



Oak Creek Youth Correctional Facility and Jackie Winters Transition Program

Initial Performance Measures

Kristine Meany, OCYCF/JWTP 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

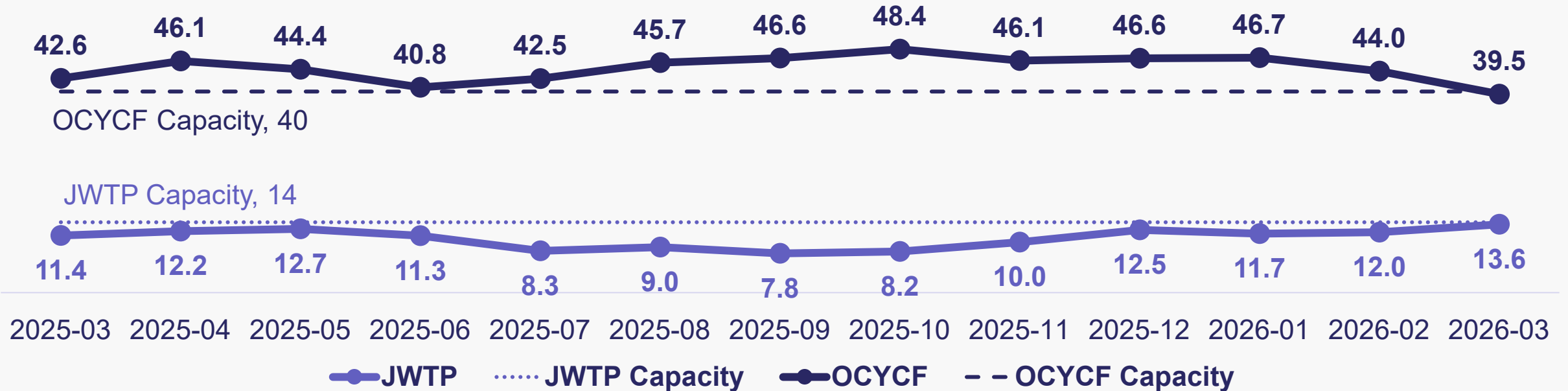
Term	Definition
Youth Incident Report (YIR)	Formal documentation of behavioral problems, injuries, and/or illnesses. Documentation includes date/time, location, youth involved, staff involved, and any behavior problems, restraints, or resolutions associated with the event.
Problem Behaviors	Youth behaviors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

Average daily population (ADP) over the past 13 months

ADP by Month





Current Population

(as of 3/31/26)

On 3/31/26 there were 40 youth at OCYCF and 13 youth at JWTP

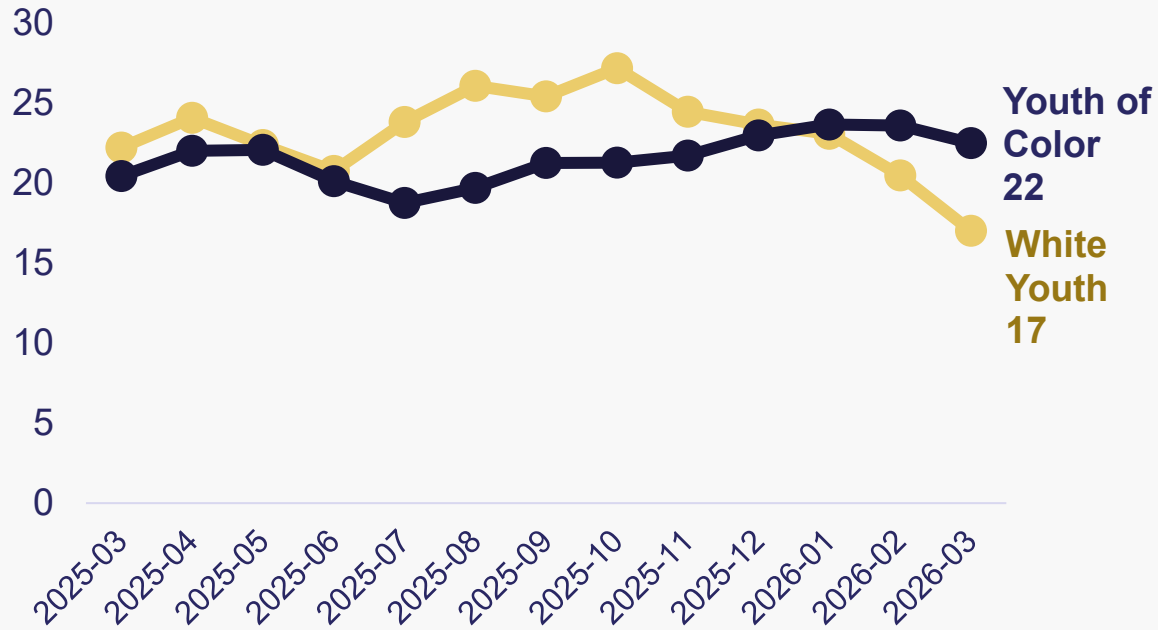
	OCYCF Aspen	OCYCF Cedar	JWTP
Number of Youth	21	19	13
Average Age	18.6	15.7	18.5
Age Range in Years	15 - 24	14 - 17	16 - 23
DOC Youth	1	0	0
% PSR	33%	11%	54%
% Revoked	29%	37%	23%
Average LOS to Date in Days	530	182	173
Median LOS to Date in Days	190	147	112
LOS Range in Days	5 - 2,556	6 - 737	26 - 804
Race/Ethnicity			
% White	19%	68%	85%
% Hispanic	38%	5%	0%
% African American	10%	11%	8%
% Native American	29%	5%	8%



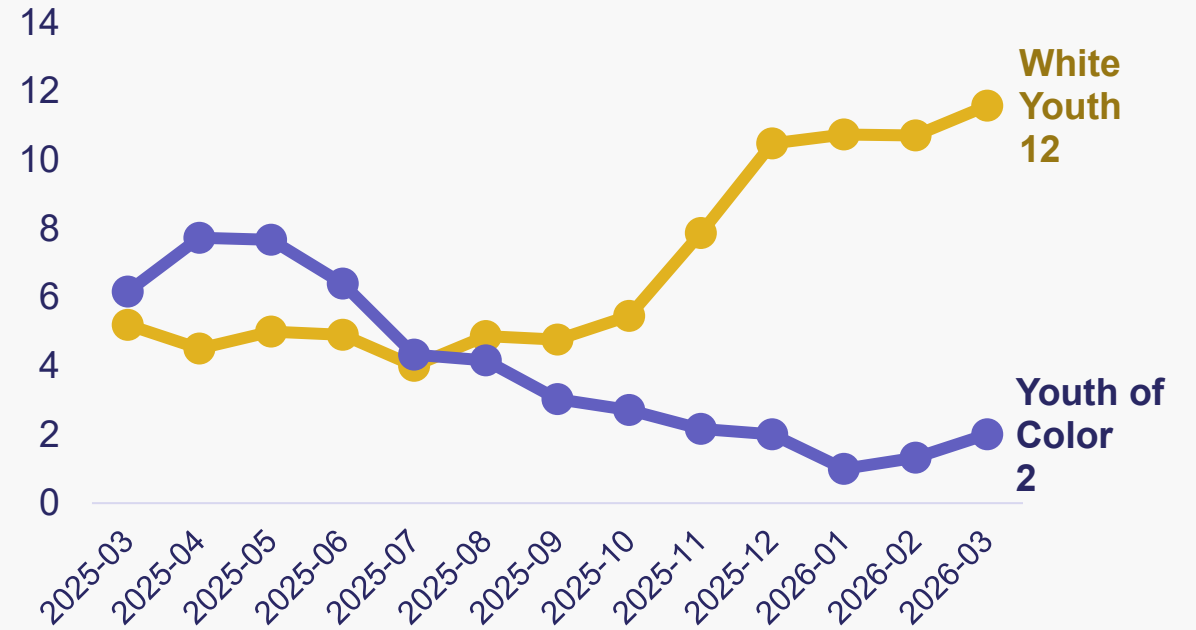
Supplemental – Population Demographics by Month

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

OCYCF ADP by Race/Ethnicity



JWTP ADP by Race/Ethnicity

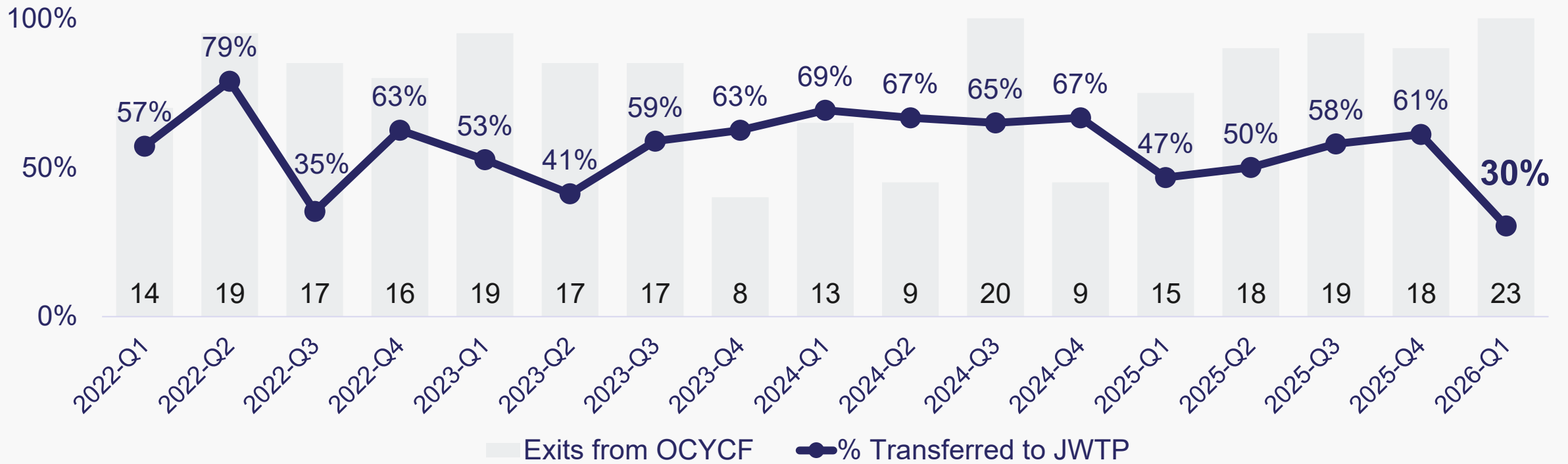




Supplemental – Transfers to JWTP

OCYCF placements may end in either a Parole release or a Facility transfer to JWTP. Last quarter, 30% of the 23 youth who exited OCYCF were transferred to JWTP and 70% were paroled.

% of Youth Exiting OCYCF who were Transferred to JWTP

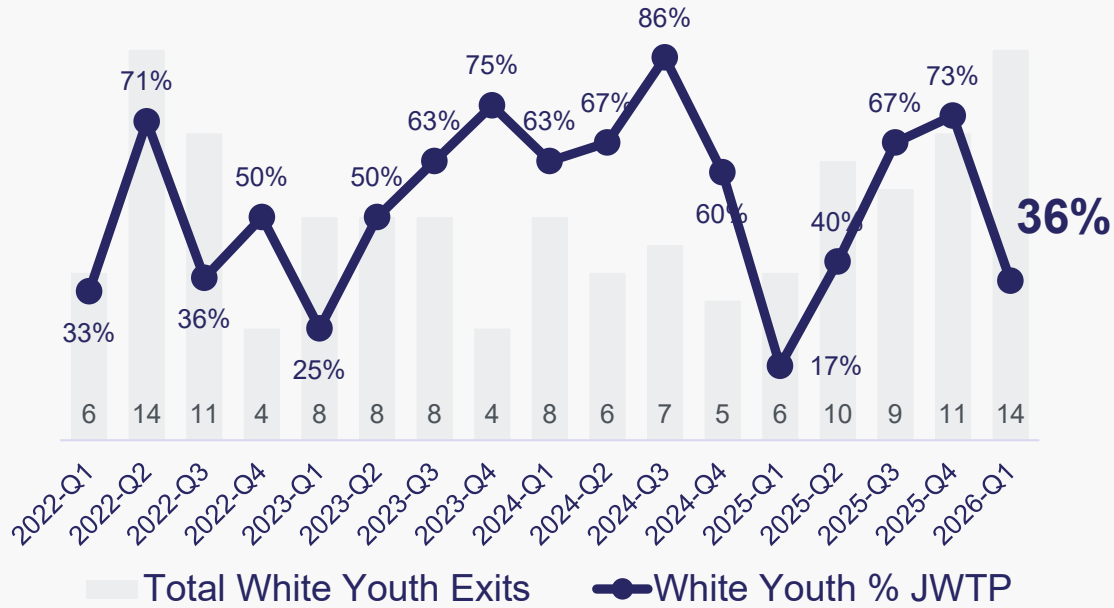




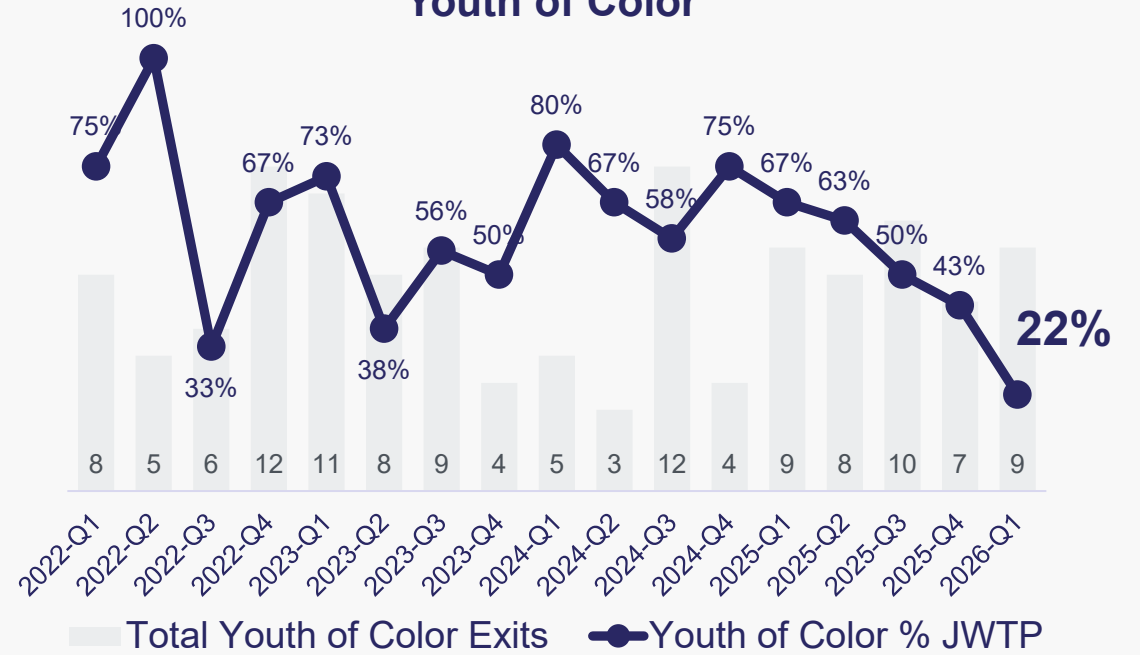
Supplemental – Transfers to JWTP by Race/Ethnicity

OCYCF placements may end in either a Parole release or a Facility transfer to JWTP. Last quarter, 36% of White Youth and 22% of Youth of Color who exited OCYCF were transferred to JWTP.

% Transferred to JWTP White Youth



% Transferred to JWTP Youth of Color





Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics

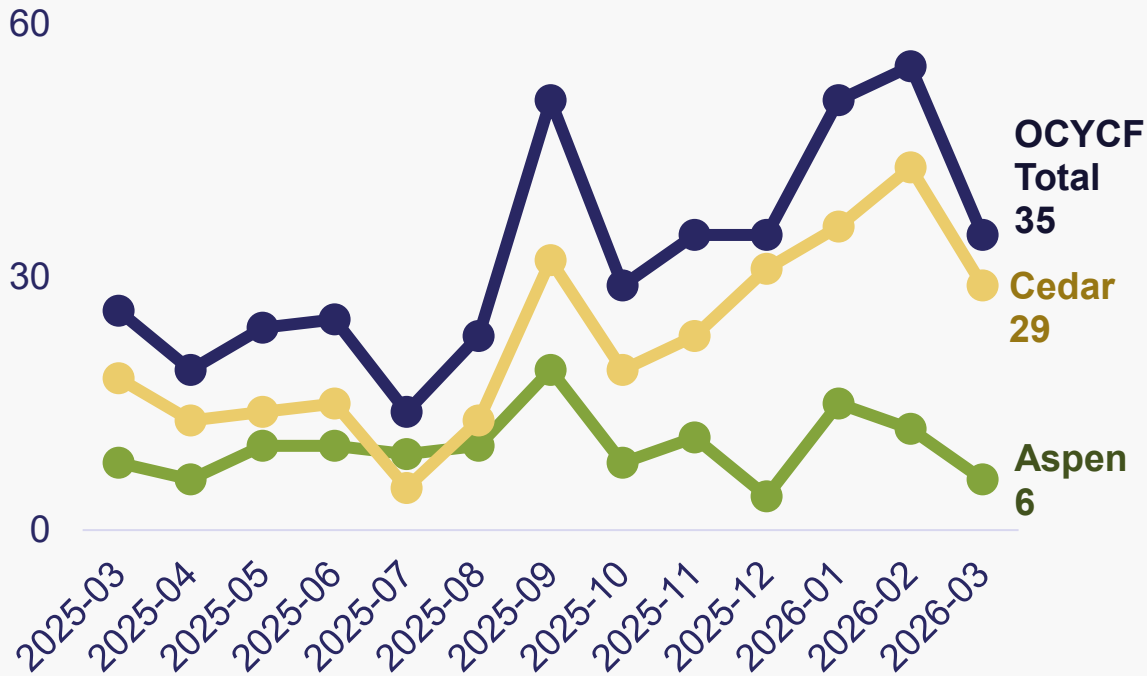


Problem Behaviors

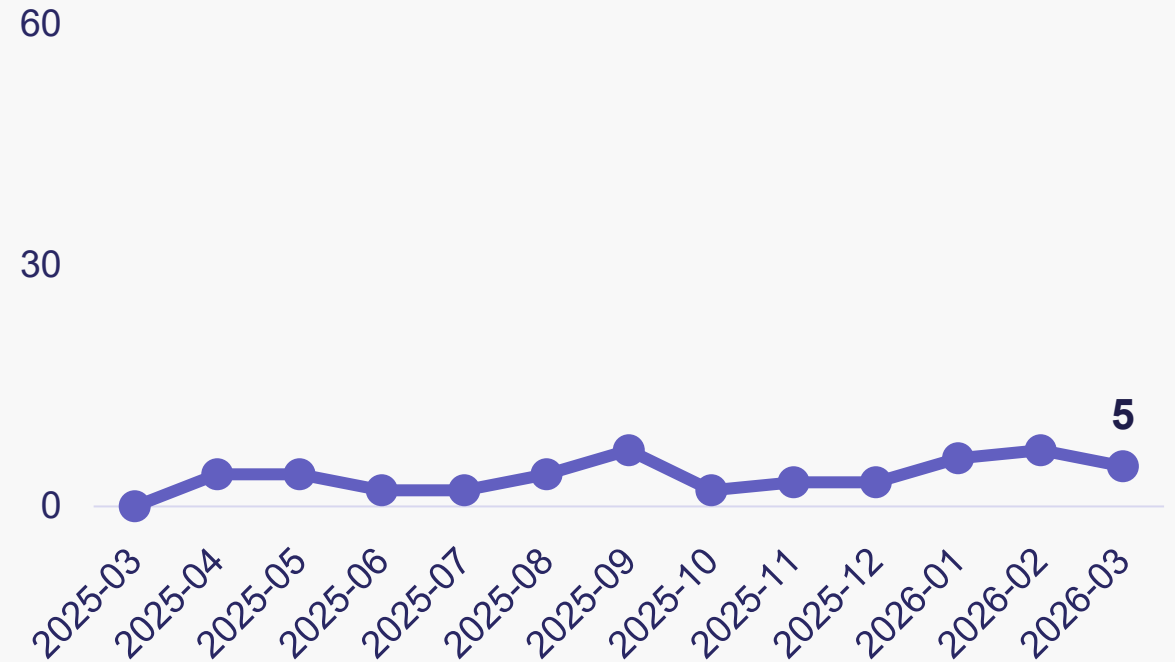
There were 35 problem behaviors at OCYCF last month (average daily population = 39)

There were 5 problem behaviors at JWTP last month (average daily population = 13.6)

OCYCF Problem Behaviors



JWTP Problem Behaviors



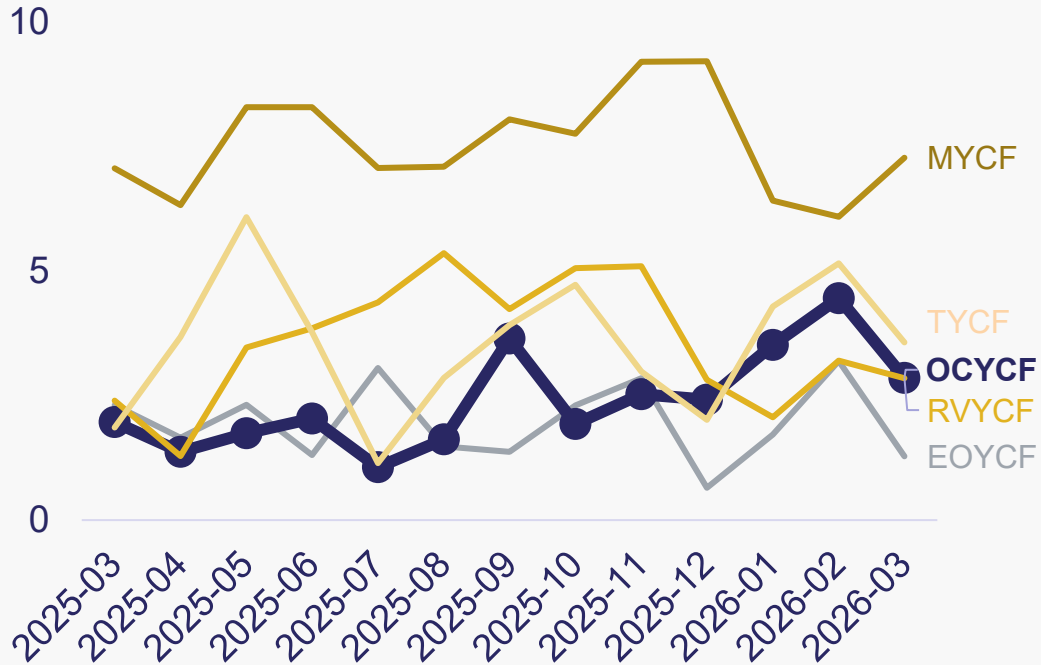


Supplemental – Facility Comparisons by Month

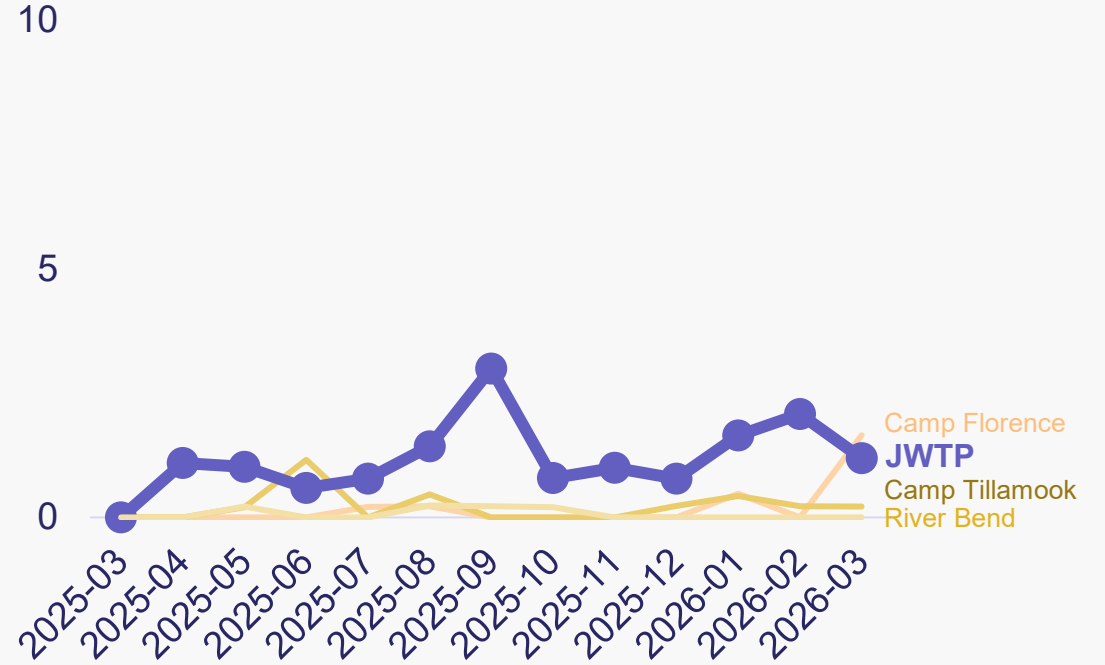
Problem Behavior rates at OCYCF are similar to those at comparably-sized male YCFs

JWTP has higher rates of Problem Behavior than other transition facilities

YCF Problem Behaviors



Transition Facility Problem Behaviors

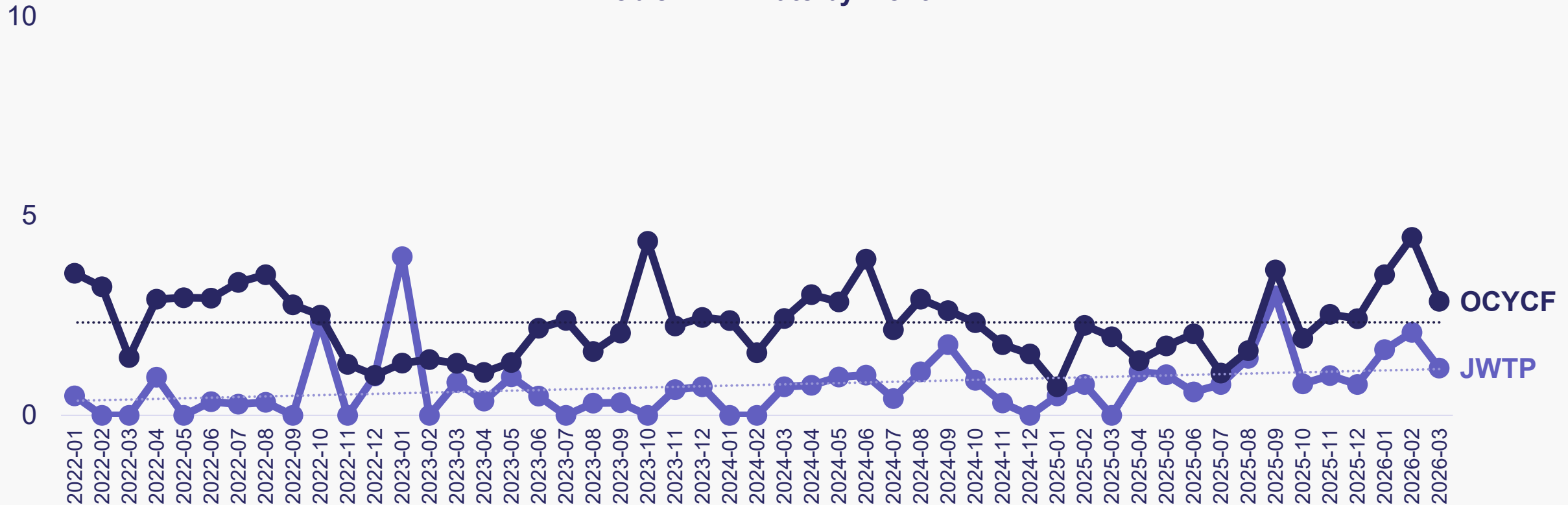




Supplemental – Monthly Problem Behavior YIR Rate, 2022 to Present

Problem Behavior Rates at JWTP have been increasing over time

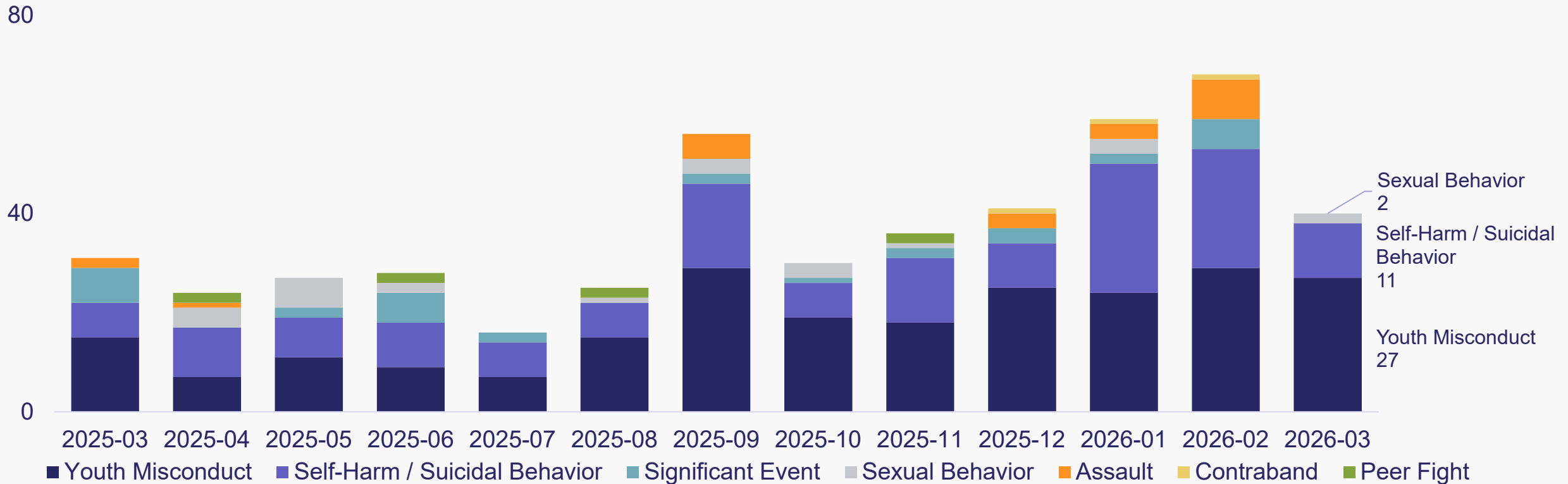
Problem YIR Rate by Month





Self-Harm/Suicidal behaviors declined last month

OCYCF Behavior Problems by Type

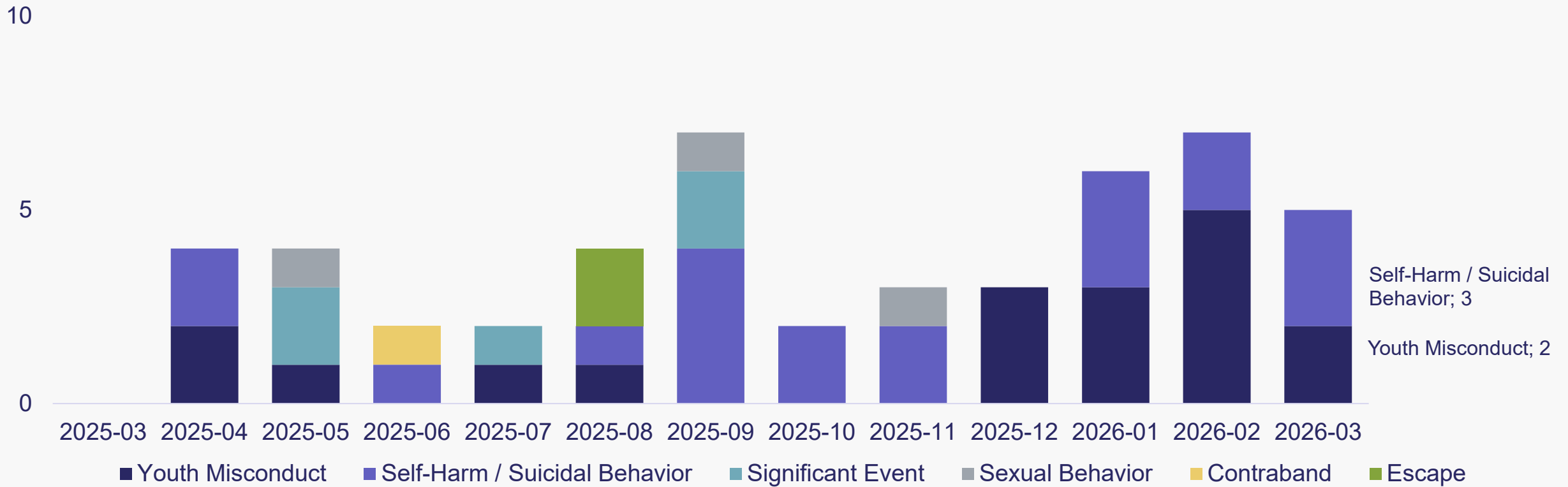




JWTP Problem Behaviors

Last month's YIRs included 2 with Misconduct and 3 with Self-Harm/Suicidality

JWTP Behavior Problems by Type

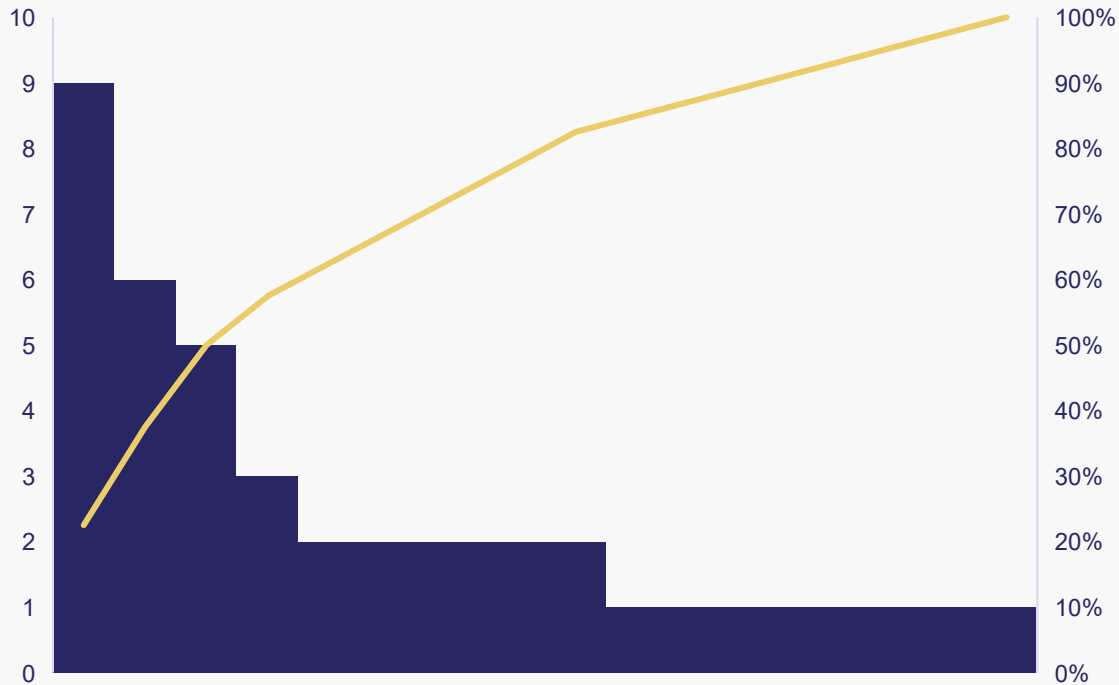




Youth Involved in Problem Behaviors

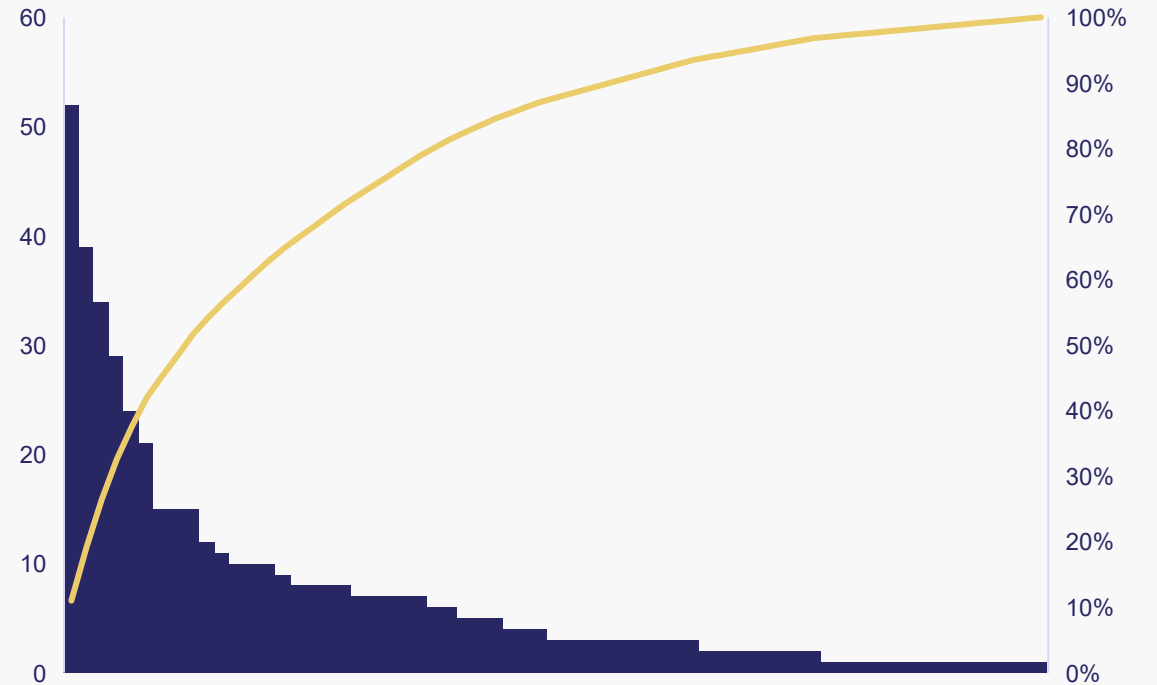
Last month, 3 youth were responsible for 50% of all Problem Behaviors at OCYCF and JWTP

March 2026



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

March 2025 – March 2026



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

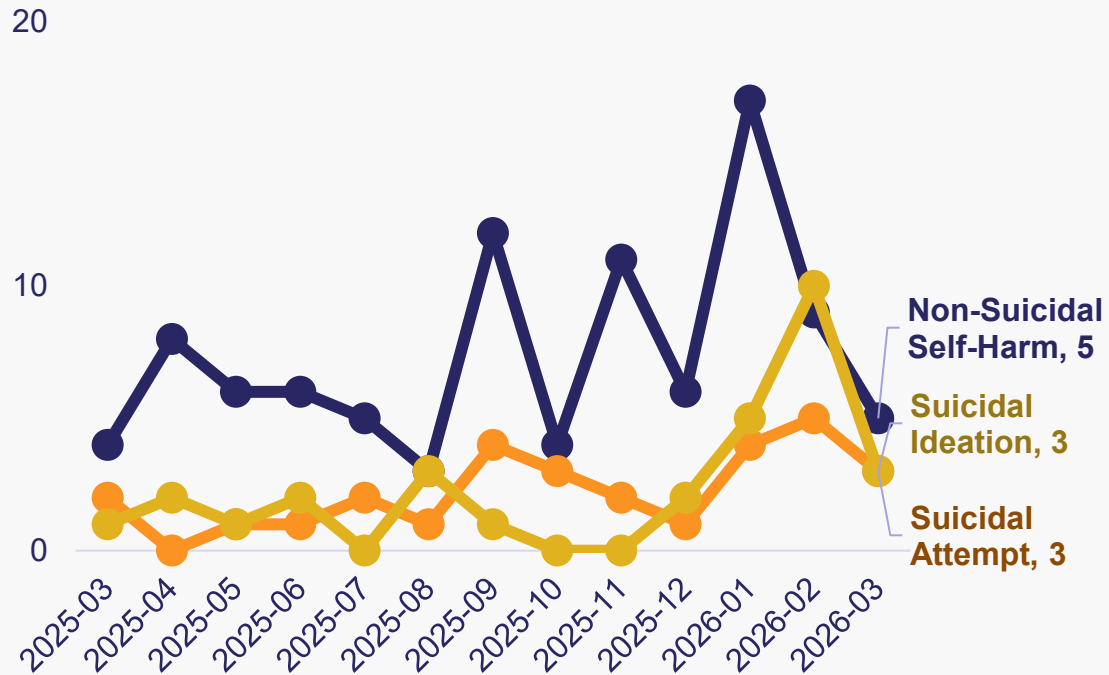


Suicidality/Self-Harm

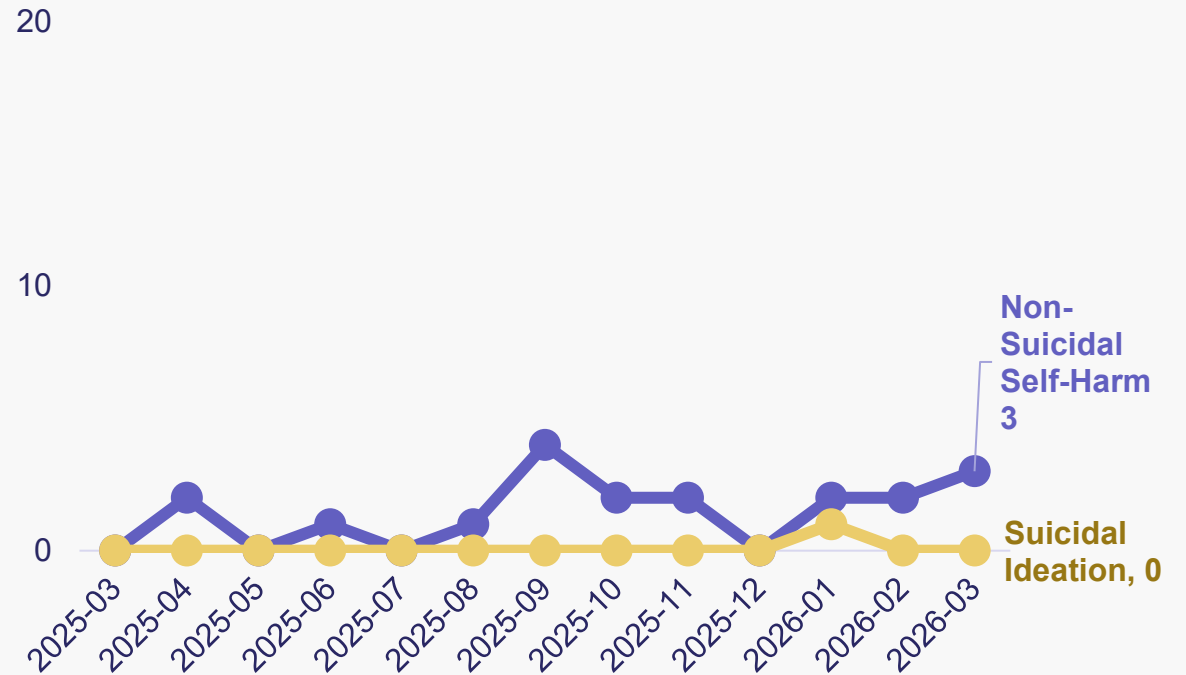
There were 11 suicidality/self-harm behaviors at OCYCF last month

There were 3 suicidality/self-harm behaviors at JWTP last month

OCYCF Self-Harm and Suicidality YIRs



JWTP Self-Harm and Suicidality YIRs



Note: Categories are based on youth description of suicidality or self-harm event.

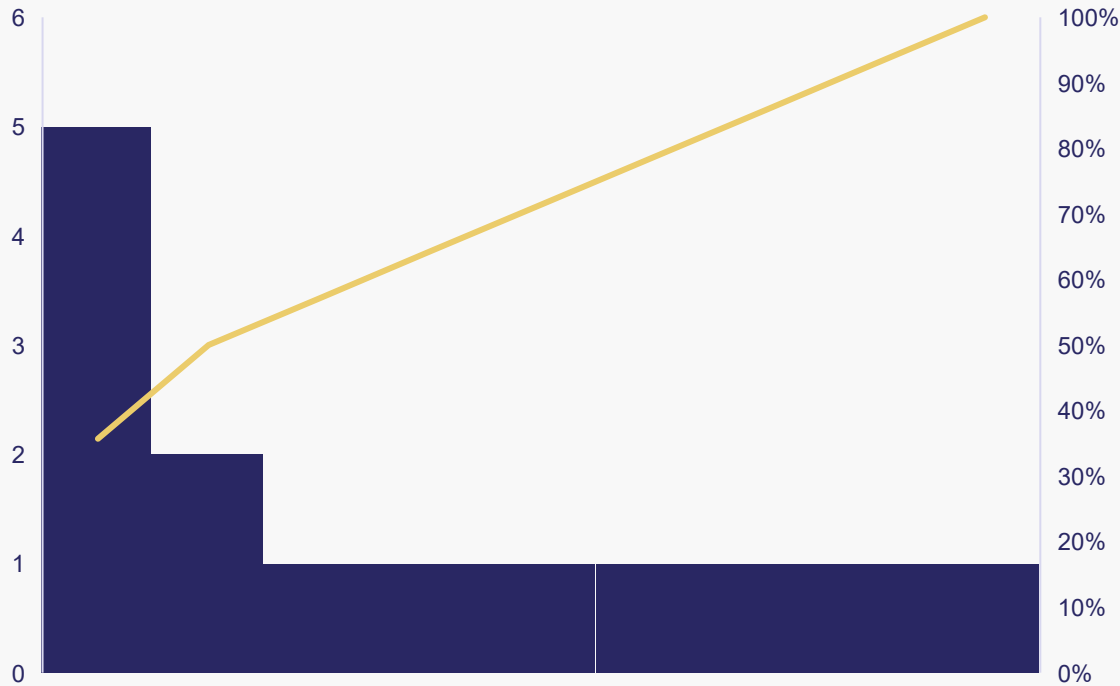


Youth Involved – Self-Harm/Suicidality

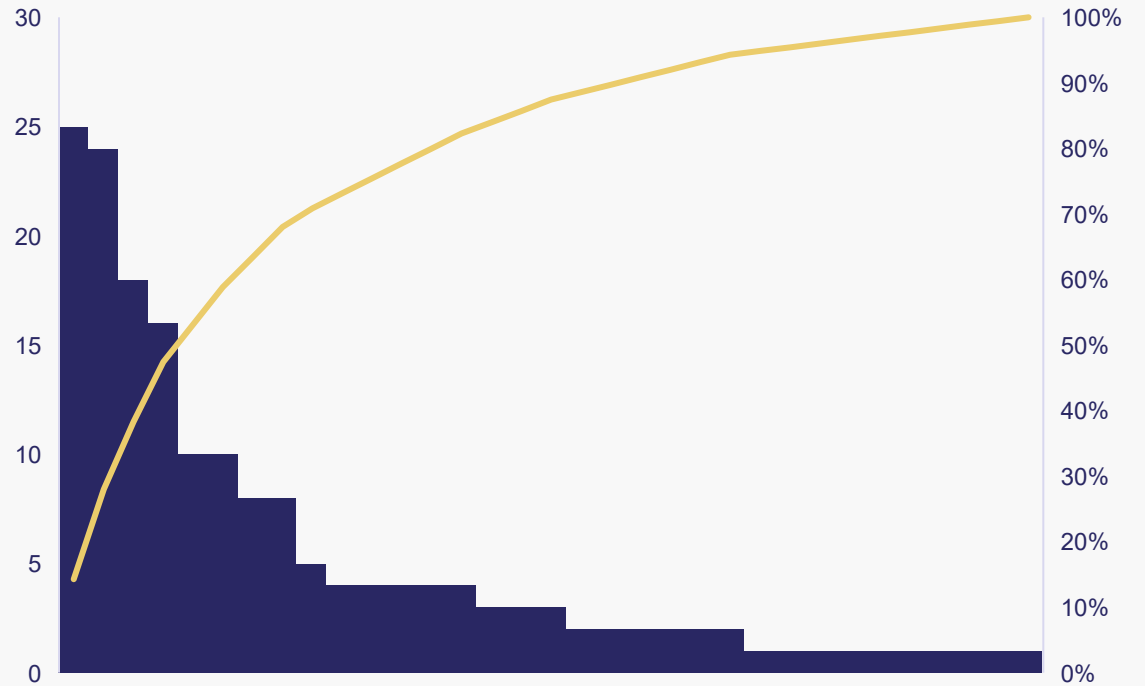
Last month, 2 youth were responsible for 50% of the self-harm/suicidality YIRs

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

March 2026



March 2025 – March 2026



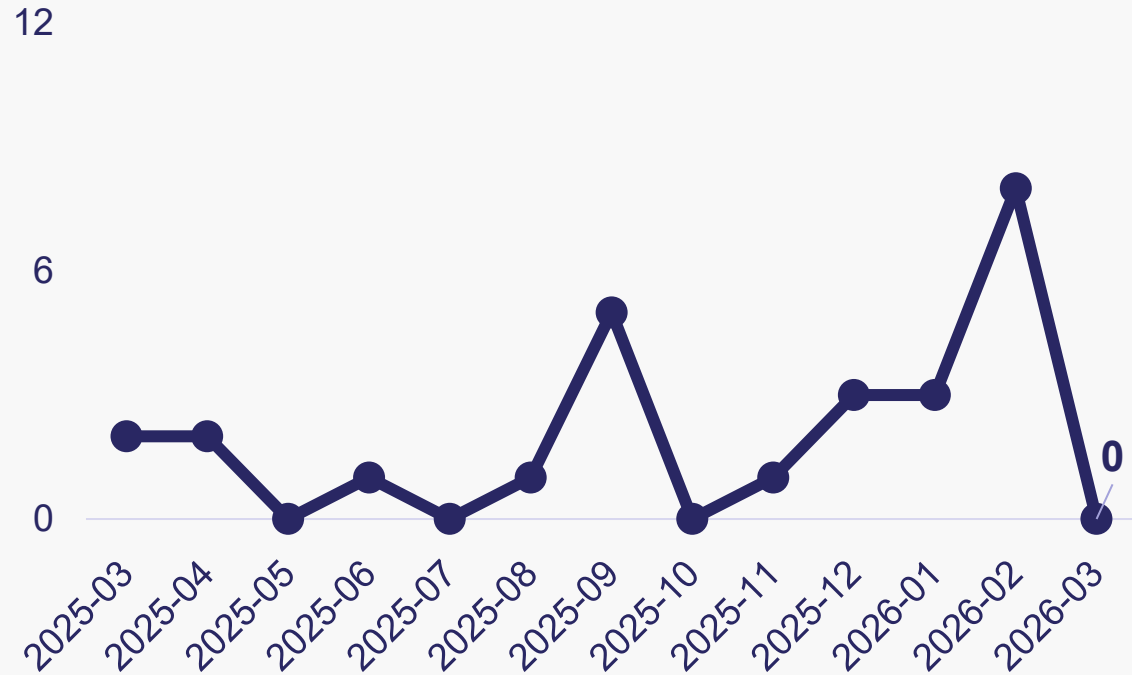
Each column represents an individual youth; column height indicates the number of self-harm/suicidality behaviors for that youth



Assaults/Peer Fights

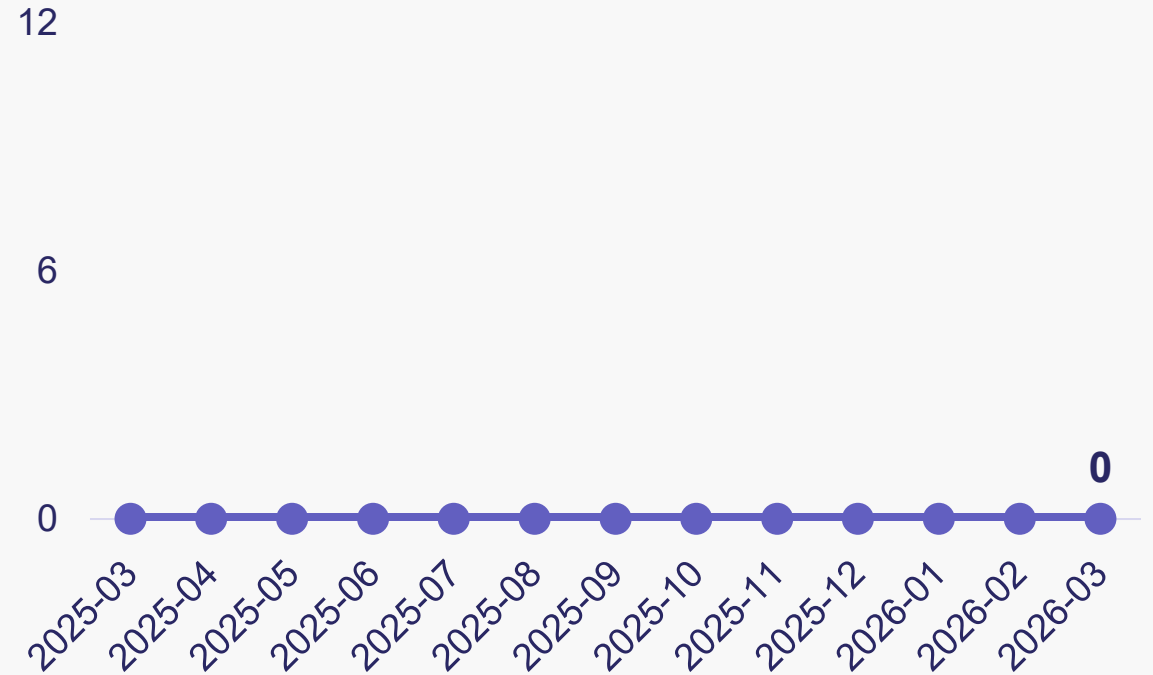
There were no Assaults/Peer Fights at OCYCF last month

OCYCF Assaults/Peer Fights



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

JWTP Assaults/Peer Fights

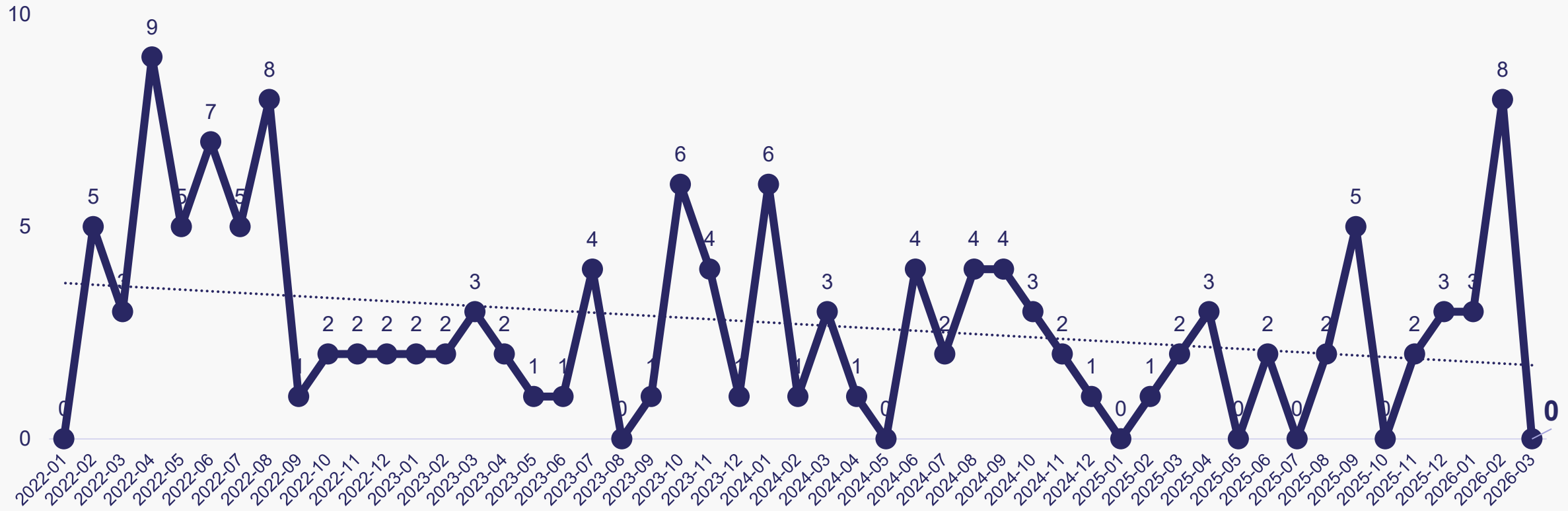




Supplemental – OCYCF Assaults/Fights from 2022 to Present

OCYCF assaults and peer fights have been declining since 2022

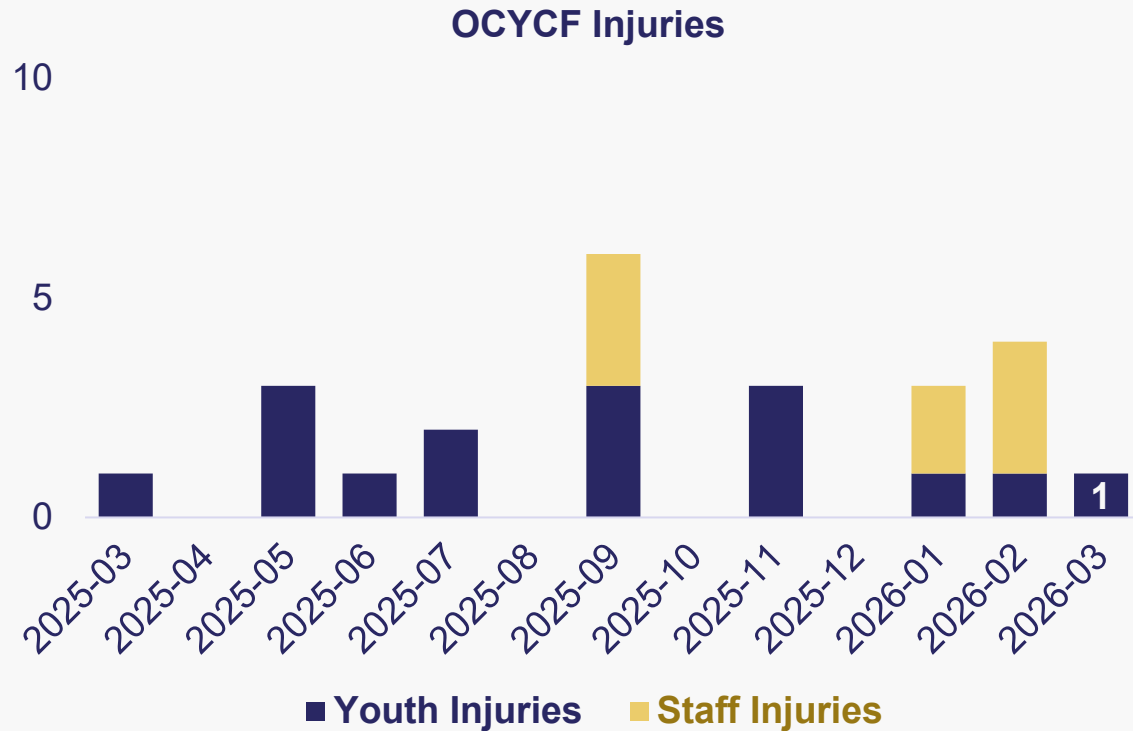
OCYCF Assaults and Peer Fights



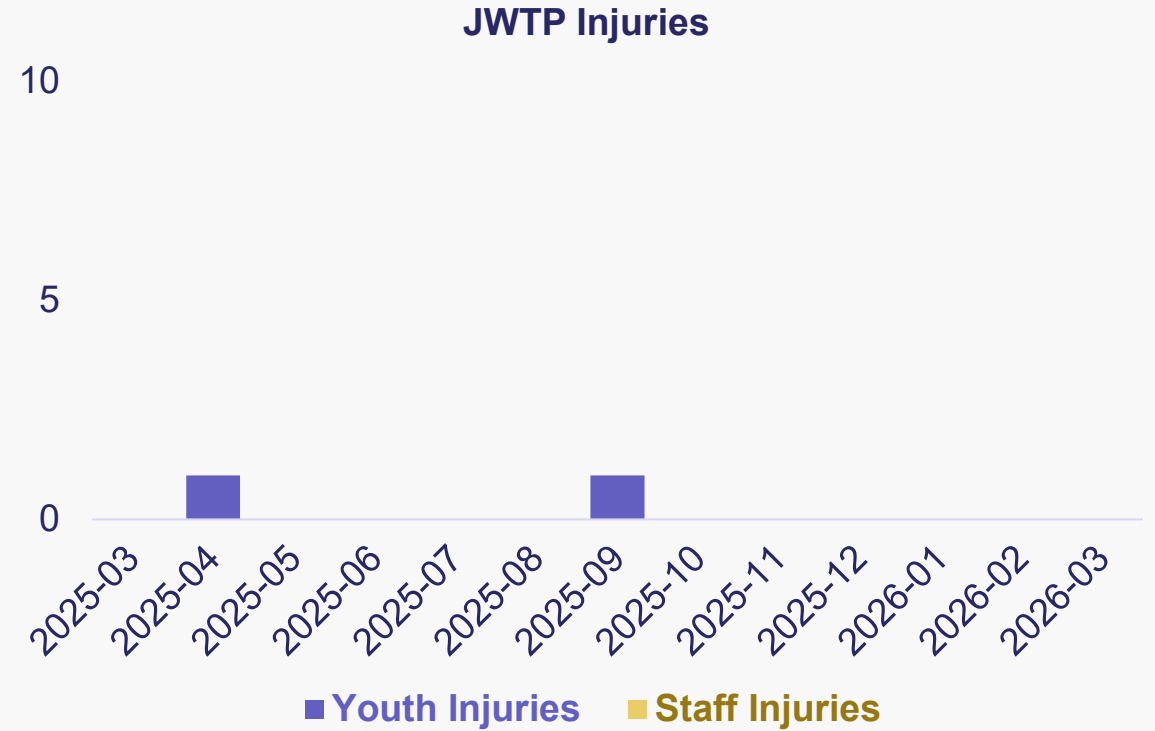


Youth Incident Reports with Injuries

One youth injury and no staff injuries were logged in YIRs at OCYCF last month



There were no injuries logged in YIRs at JWTP last month





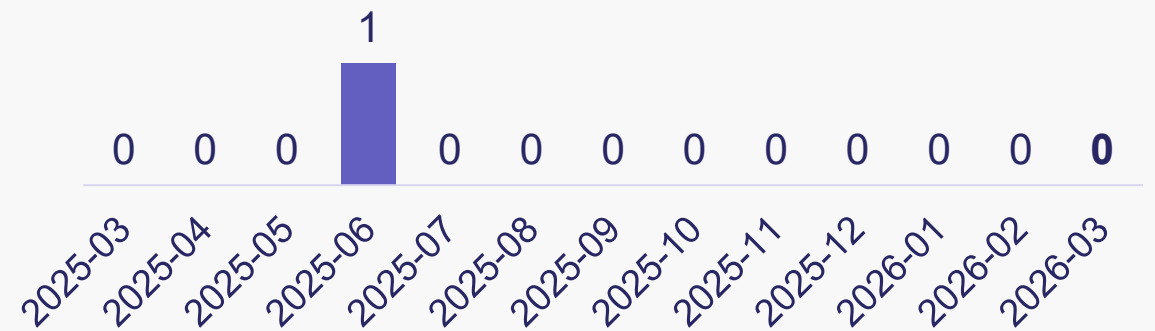
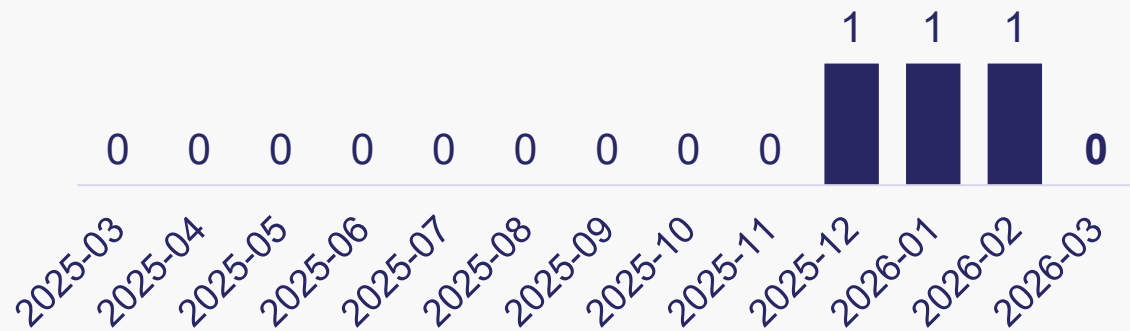
YIRs with Contraband

OCYCF had no Contraband YIRs last month, and 3 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





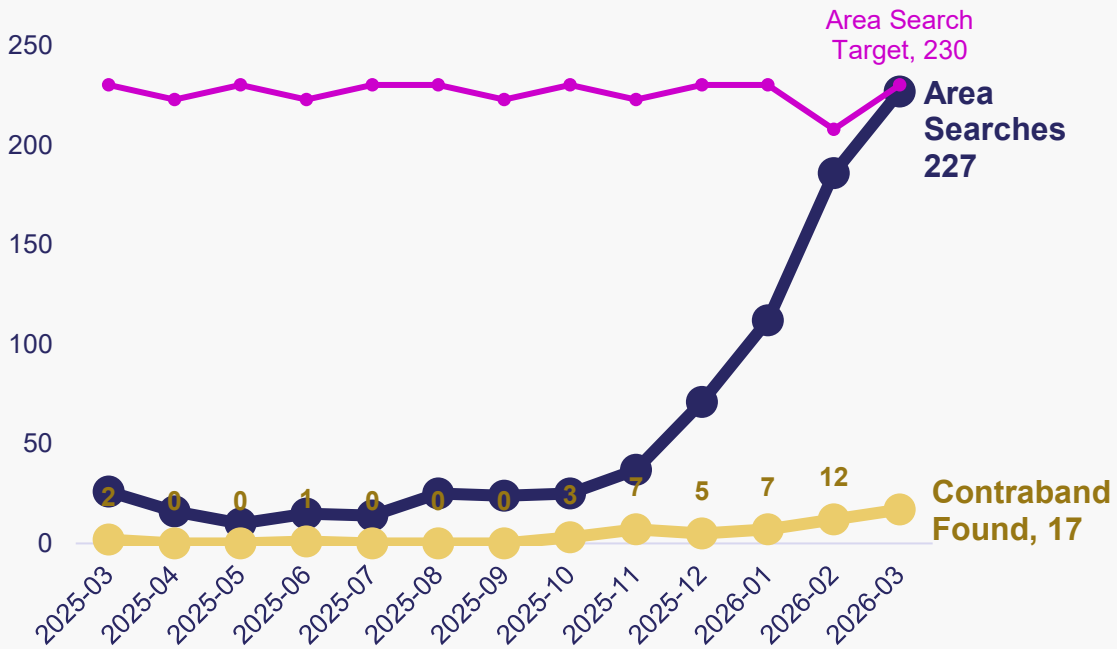
Contraband from Area Searches

Last month there were 23 contraband discoveries from area searches

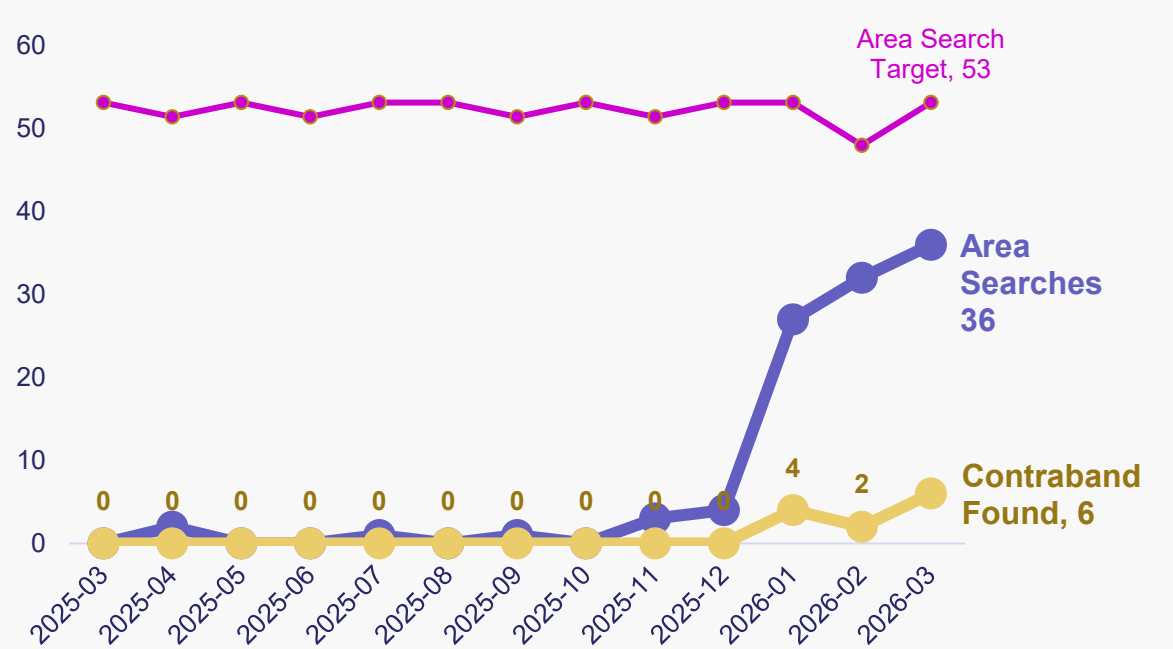
7.4% of OCYCF area searches found contraband

17% of JWTP area searches found contraband

OCYCF Area Searches



JWTP Area Searches

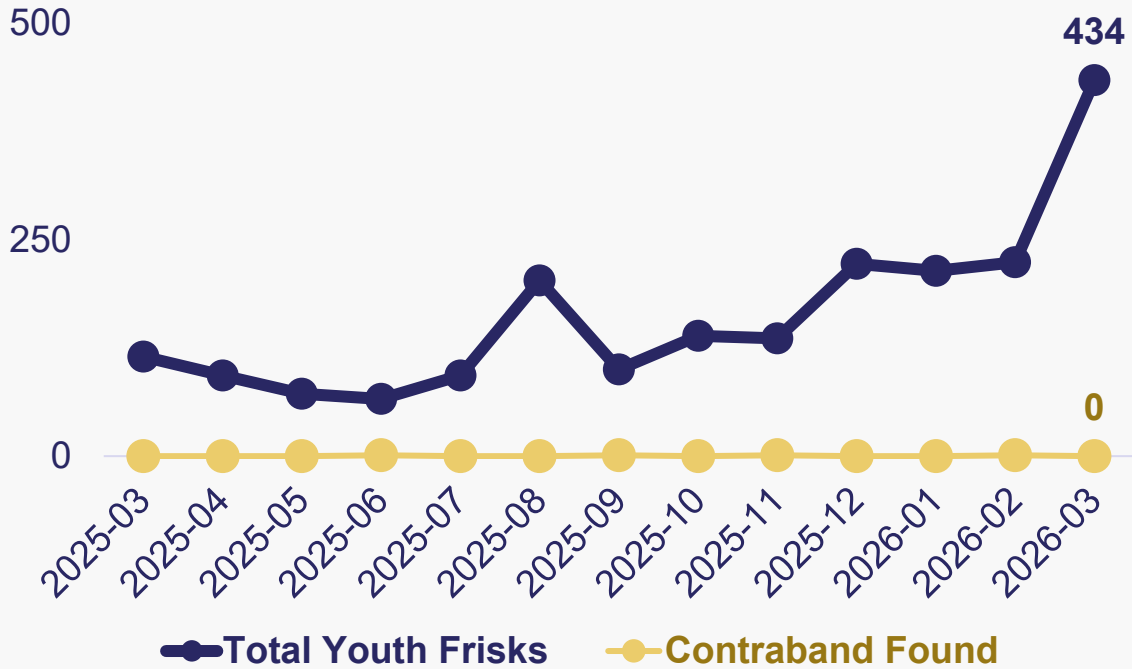




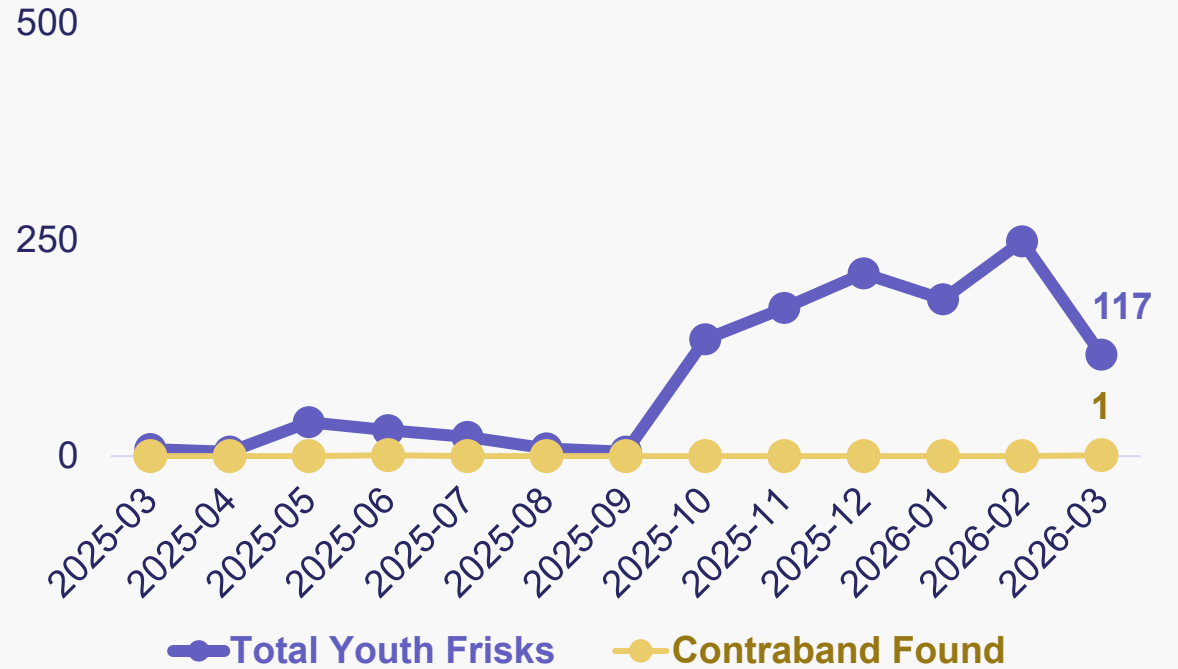
Contraband from Youth Frisks

Last month there was 1 contraband discovery from Youth Frisks

OCYCF Youth Frisks



JWTP Youth Frisks





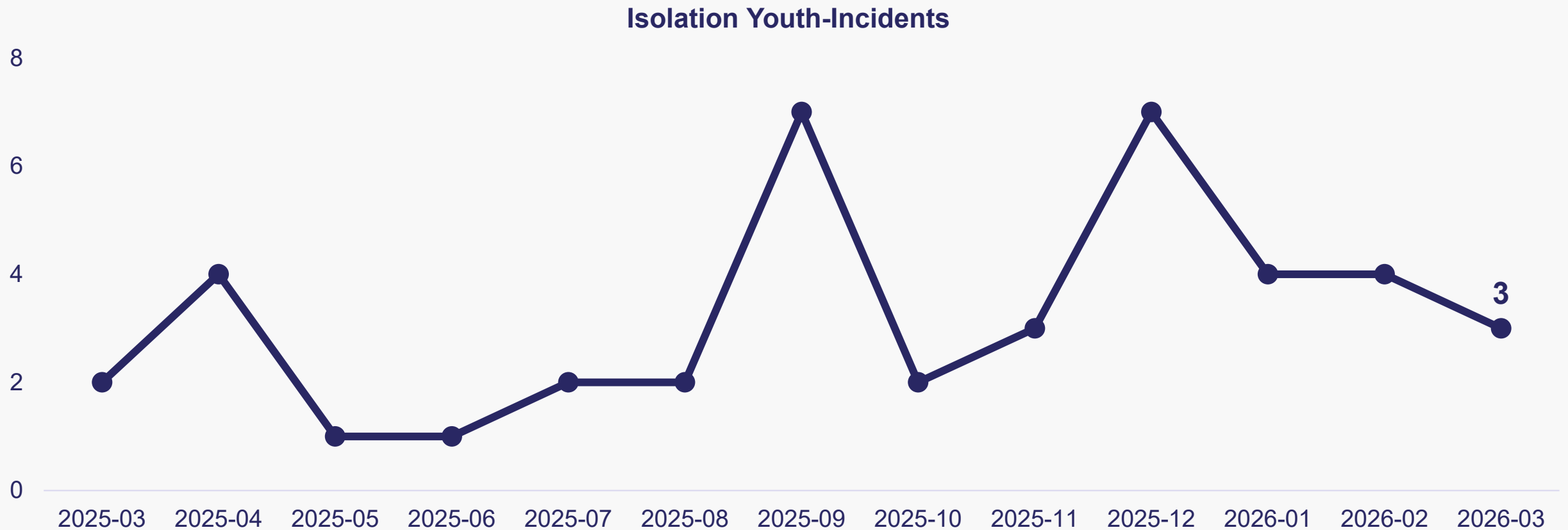
Contraband from Searches

- Aspen
 - Steel stakes, juice packets, inappropriate coloring picture, excess books, excess photos, excess hygiene products, top of body wash bottle, food
- Cedar
 - Sharp wood, sharp square metal, water bottles, library books, food wrappers, excess toothbrushes, broken comb, excess clothing, hard cover book, letters between youth, excess papers/cards, fruit, broken zipper, extra pen, ruler, broken lotion lid, phone call voucher for Aspen youth, excess books and decor in bed area, piece of balloon, pillowcase with hole, used bandages, inappropriate drawing, craft supplies
- JWTP
 - Long/bent metal, metal pin (needle sharp), metal from pencil tops, sharp plastic/metal piece from eyeglasses, state radio, glue sticks, loose shoelaces, glass perfume roller, candy wrappers, drink packet wrappers, staff office supplies, excess hangers, liquid eyeliner, lotion
- CS
 - Meat thermometer



Isolation Episodes - OCYCF

There were 3 isolation episodes at OCYCF last month



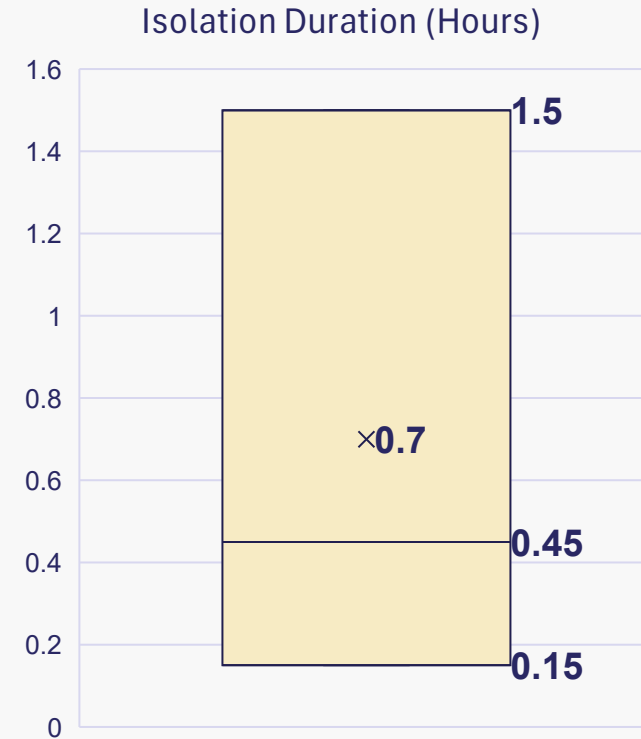
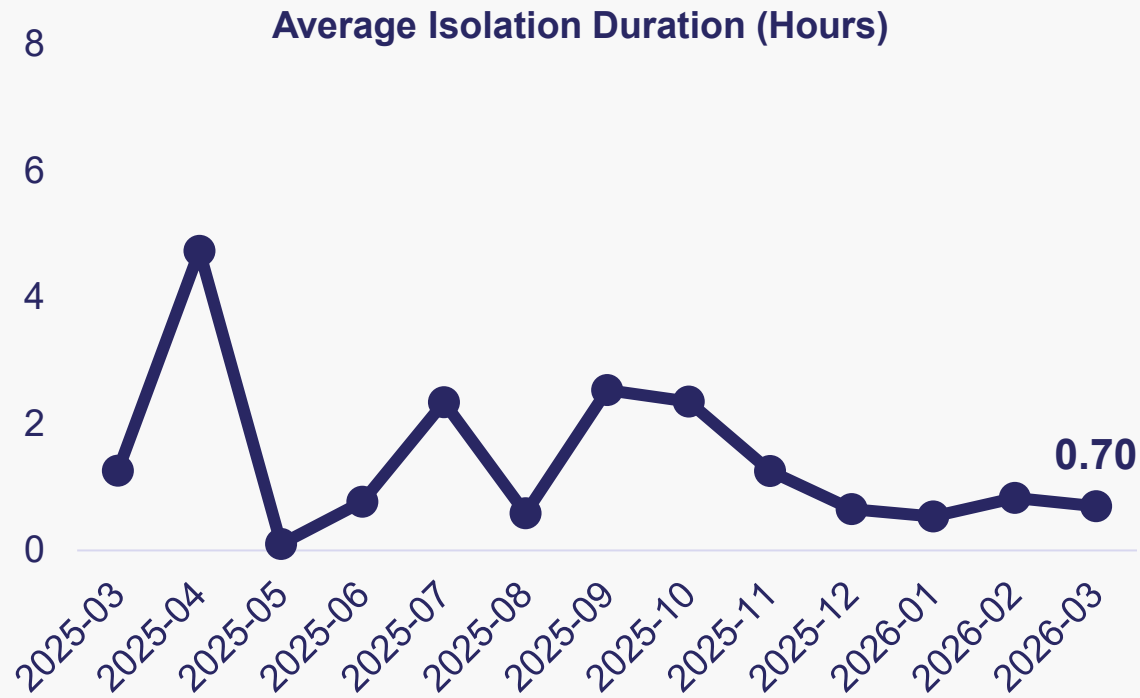


Isolation Duration - OCYCF

Last month's isolation duration was comparable to prior months

Average time in isolation was 42 minutes

The longest episode lasted 90 minutes

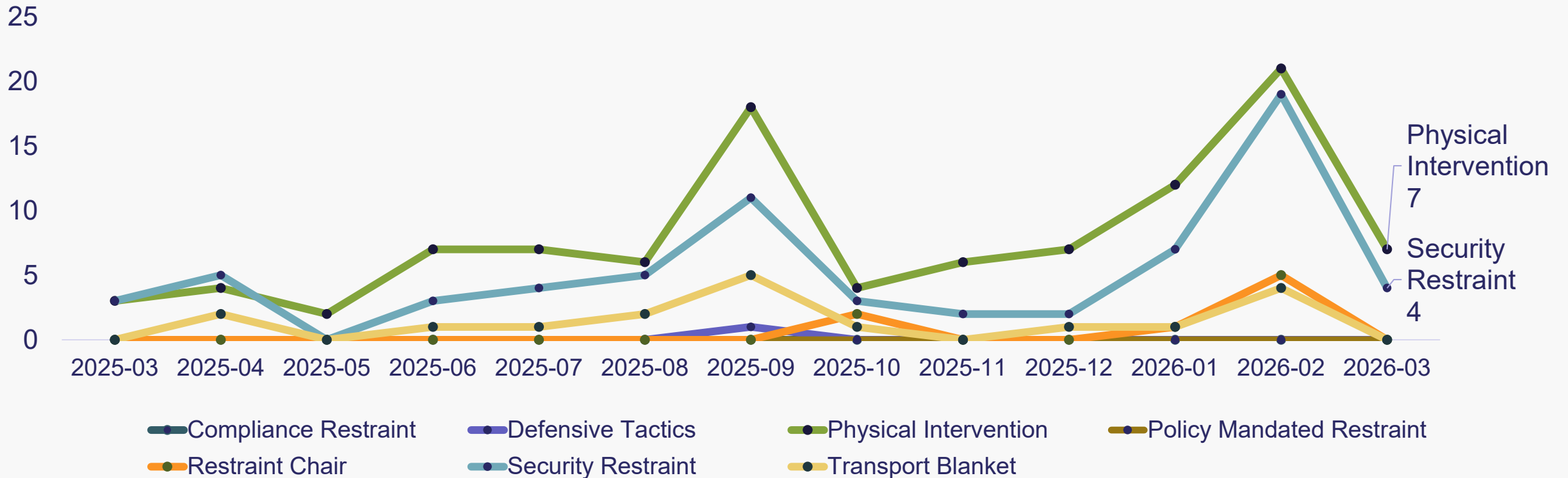




Restraint Use - OCYCF

There were 7 Physical Interventions and 4 other Restraint uses at OCYCF last month

OCYCF Restraint Use, Past 13 Months

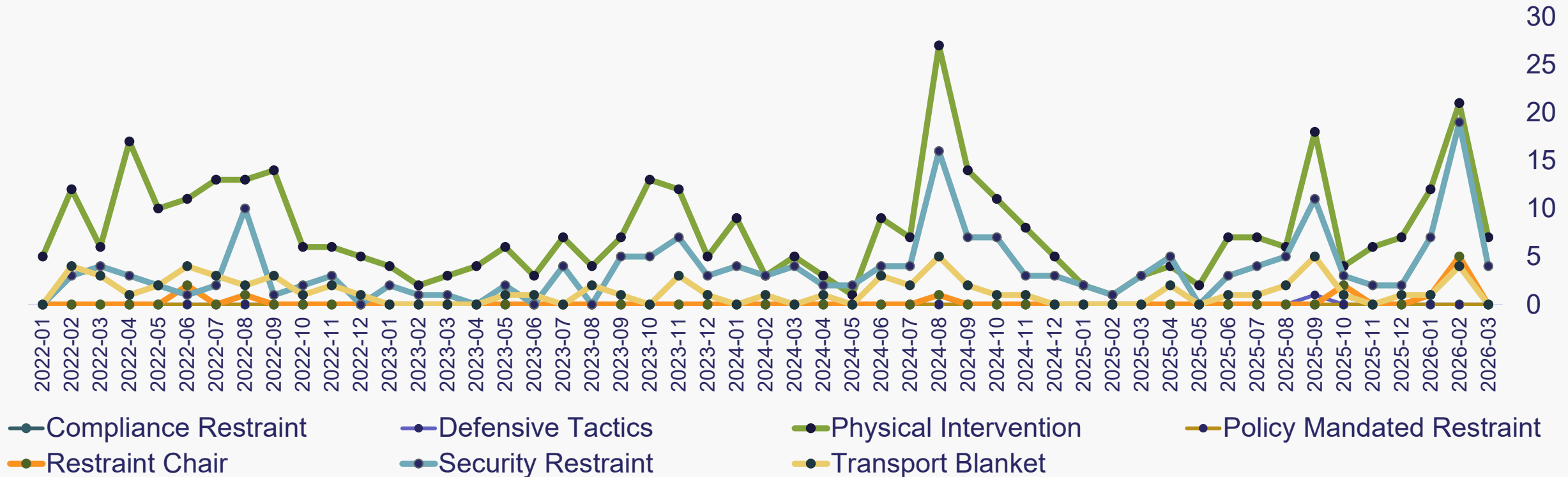




Supplemental – OCYCF Restraint Use, 2022 to Present

There were 7 Physical Interventions and 4 other Restraint uses at OCYCF last month

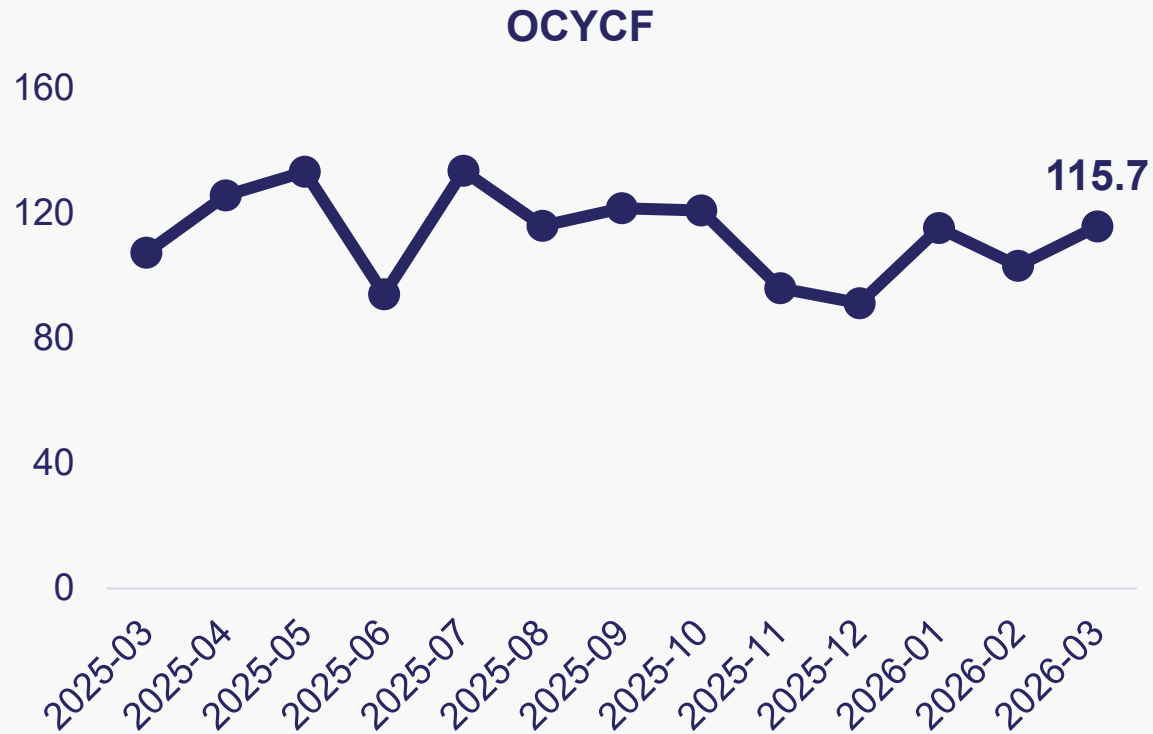
OCYCF Restraint Use, 2022 - Present



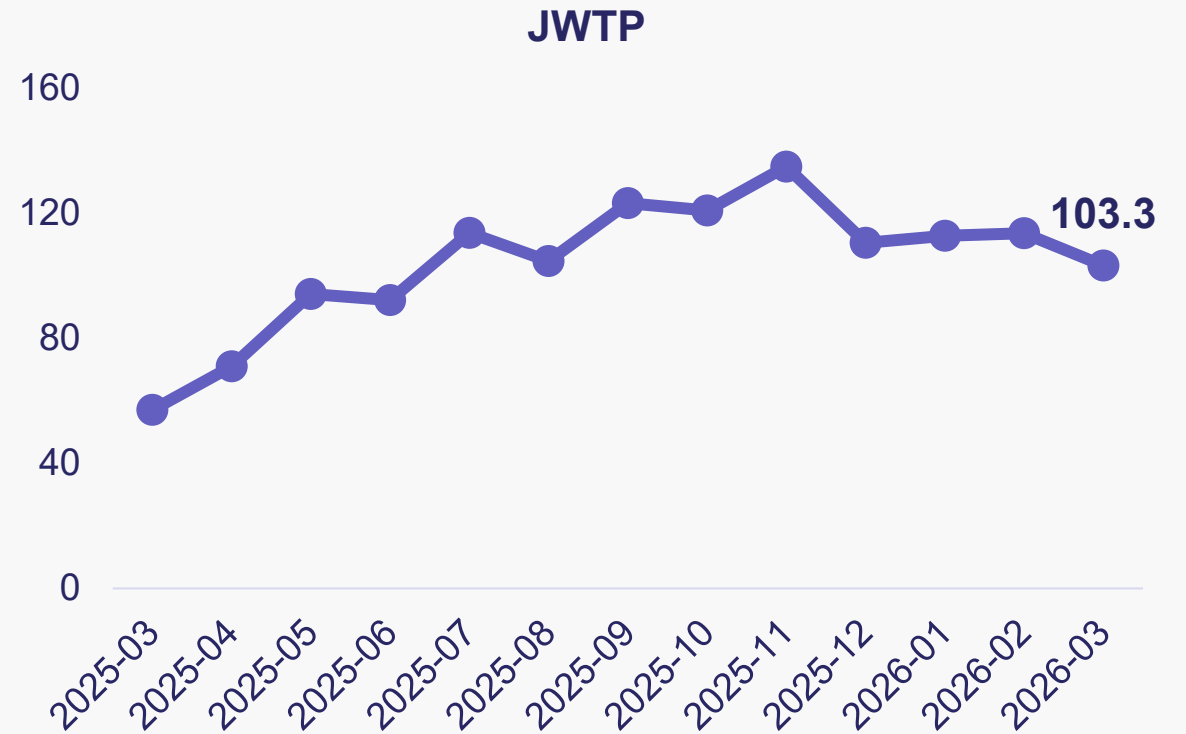


Positive Youth Engagement (PYE)

OCYCF Youth averaged 116 PYE hours last month



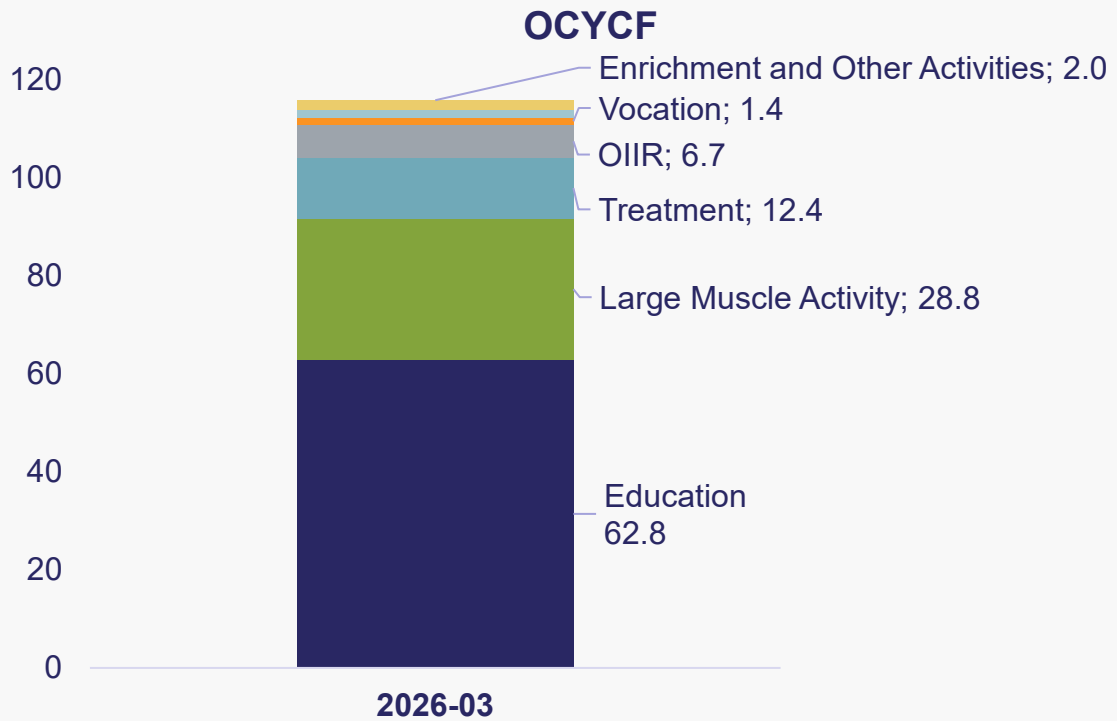
JWTP Youth averaged 103 PYE hours last month



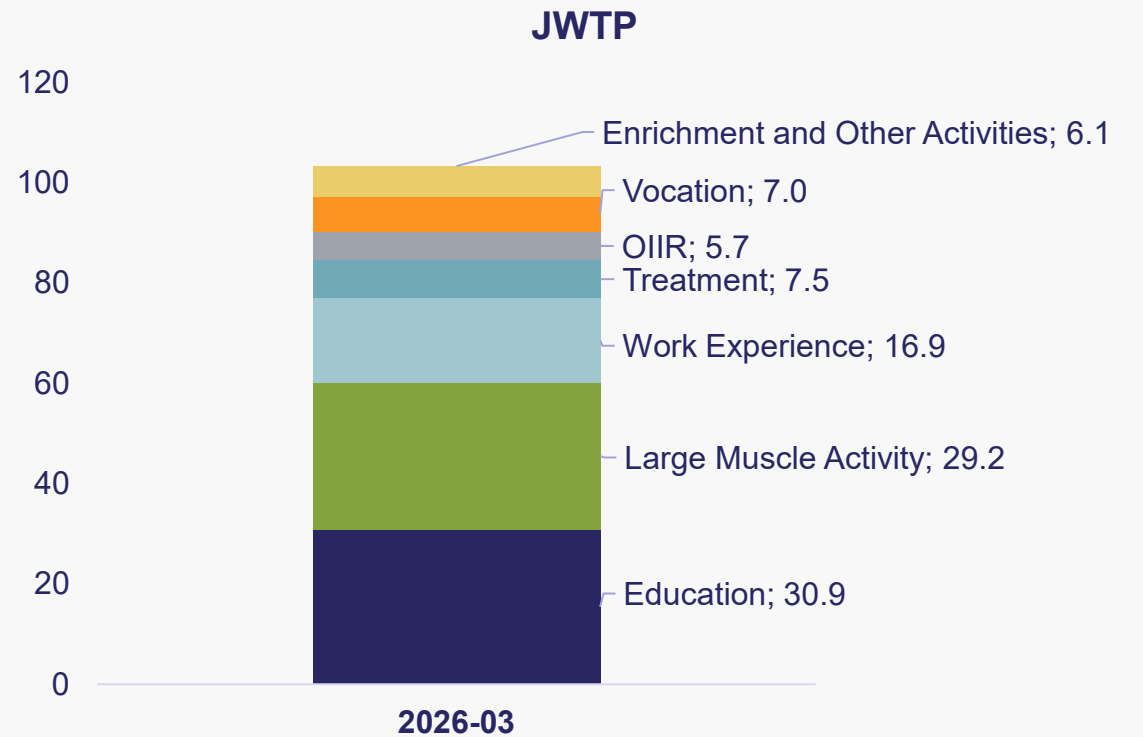


Total PYE Hours, March 2026

OCYCF youth averaged 116 PYE hours last month



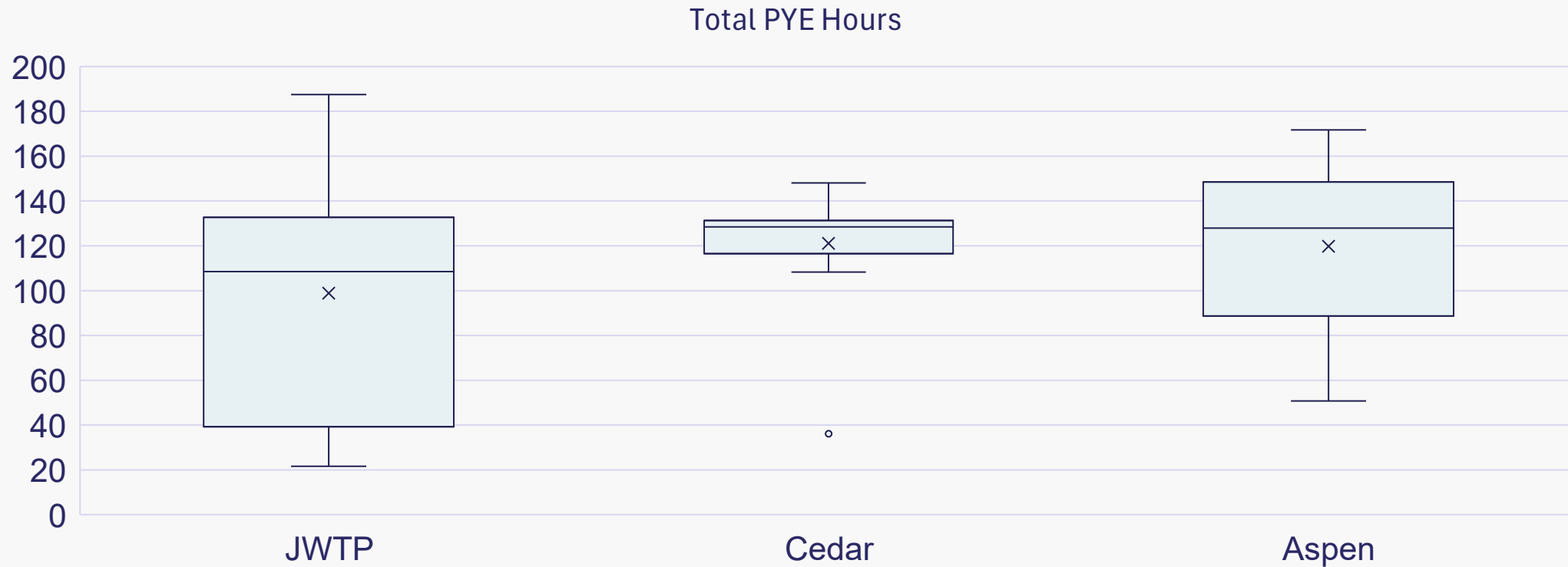
JWTP youth averaged 103 PYE hours last month





PYE Variability

Four youth had < 50 PYE hours and 6 youth had > 150 PYE hours*



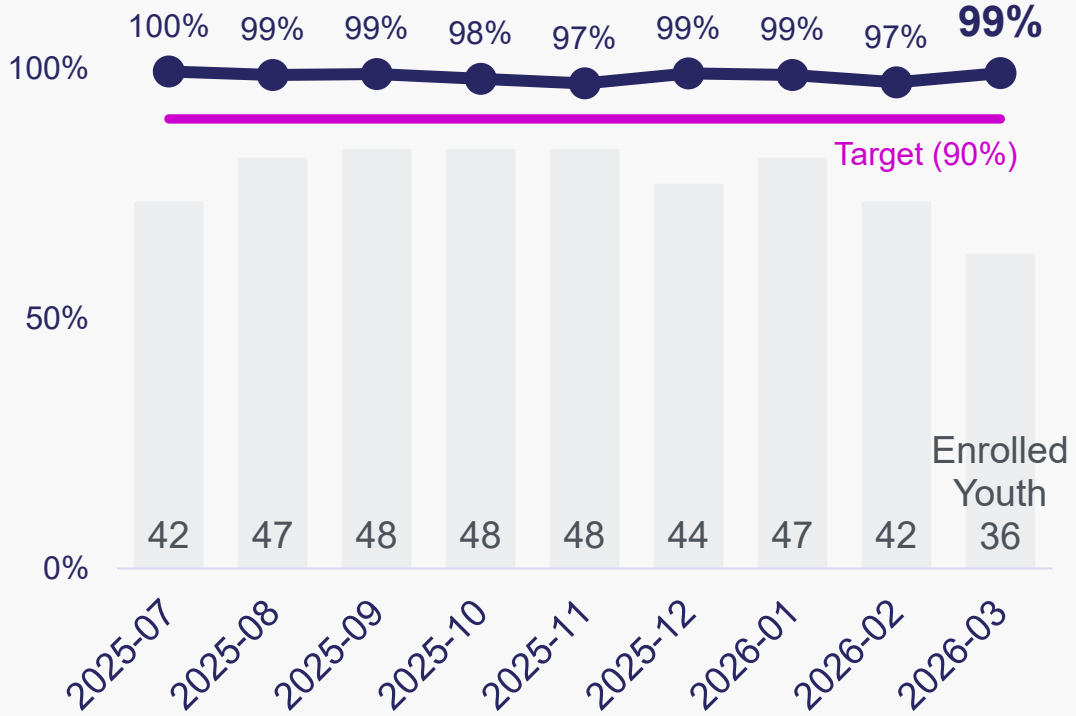
*Excludes youth who were not on campus for the entire month



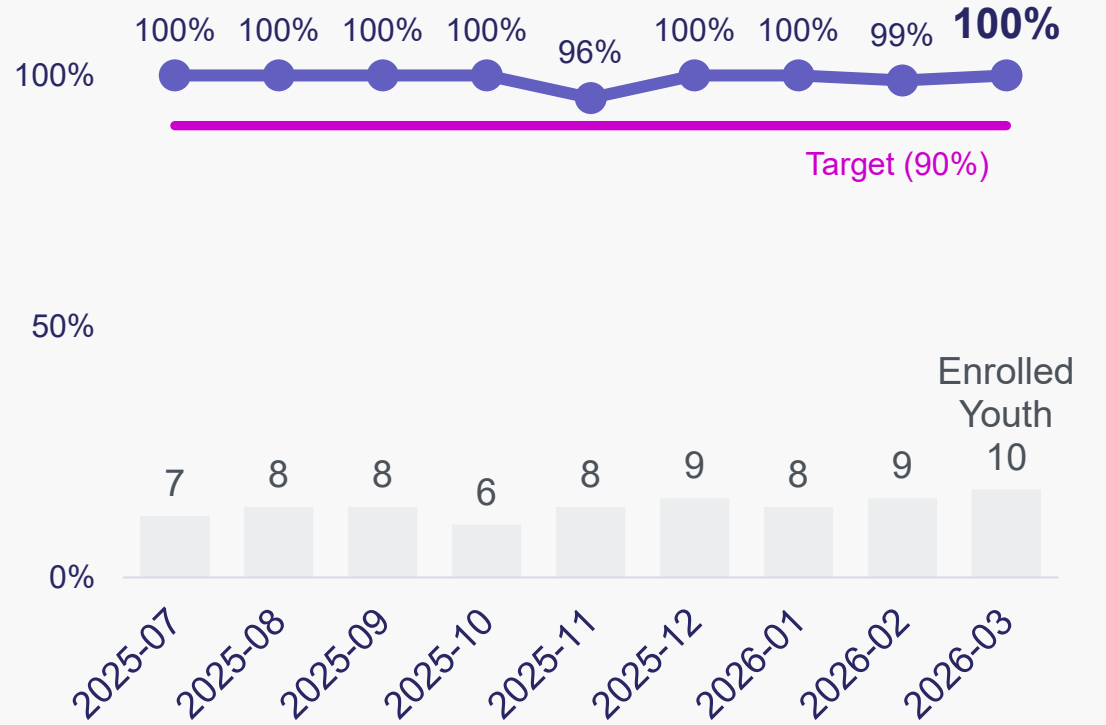
K-12 Attendance

School attendance is consistently above 90% for both OCYCF and JWTP

OCYCF K-12 Attendance



JWTP K-12 Attendance

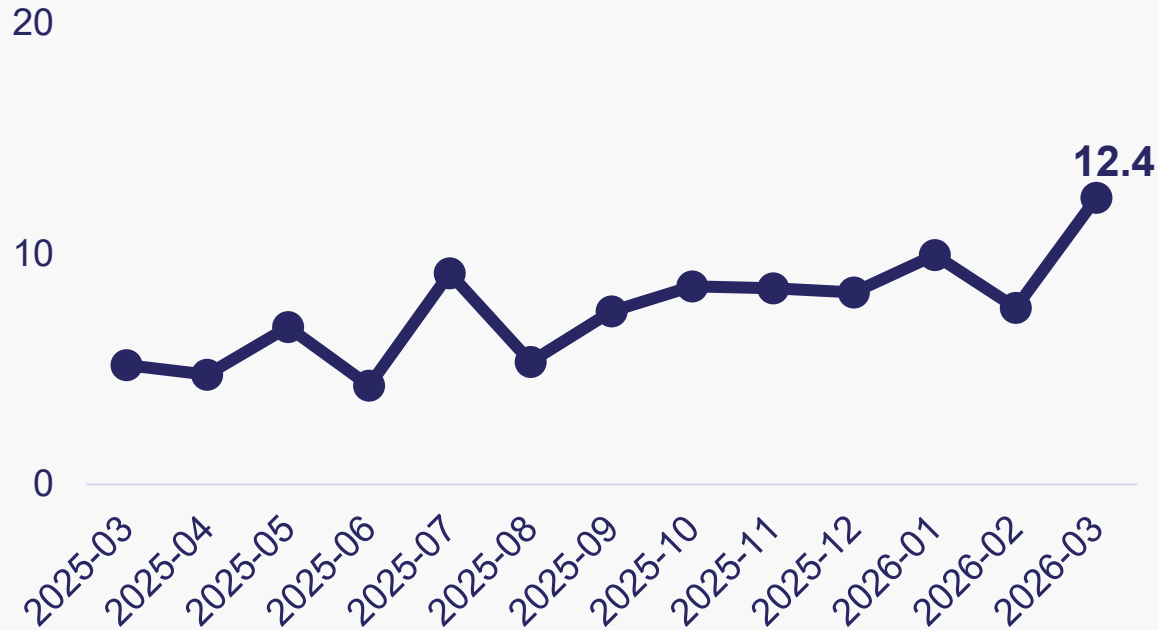




Treatment Hours per Youth

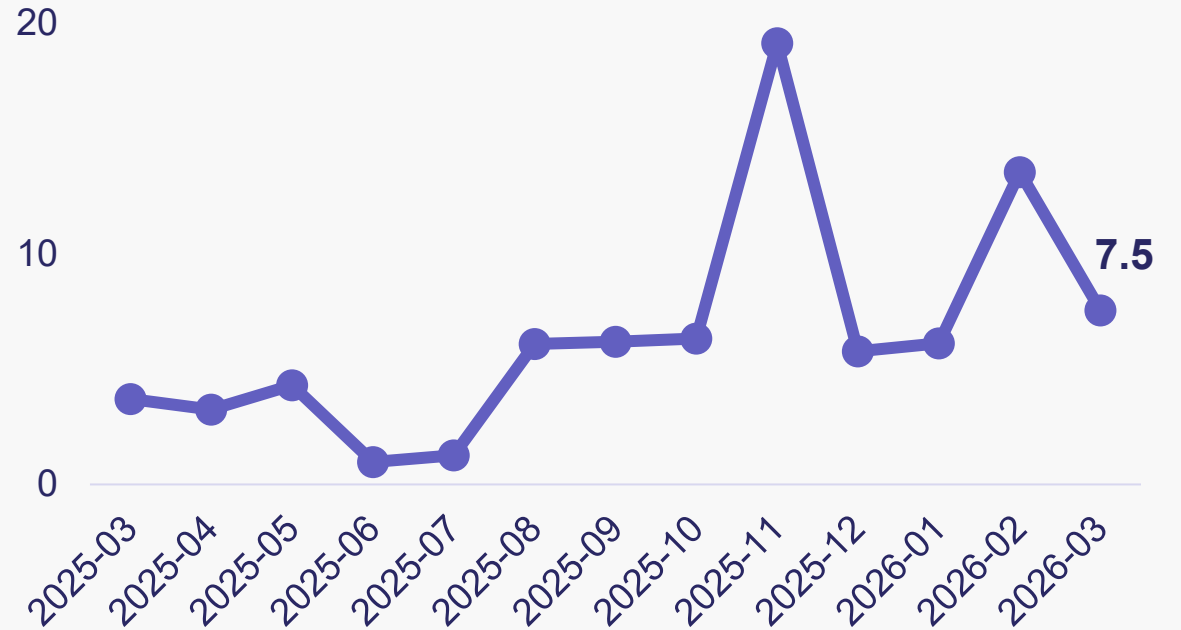
OCYCF youth averaged 12.4 hours of Treatment last month

OCYCF – Average Treatment Hours per Month



JWTP youth averaged 7.5 hours of Treatment last month

JWTP – Average Treatment Hours per Month



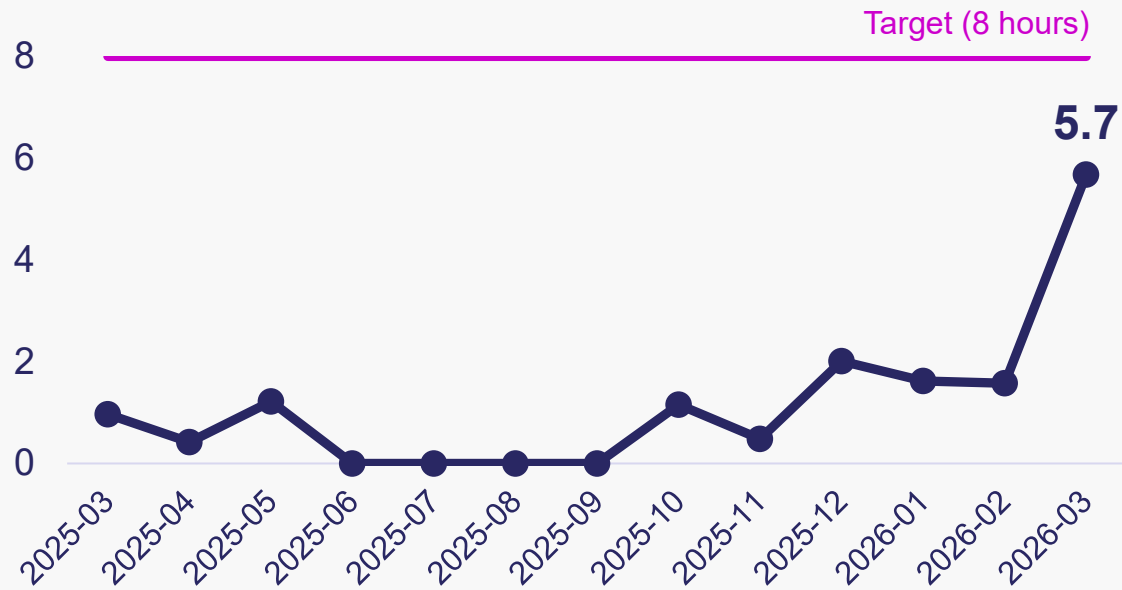


Safe Community Skill Development

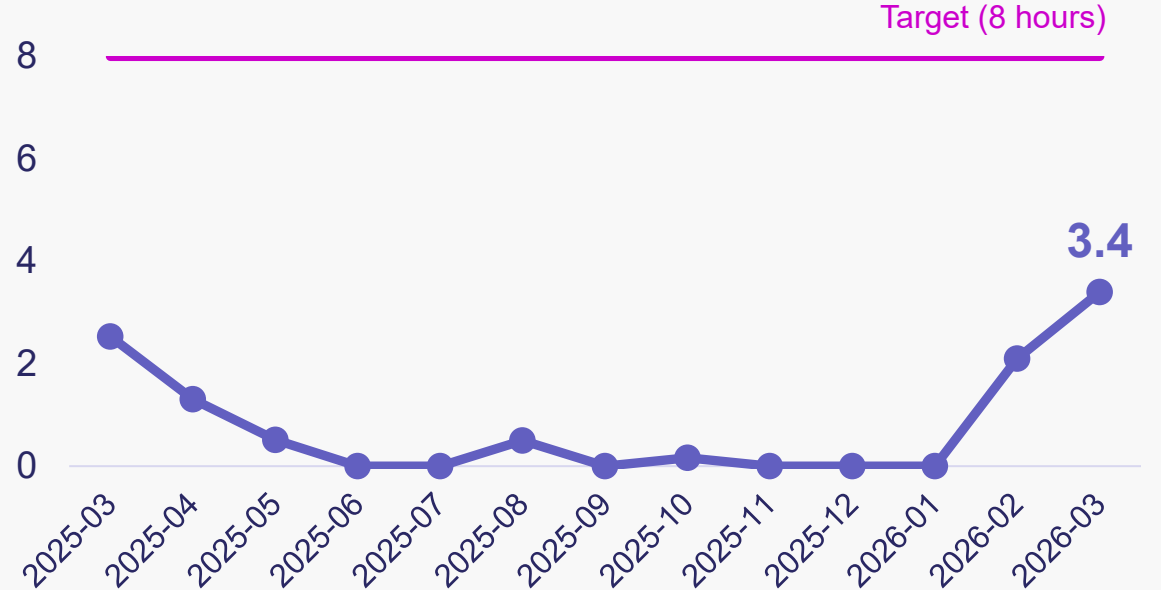
OCYCF youth averaged 5.7 hours of SCSD last month

JWTP youth averaged 3.4 hours of SCSD last month

OCYCF – Average SCSD Hours per Month



JWTP – Average SCSD Hours per Month

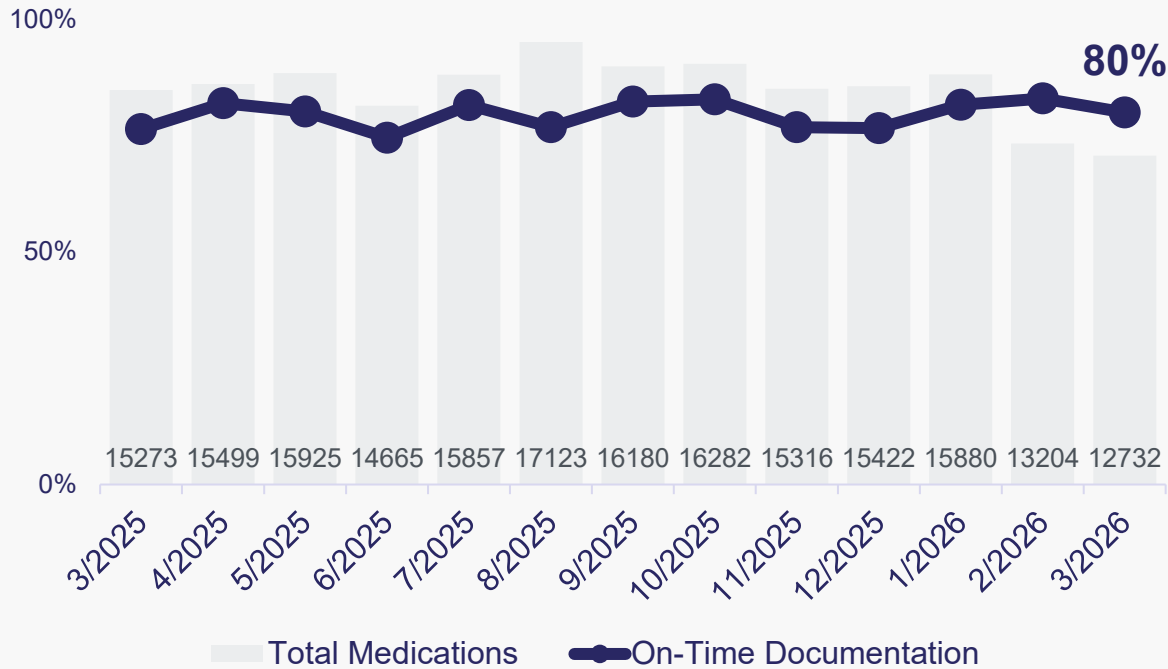




Medication Documentation

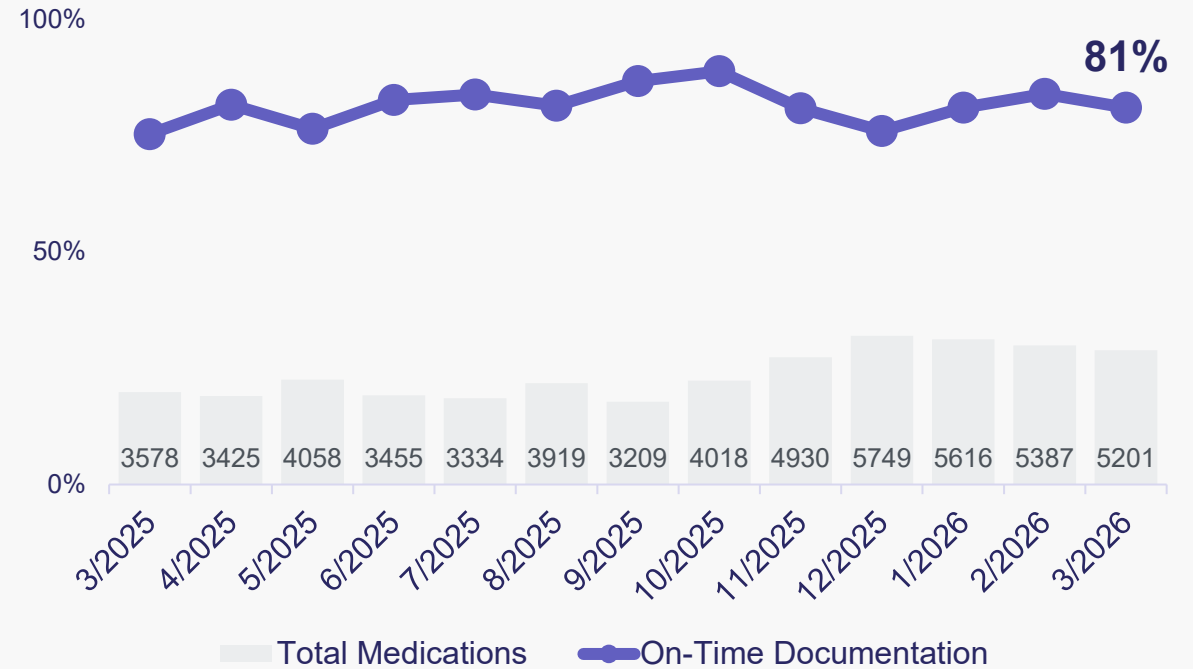
80% of ordered medication doses at OCYCF had timely documentation

% On-Time Documentation, OCYCF



81% of ordered medication doses at JWTP had timely documentation

% On-Time Documentation, JWTP

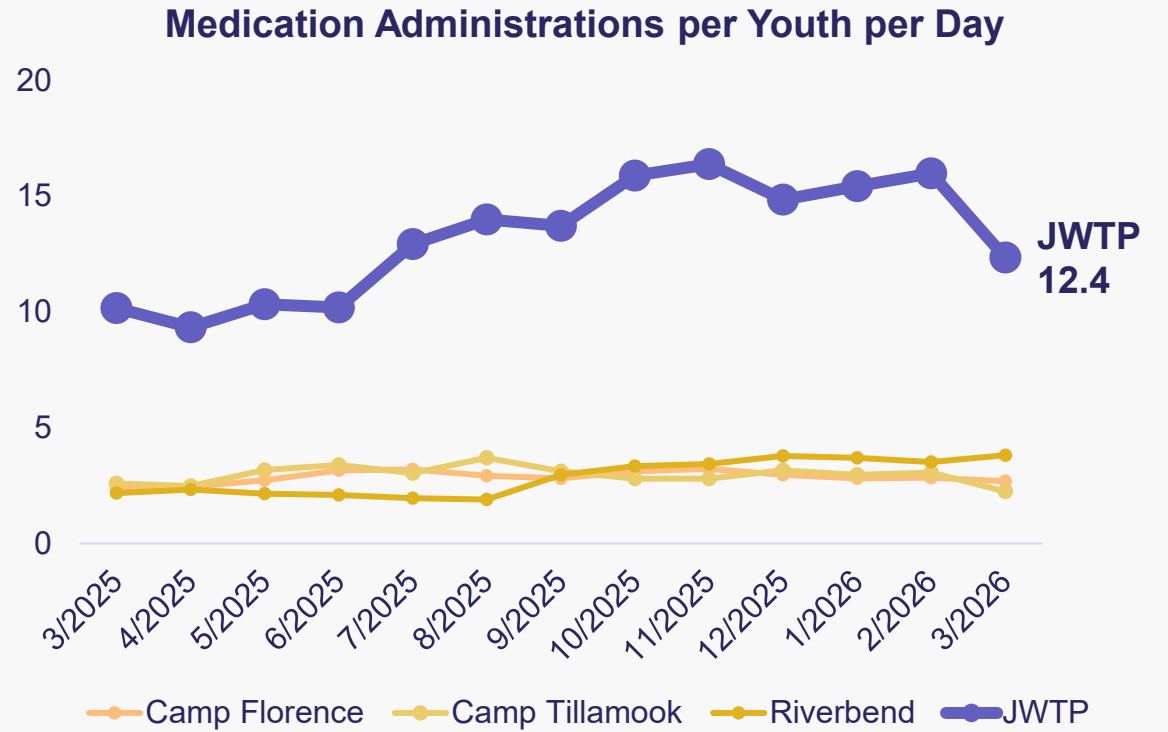
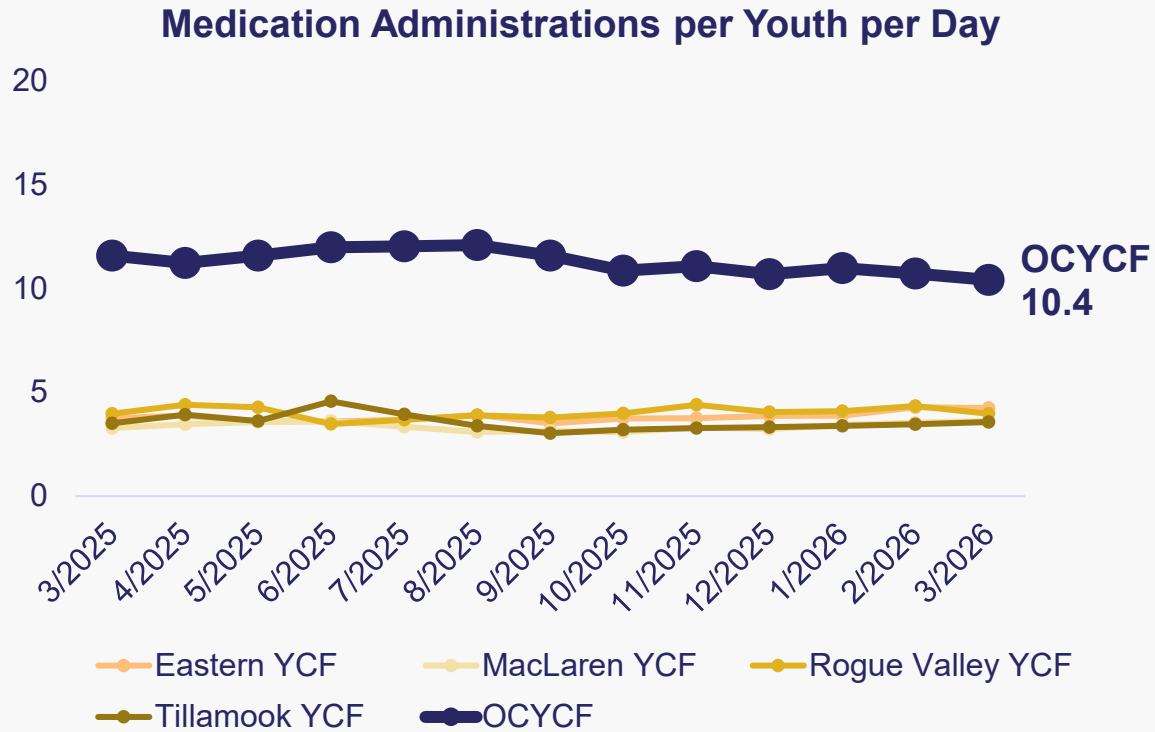




Supplemental – Medication Administrations per Youth

OCYCF youth receive more medications than youth at other correctional facilities

JWTP youth receive more medications than youth at other transition facilities



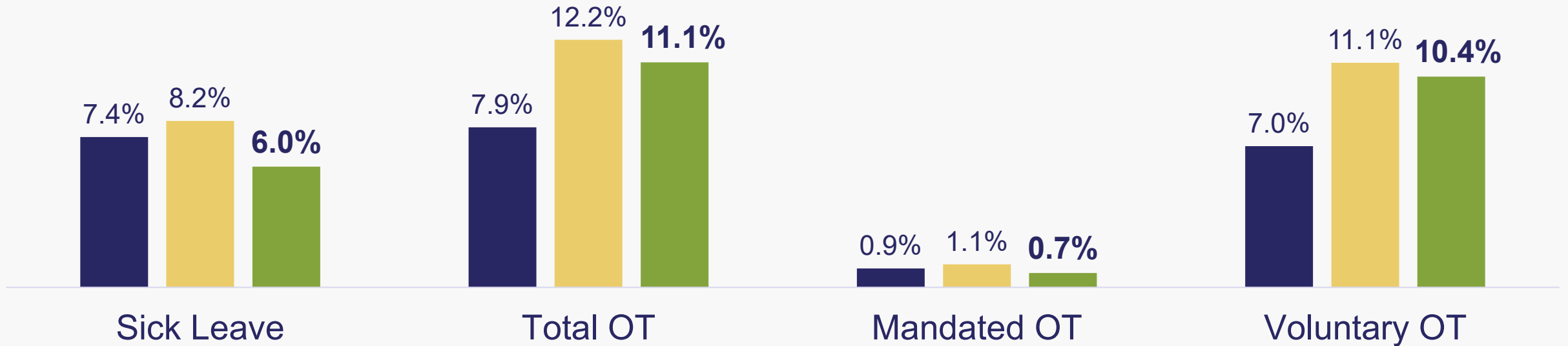


GLC Sick Leave and Overtime

There was a decrease in GLC overtime and sick leave last month

Sick Leave and Overtime as % of Budgeted Hours

■ Jan-26 ■ Feb-26 ■ 26-Mar





Supplemental – Overtime and Sick Leave Details

Together, OCYCF and JWTP averaged 29 hours of overtime per day in March

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%
March 2026	8,184	488	58*	852	15.7	29.4	6.0%	11.1%

*Managers/ULTs covered an additional 46 hours of mandates



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?

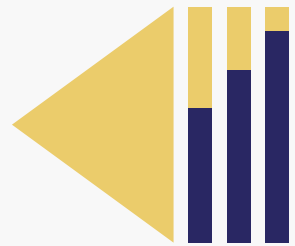


Employee Engagement

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

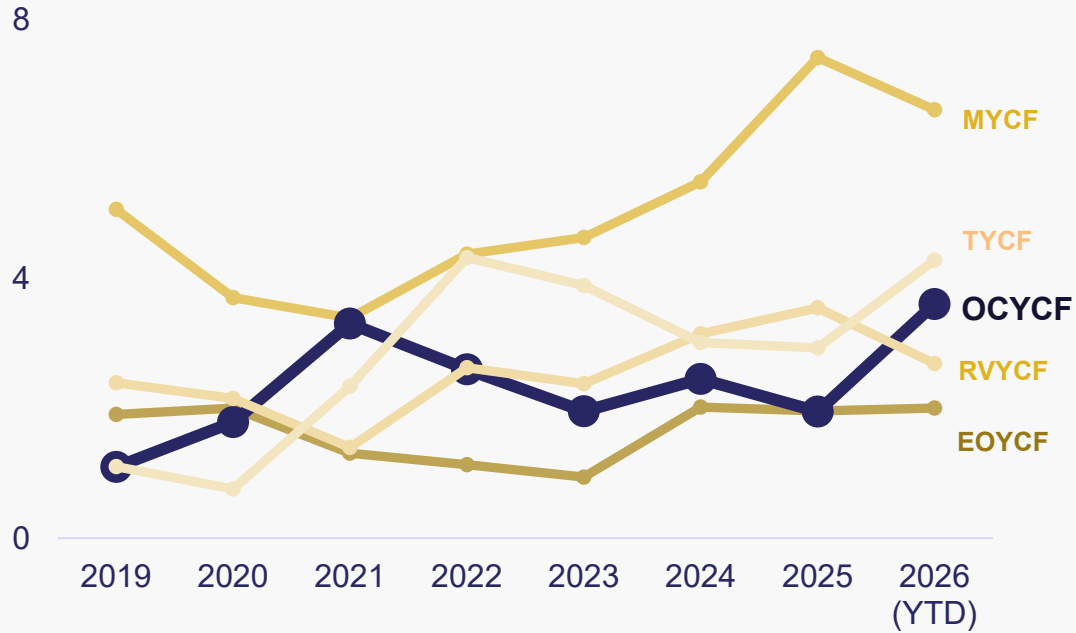


Supplemental – Facility Comparisons by Year

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

