

APRIL  
2012

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## Mac horticulture program adds apple orchard

An orchard has been added to MacLaren YCF's growing horticultural program with the March planting of 20 apple trees provided by Marion-Polk Food Share.

Salem orchardist Stephen Zielinski supervised the planting, youth did much of the work, and staff members and two newspaper reporters observed the Braeburn, Gala, Granny Smith, Gravenstein and Yellow Delicious trees go into the ground.

"It's almost a meditation, it's a way of life," a 20-year-old youth told the *Salem Statesman Journal* about gardening's therapeutic value. Another youth said gardening taught him patience: "I wanted to put it in the ground and see it grow immediately."

MacLaren has a partnership with Marion-Polk Food Share, which last year reaped roughly a third of the more than three tons of produce – such as tomatoes, corn and squash – that MacLaren youth grew. Not only does the partnership teach youth empathy, it also delivers job-related skills about soils, fertilizers, organic gardening, grafting, pruning, and combating insects and diseases.

"Young people might have come to us because they victimized other people," said OYA Education Administrator Frank Martin, "but now they're learning how fulfilling it can be to help people."

MacLaren is one of at least seven OYA facilities with horticultural programs.



Apple trees await planting at MacLaren YCF.



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This month's masthead photo is by Ann Snyder. You may submit a photo for use as an *Inside OYA* masthead by e-mailing your photo to [oya.communications@oya.state.or.us](mailto:oya.communications@oya.state.or.us).

## AWARDS AND RECOGNITION

### SERVICE AWARDS

*The service awards listed are for January 2012.*

#### 35 YEARS

**Beverly Baker**  
Hillcrest YCF

**E.G. Edwards**  
Health Services

#### 15 YEARS

**Jeffrey Benham**  
MacLaren YCF

**Ann Butte**  
Facility Services

**Gary Cherry**  
Tillamook YCF

**Jacho Eaton**  
Information Systems

**Tara Williams**  
Linn PPO

#### 5 YEARS

**Laura Hampton**  
Douglas PPO

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# The meaning and importance of accountability



*Fariborz Pakseresht*

Accountability is perhaps the most deeply embedded of OYA's four core values. It is the first foundational value listed in the statute that created OYA, and it is the only core value we have elevated to the level of our

mission statement. I believe strongly in the importance of being accountable.

The concept of accountability infuses everything we do at OYA, from holding youth accountable to holding ourselves accountable. It is not a negative word – it is the foundation of functional government, a successful organization, and youth success. Beyond that, it is what we display in our lives each day as we behave accountably toward our families, friends and co-workers.

The creation of the OYA Performance Management System is an example of how we are holding ourselves accountable as an organization. We have defined our agency's core processes and set desired outcomes for those processes. But the true accountability comes from monitoring and reporting our progress, which is why we have created measures that tell us how well we are doing at achieving those outcomes.

Each Cabinet member serves as a core process owner and takes accountability for that process. We measure the effectiveness of each process and openly share those measures every quarter. We discuss barriers we are finding to achieving our targets and the steps we are taking to understand and address those barriers, and improve outcomes.

As OPMS continues to roll out through OYA, this measuring and reporting process will extend to each facility, office and unit. All of us will be able to see how we contribute to the success of youth reformation and to the reduction of future victimization. We will be able to measure and improve the effectiveness of our work, and we will become a higher-performing organization as a result.

By becoming more efficient and cost-effective, we not only improve outcomes for our youth, we also clearly show our value to Oregon. Just as we hold our youth accountable for their actions, taxpayers hold us accountable for performance. By clearly measuring and reporting on that performance, we provide Oregonians with the level of accountability and transparency they want in government. This, in return, will build confidence in OYA and make it more likely that we will be able to secure the resources we need to effectively perform our jobs.

Being accountable means putting our actions out there for others to see, and taking responsibility for those actions. Accountability extends from what we expect of our youth, to what we expect of ourselves and each other, to what Oregonians expect of us. If we are going to demonstrate and model the values and behaviors we expect of our youth, we also must hold ourselves accountable to each other and to the public for our actions.

Sincerely,

Fariborz Pakseresht  
Director

# Move updates training facilities, saves dollars

OYA may save as much as \$118,000 annually by moving its Juvenile Justice Training Academy to the Department of Public Safety Standards and Training in southeast Salem.

Training at the new location began in mid-February, and the Academy staff moved the week of April 23 from the Academy's long-time quarters on the MacLaren YCF campus.

"It's a real win-win," said Training Director Lynn Oliver. "OYA gains access to state-of-the-art training rooms in a highly professional setting, employees will find that the food is fantastic, and the agency saves a significant amount of money."

Savings come in two parts: The largest share of savings results from having OYA employees who come from 50 or more miles away stay overnight in DPSST accommodations rather than at hotels. Oliver said the DPSST rooms are similar to those in academic settings. Employees also may eat in the DPSST cafeteria, which serves reasonably priced meals. So rather than paying per diem rates averaging \$123, Oliver said, the agency instead will pay DPSST \$52.23 for a night's lodging and three meals.

In addition, the Training Academy's utilities at MacLaren have cost \$36,000 annually compared with annual rent of less than \$21,000 at DPSST.

OYA employees will retain the right to stay at a hotel and eat in restaurants, although they will be reimbursed at the DPSST rate rather than at state per diem.

The Training Academy will remain an OYA unit separate from DPSST, Oliver said, although using DPSST facilities will require OYA to respect its rules. For example, DPSST expects employees to wear state-issued uniforms or business-casual clothing (no jeans) and to understand that gates are locked at 10 p.m.

In addition to the benefits of upgraded training facilities, Oliver said, DPSST offers a room that can accommodate up to 300 people and a mock courtroom where employees with court responsibilities can practice. Access to multiple training rooms will permit more training sessions to be offered. And DPSST offers employees access to the Internet and to recreation, television, and workout rooms.

The Training Academy serves employees of OYA, county juvenile departments, and contract providers. ■



*OYA's training program has moved from its former MacLaren YCF location (top photo) to the Oregon Department of Public Safety Standards and Training Academy.*

**RIVERBEND  
EMPLOYEE OF  
THE QUARTER**

**Doug Eisenbarth**  
GLC 2

## DEPARTURES

**James Atkinson**  
MacLaren YCF

**David Garcia**  
MacLaren YCF

**Ron Nelson**  
Business Services

# 7-Step problem-solving gaining legs in OYA

What has 184 legs and one problem-solving methodology?

You're right if you answered, "The 92 OYA employees who attended the March 7-Step Problem-Solving class."

But wait, there's more.

Everyone in OYA (youth included) tackle many problems daily, and we use a number of tools and approaches to resolve issues. But sometimes a problem is a bigger deal — one that holds back progress on an important OYA process.

## **A note about processes**

Just about everything we do at work can be broken down into processes. Logically, all these fundamental processes support our agency's goals. So, when a process is underperforming, it is critical to get it back on track.

How do we know we have a problem looming? OYA's agency scorecards function as an alert system. If a process measure is red or yellow, that can be a warning sign of an impending or actual problem. (If you haven't had OYA Performance Management System training yet, colors are determined by data that measure how well our processes are working.) Some problems can be solved quickly and with little effort, but others require more attention.

## **Finding the right-sized approach for the problem**

Solutions to many problems come easily. But, if a problem impacts one or more routine processes, more than one division is involved, or data show a problem exists, it may be most effective to use a formal problem-solving methodology.

The methodology OYA has embraced is called 7-Step Problem-Solving. Use of a single approach gives OYA a tremendous advantage: Employing a common language and shared toolset means any OYA staff member can step into a problem-solving milieu and get up to speed quickly. Plus, 7-Step Problem-Solving is versatile and simple.

OYA already has used 7-Step several times since it was adopted early last year. Solutions groups have developed generally have reduced a constraint that was hindering a process, saved money or eliminated waste, favorably impacted youth, and/or made our work environment better or safer.

Not all problems lend themselves to 7-Step, such as personnel issues, one-time projects, and problems where the fixes are already known. But where 7-Step is the most appropriate approach, the agency offers a team to help.

## **Problems are the PIT'S ...responsibility**

Members of OYA's Process Improvement Team (PIT) are the agency's go-to resource people on problem-solving. On the formal side, they facilitate every 7-Step in the agency. In their everyday roles, members are effective internal consultants for you to call when you have a problem with a process and you need a helping hand.

# The five dimensions of wellness

The definition of wellness is the condition of good physical and mental health, especially when maintained by proper diet, exercise and habits. Wellness involves managing the body's state beyond the basic needs of food, shelter, and medical care. Wellness typically involves five separate dimensions — physical, emotional, intellectual/cognitive, spiritual, and social.



*Caleb Bronemann*

OYA's workplace wellness program seeks to improve the health and well-being of all of our employees in each of these five dimensions. Everyone at OYA benefits — at work and at home — when we are part of a healthier population.

One individual who is making a difference for co-workers is Caleb Bronemann, campus services manager at MacLaren YCF. He has assisted with starting a weight loss program called "The Biggest Winner," a quarterly newsletter featuring healthy employees, and a fitness room. These and other ideas he said are "in the works" are making a positive difference for employees.

Join Caleb and others in OYA who are improving health, morale, and productivity by supporting your local wellness program at your work site. Let's see how fit OYA can be! ■

## 7-Step problem-solving

*Continued from page 4*

More information about process improvement and 7-Step Problem-Solving is a click away on OYANet's Process Improvement pages. Click the Process Improvement tab on the left side of the OYANet home page to reach a site full of helpful tools. The PIT crew wrote and produced a great video about problem-solving that is recommended viewing for all employees.

### **More on those 184 legs**

Wondering about the reference to 184 legs? Ninety-two colleagues from all areas within OYA attended a formal training in March to gain an understanding and taste of real-life 7-Step Problem-Solving in a learning lab presented by PIT members and Mass Ingenuity's Kelly Jensen.

These training participants soon will be equipped with a discussion guide so they can introduce the precepts of 7-Step Problem-Solving to the balance of OYA's staff. Although not as intense as the all-day sessions, the brief introduction is nonetheless essential. The OYA Performance Management System belongs to all of us, and every employee is eligible to join a team no matter where they work in OYA.

Introducing all staff to 7-Step Problem-Solving is Phase 4 of OYA's plan to cascade OPMS to everyone. By the end of the summer, 7-Step Problem-Solving should have even more legs in OYA – 2,034 of them to be precise. ■

# New greenhouse spawns more opportunity

What sort of project could simultaneously support horticultural learning for youth, nurture an endangered butterfly species, and perhaps contract with city government to grow plants?

It's a greenhouse being erected at Oak Creek YCF. The 48- by 30-foot greenhouse was transported to Oak Creek from Camp Florence YTF after OYA Education Administrator Frank Martin saw that, as a result of increased emphasis on community transitional opportunities, it was no longer being used at Camp Florence.

Now it's part of Oak Creek's larger gardening and horticulture program. Youth also are cultivating a conventional garden and raised beds in the YWTP space as part of the Jane Goodall Roots & Shoots program. Additional garden space, raised beds or both are being considered for other spaces around the facility.

"It goes beyond the traditional classroom setting and gives youth a chance to learn about soil, nutrients, proper chemical components and other elements of growing food and plants," said Three Lakes High School Principal Kevin Hunking. "It gives youth a hands-on opportunity to get science credit and see how it's relevant to their lives."



*Oak Creek YCF youth helped install and add finishing touches to the greenhouse. The building was moved to Oak Creek from Camp Florence YTF.*

One of the plants to be grown in the greenhouse is Kincaid's lupine, habitat for the endangered Fender's blue butterfly, in a project with the Corvallis-based Institute for Applied Ecology. The butterfly once thrived in Willamette Valley prairielands, but became nearly extinct as a result of farm and urban development. Hunking said Oak Creek also is talking with officials about growing flowering plants for the City of Albany; Oak Creek youth already have done work for the city (*Inside OYA*, October 2010).

There are plans for solar and wind generators to provide power, as well.

Doug Charles, a GLC working as Oak Creek's VESoy coordinator, said the program will give youth knowledge helpful to operating a florist or garden shop, for example. Oak Creek is one of several OYA facilities with horticulture and gardening programs. "We're getting more traction than I've ever seen," Martin said. ■

# Newbridge HS adapts fast to serve older youth

When Ethan came to Rogue Valley YCF two and a half years ago he had zero high school credits. Now, after one more school quarter, he expects to have enough credits to earn his Newbridge High School diploma. Once he completes high school, Ethan will join other VESoy-eligible Rogue Valley youth in having new vocational opportunities.

The school and the facility acted quickly to enhance vocational education for older youth after last year's budget reductions caused the facility to gain a larger population of older youth. "The teachers and OYA staff stepped up to the challenge to improve the VESoy programming for the youth," said Superintendent Ken Jerin.

The new opportunities, in addition to work in the Manufacturing Lab where Ethan, 18, already is a peer mentor, include barbering, culinary arts, and work crew assignments.

"These career options will serve youth well in the community," said OYA Education Administrator Frank Martin. "Youth will gain experience and confidence that will give them a leg up when they leave."

School Principal Brent Workley said youth are assigned to classes based on their academic performance.

GLC Kim McKandes – he has an Illinois barbering license and has applied for Oregon certification – is opening a two-chair barbering program. In designing the curriculum, he consulted with the Hillcrest and McLaren programs to ensure Rogue Valley's curriculum will align with the other facilities so youth who transfer between the facilities can continue to learn. "Part of the curriculum will be how to start your own business," he said.

Youth already are learning skills they will need to prepare meals at home or in a restaurant from cook Anna Milstead, a graduate of Western Culinary Institute who is working on an undergraduate degree in criminology. She recently had students write essays describing why cooking interests them. "It's something they get to do with their hands and see the end result," she said.

In the Manufacturing Lab, teacher Warren Helgeson works with youth who are building cabinets and creating decorative concrete tiles (*Inside OYA*, November 2011). They also learn about wood types, tools, and computer design.

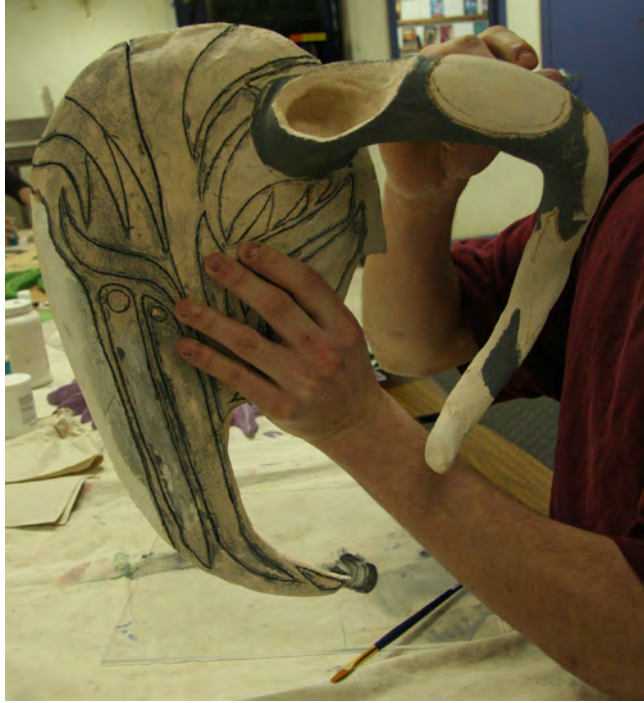
GLC Jim Moss supervises a new work crew whose paid duties include painting, pressure washing, waxing, deep cleaning, and scrubbing. "I'm trying to teach them a work ethic – doing the best you can, showing up on time, how to talk to the boss, follow directions and be appropriate around others," Moss said. ■



*Instructor Warren Helgeson assists a youth who is shaping a cutting board in the school's Manufacturing Lab.*

## OYA youth may gain more art opportunities

Reports say the arts are declining in the public schools, but youth in OYA facilities may see expanded opportunities to express their creative side. The agency's statewide recreation coordinator, Rod Martin, said he is looking into partnerships and grants for facilities such as those Hillcrest YCF has with the Salem Art Association.



"Art projects give youth an outlet they don't typically have, a venue to express their creative side, and be creative in a safe environment," he said.

Supported by a partnership with the Salem Art Association, Hillcrest youth recently completed art projects that combined making clay masks and facial designs with writing poetry. Youth worked with mosaic and sculpture artist Lynn Takata, with whom youth previously worked on the Salem Peace Mosaic, and with poet Marilyn Johnston. Salem Art Association Gallery Guides, volunteers who support the association's galleries and art education, paid for the class.



Martin said Takata helped youth work through the frustration of clay work: "She worked with them rather than letting them stop, quit, and mash up their project."

Johnston gave youth prompts to get their poetry started: "Most of them were pretty hesitant about writing," Martin said, "but once they got going and figured out the process with the prompts they really got into it."

The Salem Art Association's Bush Barn Art Center in Salem is expected to show the art later this spring.

Martin encourages other OYA facilities to work with local art organizations and resources to enrich art opportunities for youth. ■

*The mask in the top photo was designed by Doug; the mask in the lower photos was designed by Ezequiel.*



# Help promote public safety, City Club urged

A large majority of youth in OYA's care and custody are on their way to productive, crime-free lives, and community members can improve these positive outcomes by becoming volunteers, mentors, and tutors.

That was the underlying message delivered to approximately 50 Salem City Club members in March by OYA Director Fariborz Pakseresht and OYA supporter Dick Withnell, a Salem businessman and chair of the state Commission on Children and Families.

Withnell talked about "the return on investment of paying attention to the youth in our community. I don't mean the city club, the churches, or the Kiwanis. It's all of us." He said volunteering only an hour or two a week makes a difference.

Pakseresht addressed the abusive and challenging environments from which many youth have come. He cited a recent Washington Institute on Public Policy study



*Director Pakseresht and Dick Withnell answer Salem City Club members' questions. Seated at the right is moderator Russ Beaton.*

*Continued on page 10*

# Public's engagement urged in TV interview

Youth who are in OYA's care and custody are making positive life changes, and community members can support these changes by becoming involved.

Those were among the messages OYA Education Administrator Frank Martin delivered during a March interview with KNMT-TV's Cathy Rhodes, host of the Portland station's *Northwest Focus* show.

"One of the key elements of the Oregon Youth Authority is to work with youth so when they come back to the community they are one of the best neighbors around," Martin said. "They say, 'Hey, I want a job, I want an education,' and they accelerate."

In the wide-ranging interview, he acknowledged that having a felony record is an impediment to getting a job, and said former offenders have the support of OYA transition specialists and often prove to be excellent employees. "They do have a difficult time being placed, but they want to prove they have changed, they want to prove they can do the job better than anyone else."

Martin talked about vocational programs such as barbering, culinary arts, computers and horticulture, speaking specifically of the gardening program at MacLaren. "I like to tell people it's the best fenced-in garden in Oregon," he said. He



*Frank Martin talks with KNMT host Cathy Rhodes about educational opportunities at OYA.*

*Continued on page 10*

**Fariborz Pakseresht**  
Director

For more information, to submit ideas, or to write an article, please contact the Communications Office:

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Send your stories for the May issue by April 30. Articles received after that date will be held for the June newsletter.



## Salem City Club presentation

*Continued from page 9*

showing a \$45-to-\$1 return on investment for Anger Replacement Therapy for incarcerated youth.

Pakseresht said youth are benefiting from initiatives such as a potential Hillcrest-YMCA partnership to rebuild bicycles for the community, making and selling skimboards at Tillamook YCF, cutting firewood for elderly and low-income people at Eastern Oregon YCF, participating in the Hope Partnership at MacLaren YCF, working in Camp Tillamook YTF's riparian partnership with BLM, and contributing art to the Salem Peace Mosaic. He spoke of an Oak Creek youth who had lost 35 pounds, stopped taking psychotropic drugs, is heading the facility's Roots & Shoots work, and has a goal of earning a Ph.D. and working for the Jane Goodall Institute.

"The more we invest up front, the fewer youth we will see in our system," he said.

Withnell talked about nine letters – DOC, OYA, and DHS. "Do you know how much money we're talking about?" he asked. "It's billions of dollars." He urged city club members to contribute their time to improving outcomes. "We own this community and we need to do our part," he said. ■

## Public engagement encouraged

*Continued from page 9*

said many youth like giving a share of the produce they grow to Marion-Polk Food Share: "They said when they were young their family received food from a food share."

He talked about how OYA high schools help youth get caught up with high school credits, and about youth who had completed post-secondary degrees online. He cited the OSU Inside-Out class begun this month at Hillcrest YCF, and told about a former OYA youth who started believing in herself and now is a French teacher.

"You have to remember they can change their lives.... There is a future and there is hope," he said. He encouraged community involvement as mentors and employers: "It's the community that can open the doors and work with these youth." ■

## MacLaren horticulture program

*Continued from page 1*

In an editorial, the *Woodburn Independent* said that, through the partnership with Marion-Polk Food Share, "MacLaren is making Woodburn a better place to live."

"As the state continues to slash budgets, including bed space and personnel, MacLaren continues to do an immense job of getting young men on the right track by focusing not just on the issues that put them in prison in the first place," the editorial said. "They not only teach them about life, but go beyond that and give them skills to help them get along in a world that is rapidly changing while they are incarcerated.

"MacLaren is a prison for young men, but it is not a place where kids are forgotten. The state of Oregon, and more directly, the staff at MacLaren and Lord High School deserve an awful lot of praise for the work being done." ■