



2024-2026 Strategic Plan

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Introduction

The Oregon Youth Authority (OYA) was established in 1995 through legislative action as a separate agency from the Department of Human Resources (now the Oregon Department of Human Services). As part of Oregon’s juvenile legal system, OYA is responsible for youth ages 12 to 24 who commit crimes before age 18. OYA holds youth ordered into its custody accountable and provides them with opportunities for reformation, either in the community via parole or probation; or inside secure facilities. OYA serves youth who are unsuccessful at the county level, need more services than the county can provide, or commit very serious crimes.

In the past decade, OYA leadership and staff have prioritized the implementation of youth engagement through approaches related to Diversity Equity and Inclusion (DEI), Positive Human Development (PHD) and the Youth Reformation System (YRS). These efforts have led to positive outcomes for youth in and out of custody, ultimately creating safer communities across Oregon.

➤➤ DIVERSITY, EQUITY, AND INCLUSION

Providing equitable and culturally responsive services to meet the needs of all youth and communities, especially communities of color, and working to address disparities caused by policies and practices.

➤➤ POSITIVE HUMAN DEVELOPMENT

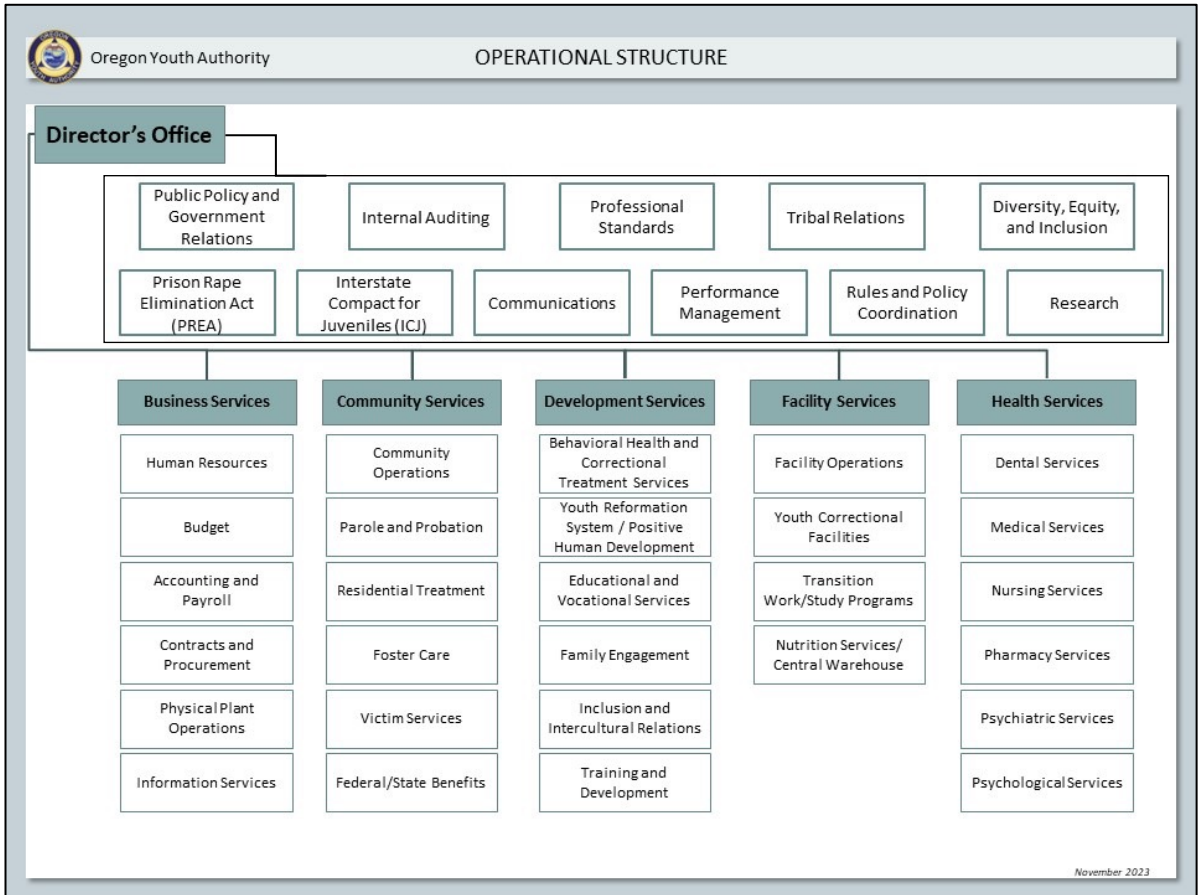
Helping everyone develop in safe, secure, respectful, and supportive environments where everyone is held accountable and is connected to their community.

➤➤ YOUTH REFORMATION SYSTEM

Using research, analytics, and professional judgment to inform decisions across the juvenile legal continuum to reduce crime and improve outcomes.

OYA has approximately 1,000 employees, nine close-custody facilities, and provides probation and parole services in all 36 counties in Oregon.

To implement its mission and these core efforts, OYA is divided into a Director’s Office and accompanying five departments: Business Services, Community Services, Development Services, Facility Services, and Health Services.



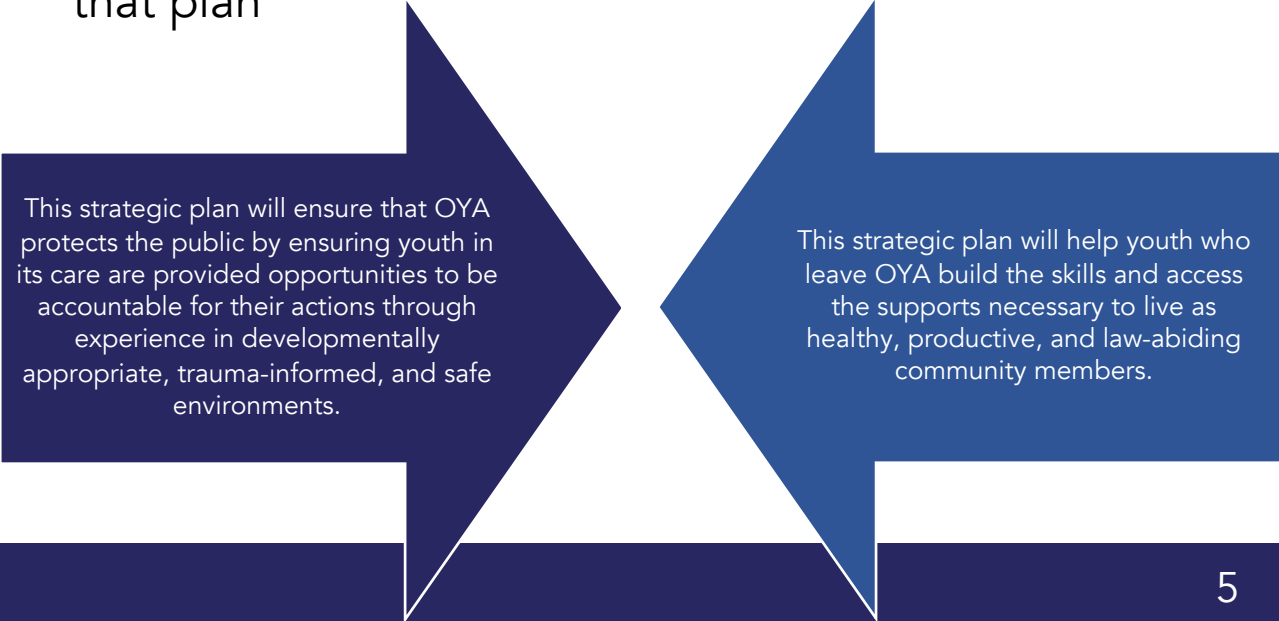
OYA’s work is currently divided between these departments. The strategic plan contained herein continues to prioritize youth and focuses on DEI, PHD, and YRS approaches. In order to do so, this plan reflects an initial step in moving towards goals and action steps that are both agency-wide and cross-departmental. Recognizing that this plan is a major change in practice, these changes are implemented incrementally.

This strategic plan also prioritizes increasing communication and coordination between all levels of the organization, thereby recognizing the importance of each staff member, especially those directly working with youth on a daily basis. OYA aims to be an agency where leadership is not reserved for managers and directors, but rather where all staff feel heard and supported.

Theory & Process

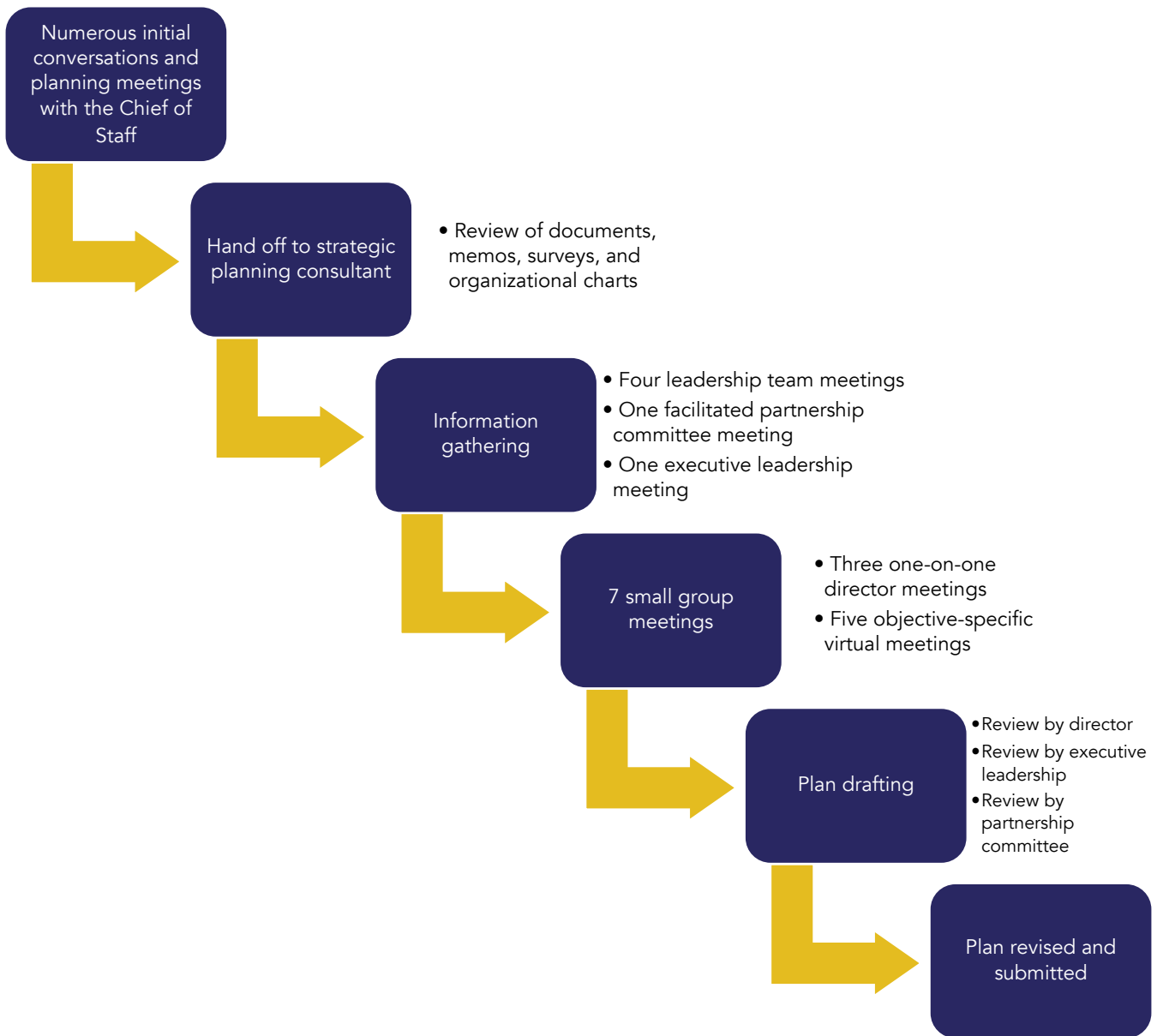
OYA approached this strategic planning process with the following principles in mind:

- Gathering information from numerous sources
- Developing buy-in inside and outside the organization
- Understanding where OYA has come from in order to learn where it would like to go
- Leaning into and listening to authentic feedback
- Directly leveraging strengths to address weaknesses
- Drafting a meaningful, doable, and right-sized plan
- Ensuring meaningful implementation of and fidelity to that plan



This strategic plan will ensure that OYA protects the public by ensuring youth in its care are provided opportunities to be accountable for their actions through experience in developmentally appropriate, trauma-informed, and safe environments.

This strategic plan will help youth who leave OYA build the skills and access the supports necessary to live as healthy, productive, and law-abiding community members.



“Plans should be developed with agency leadership; and in partnership with direct service employees, community partners, tribes, and underrepresented communities.”

Mission, Vision, & Values





OYA Equity Lens

Diversity, equity, and inclusion are priorities for our agency. Before making decisions or implementing programs, ask these questions to ensure the needs of marginalized communities are being centered.

Which specific populations are impacted by this decision, program, or service?



Are there unintended consequences on any impacted populations?



Have we intentionally asked for feedback from each impacted population?



Did we get enough feedback to understand any unintended consequences?



What are the barriers to reducing inequities or unintended consequences?



How can we address these barriers so we can dismantle the unintended consequences or inequities?



Equity Statement

OYA has long recognized that youth of color, youth who identify as LGBTQ+ (lesbian, gay, bisexual, transgender, queer, questioning, or intersex), and youth with special needs are overrepresented in the state's juvenile justice system and in OYA's care and custody. OYA also recognizes that the young women in our care require need-specific treatment and programming. We are committed to dismantling systemic injustice; and we respect, honor, and embrace the diversity among youth, staff, families and partners. OYA leaders and staff are committed to fearlessly challenging our implicit biases and operationalizing our values and Positive Human Development (PHD) with an equity-based lens.



Political



Economic



Social



Technological



Legal



Environmental

Analysis



“Identify the political, economic, sociological, technological, legal, and environmental circumstances your organization is operating within. A *PESTLE analysis* is a tool used to conduct an external scan of an organization's environmental influences to help guide planning and strategic decision making. It is often referred to as providing a ‘big picture’ of the environment in which an organization operates.”



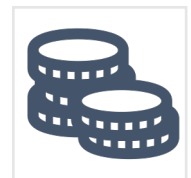
Political

Factors that influence OYA's work:

- Pendulum of the political climate
 - Punishment vs. reformation
- Frequent elections and changes in statewide and legislative policymakers
 - Creates a constant need to re-educate
- Need for more prevention services, early intervention services, and supportive funding
- Varied Judge's, District Attorney's, Public Defender's, and Juvenile Department's policies, philosophy, and politics

Factors that influence OYA's work:

- Inflation increases the cost of running facilities
- Wages are not compensatory with duties
 - Worsened by inflation
- Wave of retirement is imminent
 - The impact of recruitment, training, and wages for new hires requires attention
- Economies of scale
 - The smaller the OYA population becomes the more expensive it is to run
 - Increased pressure to reduce staff and programs



Economic

Factors that influence OYA's work:

- Movement away from institutionalization
 - Corresponding prevention services never implemented
 - Creation of fear and misperceptions
- OYA youth and ODHS children are often the same children but treated very differently
- Oregon has second highest rate of commitment in the country
- OYA is overutilized because it is secure
 - Success of OYA youth is misunderstood
- Best practices with youth are constantly evolving



Social

Factors that influence OYA's work:

- A unified Juvenile Justice Information System (JJIS) is essential to Oregon's landscape
 - JJIS is outdated
 - JJIS is maintained by OYA but has a separate governing board
- The state relies on OYA's analytics, which are tied to data and technology
- Decisions about increases in surveillance technology and youth access to technology
 - Decisions are omnipresent and changing



Technological

Factors that influence OYA's work:

- Current laws allow for broad youth commitment, including for:
 - Misdemeanors, non-violent felonies, and youth as young as 12
- Current laws provide for judicial discretion but also indeterminate sentencing
- Currently Responsible Except for Insane/use of the PSRB are disincentivized
- Landscape could better consider overlap of child welfare, mental health, and juvenile justice



Legal

Factors that influence OYA's work:

- Many OYA buildings are outdated and prison-like with highly deferred maintenance; and are not suited for environmental emergencies (e.g., ice storms, wildfires, earthquakes)
- Need to ensure geographic diversity of placements
 - Placements statewide/regionally to allow for family support and reintegration



Environmental



Analysis



“Identify your organization’s strengths, weaknesses, opportunities, and threats. This identification is a key opportunity for community engagement. A SWOT analysis should be done with representatives from key groups; such as employees, community-based organizations, tribes, historically marginalized communities, and business partners.”

Strengths

W O T

Youth

- Remain the heart of the work

Staff

- Passionate
- Naturally operate from agency priorities (PHD, DEI, YRS)
- Hold a variety of knowledge, skills, ability, education, and experience
- Committed to youth

Executive team

- Entrenched in PHD, DEI, and YRS practices
- Supportive in crisis situations
- Committed to supporting staff
- Not afraid of change
- Able to accept feedback

Organization

- Mission and vision alignment across all organizational layers
- Developmental- and partner-focused Human Resources team

Facilities

- Movement toward developmentally appropriate spaces

S Weaknesses O T

Youth

- Increased acuity and complexity of needs
- Decrease in peer mentors and community stabilizers in facilities

Staff

- Disjointed training
- Fear of change across layers of the organization, including “change fatigue”
- Not representative of population

Leadership Team

- Regularly in crisis mode, reactionary rather than planning for change
- Lack of change management and implementation capacity
- Lack of focus (jumping between ideas, changes, and focuses)
- Failing to practically implement DEI and PHD philosophies
- Government relations is at capacity
- Disconnection between leadership and direct care staff

Organization

- Structure is not meeting the evolving and fluid demands of operations, staff, and youth due to siloed departments
- Unclear distribution of resources

Facilities

- Old buildings require many updates

S
W
Opportunities
T

Juvenile Justice System

- Growing research and body of best practices
- Modeling other state's approaches

Partnerships

- Partnership Committee
- Universities
- Oregon Juvenil Justice Directors Association
- Community organizations
- Internships programs
- Culturally Responsive Organizations

Law and Policy

- Increase Parole Authority over SB 1008 youth
- Support of Governor's Office

Funding

- Creative staffing is being utilized for proof of concept before Policy Option Packages

S W O Threats

Juvenile Justice System

- Lack of services to divert youth from juvenile justice system and OYA
- High commitment rates (second in the nation)
- Disproportionate commitment rates for youth of color

Partnerships

- Lack of data coordination across youth serving agencies
- Changing attitudes, beliefs, and values of the modern workforce

Law & Policy

- Policy pendulum swinging from rehabilitation (restorative and developmental) to punishment (law and order)
- Constantly changing policymakers, requiring reeducation and gaining buy-in

Funding


- Budget cuts
- Present budgets based on population and minimum care, rather than on acuity and care needs

Strategic Plan



Based on your SWOT analysis results, set objectives; and specific, measurable, achievable, relevant, and time-bound (SMART) goals.

This Strategic Plan includes:

- **Objectives:** Overarching long-term agency aspirations
 - **Results:** Description of what it will look like when the objectives have been met
- **SMART Goals:** Steps necessary to move the agency towards its objectives
 - **Outcomes:** Description of the specific, measurable, achievable, relevant, and time-bound indicators of the SMART Goal
-  Symbol denotes items specifically required by the Governor's template.

Objectives

1. Stabilize the Workforce
2. Promote Safe, Healthy, & Engaged Environments
3. Directly Address Racial Disparities
4. Use Value- & Data-Driven Decision Making
5. Advance Positive Outcomes for Youth
6. Improve Organizational Efficacy & Efficiency

Objective 1: Stabilize the Workforce

Result: We have a GLC vacancy rate under 10% of budgeted FTE at each facility and an increasingly tenured length of service. Each facility continues to improve toward a workforce that is more demographically reflective of the youth we serve.

Goal 1: Align effective recruitment efforts across facilities

Outcome: In the next year, the rate of diverse recruitment will increase as stop-gap measures will be put in place to support Qualified Mental Health Professional hiring, best practices will be shared across facilities, and managers will have increased support in the hiring process.

Goal 2: Develop OYA strategy to retain diverse talent

Outcome: By 2026, the rate of employee retention will increase as a new modern staffing model will be designed and piloted, onboarding checklists will be implemented, the affinity group policy will be updated, and managers who have been promoted from within will receive specialized support and training.

Goal 3: Implement projects to promote staff safety and health

Outcome: By 2026, staff will report feeling healthier at work as they gain access to new mental health counseling and support; and increased Employee Assistance resources and trauma competencies will be introduced through employee support teams.

Goal 4: Complete implementation of the MacLaren Safety Project

Outcome: In the next year, staff will report increased morale as fidelity to safety practices and to behavioral management protocols improve; and specific efforts to build culture are implemented.

Objective 2: Promote Safe, Healthy, & Engaged Environments

Result: We will create and maintain diverse and inclusive environments that center equity and cultural sensitivity so each young person in our care feels physically and emotionally safe, healthy, and engaged.

Goal 1: Ensure Fundamental Practices (FP) 1-5 are implemented on every unit at every facility

Outcome: Starting this year, staff fidelity to FP 1-5 will show an increase as status checks on FP 1-5 are instituted biannually, and tailored support is provided for identified implementation weaknesses.

Goal 2: Institute changes to address youth conflict and management

Outcome: By 2026, youth conflict will decrease as a new full-time population manager is hired, restorative justice practices are transitioned, the OYA Risk and Needs Assessment is modernized, and conflict resolution strategies for in-custody youth are developed and implemented.

Goal 3: Develop a plan for regular onsite refresher training for staff

Outcome: By next year, steps will be taken to improve staff fidelity to key OYA trainings, as a plan and budget for the development of inclusive refresher training is devised.

Goal 4: Address the mental health needs of youth holistically

Outcome: By 2026, youth will experience spaces safer for their mental well-being as the isolation unit is closed, staff are educated on the OYA suicide prevention plan, and the agency gains access to additional psychologists.

Goal 5: Address the physical health needs of youth holistically

Outcome: By 2026, youth will report improved physical well-being as they gain better access to physical therapists and reproductive healthcare; and OYA devises a plan to access new federal Medicaid and implements an agency-wide plan to decrease medication.

Objective 3: Directly Address Racial Disparities

Result: We will lead with race and center race and equity every day at every level of work that we do. We will prioritize understanding and eliminating the disparate impacts of OYA and the juvenile justice system on youth of color and other marginalized youth.

Goal 1: Establish and maintain equitable youth programs and services

Outcome: By 2026, there will be better data available on the health care needs of youth of color and LGBTQ+ youth; and these youth will be better served by the OYA system as feedback will be gathered directly from youth about their health care experiences, health care staff will participate in training on culturally relevant care, community-based services will increase culturally responsive programming, and DEI and OIIR will better align their work and practices.

Goal 2: Diversify & retain OYA workforce

Outcome: Through 2026, we will maintain our highly diverse applicant pool as the DEI and affirmative action plan will be merged, job descriptions will be revised to be more inclusive, and HR will support targeted outreach to diverse applicant pools.

Goal 3: Infuse equity into business operations

Outcome: By 2026, the diversity of OYA contractors and service providers will increase as DEI is incorporated into procurement practices, an equity lens is used for all Community Service Processes, and DEI competency is emphasized at all levels of agency leadership.

Goal 4: Improve tribal engagement 

Outcome: By 2025, Oregon tribes will report increased involvement with OYA as the Director's Office will update its tribal-state Memorandums Of Understanding, elevate the role of the Native American Advisory Committee, and support NAAC membership participation at partnership meetings.

Objective 4: Use Value- & Data-Driven Decision Making

Result: We will use data in every decision we make. Each decision will center equity as a key factor. We will use an equity lens to make decisions and conduct our work. We will look at data that is broken down by race whenever possible to make sure that we can measure, monitor, and fix disparate impacts of the juvenile justice system on youth of color.

Goal 1: Build platform for three levels of management with accessible data tools for tracking safety data

Outcome: By 2026, all management agency-wide will be able to access, read, and address changes based on available unit safety data; as unit cards are modified based on management feedback, training on unit cards is disseminated, and a learning community is established to support unit card roll out and use.

Goal 2: Incorporate DEI and specifically intersectionality into data and research

Outcome: By the end of next year, OYA data that is diverse and intersectional will be made available as the OYA shared research standards of practice are reviewed and revised, data-oriented teams receive training on minimizing biases, and intersectional data-collection issues are identified.

Goal 3: Modernize Juvenile Justice Information System (JJIS)

Outcome: By 2026, authorized users will have access to modern, approachable, and comprehensive data about the Oregon juvenile justice system as the JJIS modernization plan is fully implemented.

Goal 4: Implement IT Strategic Plan 

Outcome: By 2026, staff will utilize improved IT systems as the IT strategic plan is implemented.

Objective 5: Advance Positive Outcomes for Youth

Result: We will realize positive and equitable outcomes for all youth by using practices that focus on skill building, caring and supportive relationships, reasonable and rising expectations, accountability, meaningful participation, and community connection.

Goal 1: Promote fidelity to the transition project recommendations

Outcome: In the next five years, youth served by OYA Community Services will have better outcomes as fidelity to the transition project is increased through quality assessments, direct feedback, and the collection and implementation of process improvements.

Goal 2: Complete Case Management Project

Outcome: By 2026, youth will evidence better outcomes as a comprehensive case management program is fully implemented to support youth and staff communication.

Goal 3: Establish Youth Development Team

Outcome: By 2025, youth will receive more timely case plan review and youth-specific decisions as the Youth Development Team will be created and available to OYA teams and management.

Goal 4: Establish Victim Engagement Program

Outcome: By 2026, victims will report improved experiences with OYA as a Victim Engagement Program is created, and the agency interacts with victims in a trauma-informed manner.

Goal 5: Improve upon the work of the Administrative Case Review Project

Outcome: By the end of the year, stakeholders will better understand the ACR process as staff will engage in direct outreach and quality improvement efforts with stakeholders.

Goal 6: Restructure and redesign the Office of Inclusion & Intercultural Relations (OIIR) Team

Outcome: By 2026, youth from marginalized populations will have access to more high-quality services as the OIIR team is restructured and redesigned to focus on their needs and other supportive systemic OYA changes.

Objective 6: Improve Organization Efficacy & Efficiency

Result: We will have an effective and efficient organization that is continuously improving. We will consistently monitor what we do and how we do it; and the impact we have on every demographic of youth under our supervision, team members, partners, crime victims, and the public.

Goal 1: Implement this strategic plan

Outcome: By 2026, significant progress on all six strategic planning objectives will be evidenced as the action steps of this plan are systemically implemented.

Goal 2: Continue key agency accountability measures

Outcome: By the end of the year, the Agency will be able to demonstrate accountability to the youth and community it serves by hiring a Performance Management System Coordinator/Auditor and addressing the Performance-Based Standards Survey.

Goal 3: Meaningfully engage the communities served by OYA

Outcome: By 2024, there will be increased community and legislative involvement in agency operation (including both more individuals and more diverse individuals) as compensation will be provided for those who participate in stakeholder advisory committees, the Partnership Committee will revise its charter, and a legislative engagement plan is implemented.

Goal 4: Actively engage in succession planning 

Outcome: By 2026, there will be concrete plans to replace individuals noted in the 2023 Governor's Succession Plan as comprehensive transition memorandums drafted.

Goal 5: Create leadership development programs for OYA staff

Outcome: By 2025, all staff will have access to leadership development programming as external programs are identified and an internal curriculum is created.

Goal 6: Model outcome-based leadership from the top down and bottom up

Outcome: By 2026, individuals across the agency will be supported and held accountable as quarterly target metrics are reviewed, executive team members participate in 360-degree evaluations, and key change metrics from this strategic plan are incorporated into a Performance Accountability Feedback quarterly review.

Action Plan



“Develop an action plan that outlines the specific steps you will take to implement your strategies.”

Determine the resources, including financial, human, and technological, required to implement your action plan.”

This Action Plan includes:

- **Action Items:** Specific tasks intended to accomplish the SMART Goals with identified:
 - Lead
 - Executive Sponsor
 - Timeline
 - Priority Ranking
 - Implementation & Resource Notes
- **Top 12:** The most important and accomplishable Action Items. These tasks should be considered the Agency's top priorities in 2024-2026.

Completing just these 12 Action Items will significantly move the Agency towards its ongoing objectives.

Top 12

- 1 Implement agency-wide status checks on Fundamental Practices 1-5 and on corresponding action plans
- 2 Build DEI competency at all levels of agency leadership (i.e., Executive Team, Leadership Team, Joint Management Team)
- 3 Close and reassign current Isolation Unit as well as develop an alternative to current Isolation Unit
- 4 Make progress on modernizing Juvenile Justice Information System
- 5 Develop and launch a statewide strategy for the Victim Engagement Program
- 6 Finalize timelines and trajectories (for youth lengths of stay) for Public Safety Reserve Youth
- 7 For individuals identified in the 2023 Governor's Succession Plan, prepare all necessary documents for recruitment, identify interim individuals, and begin to identify possible candidates at least 6 months in advance of retirement
- 8 Expand the MacLaren Unit Card Project across all facilities
- 9 Begin peer-learning meetings to discuss both successful hiring practices and retention practices
- 10 Develop and launch the accessible equity dashboard
- 11 Evaluate projects and services provided by Office of Inclusion & Intercultural Relations and revise them to meet the analyses performed and high-level priorities identified
- 12 Create a taskforce and pilot program to develop a 24/7 post-COVID operation model that goes beyond the 1950s scheduling model

Monitoring & Evaluation



“Determine how you will continuously monitor your progress and evaluate the effectiveness of your strategies to determine if they need to be adjusted.”

Each action item has a Designated Lead and an Executive Sponsor

Executive Sponsors will support Designated Leads with regular check-ins and progress monitoring on each action item for completion and evaluative measures.

Quarterly Strategic Plan Review Sessions will be held during already-scheduled leadership meetings with an outside consultant serving as an accountability partner. At those meetings:

Progress updates on each action item will be provided

Progress on goals will be captured

Effectiveness of action plan will be discussed

A progress report will be generated for posting



All new projects must be filtered through the objectives and goals of the current strategic plan and approved by either the Director (emergent) or at a Strategic Plan Review Session (other). New projects will replace completed projects or require adjustment to the strategic plan.