September 30

2014

Oregon Youth Authority

Interim Judiciary Committee
Progress Report on SB 267
(ORS 182.525)

REPORT CONTENTS

THE OREGON YOUTH AUTHORITY

The mission of the Oregon Youth Authority (OYA) is to protect the public and reduce crime by holding youth offenders accountable while providing opportunities for reformation in safe environments. The agency's vision is that youth who leave OYA will go on to lead productive, crime-free lives.

OYA exercises legal and physical custody of offenders committed to OYA by juvenile courts, and physical custody of young offenders committed to the Oregon Department of Corrections by adult courts. OYA is responsible for the supervision, management, and administration of youth correctional facilities and transition programs, state parole and probation services, community-based out-of-home placements for youth offenders, and other functions related to state programs for youth corrections.

The agency is dedicated to increasing the effectiveness of youth correctional treatment through ongoing research, program evaluation, and quality improvement. The agency's mission statement, vision, and goals are closely monitored through the OYA Performance Management System (OPMS), Key Performance Measures (KPMs), Performance-Based Standards (PbS), Correctional Program Checklist (CPC) reviews, facility safety security reviews, and other evaluative functions.

PROGRAMS INCLUDED UNDER ORS 182.515-182.525

Senate Bill 267, passed by the 2003 Oregon Legislature, required state agencies that provide treatment programming designed to reduce criminal behaviors and decrease hospitalizations for mental health crises to gradually increase the percentage of state-funded treatment that is evidence-based. Agencies were required to demonstrate that at least 25 percent of state-funded treatment was evidence-based during 2005-07, 50 percent was evidence-based during 2007-09, and 75 percent was evidence-based during 2009-11 and thereafter.

OYA worked with external stakeholders after passage of SB 267 to develop the following list of treatment interventions used by close-custody living units, contracted community-based residential providers, and county programs funded through OYA as subject to ORS 182.515-182.525.

- Cognitive behavioral treatment
- Behavior modification
- Sex offender treatment
- Fire setter treatment
- Drug and alcohol treatment
- Violent offender treatment
- Mental health treatment (including crisis intervention)
- Family counseling
- Skill building (e.g., mentoring, anger management, social skills, vocational counseling, etc.)
- Parent training
- Culturally specific treatment
- Gang intervention treatment
- Gender specific treatment

SUMMARY OF AGENCY RESULTS

Historically, OYA has used the Correctional Program Checklist (CPC) to determine the degree to which programs successfully adhere to the program characteristics thought to reduce recidivism. As of June 30, 2014, approximately 83 percent of youth correctional facility living units and 91 percent of contracted community-based residential programs met the CPC criteria of "Effective" or "Highly Effective."

As of June 30, 2014, the Oregon Youth Authority (OYA) is using 89 percent of the General Fund revenues designated for youth offender treatment programming on evidence-based practices, as defined by SB 267.

ACTIVITIES DURING REPORTING PERIOD

Since the enactment of ORS 182.515-182.525, OYA has demonstrated its commitment to increasing the effectiveness of the correctional treatment services provided through implementation of evidence-based interventions.

OYA PERFORMANCE MANAGEMENT SYSTEM: MONITORING AGENCY SUCCESS

Since 2010, OYA has been implementing an agency-wide performance management system (OPMS) to monitor the agency's key processes and determine agency effectiveness. The system involves measuring core agency processes through meaningful metrics (i.e., process and outcome measures), which allows the agency to determine overall effectiveness. Additionally, OPMS empowers employees to improve work processes that help achieve the organization's goals.

Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that are not performing as well as expected, OYA employs a formal problem-solving methodology. For strategic initiatives, OPMS launches capability- and performance-breakthrough plans, which feature a rigorous and disciplined planning methodology used in conjunction with effective project implementation. In these ways, OYA can ensure it is successfully meeting its mission of providing effective reformation services to youth.

PROGRAM EVALUATION CONTINUUM MODEL: MEASURING PROGRAM SUCCESS

In early 2011, OYA began developing a comprehensive Youth Reformation System (YRS). This system, when fully implemented, will allow the agency to:

- Forecast the number and types of close-custody and residential beds needed to serve youth in the system;
- Predict in which treatment setting an individual youth will be most successful (based on individual typologies); and
- Determine program effectiveness based on various short- and long-term outcome metrics as measured by the Program Evaluation Continuum (PEC).

The PEC model, when fully developed and implemented, is intended to provide a comprehensive picture of program effectiveness. Four main principles that guide this evaluation model:

- Rapid response for emerging issues;
- Data-informed decision making;
- Efficient resource allocation; and
- Planful transitions for youth to less restrictive settings.

When developed, the PEC will feed "real time" data about program success to program providers (i.e., contracted community-based residential program directors and close-custody managers). This regular feedback will allow program leaders to "course correct" immediately through early identification of issues.

This model will establish a framework for data-driven decision making by predicting in which programs youth will be best served; predicting the optimum length of stay for individual programs; clearly identifying youth needs and aligning those needs with appropriate resources in the community; and allowing for efficient resource allocation.

PEC has five main components:

1) Program Integrity and Expected Capability;
2) Treatment Progress – Knowledge and Skills;
3) Outcome Data;
4) Services Match; and
5) Cost Effectiveness/Cost Avoidance.

PEC COMPONENT 1: PROGRAM INTEGRITY AND EXPECTED CAPABILITY

This PEC component, as designed, contains four subcomponents, which are described below.

1) Correctional Program Checklist (CPC) – The CPC provides information on how well a particular program adheres to the Principles of Effective Correctional Intervention. A CPC score represents how well a program is *expected* to perform with regard to reducing recidivism.

2) Oregon-ized CPC – The Oregon-ized CPC complements the traditional CPC scoring system. Results from the Oregon-ized CPC analysis are included in the "Methods for Assessing Program Results" later in this document.

3) Treatment Fidelity – Research has repeatedly demonstrated the critical impact fidelity has on outcomes. This subcomponent involves establishing a statewide treatment fidelity system (for contracted community-based residential providers and close-custody facilities) to ensure services are delivered in a manner consistent with the cognitive behavioral treatment approach as well with specific treatment curricula.

4) Youth and Staff Safety – This subcomponent involves measuring youth perceptions of their safety within programs as well more concrete indicators of safety. This subcomponent relies on standardized measures from nationally recognized Performance- based Standards (PbS) measures, internal measures such as incident reports and youth complaints/grievances, and safety and security audits.

PEC COMPONENT 2: TREATMENT PROGRESS – KNOWLEDGE AND SKILLS

This PEC component has two subcomponents, which are described below.

1) Pre/post testing – Information will be gathered using formal standardized assessment instruments on individual youth at specific points in time: Prior to and upon completion of specific treatment groups/curricula; and upon intake to a facility/program and upon release/discharge from a program.

   Pre/post testing will provide youth-specific information about progress in the areas of cognitive development, skill acquisition, and behavior. These standardized assessments also can be used to regularly track progress at designated intervals (i.e., every 90 days). Regularly assessing youth treatment progress allows case workers to adjust a youth's course of treatment and provides critical information regarding the impact the treatment may or may not be having on individual youth.

2) Case plan competencies – Case plan competencies gauge the degree to which a youth is advancing toward his/her long-term goals. Competency ratings estimate the frequency of observed behaviors and provide a picture of youth progress in the program.

PEC COMPONENT 3: OUTCOME DATA

This PEC component contains two subcomponents, which are described below.

1) Recidivism Outcome Data – OYA uses the following measure of recidivism: a felony conviction at 12, 24, and 36 months post-release. OYA is looking into expanding this to include other definitions of recidivism.

2) Positive Youth Outcome Data – This provides outcome data related to how youth succeed with regard to other areas of positive youth development. Examples of positive youth outcomes are education status (e.g., an earned GED or high school diploma), employment post-release, health factors, and family/social relationships.

PEC COMPONENT 4: SERVICES MATCH

This PEC component has three subcomponents focused on how well youth are matched to the services a program provides. A brief description of each of subcomponent follows.

1) Youth Population – Data gathered in this subcomponent will generate answers to two important questions: 1) With whom are programs most effective? and 2) Are these programs serving these types of clients? This subcomponent of the model uses typology information from the Placement and Treatment component of the Youth Reformation System to make these determinations.

2) Optimal Treatment Dosage – Correctional treatment research repeatedly shows the importance of varying the intensity of treatment to the risk level of offenders while also considering individual differences. Data from this subcomponent will allow a determination of the most effective treatment dosage and length of stay (LOS) for specified populations. Essentially, answers will be provided to the question: How long should a specific program serve a youth to have the optimal impact on outcomes (i.e., recidivism and positive youth outcomes)?

3) Appropriate Resources – Information about youth population and optimal treatment dosage will be compared with the types of programs the agency has in operation. OYA will use the results of this comparison to identify where the resource gaps exist and what additional services are needed to most effectively serve youth and ensure public safety. This component has far-reaching effects and potentially could inform program referral and acceptance decisions, initial program development, and forecasting the types of beds needed to adequately serve future youth.

PEC COMPONENT 5: COST EFFECTIVENESS/COST AVOIDANCE

This component of the model is similar to the cost savings or cost avoidance model developed by the Washington State Institute of Public Policy (WSIPP). It can determine, for every dollar spent or invested in programs, how many dollars are saved by youth not returning to the criminal justice system. During the past several years, the state of Oregon has been working with EcoNorthwest and an economist from the Criminal Justice Commission (CJC) to further develop this component. Factors used in the cost avoidance model include cost of incarceration (hard dollars for food and shelter), price per crime for victims, police arrests, and court costs. Information from this subcomponent provides the ability to estimate the return on investment when placing a youth in a particular program.

NEXT STEPS WITH THE PEC

OYA will continue developing and refining the various components of this model. Subcommittees for each of the PEC subcomponents have identified the current state, limitations to the ideal state, potential barriers to the ideal state, quality control measures, and a number of other important factors. Next steps include developing implementation plans for each project and identifying action steps that will mitigate risks and threats while capitalizing on the strengths of the current system.

It is important to note that further development of the PEC and statewide implementation will require a significant number of resources (e.g., personnel, building a data warehouse, establishing a statewide fidelity system, and adopting and implementing pre/post-test measures). OYA recognizes the tremendous value of such a model, as it provides a comprehensive picture of program effectiveness. OYA already has received national attention and interest in the Program Evaluation Continuum model from several other states. Investing resources to implement and sustain the PEC model will allow OYA youth to have the greatest potential for success in living crime-free, productive lives.

ACCOMPLISHMENTS DURING REPORTING PERIOD

OYA CLOSE-CUSTODY FACILITIES

Accomplishments during this reporting period include:

- Conducted 23 CPC reviews of close-custody facility living units.
- Established new Facility Services Assistant Director and administrative leadership team, including new superintendents at MacLaren and North Coast youth correctional facilities and at Camp RiverBend Youth Transition Facility.
- Combined Tillamook YCF and Camp Tillamook YTF into one campus, managed by one superintendent.
- Developed a prioritized strategic map based on Facility Services-specific "Why, How and Guiding Principles" statement.

- Collaborated with contractors to develop 10-year Facility Strategic Plan to align facility physical plants with long-term population trends and Positive Human Development culture.
- Developed and implemented Quarterly Conversation process to evaluate and drive facility implementation of Positive Human Development culture.
- Deployed a resource team of trained staff (Skill Development Coordinators) to assist facilities in proactively managing challenging youth and reduce use of behavior management unit placement.
- Developed and implemented a pilot intake program for new facility commitments. The pilot aligned intake services with Positive Human Development culture to introduce youth into an environment that supports success, increases staff and youth safety, and provides an initial treatment and skill-building foundation integral to the overall treatment continuum.
- Implemented electronic tracking of Positive Youth Engagement activities, including youth participation and achievement in K-12 and post-secondary education, vocational training, work programs, and large muscle exercise. This complements existing electronic tracking of treatment participation, achievement, and cultural and religious support services.
- Established centralized Youth Conflict Resolution Coordinator responsible for development and implementation of statewide youth conflict resolution processes using mediation to reduce violence within OYA facilities. This position also is responsible for development and implementation of a comprehensive gang intervention plan including strategies on prevention, housing, treatment, education, vocation, and transition.
- Installed technology and processes at facilities for internet-based video-calling capability to support youths' connections with family and community supports.
- Expanded vocational programming available to youth, with a particular emphasis on preparing youth for recession-proof employment. Increased opportunities for youth to earn professional certifications and marketable job skills in barbering, horticulture, culinary arts, welding, information technology, wild land firefighting, and wastewater treatment.
- Increased emphasis on post-secondary education for youth who have earned a high school diploma.
- Expanded post high school education programs for older youth. Made college coursework available to youth in each facility through dual credit programs, scholarships, and sponsorships. Maintained relationship with Oregon State University to provide college-level classes in OYA facilities via the nationally recognized Inside Out program.
- Alliance with internet provider (Education Portal) for Web-based open source college coursework to prepare youth for College Level Exam Program testing for low-cost college credit.
- Centralized volunteer coordination to ensure consistency in training and volunteer services in OYA facilities. Volunteers serve as community connections for youth and provide a broad spectrum of mentoring and developmental services leading to improved reformation outcomes.
- Expanded pro-social recreation opportunities by facilitating inter-facility basketball and soccer tournaments.
- Increased the number of Certified Alcohol and Drug Counselors (CADC) to improve ability to meet treatment needs of youth with drug and alcohol dependency issues. Provided training to prepare staff at nine facilities for testing to become Certified Alcohol/Drug Counselors.

- Improved emergency communication and response by developing extensive emergency management plans for facilities.
- Upgraded metal and cellphone detection devices in facilities to enhance safety and security.
- Continued to meet and improve compliance with federal Prison Rape Elimination Act (PREA) standards through three major focus areas – reporting, training, and security. Enhanced security camera technologies throughout facilities.
- Continued participation in Performance-based Standards as part of a national project sponsored by the U.S. Office of Juvenile Justice and Delinquency Prevention (OJJDP) and administered by the Council of Juvenile Correctional Administrators (CJCA). Oregon is the first state to use PbS at all of its close-custody facilities.
- Continued training facility staff in Collaborative Problem Solving, an evidence-based model for resolving problems and building skills.
- Developed and implemented introductory training for OYA staff in Trauma-Informed Care, addressing impact of trauma on both youth and staff.

OYA COMMUNITY SERVICES

Accomplishments during this reporting period include:

- Conducted 22 CPC reviews of contracted community-based residential programs.
- Developed an administrative rule in conjunction with OHA and DHS governing the Medicaid-funded Behavior Rehabilitation Services for contracted community residential providers.
- Completed BRS reviews on all community residential providers and developed criteria and timelines for measuring corrective actions and provider performance.
- Continued implementing plans to support evidence-based initiatives including establishing field standards, training, and quality assurance of principles of effective interventions.
- Continued implementing standardized reporting documentation for individual contracted treatment providers (i.e., initial assessments, treatment plans, monthly progress reports, and billings).
- Implemented regularly scheduled contract compliance reviews with individualized service contracts (including reviewing the use of evidence-based practices). The review process includes technical assistance to providers to ensure compliance and follow-up reviews at varying intervals or audits initiated depending on findings.
- Continued with quality improvement activities focused on improving and supporting evidence-based interventions. Specific measures concern the relevance of the OYA Risk/Needs Assessment to case planning and youth engagement in school and/or work at transition.
- Implemented JJIS policy regarding services tracking to strengthen standardization and reliability of service data.
- Implemented a sustainability plan to monitor data integrity around services tracking using JJIS reports to monitor data entry.

- Continued implementing Effective Practices in Community Supervision (EPICS) and the evidence-informed community supervision model developed by the University of Cincinnati. Oregon has developed 10 certified juvenile justice trainers who are providing statewide trainings in coordination with county juvenile departments.
- Provided introductory training on Collaborative Problem Solving for Juvenile Parole and Probation Officers and contracted community program employees.
- Began exploring the use of YRS risk data and youth typologies in the decision making process to determining if a youth should be committed to OYA Custody.
- Implemented Tier 1 Predictive Success Rate data with pilot counties to provide data for informed decision making of placement recommendations/determination to help ensure the right youth receive the right placement.
- Implemented the use of OPMS data through local quarterly target reviews. Data being measured include timely completion of Risk Needs Assessments, timely case planning, and effective case planning based on the highest criminogenic risk factors. OYA Community Services has shown steady progress in improving the timeliness and quality of risk assessments and case planning.
- Implemented process for Juvenile Parole and Probation Officers to seek immediate support from Treatment Services when youth in the community are experiencing a mental health crisis. This assists youth in receiving appropriate services in the appropriate setting as quickly as possible.

METHODS FOR ASSESSING PROGRAM RESULTS

Since 2004, OYA has regularly conducted program reviews of all OYA close-custody facility units and contracted community-based residential programs to determine the degree to which programs adhere to the Principles of Effective Correctional Intervention. To do this, OYA uses the Correctional Program Checklist developed by Dr. Edward Latessa, with the University of Cincinnati.

OYA has developed a protocol that ensures programs scoring "Unsatisfactory" or "Needs Improvement" on the CPC are reviewed on an annual basis, while those scoring "Effective" or "Highly Effective" are reviewed every other year. This ongoing review process provides a comprehensive picture of program integrity and gives facilities opportunities for ongoing quality improvement. However, due to accumulated resource deficits, which inhibited the agency's ability to conduct all scheduled reviews, OYA chose to adjust the review cycle for community residential providers to allow any provider that has scored "Highly Effective" on their last two consecutive reviews to move from a two-year cycle to a three-year cycle. OYA contracted community residential providers also receive an audit of Behavioral Rehabilitative Services each biennium. The combination of these reviews gives adequate information on the overall infusion of evidence-based practice in the program. This change has allowed OYA to review all programs that were due for a review during this review cycle while maintaining fidelity to the instrument.

The CPC instrument measures the degree to which a program adheres to the "principles of effective correctional intervention". OYA has adopted these principles to guide agency practices. The principles include:

- Assessing risk and need levels of youth offenders;
- Implementing evidence-based programming;
- Using cognitive behavioral and social learning approaches in treatment services; Matching youth and interventions based on risk, need, and responsivity;
- Ensuring fidelity of programs to evidence-based models; and
- Ensuring all youth offenders have a transition plan in place to facilitate success in the community upon release.

The CPC assessment process includes a series of structured interviews with youth and staff, treatment group observation, and review of policy and procedure manuals, case files and treatment curricula. In addition, the CPC examines the risk and needs of clients, training and supervision of staff, professional ethics, program characteristics, and treatment approaches.

Given the CPC's utility is to determine the degree to which programs adhere to the principles of effective correctional intervention, OYA's Research and Evaluation team reviewed the CPC to determine if there is any correlation between the CPC and/or specific CPC questions and recidivism. This analysis was in response to the first component of the PEC, Program Integrity and Expected Capability, aimed at the creation an Oregon-ized CPC. The hypothesis, methodology and results from the Oregon-ized CPC are as follows:

Hypothesis and Methodology:

The "Oregon-ized" CPC analysis correlated each CPC question with recidivism outcomes of youth who have been involved with OYA. The analysis weighted each CPC question by determining its association with a youth outcome. CPC questions highly correlated with youth outcomes are weighted heavily; CPC questions with little or no association with youth outcomes have a weight of zero. The traditional CPC scores have equal weights for nearly all questions and assess program capacity. The Oregon-ized CPC scores identify the programs most likely to influence youth recidivism. Programs with high CPC scores and high Oregon-ized CPC scores are effective and improve youth outcomes. Conversely, programs scoring low on the CPC and Oregon-ized CPC are not effective and do not influence youth recidivism. Programs scoring high on the CPC and low on the Oregon-ized CPC may follow their curriculum, may assess risk/needs, and may have well trained staff; these programs can do more to improve youth outcomes. Conversely, programs scoring high on the Oregon-ized CPC and low on the traditional CPC may reduce recidivism more than expected. Comparing traditional CPC and Oregon-ized CPC scores allows programs to identify the organizational changes most likely to improve youth outcomes.

Results:

The results of the analysis suggest very few questions are correlated with youth recidivism. Without the statistical association between CPC questions and recidivism, no Oregon-ized CPC score can be generated.

These results tell OYA that the practice of using the CPC as the single assessment tool needs to change, and that the use of the CPC should be more targeted to the areas where it provides the most value to achieving program effectiveness. OYA intends to target the use of the CPC. New programs, programs undergoing substantial change, or programs with poor outcomes will get CPCs. The CPC, in conjunctions with pre-post testing, quantifying program effectiveness, service matching, and assessment of cost-effectiveness, can provide information and tools necessary to improve programs and youth outcomes. OYA will further develop the criteria for using the CPC and a Program Evaluation Continuum to ensure youth are provided programming that reduces recidivism throughout the juvenile justice continuum.

Assessment Methods:

During the previous reporting period, OYA began the process of evaluating additional treatment moneys that qualify under the state statute. A summary of these assessment methods is provided in Figure 1.

PROGRAM AREA	ASSESSMENT METHOD
Close-custody facilities	CPC results
Contracted community-based residential BRS programs	CPC results
Individualized services: Treatment providers Community reintegration services and site-based transition services providers	Review of OYA contract applications to determine treatment modality, with a priority on evidence-based services; ongoing quality control checks by treatment services coordinators and transition specialists to ensure compliance with contracts (use of evidence-based practices is required by contract)
County JCP Basic County Diversion	Counties currently are required to use an automated tracking system to categorize correctional treatment services subject to SB 267

Figure 1: Summary of OYA program areas and corresponding assessment method.

PROGRAM RESULTS FOR REPORTING PERIOD

CLOSE-CUSTODY FACILITIES AND CONTRACTED COMMUNITY-BASED RESIDENTIAL PROGRAMS

Data from CPC reviews show 86.3 percent of operating close-custody facility program units (N=22) and 91 percent of the OYA contracted community-based residential programs (N=22) reviewed during this period currently qualify as "Highly Effective" or "Effective." Since this law was enacted, OYA has demonstrated an overall increase in the percentage of its programs using evidence-based practices.

With the exception of a few facility units/programs and a few contracted community residential programs, OYA programs meet the CPC requirements. Upon further review, OYA has determined that the CPC tool is not necessarily the best tool for evaluating correctional transition programs or short-term stabilization programs. Programs in which the majority of the youth have completed their core correctional treatment or are focusing on behavioral stability tend to score lower. This is simply a function of the purpose of the program, rather than the effectiveness of programming.

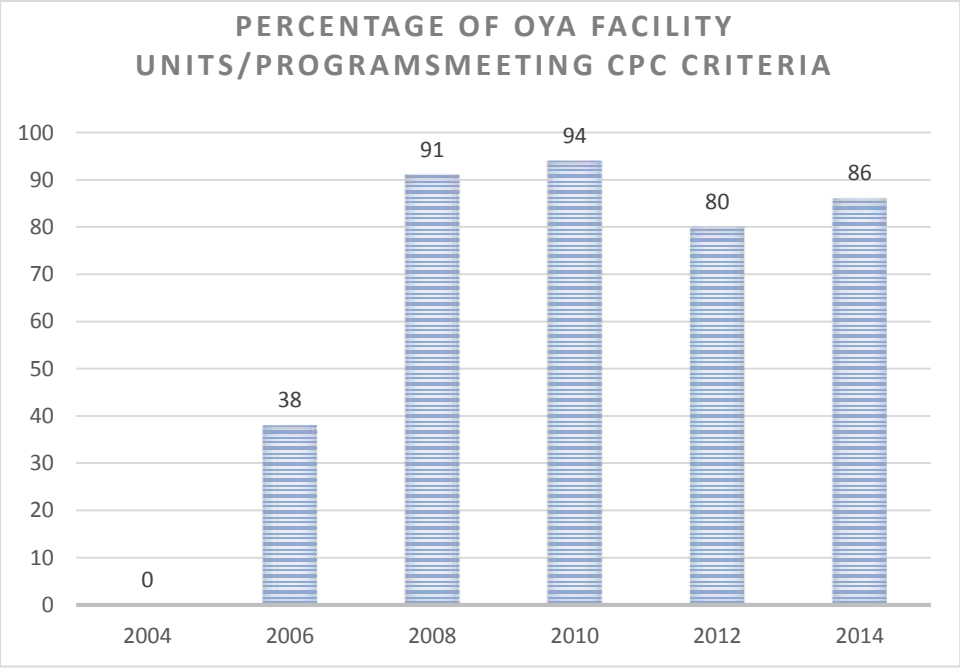


Figure 2: Percentage of OYA close-custody living units subject to SB 267 rating "Highly Effective" or "Effective" on the CPC, indicating the program is using research-proven practices (N=22 in 2014).

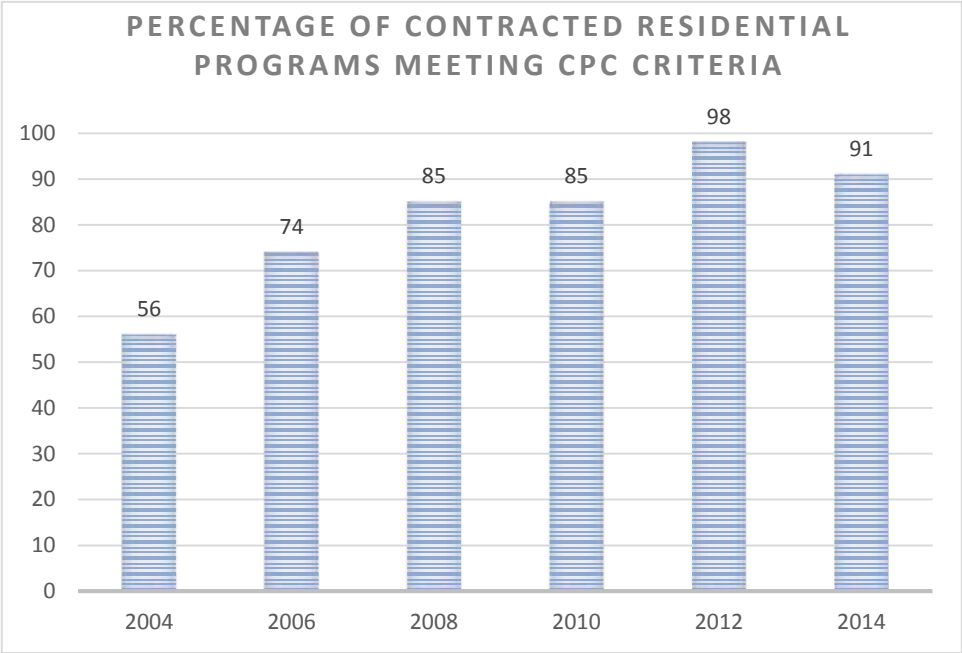


***Figure 3*:** Percentage of contracted community-based residential programs rating "Highly Effective" or "Effective" on the CPC, indicating the program is using research-proven practices (N=42 in 2014).

While it appears that OYA has reached somewhat of a plateau in the percentage of programs achieving the "Effective" or "Highly Effective" range, the internal numbers show that the raw CPC scores continue to increase. During this reporting period, program scores increased by 3.1 percent over the last reporting period.

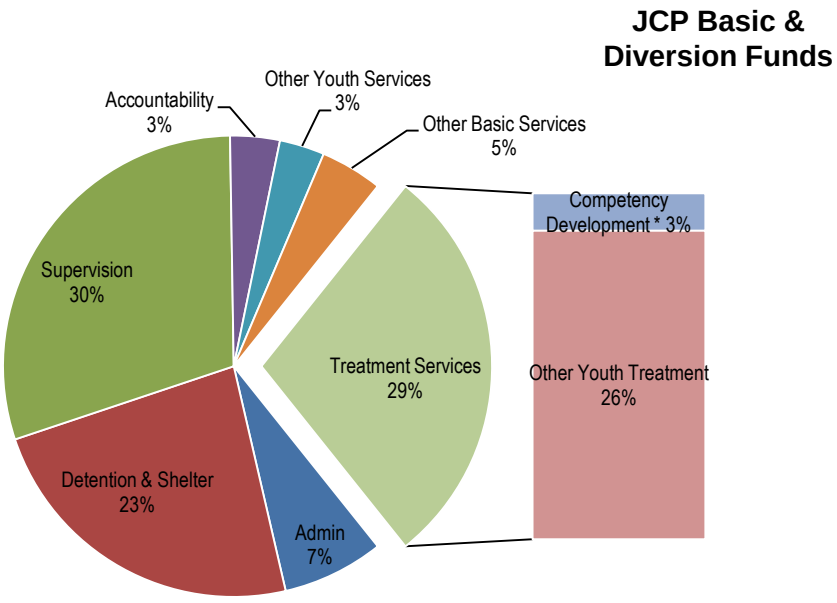
INDIVIDUALIZED SERVICES: TREATMENT PROVIDERS, COMMUNITY REINTEGRATION SERVICES, AND SITE-BASED TRANSITION SERVICES

OYA community treatment contracts include providers who offer mental health, sex offense specific treatment services, and drug and alcohol treatment for youth who do not have other health care resources (including OHP). Provider applications, contracts, and standardized service documentation all require that services provided to OYA youth be evidence-based. Contract compliance reviews consist of randomly selecting case files and reviewing for completeness, accuracy, and timeliness. Contractors are reviewed on a regular basis, the timing of which depends on how consistently they demonstrate compliance with established contract standards.

Between July 1, 2012, and June 30, 2014, OYA held 38 contracts with community service providers, who provided 5,416 hours of services to youth. By provider self-report, all mental health and drug and alcohol service providers have indicated that the services they provide are evidence-based. Compliance reviews during his time period were primarily conducted on those providers/programs that provide sex offense specific treatment; at this time, there are no evidence-based practices for juvenile sex offense specific treatment, so a calculation of compliance in this area cannot be done. OYA currently is using an "evidence-informed" sex offense specific treatment curriculum using the models and practices shown to be effective with a juvenile corrections population. The one large provider agency reviewed that provides mental health and drug and alcohol treatment was in full compliance with the requirement to provide evidence-based services.

JCP Basic and County Diversion programs

County juvenile departments receive General Fund assistance to provide contracted services at the local level. During 2013-15, approximately $17.3 million was provided to counties for this purpose. Almost 30 percent ($4.9 million) of the funding is being used for youth treatment services subject to SB 267 requirements (Figures 5 and 6 below). OYA does not review county programs for evidence-based effectiveness and therefore cannot convey whether the dollars spent were evidence-based.



Report Category	Diversion and JCP Basic	
Admin	$	1,233,476
Detention & Shelter		4,069,013
Supervision		5,178,528
Accountability		602,629
Other Youth Services		546,949
Other Basic Services		755,131
Competency Development *		533,757
Other Youth Treatment *		4,409,710
Grand Total	$	17,329,193

Figures 5 and 6: Percentage of JCP Basic and County Diversion funds spent by counties on youth treatment.

* Funds subject to SB 267.

OYA BUDGET FOR EVIDENCE-BASED SERVICES

OYA spends 89 percent of state funds and 89 percent of total funds subject to SB 267 on evidence-based programming, as defined by SB 267. This exceeds the statutory target of 75 percent.

The 2013-15 Legislatively Adopted Budget for OYA includes the following funding levels:

$323 million Total Funds
$269 million General Fund

The total budget amount displayed below includes programs determined by the agency as subject to ORS 182.515-182.525 per SB 267:

$87.5 million Total Funds
$58.9 million General Fund

Figures 7 and 8 show the percentage of program expenditures meeting the evidence-based standard by program type and fund type.

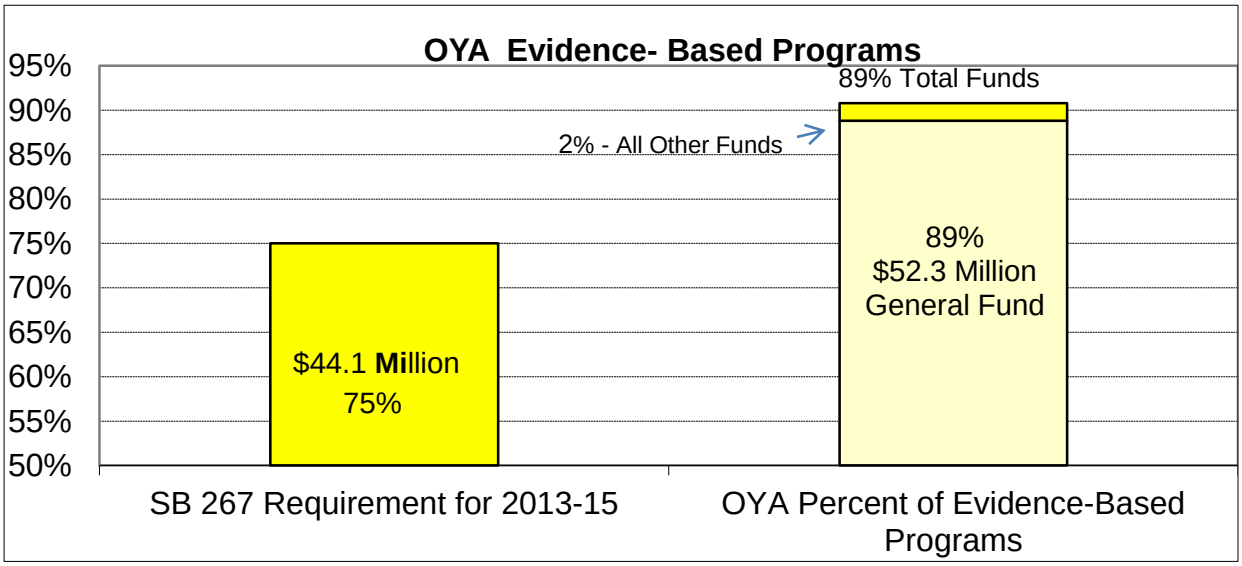


Figure 7: Approximately 89 percent of the state General Fund and 89 percent of Total Funds spent on programs subject to SB 267 will be spent on evidence-based programming during the 2013-15 biennium.

Oregon Youth Authority
Summary of Expenditures Subject to SB 267

Dollars in millions	TOTAL FUNDS	FUND TYPE: General Fund	FUND TYPE: Federal & Other Funds
Facility Services:			
Total Program Expenditures subject to SB 267	$ 33.3	$ 33.3	-
Evidence-Based Program Expenditures	$ 28.8	$ 28.8	-
Percentage of Total Expenditures Evidence-Based	86%	86%	-
Community Services:			
Total Program Expenditures subject to SB 267	$ 54.2	$ 25.6	$ 28.5
Evidence-Based Program Expenditures	$ 49.3	$ 23.5	$ 25.8
Percentage of Total Expenditures Evidence-Based	91%	92%	91%
Agency Total			
Total Program Expenditures subject to SB 267	$ 87.5	$ 58.9	$ 28.5
Evidence-Based Program Expenditures	$ 78.1	$ 52.3	$ 25.8
Percent of Program Evidence-Based	**89%**	**89%**	**91%**

Figure 8: percentage of OYA's budget allotted to "evidence-based programming" broken out by close-custody and community-based services.

COST-EFFECTIVENESS

As previously mentioned, OYA will continue developing the Program Evaluation Continuum (PEC) model, which includes a cost-avoidance component. The agency expects the Criminal Justice Commission to continue playing a critical role in further developing this PEC component.

PRIORITIES FOR 2015-17

OYA's priorities for next biennium are to:

- Increase the percentage of OYA treatment resources devoted to evidence-based practices.
- Further develop and implement the Youth Reformation System, which includes the Program Evaluation Continuum model.
- Fully implement Collaborative Problem Solving, including training facility staff, community staff, and community partners on the model, and establishing formal business practices in facilities.
- Develop and implement plans for pre- and post-testing for all OYA-approved curricula. Further develop and implement plans for a statewide fidelity system to ensure adherence to curriculum and cognitive behavioral treatment models.
- Provide Applied Suicide Intervention Skills Training (ASIST) and Suicide Care training for all facility QMHPs and Treatment Services supervisors.
- Further refine and implement Quarterly Conversation tools to assess program culture and the use of data and research to inform decisions and improve practices.
- Further develop the data warehouse in response to the PEC and further research analysis on program effectiveness and YRS.

From the results of the CPC reassessments conducted to date, OYA has determined a number of program areas to target prior to submitting its September 2016 report:

- More effectively match youth placements to treatment using newly developed predictive risk tools and typology information.
- Complete implementation of OYA's cognitively based sex-offense-specific treatment curriculum.
- Secure resources to adequately provide technical assistance and training in the areas of treatment service delivery, clinical supervision, group facilitation, and other areas.
- Organize workgroups composed of residential providers and county partners to refine matching youth to community programs/interventions based on risk, need, and responsivity factors.
- Continue to provide updated training to OYA staff, community partners, and county partners on evidence-based practices.
- Further develop the PEC and optimize the use of the CPC.

REFERENCES REVIEW

Latessa, E. (2006). *"Improving the Effectiveness of Correctional Programs Through Research: Understanding the Principle of Effective Intervention."* (PowerPoint). Presented to OYA during training in August 2006.

Washington State Institute for Public Policy. Accessed http://www.wsipp.wa.gov