



# Camp Riverbend

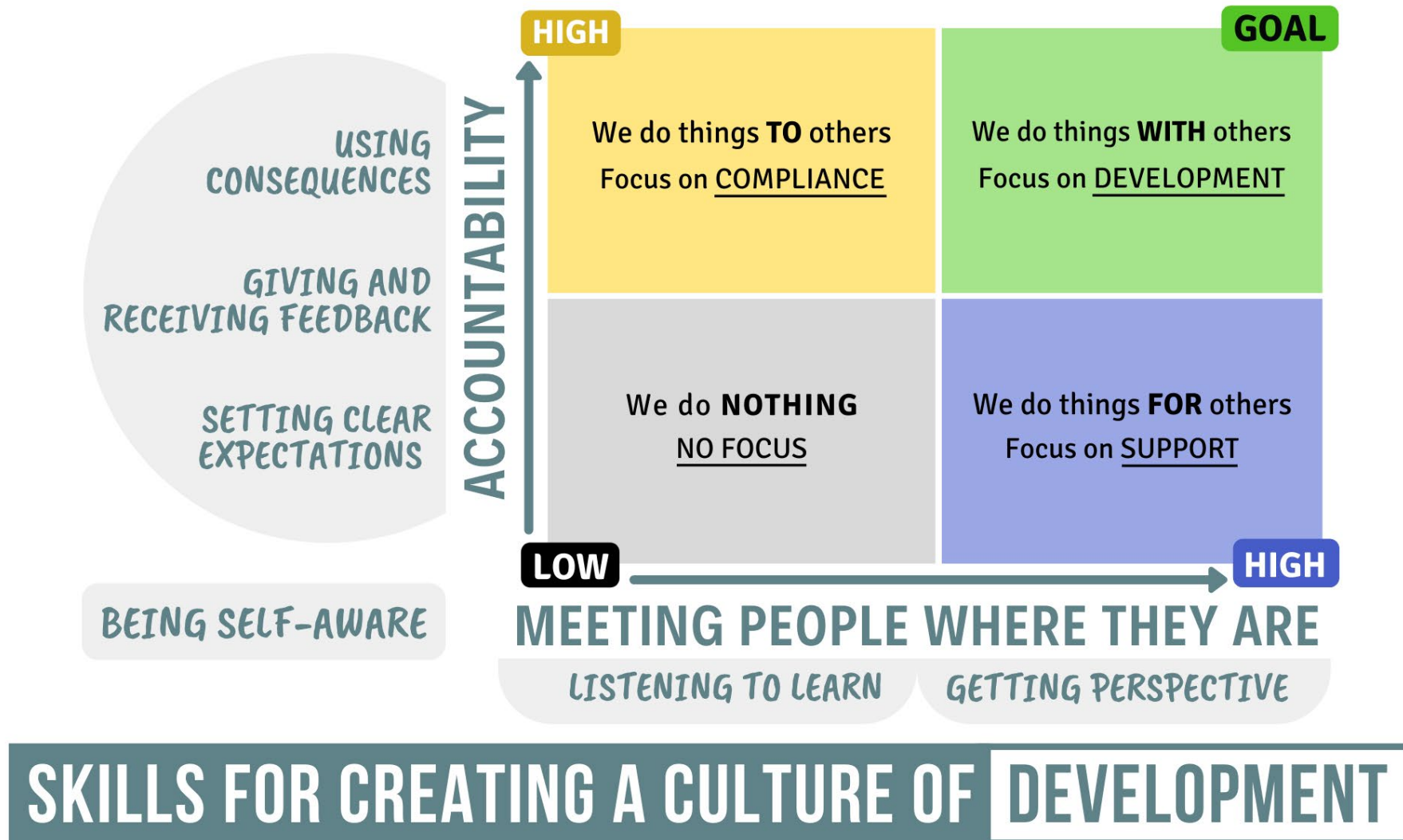
## Initial IMPACT Presentation

Troy "Bubba" Williams, Superintendent

5/27/2026



# The Developmental Approach





# 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                                                                                                                                                                                                                                                    |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ADP</b>                             | Average Daily Population                                                                                                                                                                                                                                      |
| <b>DBA</b>                             | Discretionary beds                                                                                                                                                                                                                                            |
| <b>PSR</b>                             | Public Safety Reserve beds.                                                                                                                                                                                                                                   |
| <b>Positive Youth Engagement (PYE)</b> | 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 |
| <b>Average PYE Hours</b>               | Total number of attendance hours divided by the facility population                                                                                                                                                                                           |
| <b>Safe Community Skills Group</b>     | Core treatment group designed to strengthen prosocial skills such as problem solving, emotion regulation, and conflict resolution                                                                                                                             |
| <b>Group Life Coordinator (GLC)</b>    | Frontline direct service staff who supervise and program youth in close-custody and make up a majority of the OYA workforce.                                                                                                                                  |



# What we do

## Mission:

*Riverbend promotes positive human development by providing a variety of educational and vocational opportunities, skills, work experience, and on-the-job training to better prepared young men for reentry into the community and further support success.*

## • Principles

- Meet youth where they are and begin building a foundation of skills and experience.
- Promote on-the-job training and guidance to reenforce competency and confidence.
- Maintain and expand a positive relationship with our community partners and bridge the gap between them and our unique work crew.
- Develop a strong work ethic through vocational evaluations, continuous training and guidance.



# What we do

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*Riverbend promotes positive human development by providing a variety of educational and vocational opportunities, skills, work experience, and on-the-job training to better prepared young men for reentry into the community and further support success.*

## Engagement Points

- Programs
  - Wildland Firefighter (Entry and Advanced levels)
  - Forestry
  - Construction
  - Assembly Line Production
  - BTI Heavy Equipment Training
  - Work Crew Evaluations (Monthly)
  - OSHA Safety Training (Quarterly)
  - Workplace Etiquette Training (Quarterly)



# Assembly-Line Production Program



- **The Assembly-line production program** partners with Behlen Country Manufacturing to produce stock tanks.
- Youth make \$14 an hour
- Youth receive OSHA workplace safety and etiquette training, including but not limited to sexual harassment, protected classes, discrimination, drug and alcohol.
- Youth gain knowledge of production-line operations, safe use of industrial equipment, time management, and teamwork.



# Construction Crew

- **Construction crew** started with one local contractor and a couple young men with a strong work ethic.
- Grown to 5 local contractors and two fully outfitted construction trailers.
- The youth receive on the job training from the contractor in every aspect of home construction, from foundation to roof.
- Youth make a wage of \$10-\$18 an hour depending on the contractor.
- Real value: Skills, knowledge and experience



# Fire Program

- **Founded** in October 2011 as an integral part of practical workplace training for youth.
- Yearly comprehensive wildland fire training academy that transforms young men into Type-II Wildland Firefighters.
- Youth receive a nationally recognized wildland-firefighter certificate.
- Youth receive 40 hours of classroom training covering weather, fire science, fuel, tactics, safety, and a field day, among other experiences.
- Youth receive off-season training with fire prevention measures such as thinning, prescribed burning and pile burning.
- We have a great relationship with our partners in the fire world such as LaGrande, Pendleton, Baker, Ukiah, Wallowa ODF and Wallowa Whitmen National Forest Service.
- The Riverbend fire crew is well known in the region as a reliable, knowledgeable and motivated crew.





# Forestry Program

- S-212 Nationally Recognized Sawyer Certification
  - 8-hour classroom training course covering all aspects of felling, limbing and bucking trees, saw maintenance (including basic mechanical) and sharpening.
  - 8-hour field day is also required to practice the knowledge gained during classroom instruction.
  - 40 hours of saw time
  - Complete a physical abilities test
- Valuable work experience
  - Thinning
  - Tree planting
  - Road and fence clearing
  - Fuel reduction during Spring months.
  - Prescribed burns and pile burning with the Forest Service fire crews in the Fall.
  - Youth to earn \$70 daily.
  - On-the-job training
  - Gain shared knowledge from experienced Forest Service crew members
  - Gain greater work opportunity upon their release from our program.



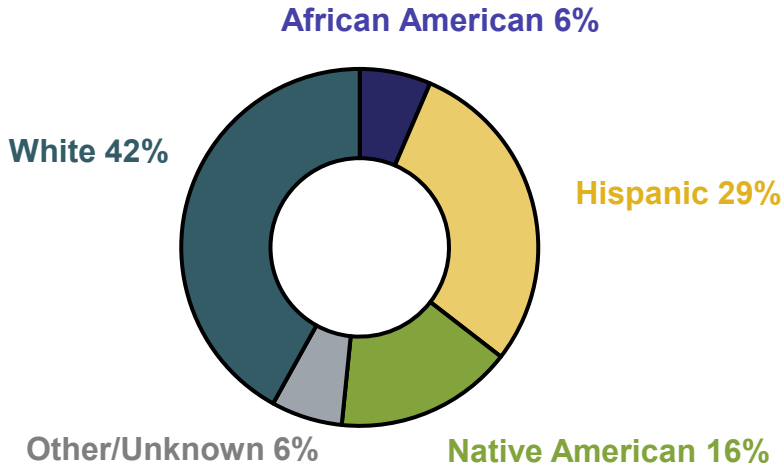
# Fishing Program

- **The Fishing program** started years ago as an end of fire/work season reward.
- Every year between October and December you will find Riverbend staff on the river teaching young men how to catch and clean steelhead.
- Builds rapport
- Youth open-up and feel comfortable to have conversations about issues and problems they may have. We find this still true today.



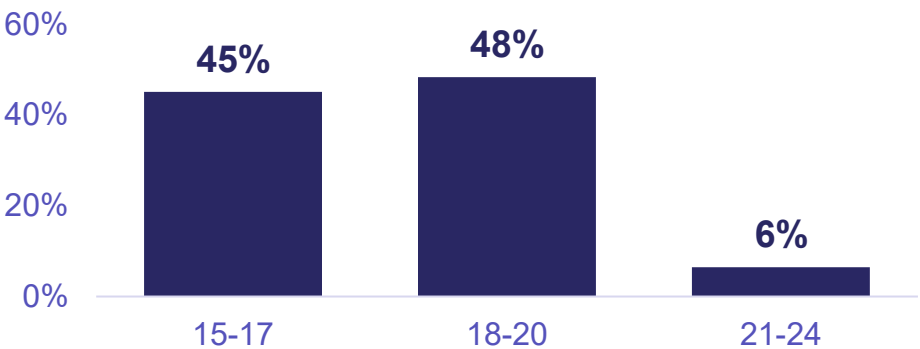
# Riverbend Youth Population

Race/Ethnicity

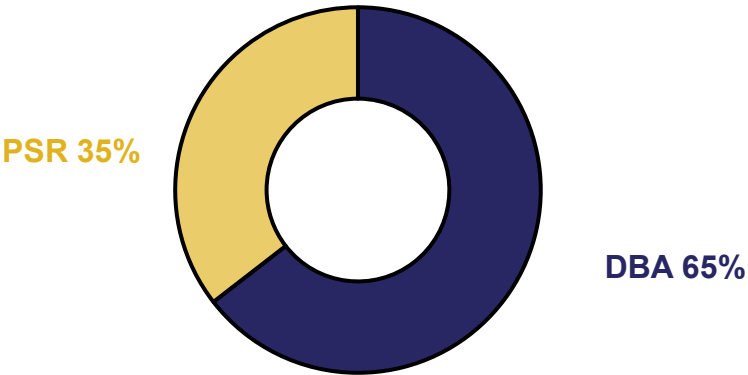


**Total Youth: 31**  
*(as of 4/30/2026)*

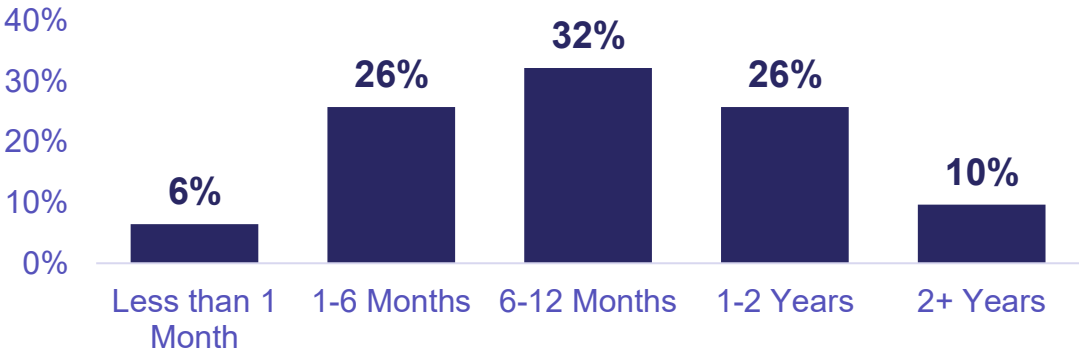
Age on 4/30/2026



DBA/PSR



Length of Stay on 4/30/2026





Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency

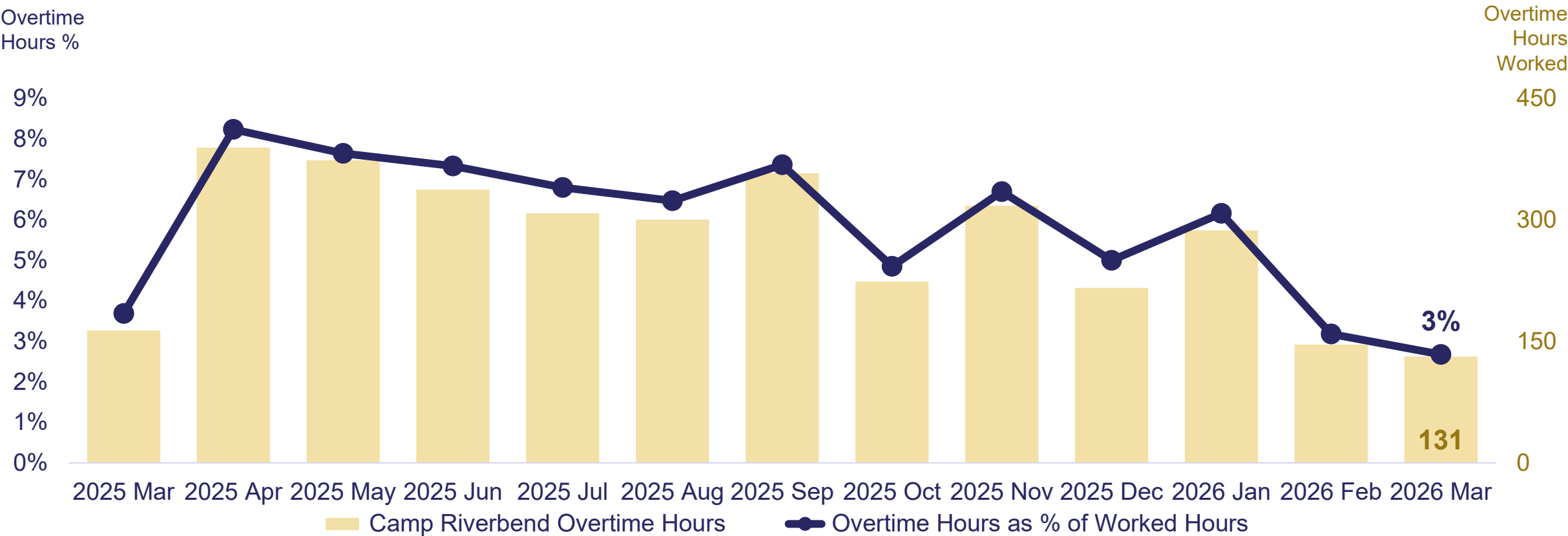


# Performance Metrics



# Employee Overtime Hours

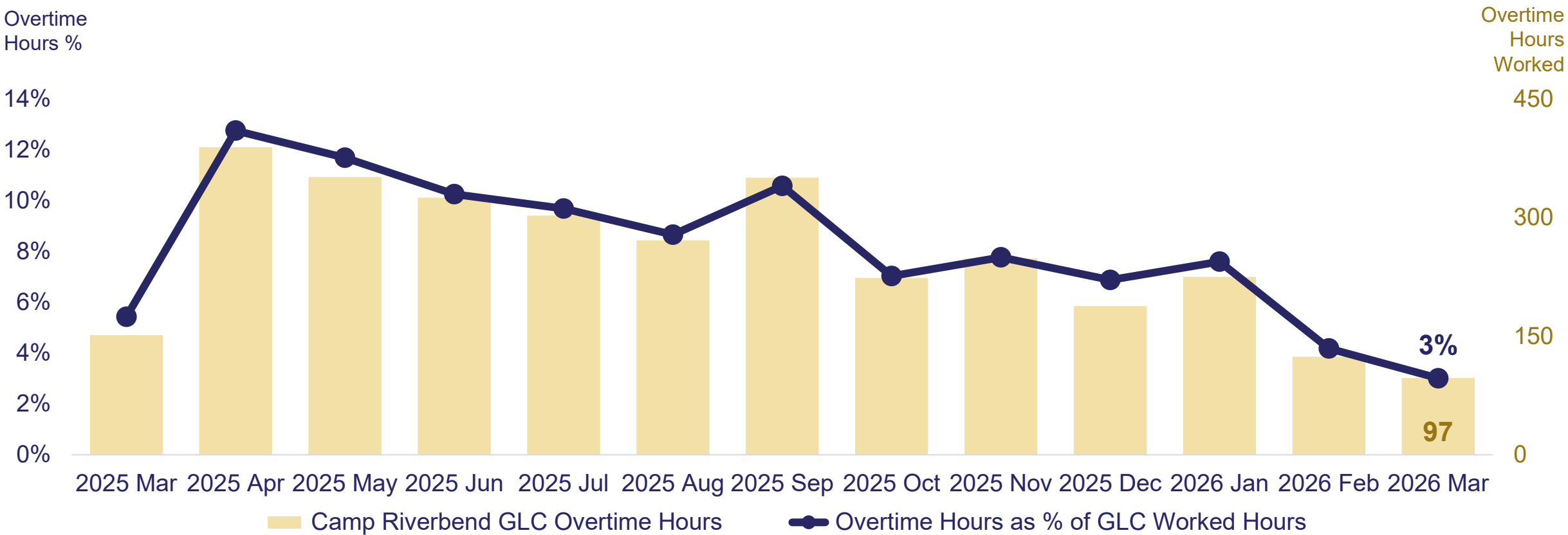
Overtime trending down.





# GLC Overtime Hours

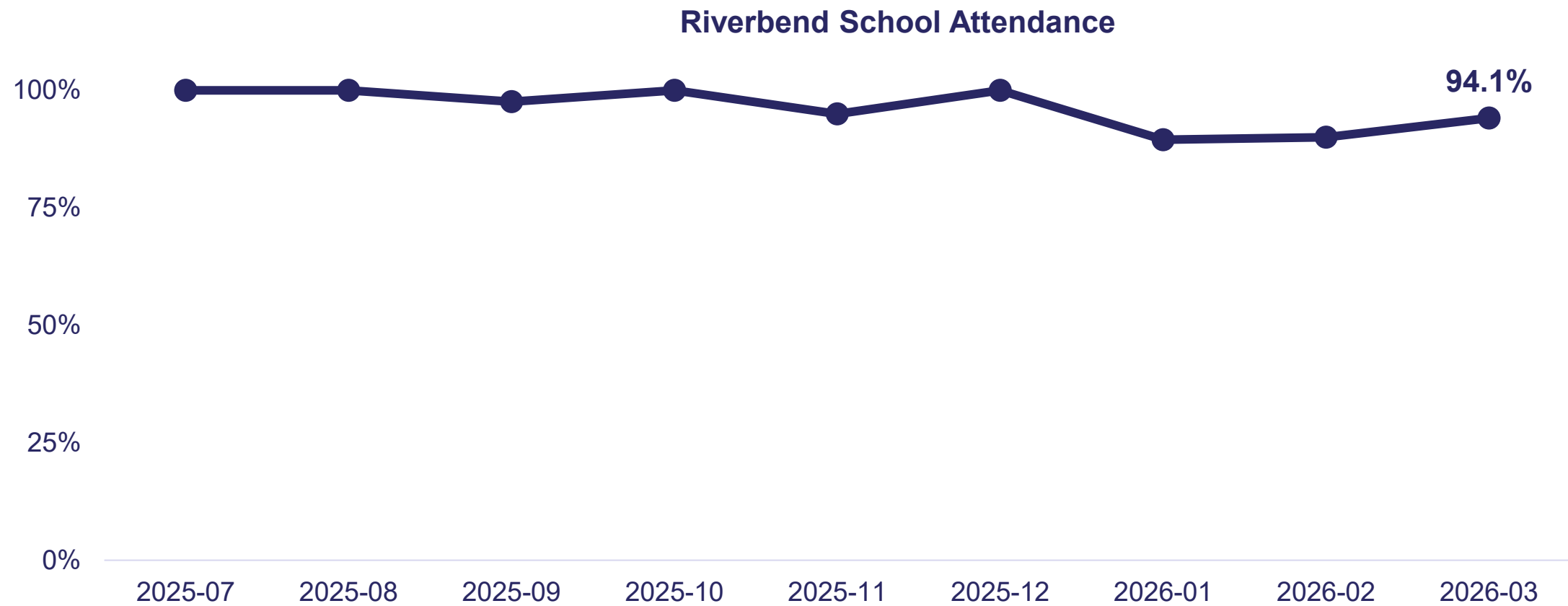
GLC overtime trending down.





# Education Attendance

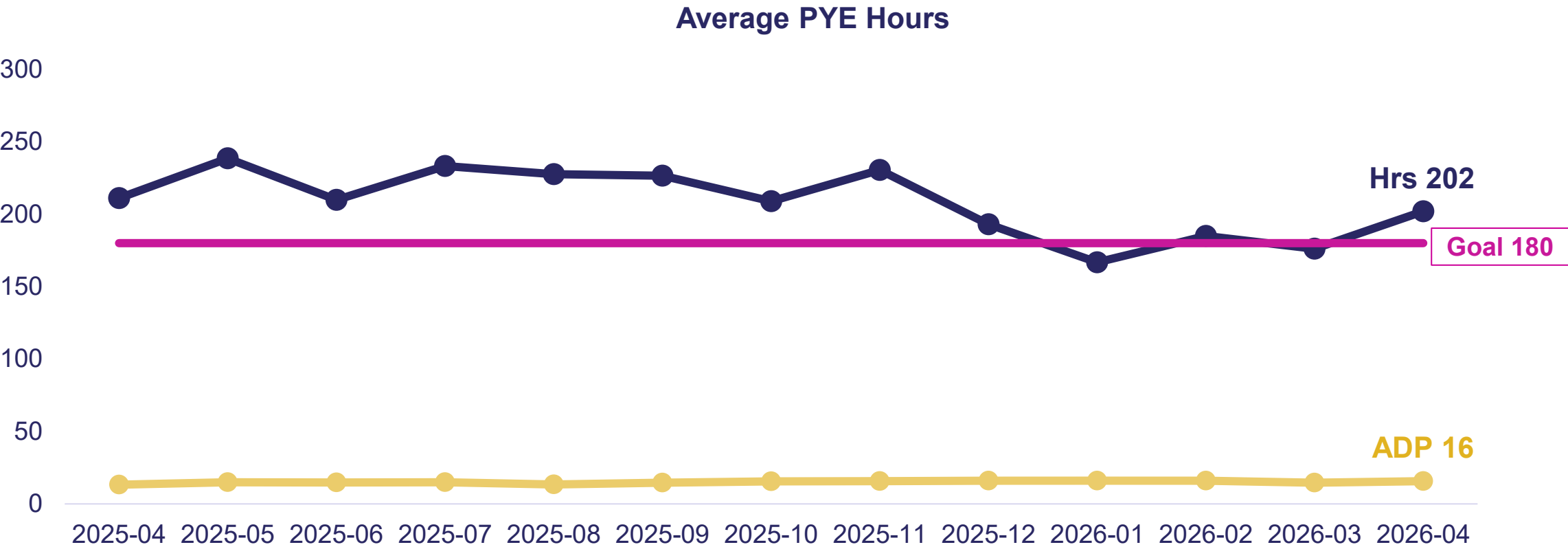
Education data coming from ODE





# Positive Youth Engagement

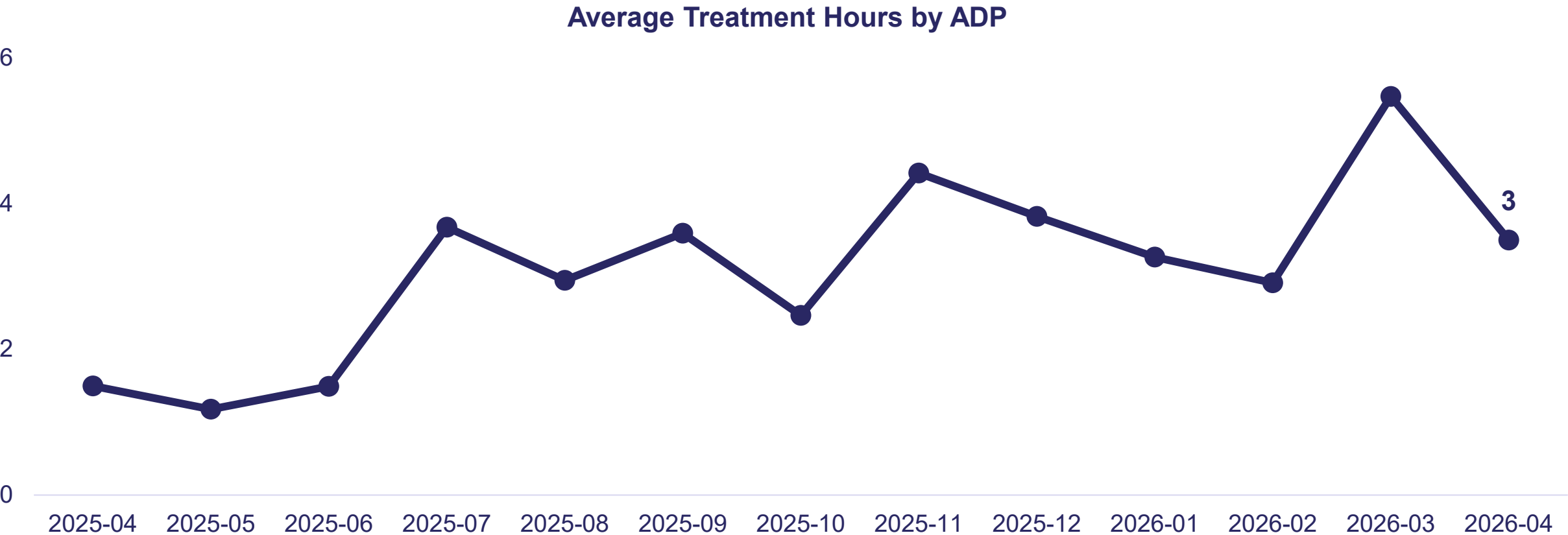
November-January drop likely due to work-crew. PYE hours are up in April.





# Treatment Hours

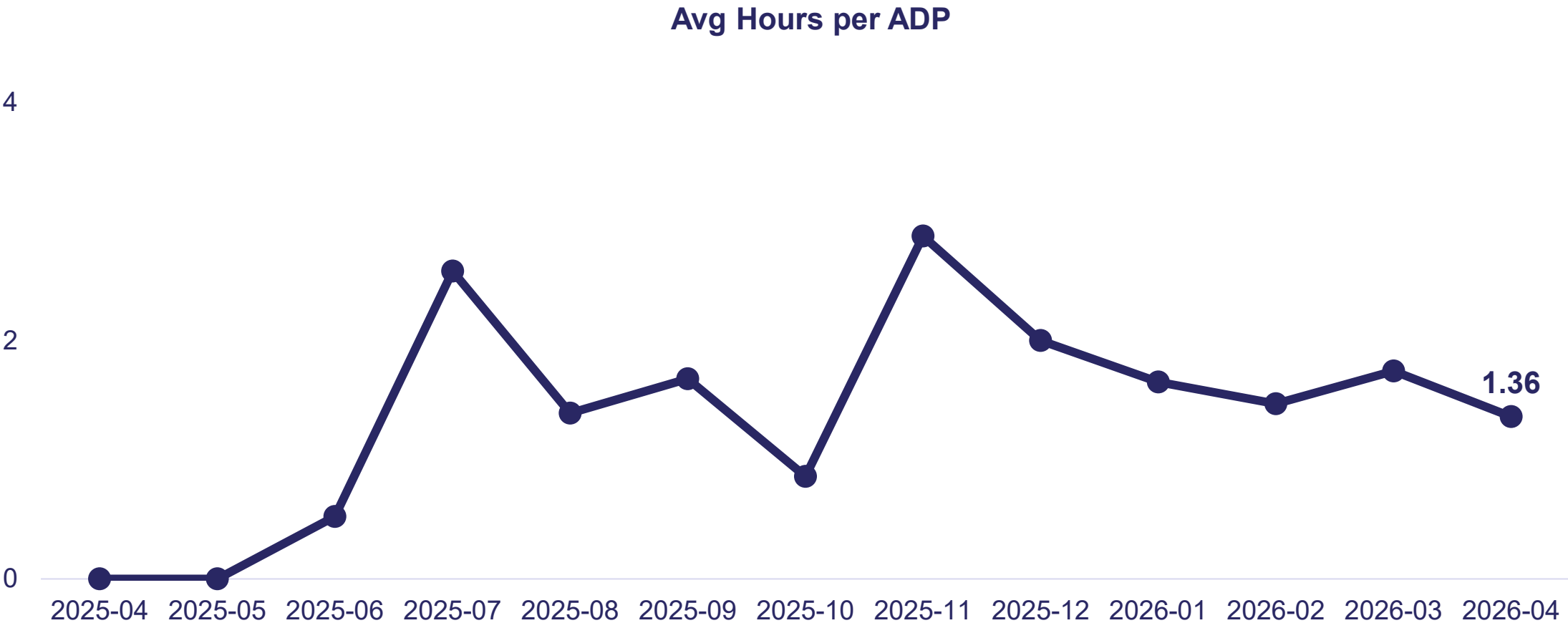
Treatment hours are down in April.





# Safe Community Skill Development

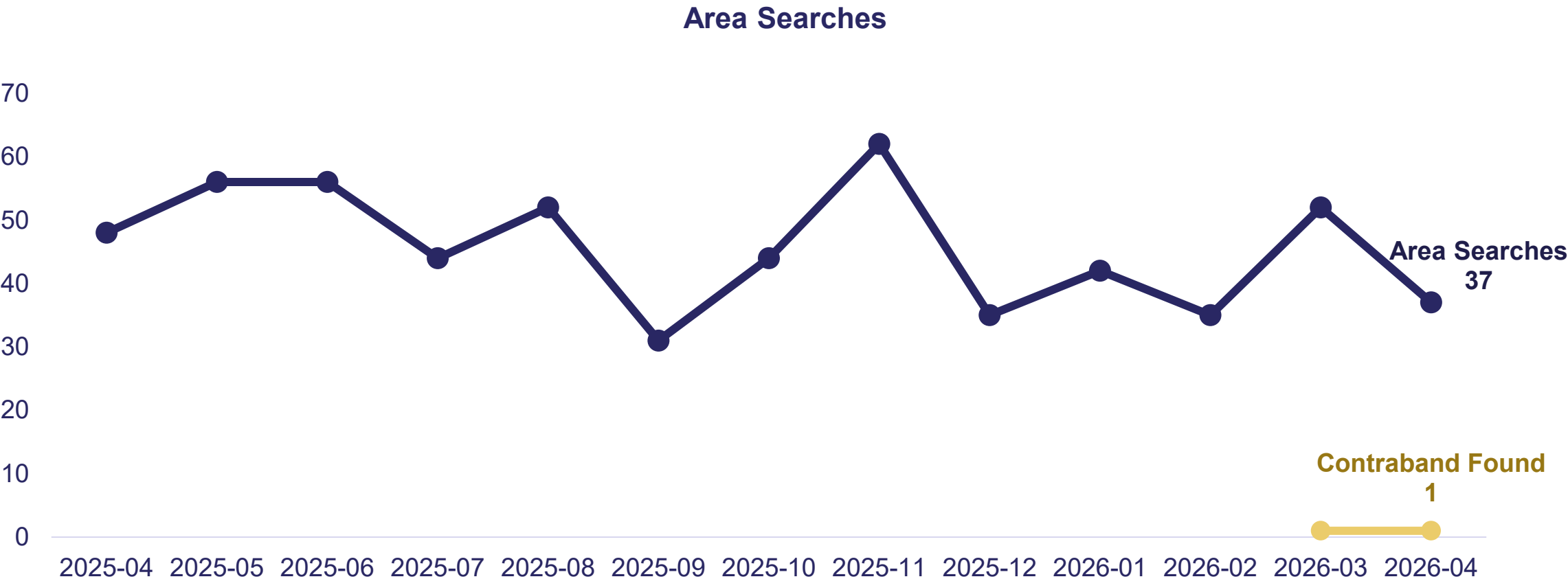
Safe Community Development appears to have stabilized after a period of trending up.





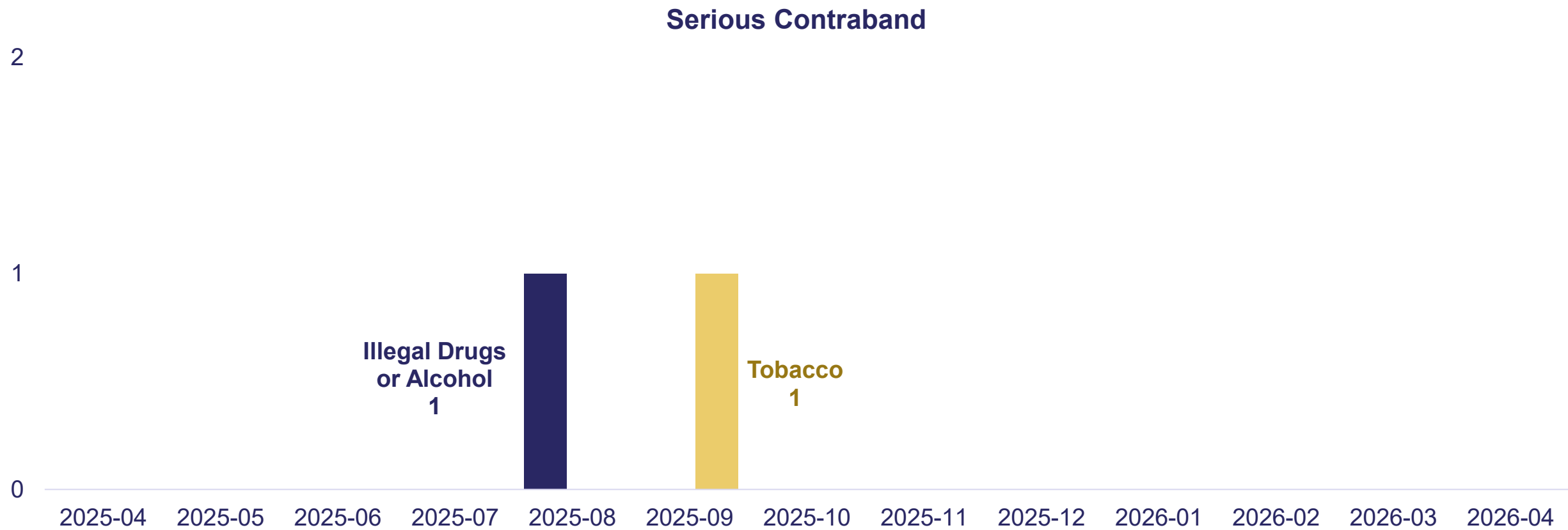
# Contraband Searches

In April, approximately 3% of Area Searches resulted in contraband discoveries





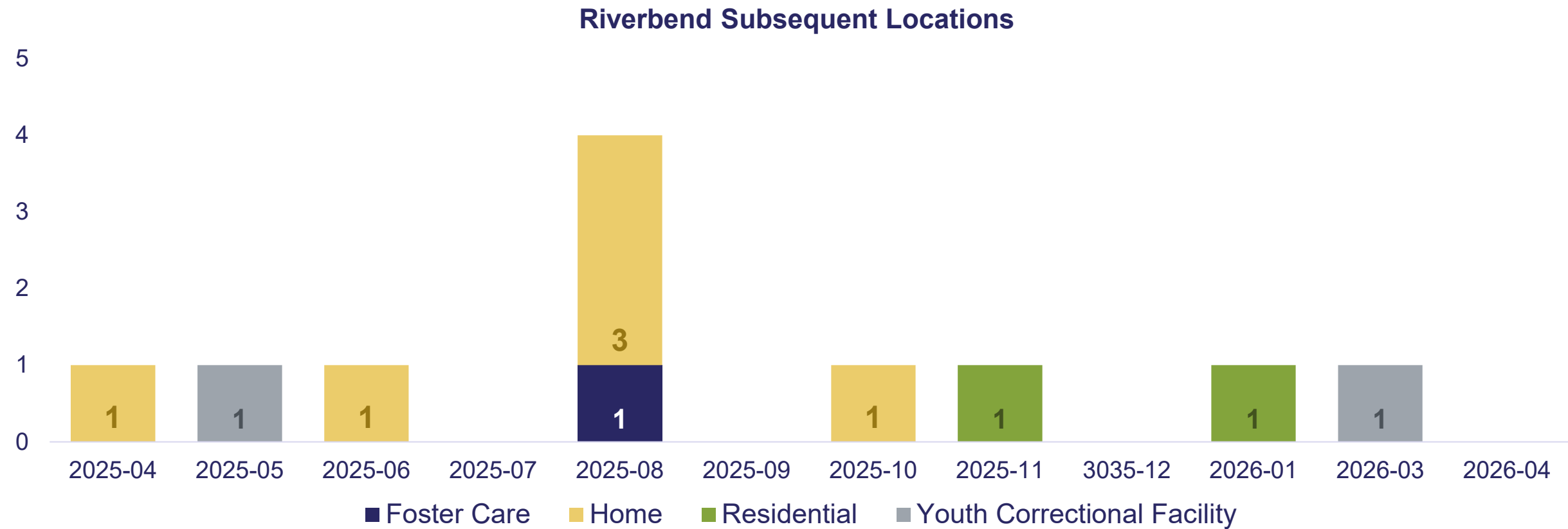
No contraband incidents since September 2025





# Subsequent Locations

Between April 2025 and April 2026, **80%** of releases were to less restrictive settings.





# Access to Hygiene Products

**Youth in the custody of the Oregon Youth Authority are entitled to immediate and unrestricted access to culturally-specific hygiene products.**

1. What is your facility's process for ensuring youth have immediate access to culturally-specific hygiene products?  
**When youth come to Riverbend, they are given state hygiene products. If they need other culturally specific product, options include purchasing from Walmart or Amazon or calling the warehouse at MacLaren.**
2. How are staff trained or informed about this process so they can provide these items without delay?  
**The management Team and CC are responsible for assuring youth maintain proper hygiene.**
3. How do you monitor or verify that this process is consistently followed, and what steps do you take when it is not?  
**There is an intake check off list we follow.**
4. What barriers exist, or what do you need to ensure youth have immediate and on-going unrestricted access to culturally-specific hygiene products?  
**There are no barriers. For over 30 years, Riverbend staff have supported youth receiving any hygiene products they want. We also have an intake check list that we go over when youth arrive.**



# Religious Services



## Facility religious coordinator

Designated religious program coordinator and documented in duties



## Youth access to religious practice

Regular opportunities to engage in religious practice and/or an established process for providing access upon request



## Multi-faith access pathway

Youth from different faiths are able to practice, beyond a single primary service



## Materials available

Religious texts and commonly requested items are available, and a process exists for requesting more.



## Request process

Youth can request religious services or accommodations, and requests are tracked and responded to



## Community/Volunteer engagement

Community or volunteer support for religious services is currently in place or being developed



## Staff awareness

Staff learn about and support youth religious rights, and know how to route requests



# 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?

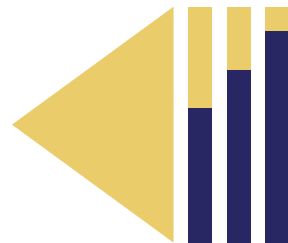


## Employee Engagement

Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Help us improve

Follow QR code to provide feedback



# Supplemental Slides