



MacLaren Youth Correctional Facility

Initial Performance Measures

Troy Britting, MYCF Superintendent

4/23/2026



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

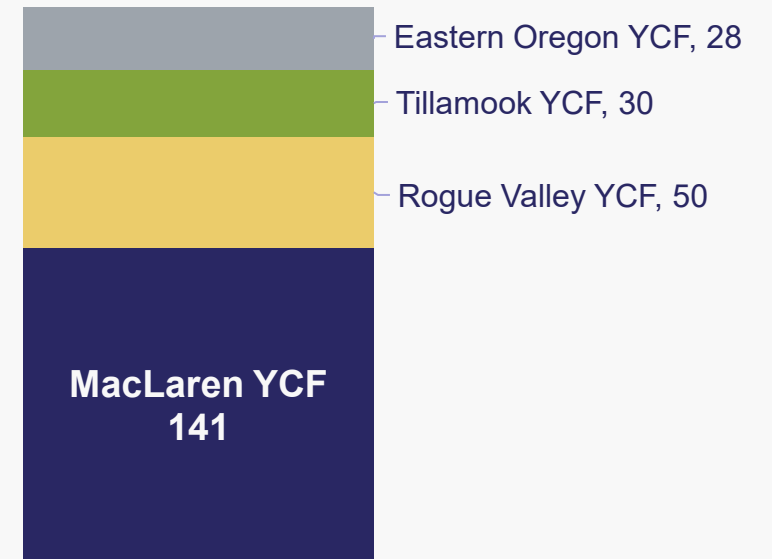
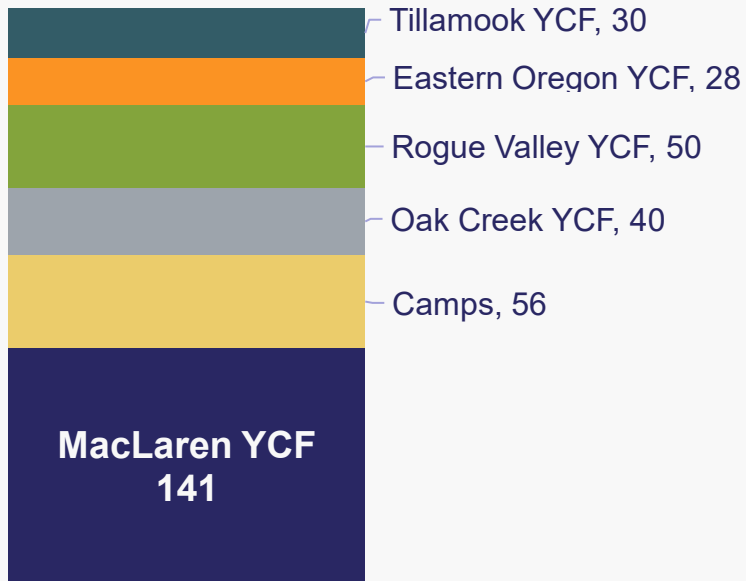
Term	Definition
Youth Incident Report (YIR)	Formal documentation of behavioral problems, injuries, and/or illnesses. Documentation includes date/time, location, youth involved, staff involved, and any behavior problems, restraints, or resolutions associated with the event.
Violent Behaviors	Youth behaviors 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.



MacLaren is OYA's largest facility*

MacLaren houses 41% of all youth in close custody in Oregon

MacLaren houses 57% of OYA's male YCF population



(as of 3/31/2026)

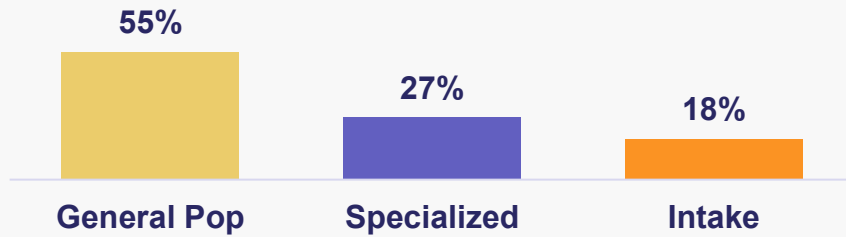
**Recent reports show MacLaren is the largest juvenile correctional facility in the country by capacity.*



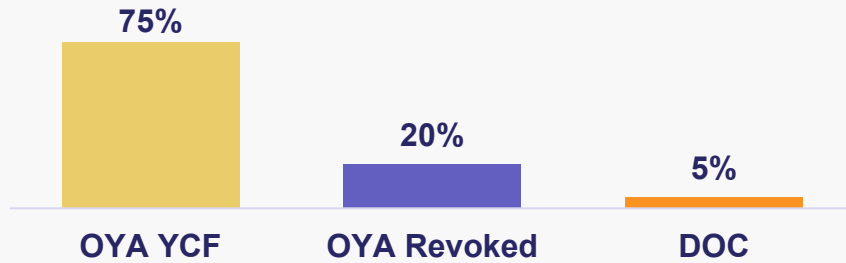
Total Youth: 141

(as of 3/31/2026)

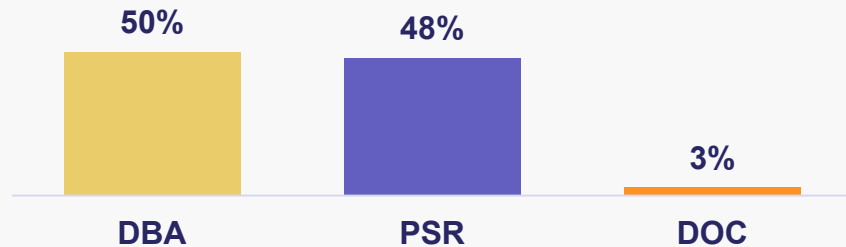
Assigned Unit Type



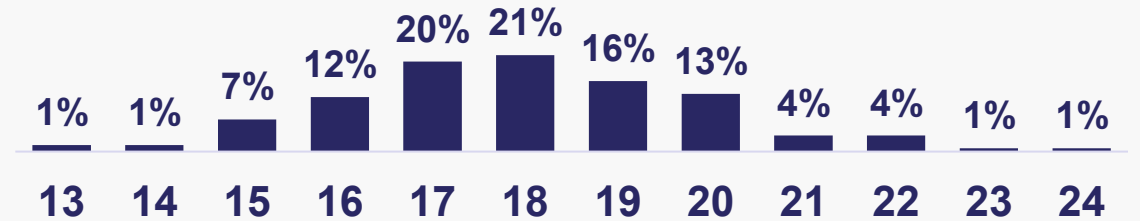
Commit Type



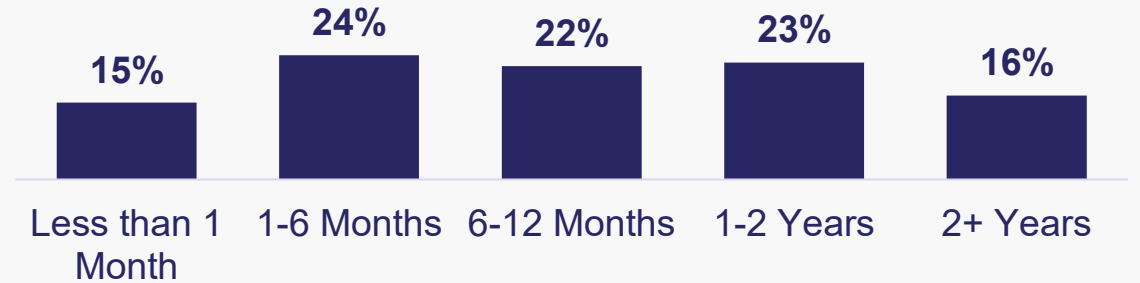
Bed Type



Current Age



Length of Stay to Date





MacLaren Units

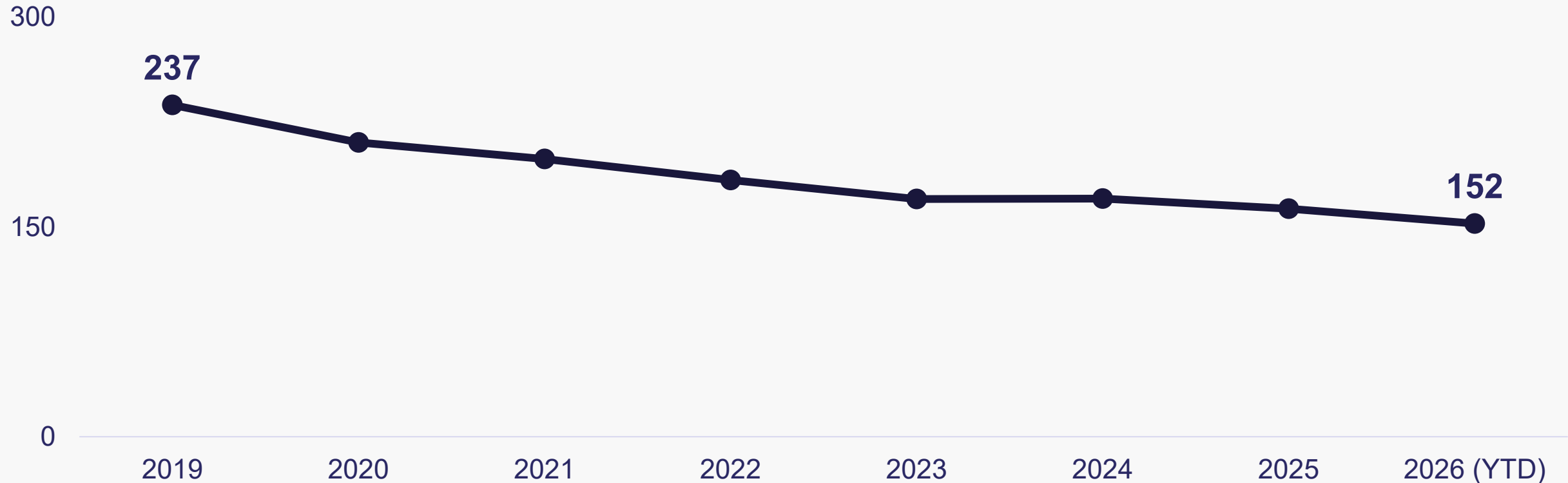
Unit Type	Unit Name	Average Daily Population (ADP)	Phase
General Population	Boulder	17	2-3
	Dunes	14	2
	Fossil	17	3
	Haystack	12	2
	Lake	16	2
Intake	Maple	13	1
	Noble	11	1
	Crater (2/1/26 - forward)	14	1
Specialized	Oak	13	n/a
	Pacific	14	n/a
	Summit	13	n/a
Safety Intervention	Rockaway	n/a	n/a
	Intervention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



MYCF Population Over Time

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

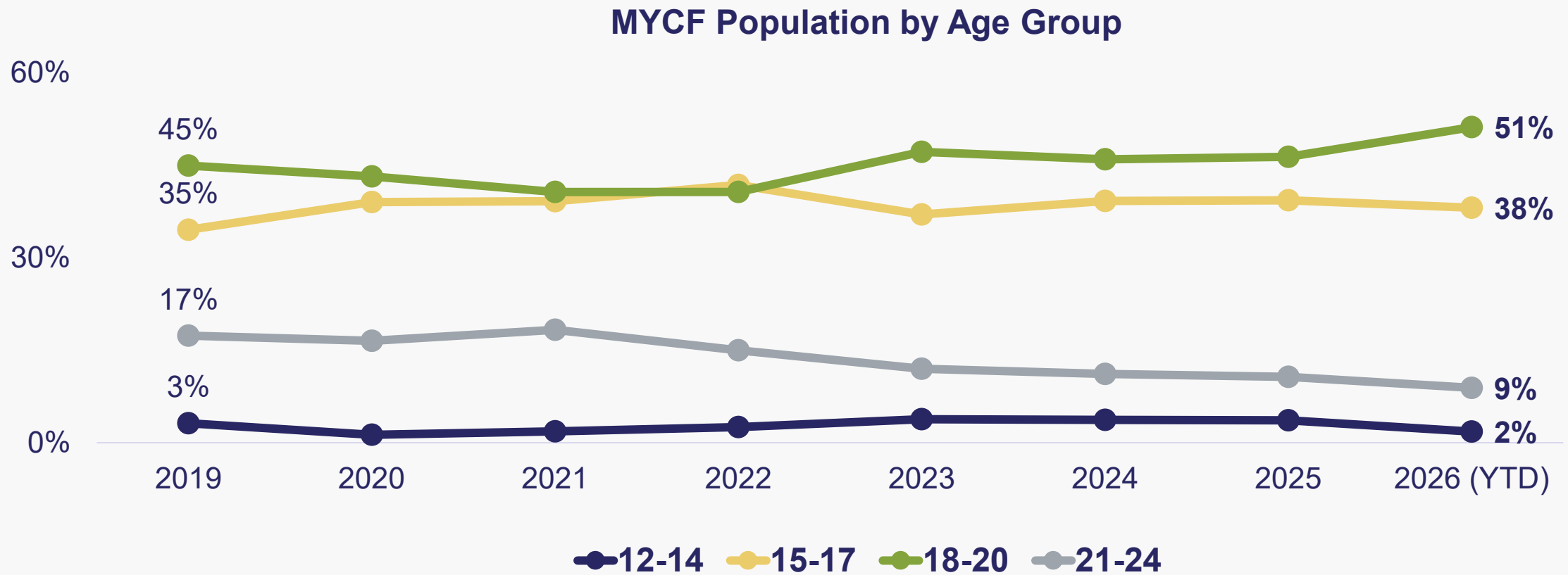
MacLaren Average Daily Population by Year





MYCF Demographics Over Time

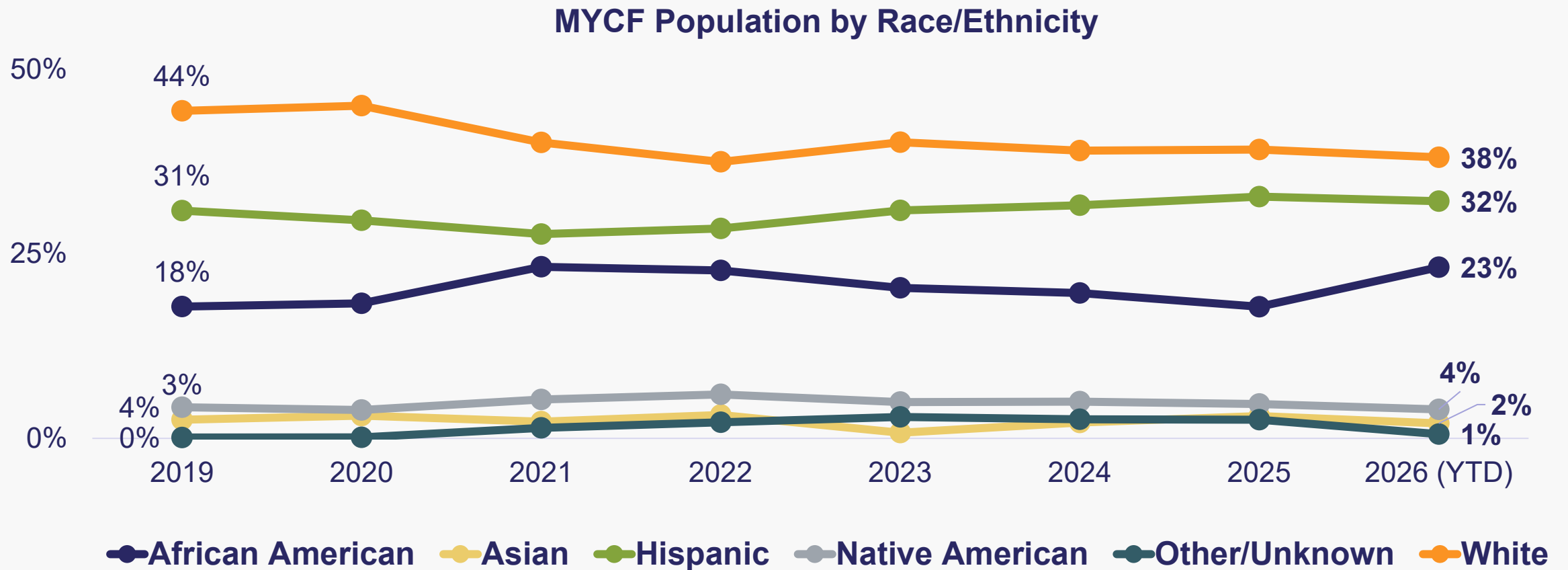
The proportion of youth 21 and older has dropped from 17% to 9%





MYCF Demographics Over Time

The proportion of Youth of Color has increased from 56% to 62%





IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



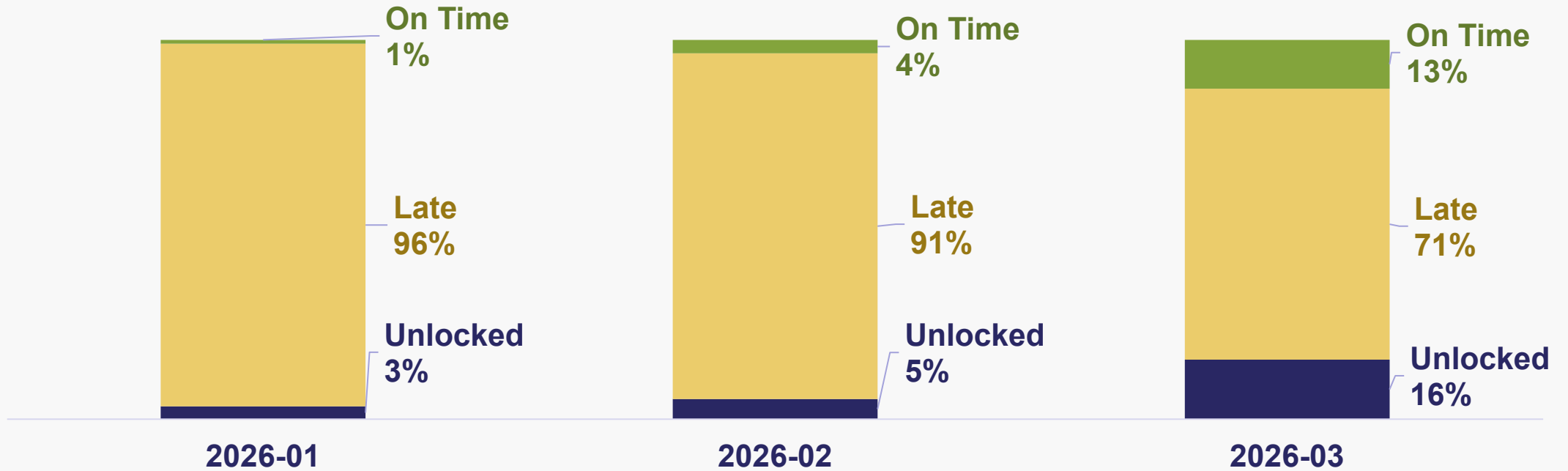
Performance Metrics



Timely YIR Completion

13% of last month's YIRs were locked within 72 hours

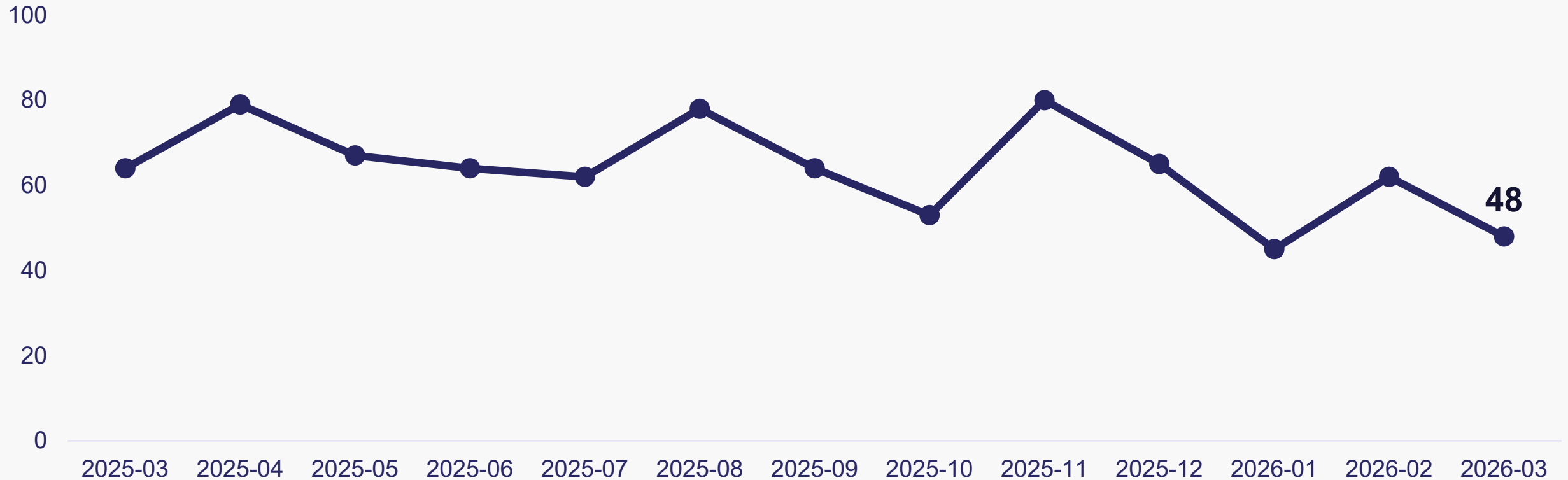
Current YIR Completion Status
(as of 4/9/26)





Youth Assaults/Fights

There were 48 Assaults/Fights last month





Last month's 48 assaults/fights involved 35 distinct youth

11 youth were responsible for 50% of assaults/fights



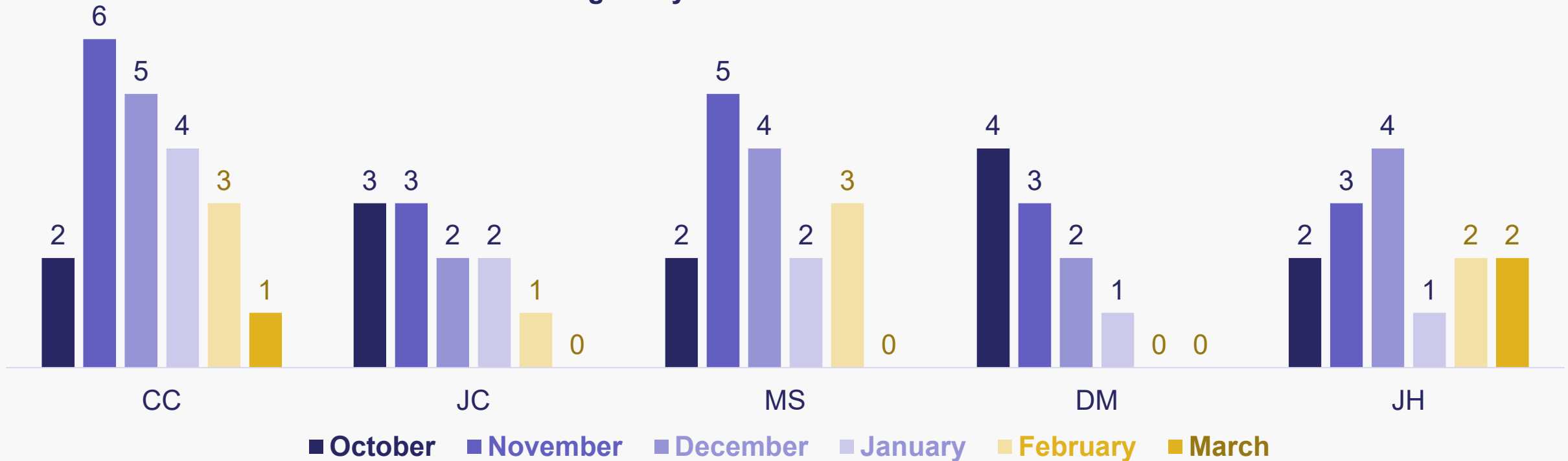
Each column represents an individual youth; column height indicates the number of problem behaviors for that youth



Supplemental – Youth Detail

The five youth with the most Assaults/Fights over the past 6 months have all shown recent improvement

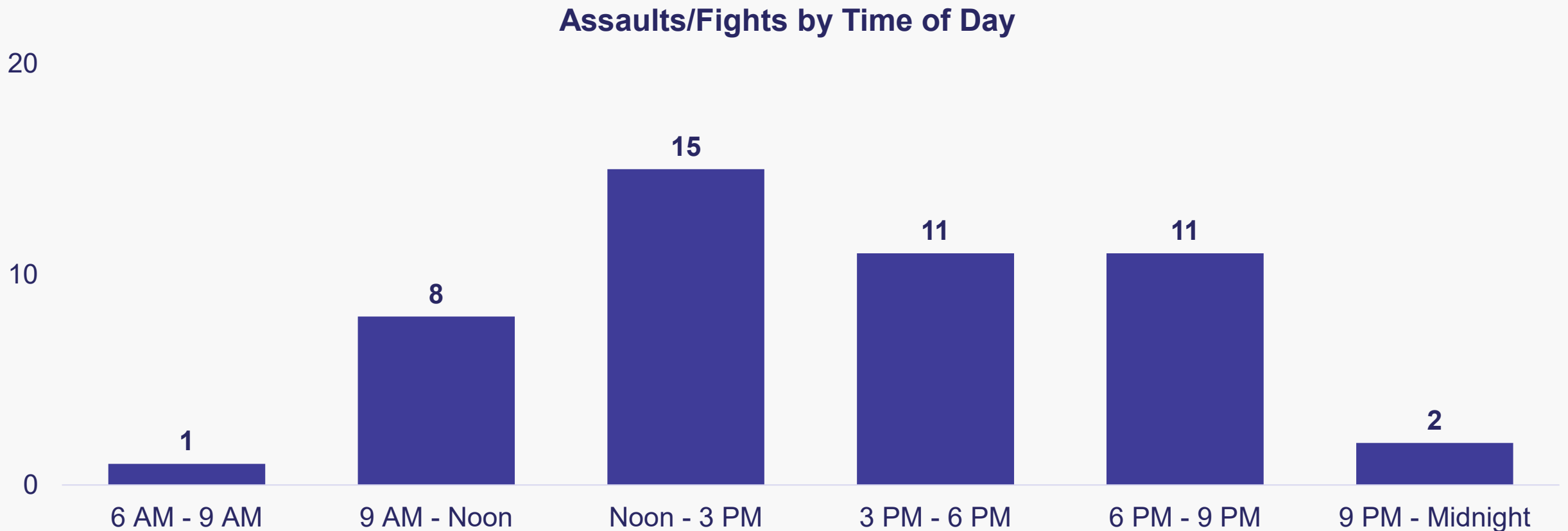
Assaults/Fights by Youth and Month over the Past 6 Months





Supplemental – Time of Day

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

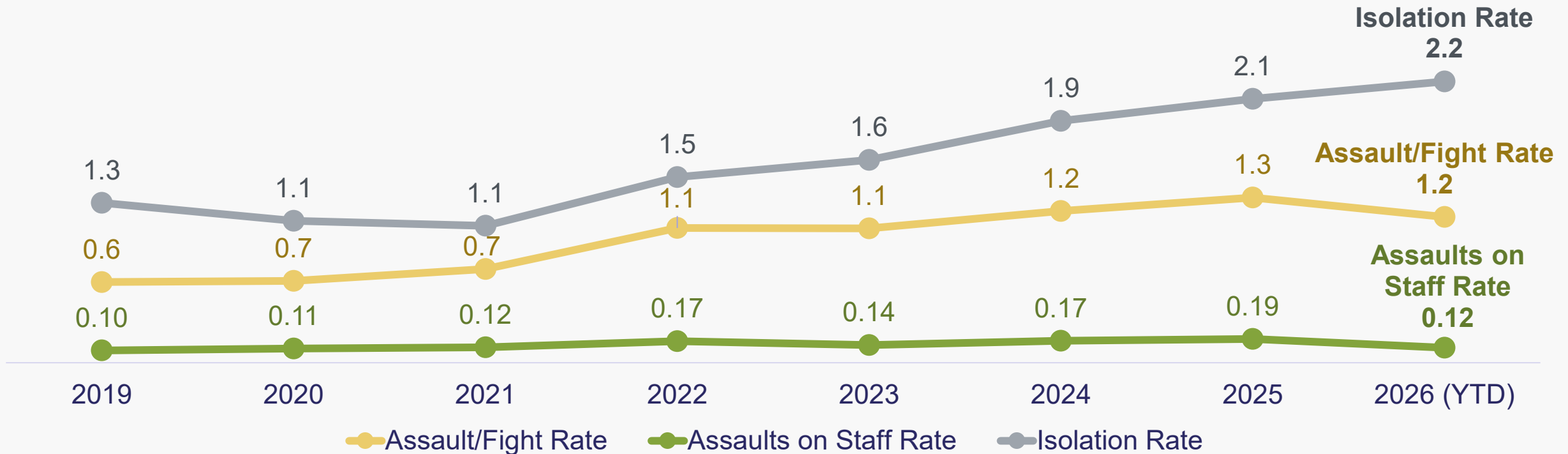




Supplemental - Violent Incidents and Isolation Over Time

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

MacLaren Incident and Isolation Rates by Year

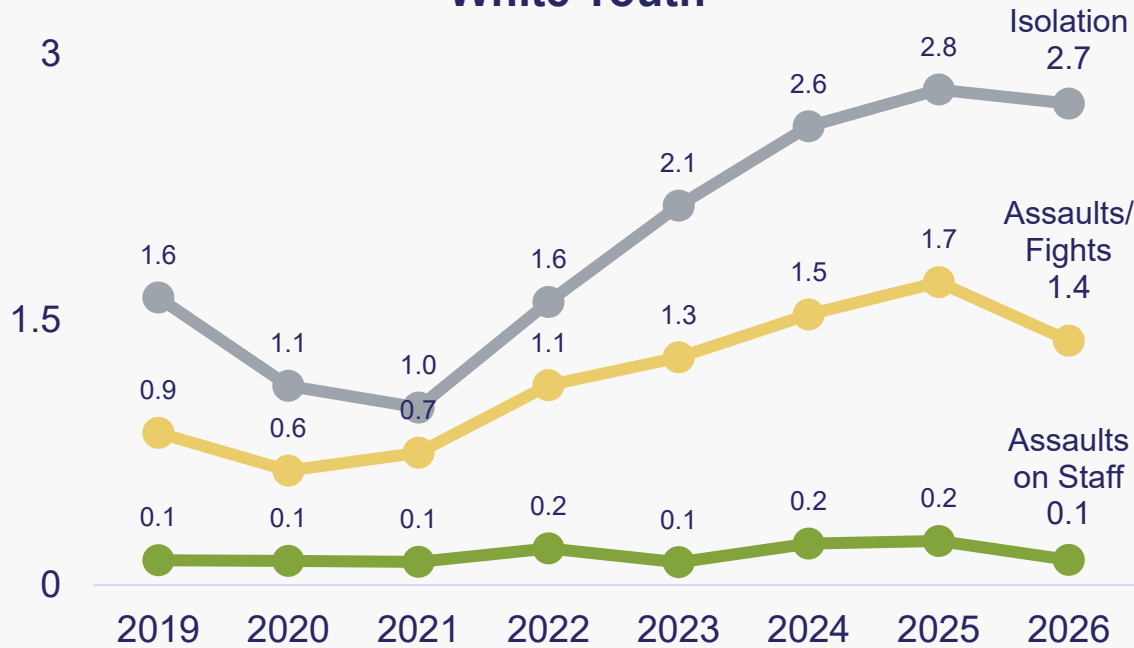




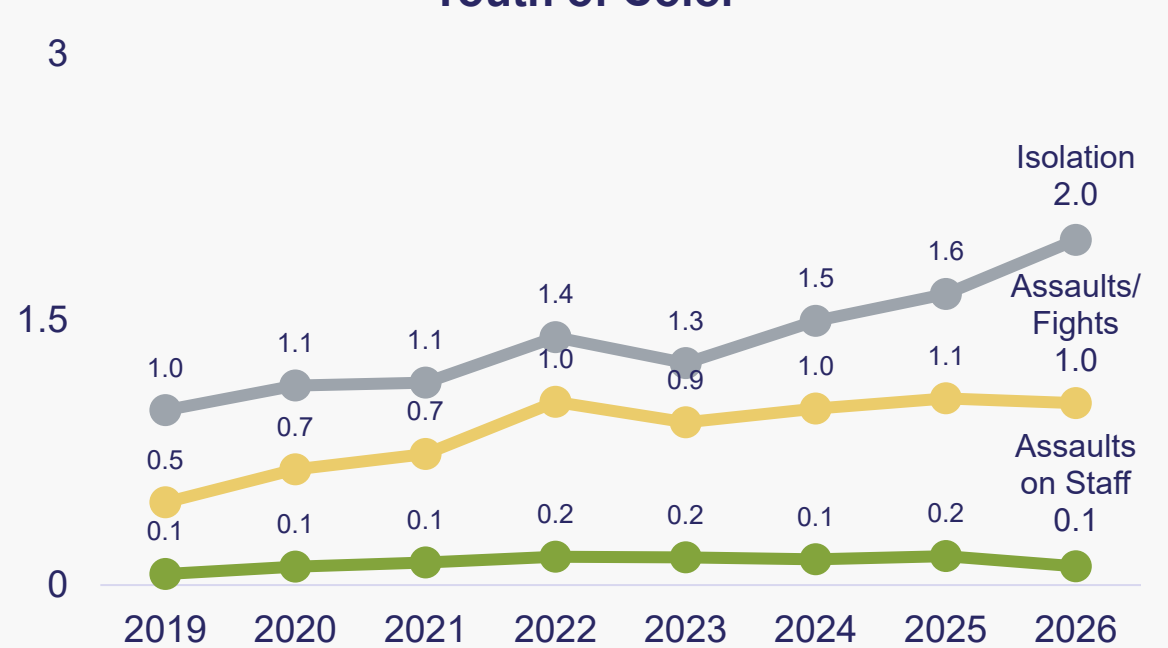
Supplemental - Violent Incidents and Isolation by Race/Ethnicity

Assault/Fight and Isolation rates are higher among White Youth

Incident and Isolation Rates by Year
White Youth



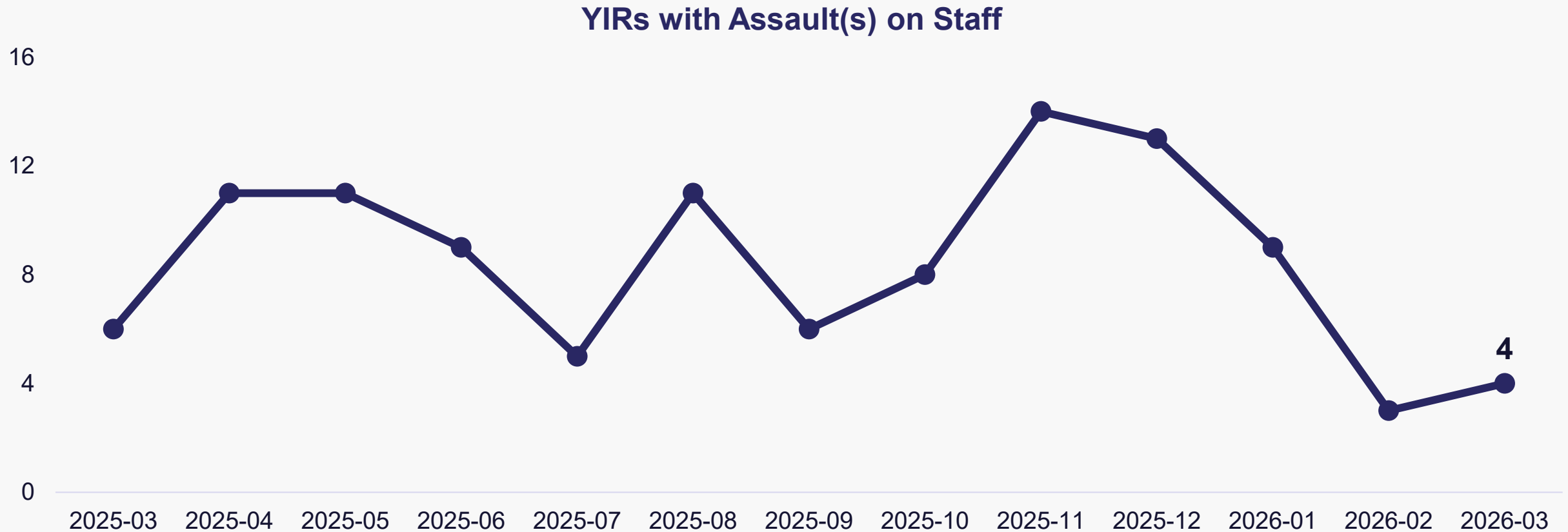
Incident and Isolation Rates by Year
Youth of Color





Incidents with Assaults on Staff

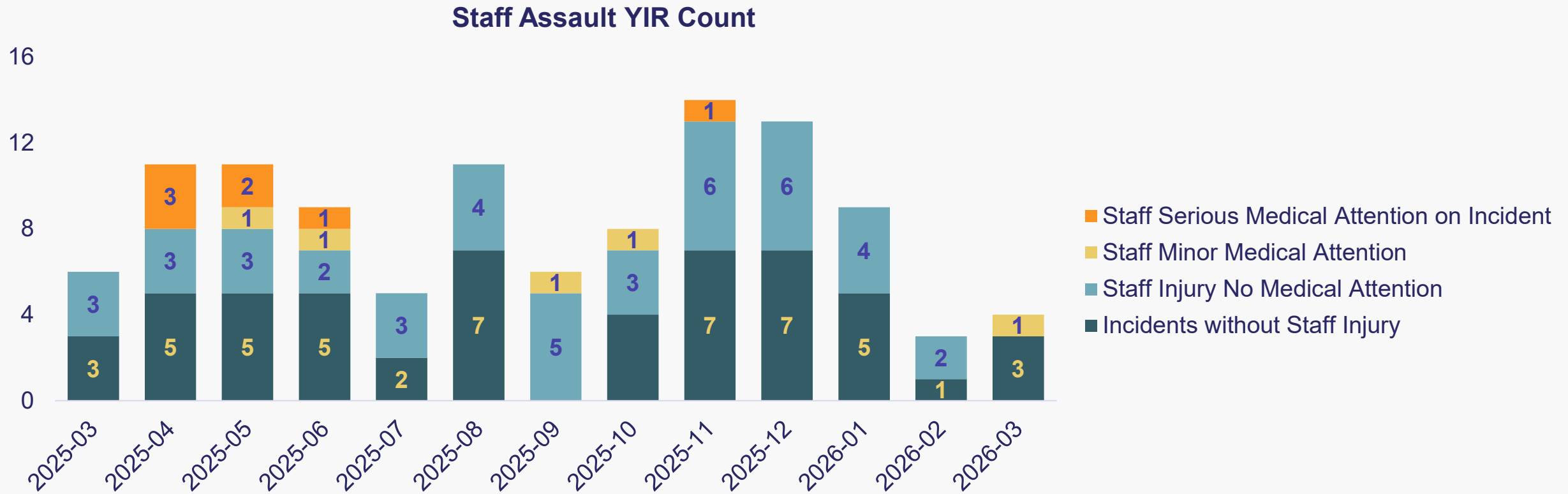
Last month, 4 YIRs involved an assault on staff





Supplemental – Assaults on Staff

One of last month's assaults resulted in staff medical attention

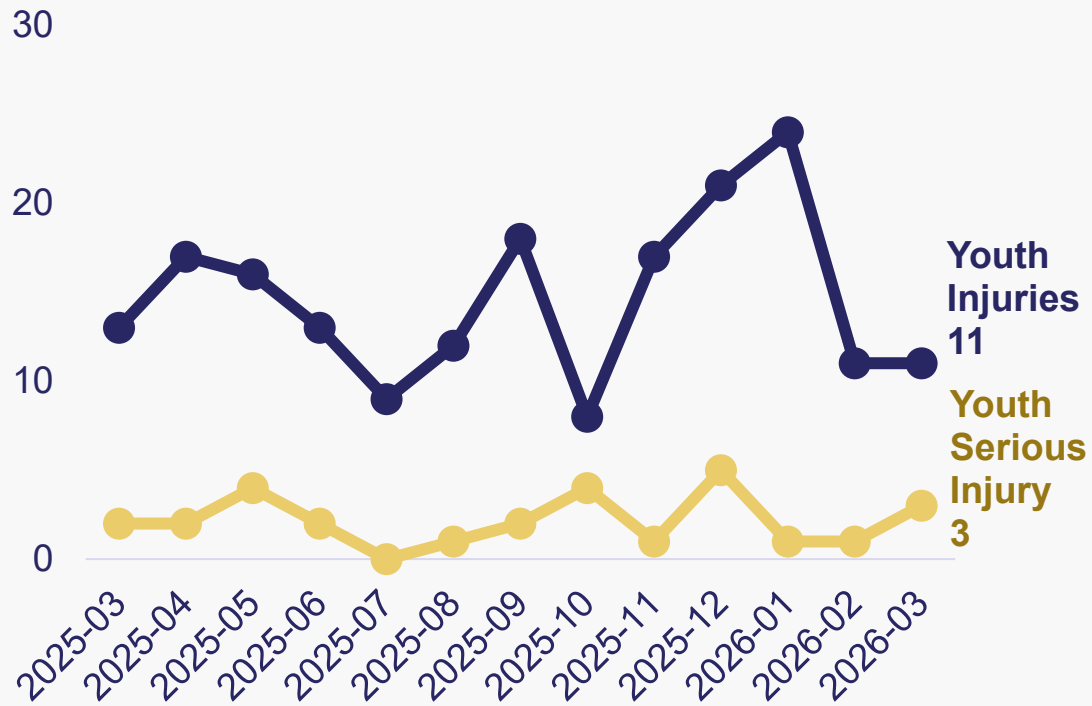




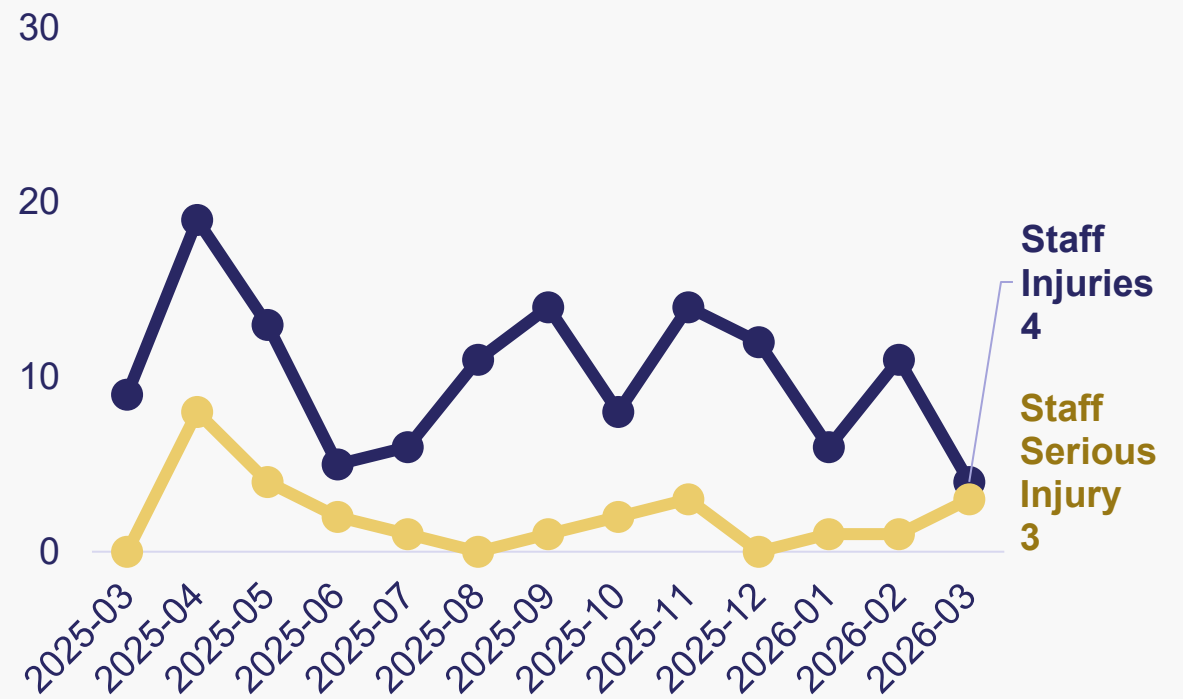
Youth and Staff Injuries

Last month, 6 serious injuries (3 youth, 3 staff) were recorded in YIRs

Youth Injuries



Staff Injuries

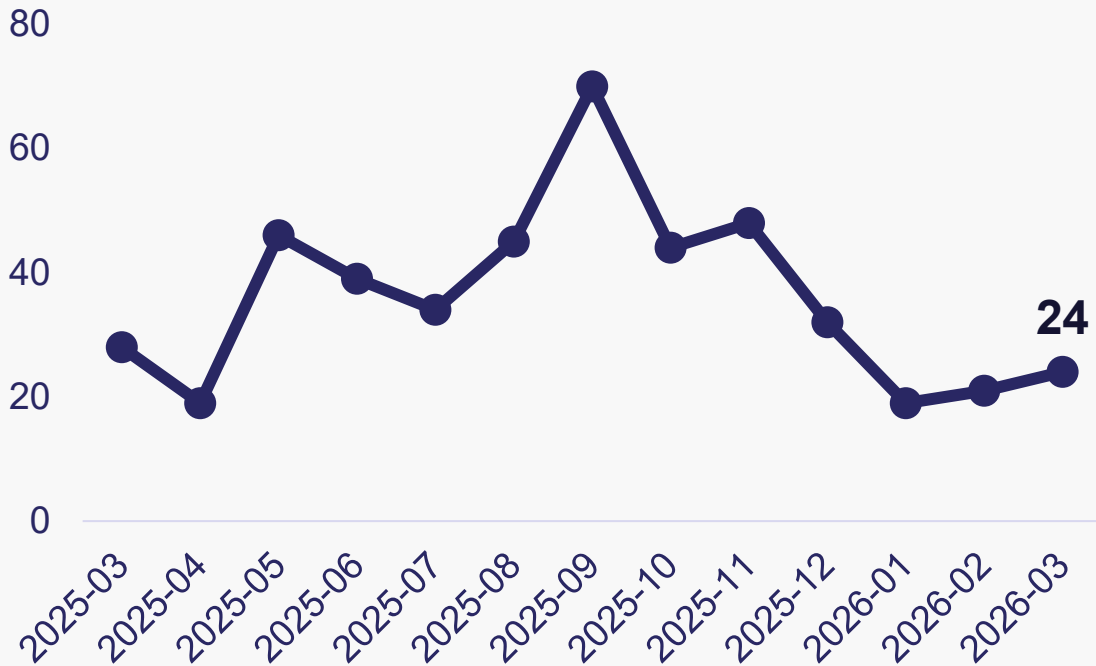




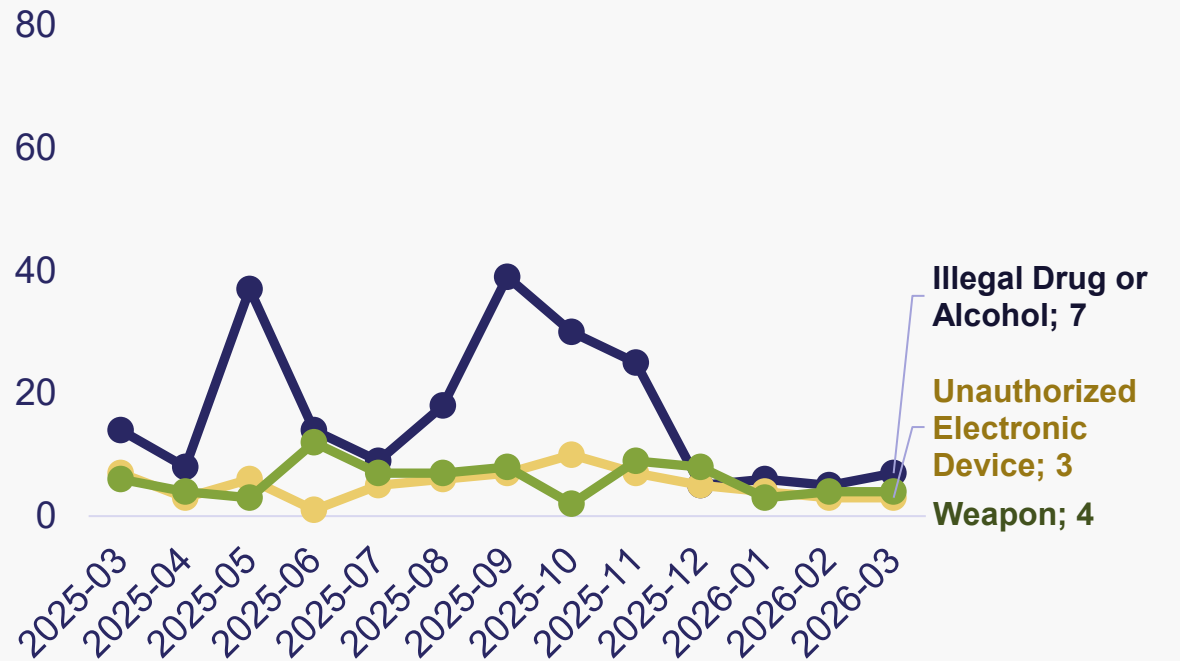
Contraband from YIRs

24 instances of contraband were logged in YIRs last month

All YIR Contraband Discoveries



Drugs/Alcohol, Electronics, Weapons

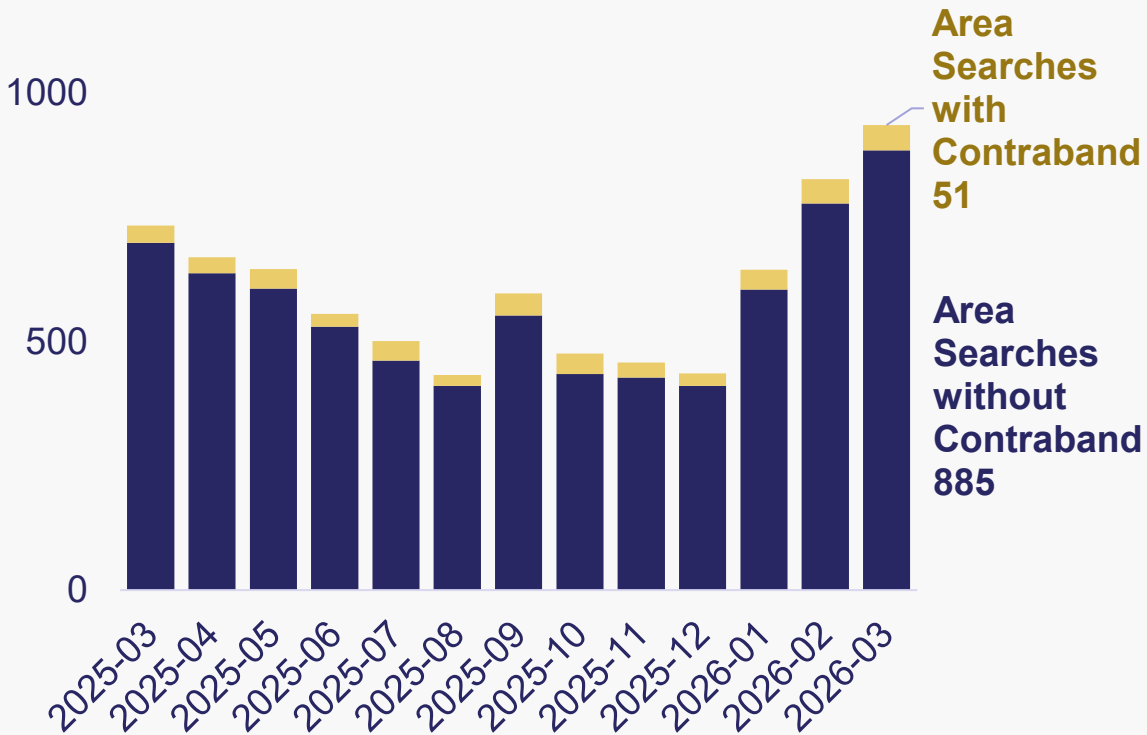




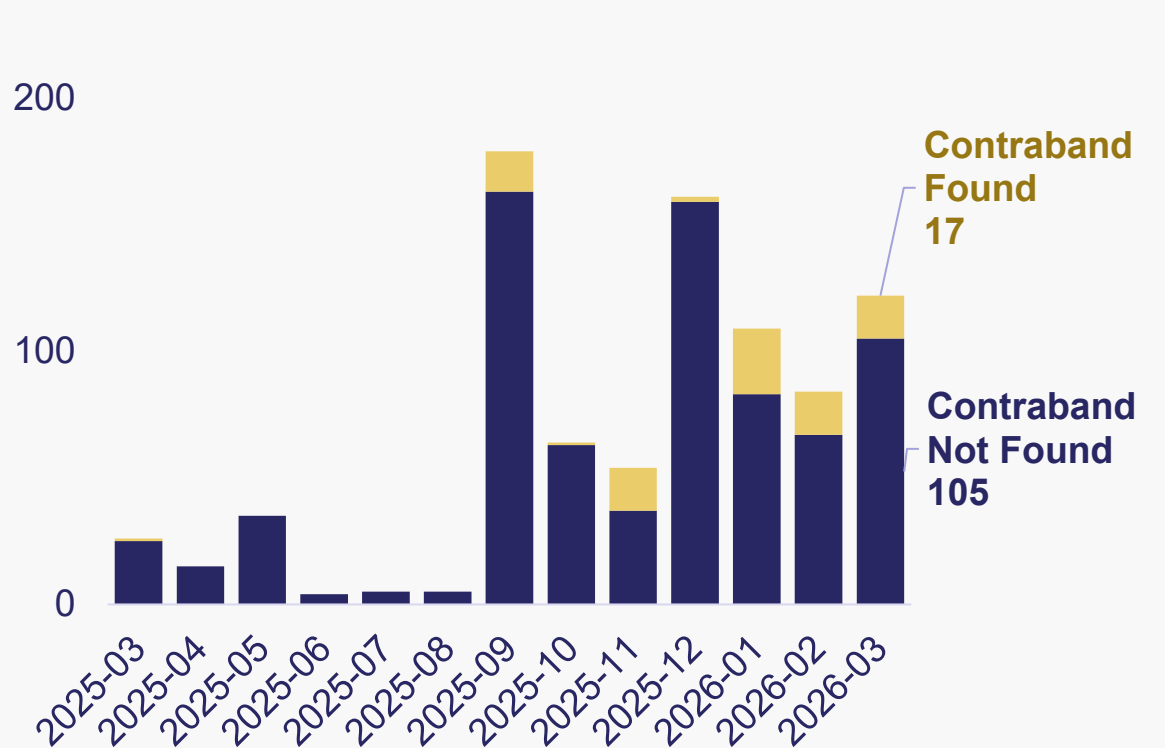
Contraband from Searches

Last month there were 68 contraband discoveries from searches

5% of Area Searches discovered Contraband



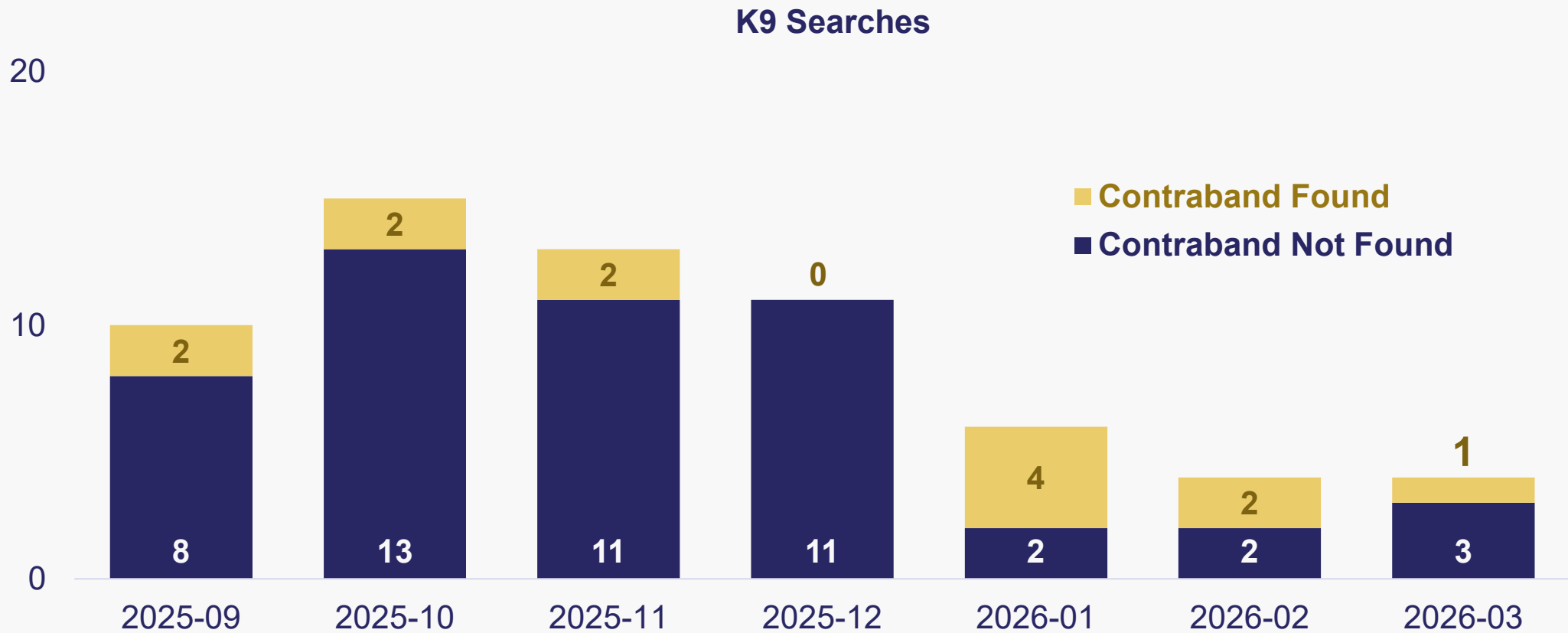
14% of Youth Searches discovered Contraband





K9 Searches

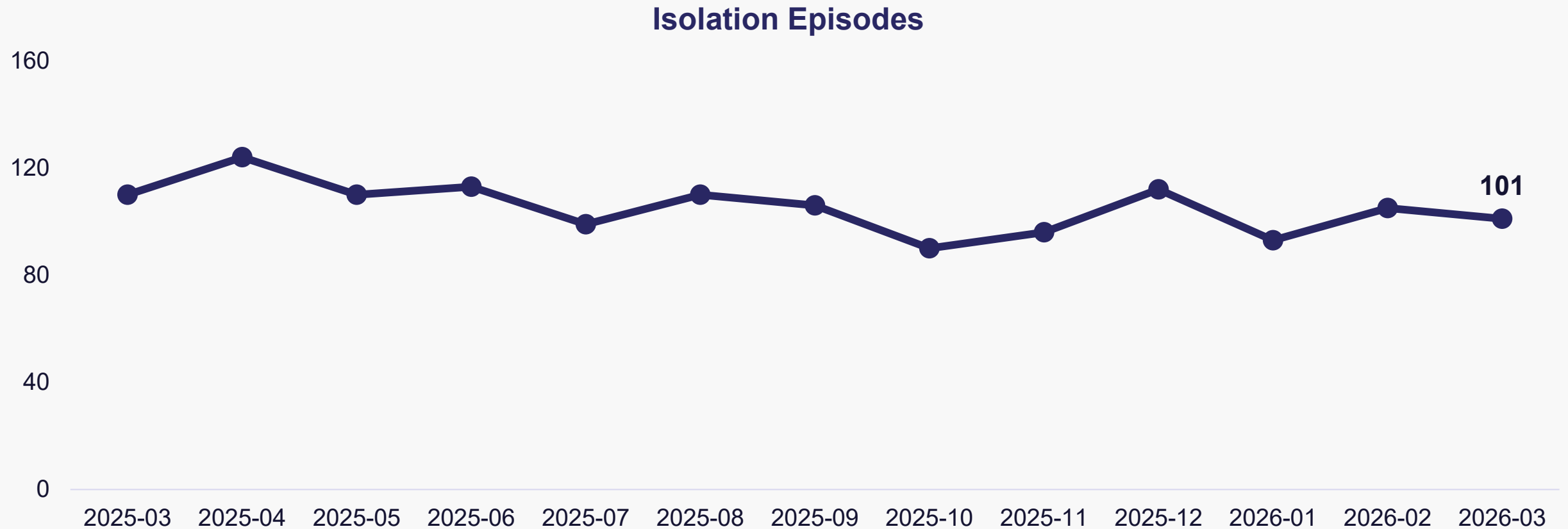
One K9 search found contraband last month





Number of Isolation Episodes

There were an average of 3.3 isolation episodes per day last month

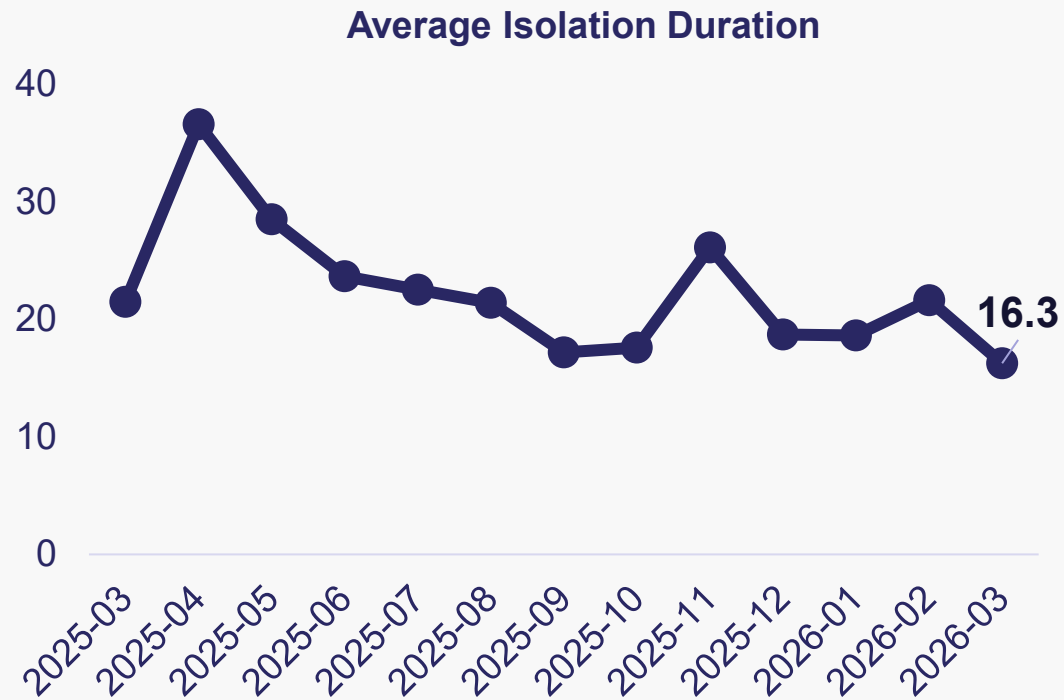




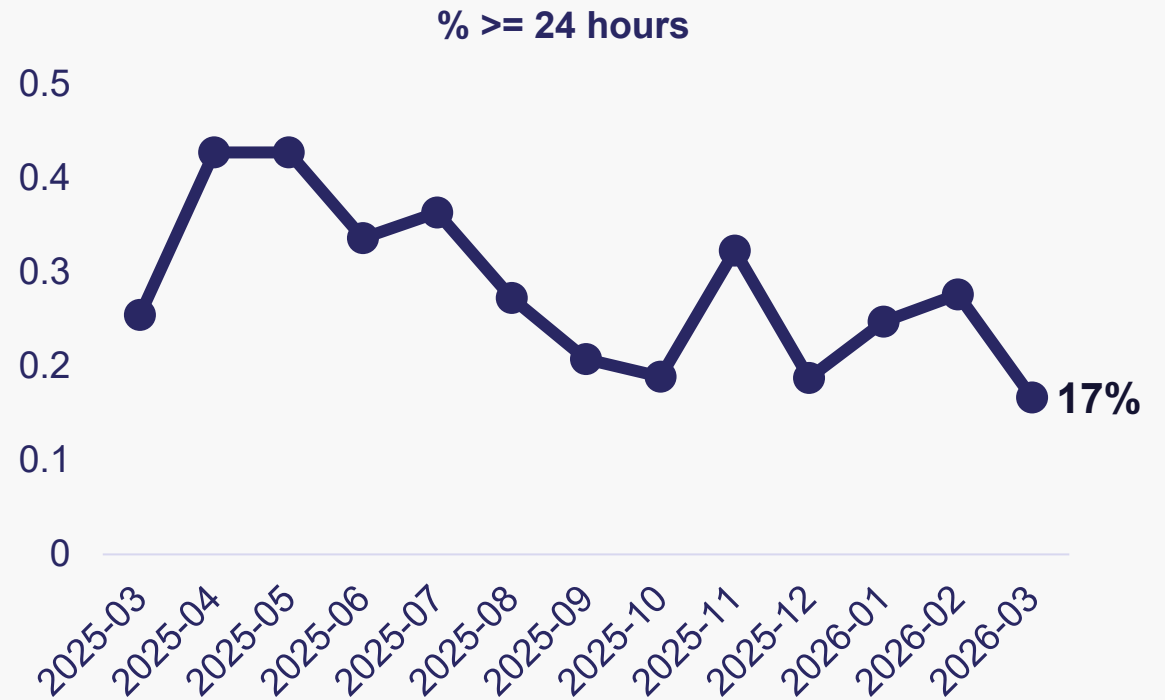
Isolation Duration

Average isolation duration declined last month

Average Time in Isolation was 16 hours



17% of Episodes Lasted 24 Hours or More



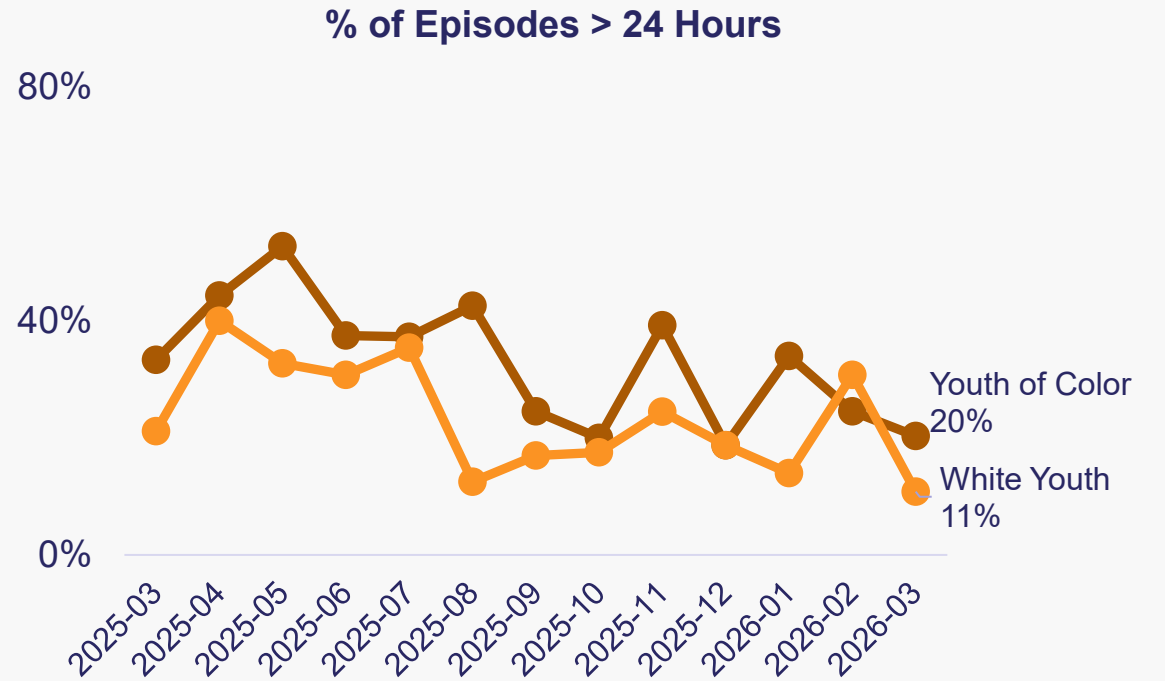
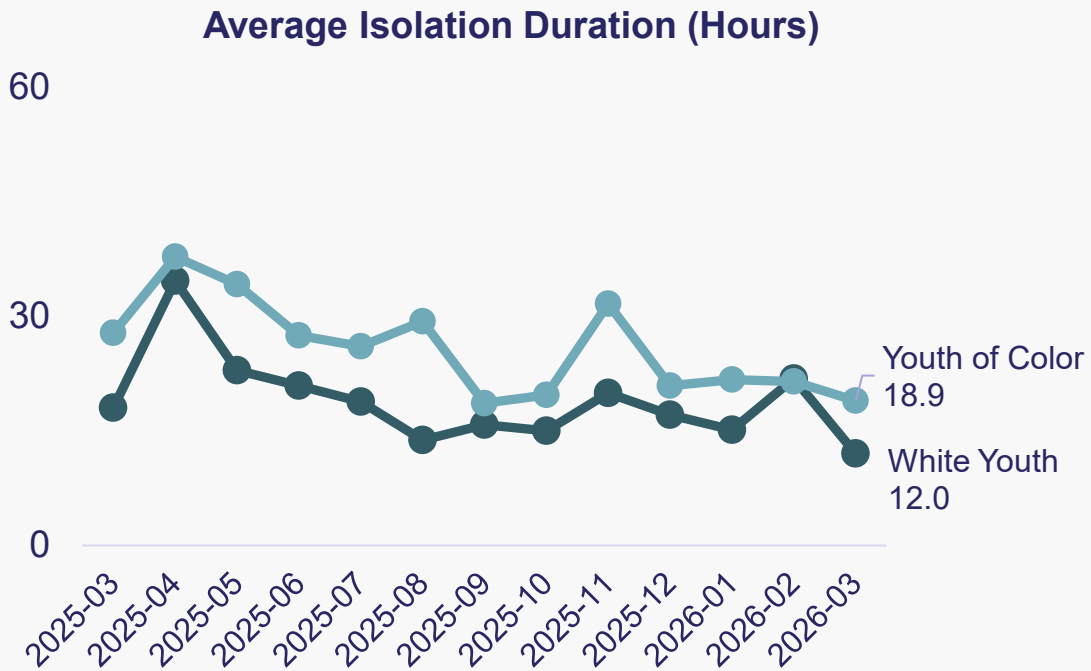


Supplemental – Isolation Duration by Race/Ethnicity

Average isolation duration declined last month

Average Time in Isolation was 16 hours

17% of Episodes Lasted 24 Hours or More



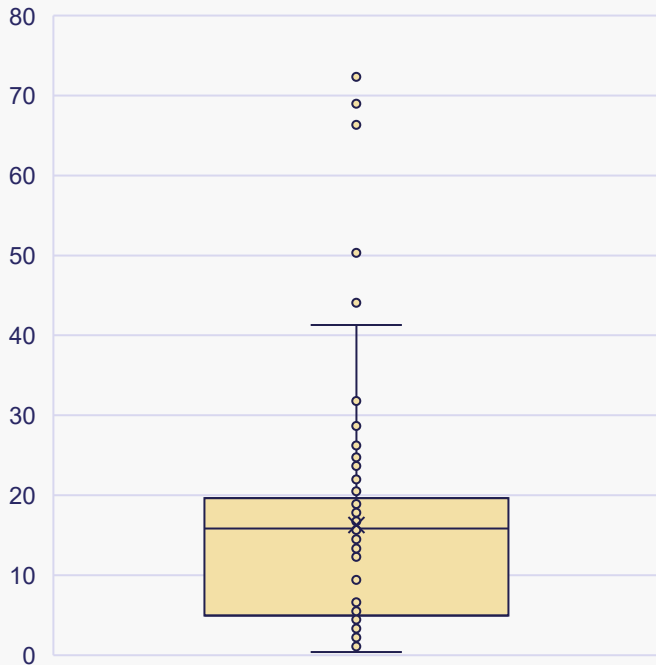


Prior Month Isolation Detail

Four youth were isolated for more than 48 hours

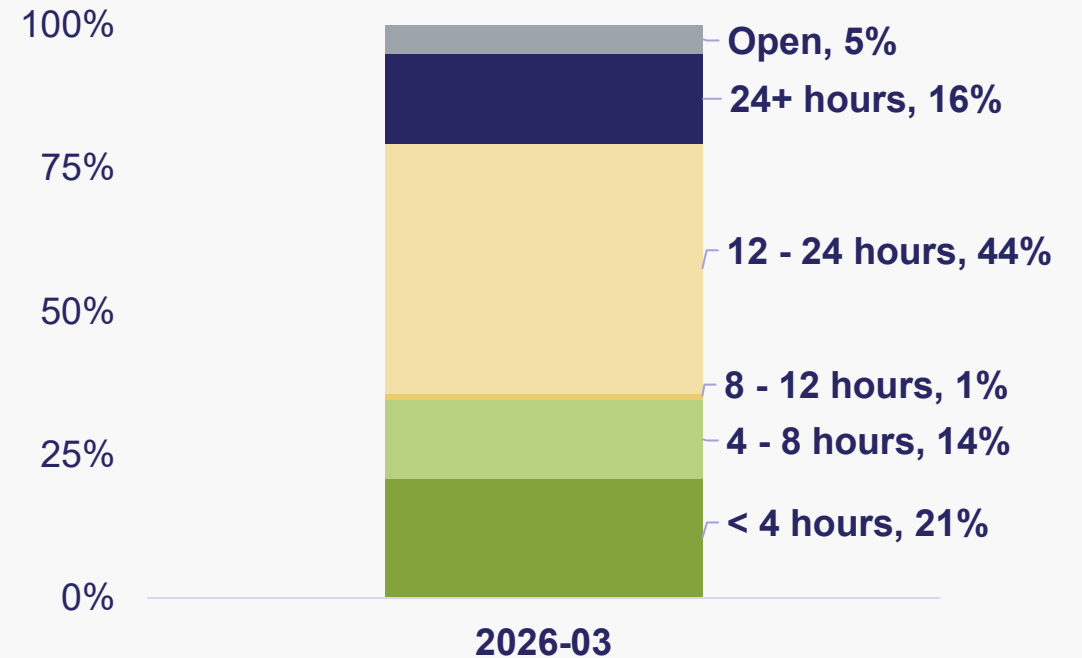
21% of isolation episodes lasted less than 4 hours

Isolation Duration, Prior Month



March 2026	
Over 24 hours	16
Over 48 hours	4
Over 72 hours	1

Isolation Duration



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



Case Studies of time in isolation

- **E.W.** (YIR # 406681)

- Isolation began at 11:30 am on 3/7
 - 3/7 11:30 am - 1:45 pm in room
 - 3/7 1:45 pm - 2:30 pm out of room (hygiene)
 - 3/7 5:45 pm - 6:00 pm out of room (QMHP)
 - 3/8 9:45 am - 10:30 am out of room (SDC)
- Isolation ended at 11:10 am on 3/8
- **Total duration = 23.7 hours**
 - Total awake hours in room = 10.25
 - Total sleep hours in room = 10
 - Total out of room hours = 1.75

- **J.R.** (YIR # 406629)

- Isolation began at 10:15 am on 3/5
 - 3:50 pm – 4:14 pm out of room (SDC)
- Isolation ended at 7:41 pm on 3/5
- **Total duration = 9.4 hours**
 - Total awake hours in room = 9
 - Total sleep hours in room = 0
 - Total out of room hours = 0.4

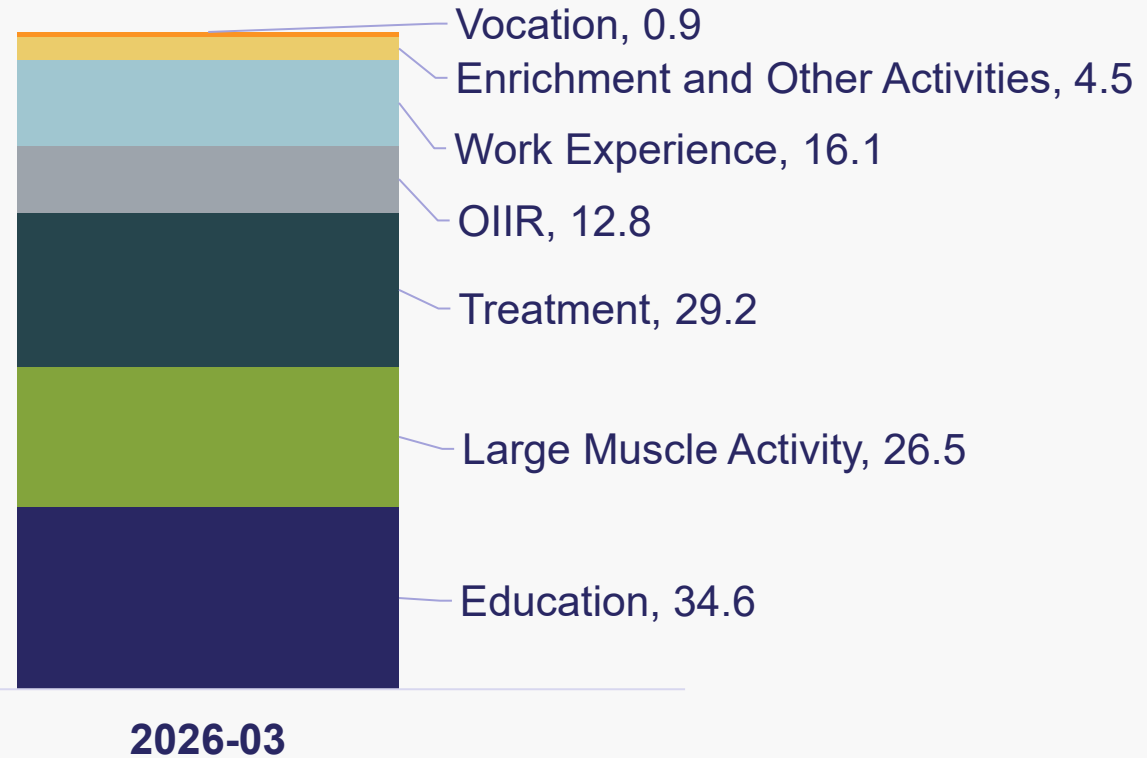
- **C.M.** (YIR # 406797)

- Isolation began at 11:15 am on 3/13
 - 2:30 pm - 3:30 pm out of room (SDC)
- Isolation ended at 5:40 pm on 3/13
- **Total duration = 6.4 hours**
 - Total awake hours in room = 5.4
 - Total sleep hours in room = 0
 - Total out of room hours = 1



Positive Youth Engagement by Average Daily Population*

Youth at MYCF averaged 125 Hours of PYE last month

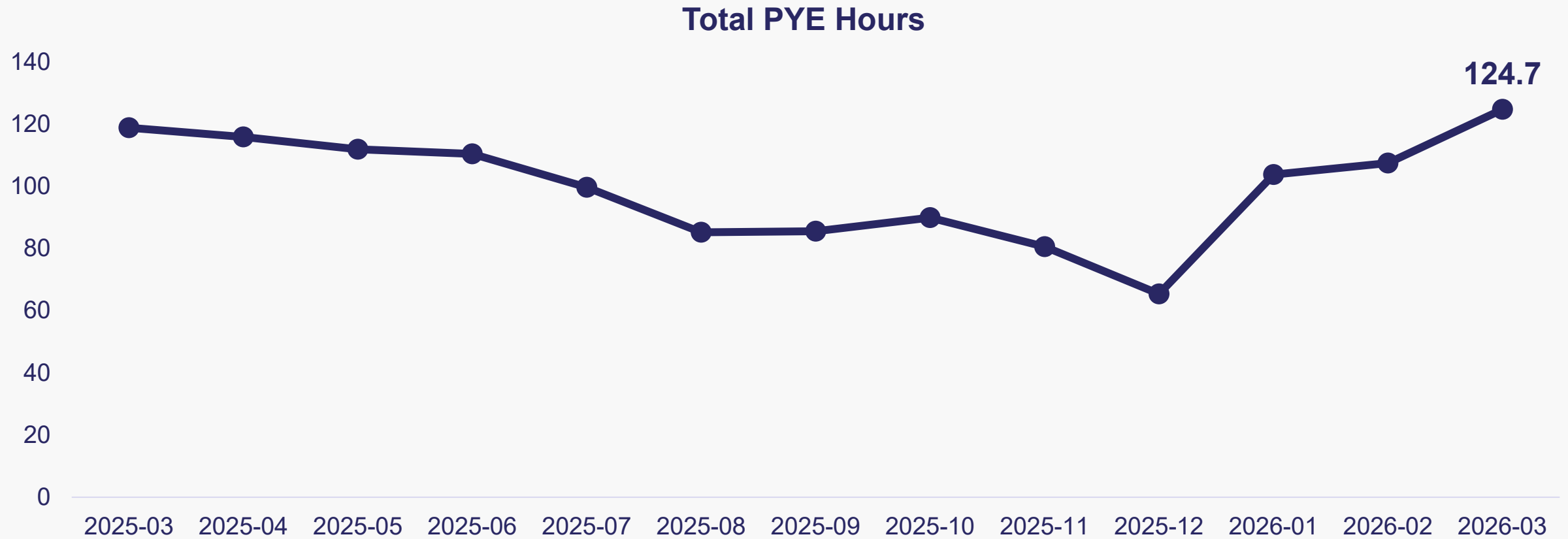


*Not all youth are eligible to participate in every activity.



Total PYE Hours per Youth

Total PYE hours increased last month





Supplemental – Youth with most and least hours

Average monthly PYE hours vary by Unit.

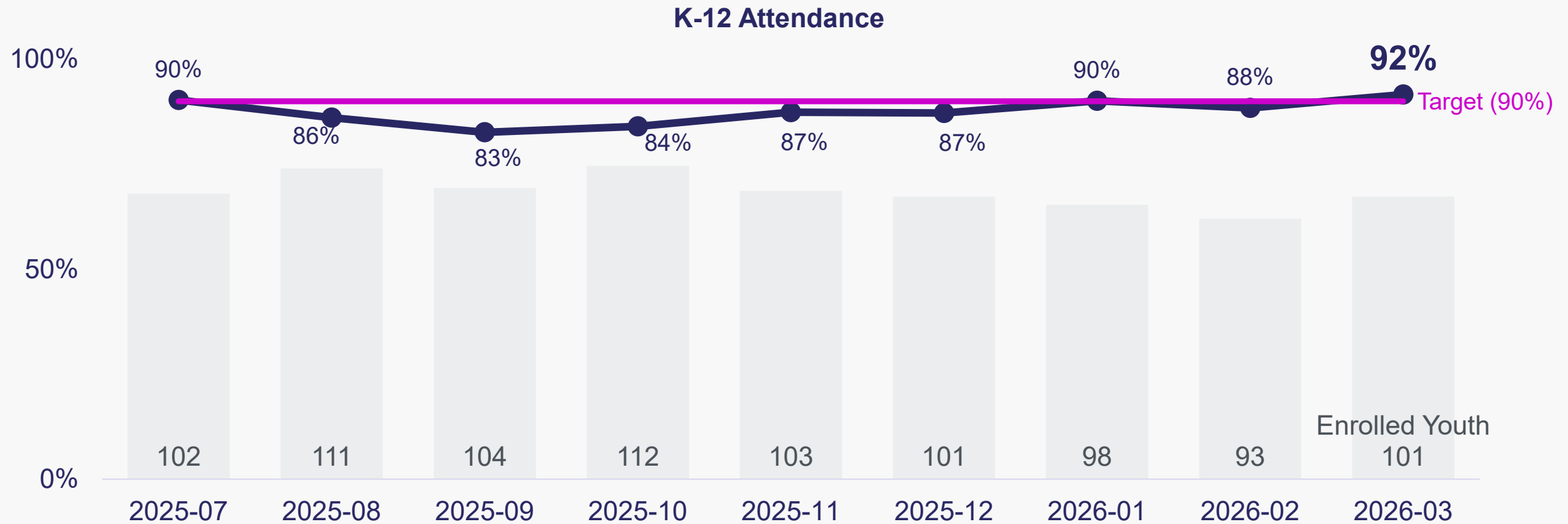
Ten youth had less than 40 PYE hours documented in March.

Unit Type	Unit Name	Average PYE Hours per Youth
General Population	Boulder	108.4
	Dunes	38.1
	Fossil	229.9
	Haystack	65.5
	Lake	83.6
Specialized	Oak	191.3
	Pacific	115.4
	Summit	107.5
Intake	Noble	172.4
	Maple	220.4
	Crater	66.2



Education – K-12 Attendance

Youth attended 92% of scheduled school days last month

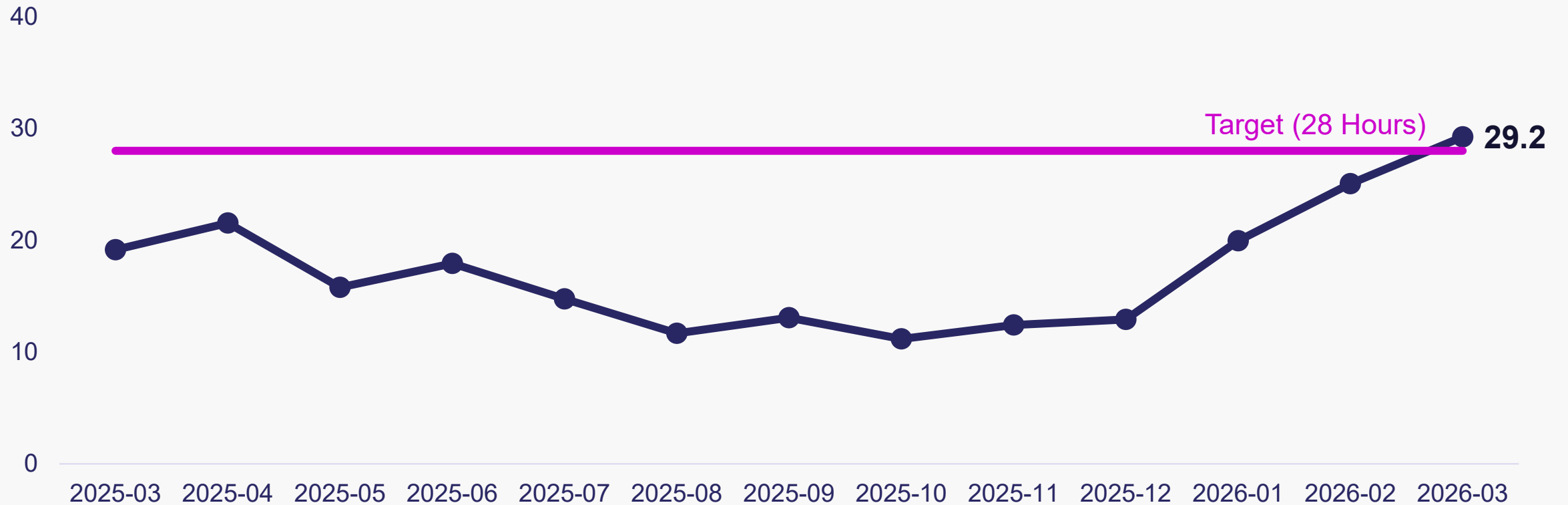




Treatment Hours

Treatment increased to 29 hours per youth last month

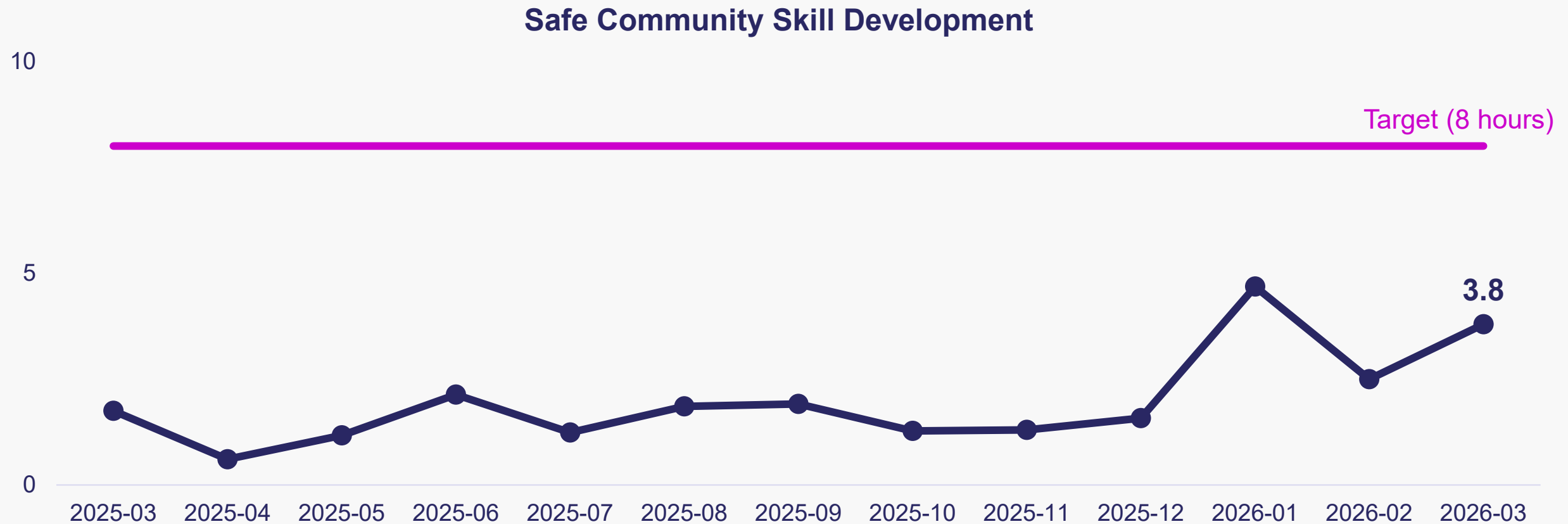
Average Treatment Hours per Youth





Safe Community Skill Development

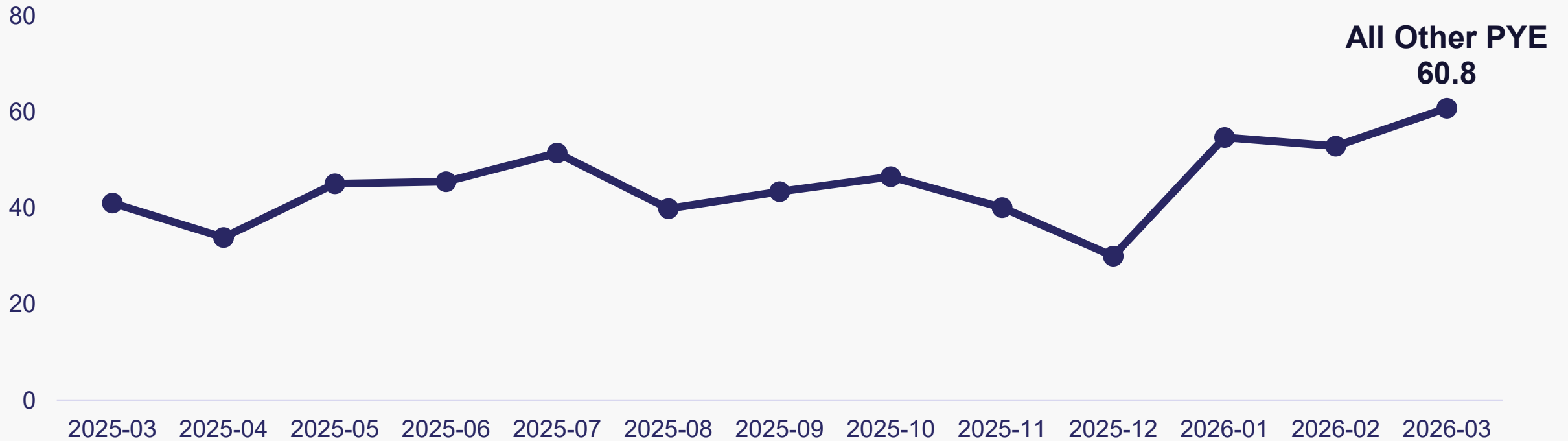
Safe Community Skill Development increased to 3.8 hours per youth





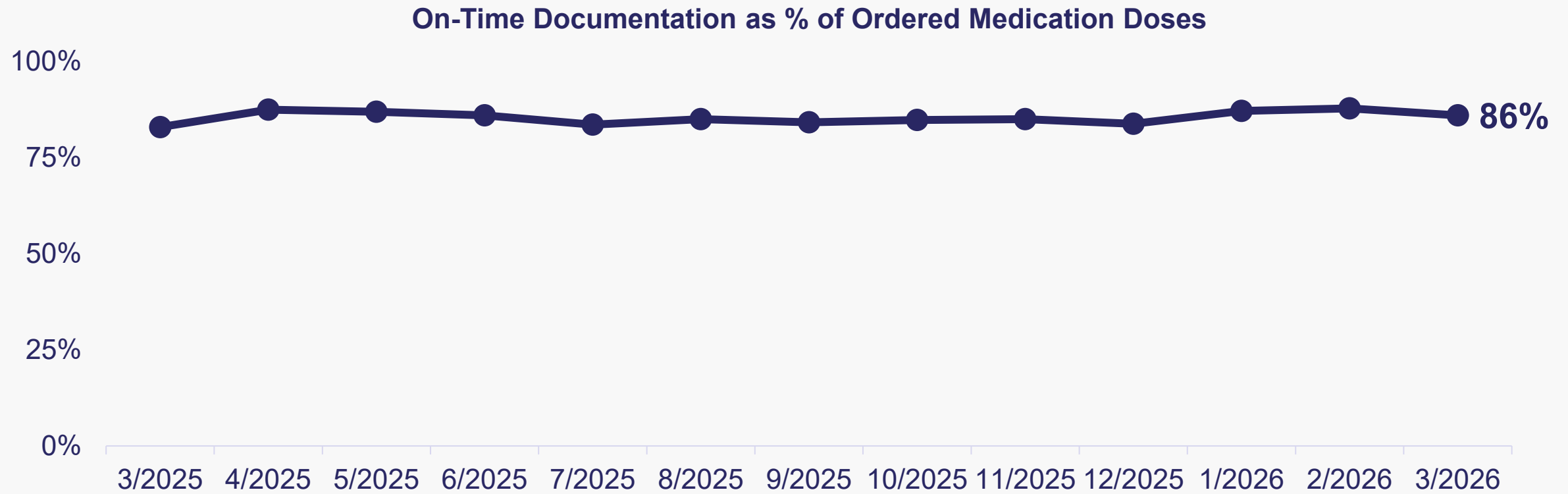
Youth averaged 61 hours of Other PYE last month

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





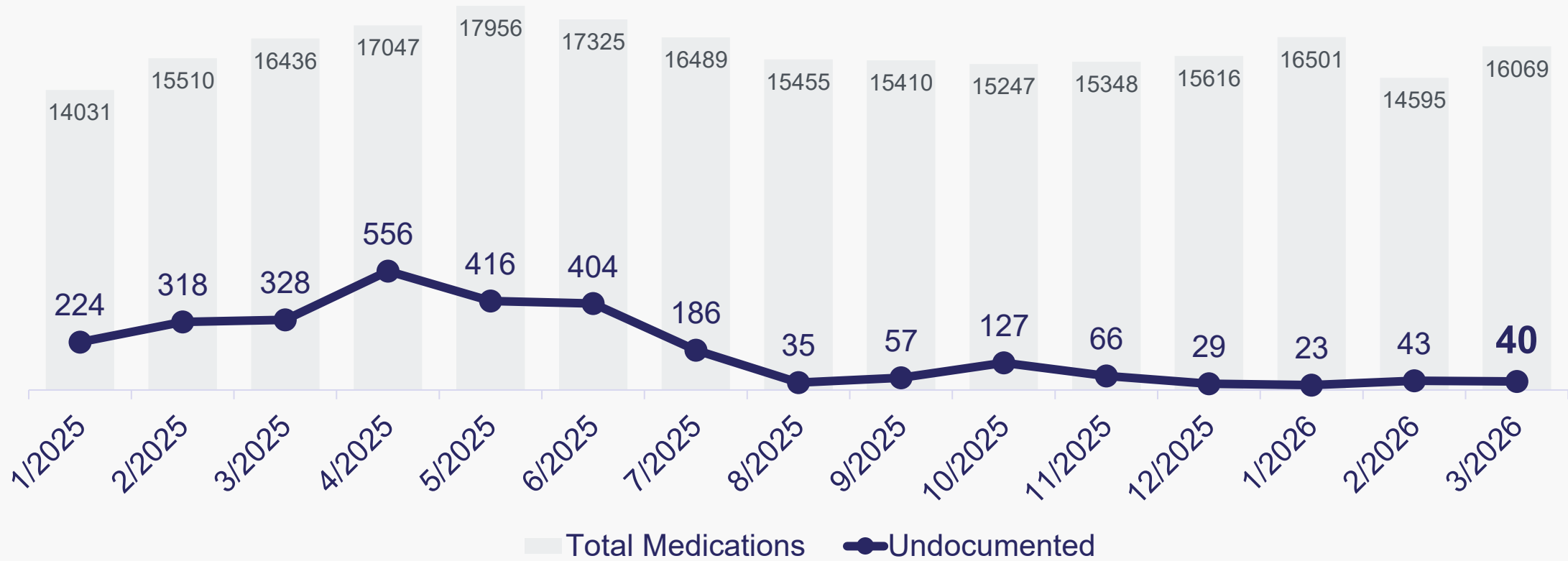
86% of ordered medications had timely documentation





Medication Documentation

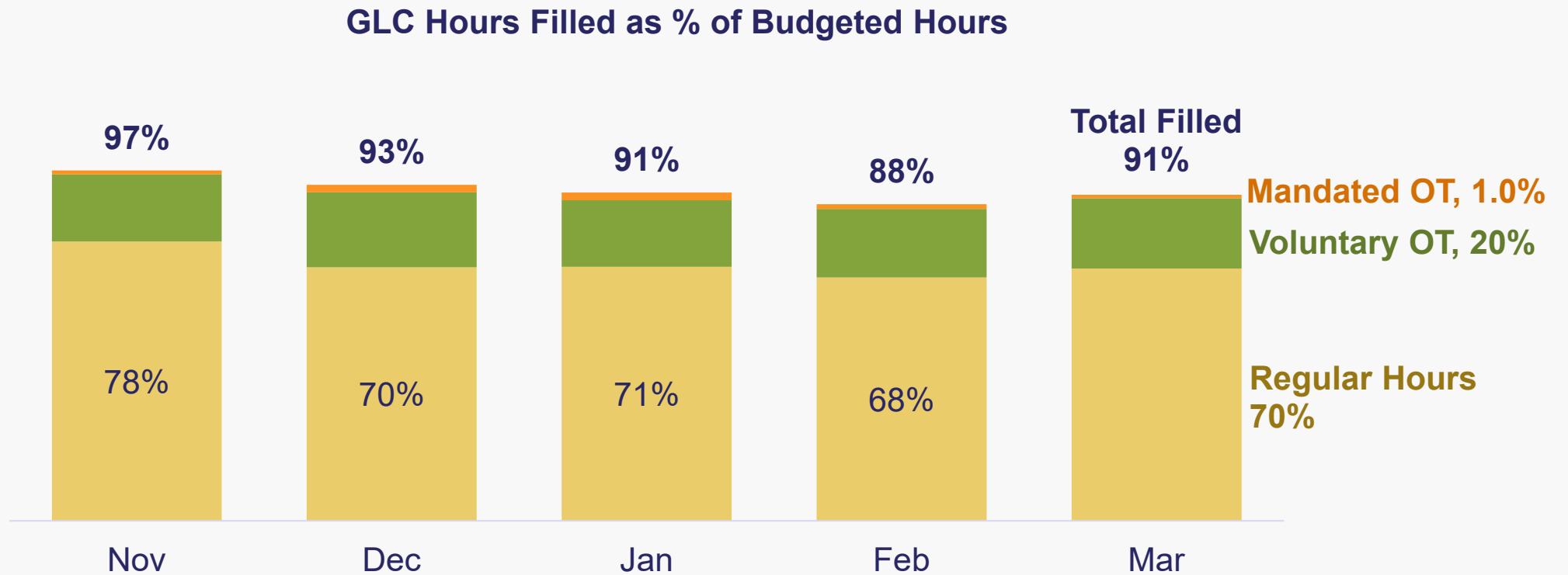
40 ordered medication administrations (0.2%) were missing Sapphire documentation





GLC Hours: Filled vs Budgeted

GLC Filled Hours as % of Budgeted Hours

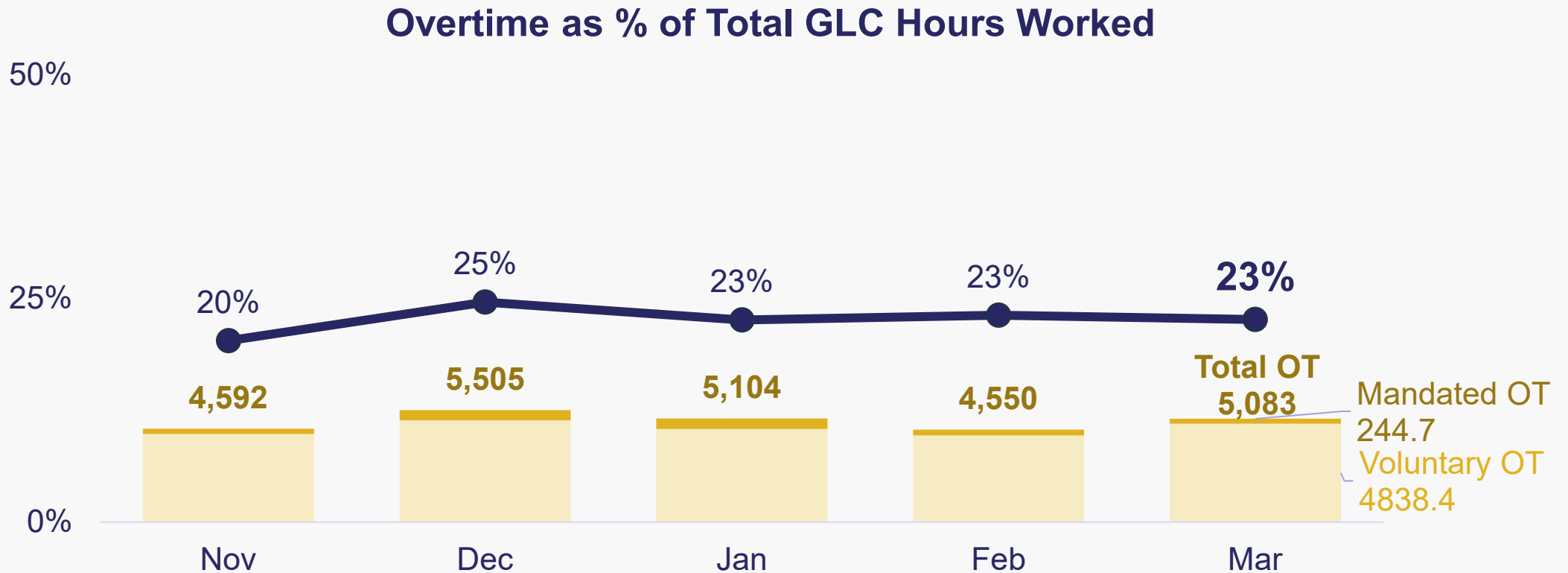


*Breakouts by type are available from 11/2025 forward



GLC Hours: Overtime

Last month, 23% of all hours worked by GLCs were Overtime



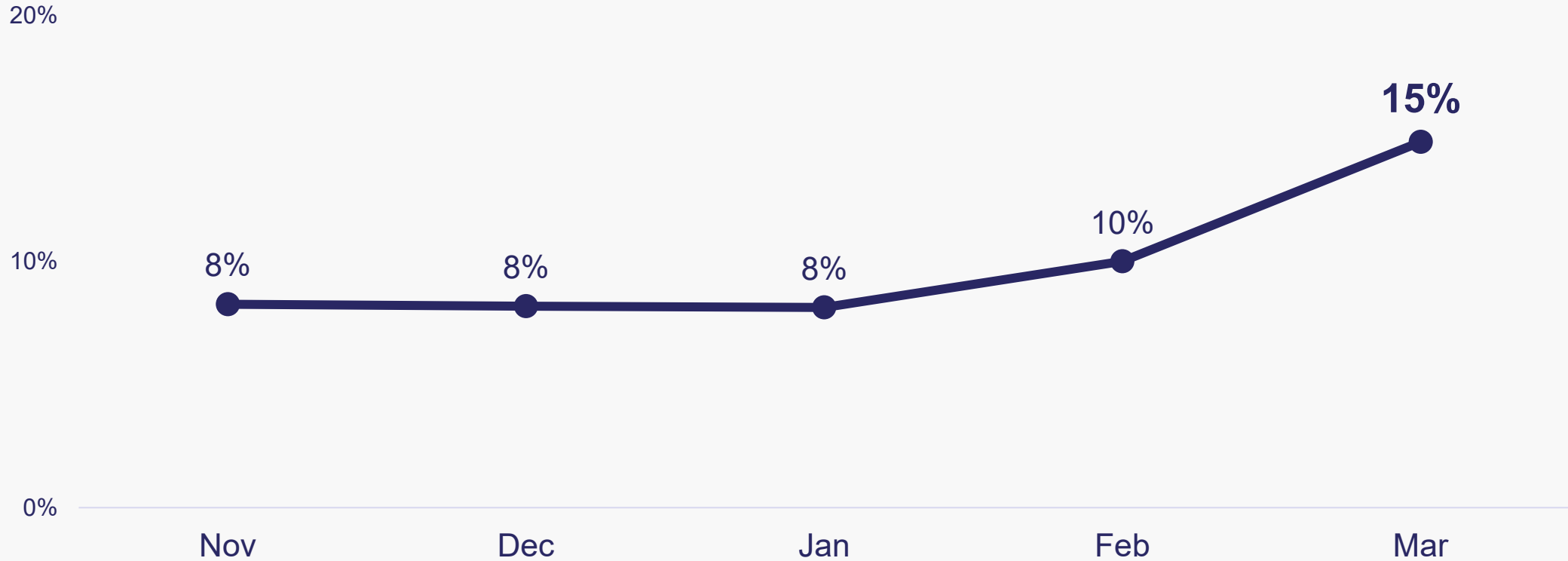
*Breakouts by type are available from 11/2025 forward



Sick Leave

15% of Budgeted GLC Hours were taken as Sick Leave last month*

GLC Sick Leave as % of Budgeted Hours

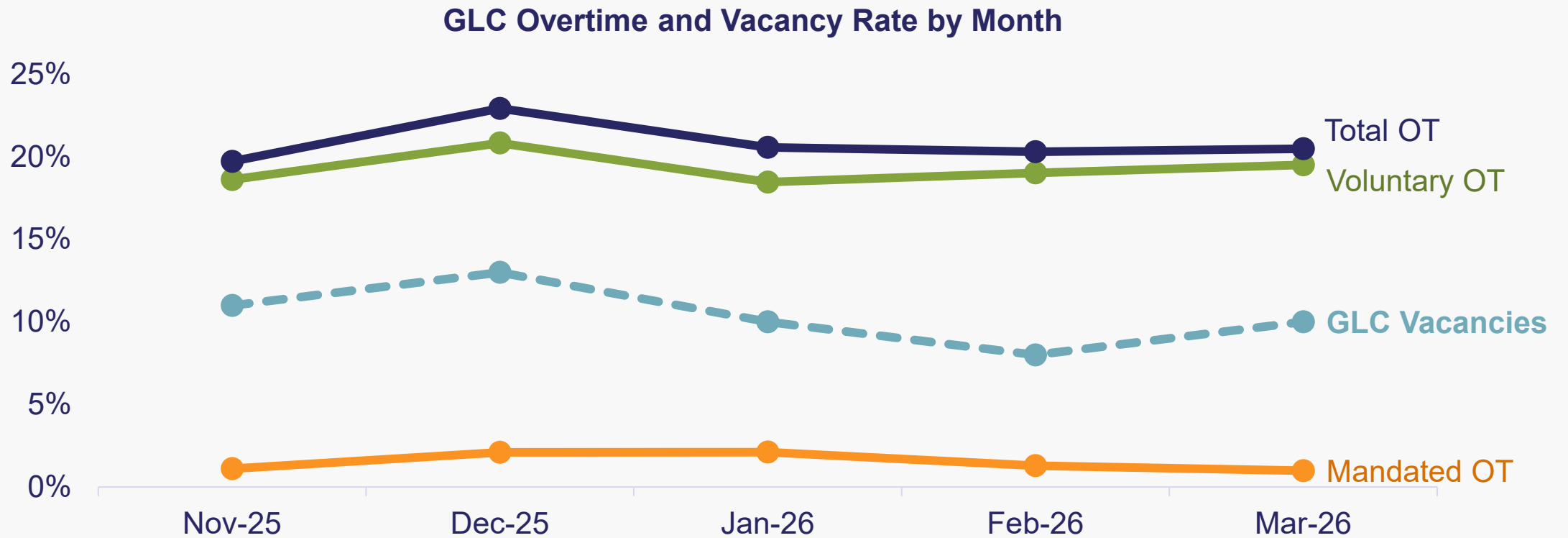


*Data available from 11/2025 forward



Supplemental – GLC Overtime and Vacancies

Overtime Hours and GLC Vacancies

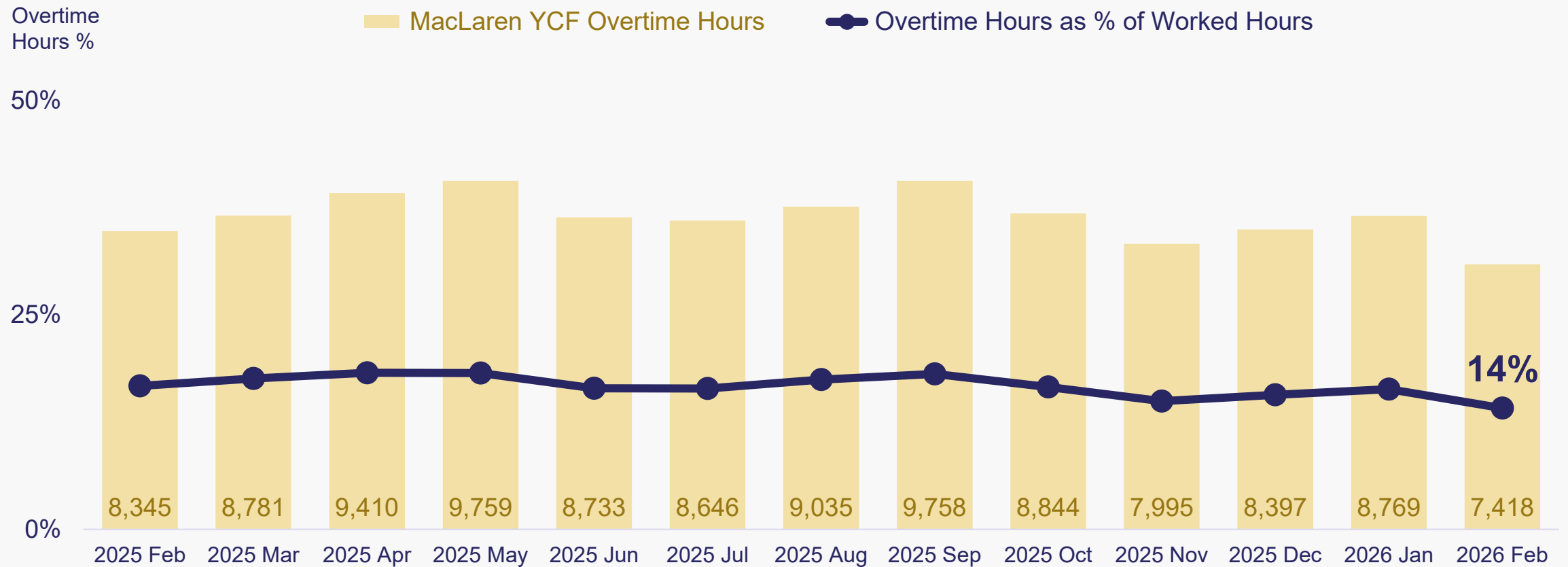


*Data available from 11/2025 forward



All Staff Overtime

In February 2026, 14% of All MYCF Hours Worked were Overtime





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?
2. How are staff trained or informed about this process so they can provide these items without delay?
3. How do you monitor or verify that this process is consistently followed, and what steps do you take when it is not?
4. What barriers exist, or what do you need to ensure youth have immediate and on-going unrestricted access to culturally-specific hygiene products ?



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?

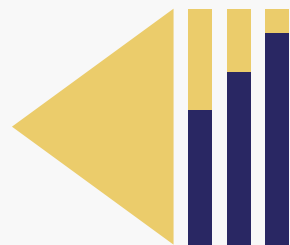


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



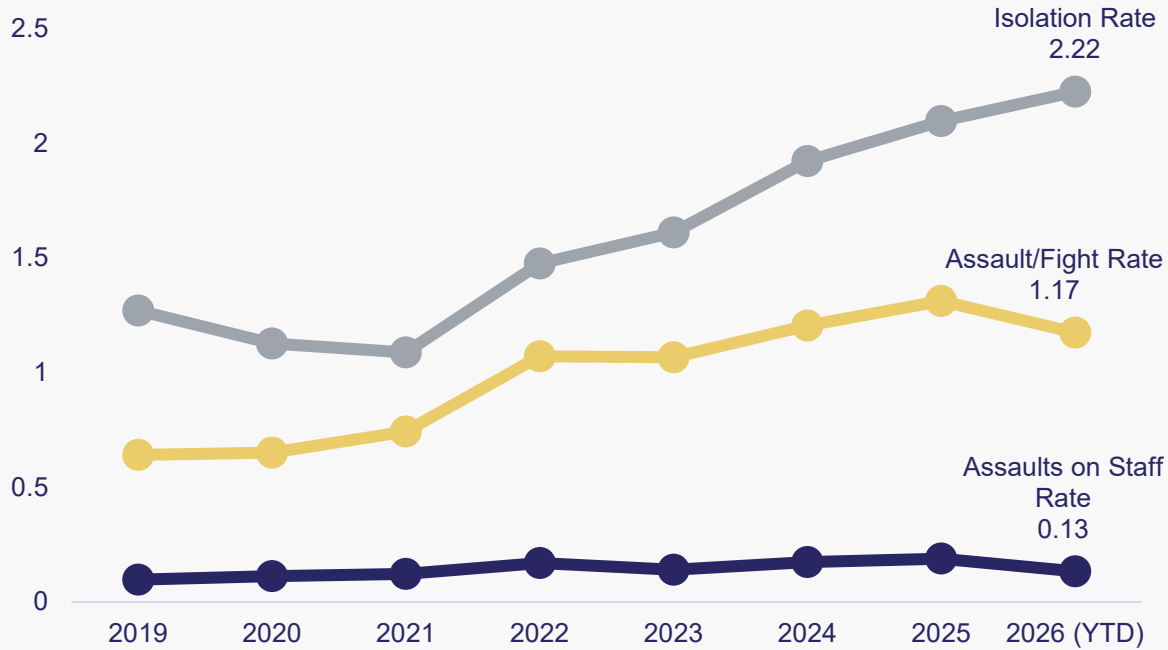
Help us improve

Follow QR code to provide feedback

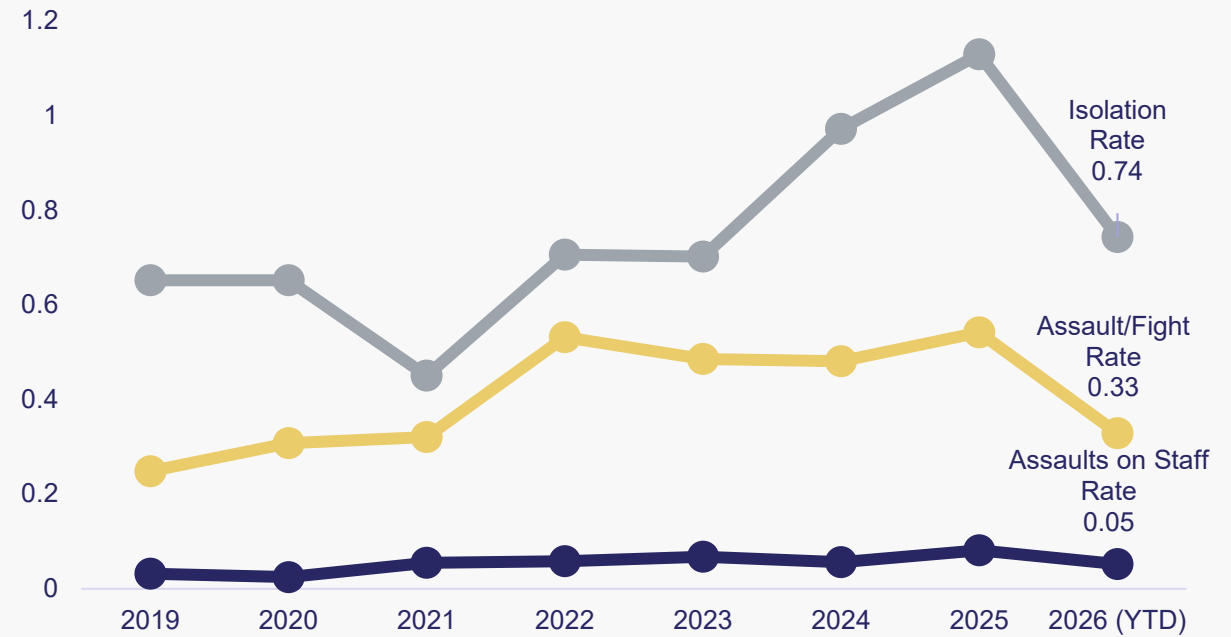


Supplemental – YCF comparisons of Violent YIRs and Isolation over time

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)

This screenshot shows the JJIS YIR form for incident #350544 at MacLaren YCF on July 31, 2025. The "Person Injured" field is filled with "Tanner, Suzie". Under "Cause of Injury", "Problem" is selected, and a dropdown menu shows "Tanner, Suzie: Assault". The "Medical: Outside Medical Attention" option is also visible in the left-hand navigation pane. The "Note" field is currently empty.This screenshot shows the JJIS YIR form for incident #350544 at MacLaren YCF on July 31, 2025, specifically for medical attention. The "Person Received Med. Attn:" field is filled with "Tanner, Suzie". The "Medical: Outside Medical Attention" option is selected in the left-hand navigation pane. The "Note" field is empty, and the "Medical Location" section at the bottom has "Outside Medical Care" selected.



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