

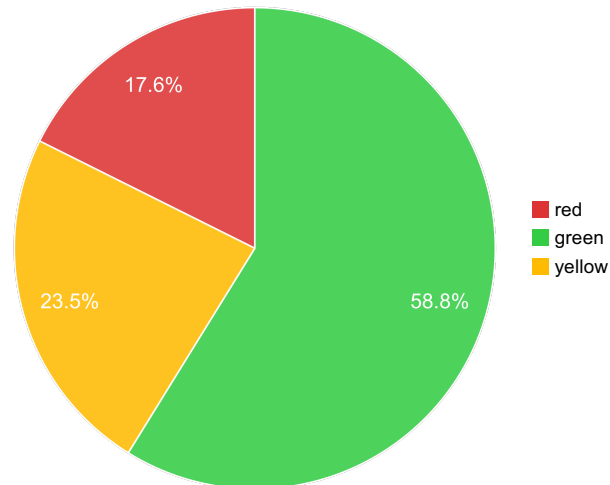
# Youth Authority, Oregon

Annual Performance Progress Report

Reporting Year 2020

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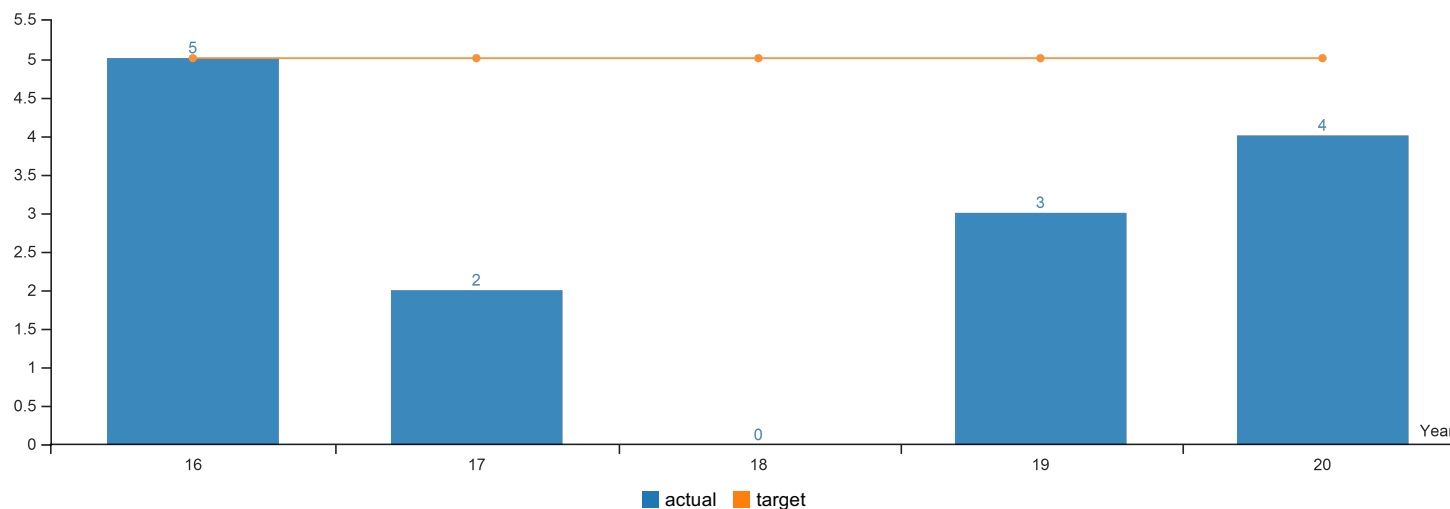
KPM #	Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year.
4	STAFF 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	CASE MANAGEMENT - Percent of close-custody and community youth with active case plans that are up-to-date
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.
14a	CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Community Youth - Independent or Living at Home.
14b	CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Community Youth - Residential Placement
14c	CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Close-Custody Youth
14d	CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Families.



Performance Summary	Green	Yellow	Red
Summary Stats:	= Target to -5% 58.82%	= Target -5% to -15% 23.53%	= Target > -15% 17.65%

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

\* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
<b>Completed Escapes</b>					
Actual	5	2	0	3	4
Target	5	5	5	5	5

**How Are We Doing**

OYA operated two levels of security and programming for an average of 498 youth per day in its close-custody facility system during FY 2020. The highest levels of security are maintained in five 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 2020 data show four escapes from two re-entry facilities, compared with three escapes the prior year. The agency continues to emphasize using the risk/need assessment and Youth Reformation System tools to determine appropriate placement and appropriate custody supervision levels of youth. 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 opportunities to improve.

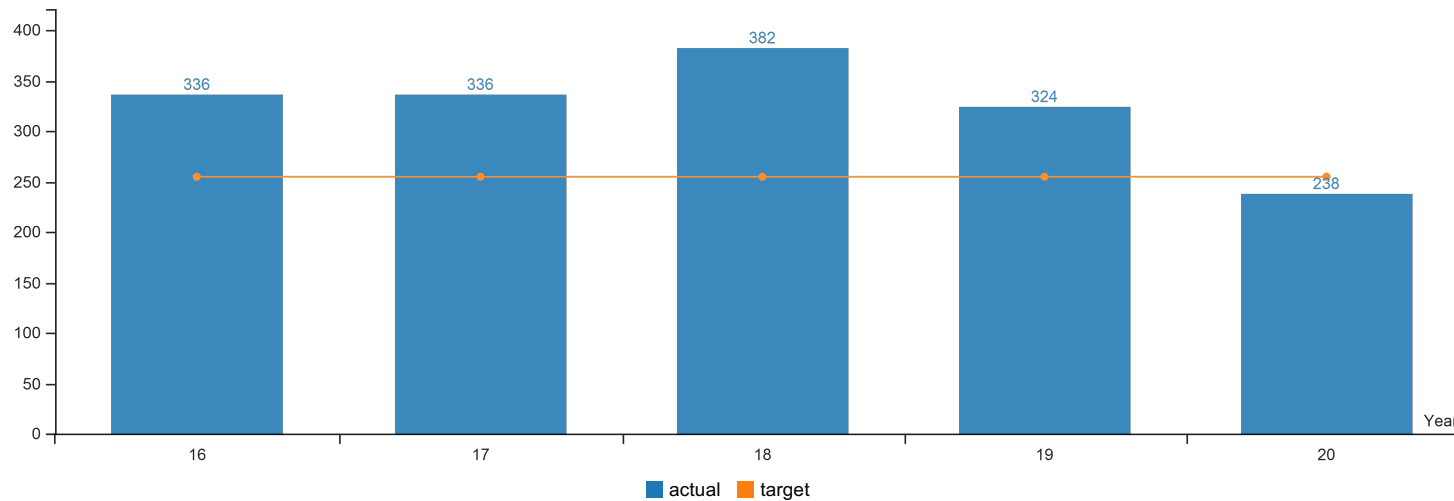
**Factors Affecting Results**

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 2020, there were two escape incidents involving three youth from the Young Women’s Transition Program and one escape incident involving one youth from the Camp Florence Transition Program.

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	2016	2017	2018	2019	2020
<b>Runaways</b>					
Actual	336	336	382	324	238
Target	255	255	255	255	255

### How Are We Doing

Data show there were 238 runaway episodes during FY 2020, falling significantly below our last year's number of 324 and our target of 255. The OYA Community Resources Unit (CRU) is implementing its action plan of working with providers to reduce the number of runaways. The revised action plan started with a second workgroup of OYA and program staff. The results of this workgroup included a variety of recommendations and will be used to inform interviews with each youth who runs away upon his or her return. The majority of youth who run away return within a few days of departure, and many of these youth are able to return to the program from which they left. Preliminary analysis of reasons youth give for running has already determined that youth need to have extra family and staff face-to-face involvement in the days immediately following 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 may 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 a new program. OYA is creating a run-risk tool that may be useful in predicting the relative risk for each individual youth to run from a community placement. These risk scores can be linked to interventions to make certain that the youth most at risk receive the most intensive intervention. At the same time, 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 CRU staff and providers to address the differing factors that may underlie the overall rates of running away.

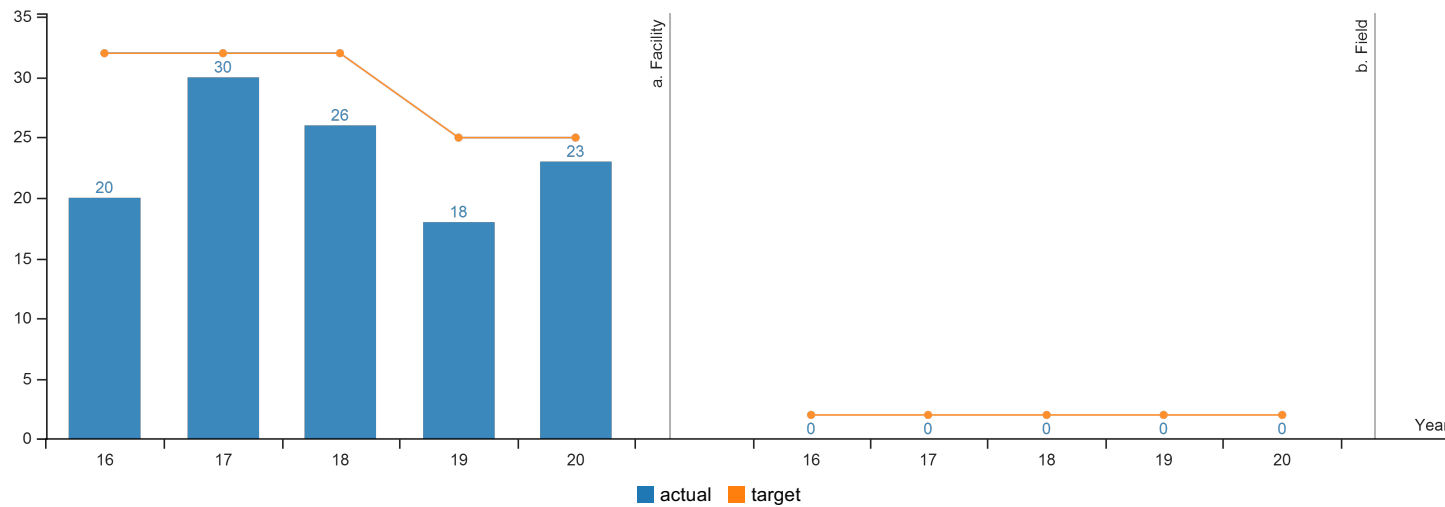
### Factors Affecting Results

OYA employed a number of strategies aimed at reducing runaways in the past twelve years. This included implementing evidence-based programming as discussed below. OYA uses a standardized risk and needs assessment to effectively match youth needs with placement options. In 2020, the rates of runs from programs were certainly affected by the COVID-19 pandemic. While we are still experiencing these changes and the full effects are not yet known, it is clear that the pandemic is influencing these current trends.

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 JPPOs, 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, are involved in their case planning, and have clearly articulated future goals; all of which supports 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. Programs have continued to make efforts to keep youth busy and upbeat, so the relationships between youth and staff also have been increasingly supportive. This may help youth feel more connected and less tempted to run. In addition, and especially during the pandemic, programs have been working hard to increase phone and video interactions with their family. This may also be influencing the youth's positive attitude and decreased run impulses. 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	2016	2017	2018	2019	2020
<b>a. Facility</b>					
Actual	20	30	26	18	23
Target	32	32	32	25	25
<b>b. Field</b>					
Actual	0	0	0	0	0
Target	2	2	2	2	2

### How Are We Doing

**a. Facilities:** The agency met its goal in FY 2020 of 25 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 23. OYA's 15th year of data collection on this measure reflected a relatively low number of injuries in light of the average daily population of 498 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 contracts require community residential programs to report all youth injuries. The OYA CRU staff regularly monitors programs for any incidents.

OYA had no incidents of youth-to-youth injuries in community settings during FY 2020. OYA consistently exceeds its goal of two or fewer incidents. While these numbers have been very positive, OYA cannot be complacent, as we are dealing with young people, many of whom have extensive histories of trauma and assaultive behaviors, and the expectation is that future injuries are likely and should continue to be guarded against.

### 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.

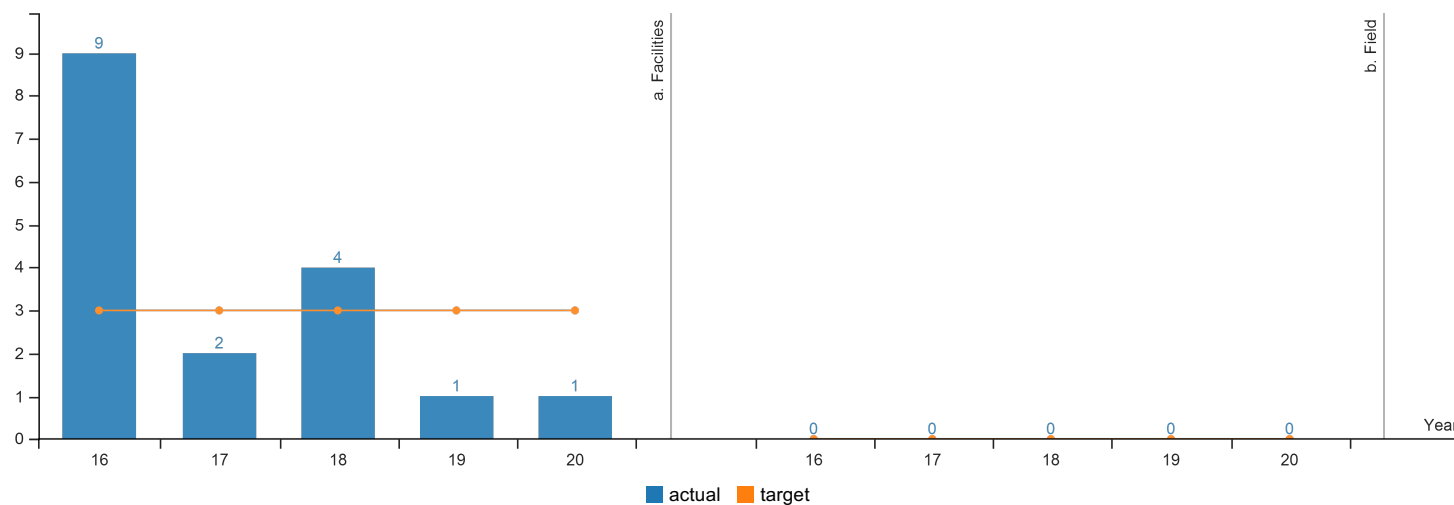
OYA has updated its policies on time-outs, isolation, special program placements, and behavioral management guidelines, emphasizing proactive problem-solving, emotion regulation and conflict resolution. Skill Development Coordinators (SDCs) in three youth correctional facilities focus on using a Positive 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 had previously required the use of isolation due to presenting an immediate risk to the safety of others. These skill development coordinators work with 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 engagement. The ongoing development of the Youth Reformation System has provided risk assessment tools for violent and nuisance behaviors 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.

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	2016	2017	2018	2019	2020
<b>a. Facilities</b>					
Actual	9	2	4	1	1
Target	3	3	3	3	3
<b>b. Field</b>					
Actual	0	0	0	0	0
Target	0	0	0	0	0

#### How Are We Doing

**a. Facilities:** With one staff-to-youth injury in facilities, OYA exceeded the goal of three. 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 continue to provide formal training in the use of safe physical intervention techniques staff can use when necessary. In 2017, OYA introduced a new comprehensive crisis management training with an emphasis on early intervention to minimize injuries. This program continues to have the expected positive impact on youth and staff safety.

**b. Community Placements:** OYA contracts require that community residential programs report all incidents of youth injuries. On a monthly basis, the OYA CRU staff monitors all incidents using a comprehensive database.

OYA experienced no injuries to youth by OYA staff or by staff of residential treatment providers during FY 2020.

#### Factors Affecting Results

**a. Facilities:** The most common physical interventions by staff, 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.

To help reduce the number of incidents, OYA continues to provide culturally responsive, gender-specific, evidence-based treatment approaches in all close-custody facilities. These emphasize skill



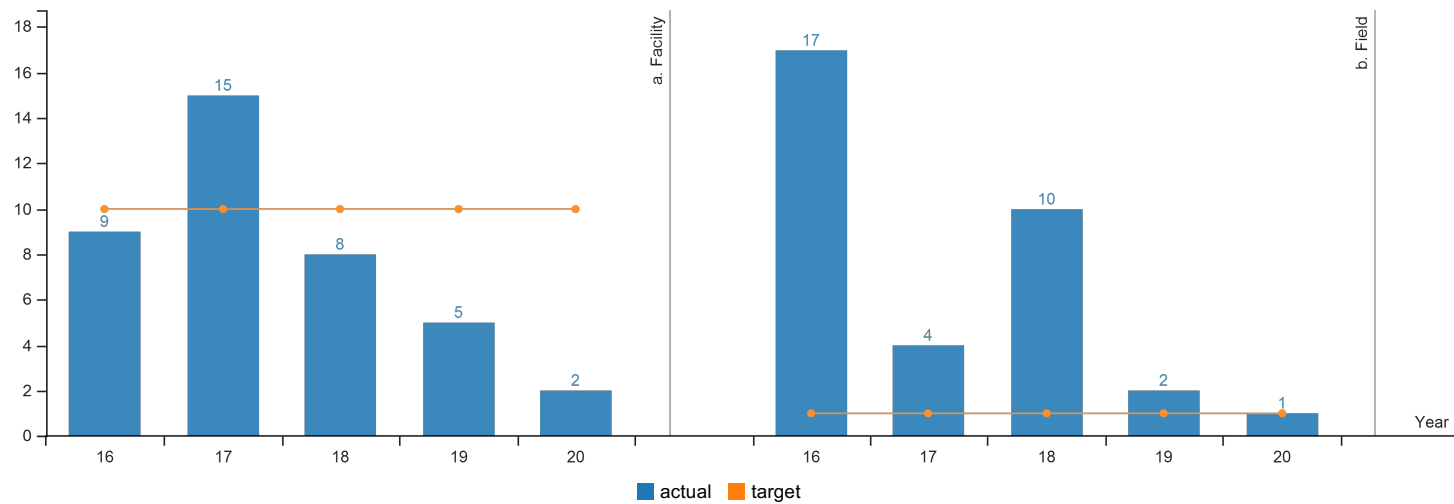
development, cognitive behavioral change, and positive interactions and engagement among youth and staff. Staff continue to receive training in the delivery of treatment curricula as well as in proactive problem-solving, crisis management that includes verbal de-escalation, personal protection and physical restraint, behavior management techniques, and Positive Human Development principles.

Additionally, as noted above, the agency continues to implement and train staff on updated comprehensive physical intervention techniques, with an emphasis on early intervention and best practices around physical interventions. In accord with 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, escorting youth, 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 training that should help ensure staff 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 when necessary. Additionally, OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole and 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	2016	2017	2018	2019	2020
<b>a. Facility</b>					
Actual	9	15	8	5	2
Target	10	10	10	10	10
<b>b. Field</b>					
Actual	17	4	10	2	1
Target	1	1	1	1	1

### How Are We Doing

**a. Facilities:** Suicidal behavior in facilities decreased again in FY 2020. The most recent biennial Youth Biopsychosocial Summary data (2018) show that 12 percent of males and 36 percent of females placed in OYA close custody had attempted suicide in the three years prior, compared to 14 percent of males and 36 percent of females on the 2016 survey. These statistics indicate that OYA facilities are continuing to work with youth at high risk for suicidal behaviors, and their placement in OYA may be 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 who have behavioral health and developmental needs beyond the scope of a juvenile justice agency.

**b. Community Placements:** FY 2020 saw a continued decrease in the number of suicidal behaviors in community placements from two years ago.

### Factors Affecting Results

**a. Facilities:** An OYA psychologist consults with staff and clinicians on appropriate follow-up and intervention on an as-needed basis for incidents of suicidal behavior, and reviews all of them to determine if they meet the criteria for inclusion in the performance measure data. This process 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 youths' care and treatment are not disrupted due to service coverage lapses.

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 numbers of psychiatric and developmental disability residential beds throughout the state child-caring system have resulted in increased placement of youth in OYA close-custody who have behavioral health and developmental needs that are beyond the scope of a juvenile justice agency. 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.

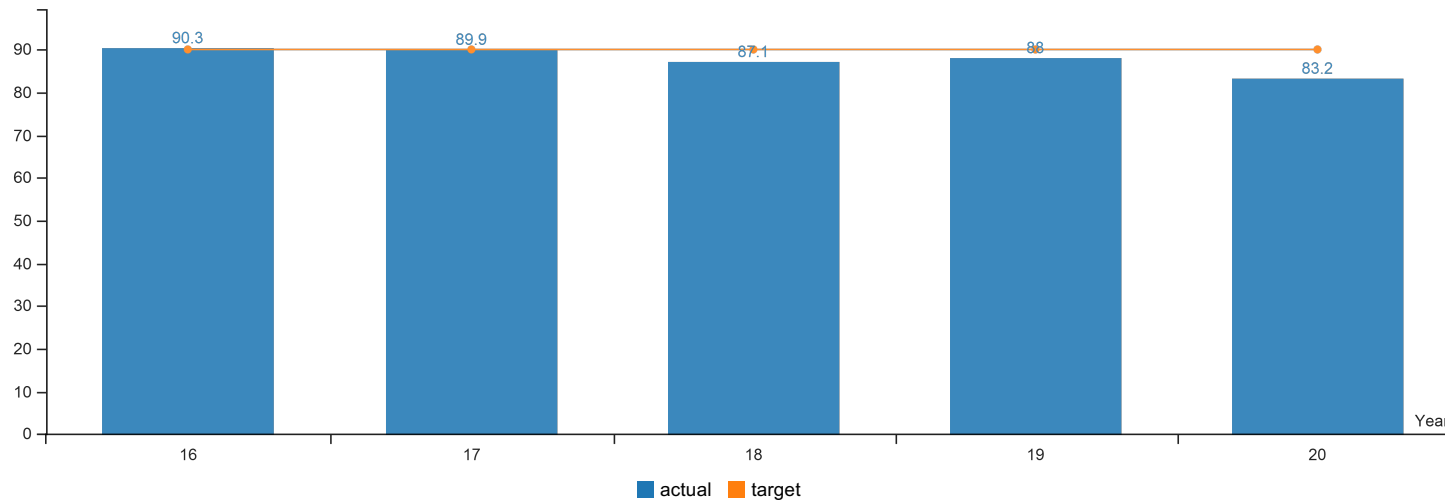
**b. Community Placements:** OYA continues to focus efforts on youth safety and suicide prevention and staff are provided suicide prevention refresher training every two years. Over the past year, we have worked to incorporate suicide prevention training into a general mental health curriculum (Mental Health First Aid), and this seems to have been received positively by staff. OYA has also 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 (2018) data show that 12 percent of males and 24 percent of females placed in the community had attempted suicide in the past three years, compared to nine percent of males and 31 percent of females on the 2016 survey. These self-reported rates are considerably higher than would be expected in the general young adult population. Ensuring that appropriate supports and resources are in place in the event that a youth displays dangerous self-harming behaviors are critical pieces of 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. These programs are 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 are not well-known to receiving community service providers.

In the past two years, OYA has also provided training and support to the foster homes and residential programs where youth are placed. Currently, all placement locations have 'cut-down' tools and training in their use. While self-harm events are rare overall, having the training, preparation, and tools to address the needs of situations when they arise is imperative. OYA has also identified key JPPOs and staff who have become Mental Health First Aid trainers. These trainers will not only be able to provide sustainable training in suicide prevention and overall awareness of working with youth with mental health diagnoses to community services staff, but also support others in the field when such events occur.

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	2016	2017	2018	2019	2020
<b>Intake Assessments</b>					
Actual	90.30%	89.90%	87.10%	88%	83.20%
Target	90%	90%	90%	90%	90%

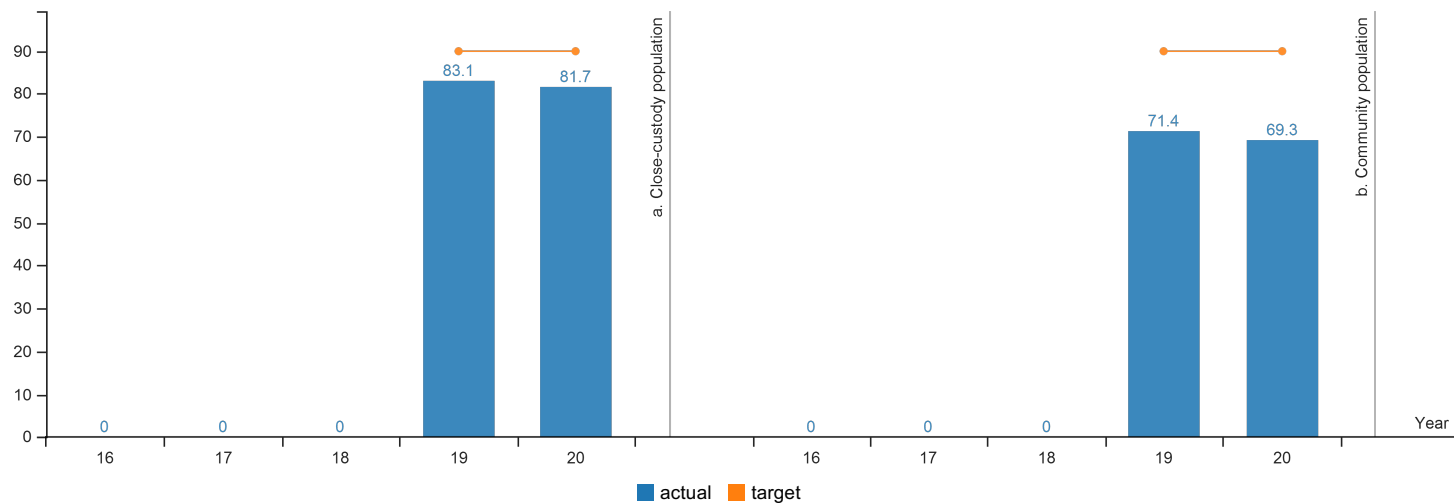
#### How Are We Doing

In FY 2020, 83.2 percent of youth received an OYA Risk/Needs Assessment within 30 days of commitment or admission. This is below the 90 percent target . Quarterly performance reviews at the local and statewide levels continue to focus on implementation of timely assessments. Field offices continue to implement action plans to ensure that assessments are completed within the requisite time frame. As a whole Community Services met the target of 90 percent two of the four quarters in the last year. OYA's two close-custody intake facilities addressed several barriers to completing intake assessments on time at the beginning of the year. In the last quarter of the year, they achieved a 94.6 percent compliance rate. Facility Services leaders worked with facility living unit managers to better support and educate the case coordinators who complete this work.

#### Factors Affecting Results

Key factors influencing OYA's results on this measure include the availability of the youth and the background information on the youth's case. OYA leadership will continue to engage in staff training and compliance monitoring with this measure.

KPM #7	CASE MANAGEMENT - Percent of close-custody and community youth with active case plans that are up-to-date
	Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
<b>a. Close-custody population</b>					
Actual	No Data	No Data	No Data	83.10%	81.70%
Target	TBD	TBD	TBD	90%	90%
<b>b. Community population</b>					
Actual	No Data	No Data	No Data	71.40%	69.30%
Target	TBD	TBD	TBD	90%	90%

### How Are We Doing

**a. Facilities:** This is the second year OYA is reporting on the percentage of youth who have active case plans that are up-to-date, including whether reviews for the overall plan, long-term goals, and competencies were completed on time. This replaces an earlier measure which looked exclusively at initial case planning and did not follow youth forward during their time under OYA supervision receiving services. The agency's performance on this measure fell short of its target of 90 percent for FY 2020. Overall, agency staff documented the timely maintenance of case plans for about 82 percent of youth placed in close-custody facilities. Facility Services leadership hosted two Case Coordinator trainings with more planned once travel restrictions are lifted. In addition, there is a Case Plan redesign process underway which should also improve the rate of case plans being kept current. 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.

**b. Community Placements:** This is the second year OYA is reporting on the percentage of youth who have active case plans that are up to date, including whether reviews for the overall plan, long-term goals, and competencies were completed on time. This replaces an earlier measure which looked exclusively at initial case planning and did not follow youth forward during their time under OYA supervision receiving services. The agency's performance on this measure fell short of its target of 90 percent for FY 2020. Overall, agency staff documented the timely maintenance of case plans for about 69 percent of youth placed in community settings. 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. As noted above, there is an agency-wide effort to redesign the Case Plan, and we will be reaching out to each Field Office to be helping them with the structure of their local Quarterly Target Reviews as the outcomes on this measure vary widely from one region to the next.

## **Factors Affecting Results**

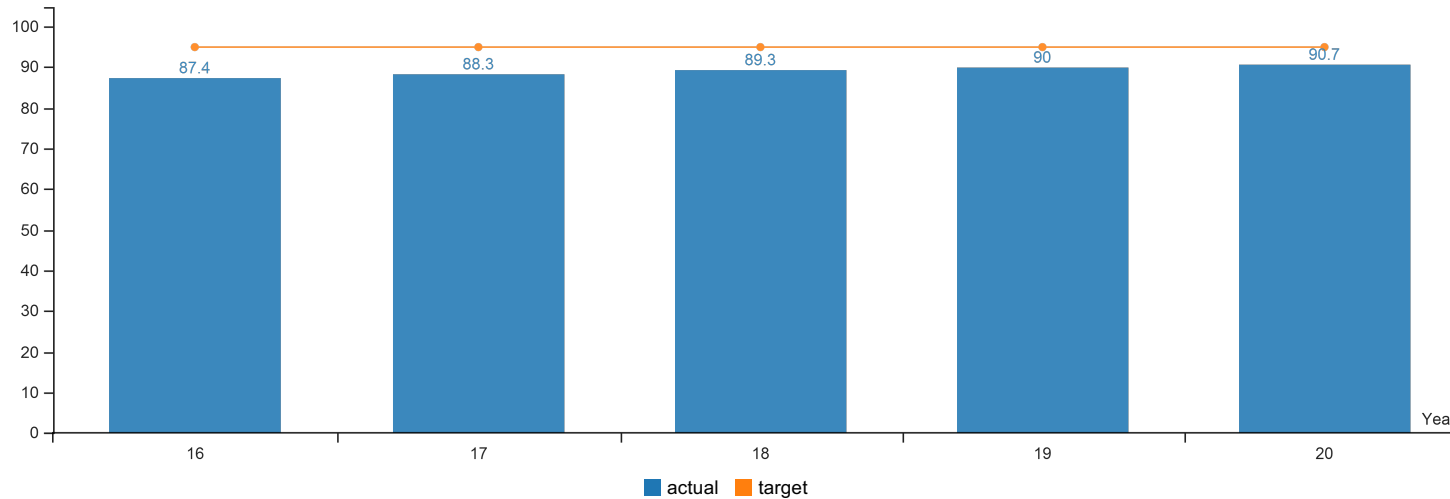
**a. Facilities:** Developing and maintaining case plans is critical to effective case management and sequencing of correctional treatment interventions. In OYA facilities, case plans are developed in facility treatment units after transfer from OYA intake assessment units. This measure is a composite of three different elements completed every 90 days: case plan reviews, long-term goal reviews, and competency reviews. In a single case plan, there could be multiple long-term goal areas and more than a dozen competency areas, all of which must be individually rated. All elements must be completed for the case to be considered up-to-date. OYA also prioritizes family involvement in the process which has increased significantly over the last year. Family involvement adds another level of coordination and, at times, means that the process exceeds the required timeline.

**b. Community Placements:** Developing and maintaining case plans is critical to effective case management and sequencing of treatment interventions. In community settings, access to probation youth is sometimes difficult to manage, which can create challenges in timeliness of assessment and subsequent case plan development. Youth behavior develops rapidly at different points in time, and updates to the case plan often follow the youth needs but may fall out of alignment with the calendared intervals. It was originally hoped that a modernized Juvenile Justice Information System (JJIS) would include mandatory data elements and procedural gating that would help ensure compliance. However, given the budget reductions and changes to the modernization schedule, we are continuing to look for individual processes to maintain alignment.

Also, this measure is a composite of three different elements completed every 90 days: case plan reviews, long-term goal reviews, and competency reviews. In a single case plan, there could be multiple long-term goal areas and more than a dozen competency areas, all of which must be individually rated. All elements must be completed for the case to be considered up to date. There are a number of simultaneous factors involved in this measure, and these expectations are still being communicated to staff. Once clarified, it is believed that this will be a better measure of actual case management as it assesses work for all youth under OYA supervision. OYA also prioritizes family involvement in the process which adds another level of coordination and, at times, means that the process exceeds the required timeline.

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	2016	2017	2018	2019	2020
<b>Education Services</b>					
Actual	87.40%	88.30%	89.30%	90%	90.70%
Target	95%	95%	95%	95%	95%

#### How Are We Doing

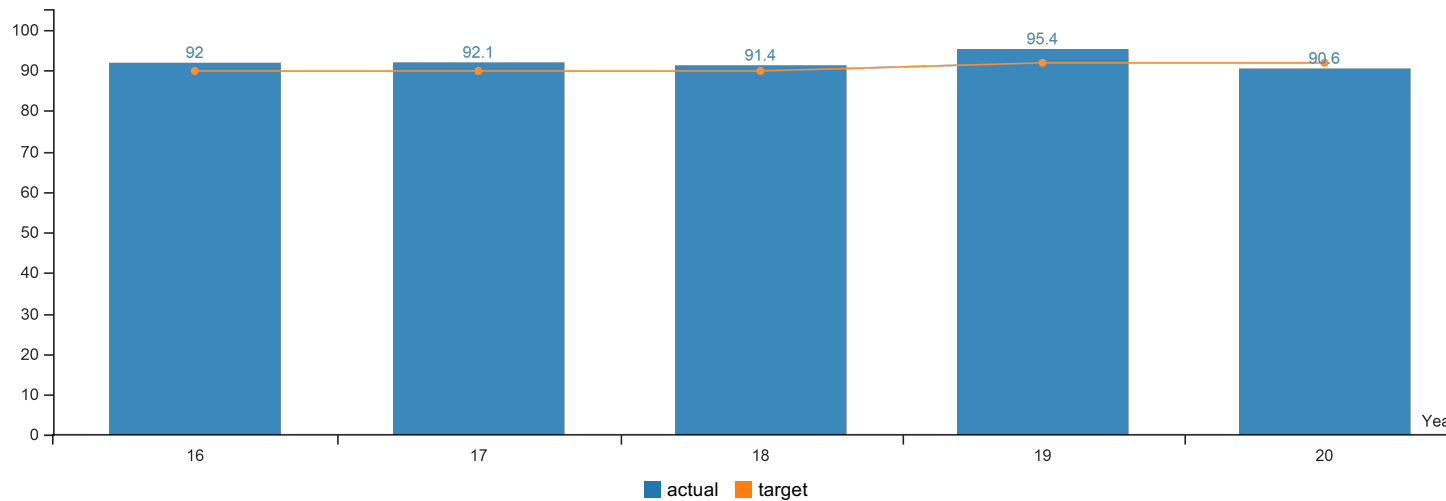
At 90.7 percent, OYA's performance on this key measure in FY 2020 was an improvement over FY 2019, though below the agency's target of 95 percent. The agency continues to emphasize appropriate educational assessments and timely educational service delivery.

#### 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. Another factor affecting performance on this measure for both facility and field staff is the at-times inconsistent availability of background information and previous educational transcripts for youth, particularly those youth who have been away from academic programming for some time. Additionally, the data collection for this measure is from a secondary versus direct source, which results in issues around data integrity. Lastly, OYA facility and field staff work cooperatively with our education partners to ensure youth are getting the appropriate education services. However, OYA is not the direct provider and therefore not able to mandate specific education services. The agency is working with its educational partners to identify direct data sources and enter into data-sharing agreements in order to more accurately capture agency performance on this measure.

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	2016	2017	2018	2019	2020
<b>Metric Value</b>					
Actual	92%	92.10%	91.40%	95.40%	90.60%
Target	90%	90%	90%	92%	92%

**How Are We Doing**

In FY 2020, the percentage of youth documented as receiving transition services per their case plan was 90.6 percent, falling from last year’s rate and below the agency’s target of 92 percent. An analysis of the relevant data showed that the non-compliant finding is a reflection of case audits not being completed as opposed to youth not receiving transition services. OYA is working on addressing this issue.

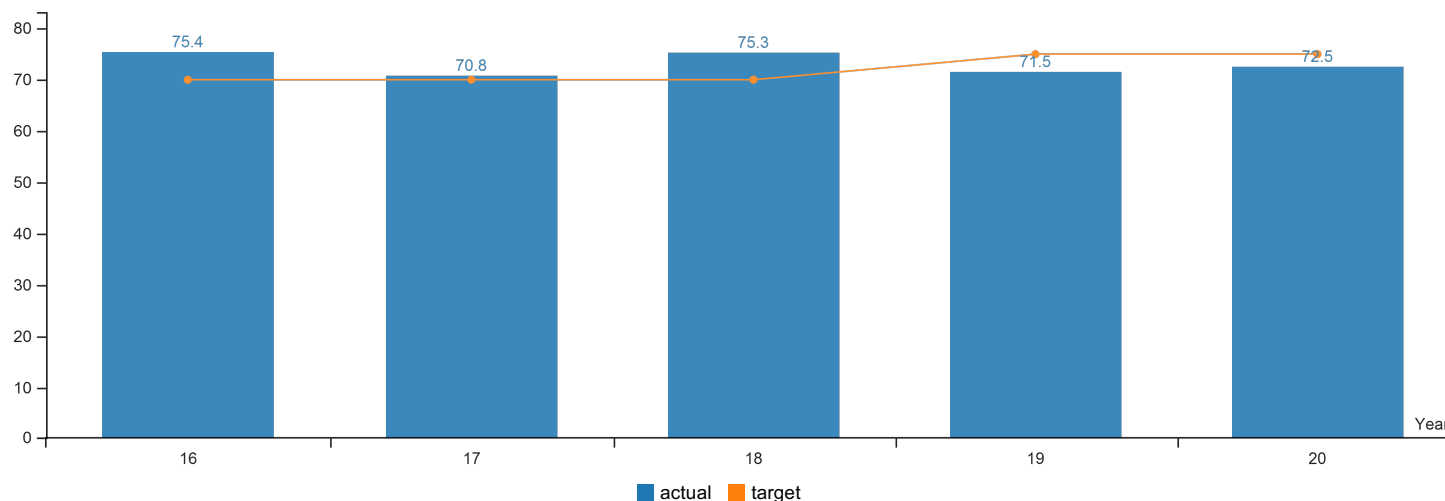
**Factors Affecting Results**

The primary factors affecting transition planning for placement and service coordination are youths’ 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 available evidence-based services in local areas. Services focus on skill development and 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. OYA continues to partner with the Employment Department to increase access to, and opportunities for, employment and training for youth as they enter the community. It is hoped that these resources will further support the youth during these vulnerable transitions. OYA has also named particular JPPOs to serve as Transition-JPPOs. These workers carry smaller on-going caseloads and focus on helping youth across an identified service region during transitions to get quickly involved in educational, vocational, and recreational activities. The Transition JPPOs also build networks of resources with employers, training programs, and landlords in each community who are willing to give OYA youth opportunities to succeed. During 2020, the ability to get youth engaged in transition services has been significantly hampered by the pandemic. As this situation continues forward, it is likely that connecting youth with needed opportunities as they re-enter the community will continue to struggle.



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	2016	2017	2018	2019	2020
<b>School and Work Engagement</b>					
Actual	75.40%	70.80%	75.30%	71.50%	72.50%
Target	70%	70%	70%	75%	75%

#### How Are We Doing

The agency came even closer to meeting its elevated goal of 75 percent in FY 2020. 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.

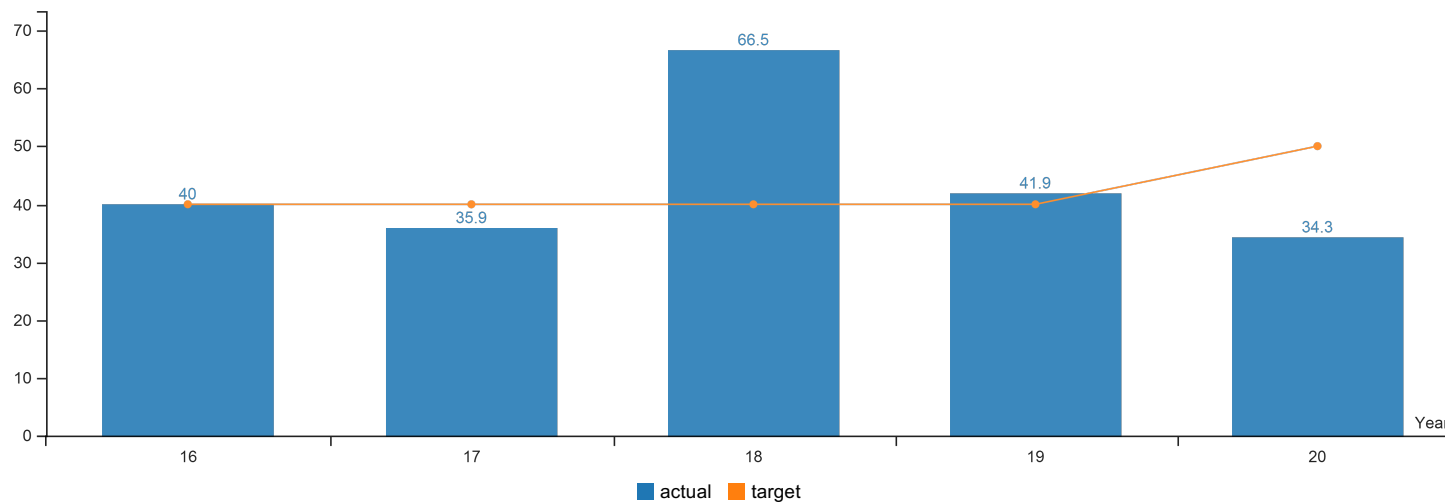
The COVID pandemic has and will be a specific barrier to engaging youth in school and work. OYA is working with the Oregon Department of Education to see that community youth have the resources that they need to engage in education this fall. There are also increased challenges for youth to acquire and maintain entry level jobs.

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 numerous avenues for youth engagement. 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	2016	2017	2018	2019	2020
<b>Restitution Paid</b>					
Actual	40%	35.90%	66.50%	41.90%	34.30%
Target	40%	40%	40%	40%	50%

### How Are We Doing

The percent of restitution paid on conditions closed in FY 2020 fell to 34.3 percent. This result is below the elevated 50 percent target set for the period. An analysis of the results identifies two primary factors. The first is the impact that the COVID pandemic is having on youth acquiring and maintaining employment. Many small businesses are struggling to remain open, and the economic impact of this pandemic is having a disproportionate impact on youth who are often engaged in hourly, unskilled positions. This factor will likely continue to impact the restitution rate in the future. The second factor is that a relatively small number of youths with large restitution orders that can significantly sway these payment rates. For example, OYA recently had a specific youth with a developmental disability who had a restitution order close to \$8,000. His level of functioning was a significant barrier to gaining regular employment within either his facility placement or at his foster home, and his disability benefits were used to cover daily living expenses. His OYA case was appropriately closed, but the large restitution order was then converted to a money judgment and was large enough to affect the annual averages.

Note that this measure is for restitution orders less than or equal to \$10,000. Orders over \$10,000 are omitted as outliers.

### Factors Affecting Results

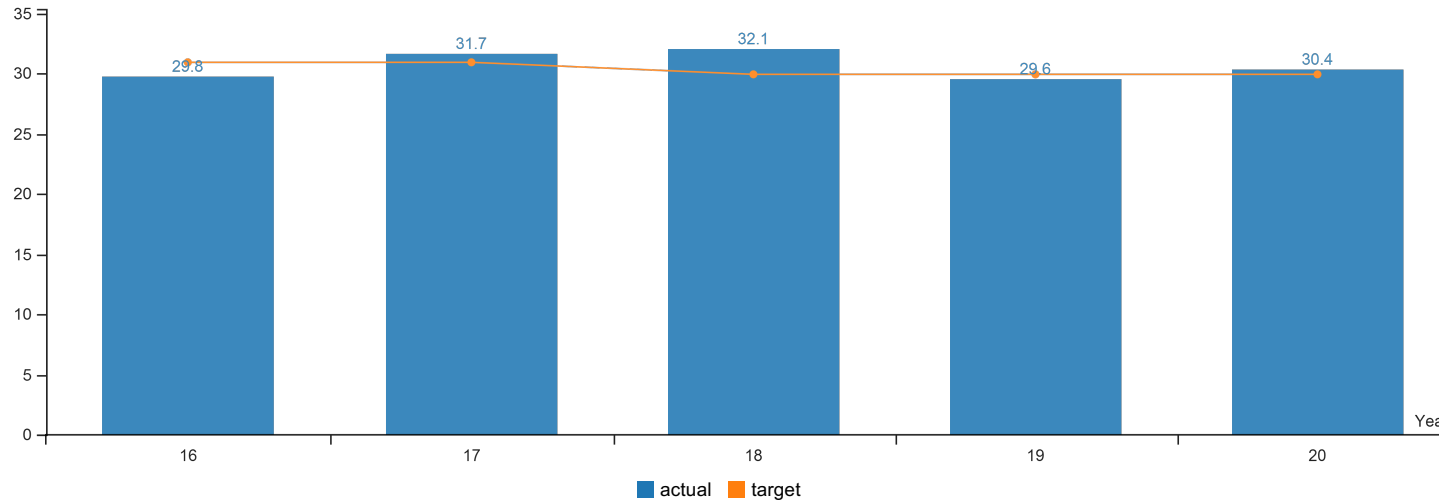
Administrative support staff in the field offices were trained to track payments on the eCourt system, and restitution goals in case plans were specifically monitored in case reviews and transitions between county supervision, OYA parole or probation, and OYA facilities. In addition, careful training and attention were paid to both probation and parole youth to not close conditions for administrative reasons. Maintaining these conditions as active and keeping attention on restitution has given youth more opportunities to make payments and reduced the number of times that restitution is converted into a money judgment by the courts. We believe that this careful tracking of payments and attention to not closing restitution orders prematurely will, over time, have a positive effect on OYA's tracking and attention to restitution payments.

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 does not always include all payments. The Odyssey, or "eCourt," system maintained by the Oregon Judicial Department (OJD) 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. OYA continues to work with OJD to obtain and maintain sufficient access to the Odyssey system to allow tracking of these payments.

Community Service leadership will work with OYA Field Supervisors to develop efficient ways to track and report on restitution payment numbers during unit and department meetings. When the pandemic increases opportunities for youth employment, we are certain that this increased attention (combined with the careful tracking outlined above) will result in greater rates of restitution payments. While this measure will remain sensitive to data artifacts (e.g., large individual restitution orders), we believe that the underlying data will support the efforts and attention being paid to this important area.

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	2016	2017	2018	2019	2020
<b>PAROLE RECIDIVISM</b>					
Actual	29.80%	31.70%	32.10%	29.60%	30.40%
Target	31%	31%	30%	30%	30%

#### How Are We Doing

After OYA met its recidivism rate goal of 30 percent for youth being paroled from a youth correctional facility in FY 2019, the rate of 30.4 percent in FY 2020 just missed the target. The rate compares youth released on parole during FY 2016-2017 who were adjudicated or convicted of a felony with 36 months of their release to all youth released during that year.

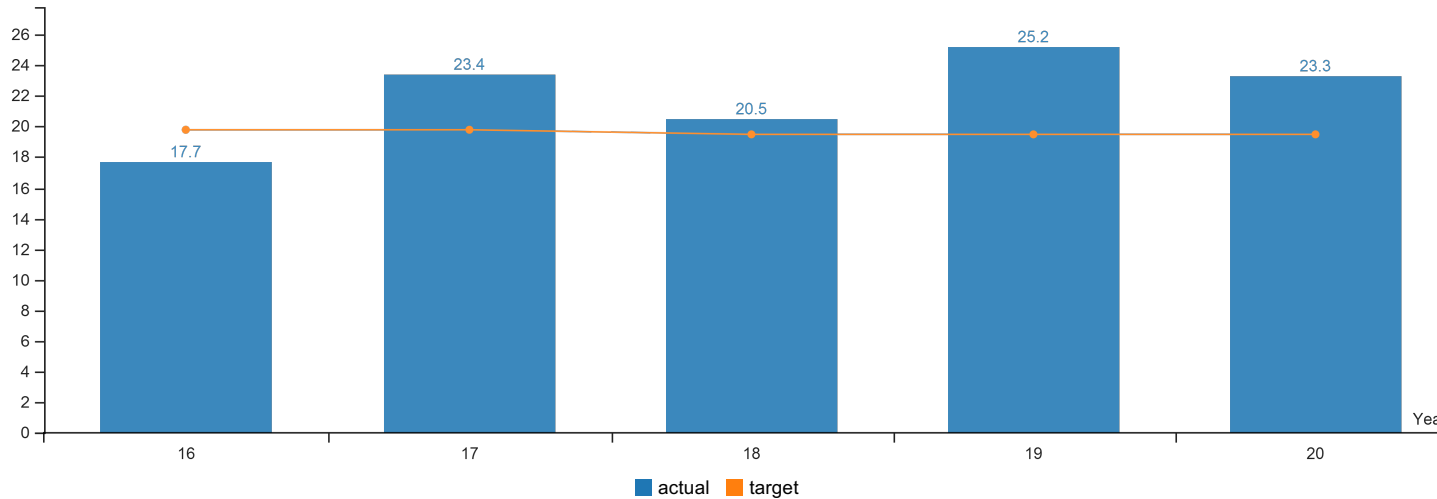
#### Factors Affecting Results

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

Earlier this year, OYA had to develop a new method to match youth records to adult records across databases in order to determine recidivism in the adult system. While these recidivism rates have remained largely consistent over the years, these rates are not the same for all youth. OYA is aware that recidivism rates are higher for youth of color than for White youth. As current research suggests that youth of all races engage in similar overall levels of delinquent behavior, OYA, as a part of its DEI initiative, will develop and implement steps specifically targeting service provisions for youth of color. We believe this will likely have a positive effect on these overall rates.

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	2016	2017	2018	2019	2020
<b>PROBATION RECIDIVISM</b>					
Actual	17.70%	23.40%	20.50%	25.20%	23.30%
Target	19.80%	19.80%	19.50%	19.50%	19.50%

**How Are We Doing**

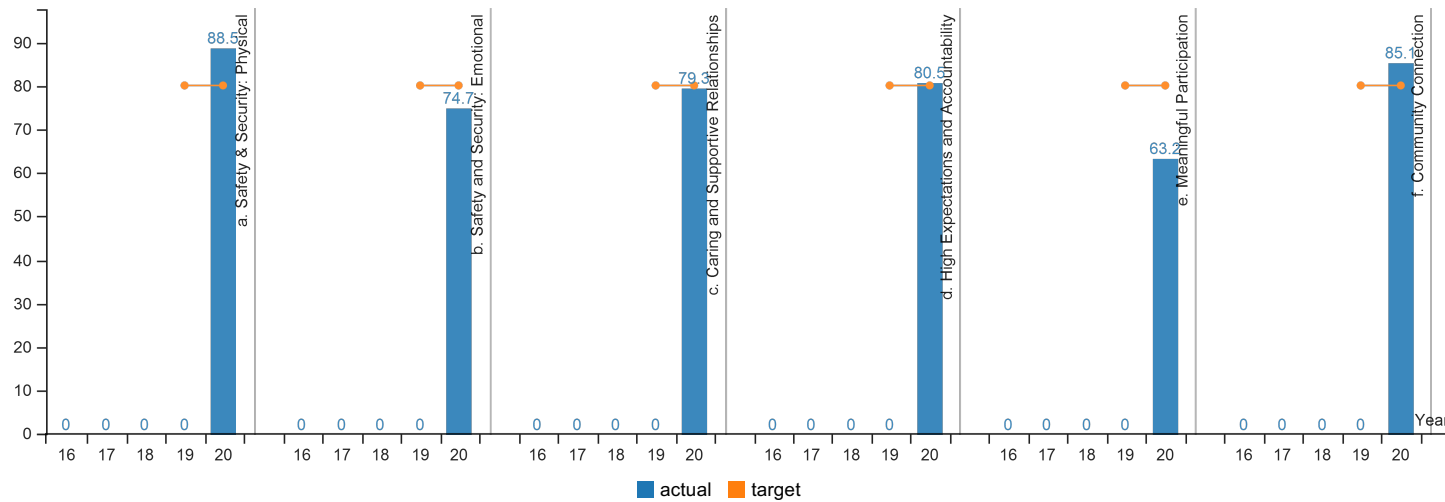
OYA missed its recidivism rate goal of 19.5 percent for youth being paroled from a youth correctional facility. The rate was 25.2 percent in FY 2019 and 23.3 percent in FY 2020. The rate is determined for youth committed to OYA for probation during FY 2015-2016 (for the FY 2019 rate) and FY 2016-2017 (for the FY 2020 rate) and tracked for 36-months from their commitment date.

**Factors Affecting Results**

OYA continues to work on reducing recidivism through the implementation of a standardized risk/needs assessment to determine criminogenic risk factors and developmental need. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also implements a number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions and Positive Human Development. Other factors, such as keeping youth engaged in school or work, also can significantly impact recidivism rates.

Earlier this year, OYA had to develop a new method to match youth records to adult records across databases in order to determine recidivism in the adult system. As noted above, OYA is also working to identify and provide cultural and focused services for youth of color, as also in probation status youth of color tend to have higher rates of recidivism than do White youth.

KPM #14a CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Community Youth - Independent or Living at Home.  
 Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
<b>a. Safety &amp; Security: Physical</b>					
Actual	No Data	No Data	No Data	No Data	88.50%
Target	TBD	TBD	TBD	80%	80%
<b>b. Safety and Security: Emotional</b>					
Actual	No Data	No Data	No Data	No Data	74.70%
Target	TBD	TBD	TBD	80%	80%
<b>c. Caring and Supportive Relationships</b>					
Actual	No Data	No Data	No Data	No Data	79.30%
Target	TBD	TBD	TBD	80%	80%
<b>d. High Expectations and Accountability</b>					
Actual	No Data	No Data	No Data	No Data	80.50%
Target	TBD	TBD	TBD	80%	80%
<b>e. Meaningful Participation</b>					
Actual	No Data	No Data	No Data	No Data	63.20%
Target	TBD	TBD	TBD	80%	80%
<b>f. Community Connection</b>					
Actual	No Data	No Data	No Data	No Data	85.10%
Target	TBD	TBD	TBD	80%	80%

How Are We Doing

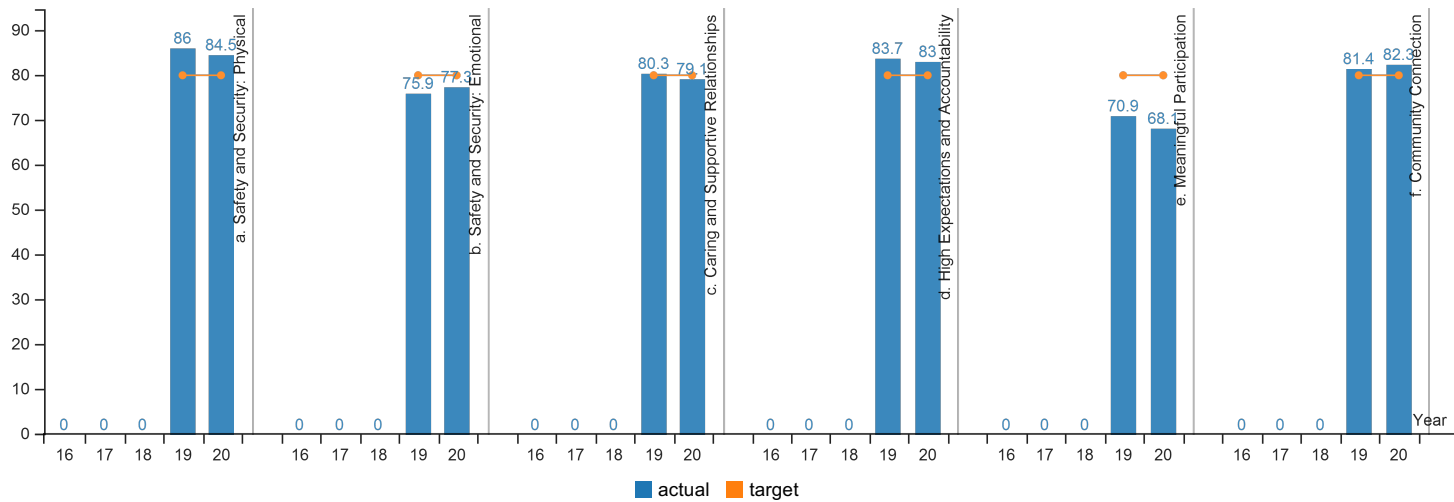
Starting last year, OYA converted the Customer Service KPM from the traditional model to a survey based on six Positive Human Development success factors with questions tailored to the respective cohort (e.g. youth in residential, independent living, or close custody placements and their families). The questions asked of each cohort align with the agency's key priorities and are actionable. Instead of mailing surveys to youth who live independently or at home, OYA engaged JPPOs to contact these youth on their case load with a personal invitation to help improve services and a link to an online survey. Youth reported satisfaction levels above the 80 percent target in three of the six PHD success factors.

**Factors Affecting Results**

For each of the six questions, youth living independently or at home could provide one of four responses (always, sometimes, rarely, never). OYA weighs these responses in order to derive the satisfaction rating. OYA believes these numbers will increase over time and remain high as staff integrate PHD into the everyday culture and work. As this is a brand-new measure, OYA will be working with youth, families, and staff to try to identify and address barriers to meeting the 80% target ratings.



KPM #14b CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Community Youth - Residential Placement  
 Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
<b>a. Safety and Security: Physical</b>					
Actual	No Data	No Data	No Data	86%	84.50%
Target	TBD	TBD	TBD	80%	80%
<b>b. Safety and Security: Emotional</b>					
Actual	No Data	No Data	No Data	75.90%	77.30%
Target	TBD	TBD	TBD	80%	80%
<b>c. Caring and Supportive Relationships</b>					
Actual	No Data	No Data	No Data	80.30%	79.10%
Target	TBD	TBD	TBD	80%	80%
<b>d. High Expectations and Accountability</b>					
Actual	No Data	No Data	No Data	83.70%	83%
Target	TBD	TBD	TBD	80%	80%
<b>e. Meaningful Participation</b>					
Actual	No Data	No Data	No Data	70.90%	68.10%
Target	TBD	TBD	TBD	80%	80%
<b>f. Community Connection</b>					
Actual	No Data	No Data	No Data	81.40%	82.30%
Target	TBD	TBD	TBD	80%	80%

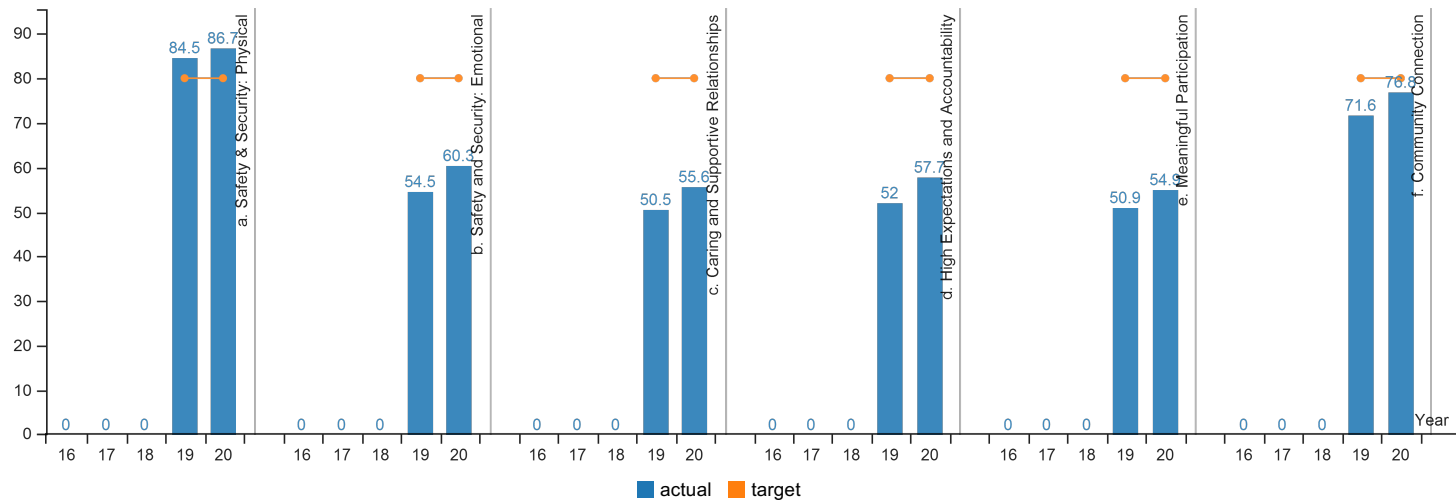
How Are We Doing

Starting last year, OYA converted the Customer Service KPM from the traditional model to a survey based on six Positive Human Development (PHD) success factors with questions tailored to the respective cohort (e.g. youth in residential, independent living, or close custody placements and their families). The questions asked of each cohort align with the agency's key priorities and are actionable. OYA Community Resource Unit staff completes this survey with youth who live in community residential and foster care settings. Youth reported satisfaction levels above the 80 percent target in three of the six PHD success factors.

**Factors Affecting Results**

For each of the six questions, youth in community residential settings could provide one of four responses (always, sometimes, rarely, never). OYA weighs these responses in order to derive the satisfaction rating. OYA believes these numbers will increase over time and remain high as staff integrate PHD into the everyday culture and work.

KPM #14c CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Close-Custody Youth  
 Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
<b>a. Safety &amp; Security: Physical</b>					
Actual	No Data	No Data	No Data	84.50%	86.70%
Target	TBD	TBD	TBD	80%	80%
<b>b. Safety and Security: Emotional</b>					
Actual	No Data	No Data	No Data	54.50%	60.30%
Target	TBD	TBD	TBD	80%	80%
<b>c. Caring and Supportive Relationships</b>					
Actual	No Data	No Data	No Data	50.50%	55.60%
Target	TBD	TBD	TBD	80%	80%
<b>d. High Expectations and Accountability</b>					
Actual	No Data	No Data	No Data	52%	57.70%
Target	TBD	TBD	TBD	80%	80%
<b>e. Meaningful Participation</b>					
Actual	No Data	No Data	No Data	50.90%	54.90%
Target	TBD	TBD	TBD	80%	80%
<b>f. Community Connection</b>					
Actual	No Data	No Data	No Data	71.60%	76.80%
Target	TBD	TBD	TBD	80%	80%

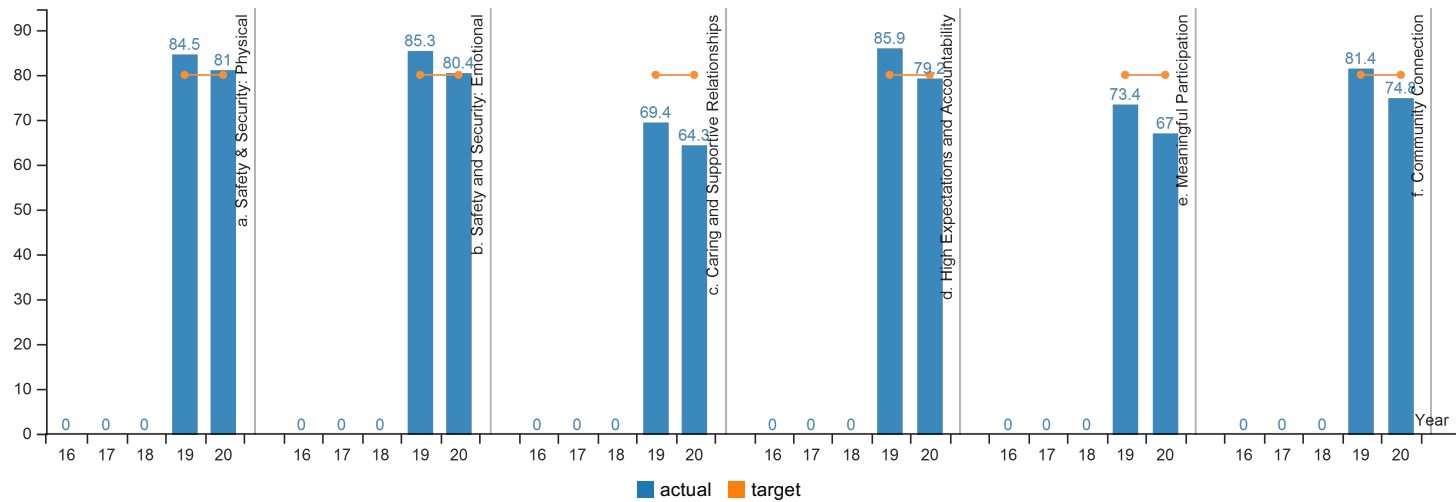
How Are We Doing

Starting last year, OYA converted the Customer Service KPM from the traditional model to a survey based on six Positive Human Development (PHD) success factors with questions tailored to the respective cohort (e.g. youth in residential, independent living, or close custody placements and their families). The questions asked of each cohort align with the agency's key priorities and are actionable. Youth residing in OYA facilities can complete this survey as a part of the semi-annual Performance-based Standards review. Participation is voluntary and encouraged. Youth reported satisfaction levels above the 80 percent target in one of the six PHD success factors (Safety and Security: Physical). Each of the four areas that did not reach the 80 percent target experienced nearly a five-percentage point increase. Several of these factors were the focus of the second and third phases of the Fundamental Practices Initiative implemented last year.

**Factors Affecting Results**

OYA staff weighted the youth's response depending on how many possible answers were available. OYA believes these numbers will increase over time and remain high as staff integrate additional phases of the Fundamental Practices Initiatives and PHD into the everyday culture and work.

KPM #14d CUSTOMER SERVICE - Percent of OYA's youth and families (customers) who report positive service experiences with OYA as assessed through the lens of Positive Human Development: Families.  
 Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
<b>a. Safety &amp; Security: Physical</b>					
Actual	No Data	No Data	No Data	84.50%	81%
Target	TBD	TBD	TBD	80%	80%
<b>b. Safety and Security: Emotional</b>					
Actual	No Data	No Data	No Data	85.30%	80.40%
Target	TBD	TBD	TBD	80%	80%
<b>c. Caring and Supportive Relationships</b>					
Actual	No Data	No Data	No Data	69.40%	64.30%
Target	TBD	TBD	TBD	80%	80%
<b>d. High Expectations and Accountability</b>					
Actual	No Data	No Data	No Data	85.90%	79.20%
Target	TBD	TBD	TBD	80%	80%
<b>e. Meaningful Participation</b>					
Actual	No Data	No Data	No Data	73.40%	67%
Target	TBD	TBD	TBD	80%	80%
<b>f. Community Connection</b>					
Actual	No Data	No Data	No Data	81.40%	74.80%
Target	TBD	TBD	TBD	80%	80%

How Are We Doing

Starting last year, OYA converted the Customer Service KPM from the traditional model to a survey based on six Positive Human Development (PHD) success factors with questions tailored to the respective cohort (e.g. youth in residential, independent living, or close custody placements and their families). The questions asked of each cohort align with the agency's key priorities and are actionable. OYA mails surveys to families of all youth receiving services in close custody or community residential settings. Families reported satisfaction levels above the 80 percent target in two of the six PHD success factors.

**Factors Affecting Results**

For each of the six questions, families of youth receiving services could provide one of four responses (always, sometimes, rarely, never). OYA weighs these responses in order to derive the satisfaction rating. OYA believes these numbers will increase over time and remain high as staff integrate PHD into the everyday culture and work. Under the direction of a new Family Engagement Coordinator, OYA is in the process of developing and implementing an action plan aimed at improving our communication with families and expressing how we value their opinions.