



Oak Creek Youth Correctional Facility and Jackie Winters Transition Program

Initial Performance Measures

Kristine Meany, OCYCF/JWTP 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



February 2026 Action Plan Status update

1	General	Lead	Status
1.1a	Explore why we are seeing so many revoked female youth recently (past 6 Months),	Research	Defer to Parole & Probation
1.1b	Would like to see LOS numbers w/out the DOC Youth in Oak Creek	Research	Complete
1.2a	Add demographic trends for JWTP. High prevalence of white youth at JWTP compared to Oak Creek	Research	Complete
1.2b	Also, would like a breakout of population of Oregon youth vs population of Facility Youth by Race/Ethnicity	Research	Not Started
1.3	Add lines for actual capacity to both JWTP and Oak Creek	Research/ Facility	Not Started
1.4	Verify bed count for JWTP, Numbers didn't match report that facilities provided Mike (Possible confirm with Hayley Tews)	Superintendent	Complete
1.5	Mike would like more details about what constitutes a trauma history for the RNA	Research	Complete
1.6	What is the prevalence of losing a family member or close friend to violence in the general population, compared to what is reported by female youth at OYA	Research	Not Started

2	Incidents/Assaults	Lead	Status
2.1	Include definition of problem behaviors in the slide notes	Research	Complete
2.2	Change scale to monthly	Research	Complete
2.3	Would like to see suicidality/self-harm incidents separated by type	Research	Complete
2.4	Would like to see assaults and fights separated	Research	Complete
2.5	Slide 18 (Is this OYCF or JWTP or combined), need better labeling on this slide to differentiate the graphs	Research	Complete
3	Education	Lead	Status
3.1	Clarify education measurement in notes	Research	Complete
4	Staffing	Lead	Status
4.1	Mike would like to see the minimum number of GLC hours to staff each unit (Broken out by Basic, Ideal, Emergency, PREA)	Research/ Facility	In Progress
4.2	Mike wants to speak with Krisitine Meaney about alternative staffing models (4-4-2,3-3-2, ect.)	Superintendent /Mike	Complete
6	Medication Administration	Lead	Status
6.1	How many youth are getting multiple psychotropics in OCYCF and JWTP, Question for Curtis Brown or Dr. Hartman	Health Services	In Progress
5	Gallup	Lead	Status
5.1	Add slide for update on Gallup discussions	Research	Complete



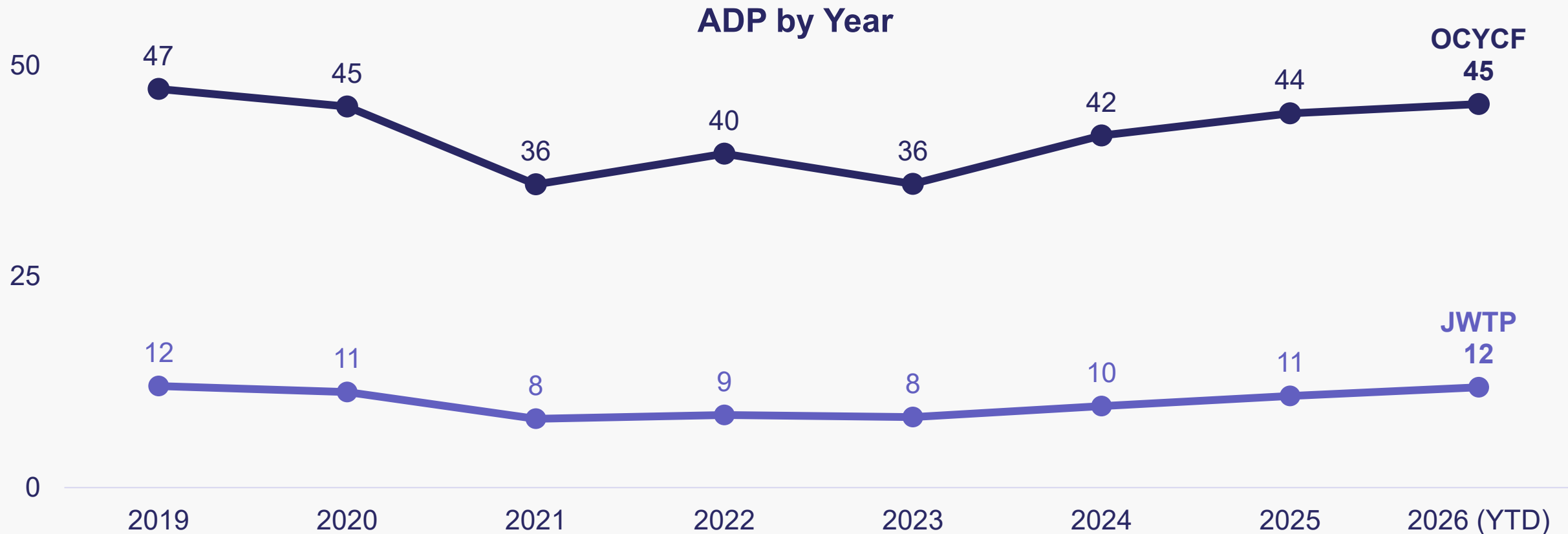
Definitions

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.
Problem Behaviors	Youth behaviors logged in YIRs that have a Problem type assigned (Assault, Contraband, Escape, Major Group Disturbance, Peer Fight, Self-Harm/Suicidal Behavior, Sexual Behavior, Significant Event, or Youth Misconduct)
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, unless otherwise noted.
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.



Population size over time

Average daily population (ADP) has returned to pre-COVID levels





Current Population

(as of 2/28/26)

On 2/28/26 there were 42 youth at OCYCF and 12 youth at JWTP

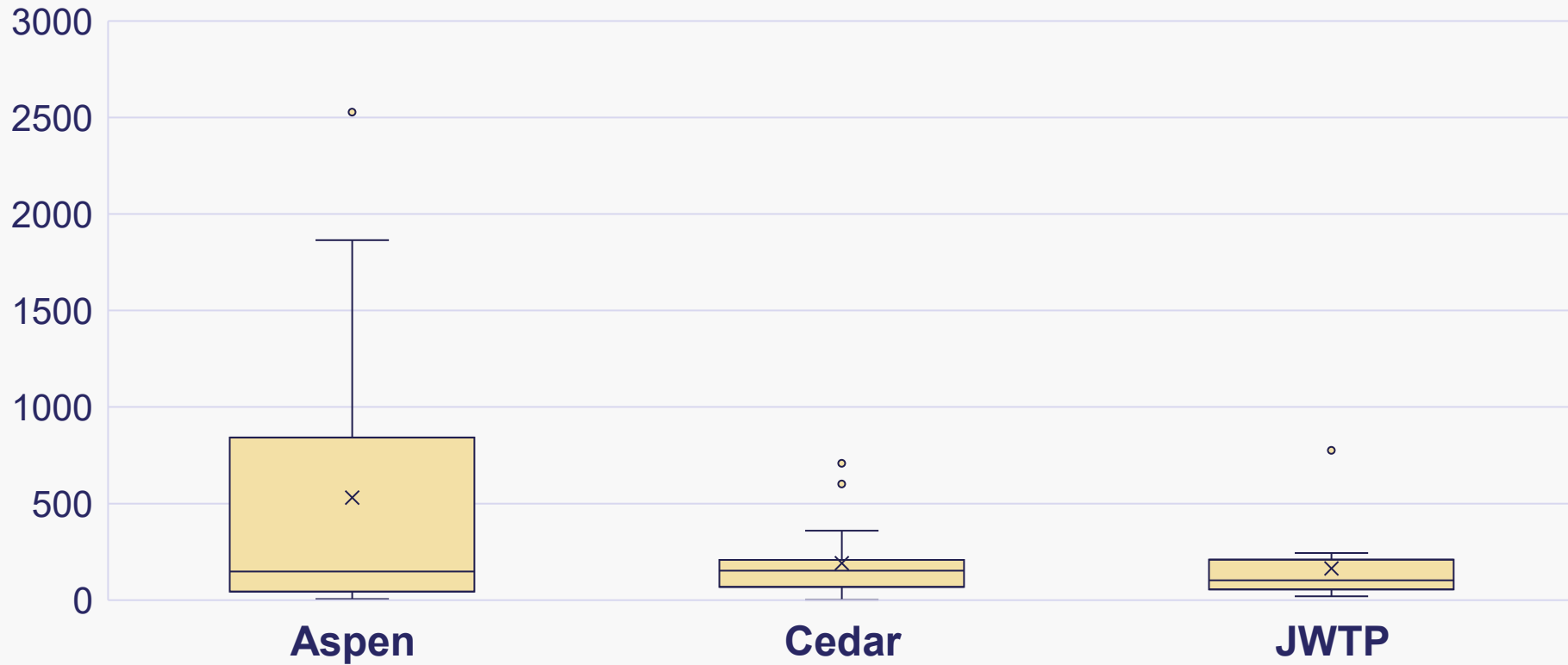
	OCYCF Aspen	OCYCF Birch	OCYCF Cedar	JWTP
Number of Youth	22	1	19	12
Average Age	18.5		15.5	18.2
Age Range in Years			(14 - 17)	(16 - 22)
DOC Youth	1		0	0
% PSR	36%		11%	50%
% Revoked	27%		32%	25%
Average LOS to Date in Days	530		190	164
LOS Range in Days	(5 - 2,528)		(1 - 709)	(19 - 776)
Race/Ethnicity				
% White	32%		63%	83%
% Hispanic	36%		5%	0%
% African American	5%		16%	8%
% Native American	23%		5%	8%



Supplemental - Current Days at Location *(as of 2/28/26)*

Nine youth have been at OCYCF for more than 500 days.
One youth has been at JWTP for more than 500 days.

Days at Location to Date, by Current Unit

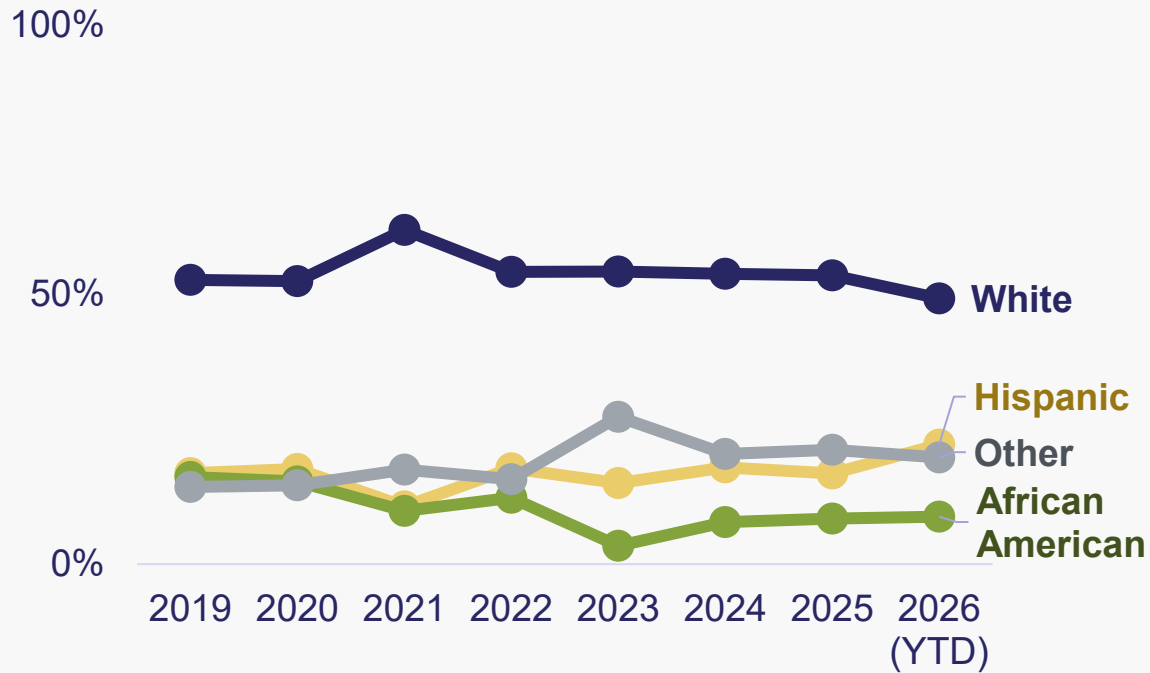




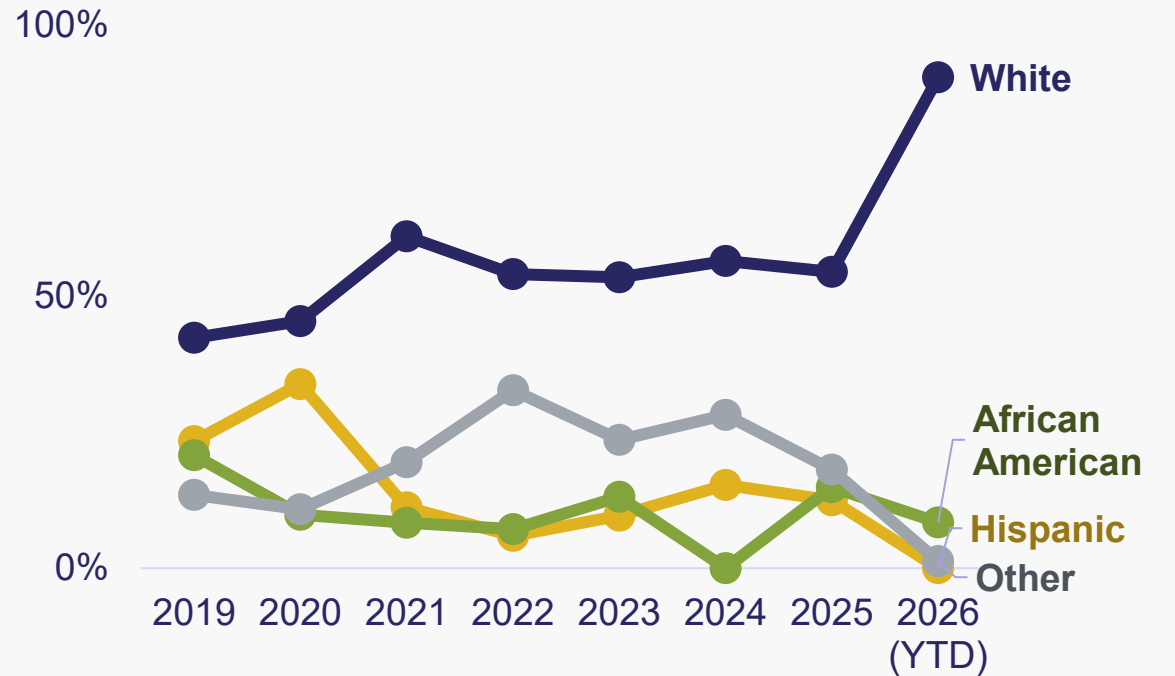
Supplemental – Demographics by Year

In recent months there has been a higher proportion of White youth at JWTP

OCYCF



JWTP





Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



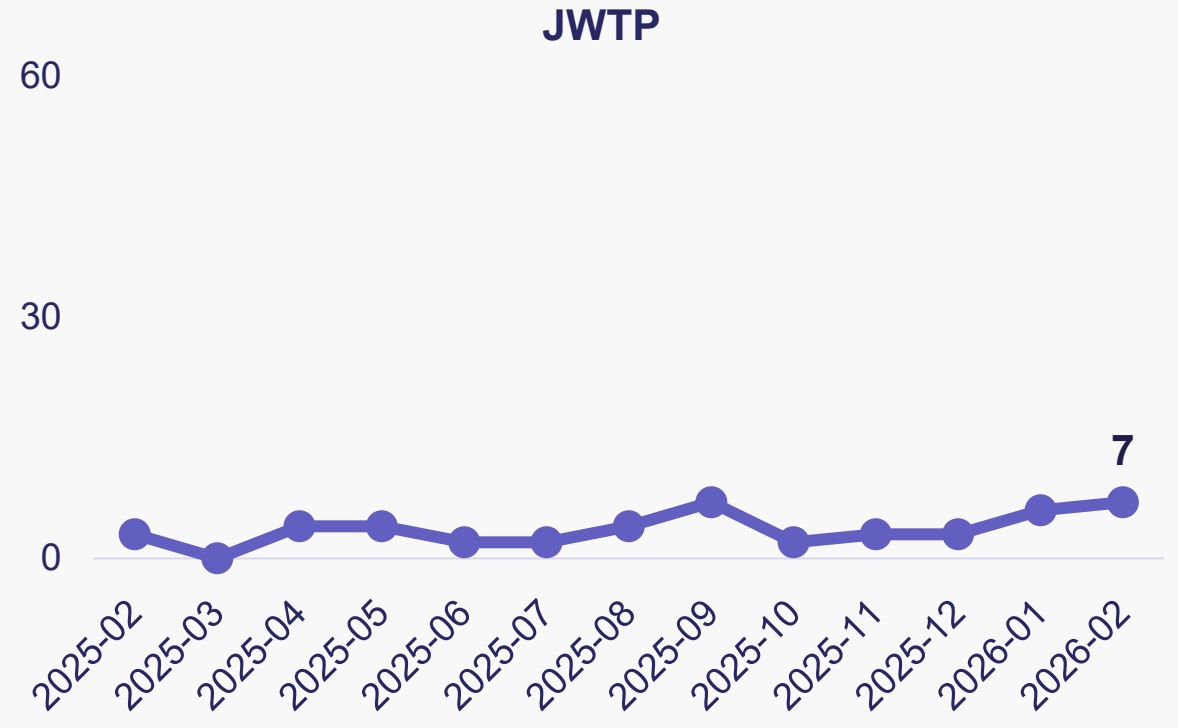
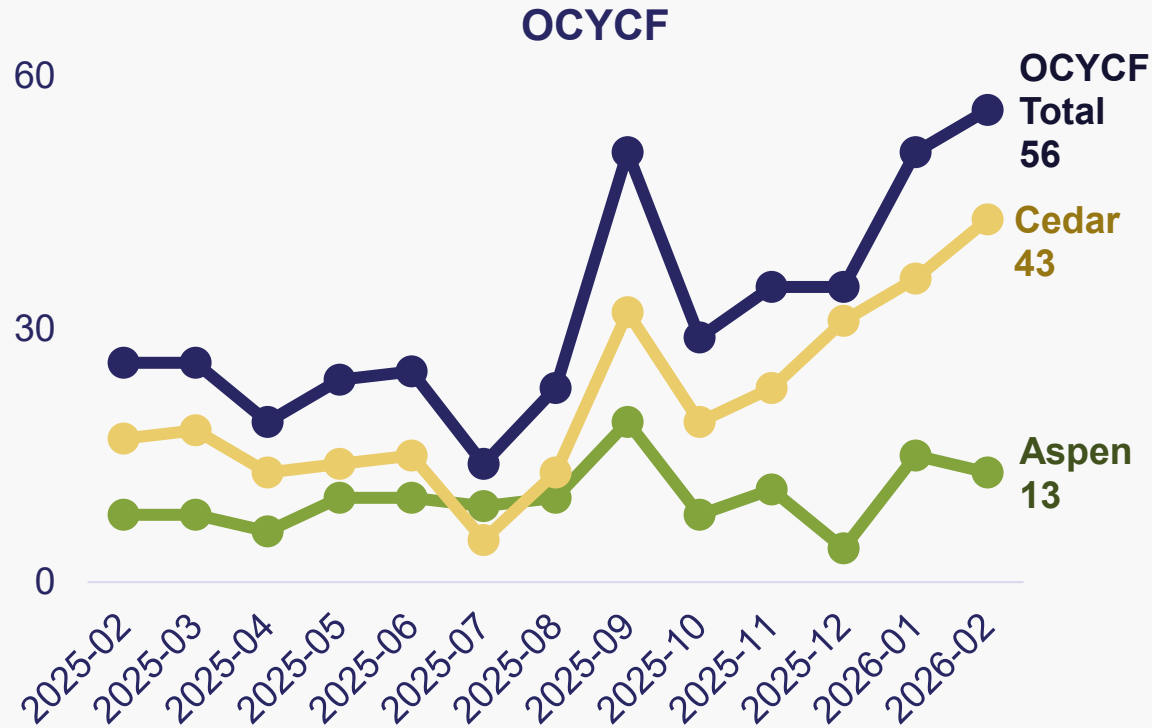
Performance Metrics



Problem Behaviors

There were 56 problem behaviors at OCYCF last month (average daily population = 44)

There were 7 problem behaviors at JWTP last month (average daily population = 12)



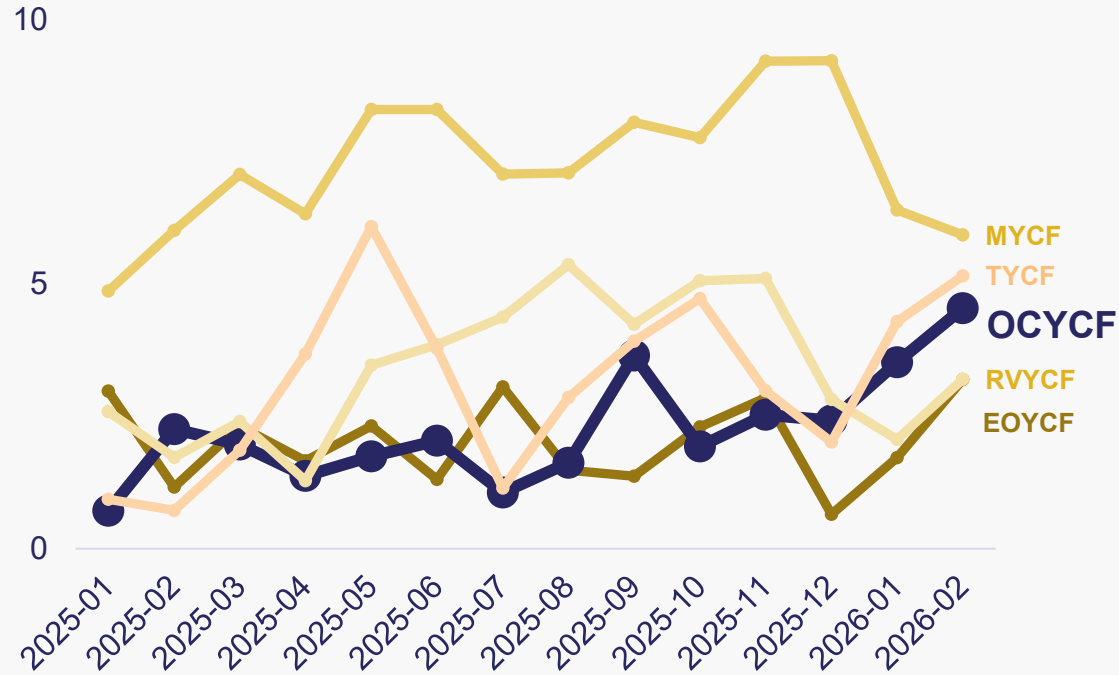


Supplemental – Facility Comparisons by Month

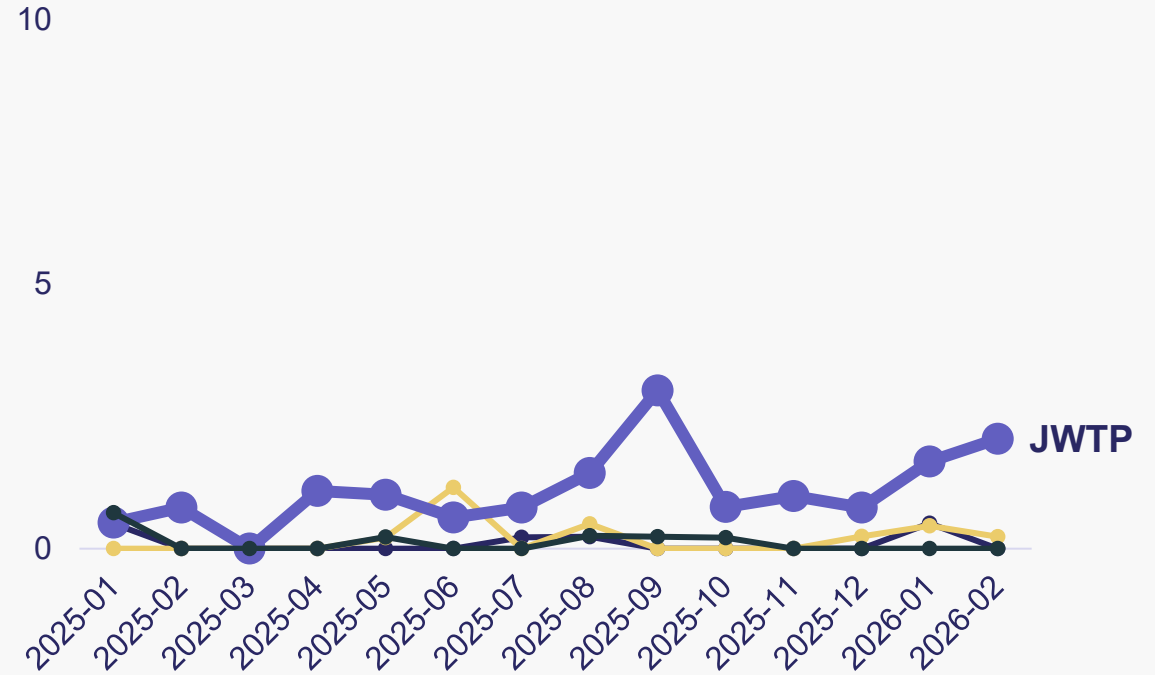
Problem Behavior rates at OCYCF are similar to those at comparably-sized male YCFs

JWTP has higher rates of Problem Behavior than other transition facilities

Problem Behavior Rate per 100 Youth Days



Problem Behavior Rate per 100 Youth Days

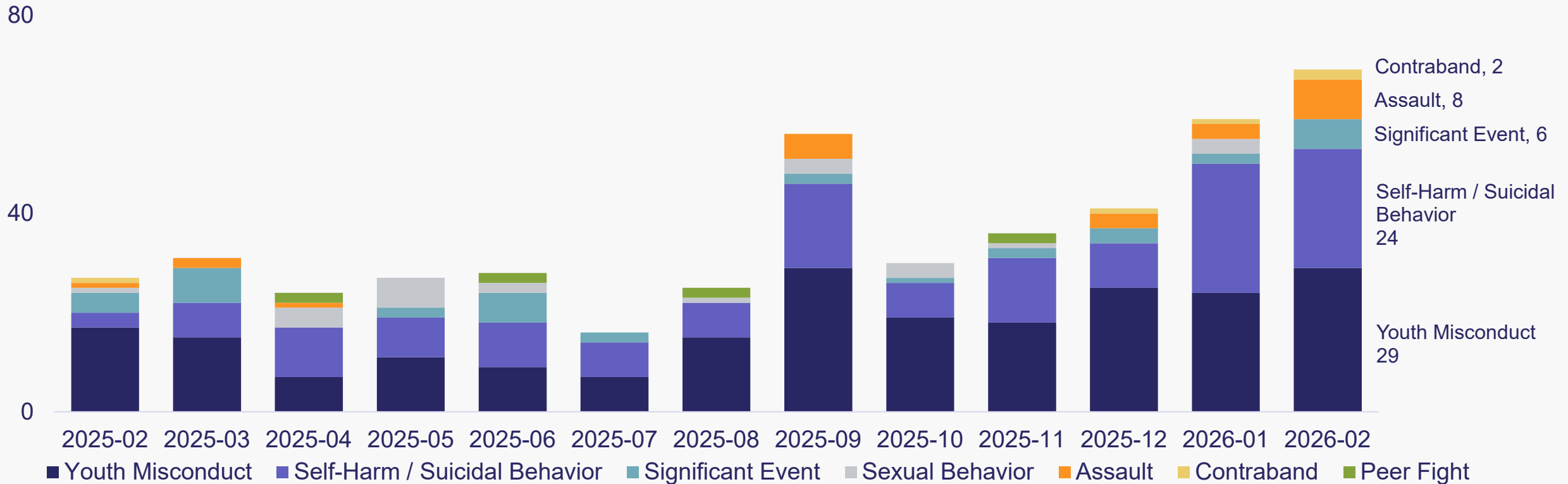




OCYCF Problem Behaviors

43% of last month's YIRs involved Self-Harm or Suicidal Behaviors

OCYCF Behavior Problems by Type

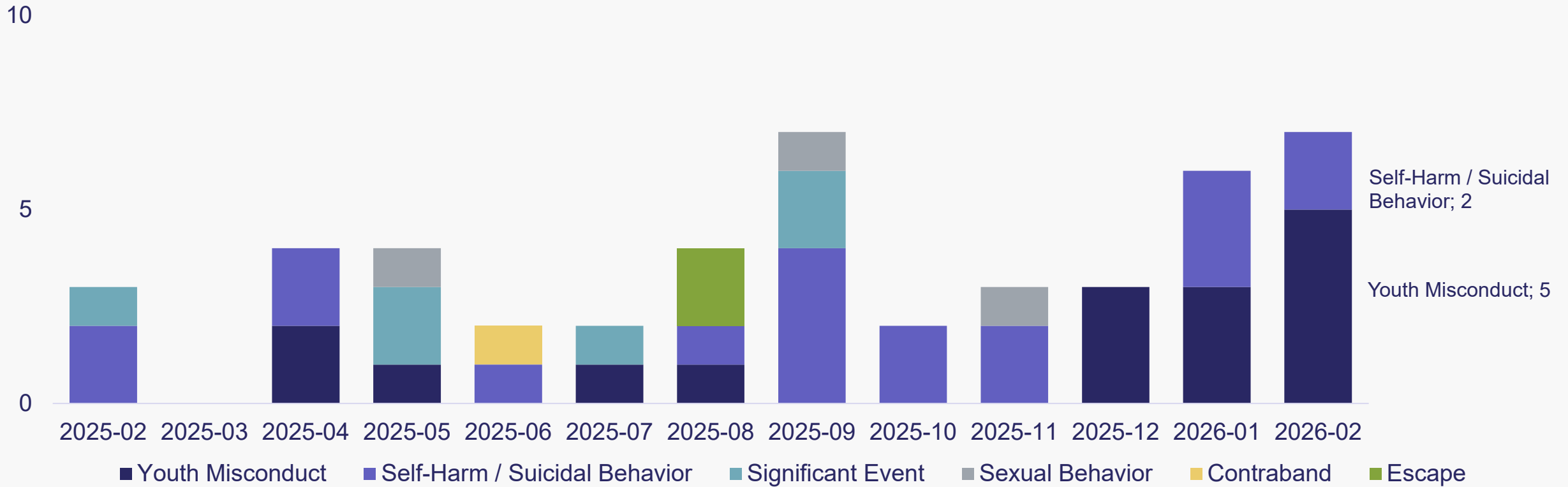




JWTP Problem Behaviors

Last month's YIRs included 5 with Misconduct and 2 with Self-Harm/Suicidality

JWTP Behavior Problems by Type



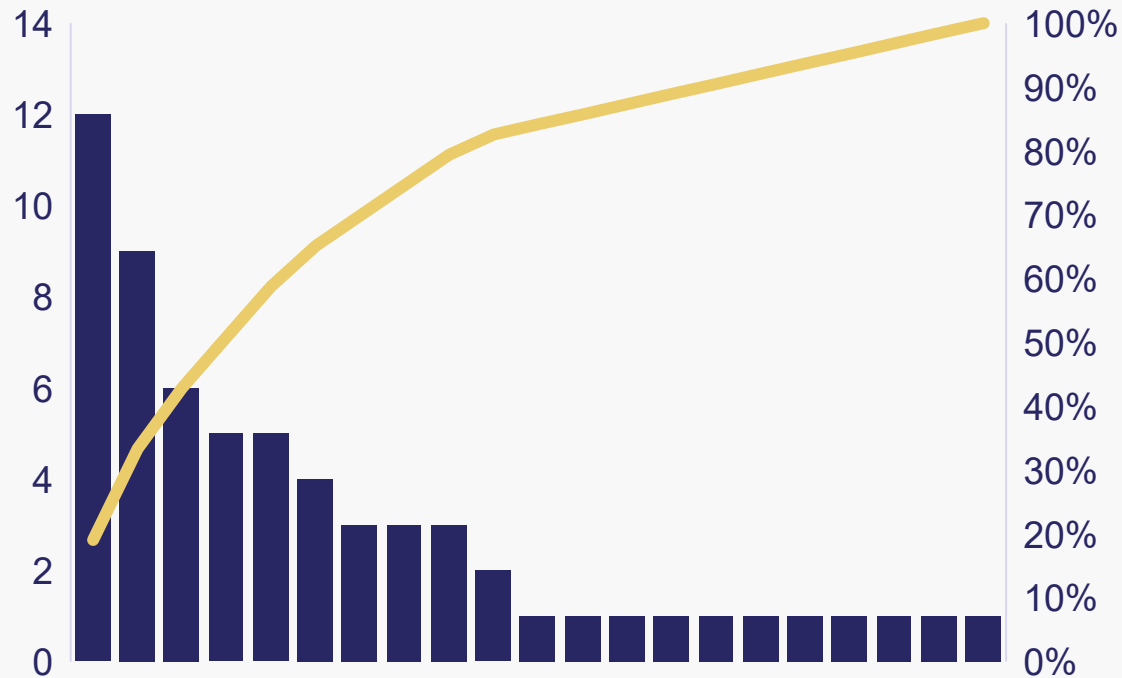


Youth Involved in Problem Behaviors

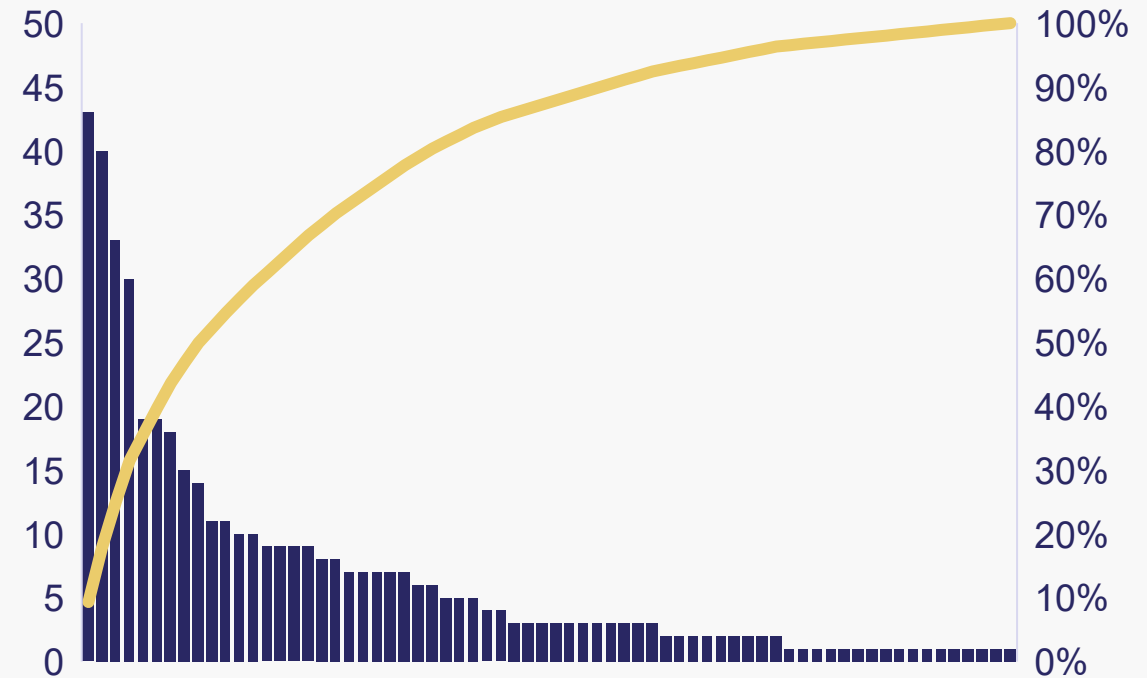
Last month, 4 youth were responsible for 50% of all Problem Behaviors at OCYCF and JWTP

Over the past 13 months, 9 youth were responsible for 50% of all Problem Behaviors at OCYCF and JWTP

February 2026



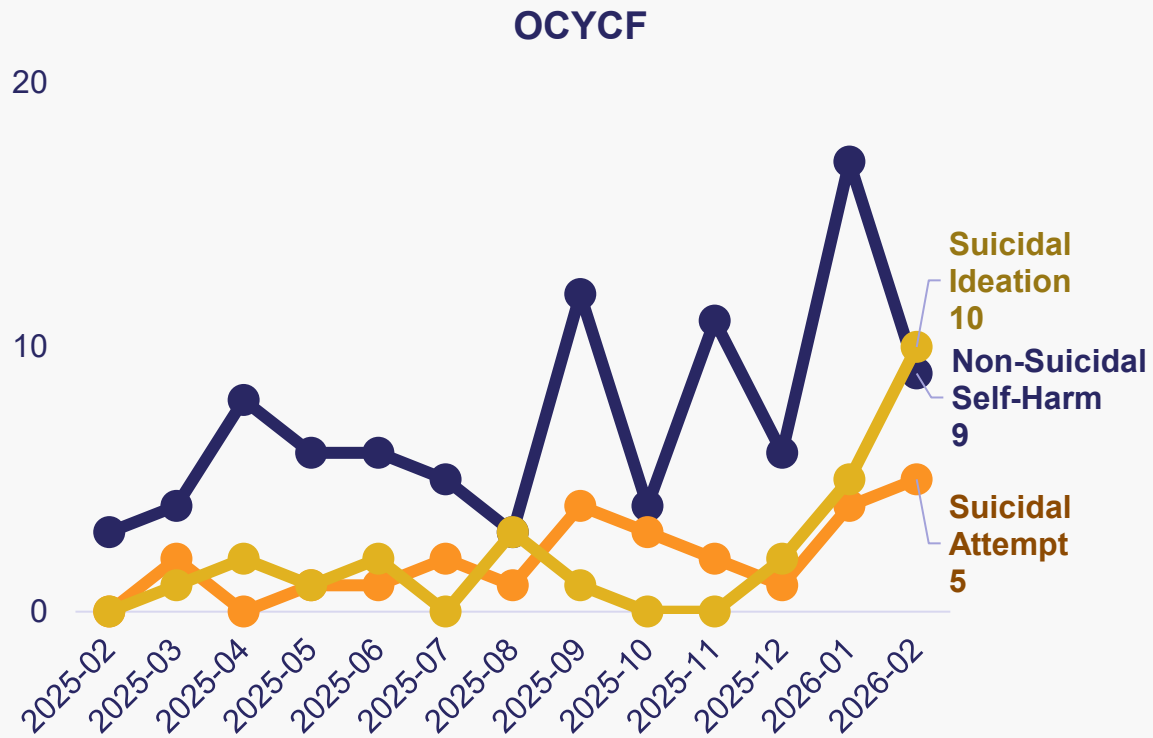
February 2025 – February 2026



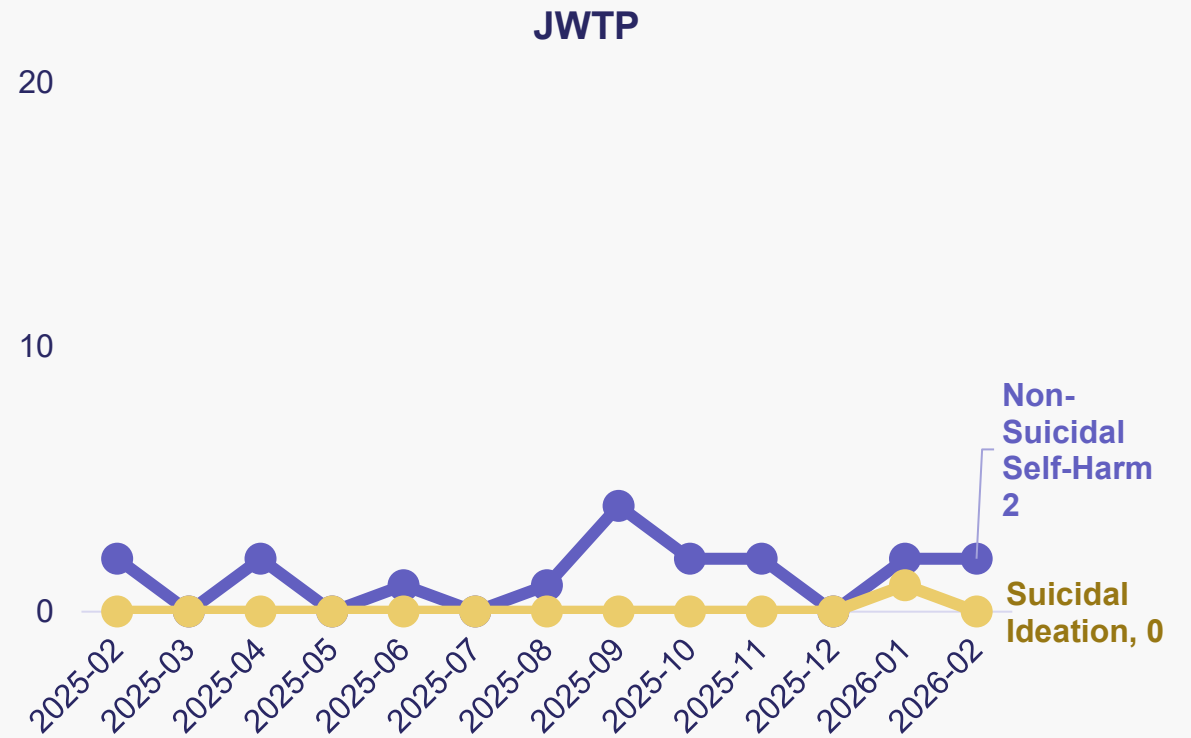


Suicidality/Self-Harm

There were 24 suicidality/self-harm behaviors at OCYCF last month



There were 2 suicidality/self-harm behaviors at JWTP last month

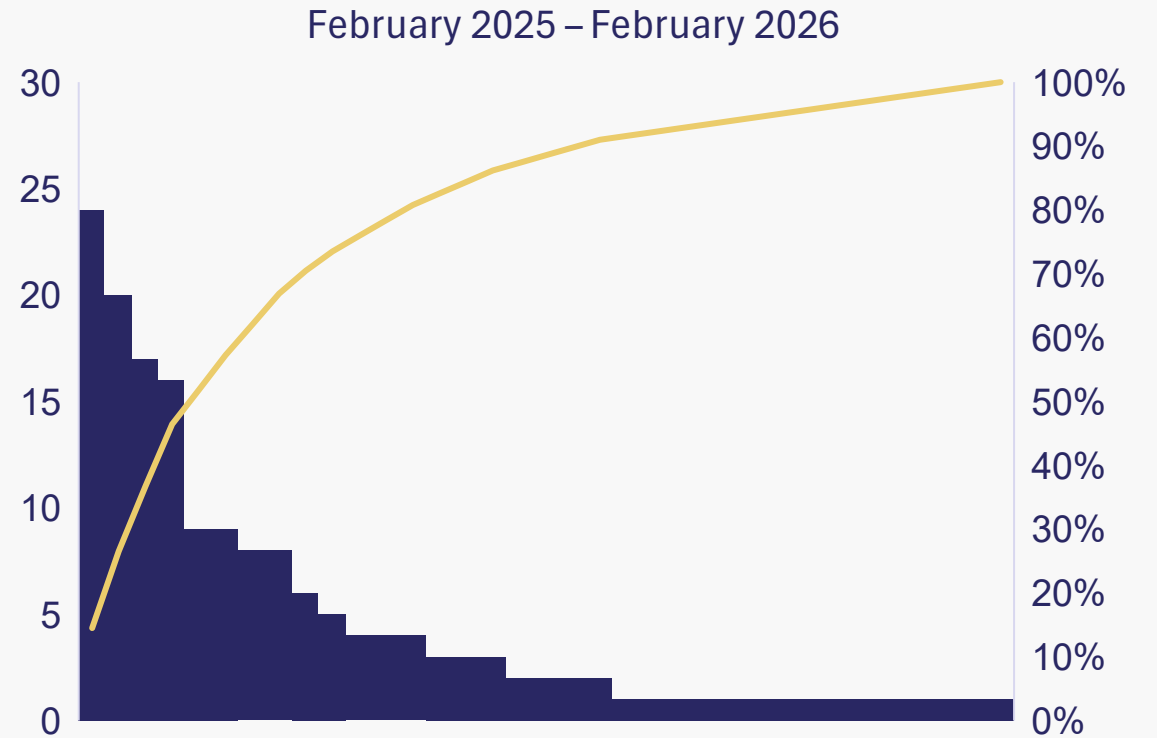
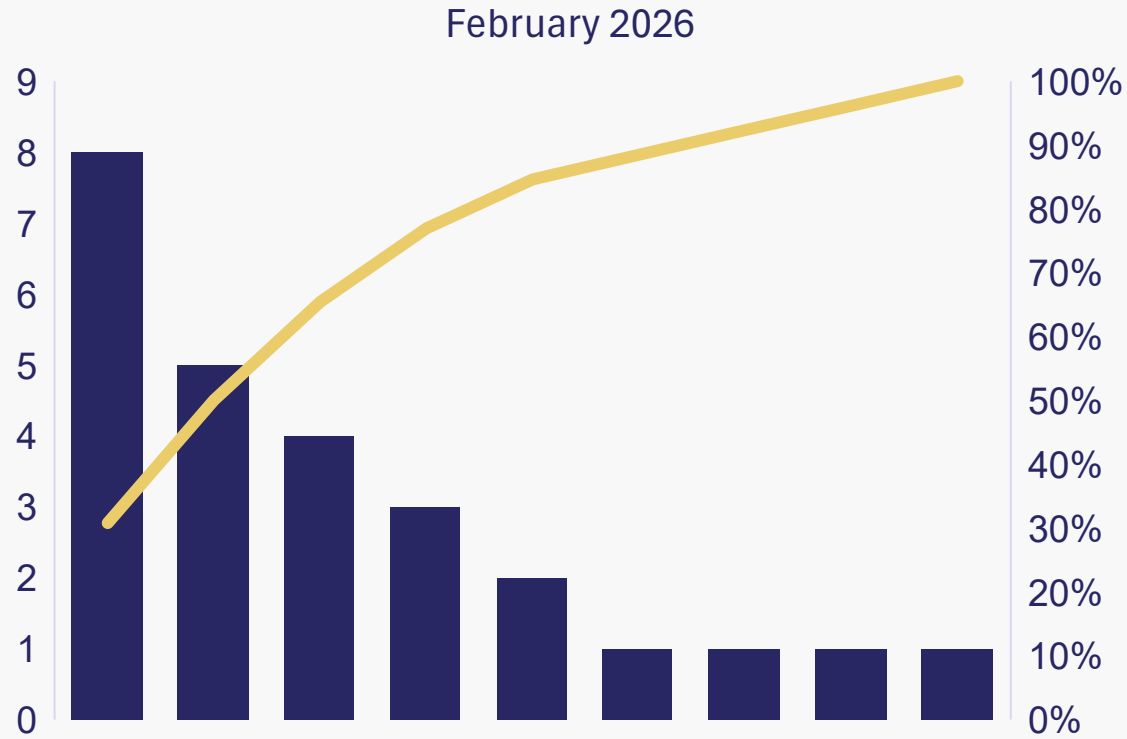




Youth Involved – Self-Harm/Suicidality

Last month, 2 youth were responsible for 50% of the self-harm/suicidality YIRs

Over the past 13 months, 5 youth were responsible for 50% of the self-harm/suicidality YIRs



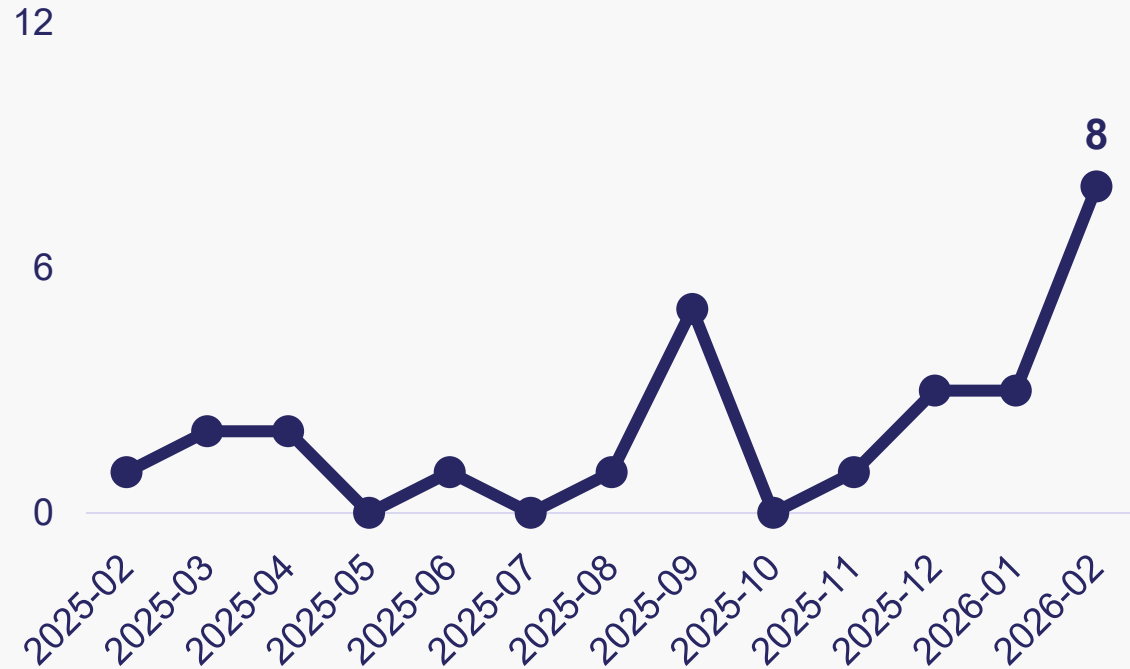
Each column represents an individual youth; column height indicates the number of self-harm/suicidality behaviors for that youth



Assaults/Peer Fights

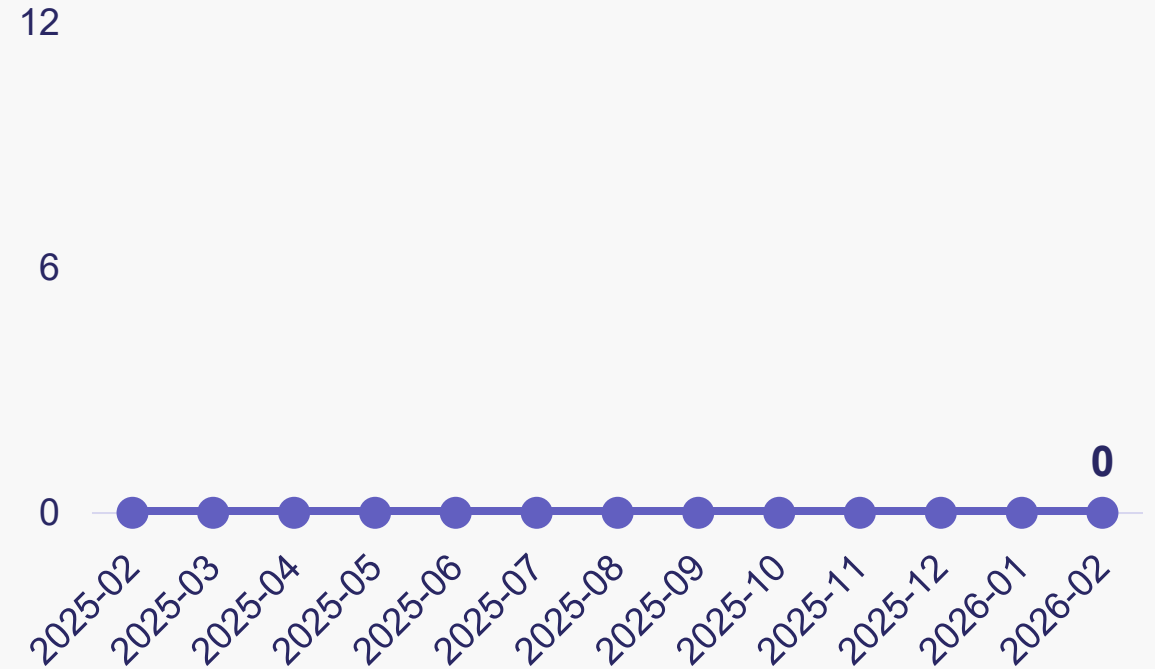
There were 8 Assaults/Peer Fights at OCYCF last month

OCYCF Assaults/Peer Fights



There have been no Assaults/Peer Fights at JWTP in the past 13 months

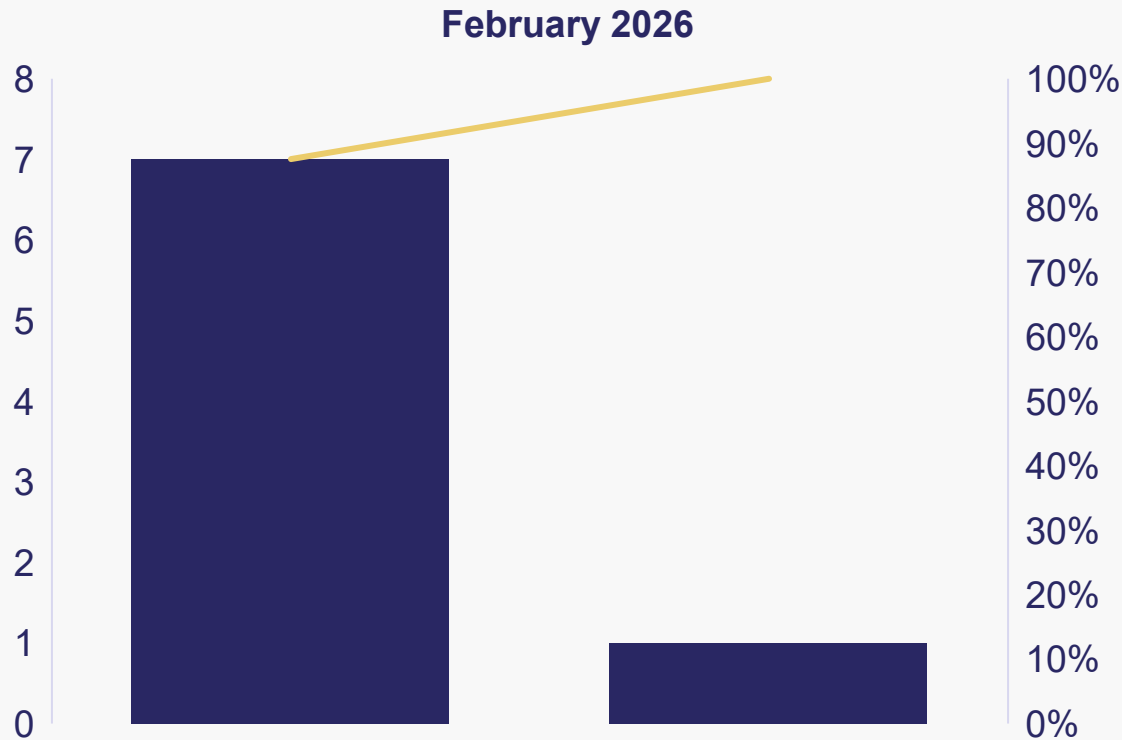
JWTP Assaults/Peer Fights



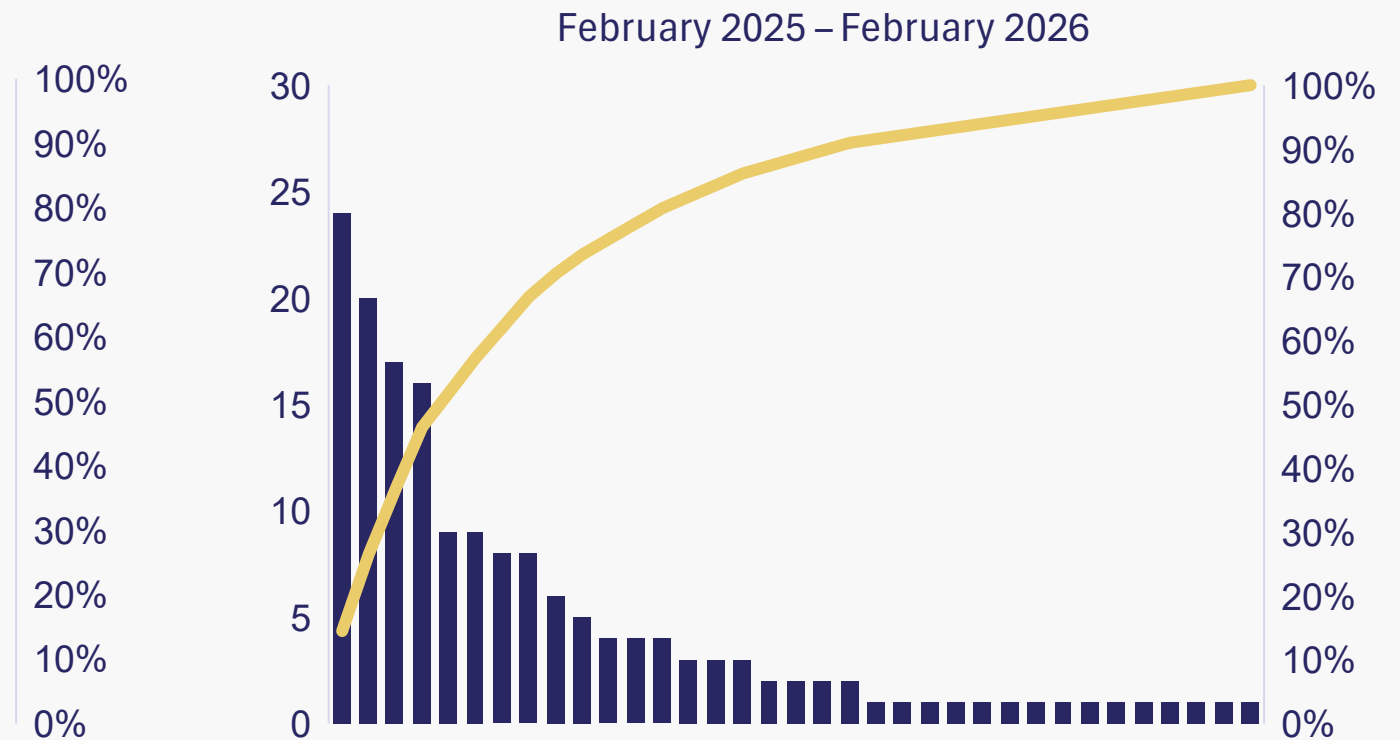


Youth Involved – Assaults and Peer Fights

Last month, 1 youth was responsible for 7 of the 8 Assault/Fight YIRs



Over the past 13 months, 2 youth were responsible for 50% of the Assault/Fight YIRs

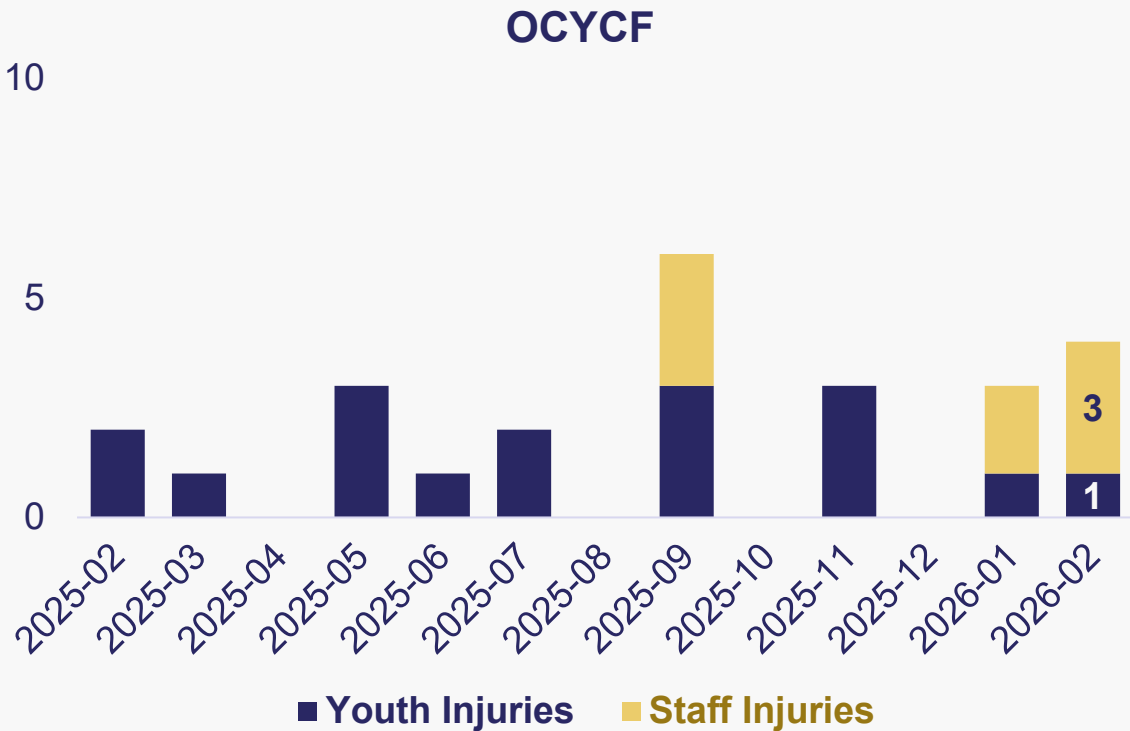


Each column represents an individual youth; column height indicates the number of self-harm/suicidality behaviors for that youth

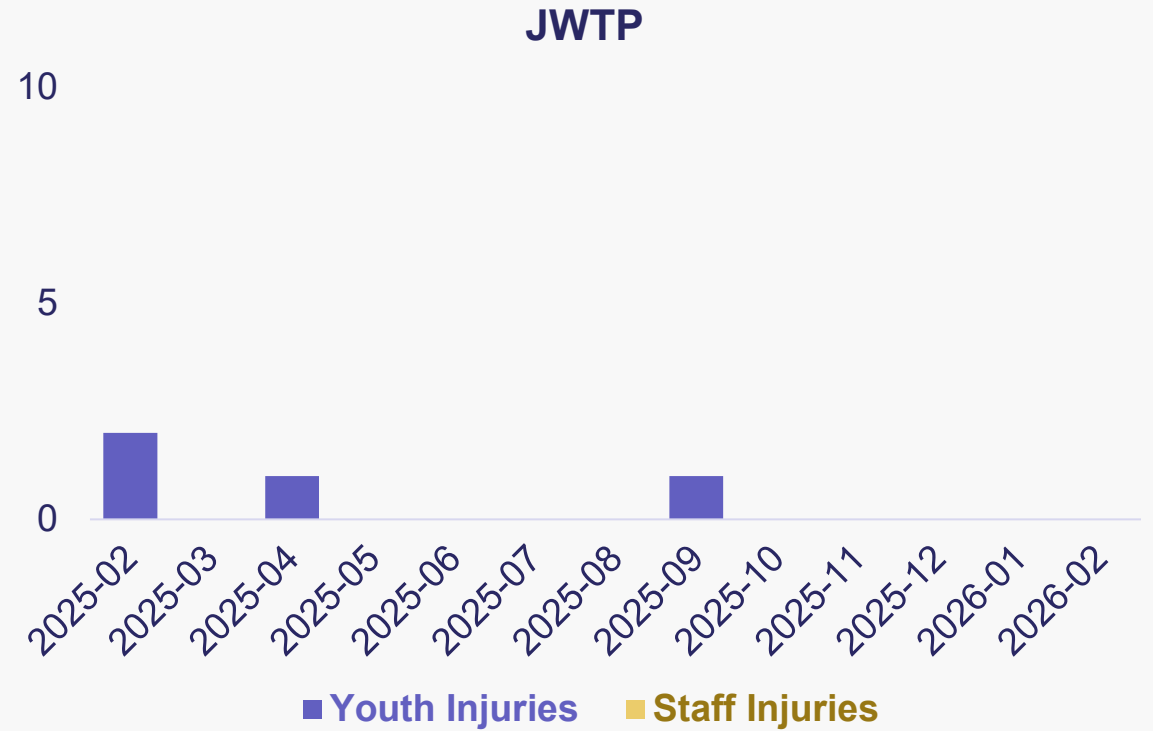


Youth Incident Reports with Injuries

There were 4 injuries logged in YIRs at OCYCF last month (3 staff, 1 youth)



There were no injuries logged in YIRs at JWTP last month



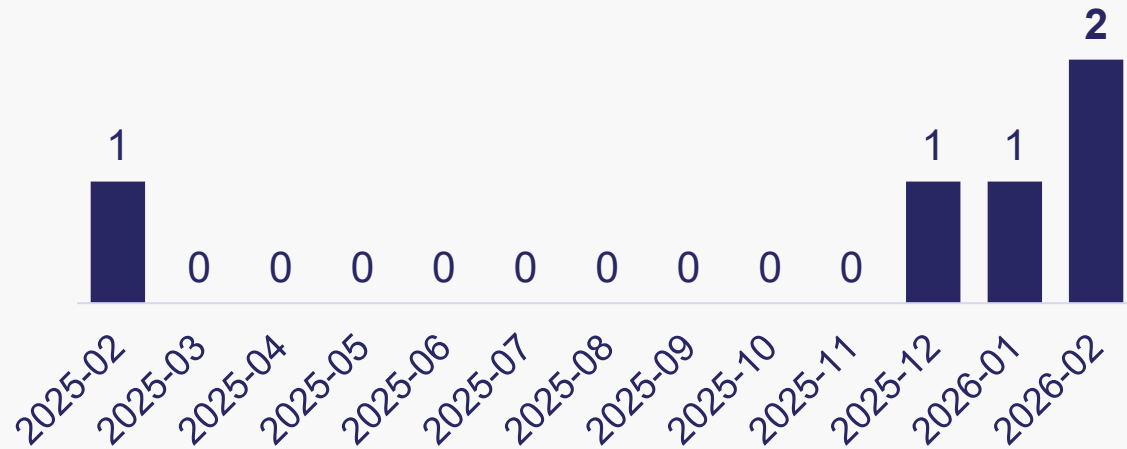


YIRs with Contraband

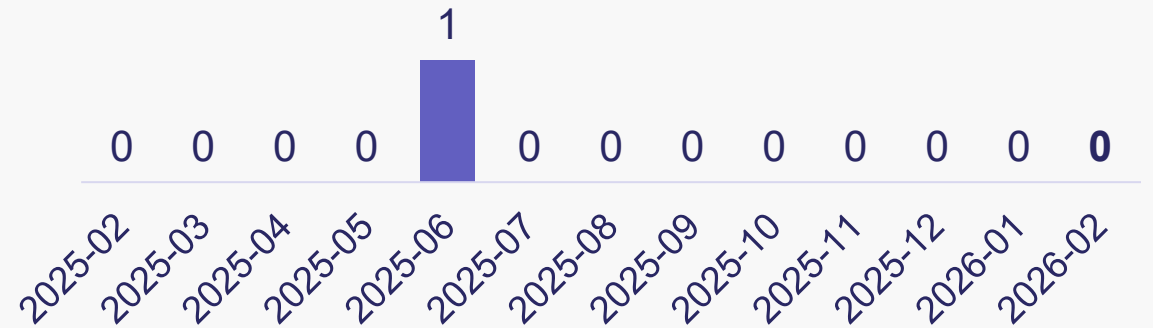
OCYCF had 2 Contraband YIR last month, and 5 in the past 13 months

JWTP had no Contraband YIRs last month, and 1 in the past 13 months

OCYCF Contraband YIRs



JWTP Contraband YIRs

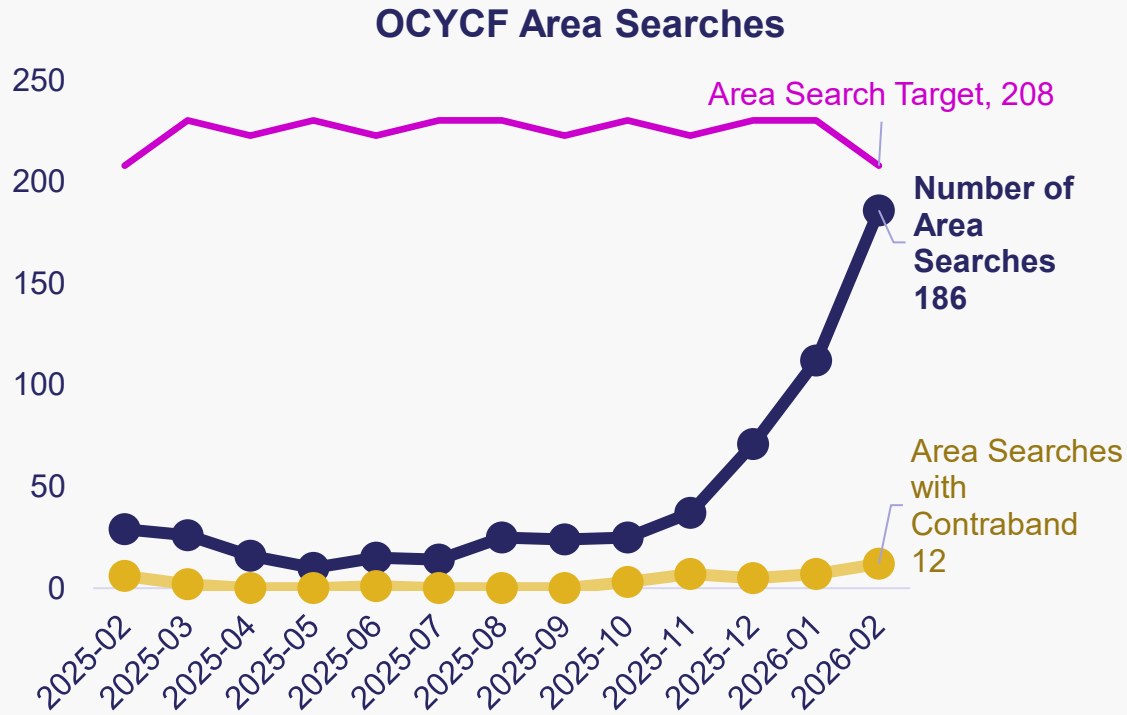




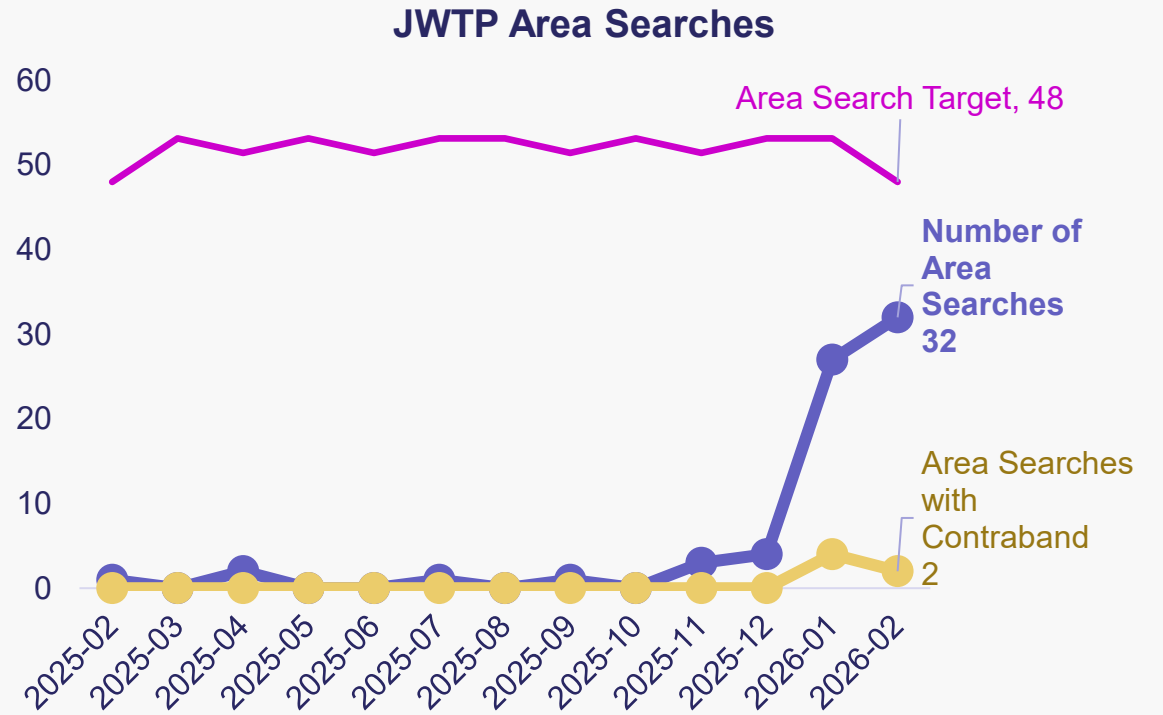
Contraband from Area Searches

Last month there were 14 contraband discoveries from area searches

6% of OCYCF area searches found contraband



6% of JWTP area searches found contraband

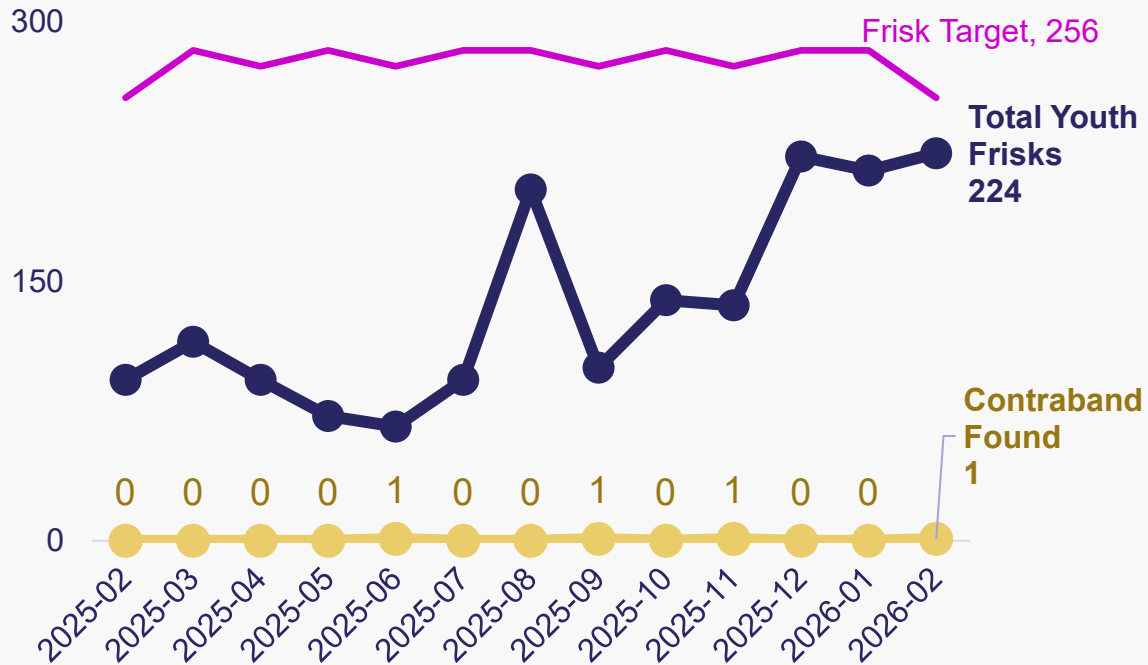




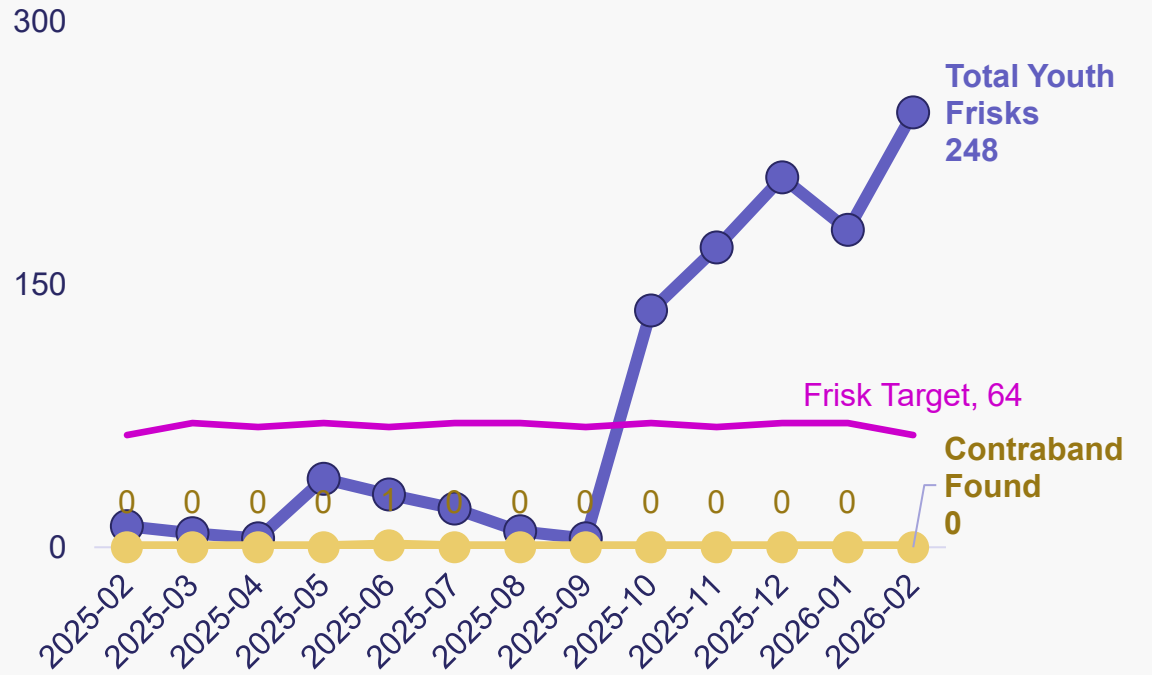
Contraband from Youth Frisks

Last month there was 1 contraband discovery from Youth Frisks

OCYCF Youth Frisks



JWTP Youth Frisks





Contraband from YIRs

- Aspen
 - Positive UA
 - JPPO report of contraband in the community

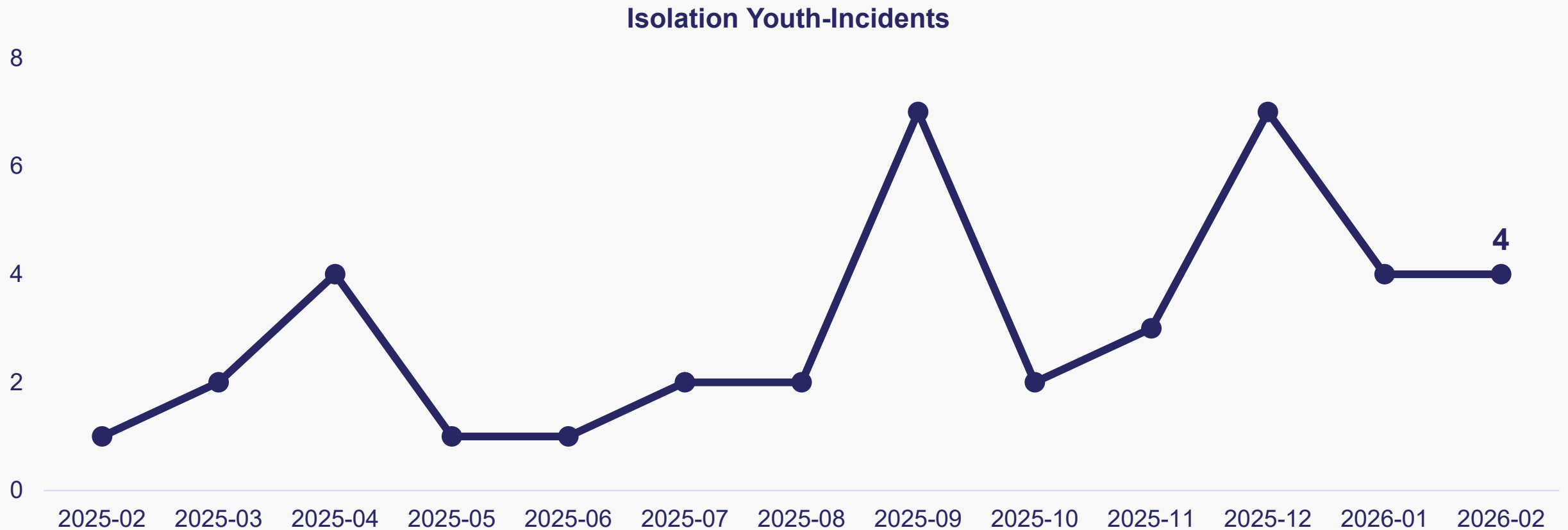
Contraband from Searches

- Aspen
 - Juice packet, pillows, extra pillow case, Oreos, medical ointment, Febreze, body lotion, "nuisance contraband"
- Cedar
 - Lotion, notes, wrappers, pens, letters, extra clothes, puzzle, stuffed animal, picture of another youth, visiting pants, hygiene item
- JWTP
 - Ink pen parts, contact information for former youth, notes, fashion button pin, pumice stones, candy wrappers, protractor, pen ink
- CS
 - Jacket, medication in visiting room



Isolation Episodes - OCYCF

There were 4 isolation episodes at OCYCF last month





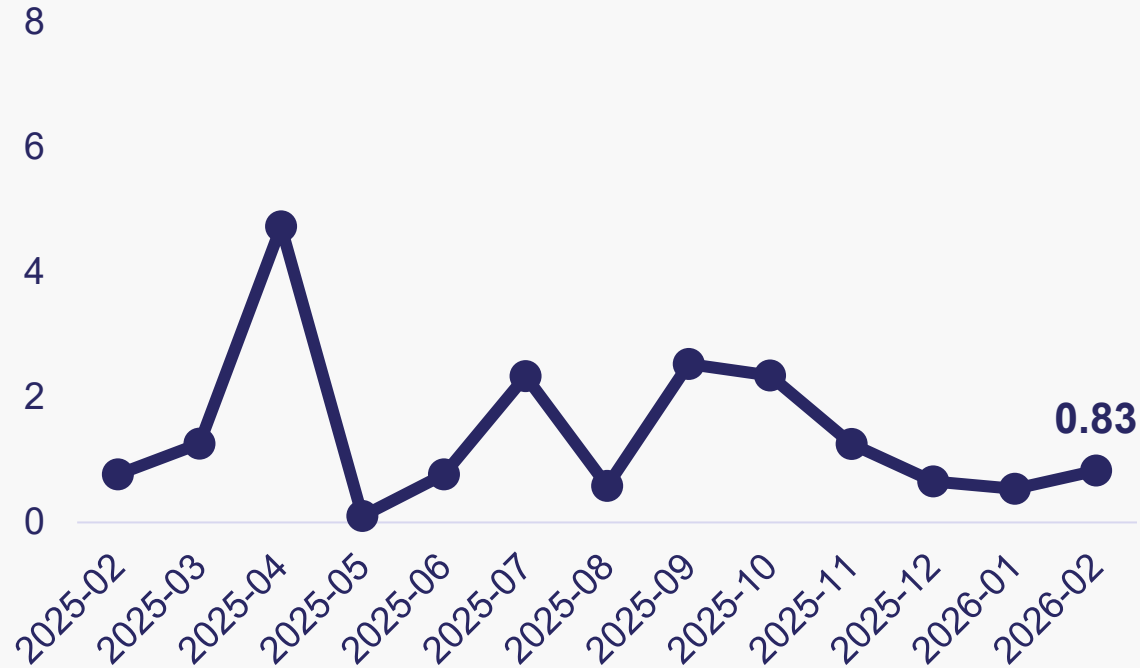
Isolation Duration - OCYCF

Last month's isolation duration was comparable to prior months

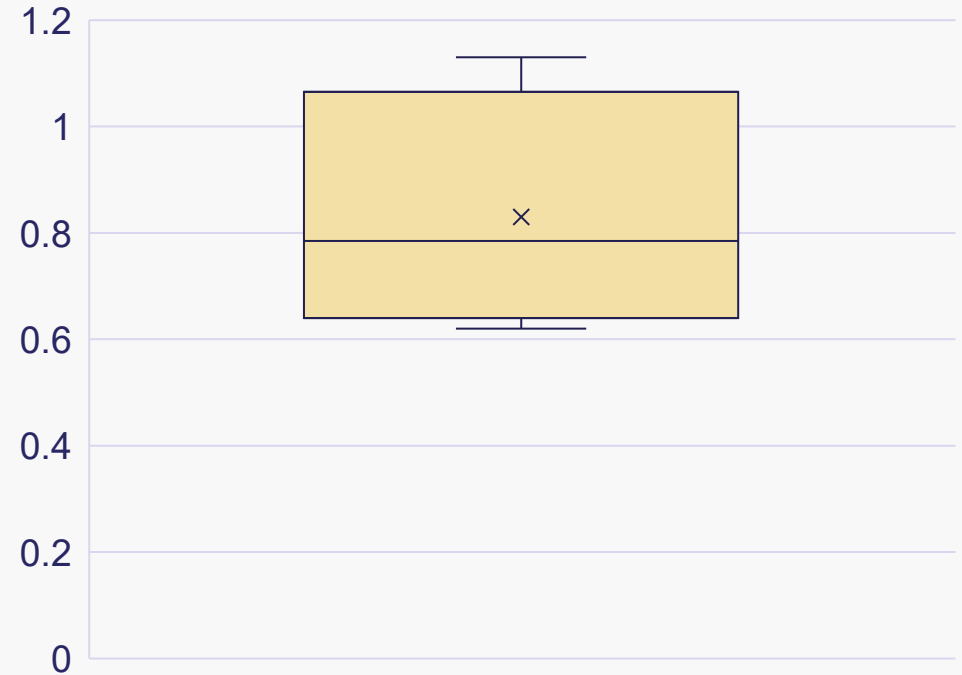
Average time in isolation was 50 minutes

The longest episode lasted 68 minutes

Average Isolation Duration (Hours)



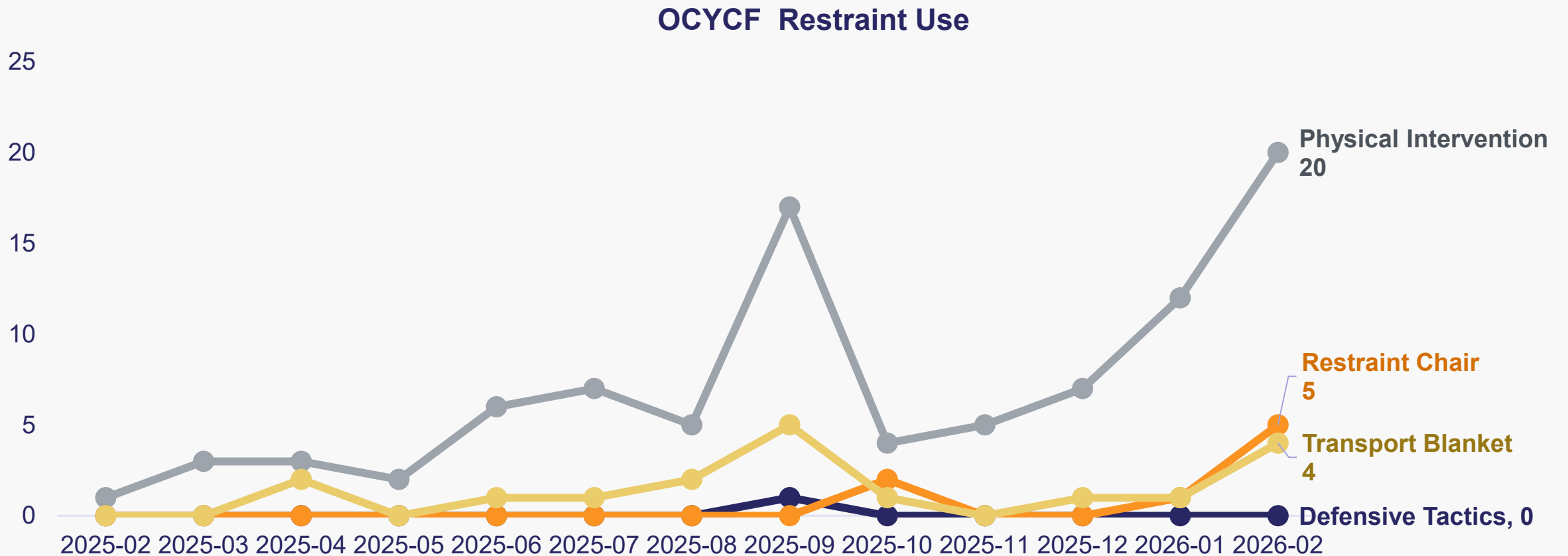
Isolation Duration (Hours)





Restraint Use - OCYCF

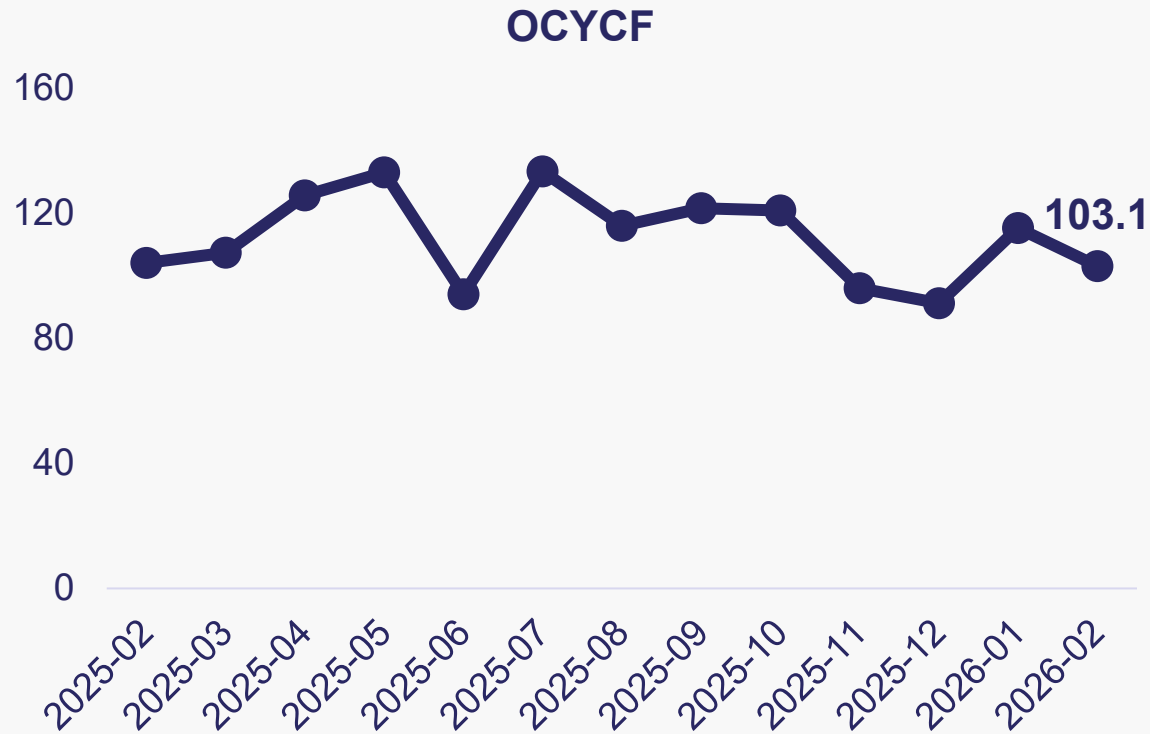
There were 20 Physical Interventions and 9 other Restraint uses at OCYCF last month



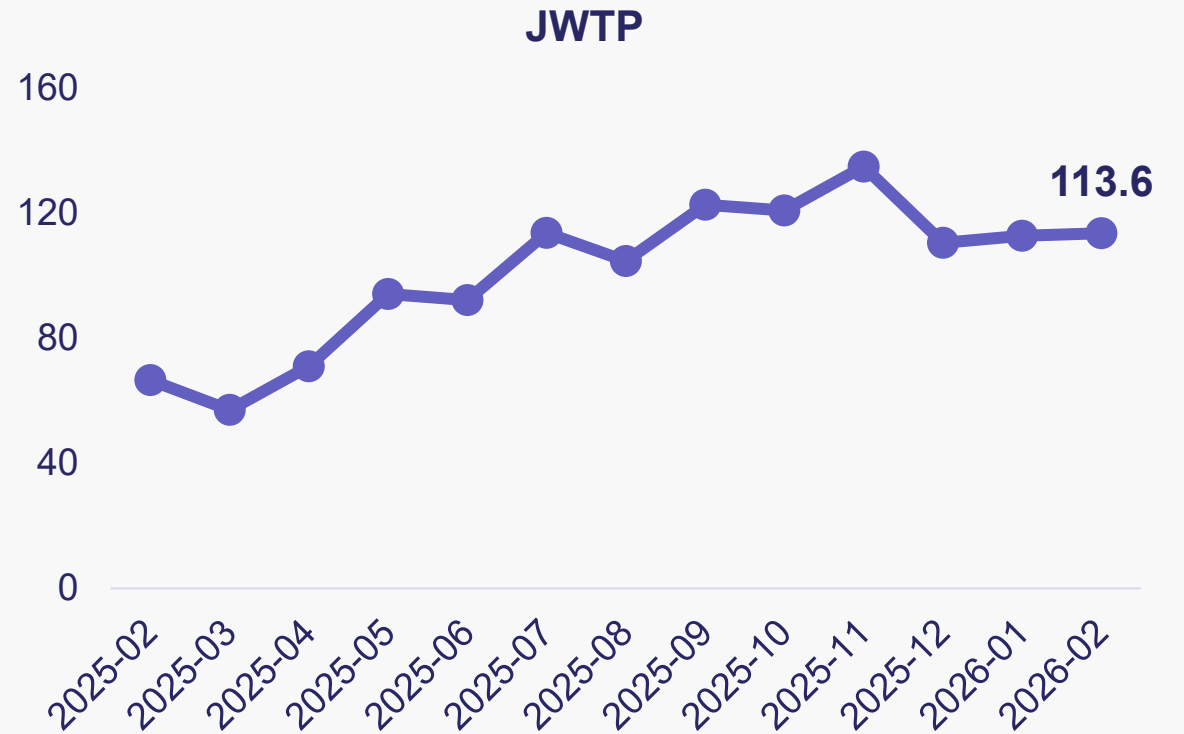


Positive Youth Engagement (PYE)

OCYCF Youth averaged 103 PYE hours last month



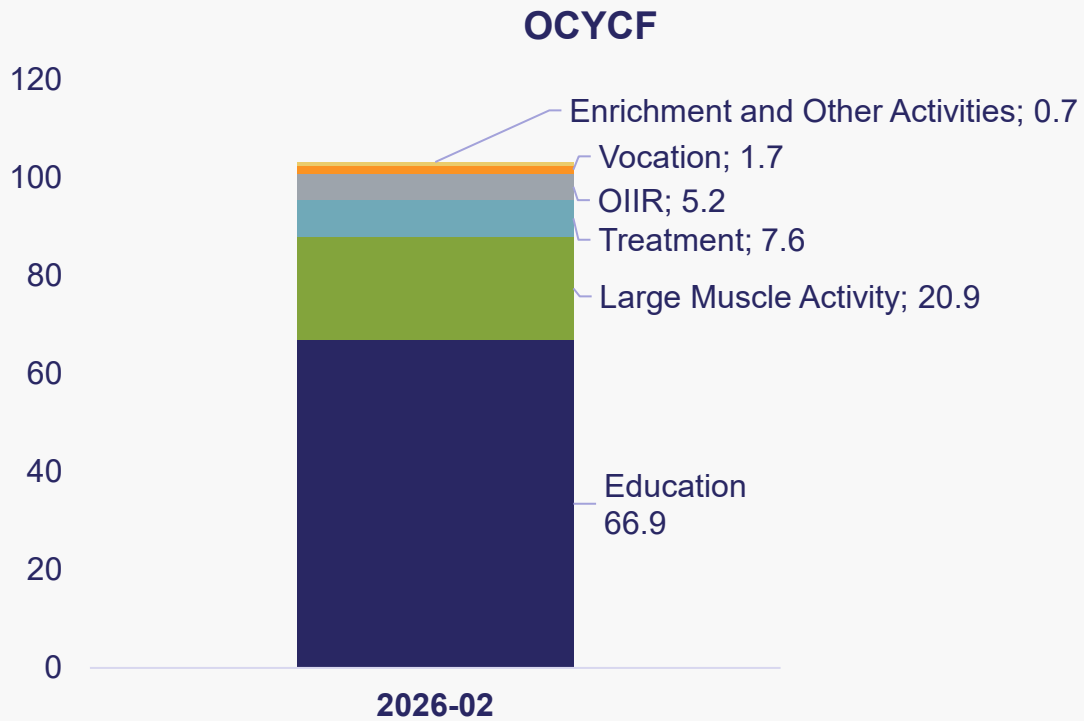
JWTP Youth averaged 114 PYE hours last month



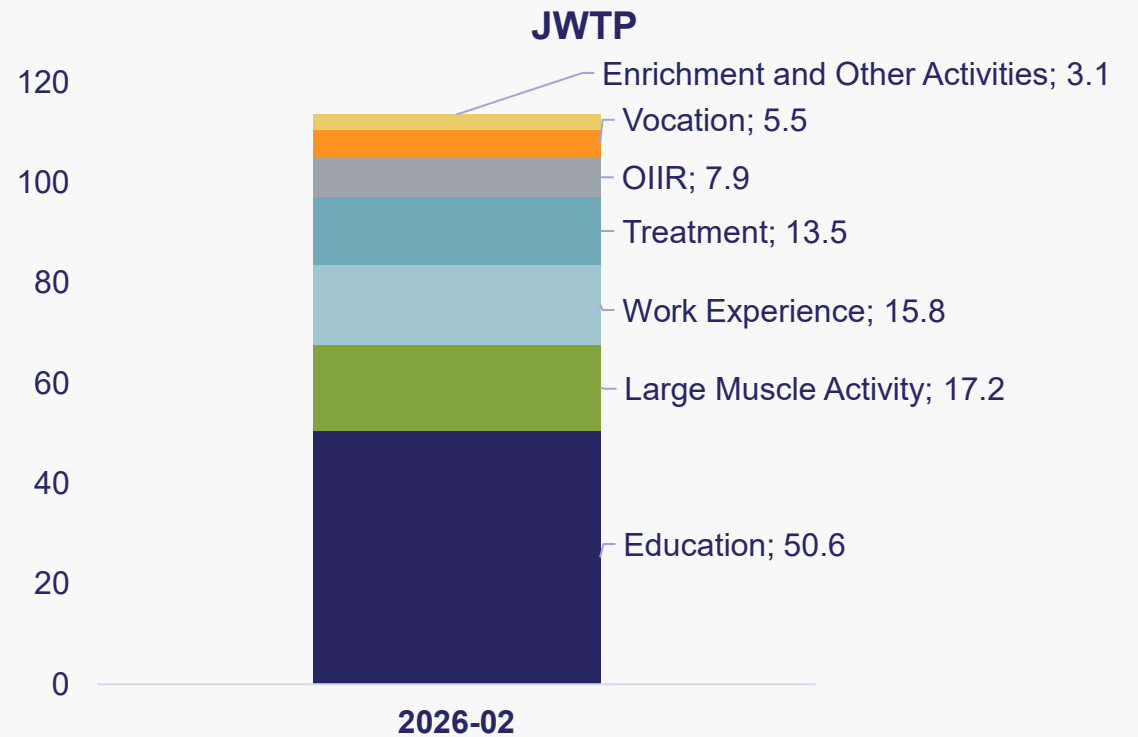


Total PYE Hours, February 2026

OCYCF youth averaged 103 PYE hours last month



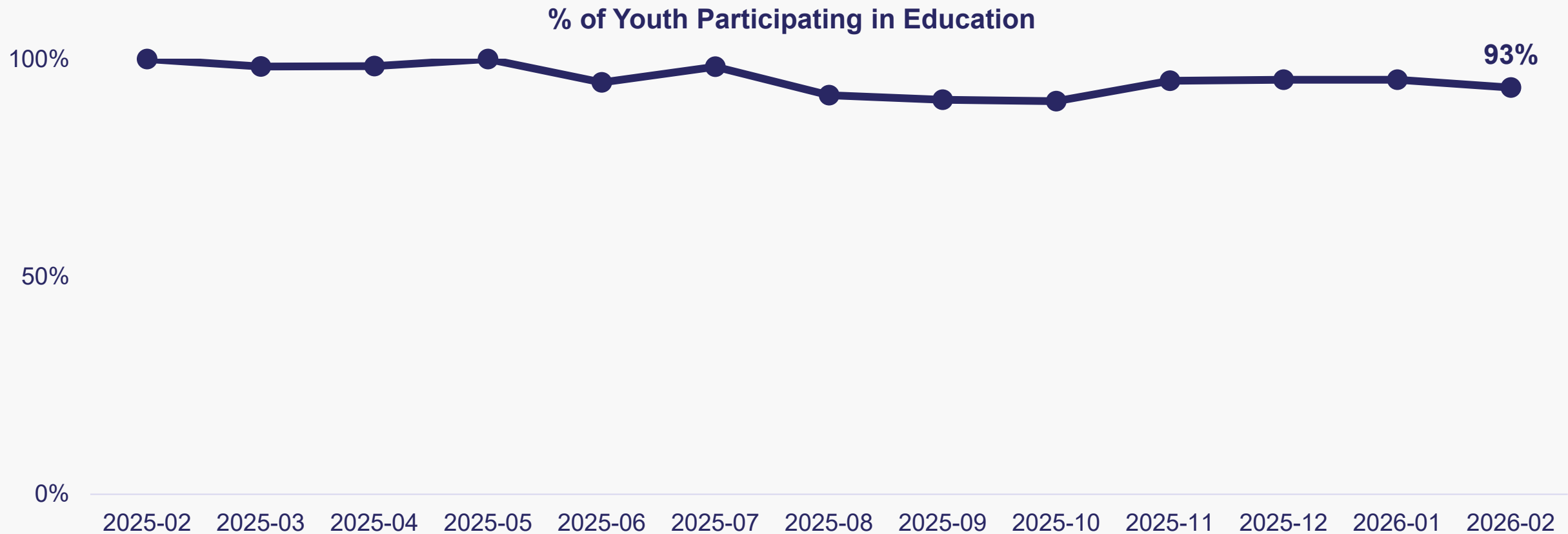
JWTP youth averaged 114 PYE hours last month





Education Participation

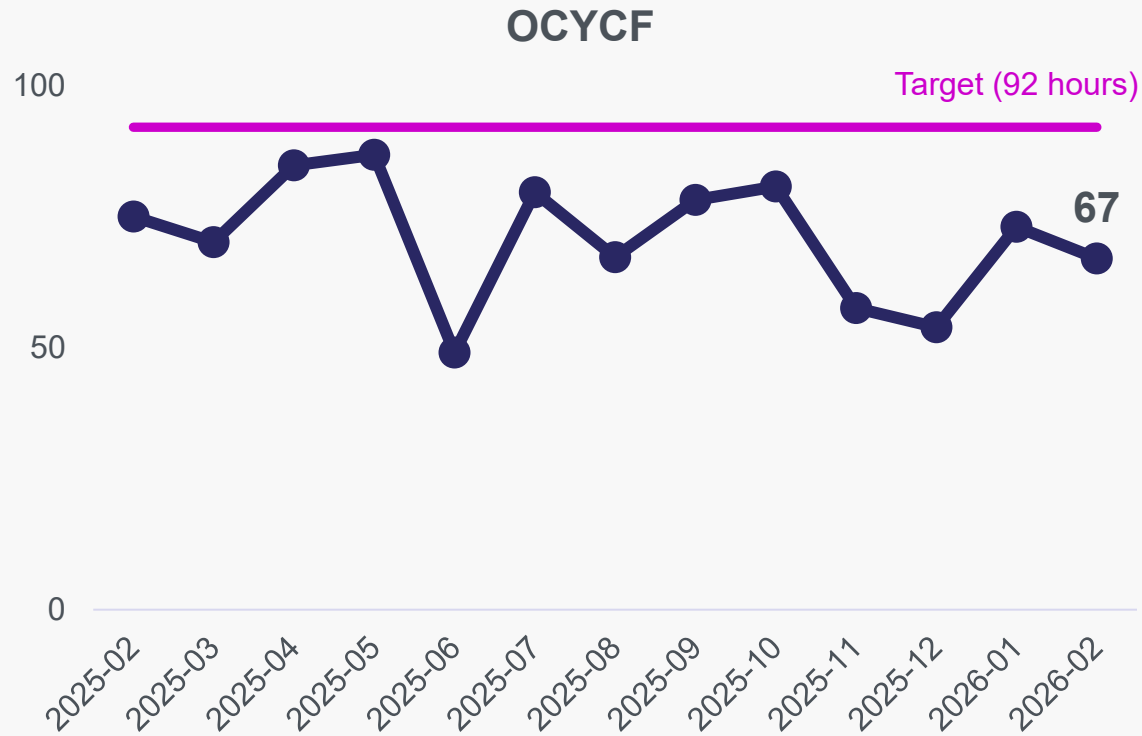
93% of youth had documented education hours (K-12 and/or College) last month



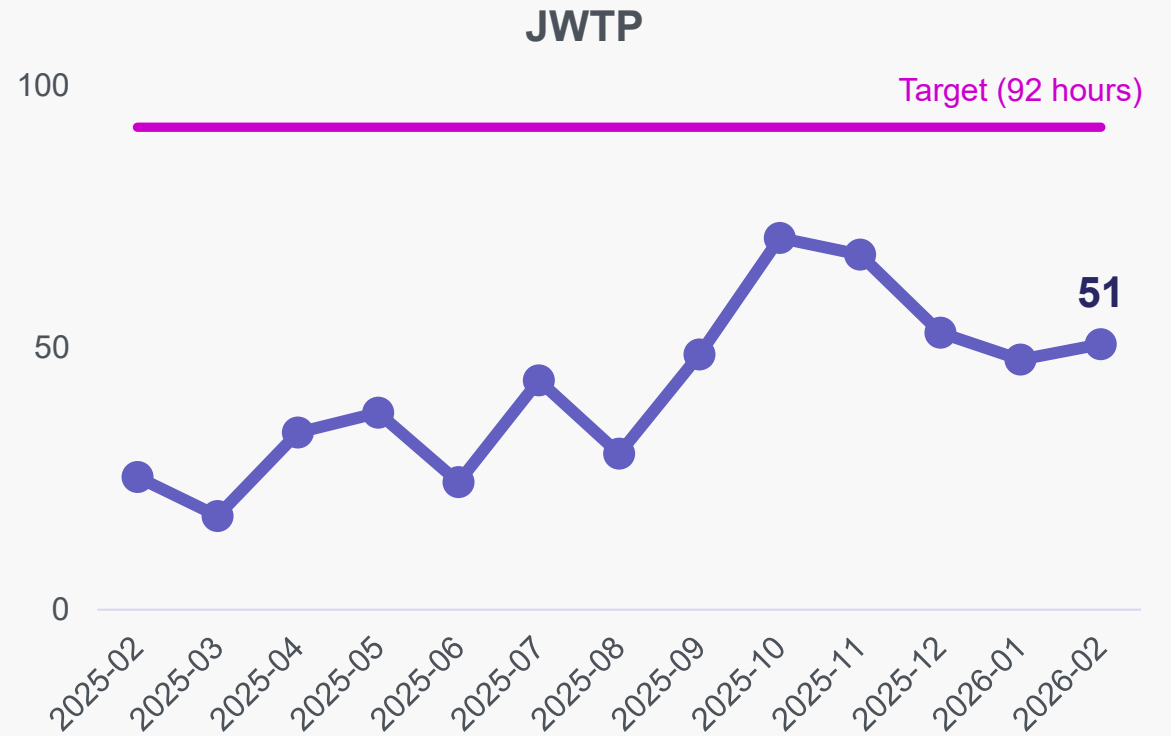


Education Hours per Youth

OCYCF youth averaged 67 hours of Education last month



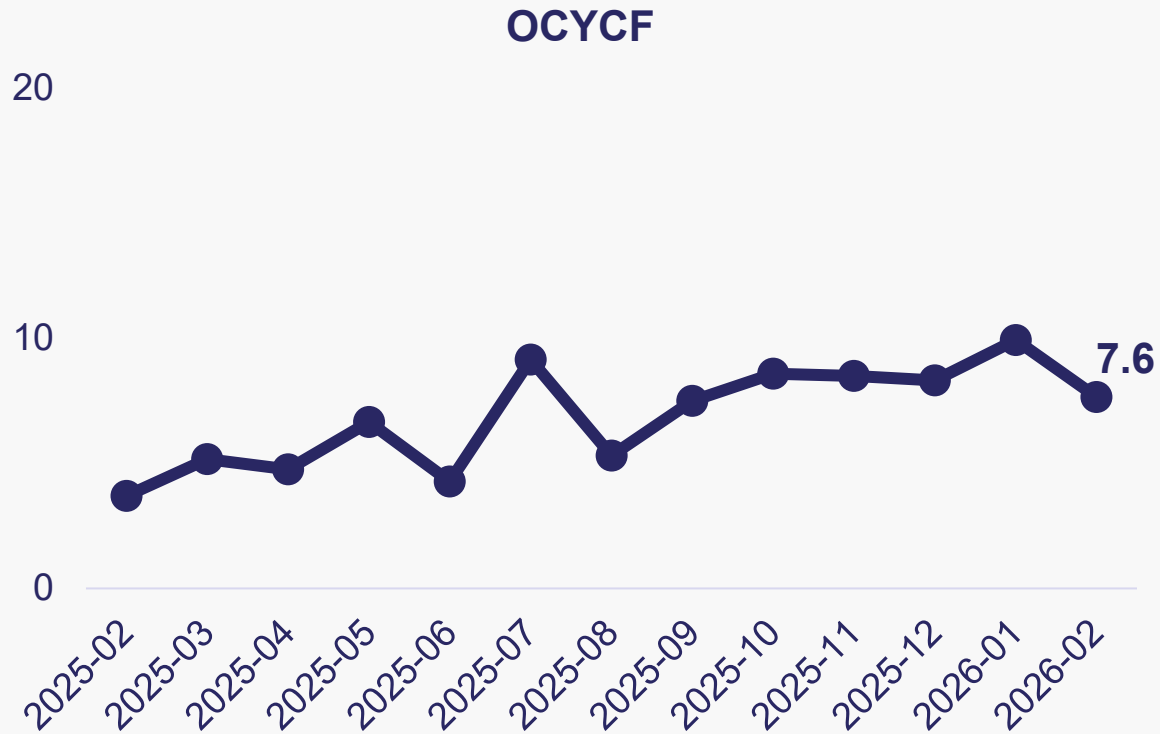
JWTP youth averaged 51 hours of Education last month



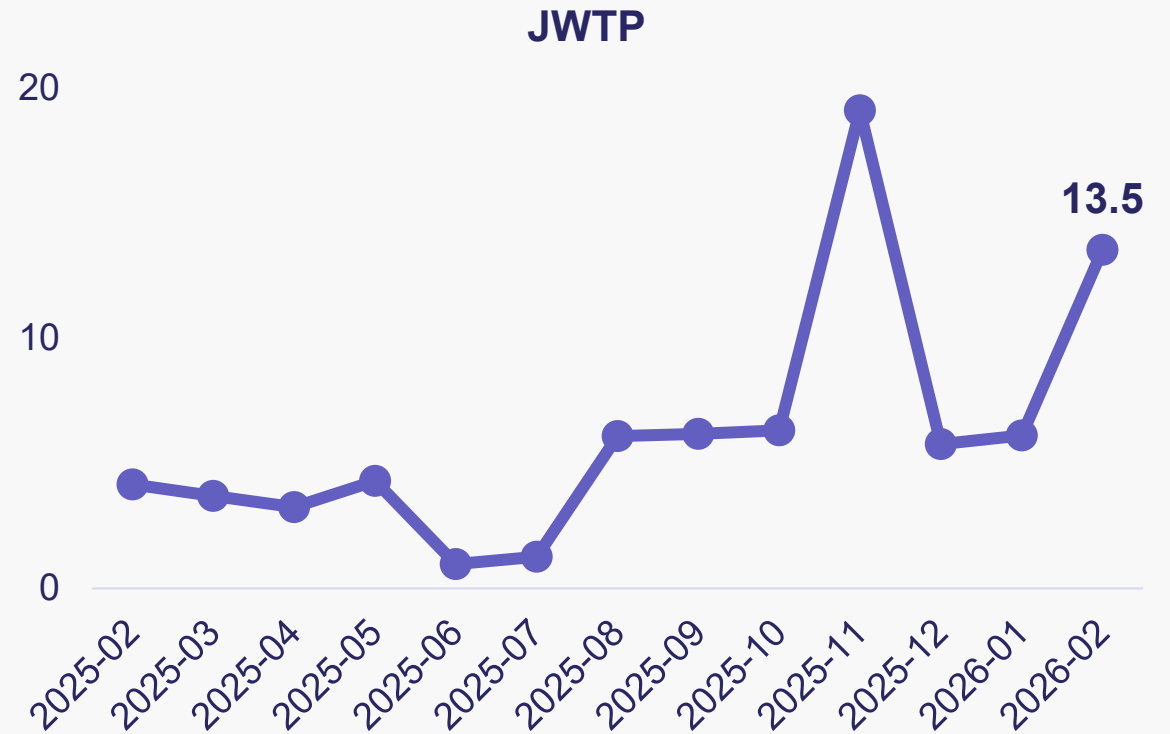


Treatment Hours per Youth

OCYCF youth averaged 8 hours of Treatment last month



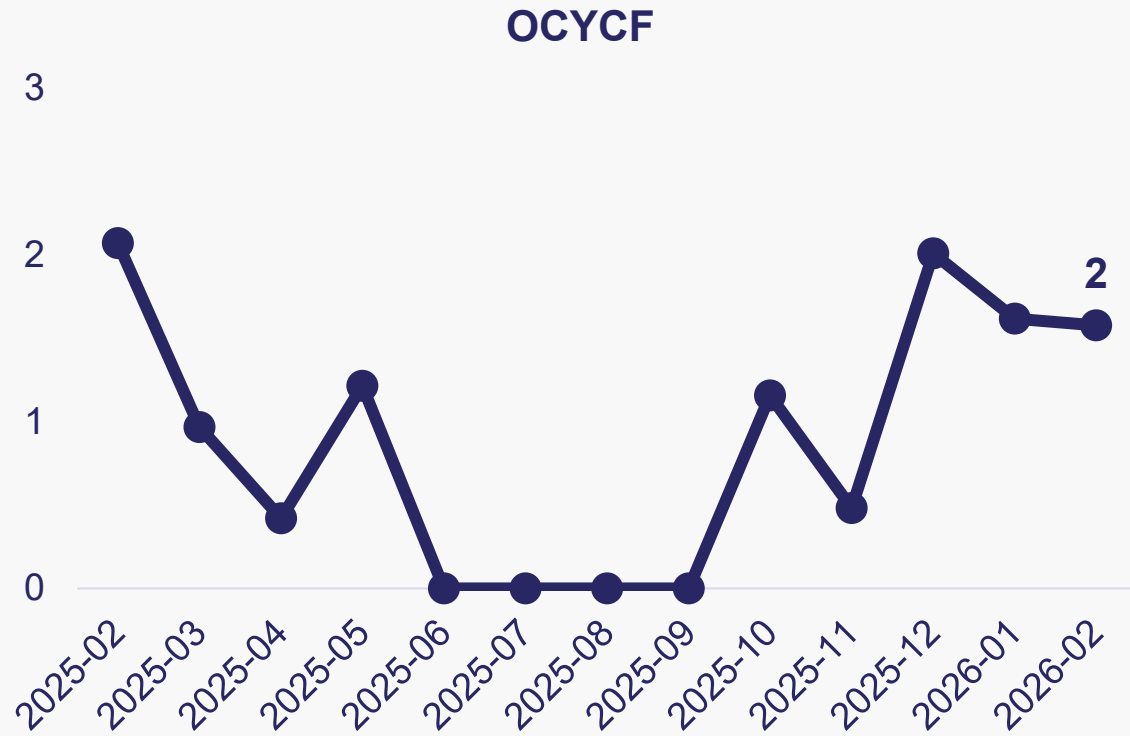
JWTP youth averaged 14 hours of Treatment last month



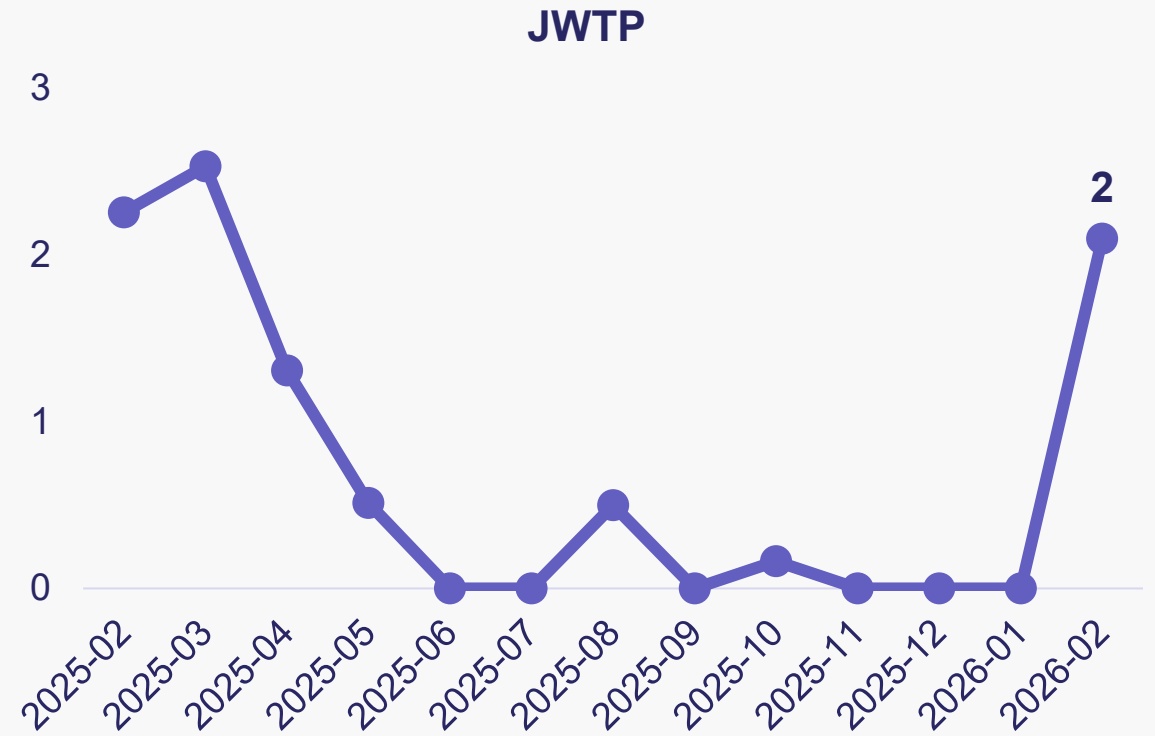


Safe Community Skill Development

OCYCF youth averaged 2 hours of SCSD last month



JWTP youth averaged 2 hours of SCSD last month

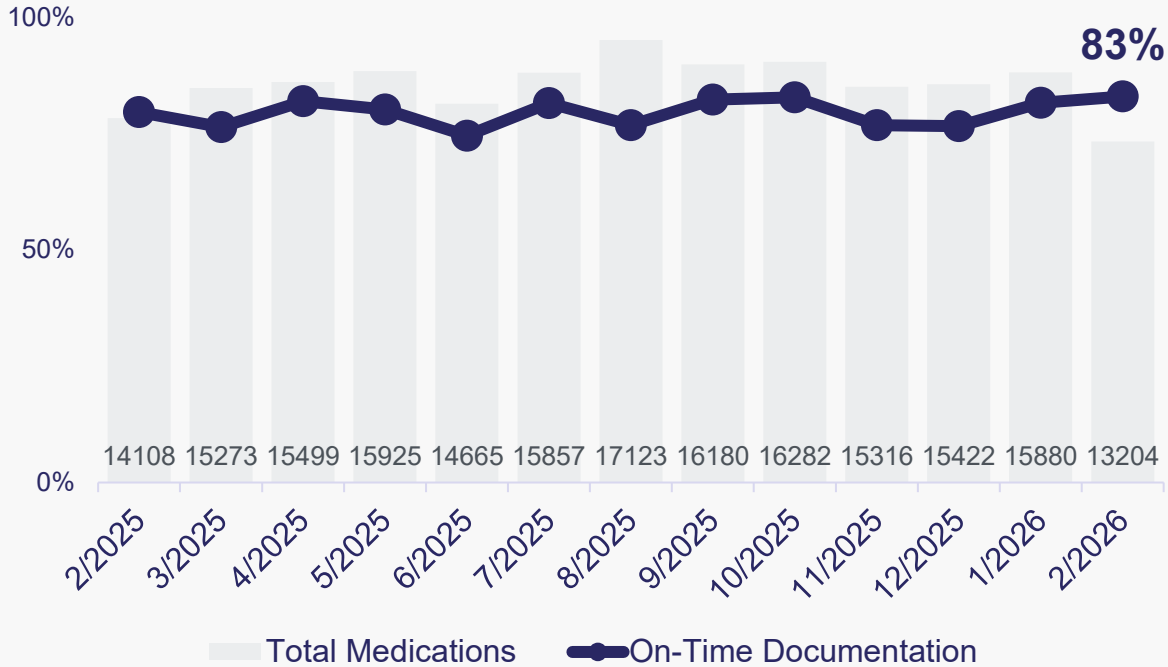




Medication Documentation

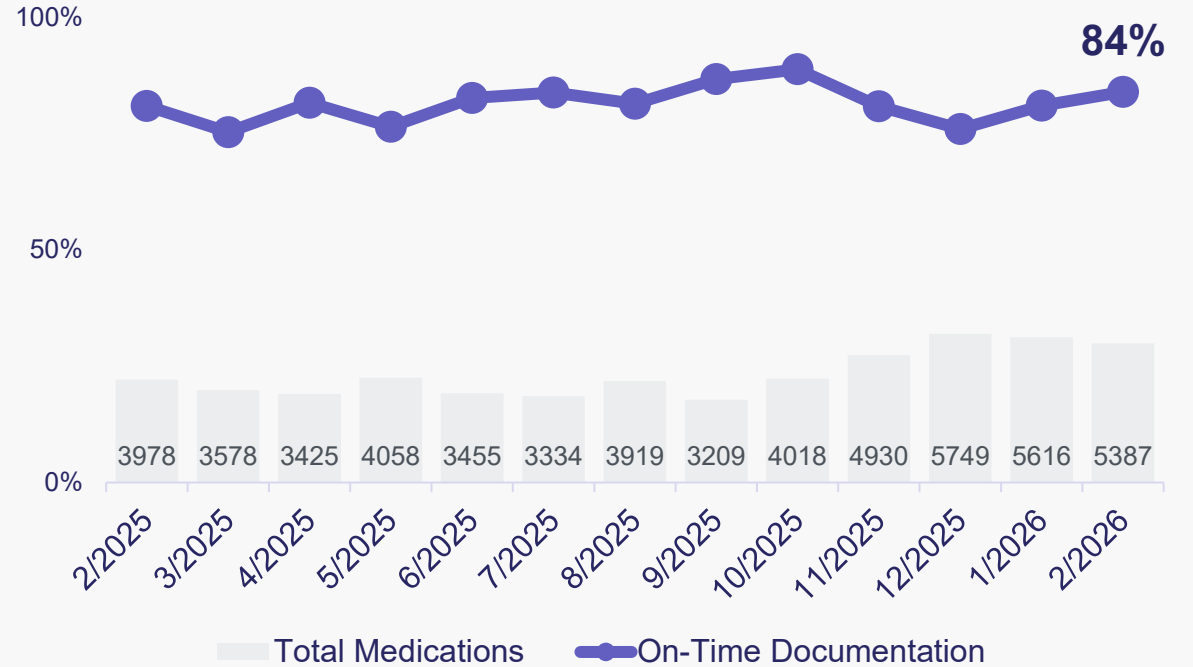
83% of ordered medication doses at OCYCF had timely documentation

% On-Time Documentation, OCYCF



84% of ordered medication doses at JWTP had timely documentation

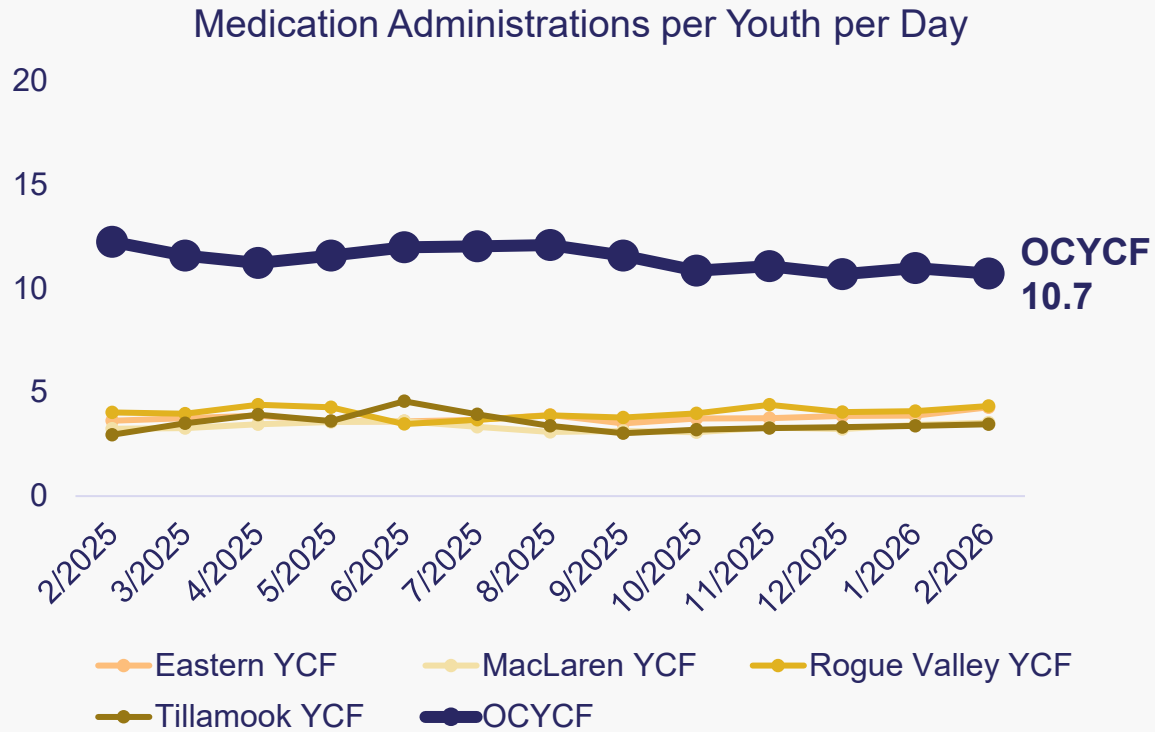
% On-Time Documentation, JWTP



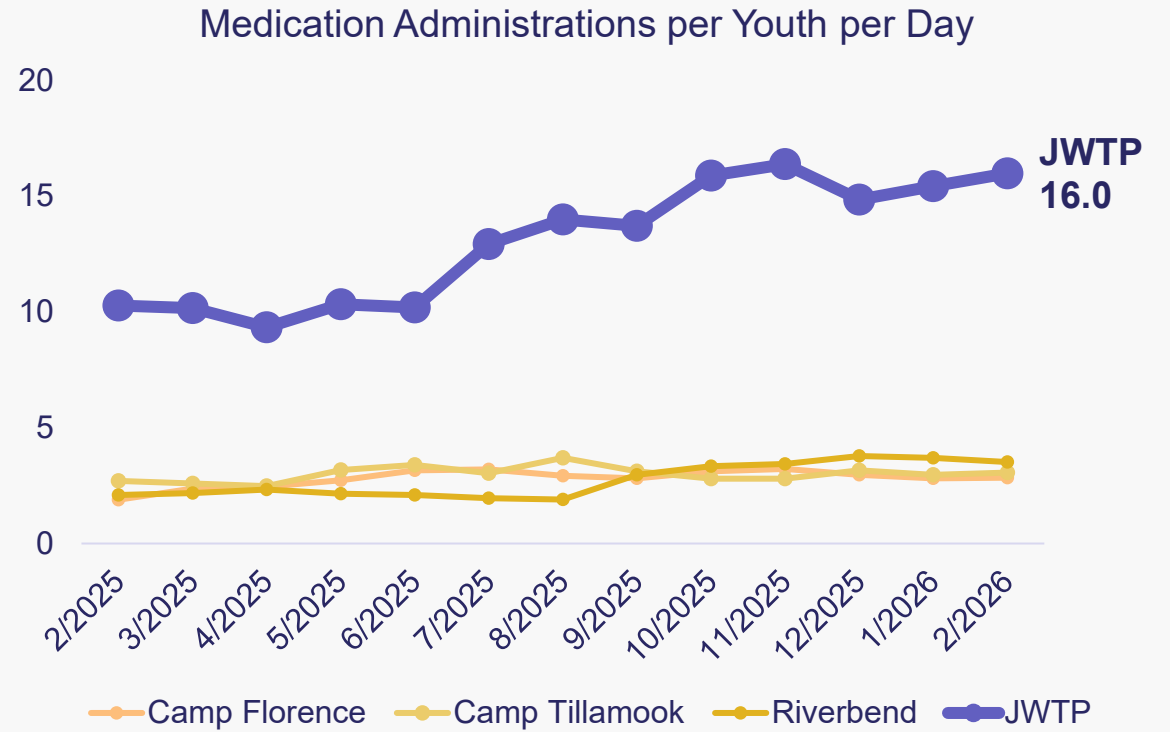


Supplemental – Medication Administrations per Youth

OCYCF youth receive more medications than youth at other correctional facilities



JWTP youth receive more medications than youth at other transition facilities



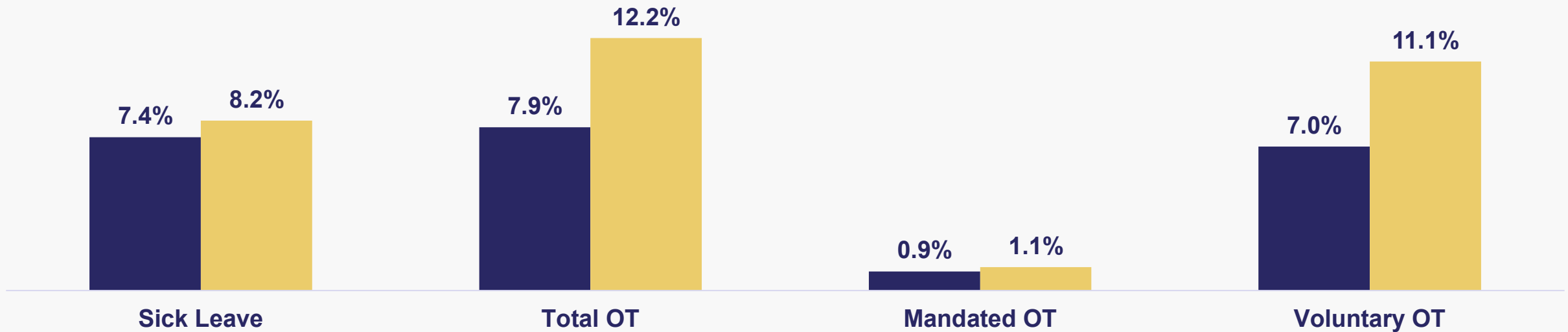


GLC Sick Leave and Overtime

There was an increase in GLC overtime last month

Sick Leave and Overtime as % of Budgeted Hours

■ Jan-26 ■ Feb-26





Supplemental – Overtime and Sick Leave Details

Together, OCYCF and JWTP averaged 32 hours of overtime per day in February

Month	Budgeted Hours	Sick Leave	Mandated Overtime	Voluntary Overtime	SL Hours per Day	OT Hours per Day	SL % of Budgeted Hours	OT % of Budgeted Hours
Jan 2026	8,184	608	76	571	19.6	20.9	7.4%	7.9%
Feb 2026	7,392	608	84	820	21.7	32.3	8.2%	12.2%



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?

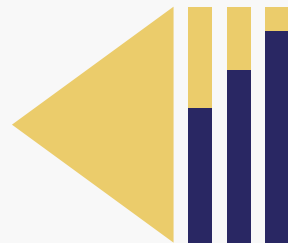


Employee Engagement

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

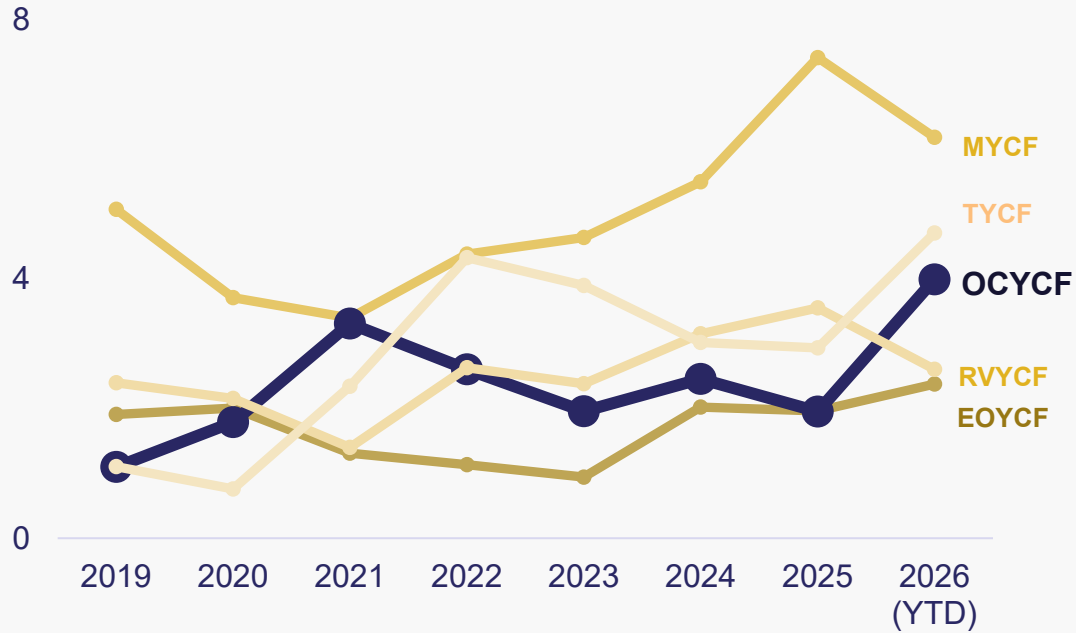


Supplemental – Facility Comparisons by Year

Problem Behavior rates at OCYCF are similar to those at comparably-sized male YCFs

JWTP has higher rates of Problem Behavior than other transition facilities

Problem Behavior Rate per 100 Youth Days



Problem Behavior Rate per 100 Youth Days

