

OREGON YOUTH OFFENDER REENTRY PROJECT

Grant Application

for

OJJDP-2009-2234

Second Chance Act Youth Offender Reentry Initiative

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Project Abstract

The Oregon Youth Authority (OYA) and the Oregon Juvenile Department Directors Association propose the Oregon Youth Offender Reentry Project (YRP) to improve outcomes for youth released to parole from OYA youth correctional facilities. On behalf of the YRP partnership, OYA is requesting \$750,000 from the Office of Juvenile Justice and Delinquency Prevention to help fund continued development of a comprehensive infrastructure to provide these youth with contiguous alcohol and drug (AOD) treatment and other transitional support, such as access to appropriate mental and physical health services, education/vocational training, employment, housing, independent living skills, and other reentry services needed for positive re-engagement.

With OJJDP grant resources, YRP will formalize and fortify Oregon's existing nascent transition infrastructure. Specifically, YRP will target high-risk youth with AOD or AOD/mental health treatment needs who are supervised in three geographic jurisdictions where data show a disproportionate number of youth who have AOD transition needs and who fail on parole. YRP will provide details and documentation to assist other jurisdictions in replicating the reentry infrastructure. The key measure of project success is a comprehensive reentry strategy that leads to a 50% reduction in recidivism in the target population after five years.

OREGON YOUTH OFFENDER REENTRY PROJECT

Program Narrative

Statement of the Problem

Nationally, the impact of repeat offenders on the juvenile justice system is profound: Almost 60% of youth return to juvenile court before they turn 18 (Snyder & Sickmund, 2006). The problem in Oregon is much the same: Nearly 40% of youth committed to the Oregon Youth Authority (OYA) return to a youth correctional facility (YCF) within one year due to parole revocations or sentences for new crimes (OYA, 2009). Especially troubling is the disproportionate re-incarceration of a particular group of youth—those with alcohol and other drug (AOD) issues. The relationship between AOD use and delinquency has been long established (Elliot, Huizinga, & Ageton, 1985) and continues to be documented in the literature. For example, Stoolmiller and Blechman (2005) demonstrated the strength of AOD use as a predictor of recidivism, and an OYA study of youth leaving correctional facilities indicated that youth with AOD issues were 4.5 times more likely to be sentenced for a new felony within one year than youth without (OYA, 2006).

Every youth who successfully transitions back into the community and secures gainful employment becomes an asset to the Oregon economy through additional tax revenues. On the other hand, the costs associated with youth incarceration are dramatic: The cost of a bed in an OYA YCF for Oregon taxpayers was \$196 per day in the 2007-09 biennium and is budgeted at over \$230 per day in the next biennium (OYA, 2009). For each youth who avoids incarceration, Oregon taxpayers save between \$71,540 and \$83,950 annually in the costs of institutional care alone. The public safety cost savings are over and above institutional savings.

Juvenile justice in Oregon

Supervising youth offenders. Oregon has 36 county juvenile departments providing informal supervision and formal probation supervision of youth up to age 23, if their crimes were committed before the age of 18. County juvenile departments work with local services providers to serve youth in the community.

Juvenile courts will commit youth offenders to OYA (Oregon's state juvenile corrections agency) when they require higher levels of supervision and services than the county juvenile department can provide. Typically, youth committed to OYA are placed out of home in either a residential environment or a youth correctional facility. Youth committed to OYA can remain under OYA supervision up to age 25, if their crime was committed before age 18.

Reentry is a priority. In 2008, Oregon's governor commissioned a comprehensive study to analyze the drug and alcohol treatment and prevention system (Kimmich, et al., 2008). The report noted that individuals aged 18 – 25 have the highest prevalence of alcohol and drug use of any age segment and recommended targeting this age population for publicly funded treatment services to reduce future involvement in the criminal justice system. The report specifically recommended making post-incarceration reentry services a high priority in Oregon.

Lack of effective reentry services for youth in the community increases the burden on juvenile justice facilities, which are not designed for *treatment*, per se. The lack of community-based treatment resources increases the length of incarceration for those youth who could be transitioned if the services and supports were available in the community. Publicly funded substance abuse/co-occurring disorder treatment for youth met only 25% of the total need in 2007 (Kimmich, et al., 2008). This number is posited to be much lower for youth offenders than it is for the general population.

Who fails?

OYA data consistently characterize a cohort of paroled youth who have higher recidivism rates than others. The cohort consists of youth who have been (a) identified as having ongoing AOD or co-occurring AOD and mental health conditions, (b) assessed as high for risk of re-offending on the OYA Risk/Needs Assessment instrument, and (c) are within the jurisdictions of specific geographic locations at release.

Youth whose transitions are unsuccessful are characterized by AOD and co-occurring AOD/Mental Health conditions. All youth in OYA YCFs are assessed for criminogenic risk at intake. Youth receive additional assessment in areas of substance abuse, mental health, and other conditions that require specialized treatment services according to risks identified. Data from the biennial OYA Mental Health Gap Assessment (OYA, 2008a) show that AOD and mental health issues are pervasive among youth in OYA correctional facilities:

- 73% have an AOD history, and fully 60% of those youth meet criteria for abuse or dependence.
- 70% have an Axis I mental health condition (not including Conduct Disorder). Of those youth, 47% have a diagnosis of a mood, trauma-related, or psychotic disorder.
- 41% of youth in correctional facilities take one or more psychotropic medications.
- 60% of transitioning youth have ongoing AOD treatment needs in the community, according to their assessments and case plans.

The majority of youth who were released in 2007 and later returned to a YCF had identified problems related to substance abuse (OYA, 2009). Furthermore, when it comes to substance abuse, incarcerated youth are not typical of their peers. A non-scientific comparison of responses from the 2008 Oregon Healthy Teens Survey of high school juniors (DHS, 2008) to responses from the OYA Mental Health Gap (OYA, 2008a) survey suggested that youth in correctional facilities were

twice as likely to have used marijuana, cocaine, ecstasy, heroin, or inhalants. Moreover, the comparison suggested that methamphetamine use among incarcerated youth was nearly four times that of their public school peers.

Most youth whose transitions were unsuccessful had been identified as high risk to recidivate and returned to incarceration in short order. Of the 531 youth in the 2007 parole cohort, 207 returned to incarceration on a parole violation or new crime within 12 months.

- 87% of returning youth had been assessed as high risk to re-offend.
- Offenders with AOD or co-occurring AOD and mental health issues are at greatest risk of parole revocation or recidivism in the first 200 days following release from a YCF. Figure 1 illustrates the rapid drop off in the survival function (youth who did not return) for AOD youth compared to youth without AOD issues. Figure 2 provides a similar view for youth with co-occurring AOD and mental health issues and those without.

Figure 1

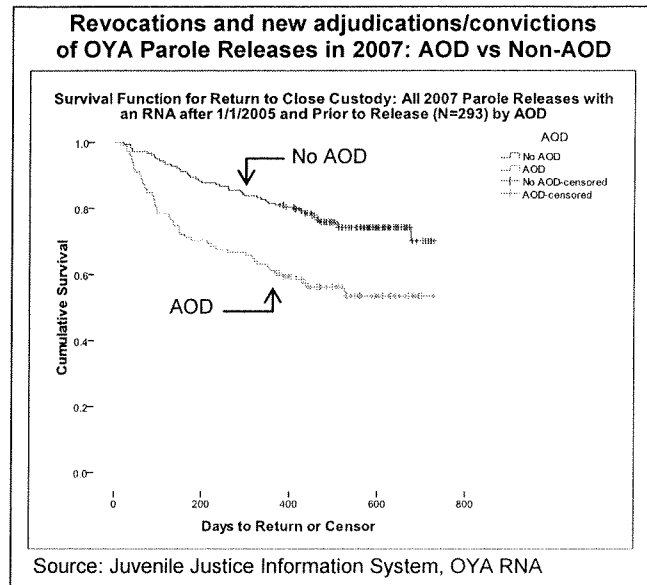
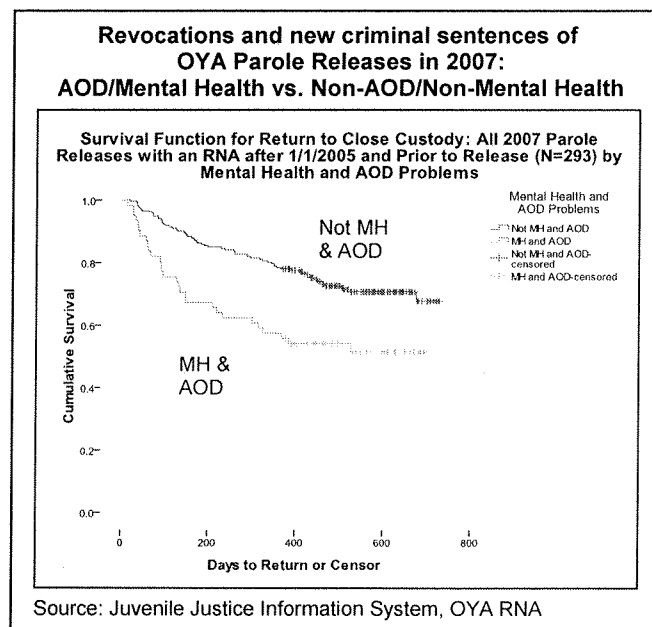


Figure 2



Youth failing transition are over-represented in some jurisdictions. OYA data for parole revocations and new criminal sentences point to three areas experiencing high numbers of youth failing transition within 12 months of release. Additionally, a high number of youth with ongoing AOD needs—including co-occurring AOD/mental health disorders—are paroled into these jurisdictions (Table 1).

Table 1

| Youth Transition Failures and AOD Transition Needs by Region | | |
|---|--------------------------------------|---|
| Region | Parole failures within 12 months (a) | Annual parole releases with ongoing AOD needs (b) |
| Tri County Area | 70 | 85 |
| Lane County | 33 | 41 |
| CEOJJC Counties | 23 | 36 |
| Other jurisdictions | 81 | 119 |
| Oregon Statewide | 207 | 281 |
| (a) Youth paroled from OYA youth correctional facilities in 2007 who were revoked or sentenced for a new felony within 12 months of release. (b) Parole releases by jurisdiction, mean average 2006 – 2008. Source: Juvenile Justice Information System | | |

- By region, the largest number of youth revoked to a YCF for a parole violation or for a new crime sentence are from the state's Tri County Area. Thirty percent of youth with AOD transition needs return to these counties. The Tri County Area includes Clackamas, Multnomah, and

Washington counties. Oregon's largest city, Portland, is located in Multnomah County.

- Lane County experienced more parole revocations than any other single Oregon county. Likewise, more youth with AOD needs are paroled into Lane County than into any other single county in the state. Eugene, the state's second largest city, is the urban center for the county.
- Counties represented in the Central and Eastern Oregon Juvenile Justice Consortium (CEOJJC) are also experiencing large numbers of youth failing transition as well as youth with unmet AOD transition needs. A 17-county intergovernmental entity, the CEOJCC counties form a contiguous block spanning 61,000 square miles, the vast majority of Oregon's land mass on the east side of the Cascade Mountains. CEOJCC counties include high desert/frontier areas with less than one person per square mile (where children live in boarding schools because there are

not enough children in any one area to support a school district), as well as counties such as Deschutes and Hood River, well-known for tourism and local small businesses.

Why are they failing?

Skills and opportunities. Youth leaving incarceration are often under-educated and have limited vocational skills (Bullis, Yovanoff, Mueller, & Havel, 2002). The stigma of their criminal background can restrict or even preclude them from access to opportunities for employment, housing, and even social activities, depending on their crime and the restrictions placed upon them as conditions of their parole. A lack of ability to generate adequate financial resources through acceptable means often further stymies their efforts to gain independence.

Lack of structured supports and pro-social resources. Prior to reentry into the community, each youth receives services that address the conditions that led the youth into criminal behavior and has opportunities to practice new skills; however, limited post-treatment experience to real life situations and temptations present major threats to successful transition.

Family issues. Many OYA youth and families present with additional issues that further increase the likelihood of difficulty upon reentry. These include parents with mental health and substance use problems, multi-generational patterns of criminality, language barriers, educational and employment problems, and an overall lack of social connectedness that allows for pro-social interaction. These issues require a significantly more integrated, intensive, strategic, and family focused intervention structure than the current system can provide.

Eligibility for services and aging out of the system. A distinct challenge facing many youth paroling from YCFs is that of being viewed as outside of the current service delivery system by virtue of their incarceration. This generally occurs after the community has determined that all available resources have been ineffective—or exhausted.

In Oregon, publicly funded treatment services rely on Medicaid through the Oregon Health Plan. While a number of OYA youth offenders are qualified to receive services under the Oregon Health Plan, many others are not eligible due to their incarceration, age, or other factors. Youth leaving YCFs are frequently too old for the child-serving system but may not qualify for treatment services in the adult-serving system under current eligibility requirements. Eligibility standards for adults, in terms of resources and support, are often different (and more prescriptive) than for youth.

This lack of connection to adult-serving agencies and providers represents a major gap in Oregon's existing system for youth upon reentry. Because OYA serves youth up to age 25, this gap has already been identified as a significant barrier to successful reintegration and has been acknowledged as a statewide systemic issue in need of resolution.

What we're doing today

OYA Mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments

Research-based treatment services. To achieve its mission, OYA relies on evidence-based methods for behavioral change, such as developing meaningful consequences (both positive and negative) rather than arbitrary punishments. OYA employs a research-based and responsibility-oriented approach to treatment. This approach balances the need for community safety with an offender's need for accountability and the provision of restorative treatment services, which are designed to increase core competencies by addressing the criminogenic risk factors that lead to recidivism (Andrews & Bonta, 1994).

Teaching youth how to change their behavior and giving them opportunities to learn pro-social functional life skills increases their likelihood of success upon reintegration into the community (Goldstein, 1999). OYA provides several interventions to improve social behavior: All

youth in YCFs receive Skills Streaming (Goldstein, 1999); and youth with aggression problems receive Aggression Replacement Training (Glick, 2003).

OYA selects treatment curricula and programs consistent with what research indicates will be most effective with youth offenders. Evidence has shown these to be programs that are based in social learning theory and cognitive-behavioral approaches (Aos, Phipps, Barnoski, & Lieb, 2001; Lipsey & Wilson, 1998). Consequently, OYA youth programs provide skill-based, guided-practice opportunities based in these concepts.

Substance abuse and mental health treatments. OYA provides a complete array of evidence-based AOD and mental health treatment. A brief description of these interventions is included in Services and Treatment: Evidence-Based Programs under the Project/Program Design and Implementation section of this proposal.

Assessing offenders' risks and needs. OYA adapted its risk and needs assessment from the Washington State Juvenile Court's validated assessment (Barnoski, 2004), making revisions only to accommodate language in the Criminal Code of Oregon. The OYA Risk/Needs Assessment (RNA) predicts a youth's risk of re-offense (low, medium or high risk) and identifies areas of risk, need, and protective factors. The RNA is completed on every youth committed to OYA.

The RNA focuses on the anti-social attitudes, beliefs, and behaviors of youth offenders as well as AOD problems. During assessment, psychological, sociological, cultural and other factors are considered in addition to underlying criminal and problem behavior. An essential input to the correctional case planning process, OYA staff use the RNA to identify treatment services, placements, and transition needs. A recent comprehensive review of four studies of the RNA on OYA youth found the RNA to be a valid predictor of recidivism. However, the RNA does not predict recidivism equally well for boys and girls. Additionally, the RNA classifies most OYA

youth as high risk to reoffend but many of them do not, in fact, re-offend. OYA is currently working on a revised scoring method to increase the accuracy of the tool for various subpopulations and to create a more normal distribution of youth across risk levels.

Multi-Disciplinary Teams (MDTs). MDTs provide a proven teamwork approach to making case management decisions in a timely manner. Composition of an MDT is unique to each youth, with core membership consisting of the offender, OYA primary case manager (the Juvenile Parole/Probation Officer or JPPO), parents/guardians, placement representative(s), treatment provider(s), and tribal representative(s), if applicable. The OYA case manager/JPPO solicits additional team members if indicated by the youth's identified criminogenic needs.

The MDT process represents a collaborative effort between families, OYA staff, service providers, and the youth offender. Together they develop and maintain a consensus-based comprehensive case plan tailored to the individual youth. In addition to a focus on mitigating risk factors and developing the skills necessary for the youth to accomplish the identified case plan goals, the case plan must be culturally competent and gender specific. The MDT evaluates the youth's case plan, education plan, assessments/testing, and transition/discharge plan every 90 days, or sooner if necessary. The MDT ensures adherence to OYA policy, and public safety. MDT outcomes are documented in the youth's case file.

Principles of effective correctional intervention. Based on a meta-analysis of best practices shown to consistently reduce recidivism (Andrews et al., 1990) and the guiding principles of effective intervention first submitted by Gendreau

Table 2

| OYA Principles of Effective Intervention |
|---|
| Assess Risk—Offender assessment drives effective programs. |
| Target treatment to the risk level of the youth offender. |
| Develop and implement evidence-based programs. |
| Use cognitive behavioral and social learning approaches in treatment. |
| Conduct interventions in an appropriate setting. |
| Ensure fidelity of program to evidence-based models. |
| Address youth responsiveness. |
| Plan for reintegration. |
| Evaluate programs and control quality. |
| Make certain that programs are supported by qualified and involved leadership, staff, community partners, and stakeholders who understand program objectives. |

(1996), OYA has articulated 10 principles of effective intervention to guide the selection and implementation of all OYA programming (Table 2, page 10).

SMART (Attachment 1)

Attachment 1 includes the output from OJJDP's Socioeconomic Mapping and Resource Topography (SMART) system. Note that in characterizing the problem of transition failure, this proposal relied on youth offender data from OYA and the latest available data from the U.S. Census Bureau. Table 3 summarizes demographic indicators based on 2008 data for the state and the three regions experiencing high numbers of failed transitions.

Table 3

| Indicators by Region – 2008 Averages | | | | | | | | |
|---|-------------------|--------------------------------|---------------------|------------------------------|----------------------------|---|-------------------------------------|----------------------|
| <i>Region</i> | <i>Population</i> | <i>Persons per square mile</i> | <i>18 and under</i> | <i>High School graduates</i> | <i>Below poverty level</i> | <i>English as Second Language (ESL)</i> | <i>Culture other than Caucasian</i> | <i>Median Income</i> |
| Oregon | 3,790,060 | 35.6 | 23.0% | 85.1% | 13.0% | 12.1% | 9.7% | \$48,735 |
| Lane County | 346,560 | 70.9 | 20.2% | 87.5% | 14.3% | 7.9% | 8.2% | \$43,250 |
| Tri County Area | 1,624,359 | 771.6 | 23.9% | 87.8% | 10.9% | 14.9% | 12.9% | \$57,307 |
| CEOJJC Region | 25,658 | 9.6 | 22.3% | 81.2% | 15.0% | 9.8% | 6.0% | \$40,620 |
| Source: U.S. Census Bureau | | | | | | | | |

State of the research in aftercare and reentry models.

Researchers have hypothesized that effective transition services in the community will lead to fewer youth returning to correctional facilities (Gies, 2003). The U.S. Department of Justice has proposed two models for reentry: (a) the Intensive Aftercare Programs (IAP; Altschuler, Armstrong, & MacKenzie, 1999) and (b) the Serious and Violent Offender Reentry Initiative (SVORI; Lattimore, et al., 2004; Winterfield & Brumbaugh, 2005). To date, there is little evidence that these programs reduce recidivism. However, based on common elements of the IAP and SVORI models, Bouffard and Bergseth (2008) successfully designed and implemented a program that reduced recidivism for a small sample (N=63) of youth. They used a quasi-experimental

design by comparing them to a similar sample of youth drawn from a neighboring county, so there is some indication that aftercare models work. Although Wiebush, et al., (2005) were unable to demonstrate any statistically significant effects of the IAP model, they suggested that methodological issues (such as small samples and contamination of a control group) hindered the results. They recommended that further implementation of the IAP should focus on enhancing six aspects of the model, three of which are focuses of the YRP: (a) the development of community support networks; (b) community treatment resources; and (c) educational or labor-related pursuits.

Impact/Outcomes and Evaluation/Performance Data Collection Plan

Goals

The YRP partnership has identified one primary goal to guide the development and implementation of infrastructure and transition services: *Reduce recidivism among the target population by 50% by the end of five years.*

TERMINOLOGY

Juvenile residential facility. For purposes of this grant, an OYA youth correctional facility or secure transition camp. (In this grant, the acronym YCF refers to both youth correctional facilities and secure transition camps.)

Parole. For purposes of this grant, a youth's initial release to community supervision from a YCF on or after the effective date of the grant.

Recidivism. For purposes of this grant, a return to prison, jail, or YCF for a new conviction/adjudication or violation of the terms of supervision within 12 months of release.

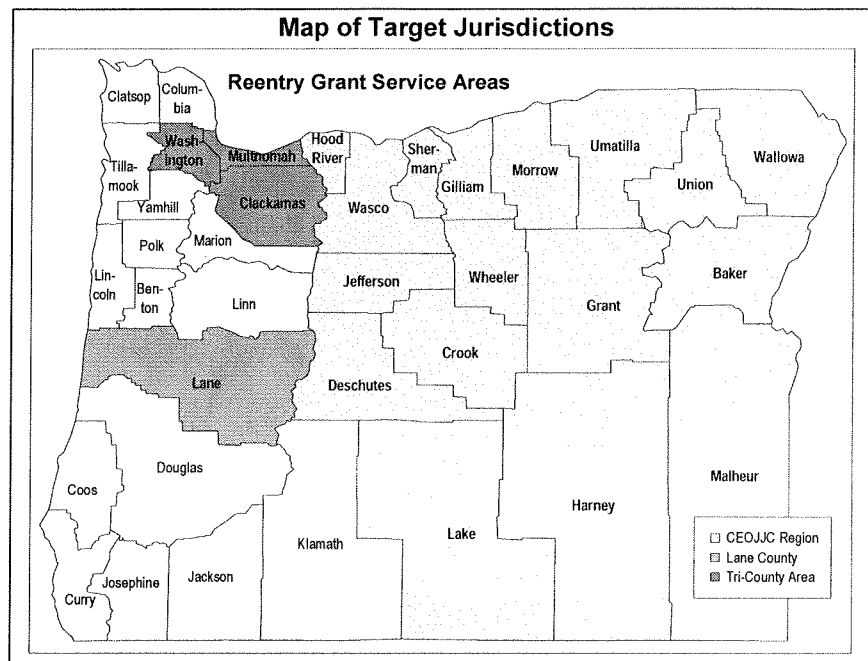
Target jurisdictions. Tri County Area, Lane County, and the CEOJJC Region (Figure 3, page 13).

Target population. Figure 3

Paroled youth with ongoing AOD or co-occurring AOD and mental health needs released to one of the target jurisdictions.

Program Objectives

The main objective of this proposal is to reduce



recidivism in the target population by 50%. While that is the primary measurable objective, an additional objective is to ensure that 100% of participating youth receive the reentry services identified in their case plans during transition. Similarly, we have identified targets for each of the performance measures identified in the grant (see Table 4, page 15).

Performance Measures

Table 4 summarizes each of the data elements OYA will provide to address OJJDP required performance measures. The existing system provides ready access to supporting data for 13 of the 16 measures. However, to achieve data validity and reliability in reporting parole violations, OYA will implement policy and protocol to improve tracking in this area. In addition, infrastructure development during year one of the grant will address enhancements to the system to enable data capture for three of the required performance measures—housing opportunities, community connectivity, and evidence-based reentry programs/practices—not currently being collected.

To conduct the requisite evaluation with an independent evaluator, OYA will submit a request for proposals (RFP) for a contract to do the evaluation. OYA expects that the evaluator will employ the performance measures identified in Table 4 in evaluating the effectiveness of the project. Based on past experience, OYA anticipates the evaluator may employ a quasi-experimental research design to compare the effects of the program on the sample of youth served by the grant to a matched comparison group of youth from non-participating counties. Although random assignment is not feasible, the evaluator could match youth on risk and demographic variables using logistic regression and propensity scoring to control for the influence of those variables. The evaluator could also use logistic regression to determine the 12-month effects of the program and survival analysis techniques to determine the effects of the program over an extended period of time (to be determined by need and funding).

In addition to outcome evaluation, OYA expects the contracted independent evaluator to conduct a process evaluation, including measures of treatment fidelity so that any features of the interventions that are not being implemented with integrity can be adjusted periodically. Evaluators will be part of the Statewide Reentry Advisory Council and provide technical assistance to the local/regional reentry councils.

Table 4

| Mandatory Performance Measures | | | | |
|--|--|---|---|--|
| Objectives | Data Grantee Provides | How Measured | Capacity to Report | Target |
| To increase public safety and reduce recidivism among the target population (reentry youth). | Number of youth released | Number of youth released from a YCF on parole status | Available | Not applicable |
| | Number of youth served by the reentry program | Number of qualifying youth in target jurisdictions participating in project | Available | 100% of qualifying youth paroled into target jurisdictions will receive reentry services beginning in year 2 of grant cycle |
| | Number of program youth who reoffend | Number of youth with a subsequent referral for a criminal offense | Available | Reduce new criminal offenses within 12 months of parole among program youth by 50% within 5 years |
| | Number of program youth recommitted to a juvenile facility for a new offense | Number of youth with a subsequent adjudicated referral for a criminal offense resulting in a new commitment to an OYA YCF | Available | Reduce re-commitments to OYA YCFs within 12 months of parole by 10% per year for program youth, beginning in year 2 of grant cycle |
| | Number of program youth sentenced to adult prison | Number of youth with a subsequent adult system sentence resulting in prison or jail placement | Available | Reduce new commitments to Department of Corrections within 12 months of parole for program youth by 10% per year, beginning in year 2 of grant cycle |
| To increase employment opportunities for the target population. | Number of youth who violated the conditions of their release | Number of youth with a subsequent adult system sentence resulting in prison or jail placement | data elements available; policy and protocol to track needs to be implemented | Reduce parole violations within 12 months of parole by program youth by 10% per year, beginning in year 2 of grant cycle |
| | Number of youth who are employed | Same | Available | 100% of qualifying youth paroled into target jurisdictions who need employment services will receive employment support beginning in year 2 of grant cycle |
| To increase educational opportunities for the target population. | Number of youth who are enrolled in an educational program | Same | Available | 100% of qualifying youth paroled into target jurisdictions who need educational services will receive educational support beginning in year 2 of grant cycle |
| To increase housing opportunities for the target population. | Number of youth who found housing | To be determined | To be developed as part of infrastructure development | 100% of qualifying youth paroled into target jurisdictions who need housing support will receive related services beginning in year 2 of grant cycle |
| To increase participation in substance | Number of youth assessed as needing substance/alcohol abuse services | Number of youth paroled into target jurisdictions who have been identified as needing AOD treatment on the RNA | Available | 100% of youth paroled into target jurisdictions are assessed to determine ongoing need for AOD services |

| Mandatory Performance Measures | | | | |
|--|--|--|---|---|
| Objectives | Data Grantee Provides | How Measured | Capacity to Report | Target |
| abuse/alcohol services among the target population. | Number of program youth enrolled in a substance/ alcohol abuse program | Number of youth paroled into target jurisdictions who have been identified as needing AOD treatment on the RNA and have substance/alcohol abuse treatment identified as an intervention on the transition plan | Available | 100% of program youth will receive substance/alcohol services beginning in year 2 of grant cycle |
| To increase participation in mental health services among the target population. | Number of program youth assessed as needing mental health services. | Number of youth paroled into target jurisdictions who have been identified as needing mental health treatment on the RNA | Available | 100% of youth paroled into target jurisdictions are assessed to determine ongoing need for mental health treatment |
| | Number of youth enrolled in a mental health program | Number of youth paroled into target jurisdictions who have been identified as needing mental health treatment on the RNA and have mental health treatment identified as an intervention on the transition plan | Available | 100% of program youth who need mental health treatment will receive these services beginning in year 2 of grant cycle |
| To improve prosocial behaviors among the target population. | Number of youth who exhibited a desired change in the targeted behavior. | As identified by satisfactory competency ratings on designated case plan goals | Available | Increase prosocial behavioral competency ratings among the target population by 10% per year from baseline |
| To increase community connectivity among the target population. | Number of youth involved in community activities. | As identified on the the youth's transition plan | data elements available; policy and protocol to track needs to be implemented | 100% of qualifying youth paroled into target jurisdictions will be engaged in at least one pro-social community activity beginning in year 2 of grant cycle |
| To increase use of evidence-based programs for target population. | Number of evidence-based reentry programs or practices implemented. | Inventory of evidenced-based reentry programs. Inventory of new evidenced based practices. | To be developed in year one. | 100% of programs or practices used by community providers will be consistent with the evidence-based practices that are currently in use in YCFs |

Project/Program Design and Implementation

YRP will support the development of an overall infrastructure for providing transition services to approximately 150 youth per year who are paroled from YCFs with ongoing AOD or co-occurring AOD and mental health disorders. Development of this infrastructure will provide Oregon's juvenile justice system a formalized process for providing transition services which can then be incorporated into policy and practice.

Replication. Because the three target locations present distinctly different population dynamics—a large, urban environment; a single county with a self-contained system; and a large rural/frontier area with limited resources and a community travel standard of over two hours for services—YRP will need to address scalability of the reentry infrastructure from the very outset. In surmounting this challenge, YRP will create a blueprint for providing reentry services within the juvenile justice system that is broadly applicable across the remainder of the state. Funding for the services, once the process has been established, will be managed through existing resources.

Project Infrastructure. The project design establishes two primary council structures: the Statewide Reentry Advisory Council and five local/regional reentry councils. The project design also provides training for project participants.

The reentry councils will comprise representatives from OYA and the Oregon Juvenile Department Directors Association, juvenile departments, state and local law enforcement, state agencies representing education, vocational training, housing, public health, mental health and addiction services, public assistance, employment, advocacy groups, as well as other service providers. The Statewide Council will consist of grant partners and stakeholders, including state-level agency representatives. The local/regional councils will consist primarily of local resources, including state agency branch personnel, county programs, local law enforcement, and other local

service providers. Whenever possible, the councils will include family members and youth who have been served by the juvenile justice system. The grant manager, project supervisor, local/regional project coordinators, and the research analysts will participate across councils for purposes of maintaining communication between local- and state-level planning groups.

The Statewide Council will oversee the project, providing technical assistance and support on state-level issues (i.e., statutes, administrative rules, state agency policies) that impede the ability of the system to provide youth with the necessary reentry services. The Statewide Council will employ interagency agreements to problem solve any identified statewide systems issues.

Local/regional councils will have project coordinators supported by grant funds. These project coordinators will be responsible for working with the councils to identify existing local system resources or gaps in resources, to develop a strategic plan for addressing the gaps, and to develop linkages with existing community-based services to support the youth throughout reentry.

The grant will also support training for community providers in OYA's treatment approaches and methodologies to ensure treatment is consistent and non-duplicative. The goal is for youth to experience minimal disruptions in their treatment as they transition from facility to community.

Services and Treatment: Evidence-Based Programs. In 2004, Oregon passed Senate Bill 267, codified as ORS 182.515/182.525, requiring certain state agencies, including OYA, to provide evidence-based services. Evidence-based programs are programs based on research principles and are cost effective, as defined by the ORS. The Legislature requires state agencies to report on this statute and has tied agency funding to the percentage of evidence-based services provided.

Two of OYA's key performance measures address correctional treatment and community reentry services. In OYA's most recent report to the Legislature, the agency identified the issue of youth transition from facility to community as one of its primary challenges. The inability to secure

coordinated resources to support reentry efforts often stands as a challenge to a smooth and successful transition process for all youth (OYA, 2008b).

OYA provides evidence-based AOD treatment that incorporates motivational interviewing techniques, cognitive behavioral tools and relapse prevention skill-building. The core curriculum for OYA AOD treatment is Cannabis Youth Treatment (CYT: Sampl & Kadden, 2005). This curriculum addresses several core competencies: accepting responsibility for substance use/abuse, demonstrating refusal skills, recognizing and monitoring internal and external triggers, demonstrating motivation to make changes, avoiding anti-social peer groups, and resisting anti-social influences. For offenders requiring a greater dose and duration of treatment, the Pathways to Self-Discovery & Change curriculum (Milkman & Wanberg, 2005) further addresses criminal attitudes, beliefs and peer associations. Central to OYA's female-specific treatment is Dialectical Behavior Therapy (Linehan, 1993), which focuses on symptoms of social and emotional modulation difficulties. Because 98% of the girls and young women at OYA's all-female YCF have a co-occurring disorder, the agency also provides the Seeking Safety Program (Najavits, 2002), which integrates the treatment of co-occurring disorders.

Project Design

SERVICE STAGES

The transition and service delivery model of this project (a) identifies youth for inclusion at the time of intake to the YCF, (b) develops a comprehensive transition plan based upon the youth interests, criminogenic risks, needs, and life goals, (c) facilitates access to appropriate services immediately upon release from the correctional facility, and (d) provides follow-up treatment services and transition support. The following narrative outlines the three stages of the proposed model: pre-release, at-release, and on-going.

Pre-release. During the last three months of a youth's incarceration, transition planning through the MDT will focus on coordination of services to ensure that treatment will continue upon release without disruption, duplication, or loss of momentum. Any pre-release meetings will take place in the facility or via video conference (if necessary to ensure they occur). The JPPO will be responsible for providing treatment referrals, care and service coordination, resource linkages, and for monitoring the youth's case plan and adherence to the parole agreement. As specified by the JPPO, the parole agreement will include a requirement for the youth's active participation in all transitional and reentry services, including any and all AOD/mental health treatment, housing, vocational training, education, employment skills training, independent living skills training, and family support.

Assessments, treatment plans, and documentation of progress made while the youth was incarcerated will follow the youth to the community-based treatment program. Transition plans will consider the unique strengths of each youth and family, including cultural and spiritual connections, community resources, pro-social role models in the youth's family and peer group, and the youth's interests and aptitudes. Transition plans will seek to build on existing supports whenever possible, while building new supports wherever needed.

At release. Immediately upon release from the facility, the youth will be involved in the process of engagement with community resources and service providers. This stage represents the most intensive level of service. The JPPO will coordinate the AOD, co-occurring disorder and other treatment, rehabilitative, or support services identified in the transition plan.

Comprehensive service coordination will ensure that the youth's treatment and other support needs are readily available, removing impediments and allowing the youth to focus on being successful through meeting the goals identified in the transition plan. At this phase, youth will be

engaged with educational, training, and/or vocational resources, depending on the identified goals. Other reentry services will be provided as needed, including housing assistance, guidance in using community resources such as public transportation, and being available to answer questions and provide direction whenever youth are struggling with making the transition from the YCF to the community.

Ongoing. Once a youth has stabilized in the community and is positively engaged in work and/or school, treatment services, and living environment, the JPPOs role becomes one of support in maintaining the youth's engagement with the community.

The JPPOs and treatment providers will address any signs of relapse and a return to former negative behaviors (e.g. drug use, gang association) associated with previous delinquency by ensuring that competencies are re-addressed and supported through treatment. As part of this process, JPPOs will hold the youth accountable and impose predetermined graduated sanctions thereby assuring community safety.

Ongoing collaboration between OYA and local juvenile departments will be critical in ensuring that sanctions are swift and certain for violations of parole agreements. Each county operates differently, so local infrastructure will require the development of local operating procedures based on county practices. In some counties, for example, judges maintain control of revocation hearings and continue to monitor cases even after commitment to an OYA YCF. In other counties, hearings officers appointed through the juvenile departments conduct revocation hearings. In cases of dispute, OYA acts as the hearings officer through a formal revocation process. Local judicial input is critical to support the accountability piece of the transition plan and to ensure that appropriate short-term sanctions are immediately available when needed. In some cases, this may be an immediate placement into a detention facility for a few days. In cases of

substantial non-compliance, a youth's parole may be revoked with a subsequent return to a YCF. Youth will be at different stages of readiness upon reentry and may struggle with the stages of change in a community environment. Even with the support of the transition team, youth will be under less direct supervision and coaching than they were in the YCF and may struggle with maintaining their treatment gains. Relapse is a normal part of the change process and will be managed through the treatment plan, parole agreement, and the support of the transition team and service providers.

PROJECT VALUES

This project will tailor reentry services to the identified target population by taking into account the following five factors:

1. **Services reflect the developmental needs of each youth.** Responsivity factors affect a youth's ability to obtain benefit from the services provided. Responsivity factors include a youth's level of motivation, interpersonal anxiety/self esteem, communication barriers, difficulty processing information, cognitive maturity, literacy, level of intellectual functioning, gender, mental illness (including Post Traumatic Stress Disorder), history of poverty, and/or history of abuse/neglect.
2. **Services reflect the norms, values, and beliefs inherent to the youth's cultural identity, and use the preferred language of the adolescent and family.** While Oregon currently has a lower percentage of minority populations than many other states (less than 14% of Oregonians are not of Caucasian race), minority youth are disproportionately represented in the OYA youth population. There is an ongoing need to enhance treatment services for minority youth and families to positively impact overrepresentation of minorities in the juvenile justice system. YRP services will be culturally competent: (a) Youth will be served in ways that are consistent

with their cultural orientation and in ways that reflect their cultural values; (b) services will be accessible to all groups in this community that are eligible; (c) staff members will treat all customers and co-workers with respect; (d) staff members will consider how cultural experience relates to the services provided; and (e) youth will feel their cultural perspective is understood and welcomed. OYA has an established network of interpreters, either on staff, through interagency agreements, or through service contracts. These interpreters assist OYA in providing services to youth and families for whom English is not their primary language, in keeping with Title VI of the Civil Rights Act of 1964. Activities provided under this grant will have access to these interpreters to ensure that persons with limited English proficiency have meaningful access to the services that are established as a result of this project.

3. **Services reflect needs specific to gender, gender-identity, and sexual orientation. Service planning will be cognizant of gender-identity or sexual orientation issues that may be a factor in how a youth's self perception.** Gender considerations will also be taken into account because the needs of female offenders differ from those of males. This proposal is committed to developing a "system-wide structure" specific to the unique needs of girls in the juvenile justice system, including the consideration of sexual abuse, domestic violence, trauma, and relationship issues when planning services, which are based on an empowerment, or strengths-based versus a traditional deficit-based model.
4. **Youth are assessed for specific treatment and service needs.** When a youth is committed to a YCF, OYA's statutory offender supervision and management mandate requires that intake assessments be conducted.
5. **Services are designed so that families can be involved in treatment whenever possible.** Family will be defined broadly to encompass different arrangements and living situations and

to recognize the persons important to the youth who can provide pro-social natural and intentional support. Services may be delivered in the youth and family's natural environment (outside of the office/clinic environment).

PROJECT DESIGN CONSIDERATIONS

Ongoing role of the reentry councils. Once the local infrastructures are in place, local/regional reentry councils will continue to monitor how the system is working and will provide a technical assistance/consultative role for the local process. These councils will problem solve any local access or resource issues identified by program stakeholders, and through ongoing communication with the Statewide Council, will bring forward any state-level issues that are impeding the process in the local communities. The Statewide Reentry Advisory Council will be responsible for developing strategies to address the identified issues and for working collaboratively to resolve them through established interagency agreements, policy modifications, administrative rule changes, or other solutions to systemic barriers.

Leveraging resources. This project proposal includes the support of existing staff at OYA for purposes of grant management, project activity oversight, research and data interpretation, and coordination of all grant activities, including the facilitation of the Statewide Reentry Advisory Council. Service dollars will be provided by OYA through funds that are allocated to be repurposed for project support. Prior to release, OYA will explore a youth's potential eligibility for services through federal or state entitlement or benefit programs and will apply for any available benefits on the youth's behalf.

Sustainability. YRP designed this project for sustainability. The project intends to (a) evaluate system infrastructure needs, (b) coordinate the development of a comprehensive reentry system, (c) learn from the project, and (d) use the project as a blueprint for other jurisdictions. The

intent is to replicate the reentry infrastructure throughout Oregon's juvenile justice service system. Since the service dollars and the ongoing staff are not attached to grant funding, once the infrastructure has been established, the services can be continued without difficulty. The reentry council process will be maintained, to ensure that the system design retains its integrity.

Other grants. OYA and OJDDA are currently engaged in a 2007 OJJDP grant, for Juvenile Sex Offender Treatment Program Development and Capacity Building. This grant also provides reentry services, but is specific to youth sex offenders, and is primarily focused on curriculum and service development specific to juvenile sex offender treatment and relapse prevention.

Logic Model (Attachment 2)

Attachment 2 includes the project's model, which illustrates how the performance measures in Table 4 are related to the project's stated problem, goal, objectives, and design.

Timeline (Attachment 3)

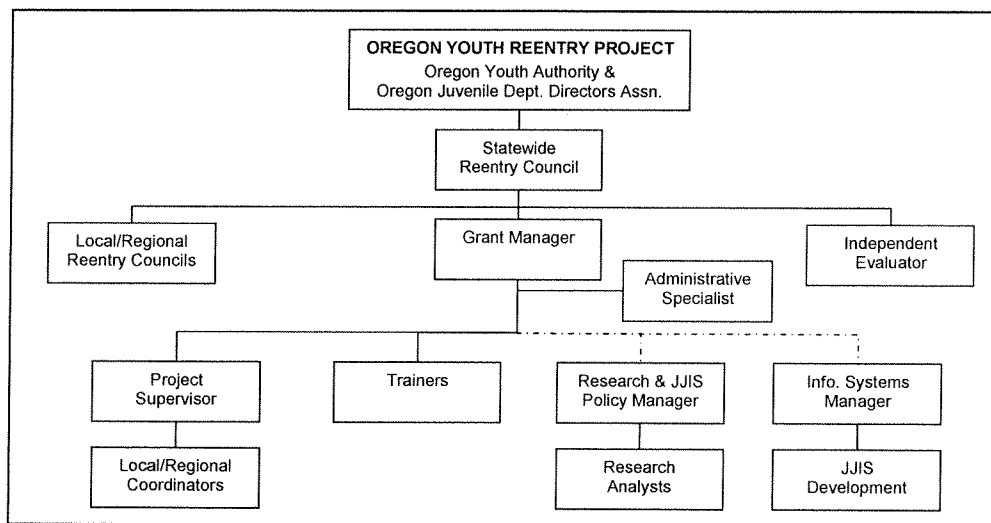
The project timeline is in Attachment 3. The timeline sets out the major tasks includes the project's model, which illustrates how the performance measures in Table 4 are related to the project's stated problem, goal, objectives, and design.

Capabilities/Competencies

Roles and Responsibilities of Project Staff

Figure 4 provides a high-level view of the YRP organizational structure, while Table 5 (page 27) summarizes the specific positions, roles, and responsibilities of primary project staff. Additional information, including resumes and job descriptions, can be found in the Attachments to this grant application.

Figure 4



The Grant Manager has over 20 years of program design and systems development experience in juvenile justice, child welfare, and mental health. The senior internal researcher has over 16 years experience with federal grants, including grants from U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, National Institute for Justice, Center for Substance Abuse Treatment, and Office of Special Education Programs. The second research analyst has led several projects focused on characterizing recidivism and justice trends in Oregon and has contributed to research design for program evaluations related to compliance with Senate Bill 267.

Table 5

| Roles and Responsibilities | | | | |
|---|----------------------------------|---|------------|-----------------------|
| <i>Role (Quantity)</i> | <i>Classification</i> | <i>Primary Grant Responsibilities</i> | <i>FTE</i> | <i>Funding Source</i> |
| Grant Manager (1) | Principal Executive/ Manager D | Manager of Federal and Other Programs. Overall grant management responsibilities, including monitoring the operation of grant activities and implementation timeline. Oversees the development of the RFPs for contracted positions, the award of the contract, and the development of the statements of work. | 0.10 | In-kind |
| Project Supervisor (1) | Operations & Policy Analyst 3 | Day-to-day supervisory responsibilities and oversee the work of the Local/regional project coordinators. For purposes of this grant, this person will report to the Grant Manager. | 0.25 | In-kind |
| Research Analysts (2) | Res. Analyst 4 Res. Analyst 3 | Responsibility for research planning and design and technical consultation for the reentry councils and independent evaluator. | 0.06 each | In-kind |
| Administrative Specialist (1) | Office Spec. 2 | Responsibility for scheduling advisory and reentry councils, data collection, entry, and submission on OJJDP identified timelines. This person will provide administrative support to the Grant Manager and Project Supervisor. | 0.50 | In-kind |
| Local/Regional Project Coordinators (3) | RFP | Responsibility for working with an identified geographic location (Tri-County, Lane County, CEOJJC Counties) to coordinate the local/regional reentry councils, and facilitate development of local infrastructure. Coordinates the inclusion of local resource agencies/programs/providers to ensure a comprehensive, collaborative system for reentry in that location. | 0.33 each | Grant funds |
| Project Evaluator | RFP | Works collaboratively with the statewide and local/regional reentry councils to develop system needs assessments, collect necessary data to support the planning for this project, and conduct a formative and summative evaluation at the end of the project, including recommendations to support further development, as identified. Provides reports on a regular basis to the Statewide Reentry Advisory Council, disseminates evaluation results to project partners and stakeholder groups. Works with reentry councils to ensure sustainability of the model. | | Grant funds |
| Project Trainers | RFP | Provides high level education for the Statewide Reentry Advisory Council and local/regional reentry councils on the needs of youth with AOD/co-occurring disorders, transition planning based on the youth corrections treatment model, and reentry service system development. Also conducts training for providers, OYA staff, and juvenile department staff on the key concepts of effective transition planning, reentry service coordination, relapse prevention, and effective monitoring of youth engagement. | | Grant funds |

The Research and JJIS Policy Manager has over 12 years experience with the JJIS system, which serves the entire statewide juvenile justice partnership, as well as over 30 years experience in other juvenile justice areas including working with both OYA and county juvenile departments in developing partnerships on program development, planning and major statewide initiatives, such as Case Planning and Risk Assessments. OYA will also support this project with the knowledge and skills of the Information Systems Department, including one additional PhD research analyst, software developers, and other information systems staff. The success of Oregon's Juvenile Justice Information System (JJIS) is attributable to the education, experience and expertise of this staff, which has been nationally recognized and has received formal statewide recognition by the Oregon

Juvenile Department Directors Association. JJIS staff are responsible for ongoing development and maintenance, creating reports, and providing quality assurance oversight for the system. Virtually everything known about youth in Oregon's juvenile justice system resides in JJIS.

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OREGON YOUTH OFFENDER REENTRY PROJECT

Budget Documents

for

OJJDP-2009-2234

Second Chance Act Youth Offender Reentry Initiative

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Attachments

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Budget Attachments

Attachment 1

Budget Worksheet

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Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category Amount

| | | |
|--------------------------------|-----------|-------------------------|
| A. Personnel | \$ | 209,221.00 |
| B. Fringe Benefits | \$ | 93,989.00 |
| C. Travel | \$ | 138,958.00 |
| D. Equipment | \$ | 16,042.00 |
| E. Supplies | \$ | 10,000.00 |
| F. Construction | \$ | - |
| G. Consultants/Contracts | \$ | 585,000.00 |
| H. Other | \$ | 446,790.00 |
| Total Direct Costs | \$ | 1,500,000.00 |
| I. Indirect Costs | \$ | - |
| TOTAL PROJECT COSTS | \$ | 1,500,000.00 |
| Federal Request | \$ | 750,000.00 |
| Non-Federal Amount | \$ | 750,000.00 |

A. Personnel - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

| Name/Position | Computation | Cost |
|-------------------------------|--------------------|--------------|
| Project Manager | 6249 x 36 mo.x 10% | \$ 22,496.00 |
| Researcher | 5703 x 36 mo.x 6% | \$ 12,318.00 |
| Researcher | 4089 x 36 mo.x 6% | \$ 8,832.00 |
| Administrative Specialist 2 | 2816 x 36 mo.x 50% | \$ 50,688.00 |
| Operations & Policy Analyst 3 | 5406 x 36 mo.x 25% | \$ 48,654.00 |
| P/P Supervisor Clackamas Co. | 5957 x 36 mo.x 5% | \$ 10,723.00 |
| P/P Supervisor Lane Co | 5406 x 36 mo.x 5% | \$ 9,731.00 |
| P/P Supervisor Multnomah Co | 6889 x 36 mo.x 5% | \$ 12,400.00 |
| P/P Supervisor Washington Co | 6889 x 36 mo.x 5% | \$ 12,400.00 |
| P/P Supervisor Central OR | 5406 x 36 mo.x 5% | \$ 9,731.00 |
| P/P Supervisor Eastern OR | 6249 x 36 mo.x 5% | \$ 11,248.00 |

Sub-Total \$ 209,221.00

B. Fringe Benefits - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

| Name/Position | Computation | Cost |
|-------------------------------|------------------------------------|--------------|
| Project Manager | Salary x 23.07 % + 1000 x 36 x 10% | \$ 8,790.00 |
| Researcher | Salary x 23.07 % + 1000 x 36 x 6% | \$ 5,002.00 |
| Researcher | Salary x 23.07 % + 1000 x 36 x 6% | \$ 4,198.00 |
| Administrative Specialist 2 | Salary x 23.07 % + 1000 x 36 x 50% | \$ 29,694.00 |
| Operations & Policy Analyst 3 | Salary x 23.07 % + 1000 x 36 x 25% | \$ 20,224.00 |
| P/P Supervisor Clackamas Co. | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,274.00 |
| P/P Supervisor Lane Co | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,045.00 |
| P/P Supervisor Multnomah Co | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,661.00 |
| P/P Supervisor Washington Co | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,661.00 |
| P/P Supervisor Central OR | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,045.00 |
| P/P Supervisor Eastern OR | Salary x 23.07 % + 1000 x 36 x 5% | \$ 4,395.00 |

Sub-Total \$ 93,989.00

Total Personnel & Fringe Benefits \$ 303,210.00

C. Travel - Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate source of Travel Policies applied, Applicant or Federal Travel

| Purpose of Travel | Location | Item | Computation | Cost |
|---------------------------------------|-------------------|---------------------------------------|---------------------------------------|---------------|
| 18 Statewide Advisory Meetings | Salem | 2 staff / 784 miles avg. x 2 | $2 \times 18 \times 784 \times 0.55$ | \$ 15,523.00 |
| 18 Statewide Advisory Meetings | Salem | 2 staff / \$109 daily per diem x 2.5 | $109 \times 2.5 \times 2 \times 18$ | \$ 9,810.00 |
| 90 Regional Re-entry Council Meetings | 5 sites statewide | 10 staff / 175 miles avg. 90 meetings | $175 \times 0.55 \times 10 \times 90$ | \$ 86,625.00 |
| 90 Regional Re-entry Council Meetings | 5 sites statewide | 10 staff / \$30 meals x 90 meetings | $\$30 \times 10 \times 90$ | \$ 27,000.00 |
| Total | | | | \$ 138,958.00 |

D. Equipment - List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of \$5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

| Item | Computation | Cost |
|--------------------------|---|--------------|
| 4 Laptop Computers | laptop \$2,000 + \$1,000 software = \$3,000 each x4 | \$ 12,000.00 |
| 3 Projector | 3 @ \$1,000 each | \$ 3,000.00 |
| 4 Software / License Fee | 260.5 x 4 | \$ 1,042.00 |
| Total | | \$ 16,042.00 |

This equipment will be purchased under the guidelines set forth by the State of Oregon's Department of Administrative Services and Oregon Revised Statute 279 A, B & C

E. Supplies - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

| Supply Items | Computation | Cost |
|---|-----------------------------|--------------|
| Community resource tools | \$177 per month x 36 months | \$ 6,400.00 |
| Print/copy - reports, various documents | \$100 per month x 36 months | \$ 3,600.00 |
| | total | \$ 10,000.00 |

G. Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

| Item | Cost |
|--|---------------|
| "Effective use of Councils for system development and project oversight " Training will be provided to statewide Advisory Council and Regional Advisory Councils. Roles and functions of each as they relate to each other, and this project will be addressed. 3 @ \$2,500 | \$ 7,500.00 |
| "Re-entry services for youth with AOD and co-occurring disorders " Training will be provided to statewide Advisory Council and Regional Advisory Councils. Roles and functions of each as they relate to each other, and this project will be addressed. 3 @ \$2,500 | \$ 7,500.00 |
| "Effective case management transition and planning" - 2 training sessions per year, in each region, for 3 years. 18 @ \$2,778 | \$ 50,000.00 |
| "Principles of relapse prevention" - 2 training sessions per year, in each region, for 3 years. 18 @ \$2,778 | \$ 50,000.00 |
| "Evidence based principles related to effective re-entry" - 2 training sessions per year, in each region, for 3 years. 18 @ \$2,778 | \$ 50,000.00 |
| "Evidence based principles related to substance abuse" - 2 training sessions per year, in each region, for 3 years. 18 @ \$2,778 | \$ 50,000.00 |
| 3 Contracted project coordinators. 3 @ \$56,667 each. (includes all mileage, lodging and per diem) | \$ 170,000.00 |
| Data collection and overall grant evaluation. The Oregon Youth Authority will prepare and issue an RFP for the independent evaluation immediately upon award to engage the independent evaluator in the infrastructure planning process, according to the attached timeline. | \$ 200,000.00 |
| Total | \$ 585,000.00 |

These procurements will meet the guidelines set forth by the State of Oregon's Department of Administrative Services and Oregon Revised Statute 279 A,B & C

H. Other Costs - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

| Description | Computation | Cost |
|------------------------------------|-------------|---------------|
| Direct payment for client services | | \$ 446,790.00 |

Based on our projection of percentages of youth who are eligible for entitlement benefits, and/or OHP, we estimate \$446,790.00 to be needed to cover the services to youth who will not be eligible.

| | |
|-------|---------------|
| Total | \$ 446,790.00 |
|-------|---------------|

Budget Attachments

Attachment 2

Budget Narrative

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OJJDP FY09 Second Chance Reentry Grant 2009-2234

Budget Narrative

A. Personnel

- **Grant Manager**—10%—[REDACTED]—Manager of Federal and Other Programs.

This person will have overall grant management responsibilities, including monitoring the operation of grant activities and implementation timeline. This person will oversee the development of the RFPs for contracted positions, the award of the contract, and the development of the statements of work.

- **Project Supervisor**—25%—existing OYA staff—to be determined

This person will have day to day supervisory responsibilities and oversee the work of the Grant Coordinators. For purposes of this grant, this person will report to the Grant Manager.

- **(2) Researcher Analysts**—6%—[REDACTED], [REDACTED]—Research and Evaluation Unit. These persons will have responsibility for research planning and design and technical consultation for the reentry councils and independent evaluator.

- **Administrative Specialist**—50%—existing OYA staff—to be determined

This person will have responsibility for scheduling advisory and reentry councils, data collection, entry, and submission on OJJDP identified timelines. This person will provide administrative support to the Grant Manager and Project Supervisor for duties related to grant activities.

- **(6) Oregon Youth Authority Parole and Probation Supervisors** — 5% —existing OYA staff—Supervisors for Multnomah, Clackamas, Washington, Lane counties, and for the Central and Eastern Oregon regions. The supervisors will be fully engaged in the local/regional reentry council process and will participate in the Statewide Reentry Advisory Council representing their local areas.

All state personnel salary calculations are based on a monthly salary multiplied by the number of months they will be participating in the grant, multiplied by the percentage of time they are expected to perform grant related duties.

B. Fringe Benefits

Fringe benefits for personnel are calculated using the state formula for Other Personnel Expenses. The expenses are as follows: Social Security – 7.65%, PERS – 15.42% (PERS 13.67%, PERS bonds 1.75%) and health insurance at \$1,000.00 per month.

C. Travel

Reimbursement of all in-state travel expenses are based upon Oregon Department of Administrative Services (DAS) rate structure, including private care mileage and per diem (meals and overnight) expenses.

The 18 Statewide Reentry Advisory Council meetings require two members from Eastern Oregon to travel with an overnight stay. The budget estimates 784 miles round trip at \$0.55, as well as two and one half days of \$109 daily per diem for each staff for each of the 18 meetings.

Oregon Youth Offender Reentry Project

The 90 Local/Regional Reentry Council meetings will be held at 5 sites statewide. The budget estimates 10 members on each local/regional council. Therefore each meeting is budgeted at an average of 175 miles round trip at \$0.55 and \$30 daily meals.

D. Equipment

Four (4) laptop computers with software (including PowerPoint) have been budgeted for use by the three (3) regional grant coordinators and the Administrative Specialist 2. In addition, three (3) projectors have been budgeted for the regional grant coordinators. The agency will provide a printer for the Administrative Specialist 2.

E. Supplies

Community Resource tools: This budget item supports the statewide and regional reentry councils in providing information to stakeholders, community providers, parents and other interested parties regarding the local/regional/statewide planning activities and resources made available through this collaborative process.

Reports: distribution of planning documents and other data/outcome reports derived from the reentry council strategic planning process

These budget items take into account the costs of providing documents in languages other than English, for persons with limited English proficiency.

F. Construction—not applicable

G. Consultants/Contracts

Contracted services will be sought for the following trainings;

- **"Effective use of Councils for system development and project oversight "**

Training will be provided to statewide Reentry Advisory Council and local/regional reentry councils. Roles and functions of each as they relate to each other, and this project will be addressed. 3 trainings at \$2,500 each.

- **"Reentry services for youth with AOD and co-occurring disorders "** Training

will be provided to statewide Reentry Advisory Council and Local/Regional Advisory Councils to clarify the established correctional treatment model and to ensure consistency in transition/reentry service delivery, as guided by local processes. 3 trainings at \$2,500 each

- **"Effective case management transition and planning" - 2 training sessions per year, in each region, for 3 years, for purposes of consistency. 18 trainings at \$2,778 each**

- **"Principles of relapse prevention" - 2 training sessions per year, in each region, for 3 years for purposes of consistency, and to ensure that new OYA/juvenile department staff, program staff, and council members are fully informed. 18 trainings at \$2,778 each**

- **"Evidence-based principles related to effective reentry" - 2 training sessions per year, in each region, for 3 years for purposes of consistency. 18 trainings at \$2,778 each**

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- **"Evidence-based principles related to substance abuse"** - 2 training sessions per year, in each region, for 3 years for purposes of consistency. 18 trainings at \$2,778 each

The training component of this grant includes; providing high level education for the statewide reentry Advisory Council and local/regional reentry councils on the needs of youth with AOD/co-occurring disorders, transition planning based on the youth corrections treatment model, and reentry service system development. Training also includes education of providers and OYA and juvenile department staff on the key concepts of effective transition planning, reentry service coordination, relapse prevention, and effective monitoring of youth engagement.

In addition to training, contracts will be used to secure these services as well;

- **(3) Local/Regional Project Coordinators**—33%—contract positions—to be determined through competitive bid process at \$56,667 each. (includes all mileage, lodging and per diem)

These persons will each have responsibility for working with an identified geographic location (Tri-County, Lane County, CEOJJC Counties) to coordinate the local/regional reentry councils, and facilitate the development of local infrastructure. These persons will have responsibility for coordinating the inclusion of local resource agencies/programs/providers to ensure a comprehensive, collaborative system for reentry in that location.

- **Independent Evaluation of Project.** The Oregon Youth Authority will prepare and issue an RFP for the independent evaluation immediately upon award to engage the

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independent evaluator in the infrastructure planning process, according to the attached timeline.

The independent evaluator will work collaboratively with the Statewide Reentry Advisory Committee to develop a system needs assessment, collect necessary data to support the planning for this project, and conduct a formative and summative evaluation at the end of the project, including recommendations to support further development, as identified. Provides reports on a regular basis to the Advisory Committee, disseminates evaluation results to project partners and stakeholder groups. Works with reentry councils to ensure sustainability of the model.

H. Other Costs

Prior to release, any potential eligibility for services through an entitlement or benefit program will be fully explored. Any and all benefits will be sought on behalf of the youth, including utilization of the Oregon Health Plan, Oregon's Medicaid program, when applicable. Any youth not eligible for entitlement program benefits will receive services paid through individualized service dollars from the Oregon Youth Authority. Based on our projection of percentages of youth who are eligible for entitlement benefits, and/or OHP, we estimate \$446,790.00 to be needed to cover the services to youth who will not be eligible.

I. Indirect Costs—not applicable