5	5	5	5	5

How Are We Doing

OYA operated two levels of security and programming in its 657-bed close-custody facility system during FY 2017. The highest levels of security are maintained in seven youth correctional facilities where the expectation is zero escapes. In the four re-entry facilities, the cumulative target is set at five or fewer.

FY 2017 data show two escapes, compared with five escapes the prior year. The agency continues to emphasize using the risk/need assessment and the Youth Reformation System tools to determine appropriate placement and appropriate custody supervision levels. This helps ensure consistency in the appropriate placement of youth based on their risk and need profiles. The agency also continues to participate in the national Performance-based Standards (PbS) project, where security-related outcome data are regularly collected and evaluated, and action plans are put into place to address deficiencies.

Factors Affecting Results

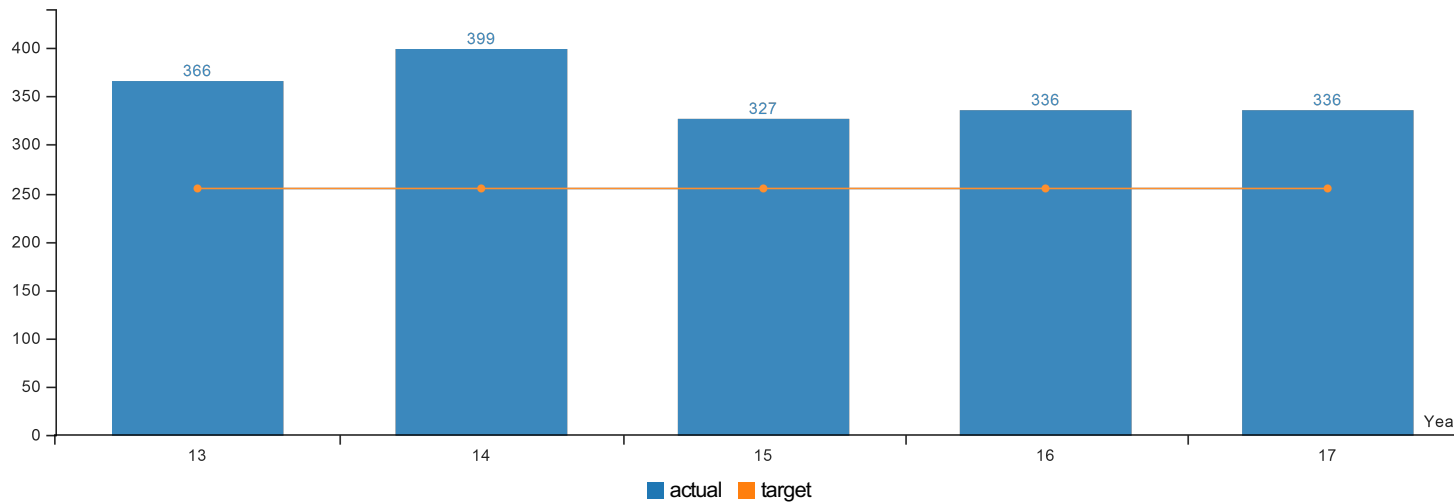
Attempts to escape from highly secure youth correctional facilities are rare, reflecting exceptional physical plant security and attention to staff training on security procedures.

Additionally, OYA acknowledges the inherent elevated potential escape risk that accompanies community transition activities. Youth involved in transition programs are nearing re-entry to a community setting. Prior to the placement at a transition camp, youth have met educational, behavioral, and treatment expectations. It is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community, such as supervised community work, engagement in social activities, and volunteering in the community. These opportunities in the community increase the likelihood a youth will experience a successful transition, but also pose a higher potential risk for escape. These factors make complete elimination of escapes from transition programs unlikely. In FY 2017, there were two escapes from the Camp Riverbend Transition Program. The Young Women's Transition Program saw a reduction from three escapes in FY 2016 to

zero in FY 2017.

KPM #2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2013	2014	2015	2016	2017
Runaways					
Actual	366	399	327	336	336
Target	255	255	255	255	255

How Are We Doing

Data show there were 336 runaway episodes during FY 2017, exceeding the target of 255 or fewer. Coincidentally, this is the same number as FY 2016. The data excludes runaways from shelter care. The OYA Community Resources Unit has revised its action plan in working with providers to reduce the number of runaways. The revised plan now includes interviews with each youth who ran away and was returned to the program (the vast majority are located or return within a few days of the initial run). Analysis of reasons for running have determined that youth need to have extra family and staff face-to-face involvement during initial placement. The agency has adopted enhanced in-person contact between the youth's juvenile probation and parole officer (JPPO) and the youth with the expectation that runaways will decrease. OYA also continues to work with its contracted providers to increase the number of family contacts with youth during the first 30 days in program. Even so, the percentage of substitute care episodes that end in a runaway has stayed at about 19 percent for the past five years. Individual plans have been developed between OYA Community Resources Unit staff and providers to address the differing factors that may underlie the overall rates of running away.

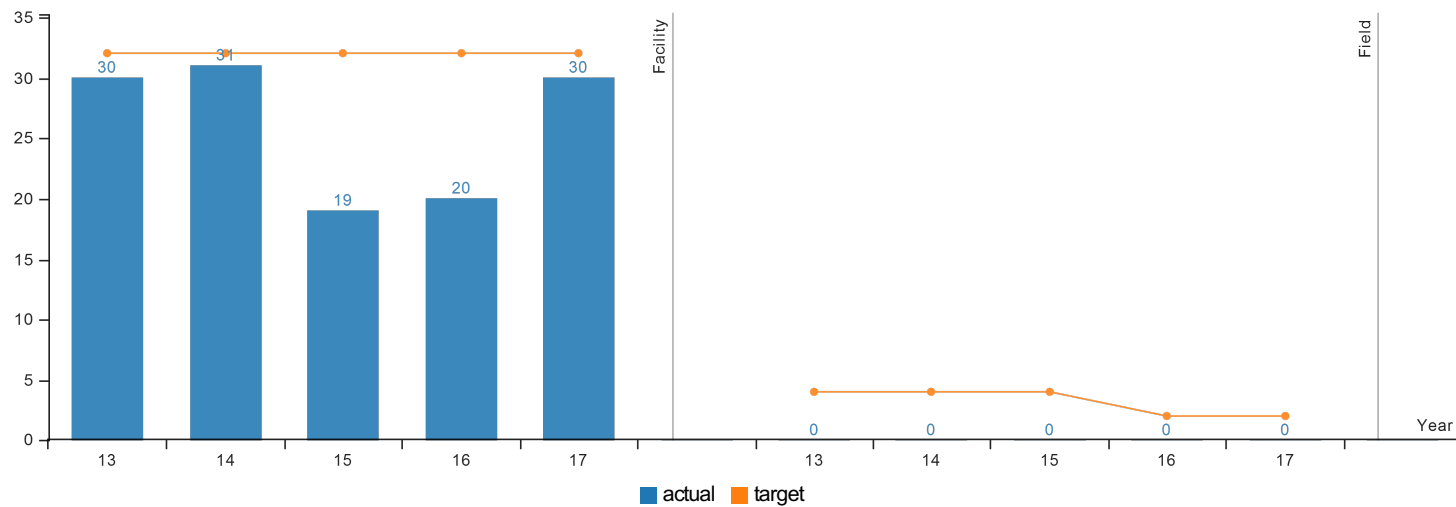
Factors Affecting Results

OYA employed a number of strategies aimed at reducing runaways in the past nine years. This included implementing evidence-based programming as discussed below. OYA uses a standardized risk/needs assessment to effectively match youth needs with placement options.

Additionally, multi-disciplinary team (MDT) meetings are held every 90 days to discuss youth needs and to review each youth's individualized case plan. These meetings involve youth, families, assigned OYA juvenile parole/probation officers, the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This forward-thinking approach aims to ensure youth are ready for transition, which includes the goal of decreasing the likelihood youth will run from community settings.

Research shows youth engagement with education and/or vocational services is related to a decreased risk for running away. Every effort is made to positively engage youth in school as quickly as possible when they are placed in a community setting and any time the community placement changes. Youth runaways from foster care and proctor care are reviewed on a monthly basis to monitor progress in this area.

KPM #3	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2013	2014	2015	2016	2017
Facility					
Actual	30	31	19	20	30
Target	32	32	32	32	32
Field					
Actual	0	0	0	0	0
Target	4	4	4	2	2

How Are We Doing

a. Facilities: The agency exceeded its goal in FY 2017 of 32 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 30. OYA's twelfth year of data collection on this measure reflected a relatively low number of injuries in light of the average daily population of 548 youth. Although the agency strives for no youth-to-youth injuries in facilities, many OYA youth have been identified as needing skill development around emotion regulation and emotion management. OYA addresses these needs through culturally responsive, gender-specific, evidence-based programming and Positive Human Development principles, thereby aiming to reduce these types of incidents.

b. Community Placements: OYA had no incidents of youth-to-youth injuries in community settings during FY 2017. OYA consistently exceeds its goal of two or fewer incidents.

Factors Affecting Results

a. Facilities: OYA continues to provide culturally responsive, gender-specific, evidence-based treatment approaches in all close-custody facilities that emphasize skill development, cognitive behavioral change, emotion regulation and healthy adolescent development. Staff continue to receive training in the delivery of treatment curricula, proactive problem-solving, verbal de-escalation, behavior management techniques, and Positive Human Development principles.

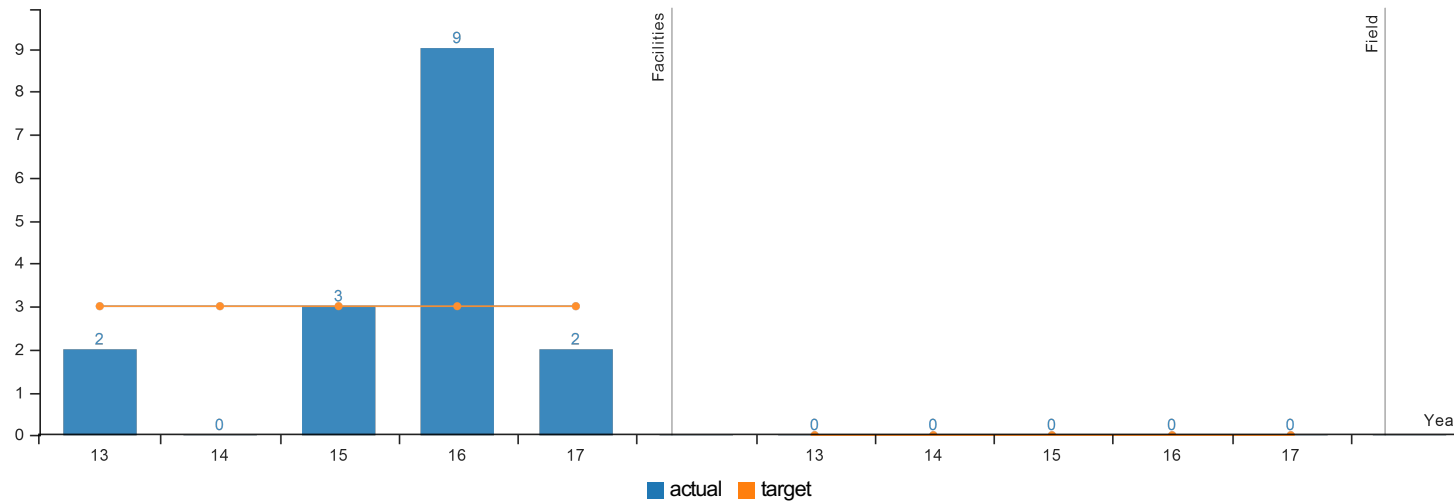
OYA continues to refine its policy on time out, isolation, special program placements, and behavioral management guidelines, emphasizing proactive problem-solving, emotion regulation and conflict resolution. Skill Development Coordinators (SDCs) in four youth correctional facilities focus on using Collaborative Problem Solving and a Positive Human Development approach to proactive skill development and emotion regulation with youth identified as having behavioral volatility. In 2015, the agency added seven more skill development coordinators who are assigned to work specifically

with youth whose behavior has required the use of isolation due to presenting an immediate risk to the safety of others. These skill development coordinators work with the individual youth on de-escalation, problem-solving, and restorative justice, and work with the youth's living unit (including youth and staff) on developing a plan to support the youth's successful reintegration to the living unit community.

OYA also has continued to expand its training of all staff on Positive Human Development and staff engagement. The on-going development of the Youth Reformation System has provided risk assessment tools for violent and nuisance behavior in the first six months of close custody placement, as well as need profile characteristics that assist in informed decision-making about youth placement and service needs. These steps all are intended to create environments best suited for positive change and healthy development in youth and to maintain physically, psychologically, and emotionally safe environments for youth and staff.

b. Community Placements: OYA continues to work with residential programs and foster care providers to deliver effective treatment interventions. Enhanced treatment modalities consist of problem-solving and skill development, as well as teaching prosocial thinking to youth. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries. Additionally, within foster care, ongoing training and increased supervision standards have assisted in avoiding youth-to-youth injuries. OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors programs for any incidents.

KPM #4	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2013	2014	2015	2016	2017
Facilities					
Actual	2	0	3	9	2
Target	3	3	3	3	3
Field					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

a. Facilities: FY 2017 marked the eleventh year in which the agency used a stricter definition of injury. With two staff-to-youth injuries in facilities, OYA exceeded the goal of three, a marked decrease from the nine in FY 2016. OYA is committed to operating safe close-custody facilities and minimizing physical intervention with youth. Accordingly, OYA will continue to emphasize the refinement of staff proactive problem-solving and verbal de-escalation skills and, when necessary, use safe physical intervention techniques on which staff are formally trained. During FY 2016, OYA began a comprehensive process to update physical intervention techniques with an emphasis on early intervention to minimize injuries.

b. Community Placements: OYA experienced no injuries to youth by OYA staff or by staff of residential treatment providers during FY 2017.

Factors Affecting Results

a. Facilities: OYA continues to provide culturally responsive, gender-specific, evidence-based treatment approaches in all close-custody facilities that emphasize skill development, cognitive behavioral change, and positive interactions and engagement among youth and staff. Staff continue to receive training in the delivery of treatment curricula as well as in proactive problem-solving, verbal de-escalation, behavior management techniques, and Positive Human Development principles.

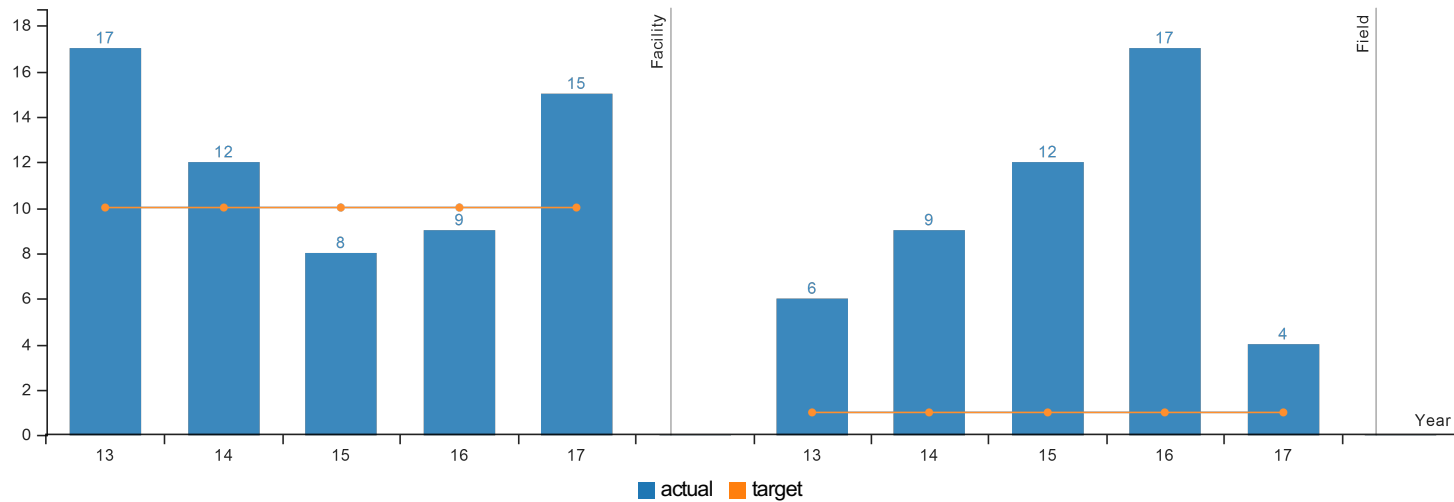
Additionally, the agency continues a comprehensive process to update physical intervention techniques, with an emphasis on early intervention and best practice around physical interventions. The most common physical interventions, including intervening in youth fights and removing an escalated youth from a group living environment, have historically resulted in most of our staff and youth injuries. Based on best practices, the agency trained internal master instructors and developed an ongoing training schedule for the entire physical intervention continuum that includes verbal de-

escalation, youth escort, physical intervention, group control techniques, and defensive tactics.

These steps are intended to create environments best suited for positive change, healthy development in youth, and to maintain physically, psychologically, and emotionally safe environments for youth and staff. In instances where staff must physically intervene, the agency continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Administrative reviews of all incidents of physical intervention also help minimize the number of staff-to-youth injuries.

b. Community Placements: OYA has well-established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include requesting assistance from local law enforcement if necessary. Additionally, OYA contracts require that community residential programs report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. This monitoring and oversight has contributed to the absence of residential program staff-to-youth injuries in community settings. OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole/probation staff and providers have adequate tools to safely intervene when a youth's behavior escalates. OYA has put considerable effort into developing relationships with local law enforcement agencies, juvenile departments, and mental health providers to make certain appropriate levels of intervention match youth need.

KPM #5	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2013	2014	2015	2016	2017
Facility					
Actual	17	12	8	9	15
Target	10	10	10	10	10
Field					
Actual	6	9	12	17	4
Target	1	1	1	1	1

How Are We Doing

a. Facilities: The suicidal behavior in facilities increased in FY 2017. The most recent biennial Youth Biopsychosocial Summary data show that 14 percent of males and 36 percent of females placed in the OYA close custody had attempted suicide in the past 3 years, compared to 9 percent of males and 21 percent of females on the 2014 survey. These changes are reflected in the increase in suicidal behaviors, and are attributed largely to the decreased capacity in psychiatric residential and developmental disability residential placements throughout the state child-caring system. This diminished capacity has resulted in increased placement of youth with behavioral health and developmental needs beyond the scope of a juvenile justice agency being placed in OYA close custody.

b. Community Placements: FY 2017 saw a significant reduction in the number of suicidal behaviors in community placements, going from 17 to four. OYA continues to focus efforts on youth safety and suicide prevention, and provides suicide prevention refresher training for staff every two years. OYA has increased its efforts to connect all youth with the Oregon Health Plan and other entitlement services when they are eligible so that the youths' care and treatment are not disrupted due to service coverage lapses.

Factors Affecting Results

a. Facilities: Youth placed in close-custody facilities are, by virtue of their incarceration, at a higher risk for suicidal behavior. Risk is further elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a restrictive environment and separated from their community support systems. OYA has consulted national experts on youth suicide and established a suicide-prevention policy grounded in best practices and the current body of research on this subject. Staff are trained biennially on the agency's suicidal behavior policy. Screening

and assessment protocols are reviewed by OYA clinical leadership on a regular basis to update and improve the identification and treatment of high-risk youth. OYA uses the Massachusetts Youth Screening Inventory-2 (MAYSI-2), and Inventory of Suicide Orientation-30 (ISO-30) as additional sources of information in making determinations about youth suicide risk at intake to close custody. Ongoing risk assessment includes review and consideration of mental status and psychosocial factors known to be statistically correlated with risk of suicide.

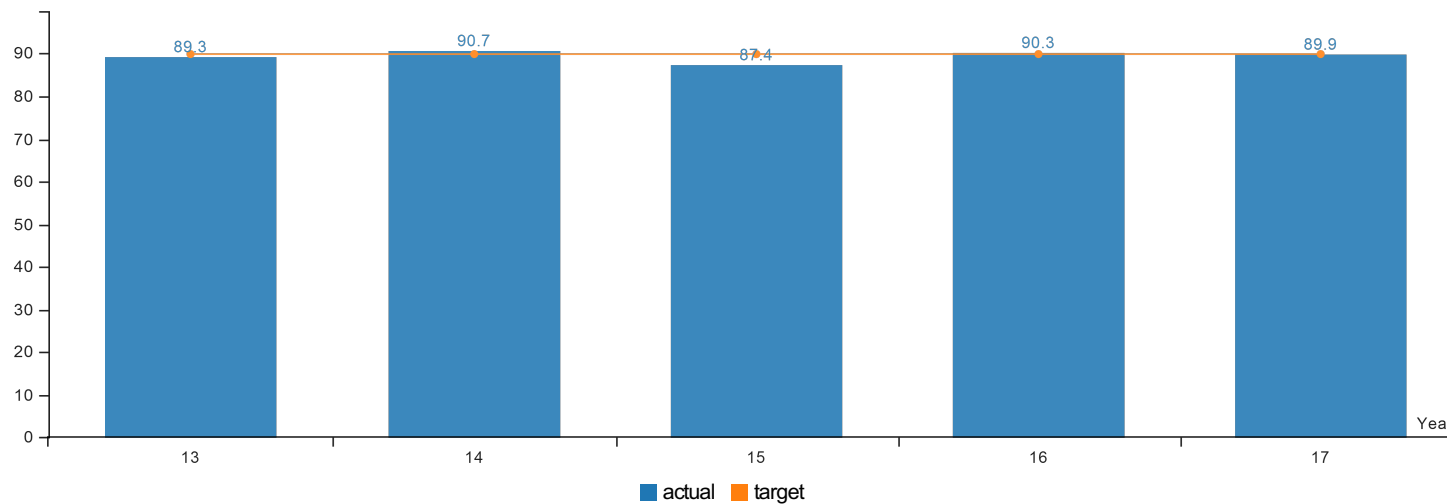
Additionally, decreased capacity in psychiatric residential and developmental disability residential placements throughout the state child-caring system have resulted in increased placement of youth with behavioral health and developmental needs beyond the scope of a juvenile justice agency being placed in OYA close custody. OYA is an active participant in numerous statewide workgroups assessing system-wide service gaps and making recommendations for capacity-building around residential treatment for youth with acute mental health and/or developmental needs. OYA, along with OHA and DHS, is also sponsoring a contract with Portland State University to conduct a research study that will specifically identify service gaps for multi-agency youth who have multi-systemic needs, including identifying policy barriers that may prevent the agencies from working together to create placements and provide appropriate services for complex youth needs.

b. Community Placements: OYA's Development Services assistant director, or designee, reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and, as needed, consults with staff and local clinicians on appropriate follow-up and intervention. This policy allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure. OYA continues to focus efforts on youth safety and suicide prevention, and has increased its efforts to connect all youth with the Oregon Health Plan and other entitlement services when they are eligible so that the youths' care and treatment are not disrupted due to service coverage lapses.

The most recent biennial Youth Biopsychosocial Summary data show that 9 percent of males and 31 percent of females placed in the community had attempted suicide in the past 3 years, compared to 6 percent of males and 24 percent of females on the 2014 survey. Ensuring appropriate supports and resources are in place in the event that a youth displays dangerous self-harming behaviors are critical pieces in ensuring youth safety. The local OYA Community Services staff work closely with community mental health providers to triage, screen, and provide intervention services for OYA youth on probation or parole. OYA also collaborates with county emergency services to access acute hospitalization services for high-risk youth. Additionally, OYA has formed a strong relationship with the Transition Age Young Adult Mental Health Programs in efforts to provide these youth the services and supports needed upon release from close custody, though these resources have diminished in capacity. This is generally the only option these youth have; because of their incarceration, they have not stayed connected to their local community system of care, are not eligible for Medicaid, and are therefore not members of a coordinated care organization (which is responsible for referrals to high-end mental health services) until the day they are released from a youth correctional facility. Because of the lapse in services, these youth may not be well-known to receiving community service providers.

KPM #6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Intake Assessments					
Actual	89.30%	90.70%	87.40%	90.30%	89.90%
Target	90%	90%	90%	90%	90%

How Are We Doing

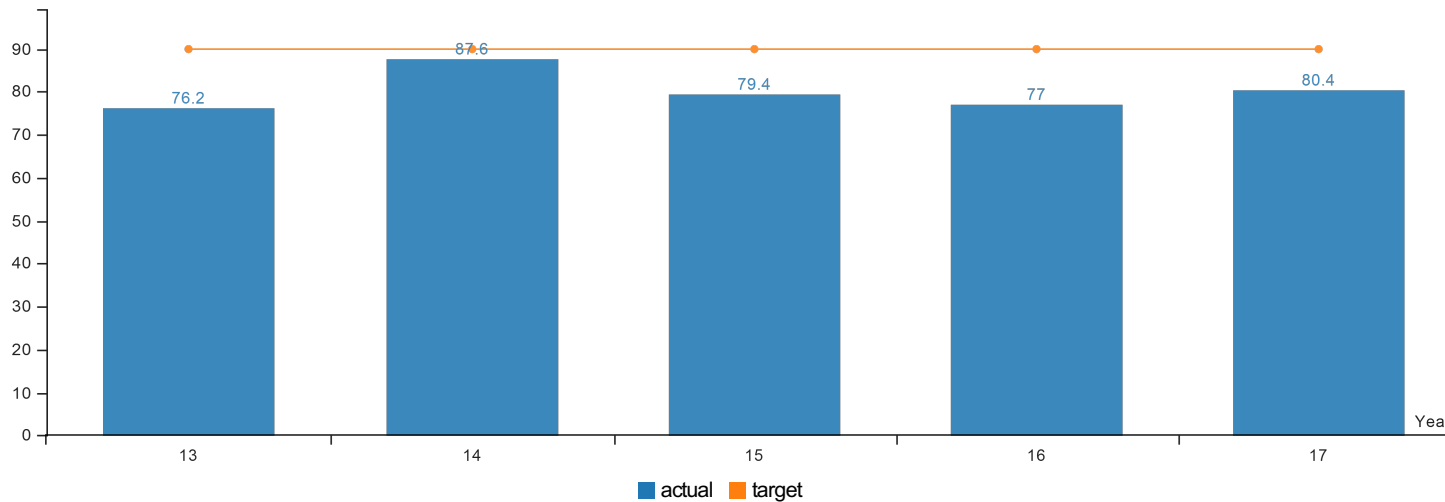
In FY 2017, the agency just dipped below the target, at 89.9 percent. With the implementation of the OYA Performance Management System, field offices have developed action plans to ensure that assessments are completed within the requisite time frame. Quarterly performance reviews at the local and statewide levels continue to focus on implementation of timely assessments. Additionally, OYA's two close-custody intake facilities have improved the timeliness of intake assessments and routinely meet the target of 90 percent.

Factors Affecting Results

Key factors influencing OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a result, timely completion of intake assessments is quite high in close-custody facilities, routinely exceeding the timeline target of 90 percent. In community settings, access to the youth can sometimes be more difficult to arrange. A factor affecting both facility and field intake assessments is the ready availability of background information on youth cases.

KPM #7 CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Correctional Treatment					
Actual	76.20%	87.60%	79.40%	77%	80.40%
Target	90%	90%	90%	90%	90%

How Are We Doing

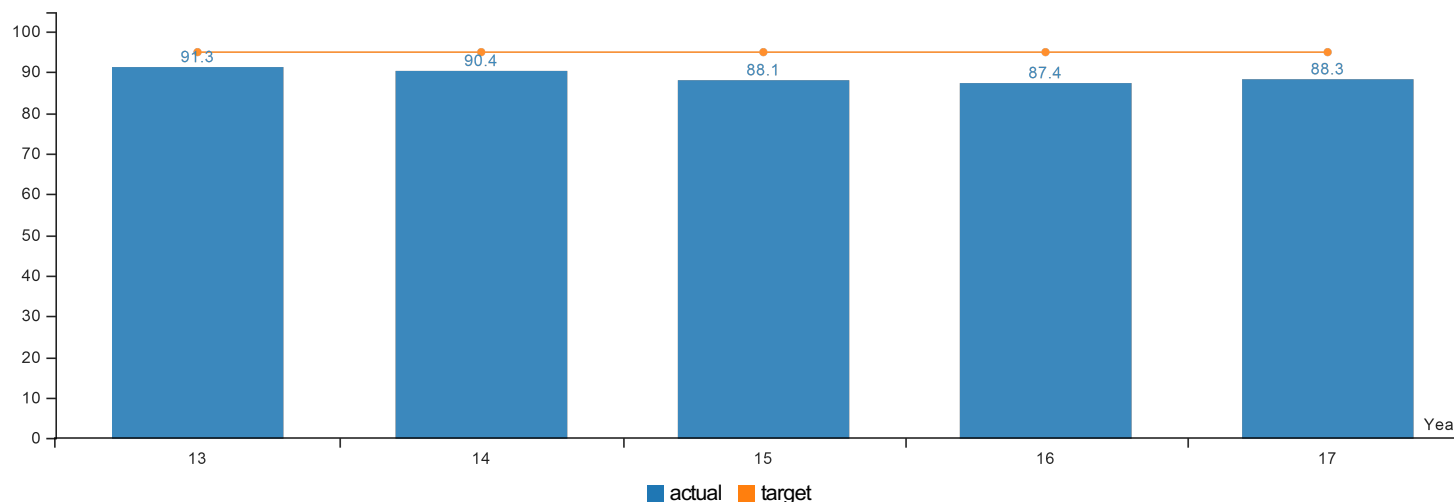
The agency's performance on this important measure fell short of its target of 90 percent for FY 2017, but showed improvement from FY 2016. Overall, agency staff documented the development of case plans for 80 percent of youth within required timeframes. Overall, the agency has made dramatic progress since FY 2007, when 44 percent of cases had documented case plans within 60 days of commitment or admission. The agency will continue to emphasize to staff the importance of documenting case plans within appropriate time frames through its performance management system of quarterly target reviews and unit-level action plan development.

Factors Affecting Results

Developing case plans after initial assessment is critical to effective case management and sequencing of correctional treatment interventions. In OYA facilities, case plans are developed in facility treatment units after transfer from OYA intake assessment units. In community settings, factors affecting timely case plan development differ. Access to probation youth is sometimes difficult to manage, which can create challenges in timeliness of assessment and subsequent case plan development.

KPM #8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Education Services					
Actual	91.30%	90.40%	88.10%	87.40%	88.30%
Target	95%	95%	95%	95%	95%

How Are We Doing

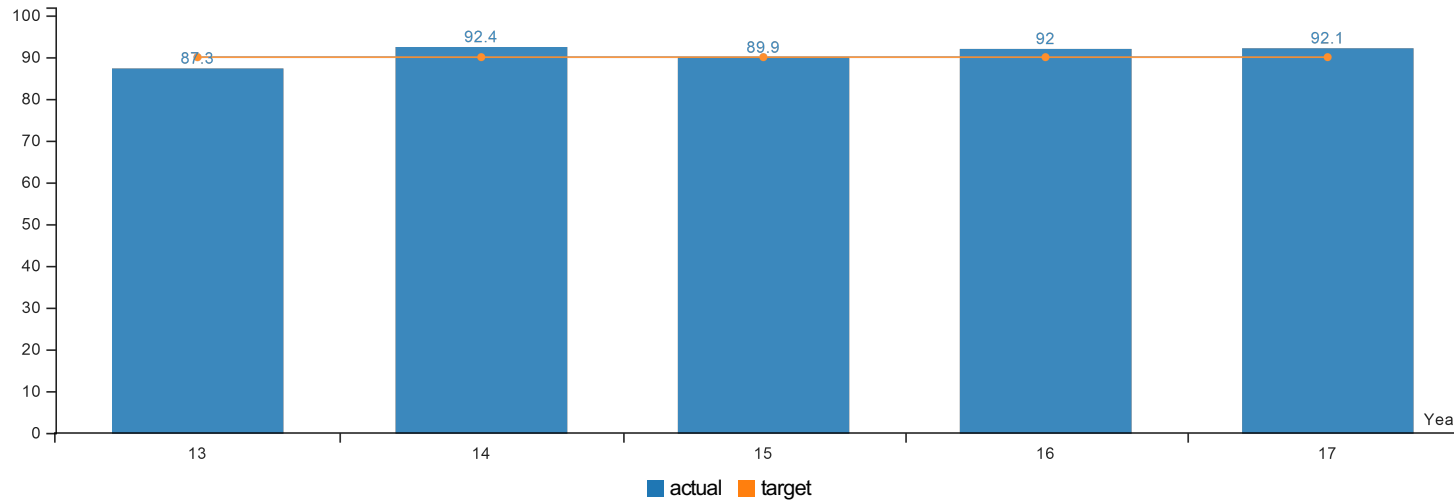
At 88.3 percent, OYA's performance on this key measure in FY 2017 was below the agency's target of 95 percent. The agency continues to emphasize appropriate educational assessments and timely educational service delivery.

Factors Affecting Results

Several factors have had a positive influence on this measure: staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the multi-disciplinary team approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts for youth, particularly those youth who have been away from academic programming for some time.

KPM #9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Metric Value					
Actual	87.30%	92.40%	89.90%	92%	92.10%
Target	90%	90%	90%	90%	90%

How Are We Doing

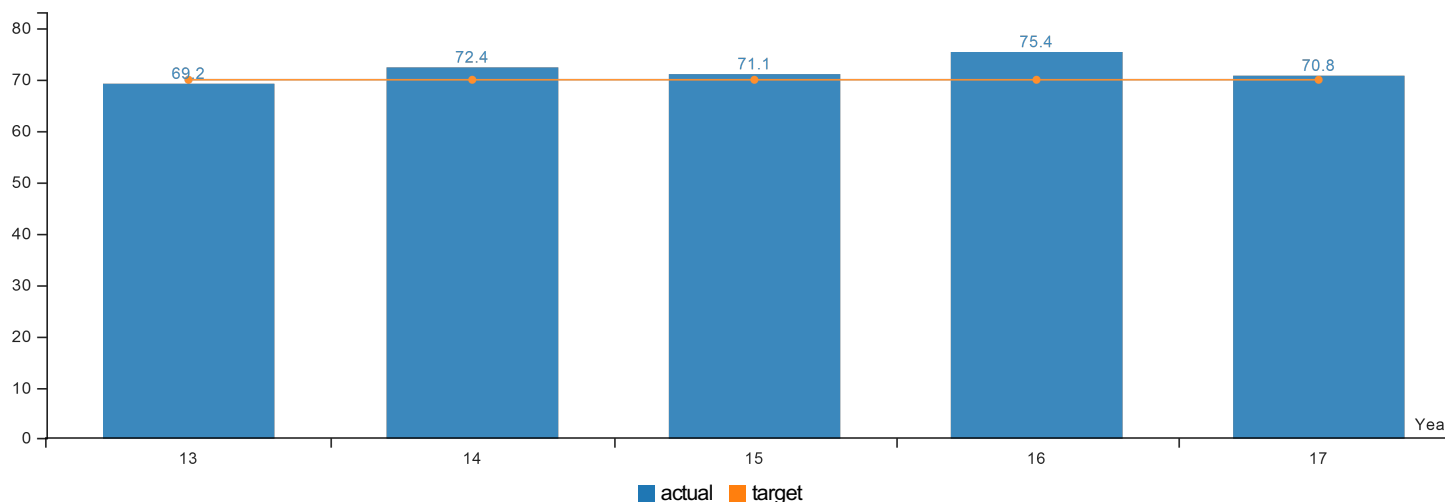
In previous years, data collection issues posed challenges in reporting this KPM. However, OYA has focused much effort on resolving these issues at both at the local and statewide levels, and as a result has significantly increased the percentage of youth receiving transition services. In FY 2017, the percentage of youth documented as receiving transition services per their case plan was 92.1 percent, exceeding the target.

Factors Affecting Results

The primary factors affecting transition planning for placement and service coordination are the youth's treatment needs, readiness for transition, and availability of community-based services. A multi-disciplinary team meets quarterly to review youth progress and to determine transition planning activities. OYA has continued to coordinate a variety of evidence-based services to be available in local areas. Services focus on skill development and positive prosocial engagement in the community. These activities directly affect youth releases and transitions back into the community. Additionally, the Office of Inclusion and Intercultural Relations provides transition services for minority youth returning from facilities to the community. A pilot program of Transition JPPOs was started in 2014 and became permanent practice in the majority of the state in July 2016. The Transition JPPOs are able to spend more individual time with youth, providing them with transition and re-entry support for education, vocation, employment, and services. Additionally, Transition JPPOs have been able to establish working relationships with resources in the local community and employers who are more inclined to support youth re-entry.

KPM #10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
School and Work Engagement					
Actual	69.20%	72.40%	71.10%	75.40%	70.80%
Target	70%	70%	70%	70%	70%

How Are We Doing

The agency met its goal of 70 percent in FY 2017, as it did in the three prior years. OYA continues to emphasize the need for youth to be engaged in school or work when transitioning to new community placements.

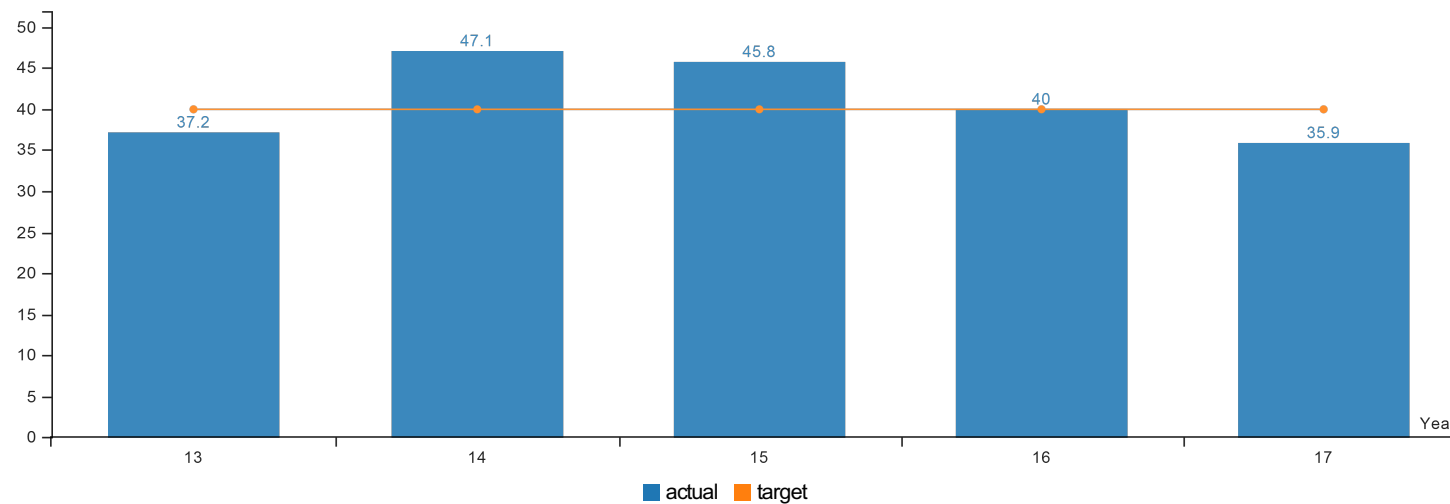
Factors Affecting Results

Engaging youth in school or work is a priority for OYA staff working with youth in the community, but the reality of securing employment and re-engaging youth in school is challenging. In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, DMV now allows youth to use their OYA ID card as official address identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed.

OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorials and testing, alternative school placements, vocational training, transition to mainstream schools, business-to-hire programs, and professional mentors. Agreements between OYA and school districts and other community partners provide avenues for addressing this challenge. As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close-custody facility to ensure youth can be enrolled in school after release. Additionally, OYA strongly encourages partners to participate in multi-disciplinary team meetings for youth in OYA.

KPM #11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Restitution Paid					
Actual	37.20%	47.10%	45.80%	40%	35.90%
Target	40%	40%	40%	40%	40%

How Are We Doing

The percent of restitution paid on conditions closed in FY 2017 was 35.9 percent. This was under the 40 percent set for the period.

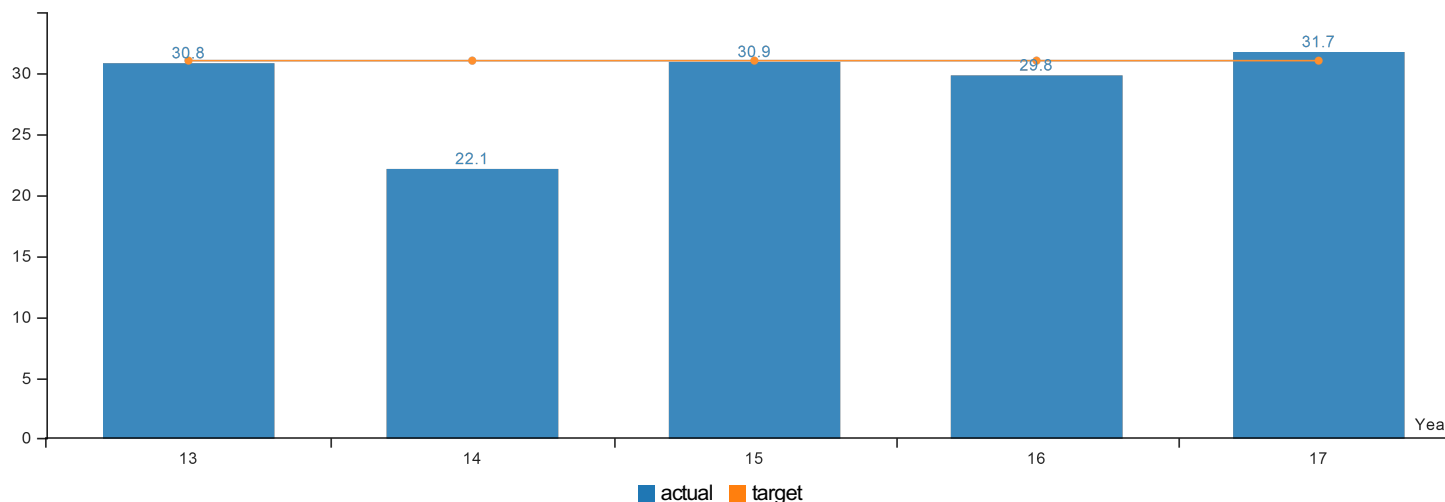
Note that this measure is for restitution orders less than or equal to \$10,000. Orders over \$10,000 are omitted as outliers. In FY 2017, four youth with restitution orders totaling \$689,776 were omitted from the calculations.

Factors Affecting Results

Youth in close-custody facilities have limited access to earning money or performing community service. Youth placed in the community have a greater opportunity to earn money for restitution payments because they can gain employment or participate in specific work programs aimed at earning money for restitution. JJIS (the Juvenile Justice Information System) is the source of reporting information for this KPM; it is not always inclusive of all payments. The Odyssey, or "eCourt," system maintained by the Oregon Judicial Department is the official record of restitution paid. While OYA tries to ensure the complete payment balance is recorded in JJIS at the time the condition is closed, incomplete data is a possibility.

KPM #12	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) at 36 months.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2013	2014	2015	2016	2017
PAROLE RECIDIVISM					
Actual	30.80%	22.10%	30.90%	29.80%	31.70%
Target	31%	31%	31%	31%	31%

How Are We Doing

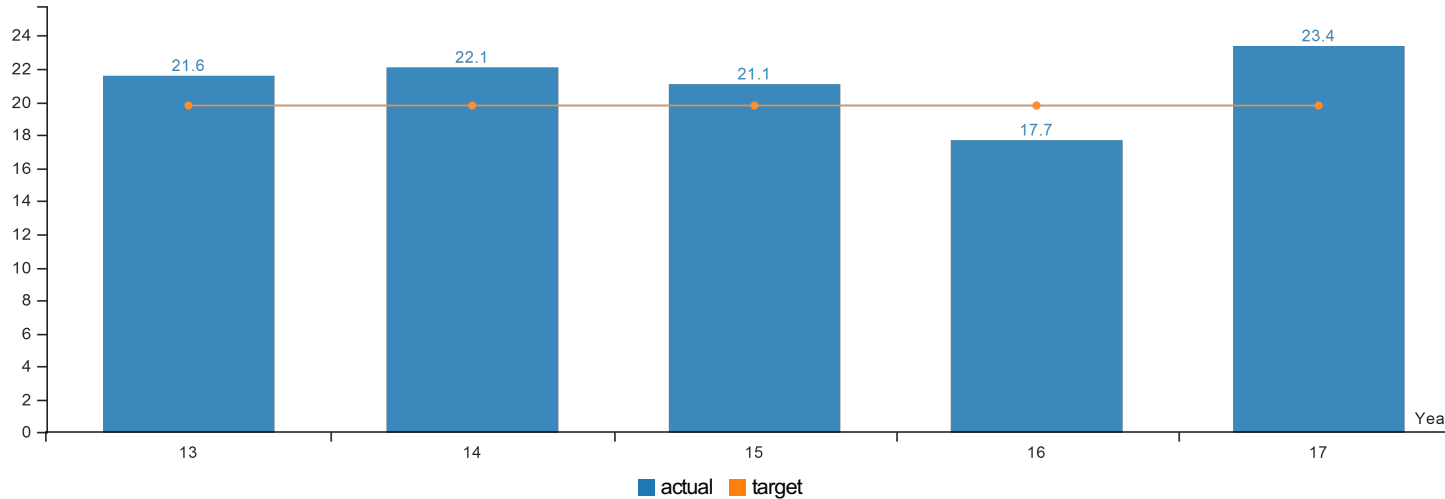
OYA nearly met its goal of limiting to 31 percent the recidivism rate for youth being paroled from a youth correctional facility. In FY 2017, 31.7% of the youth released on parole during FY 2013-2014 were adjudicated or convicted of a felony within 36 months of their release, just above the target of 31%. While it is a small increase from FY 2016, it remains consistent with most of the rates for the past five or six years.

Factors Affecting Results

OYA continues to work on reducing recidivism through the implementation of a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has implemented a number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions.

KPM #13	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) at 36 months.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2013	2014	2015	2016	2017
PROBATION RECIDIVISM					
Actual	21.60%	22.10%	21.10%	17.70%	23.40%
Target	19.80%	19.80%	19.80%	19.80%	19.80%

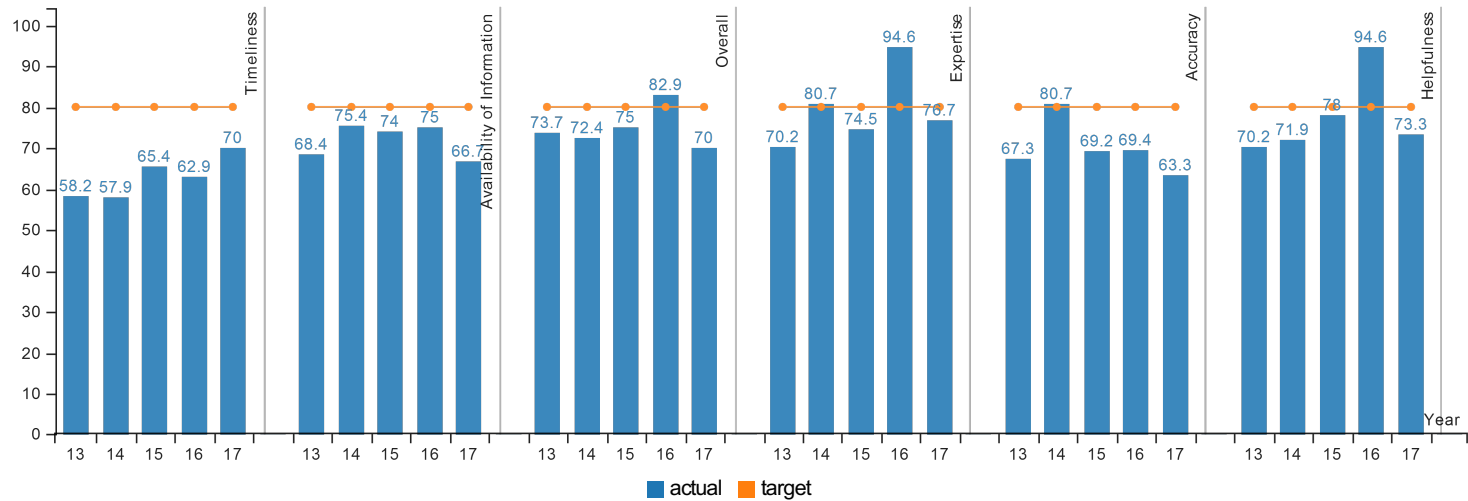
How Are We Doing

There was an increase in the 36-month recidivism rate in FY 2017 for youth committed to OYA for probation and out-of-home services. The FY 2017 recidivism rate is determined for youth committed to OYA for probation during FY 2013-2014 and tracked for 36-months from their commitment date. The FY 2017 rate of 23.4 percent exceeded the target of 19.8 percent. The rate rose more than five percentage points compared to FY 2016, making it the highest rate since FY 2012. However, the drop in FY 2016 may have been an anomaly. The FY 2017 rate more closely follows the recidivism rate trend since FY 2012.

Factors Affecting Results

OYA continues to work on reducing recidivism through the implementation of a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has contracted with providers using evidence-based practices and has trained all field staff on cognitive-behavioral interventions. Other factors, such as keeping youth engaged in school or work, also can significantly impact recidivism rates.

KPM #14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2013	2014	2015	2016	2017
Timeliness					
Actual	58.20%	57.90%	65.40%	62.90%	70%
Target	80%	80%	80%	80%	80%
Availability of Information					
Actual	68.40%	75.40%	74%	75%	66.70%
Target	80%	80%	80%	80%	80%
Overall					
Actual	73.70%	72.40%	75%	82.90%	70%
Target	80%	80%	80%	80%	80%
Expertise					
Actual	70.20%	80.70%	74.50%	94.60%	76.70%
Target	80%	80%	80%	80%	80%
Accuracy					
Actual	67.30%	80.70%	69.20%	69.40%	63.30%
Target	80%	80%	80%	80%	80%
Helpfulness					
Actual	70.20%	71.90%	78%	94.60%	73.30%
Target	80%	80%	80%	80%	80%

How Are We Doing

OYA mails surveys to youth and their families who are terminated from any kind of OYA supervision or custody. The mailing reached 1,035 people, and of that, only 3.1 percent responded. During FY 2017, the agency experienced an increase in the good or excellent ratings in one of the six categories: timeliness. "Overall satisfaction" dropped nearly 13 percentage points from 82.9 percent in FY 2016 to 70 percent in FY 2017. "Helpfulness" saw the largest decrease in good or excellent ratings, from 94.6 percent in FY 2016 to 73.3 percent in FY 2017. "Expertise" saw a similar decrease from 94.6 percent in 2016 to 76.7 percent in FY 2017. "Accuracy" and "Availability of Information" went down the least, decreasing six and eight percentage points respectively. Although the response rate is extremely low, these results suggest the agency needs to improve on providing effective and efficient services to youth and families, while delivering on the agency's mission to protect the public and provide opportunities for youth reformation.

Progress Board guidelines issued in 2005, and still applicable today, acknowledge that agencies with unwilling clientele may need flexibility to measure customer service. Therefore, OYA is requesting revisions of its customer service KPM. The proposed definition is: Percent of customers (youth in residential, independent living, or close custody placements and their families) who respond positively to a survey based on Positive Human Development success factors. Not only will the cohorts who are asked to participate expand, but also the questions will be tailored to each of the cohorts. In all, 24 data points based on the six PHD success drivers adopted by OYA will be collected and analyzed annually, using a staff statistician to weight and report the performance of each cohort. In a 2016-17 pilot, the response rate was 81 percent. Additionally, the questions asked of each cohort align with the agency's key priorities and are actionable.

Factors Affecting Results

Approximately 3.1 percent of youth and families of youth terminated from supervision during the fiscal year responded to the survey. Several factors may have limited the number of responses obtained. First, to help customers feel more comfortable with providing feedback, surveys are anonymous. Therefore, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Second, the demographics of our customers (delinquent youth and their families) may naturally affect their willingness to respond. Third, the results we receive may indicate a selection bias and may represent multiple responses from the same family. Lastly, the families and youth may not find the questions relevant to their experience with OYA. These factors, combined with the low survey return rate, should be considered when interpreting these data.