



MacLaren Youth Correctional Facility

Initial Performance Measures

Troy Britting, MYCF Superintendent

3/26/2026



The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT



Insights into Action

Our Data Culture Framework



Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

We turn data into direction — not just to report, but to refine, learn, and improve



Definitions

Term	Definition
Youth Incident Report (YIR)	Formal documentation of behavioral problems, injuries, and/or illnesses. Documentation includes date/time, location, youth involved, staff involved, and any behavior problems, restraints, or resolutions associated with the event.
Violent Behaviors	Youth behaviors logged in YIRs that (a) have a problem type of <i>Assault</i> or (b) have a problem type of <i>Peer Fight</i> that also required <i>Physical Intervention</i> and/or <i>Isolation</i>
Assaults on Workers	Count of YIRs where one or more staff members were listed as the victim of an <i>Assault</i> problem type.
Youth Injuries	Count of unique youth injuries logged in YIRs.
Staff Injuries	Count of unique staff injuries logged in YIRs. Staff workplace injuries that are not associated with a YIR are not counted.
Isolation	A crisis intervention where a youth is temporarily placed alone in a room with a locked door due to the youth’s crisis behavior.
Positive Youth Engagement (PYE)	PYE includes all activities for which attendance hours are tracked in JJIS (Education, Vocation, Work Experience, Treatment, Large Muscle Activity, OIIR Activities, and Other Enrichment Activities). OIIR = Office of Inclusion and Intercultural Relations
Average PYE Hours	Total number of attendance hours divided by the facility population
Safe Community Skills Group	Core treatment group designed to strengthen prosocial skills such as problem solving, emotion regulation, and conflict resolution
Group Life Coordinator (GLC)	Frontline direct service staff who supervise and program youth in close-custody and make up a majority of the OYA workforce.



February 2026 Action Plan Status update

1	General	Lead	Status
1.6	Mike wants to connect with Troy to better understand housing assignments by age and need	Mike/ Superintendent	Not Started
1.7	Add "Phase" to unit chart	Research	Complete
2	Youth Involved in Assaults/Fights	Lead	Status
2.3	Mike wants to know more about the assault/fight frequent flyers	Mike/ Superintendent	In Progress
3	Incidents with Assaults on Staff	Lead	Status
3.3	Examine the relationship between isolation use, staff assaults and overall violence. Put another way, does isolation use abate violence levels	Research	Not Started
4	Youth and Staff Injuries	Lead	Status
4.2	Quality of safety plans for youth who are commonly involved in yirs each month	Facilities	In Progress
4.3	Standard reset protocols after an incident	Facilities	Not Started
5	Contraband	Lead	Status
5.5	Reasons for September spikes	Facilities	Complete - unknown
6	Number of Isolation Episodes	Lead	Status
6.1	Isolation rates and LOS for youth of color	Research/ Facilities	Not Started
6.2	Mike wants to see a random sample of 3 youth in isolation events, in detail (ie., room time, open door time, process stages, etc)	Facilities (Hayley)	Not Started

7	Isolation Duration	Lead	Status
7.1	Isolation and Rockaway Strategies	Facilities	In Progress
7.2	Escalation and notifications based on time in isolation	Facilities	In Progress
8	November Isolation Detail	Lead	Status
9	PYE	Lead	Status
9.4	Benchmarks and holidays/breaks in hours	Education Services	Complete
9.5	% of youth at MacLaren with IEPs	Education Services	In Progress; ODE is providing monthly snapshots
9.6	Education/Vocation Hours Compared to Expected Hours	Education Services	Complete
9.7	Where are religious activities documented in PYE hours	Research	Complete – Enrichment and Other Activities
9.8	How was the treatment target set?	DS	In Progress
9.9	Mike would like to learn more about YCEP youth not participating in school	Education Services	Complete
9.10	Add treatment definition to notes	DS/Research	In Progress
9.11	Mike wants to know how we landed on this target. Additionally, what does ideal state look like	DS/Facilities	Not Started



February 2026 Action Plan Status update

5	Safe Community Skill Development	Lead	Status
10.1	Required hours of FP5	Facilities	Complete

11	Sick Leave hours per GLC	Lead	Status
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12	Mandatory OT Hours per GLC	Lead	Status
12.2	YIRs against staffing numbers	Research/ Facilities	Not Started
12.3	Try to separate kids eligible for school vs. not to get a correct denominator	Facilities/ Research	Complete
12.7	Mike would like to see the minimum number of GLC hours to staff each unit (Broken out by Basic, Ideal, Emergency, PREA)	Research/ Facilities	In Progress

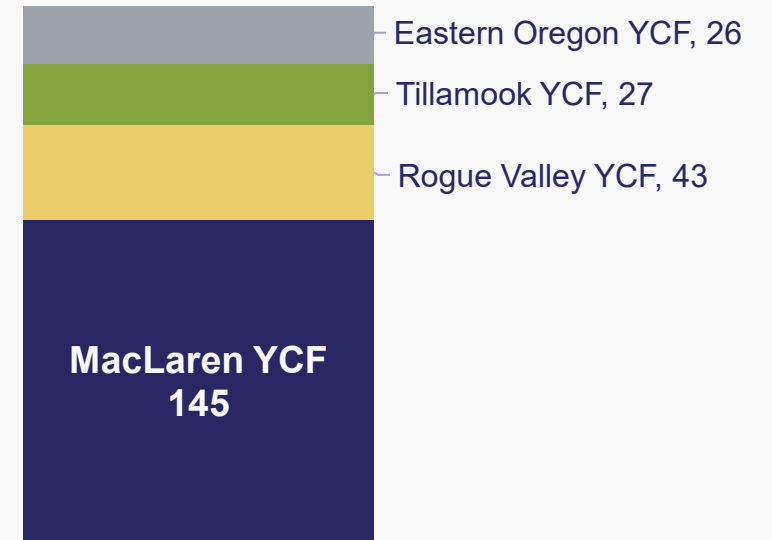
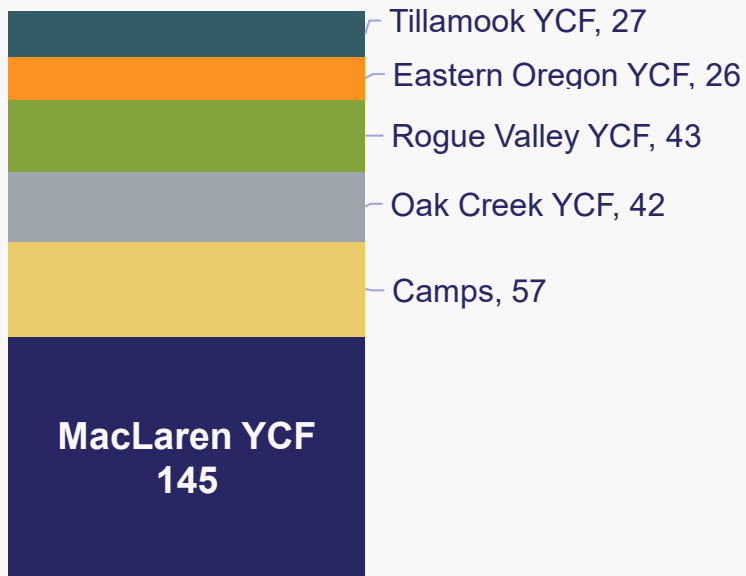
13	Gallup	Lead	Status
13.1	Include update on Gallup discussions	Facilities	In Progress



MacLaren is OYA's largest facility*

MacLaren houses 43% of all youth in close custody in Oregon

MacLaren houses 60% of OYA's male YCF population



(as of 2/28/2026)

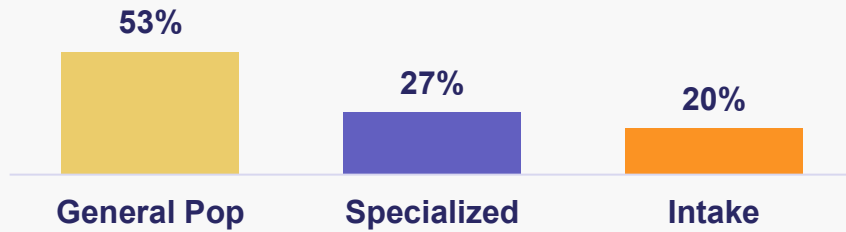
**Recent reports show MacLaren is the largest juvenile correctional facility in the country by capacity.*



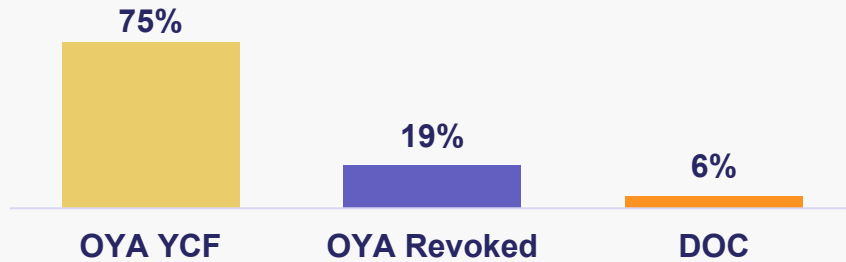
Total Youth: 145

(as of 2/28/2026)

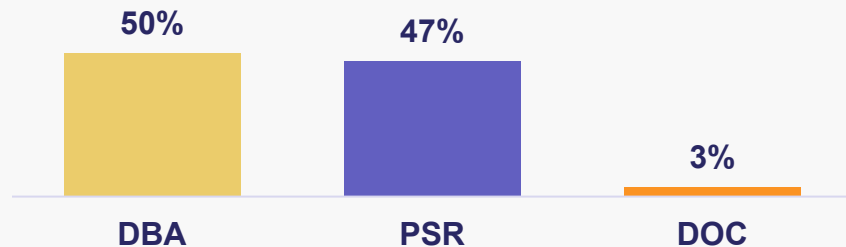
Assigned Unit Type



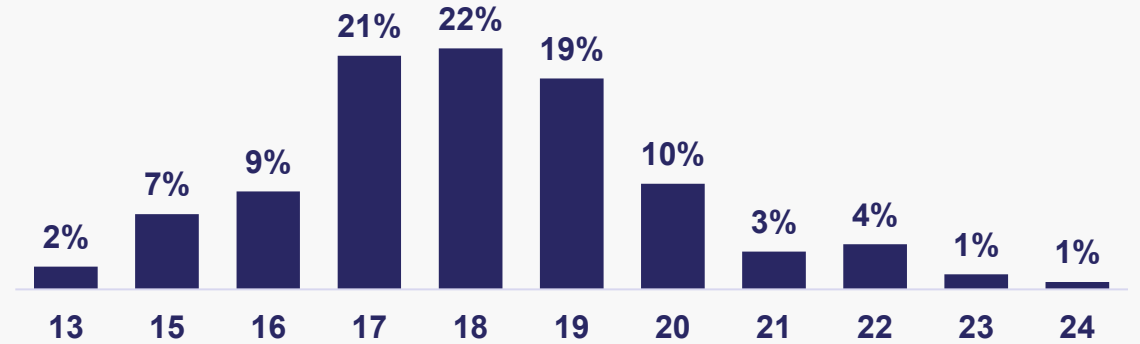
Commit Type



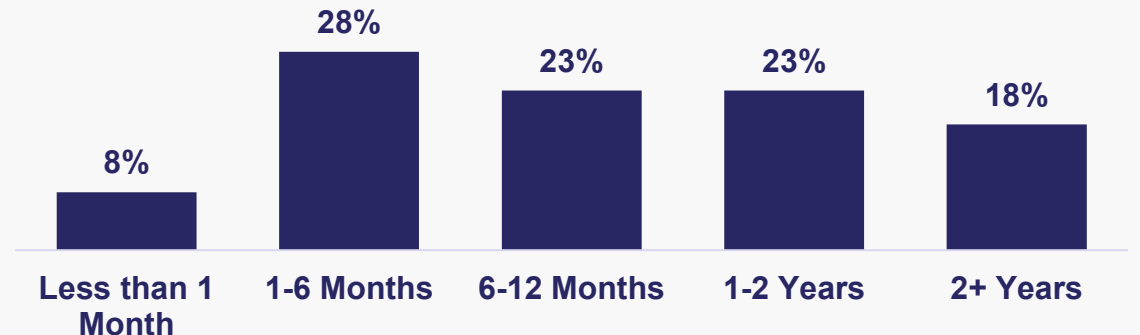
Bed Type



Current Age



Length of Stay to Date





MacLaren Units

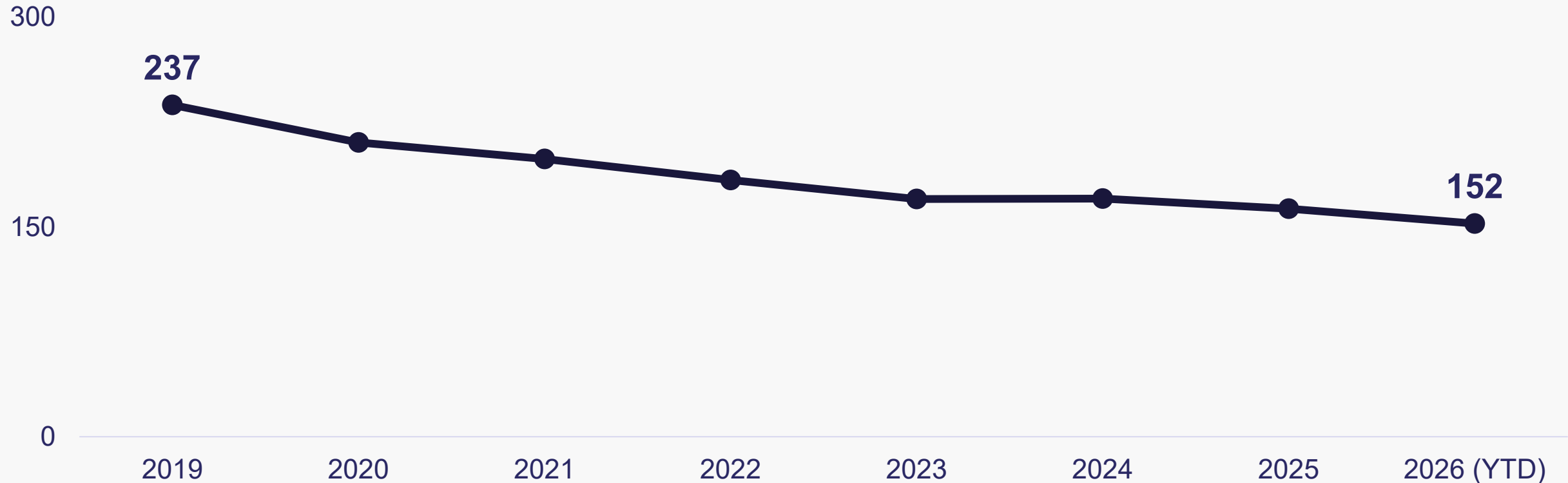
Unit Type	Unit Name	Average Daily Population (ADP)	Phase
General Population	Boulder	17	2-3
	Dunes	14	2
	Fossil	17	3
	Haystack	12	2
	Lake	16	2
Intake	Maple	13	1
	Noble	11	1
	Crater (2/1/26 - forward)	14	1
Specialized	Oak	13	n/a
	Pacific	14	n/a
	Summit	13	n/a
Safety Intervention	Rockaway	n/a	n/a
	Intervention Unit	n/a	n/a



MYCF Population Over Time

The number of youth at MYCF has dropped 36% since 2019

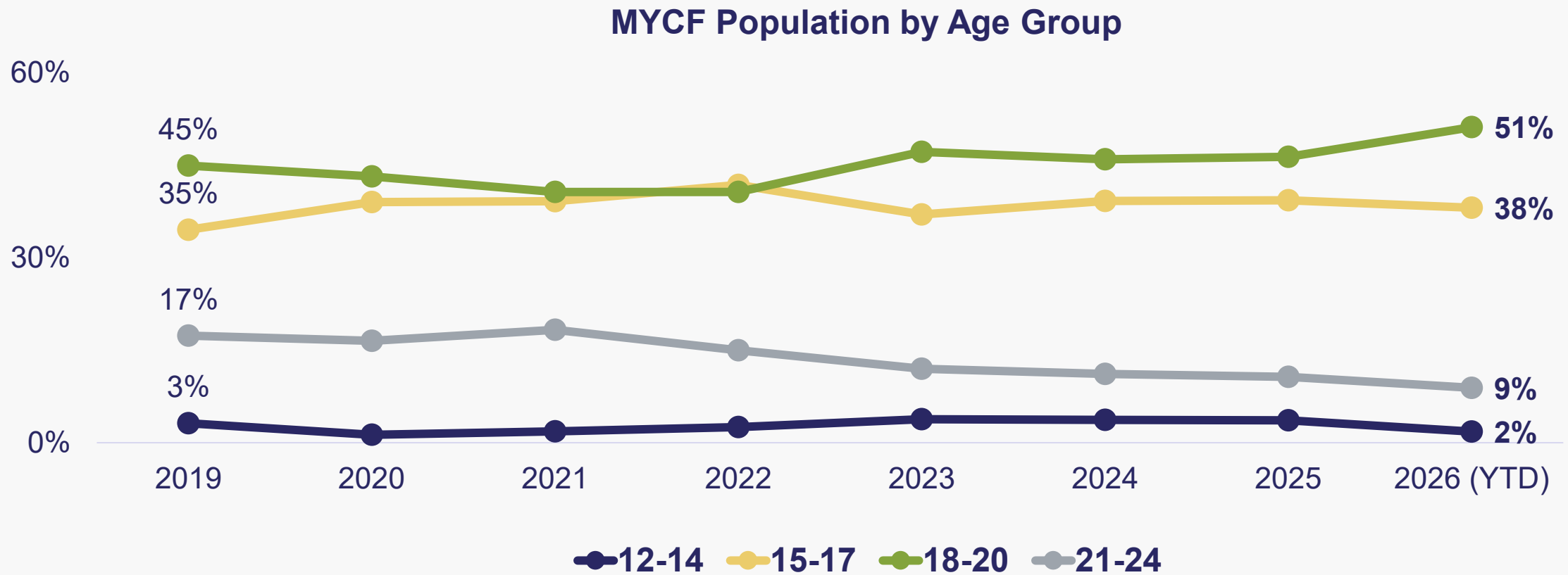
MacLaren Average Daily Population by Year





MYCF Demographics Over Time

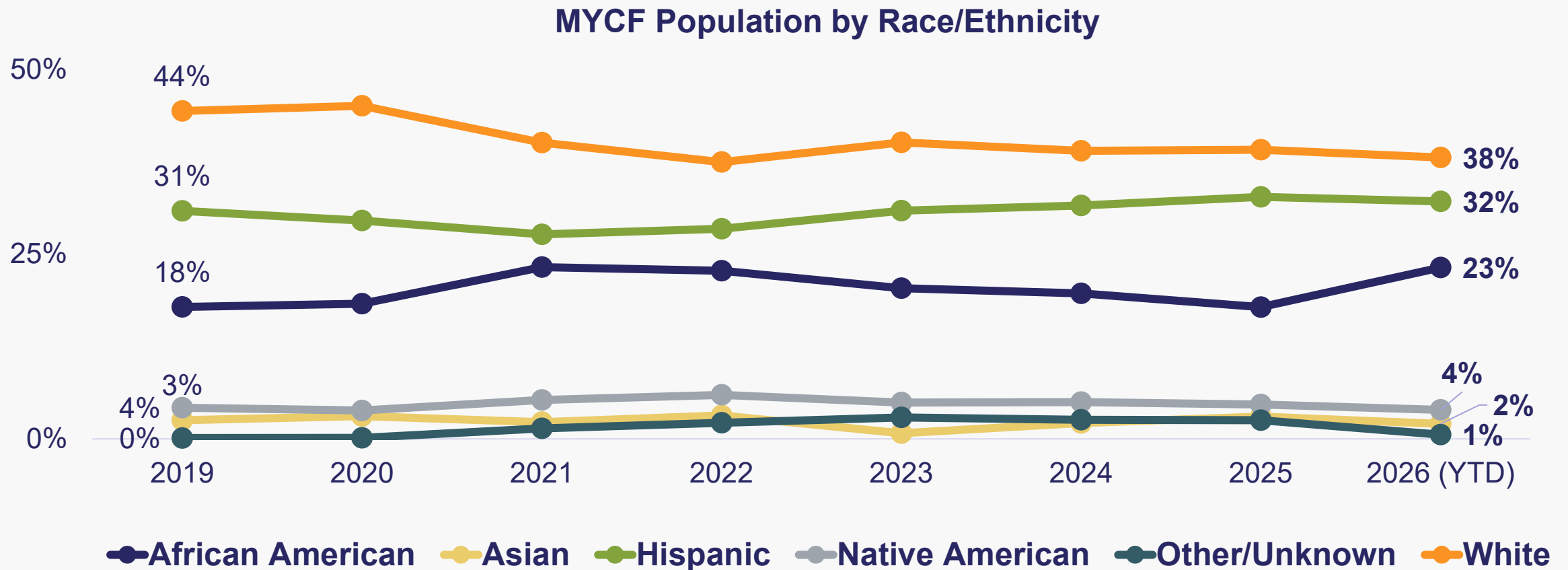
The proportion of youth 21 and older has dropped from 17% to 9%





MYCF Demographics Over Time

The proportion of youth of color has increased from 56% to 62%





IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



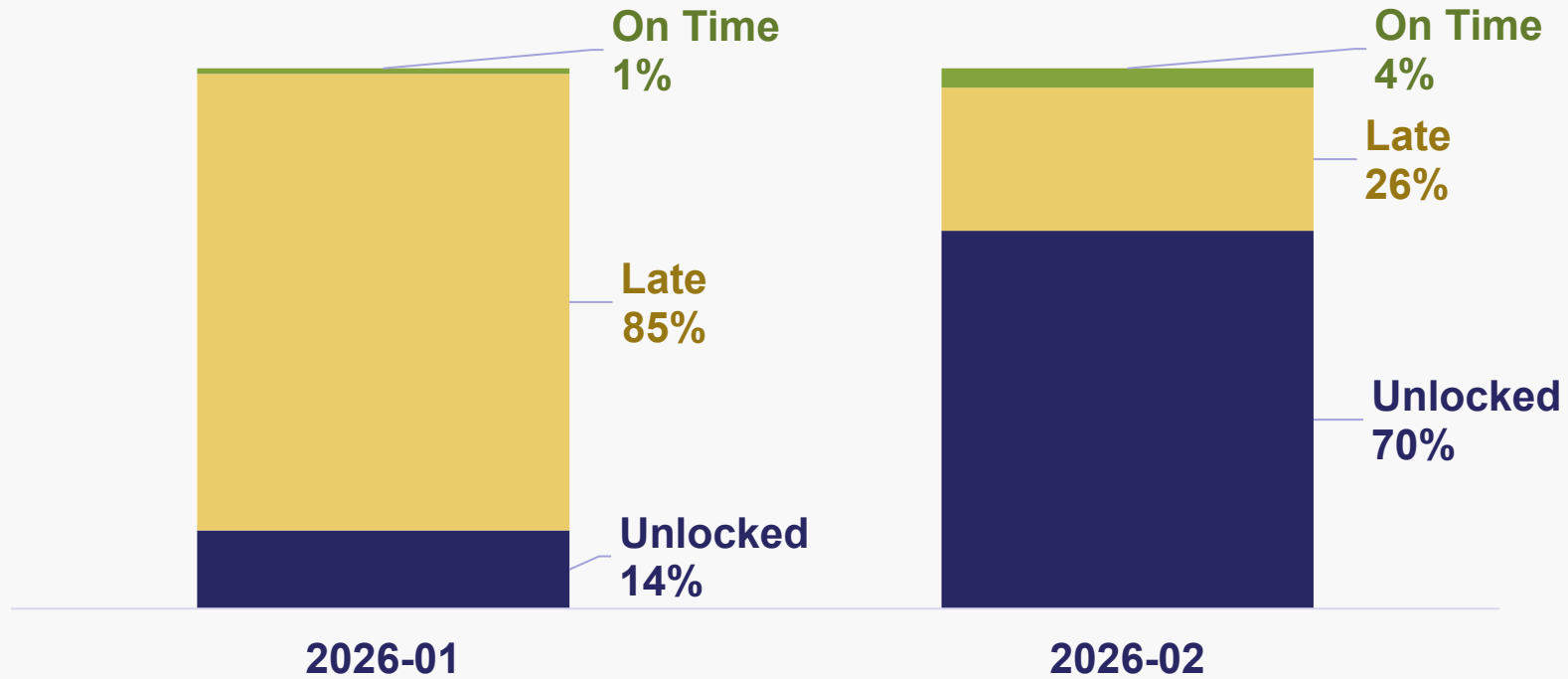
Performance Metrics



Timely YIR Completion

4% of last month's YIRs were locked within 72 hours

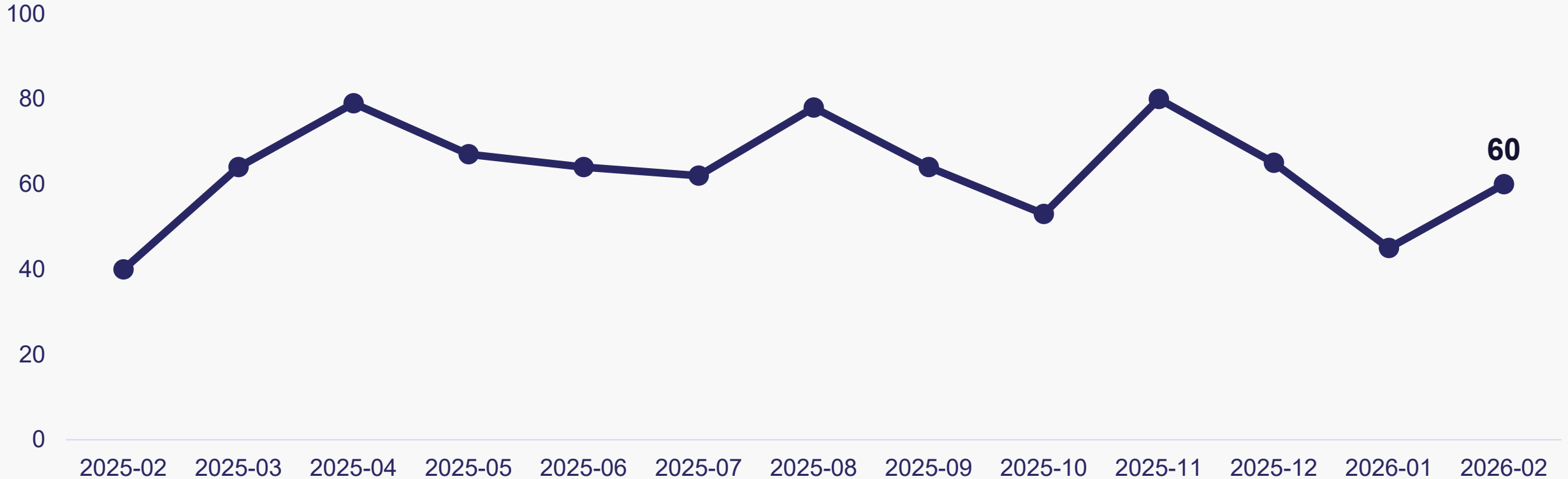
Current YIR Completion Status (as of 3/9/26)





Youth Assaults/Fights

There were 60 Assaults/Fights last month





Last month's 60 assaults/fights involved 40 distinct youth

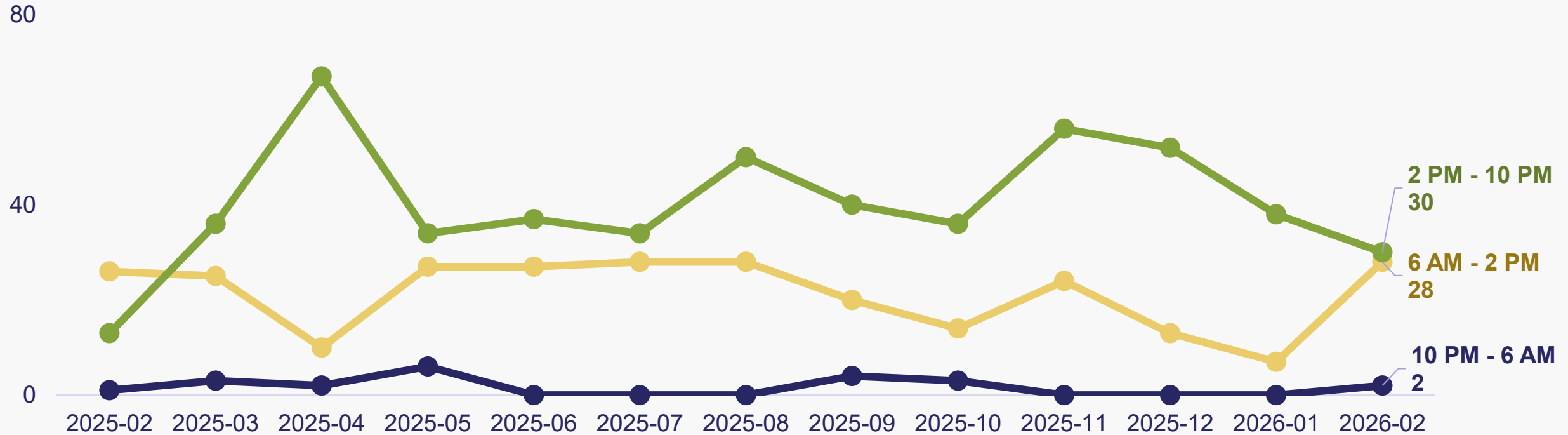
11 youth were responsible for 50% of assaults/fights





Second Shift (2PM-10PM) Assaults/Fights declined last month

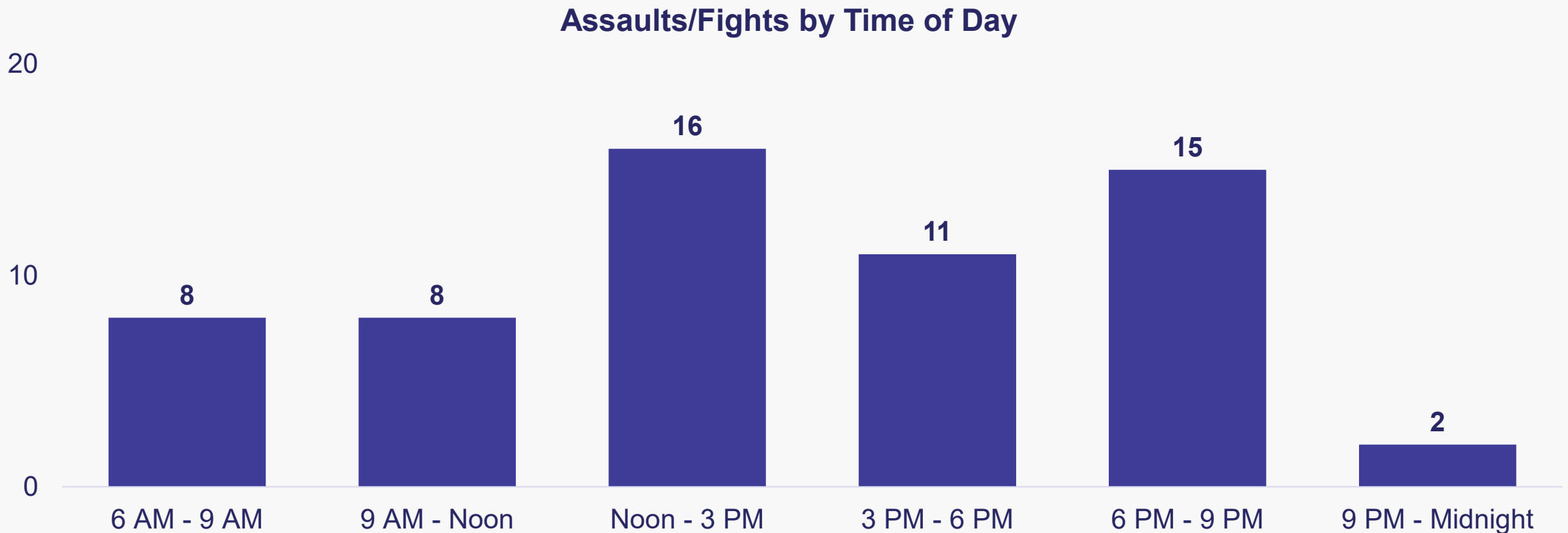
Assaults/Fights by Shift





Supplemental – Time of Day

Last month, Assaults/Fights were most common between noon and 3pm

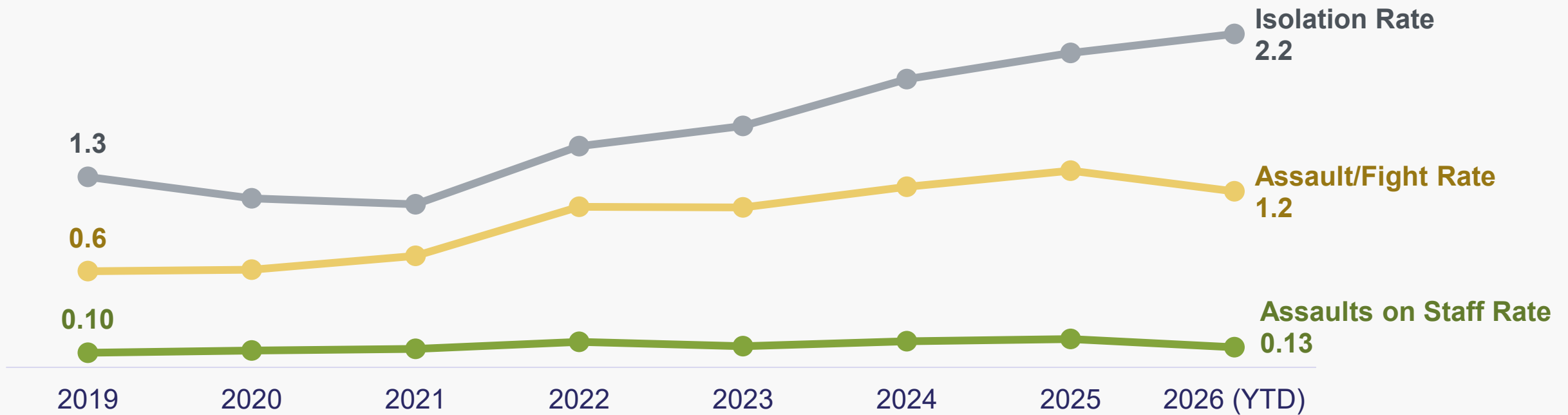




Supplemental: Violent Incidents and Isolation Over Time

Assaults/Fights and Isolation have become more frequent in recent years

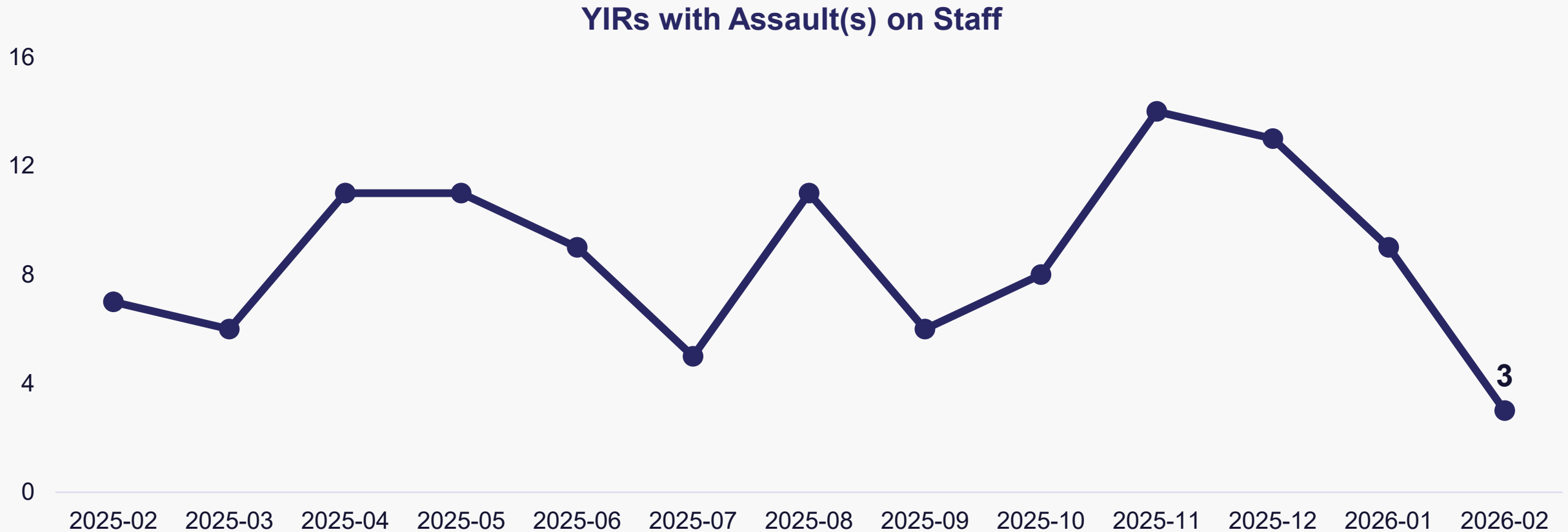
Incident and Isolation Rates by Year





Incidents with Assaults on Staff

Last month, 3 YIRs involved an assault on staff

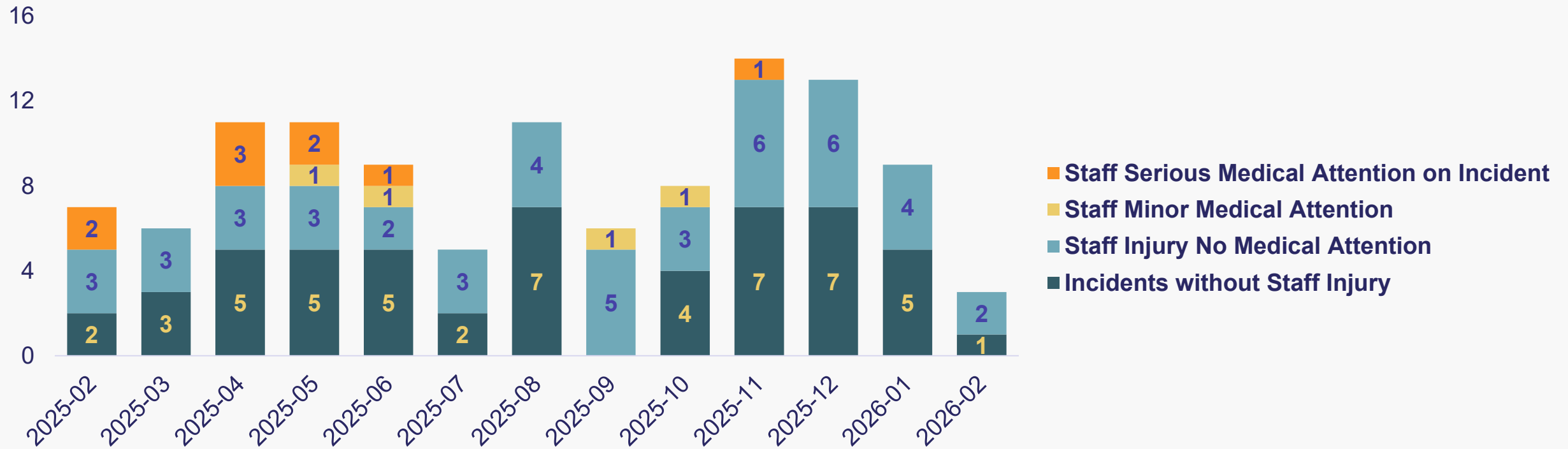




Supplemental – Assaults on Staff

None of last month's 3 staff assaults resulted in staff needing medical attention

Staff Assault YIR Count

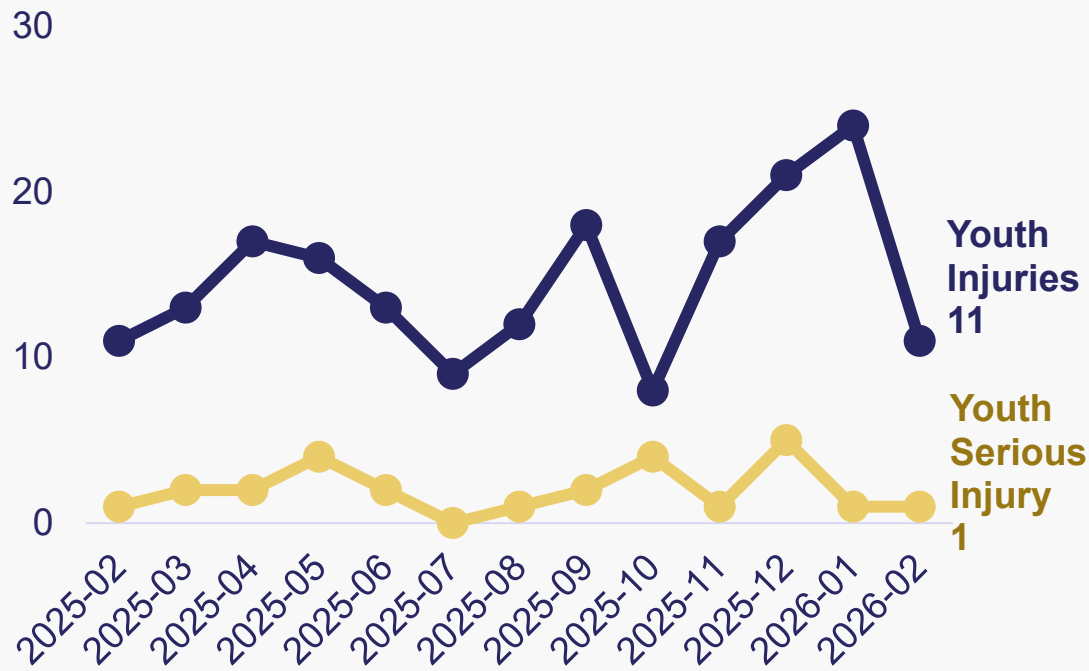




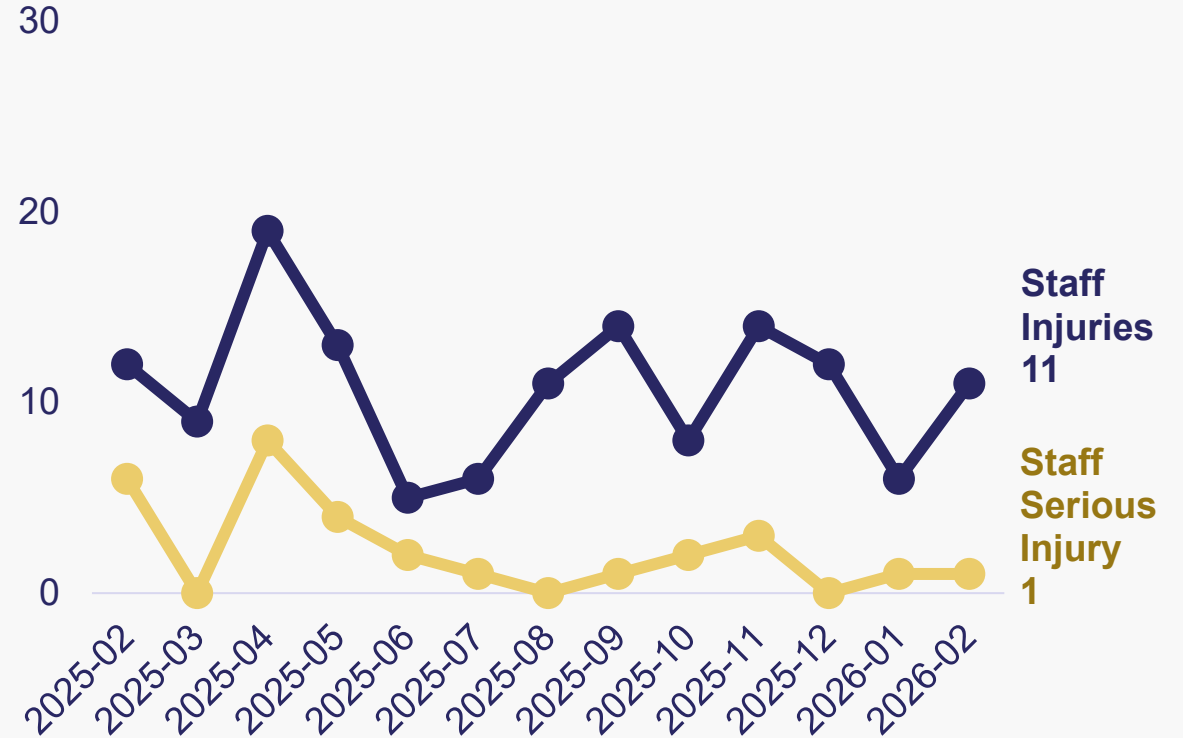
Youth and Staff Injuries

Last month, 22 injuries (from any cause) were recorded in YIRs

Youth Injuries



Staff Injuries

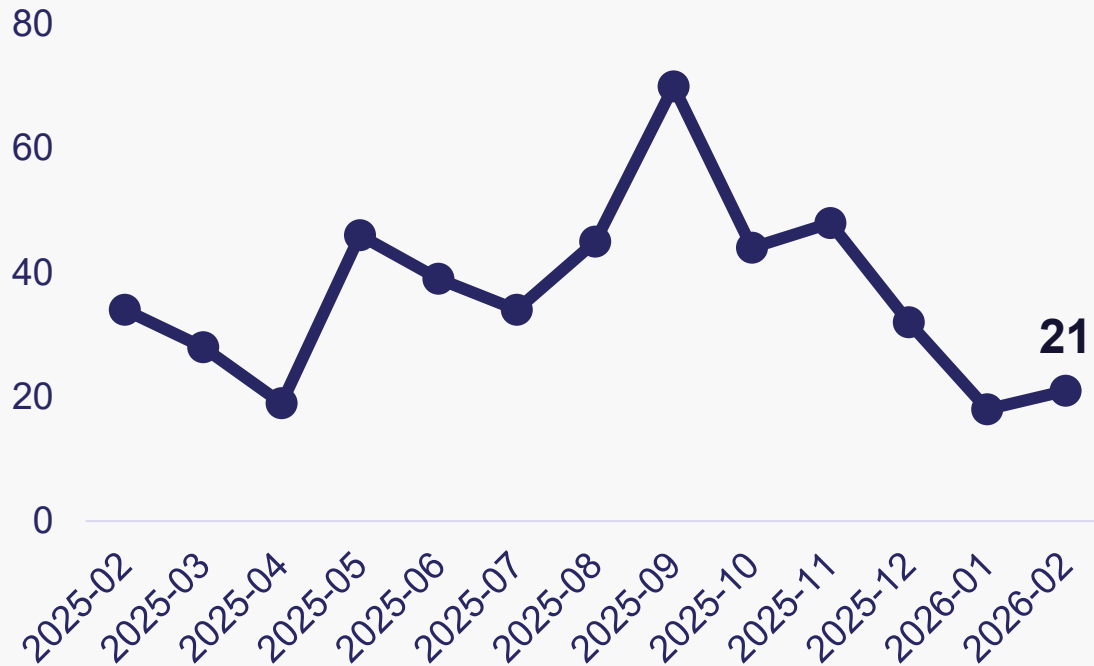




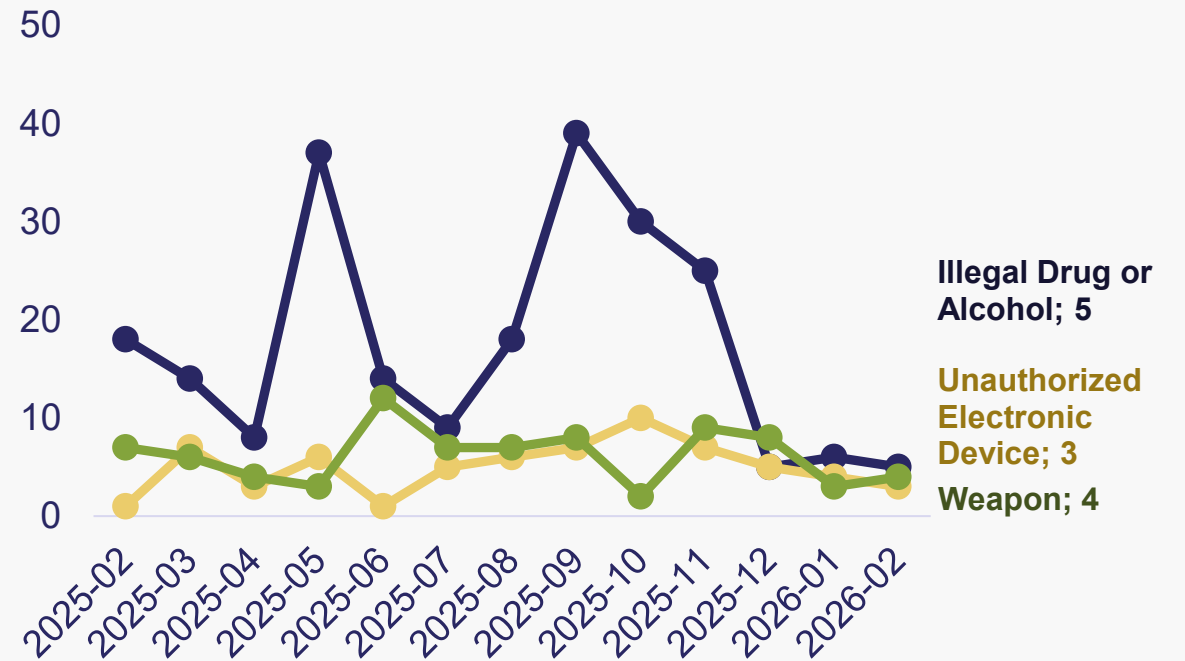
Contraband from YIRs

21 instances of contraband were logged in YIRs last month

All YIR Contraband Discoveries



Drugs/Alcohol, Electronics, Weapons

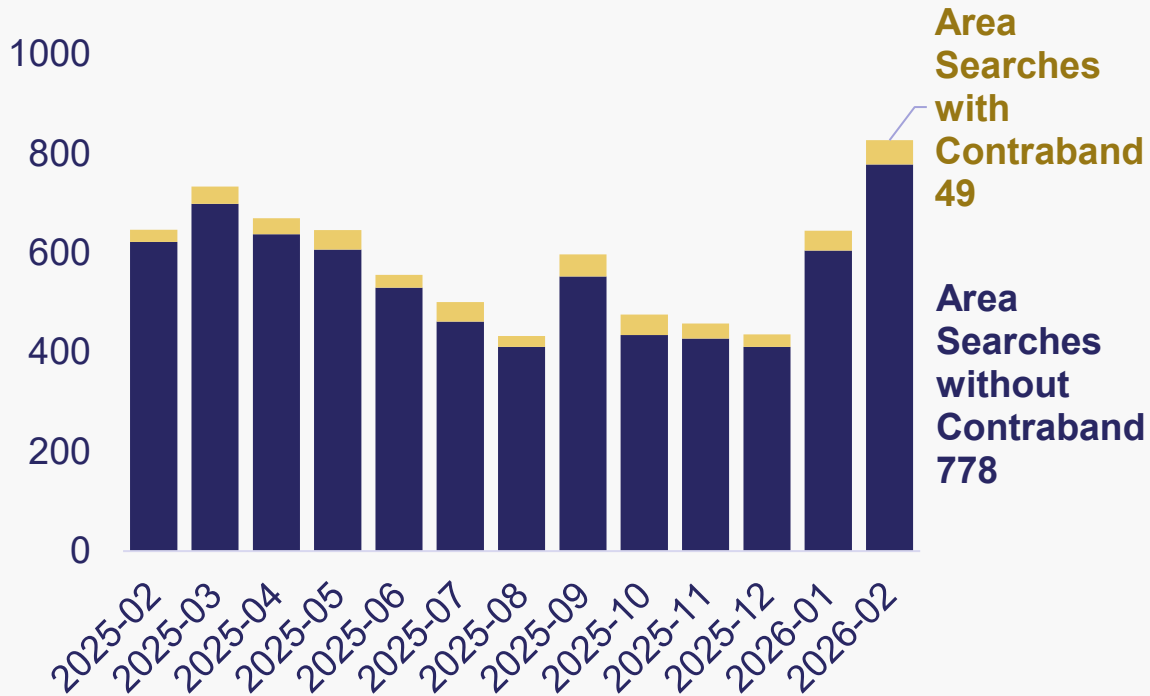




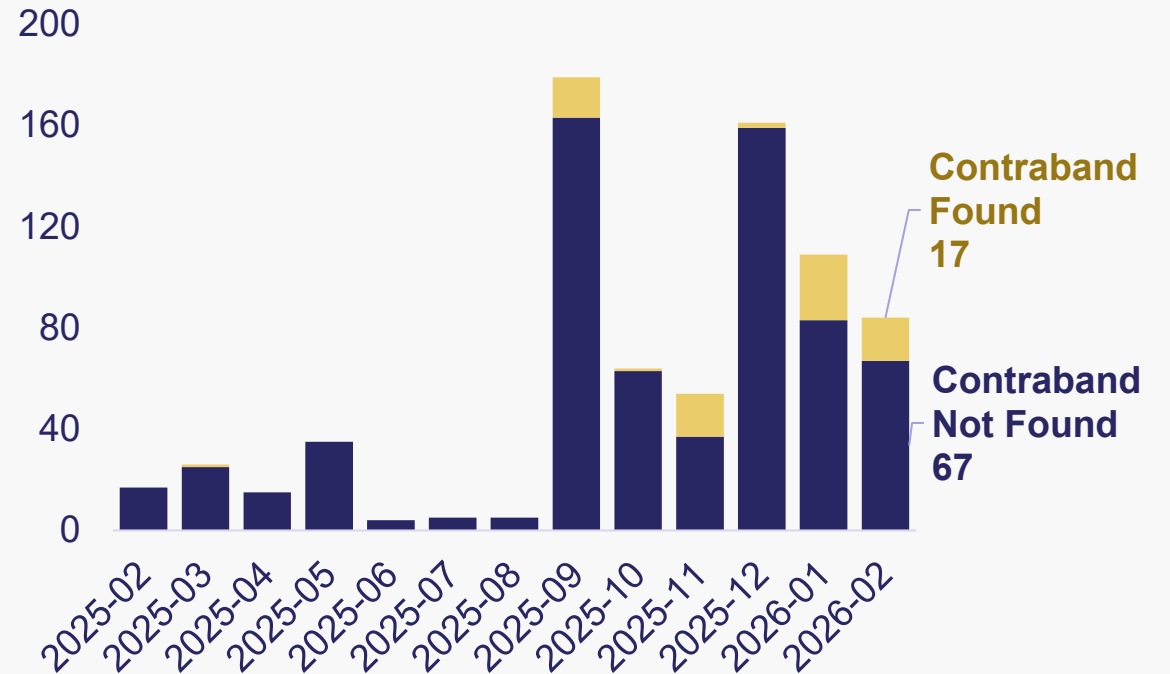
Contraband from Searches

Last month there were 66 contraband discoveries from searches

6% of Area Searches discovered Contraband



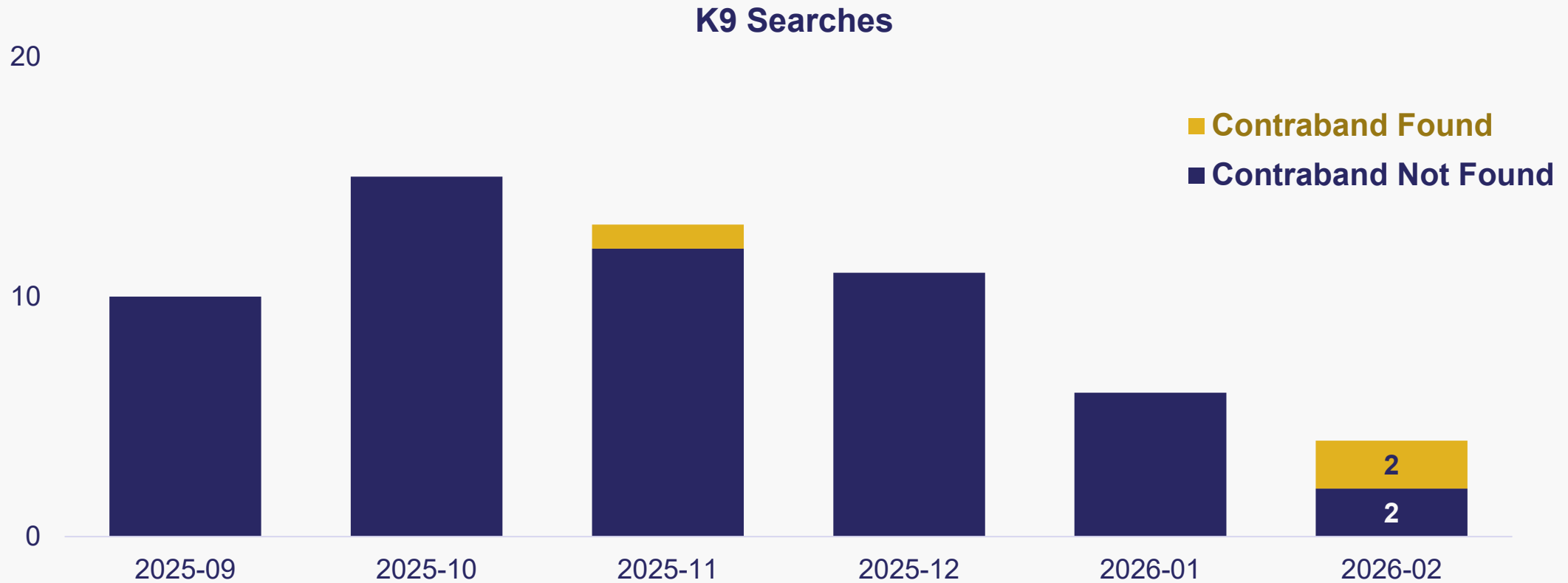
20% of Youth Searches discovered Contraband





K9 Searches

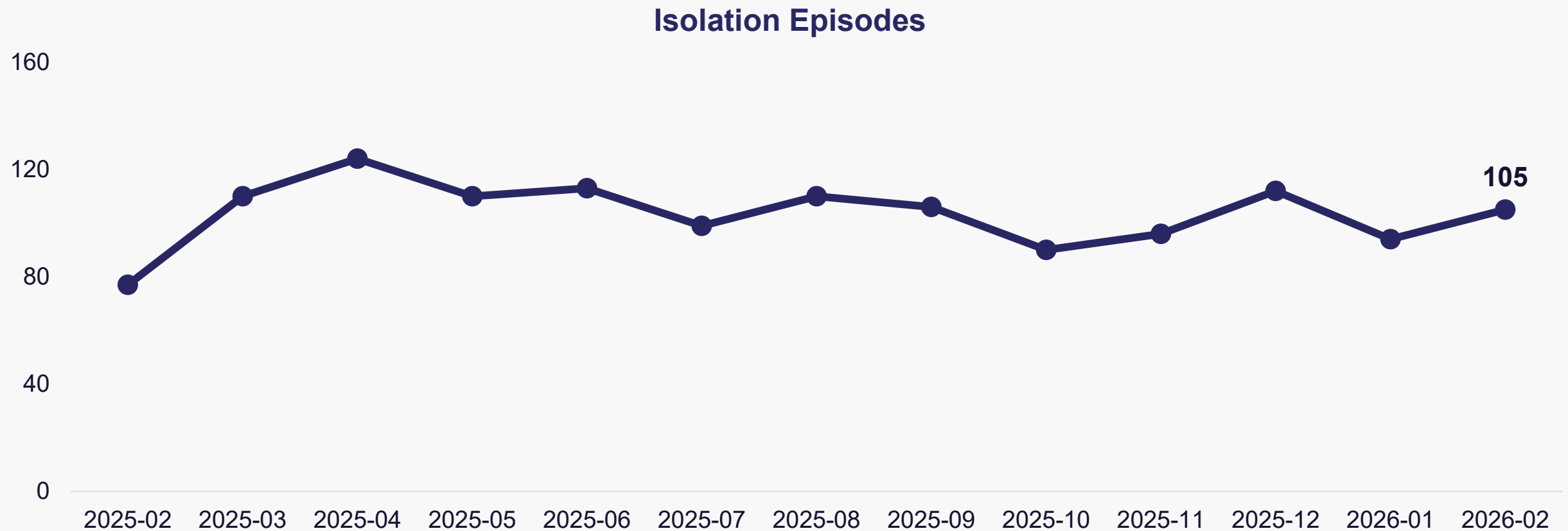
Two K9 searches found contraband last month





Number of Isolation Episodes

There were an average of 3.7 isolation episodes per day last month

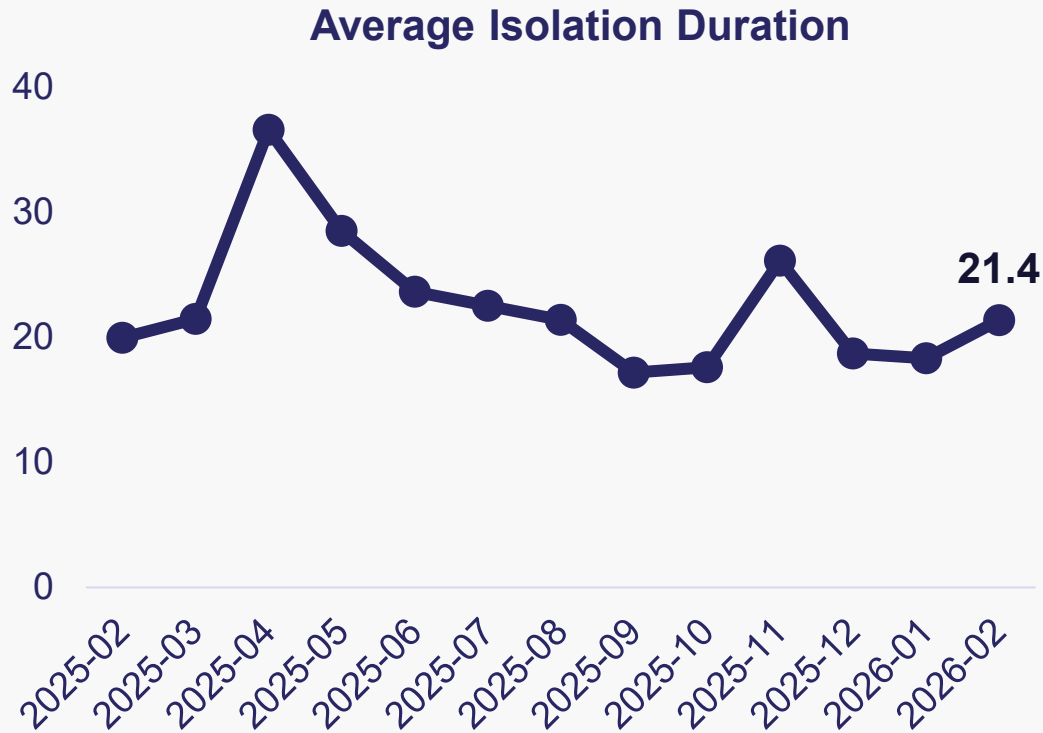




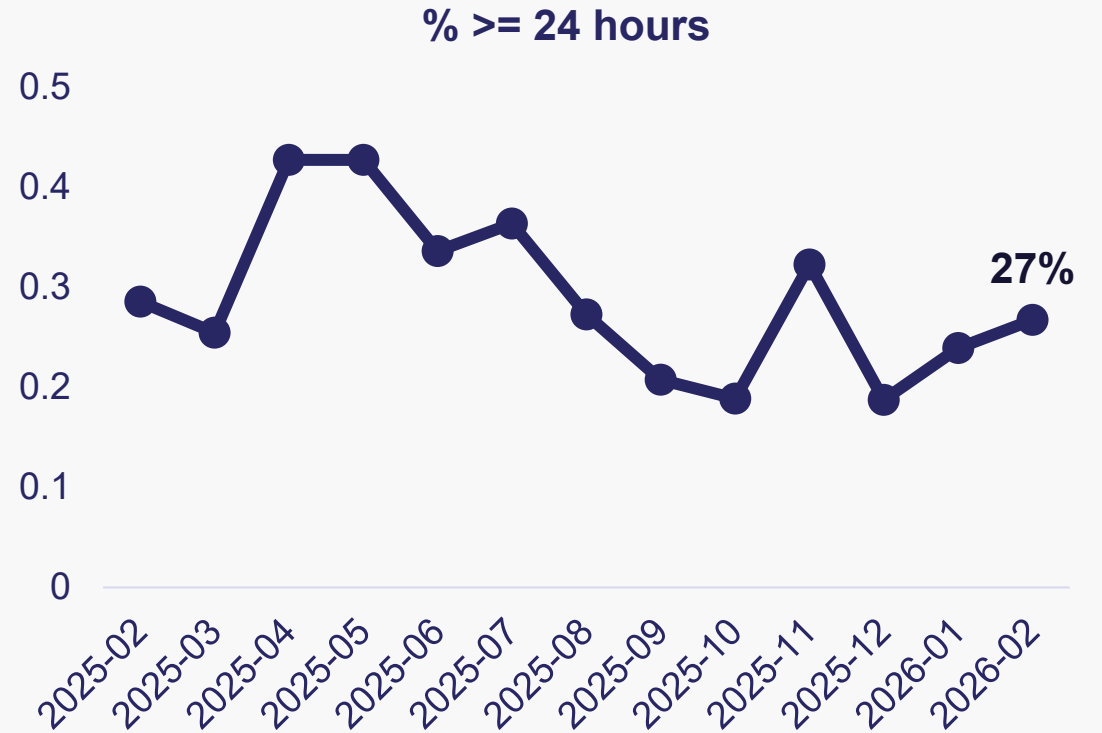
Isolation Duration

Last month's average isolation duration was similar to prior months

Average Time in Isolation was 21 hours



27% of Episodes Lasted 24 Hours or More



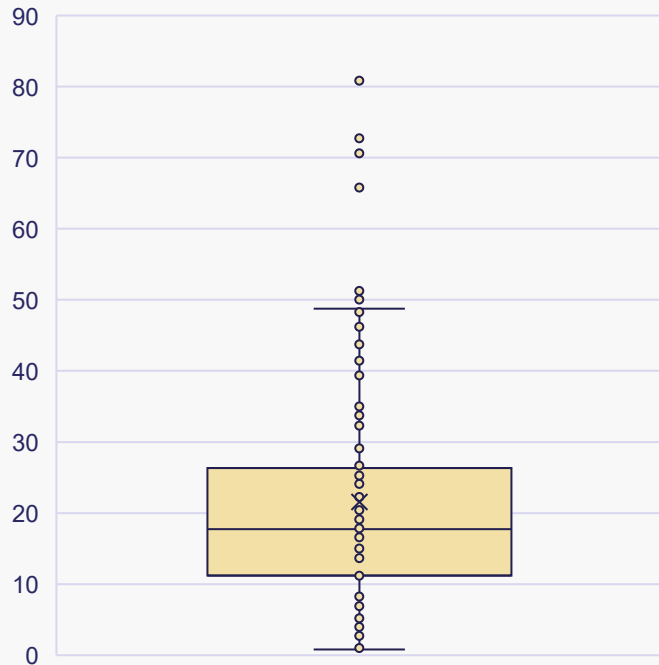


Prior Month Isolation Detail

Two youth were isolated for more than 72 hours

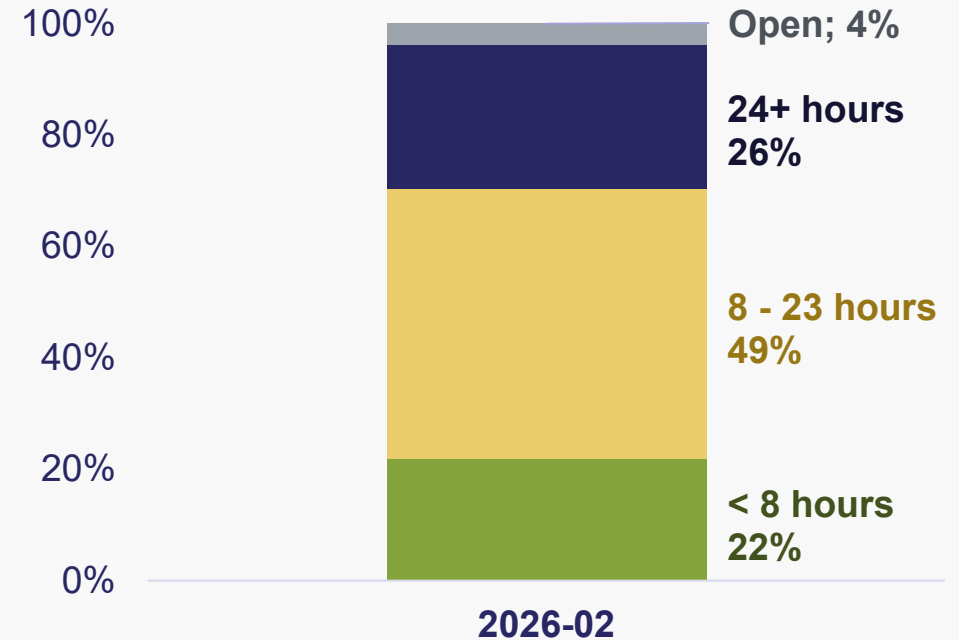
22% of isolation episodes lasted less than 8 hours

Isolation Duration, Prior Month



February 2026	
Over 24 hours	27
Over 48 hours	12
Over 72 hours	2

Isolation Duration

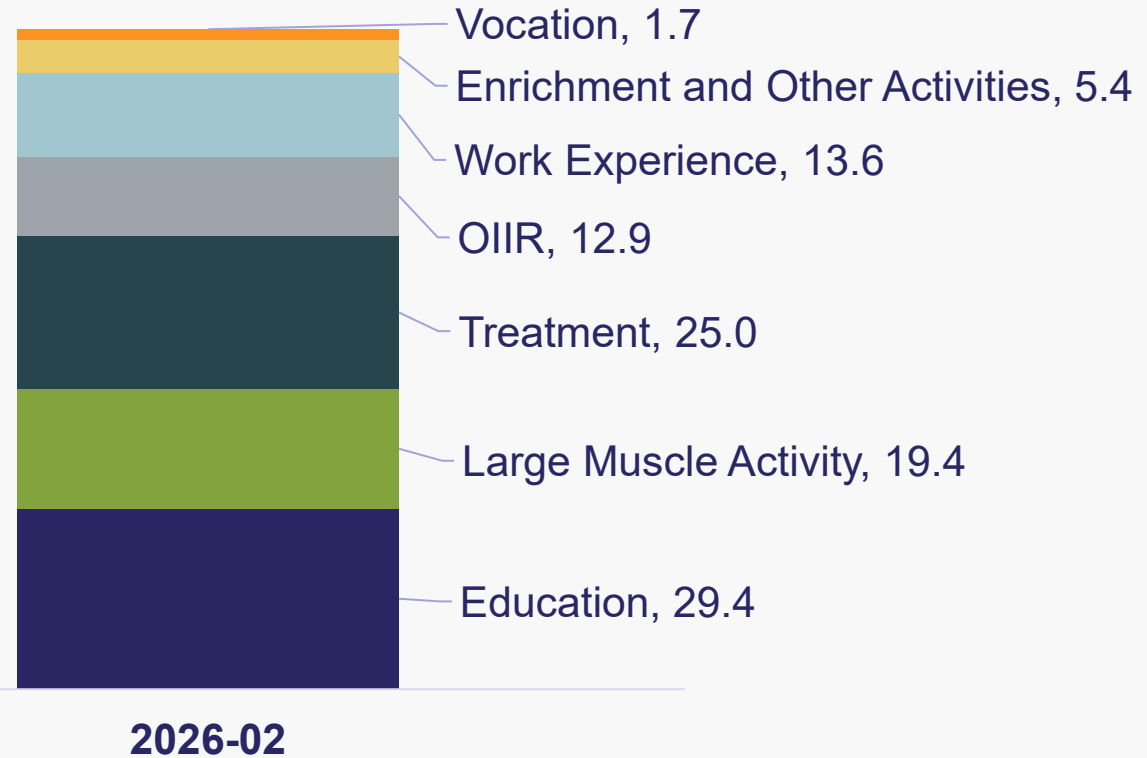


*Open = no end time entered in JJIS as of last data refresh



Positive Youth Engagement by Average Daily Population*

Youth at MYCF averaged 107 Hours of PYE last month

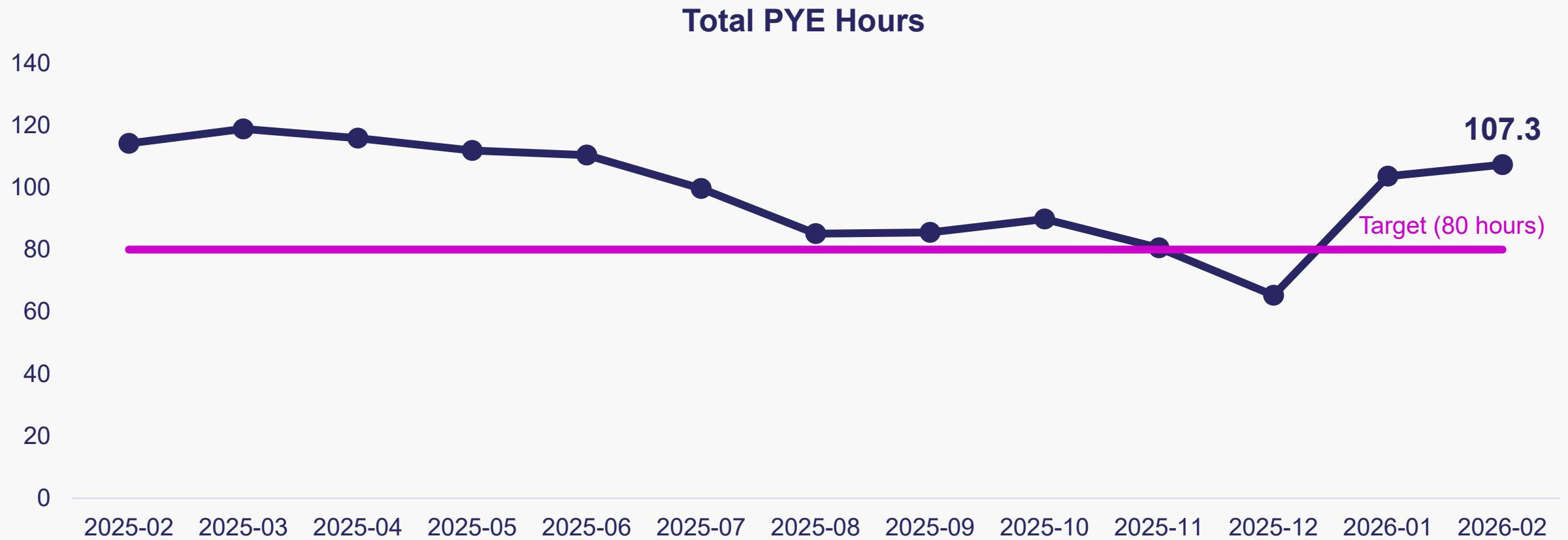


*Not all youth are eligible to participate in every activity.



Total PYE Hours per Youth

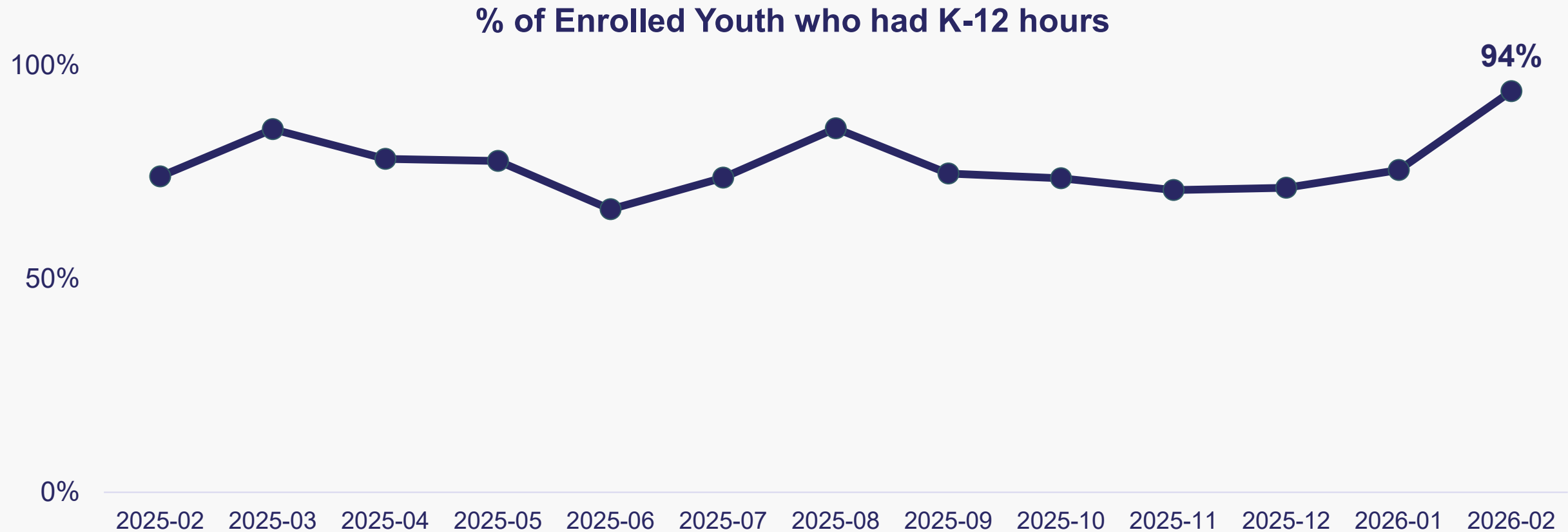
Total PYE hours increased last month





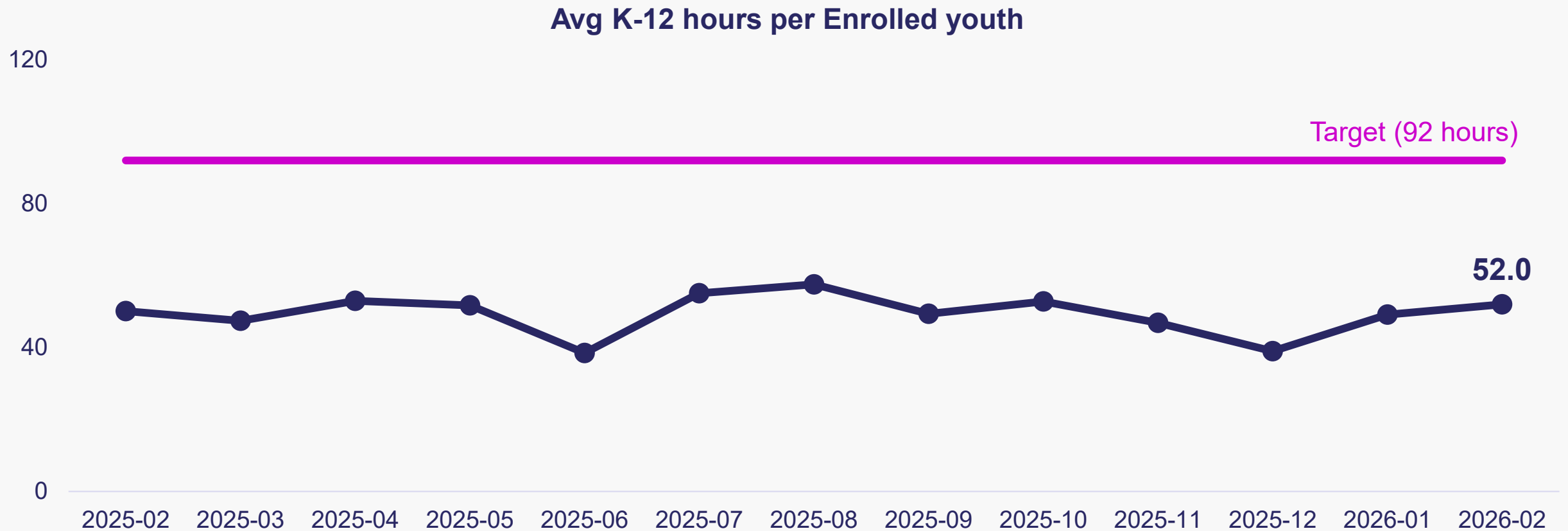
Education – K-12 Participation

94% of youth enrolled in K-12 had documented attendance hours last month





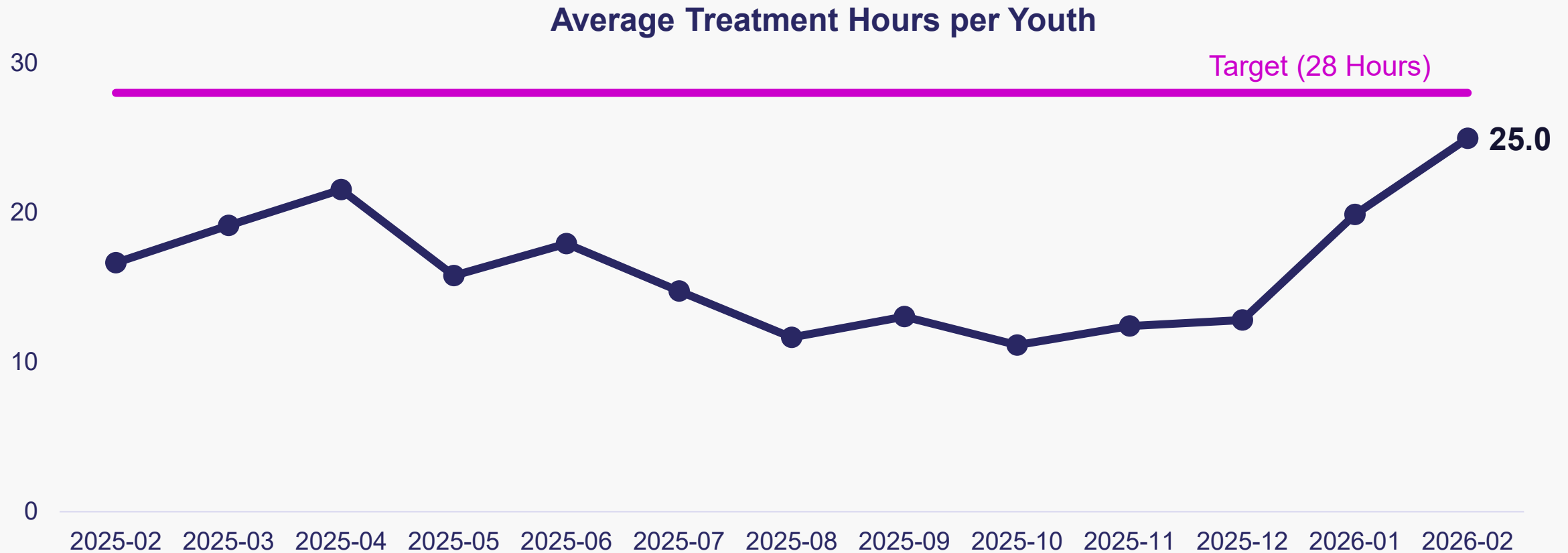
Enrolled youth averaged 52 hours of K-12 attendance last month





Treatment Hours

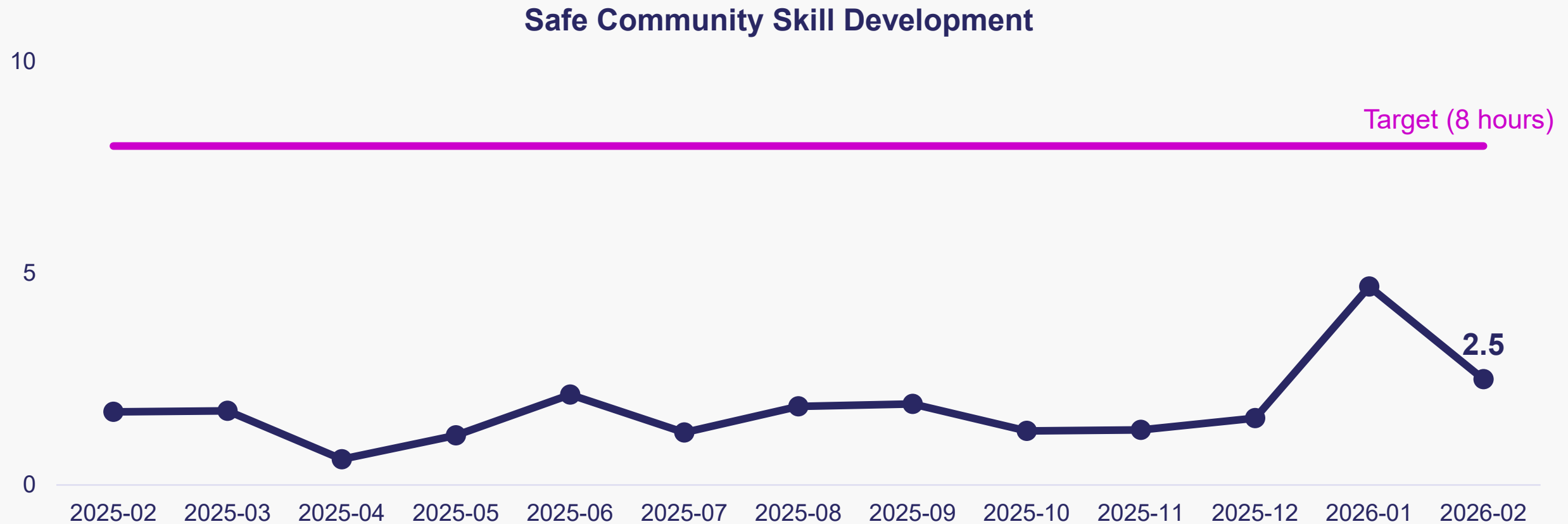
Treatment increased to 25 hours per youth last month





Safe Community Skill Development

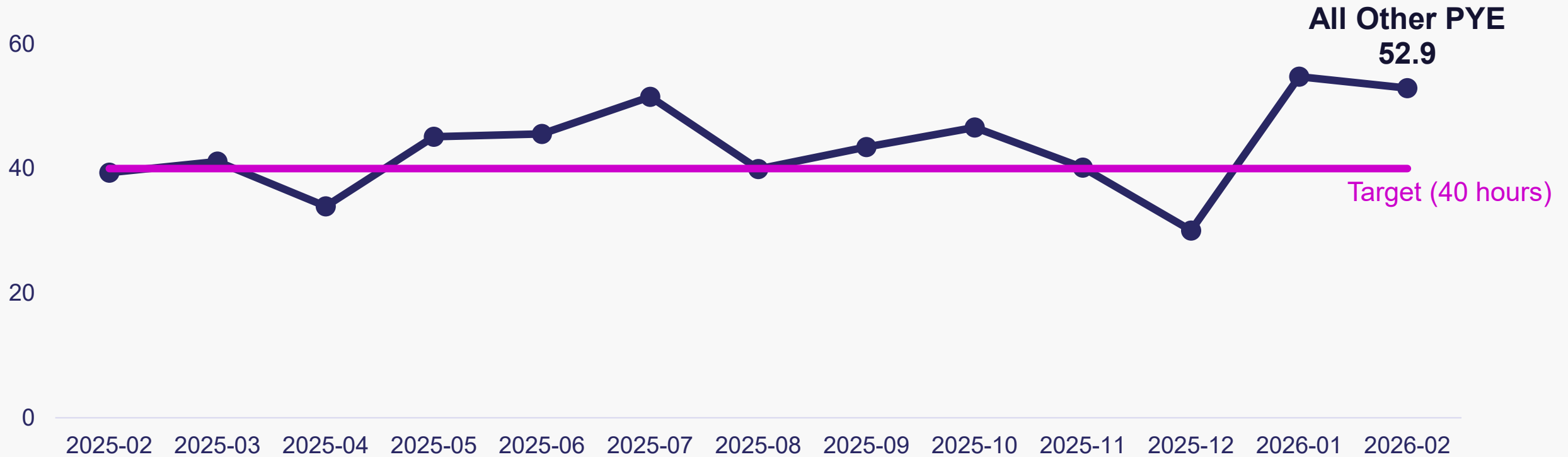
Safe Community Skill Development decreased to 2.5 hours per youth





Youth averaged 53 hours of Other PYE last month

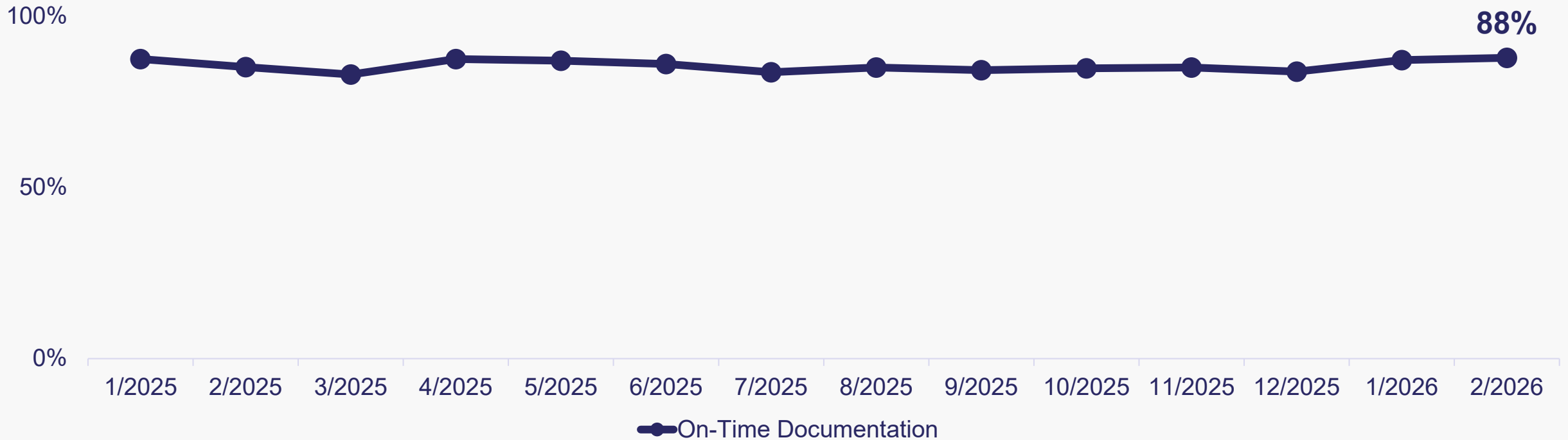
(Includes Enrichment, Large Muscle, OIRR, Vocation, and Work Experience)





88% of ordered medications had timely documentation

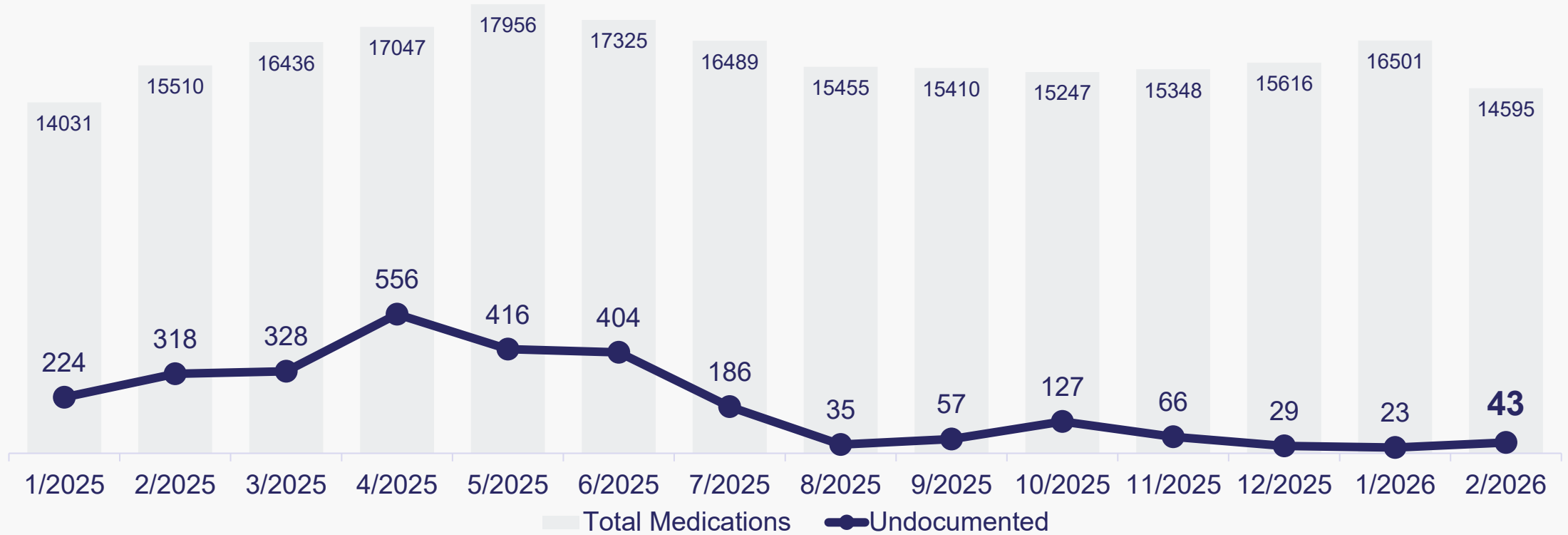
On-Time Documentation as % of Ordered Medication Doses





Medication Documentation

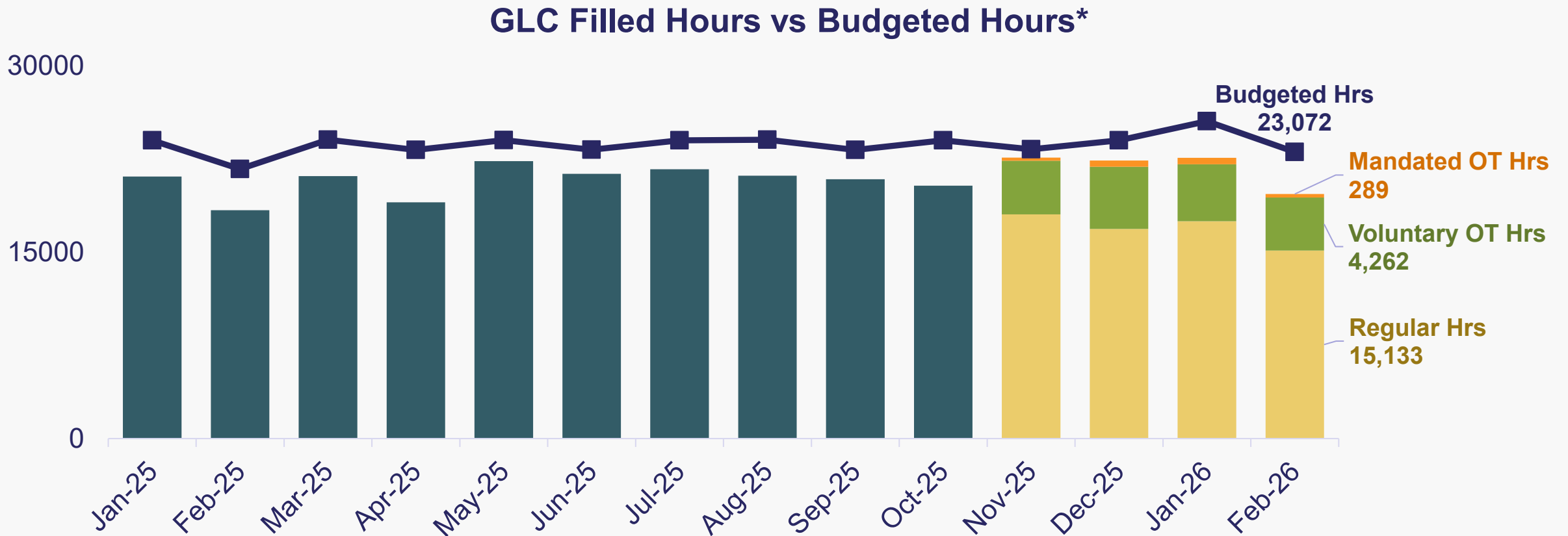
43 ordered medication administrations (0.3%) were missing Sapphire documentation





GLC Hours: Filled vs Budgeted

GLC Filled Hours compared to Budgeted Hours



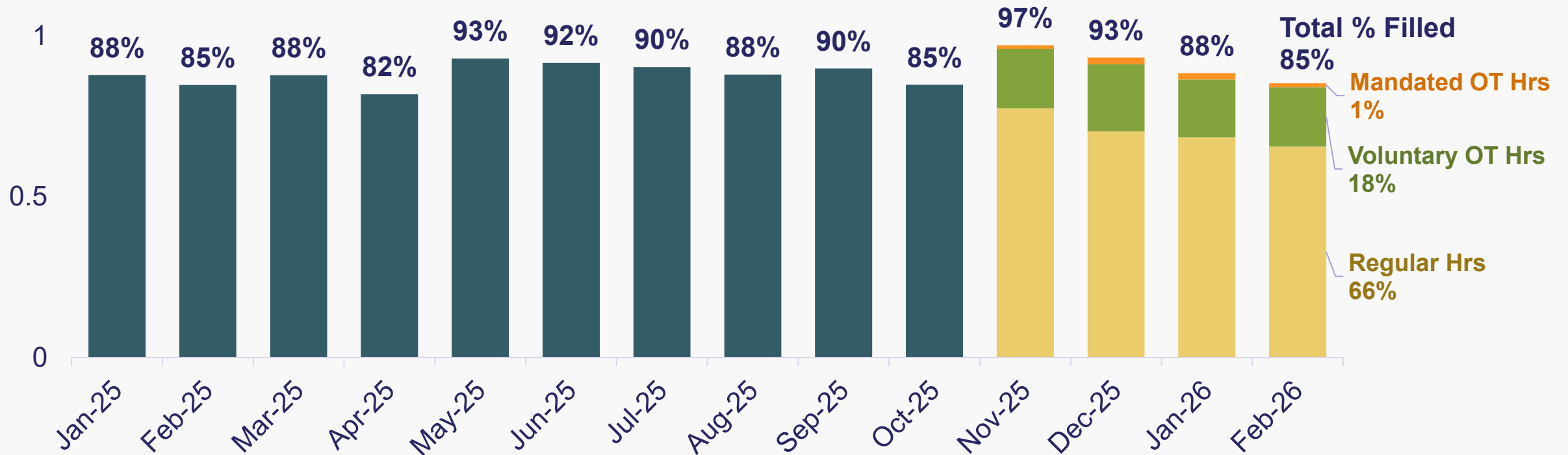
*Breakouts by type are available from 11/2025 forward



GLC Hours: Filled vs Budgeted

GLC hours filled as a percentage of Budgeted Hours

% of Budgeted GLC Hours that were Filled*

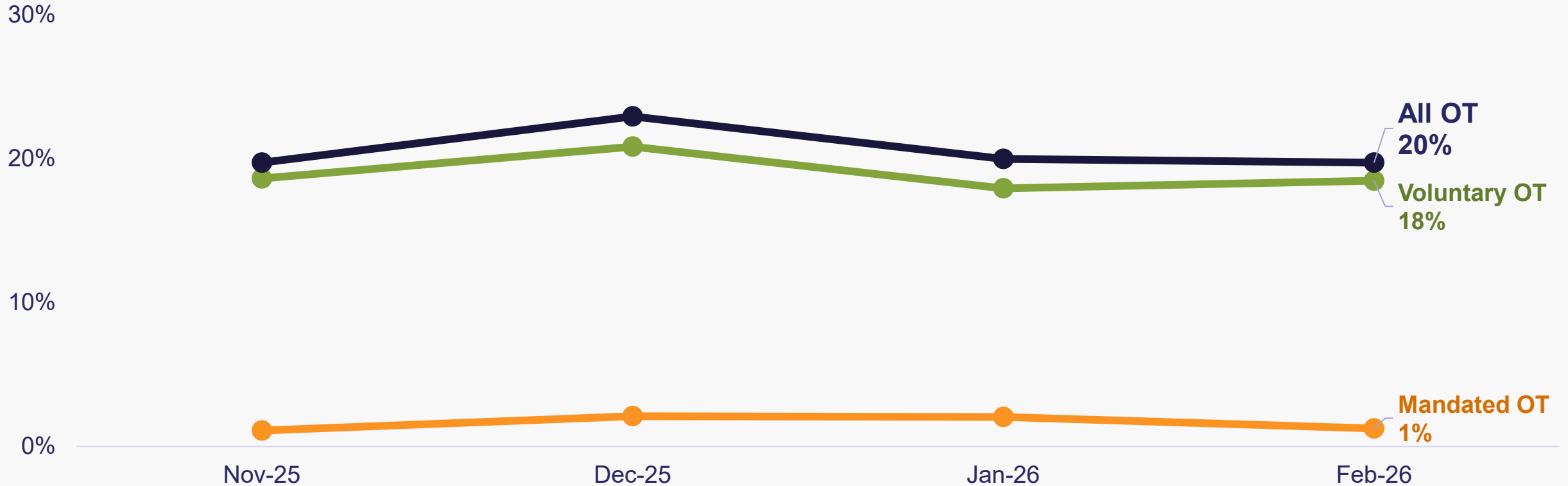


*Breakouts by type are available from 11/2025 forward



20% of Budgeted GLC Hours were filled with Overtime*

Overtime Hours as a Percentage of Budgeted GLC Hours



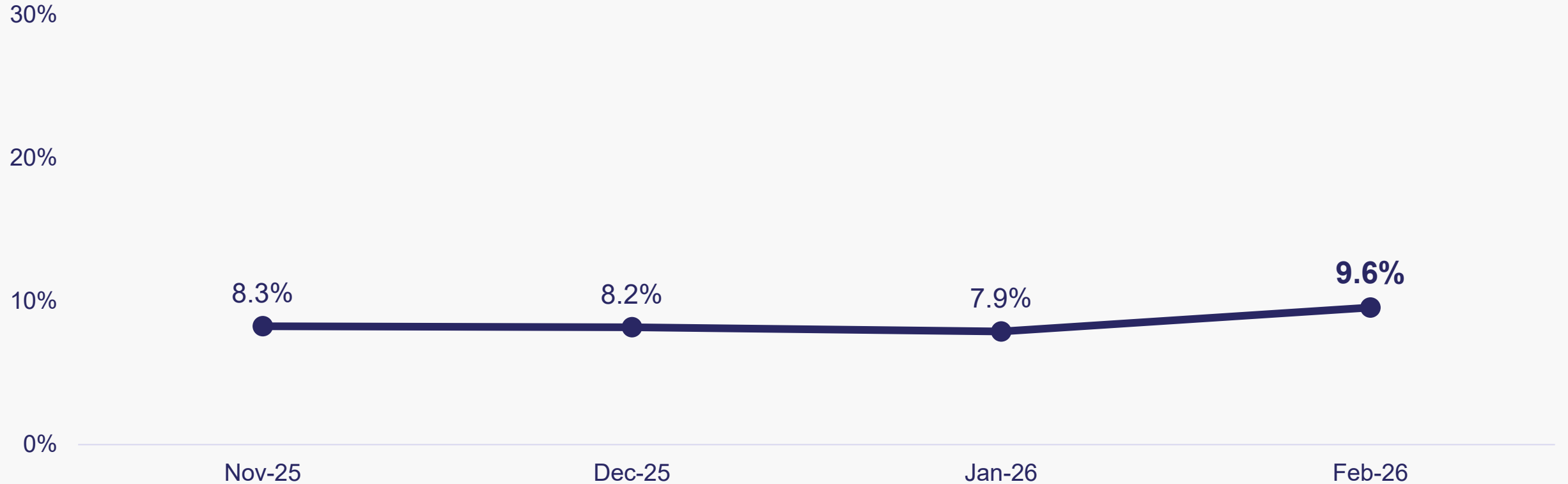
*Data available from 11/2025 forward



Sick Leave

9.6% of Budgeted GLC Hours were taken as Sick Leave last month*

Sick Leave Hours as a Percentage of Budgeted GLC Hours



*Data available from 11/2025 forward



Closing Updates



High Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

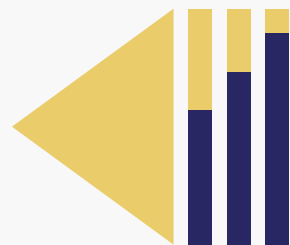


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



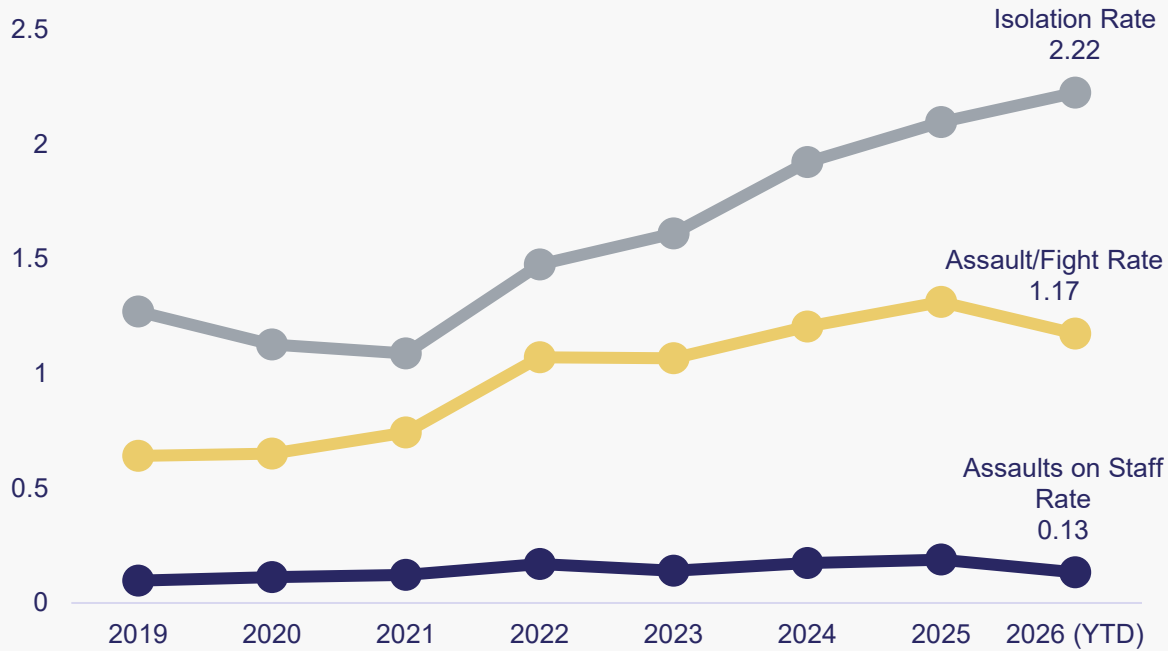
Help us improve

Follow QR code to provide feedback

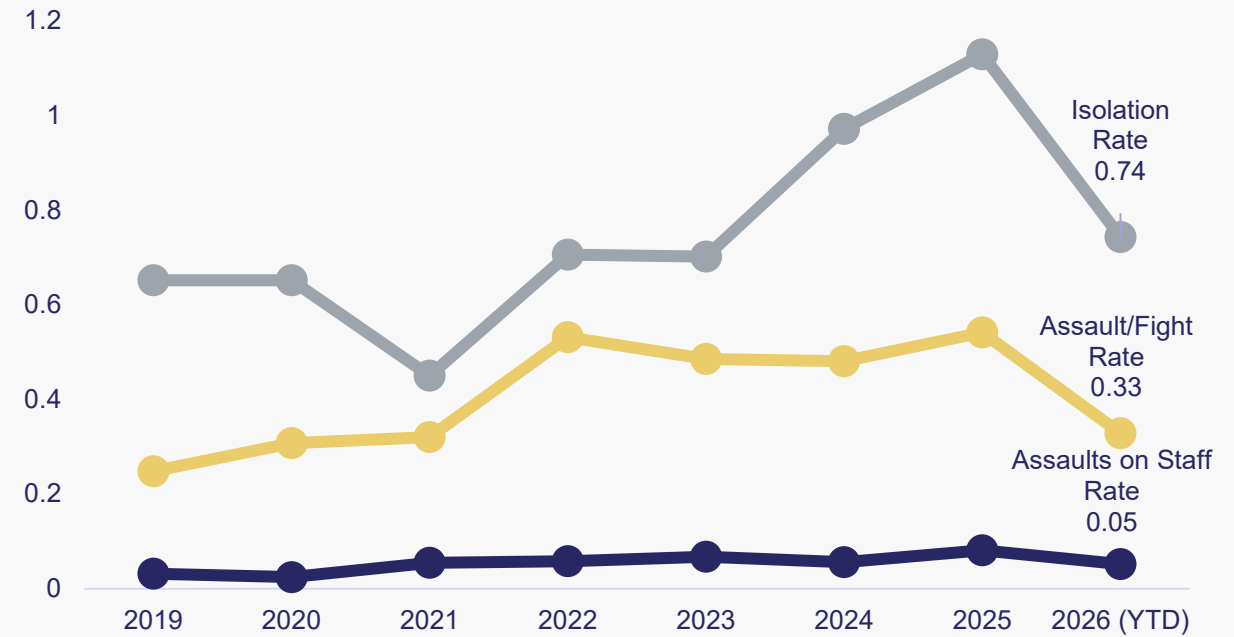


Supplemental – Violent YIRs and Isolation over time

MacLaren



All other Male YCFs





Problem Behaviors

“Problem Behaviors” = every instance in which a Problem category was assigned to a youth within a Youth Incident Report

Facility YIR #350544 at: MacLaren YCF on: July 31, 2025

Expand Collapse Youth: Tanner, Suzie Age at Occurrence: 14

Incident Overview

- Basic Information
 - Tanner, Suzie (Youth)
 - Assault**
 - Physical Intervention
 - Injury
 - Worker OYA, QA (SchemaO
- Reports
- Incident Summary
- Notification Documentation
- Photos
- Addendum

Problem:

- Assault
- Contraband
- Escape
- Major Group Disturbance
- Peer Fight
- Self-Harm / Suicidal Behavior
- Sexual Behavior
- Significant Event
- Youth Misconduct

Safety Placement:

- Isolation
- Room Lock Other
- Other

Restraint:

- Physical Intervention
- Restraint Chair
- Defensive Tactics
- Security Restraint
- Transport Blanket

Youth Review:

- Youth Review

Medical Attention:

- Onsite
- Outside Medical Care
- Admitted to Hospital

Injury

Add All

Remove Print Incident Print Participant Next Apply & Continue Apply Cancel



Injuries and Medical Attention

Injuries can be recorded for any youth or staff on the YIR
If an injury is recorded, medical attention should be recorded as well

Medical attention can be recorded for any youth or staff on the YIR
Medical attention can be recorded without an injury (e.g., illnesses)

Facility YIR #350544 at: MacLaren YCF on: July 31, 2025

Expand Collapse

Person Injured:

Injured By: Self OYA Youth Non OYA Youth Worker Associate Other

Cause of Injury: Problem Restraint Transport Horseplay Recreation Work Related Youth was being supervised by Agency Other

Note:

Last Changed By: Date:

Incident Overview

- Basic Information
 - Tanner, Suzie (Youth)
 - Assault
 - Physical Intervention
 - Injury
 - Medical: Outside Medica
 - Worker OYA, QA (SchemaO
- Reports
 - Incident Summary
 - Notification Documentation
 - Photos
 - Addendum

Facility YIR #350544 at: MacLaren YCF on: July 31, 2025

Expand Collapse

Person Received Med. Attn:

Date: Time:

Required More Than Basic First Aid? Yes No

Note:

Last Changed By: Date:

Medical Location: Onsite Outside Medical Care Admitted to Hospital

Incident Overview

- Basic Information
 - Tanner, Suzie (Youth)
 - Assault
 - Physical Intervention
 - Injury
 - Medical: Outside Medica
 - Worker OYA, QA (SchemaO
- Reports
 - Incident Summary
 - Notification Documentation
 - Photos
 - Addendum



Supplemental: Programs classified as Treatment

Program Type	Program Nm
Co-Occurring - Residential	A New Direction V2 - Co-Occurring Disorders
Co-Occurring - Residential	Seeking Safety
Mental Health - Residential	Dialectical Behavioral Therapy Groups
Mental Health - Residential	Individual Treatment - Mental Health
Sex Offender - Residential	OYA Sex Offense Treatment
Sex Offender - Residential	Sex Offender Program
Skill Development - Non-Residential	Athletics-Fitness-Recreation
Skill Development - Non-Residential	Community Transition Readiness
Skill Development - Non-Residential	Daily Skills Group
Skill Development - Non-Residential	Fine Arts/Pottery
Skill Development - Non-Residential	Reintegration Programing
Skill Development - Residential	Aggression Replacement Training
Skill Development - Residential	Community Group
Skill Development - Residential	Hope - Skill Development
Skill Development - Residential	Hope - Youth Contacts
Skill Development - Residential	Individual Treatment - Skill Development
Skill Development - Residential	Motivational Group
Skill Development - Residential	My Individual Change Plan
Skill Development - Residential	Power Source V.2
Skill Development - Residential	Restorative Justice
Skill Development - Residential	Revocation Community Readiness Program V2
Skill Development - Residential	Safe Community Skill Development
Substance Abuse - Non-Residential	The Matrix Model -- Relapse Prevention
Substance Abuse - Residential	A New Direction V2 - Alcohol and Other Drug Education
Substance Abuse - Residential	A New Direction V2 - Criminal and Addictive Thinking
Substance Abuse - Residential	A New Direction V2 - Introduction to Treatment
Substance Abuse - Residential	A New Direction V2 - Relapse Prevention
Substance Abuse - Residential	A New Direction V2 - Socialization
Substance Abuse - Residential	Anger Management for SUD and MH
Substance Abuse - Residential	Individual Treatment - Substance Use
Victim Related	Impact of Crime on Victims
Victim Related	Victim Awareness