



Oak Creek Youth Correctional Facility and Jackie Winters Transition Program

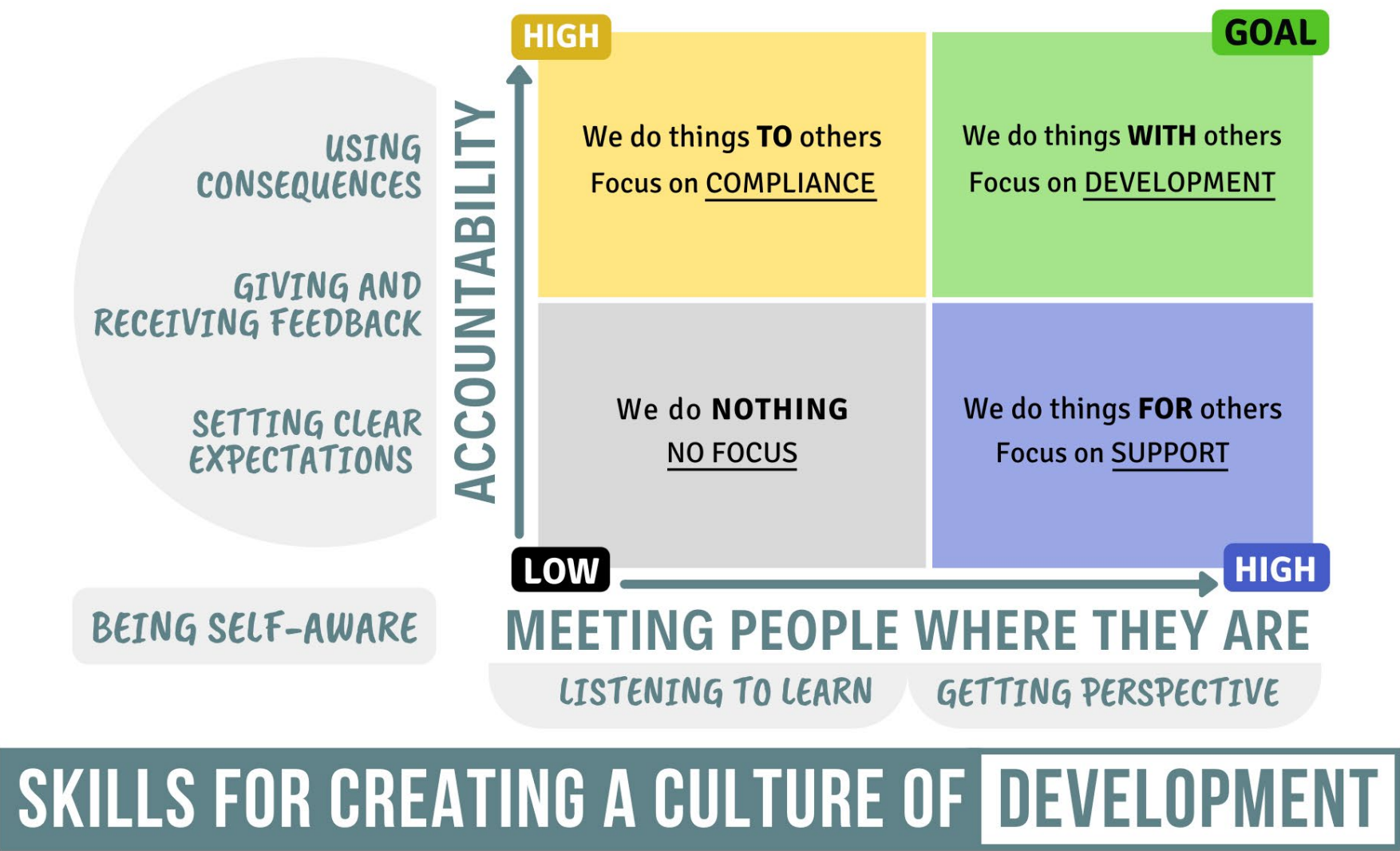
Initial Performance Measures

Kristine Meany, OCYCF/JWTP Superintendent

2/25/2026



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



Current Population

(as of 1/31/26)

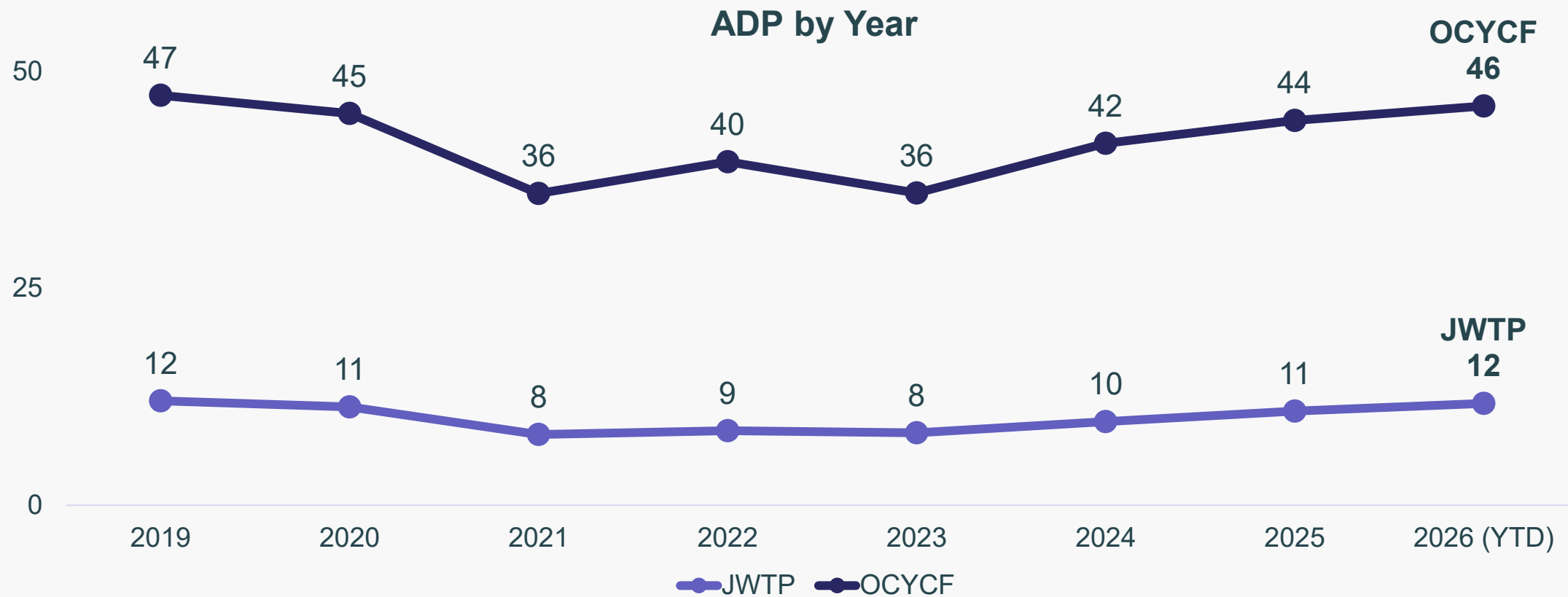
On 1/31/26 there were 46 youth at OCYCF and 11 youth at JWTP

	OCYCF Cedar	OCYCF Aspen	JWTP
Number of Youth	22	24	11
Average Age (Range)	15.7 (13-18)	18.5 (15-24)	18.4 (16-22)
DOC Youth	0	1	0
% PSR	9%	33%	55%
% Revoked	41%	25%	18%
Average LOS to Date in Days (Range)	174 (7 - 680)	500 (4 - 2,499)	151 (26 – 747)
Race/Ethnicity			
% White	59%	42%	91%
% Hispanic	5%	38%	0%
% African American	14%	4%	9%
% Native American	14%	13%	0%



Population size over time

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

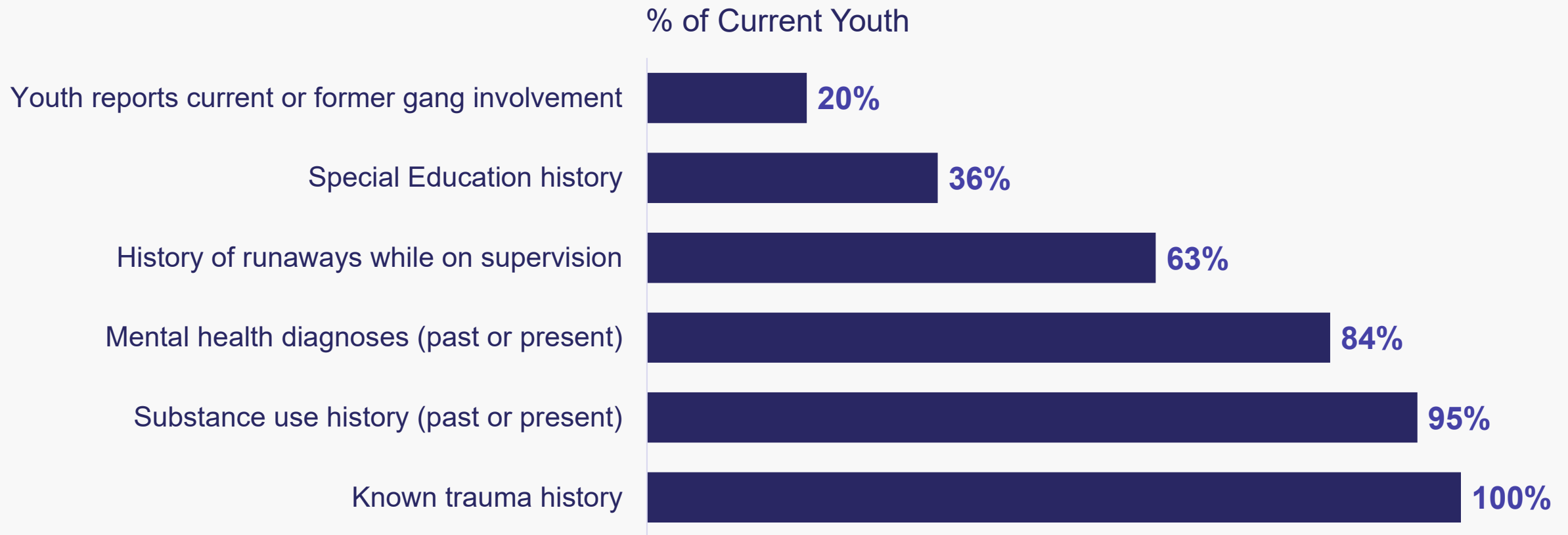




Current Population

(as of 1/31/26)

OCYCF/JWTP youth have complex histories

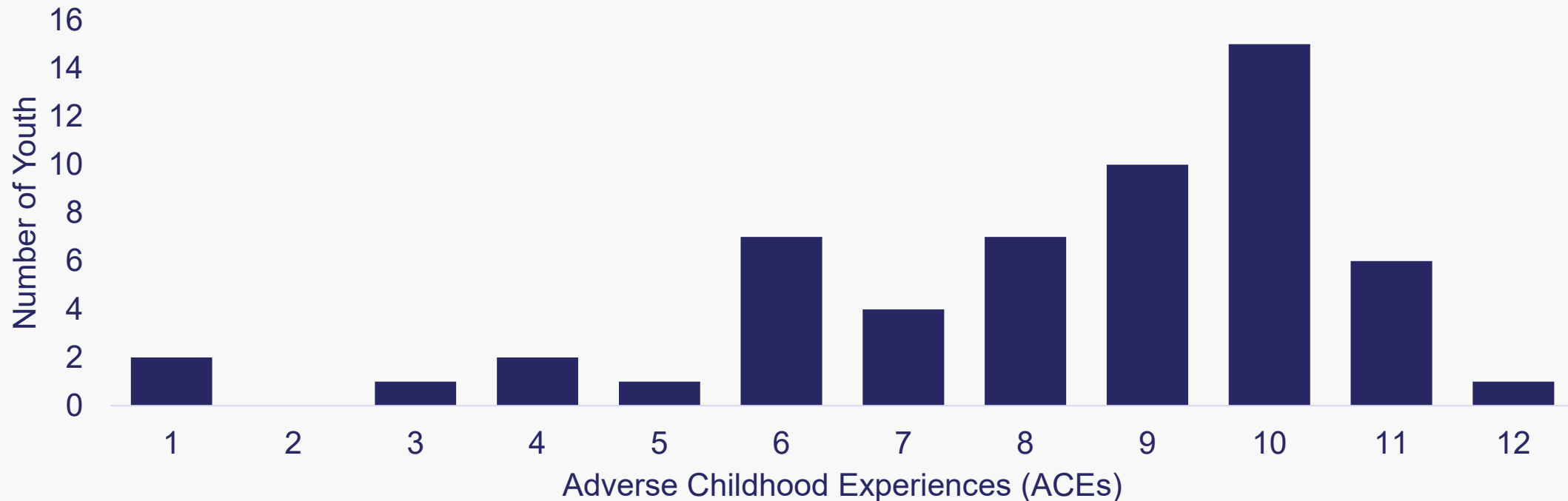




Adverse Childhood Experiences (ACEs)

57% of current youth have experienced **9 or more ACEs**

Average number of ACEs: 8.3 out of 12





Adverse Childhood Experiences (ACEs)

Prevalence by individual ACE items





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.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics

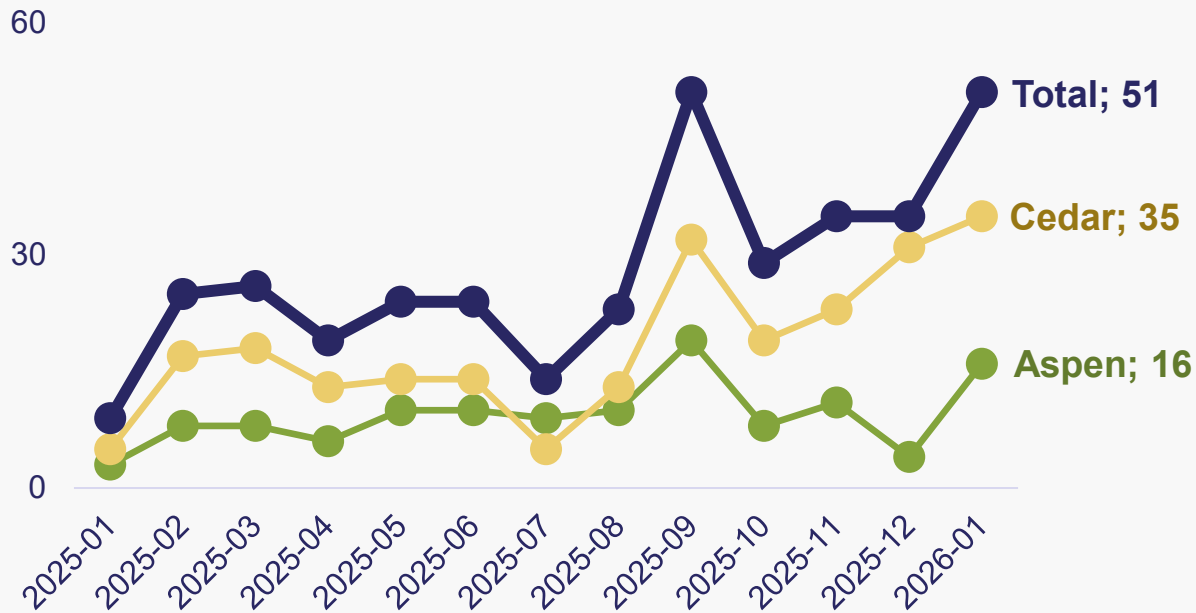


Problem Behaviors

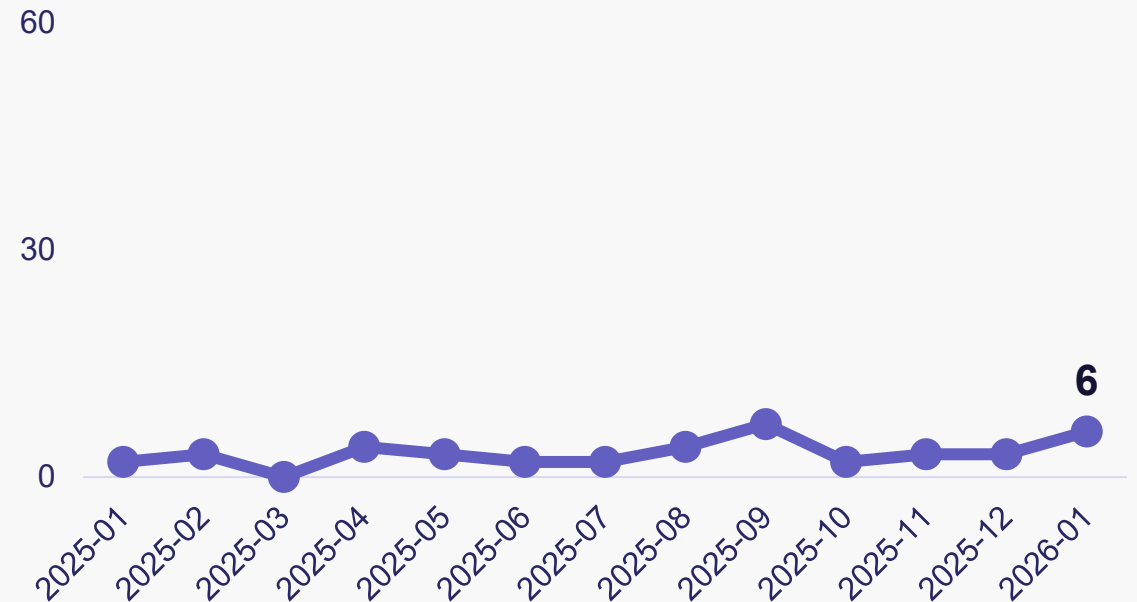
There were 51 problem behaviors at OCYCF last month (average daily population = 47)

There were 6 problem behaviors at JWTP last month (average daily population = 12)

Problem Behaviors at OCYCF



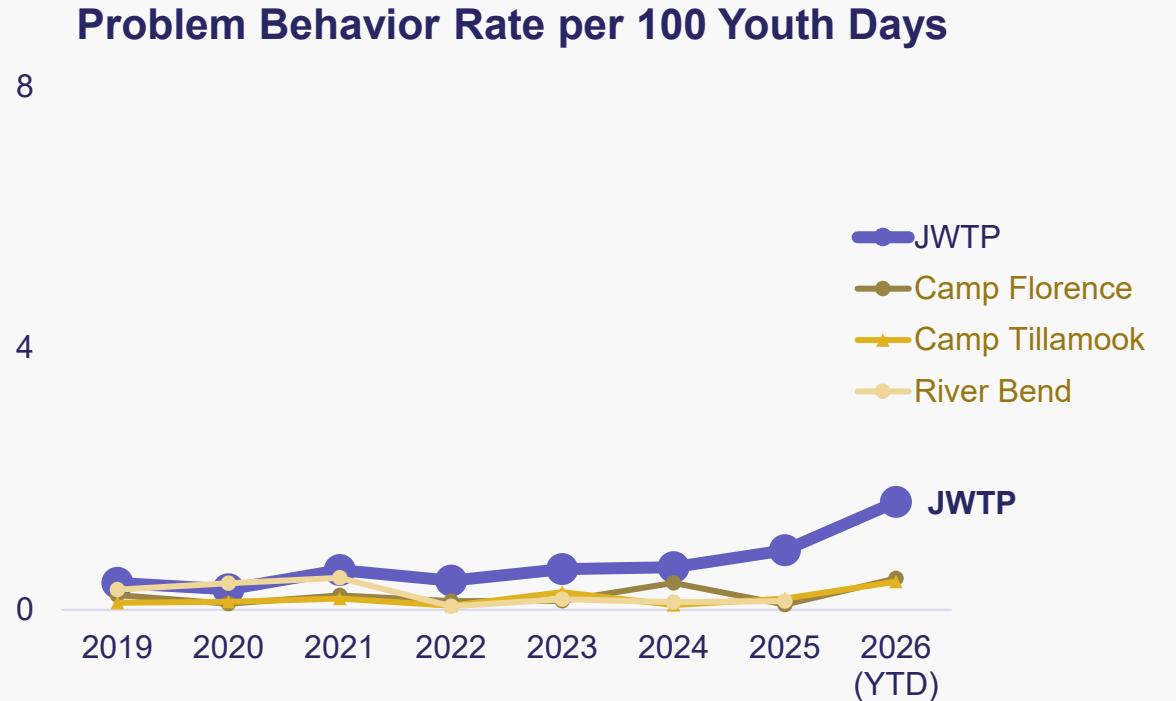
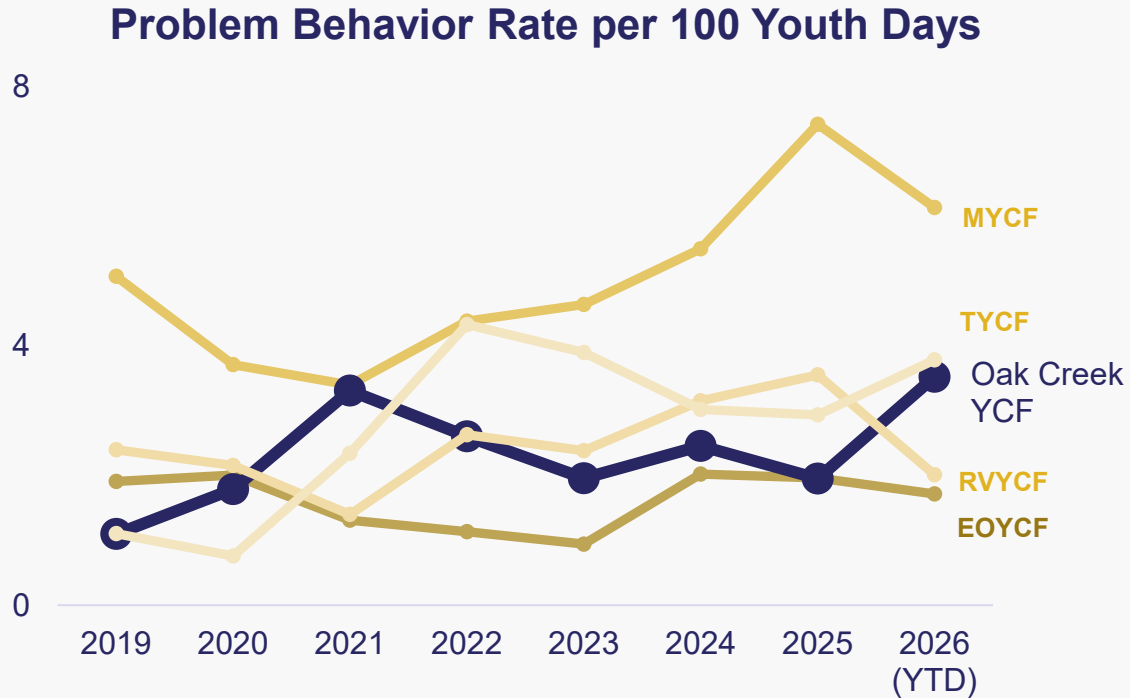
Problem Behaviors at JWTP





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

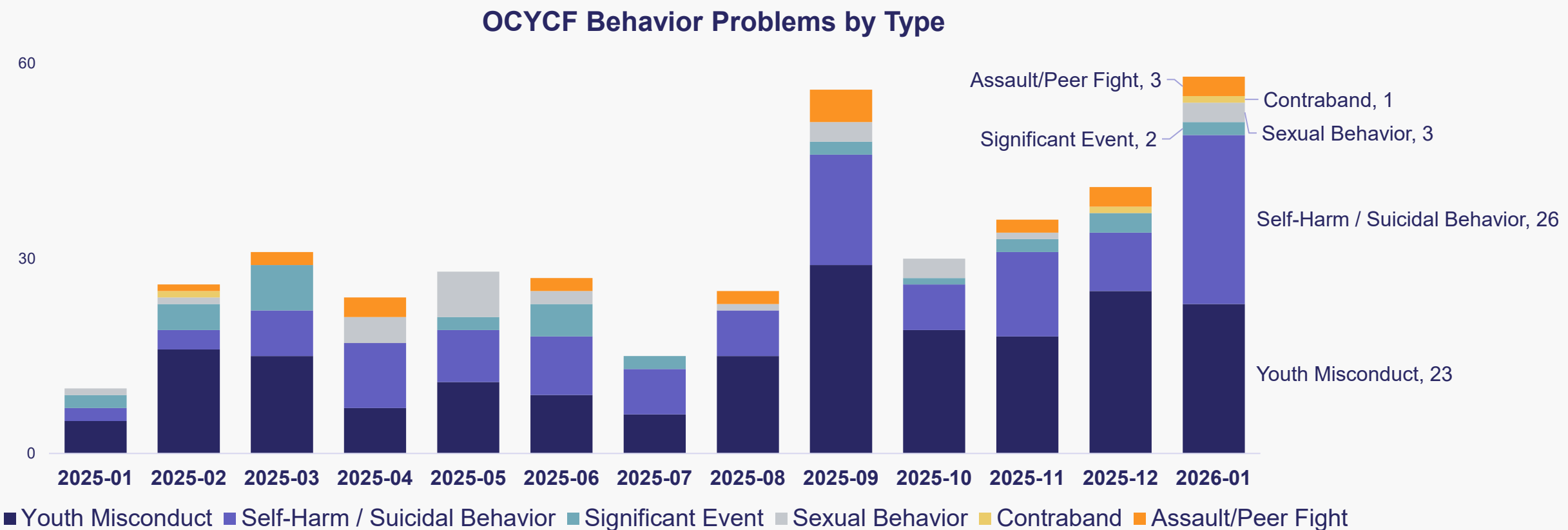
JWTP has slightly higher rates of Problem Behavior than other transition facilities





OCYCF Problem Behaviors

51% of last month's YIRs involved Self-Harm or Suicidal Behaviors

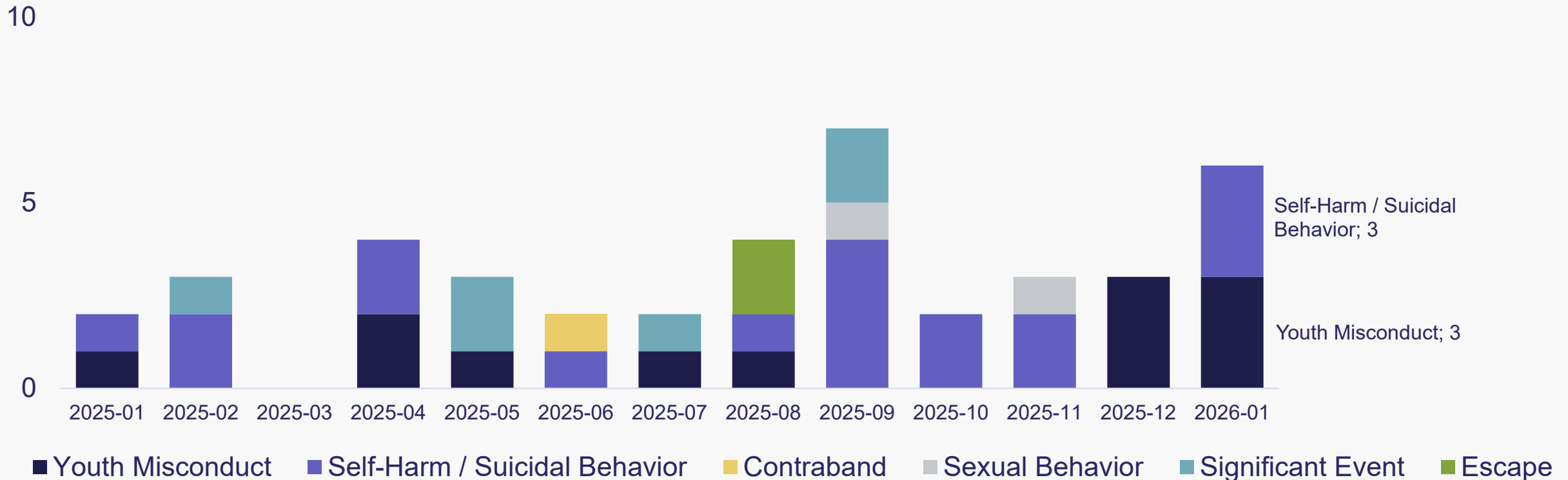




JWTP Problem Behaviors

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

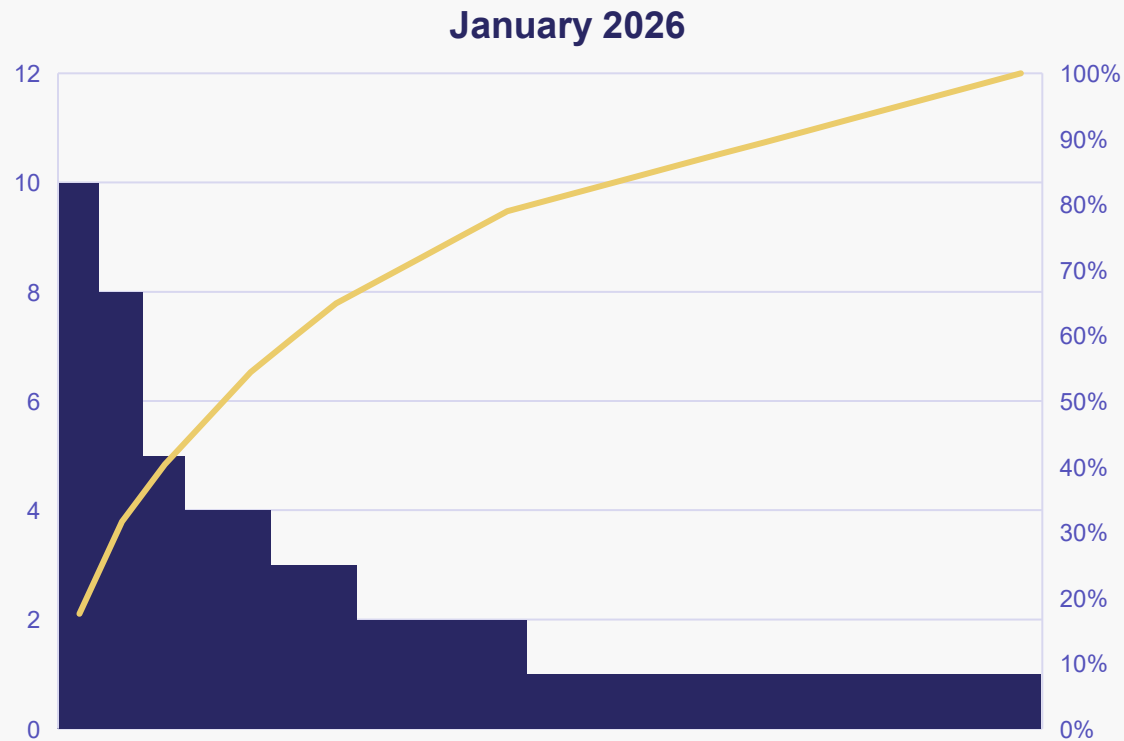
JWTP Behavior Problems by Type



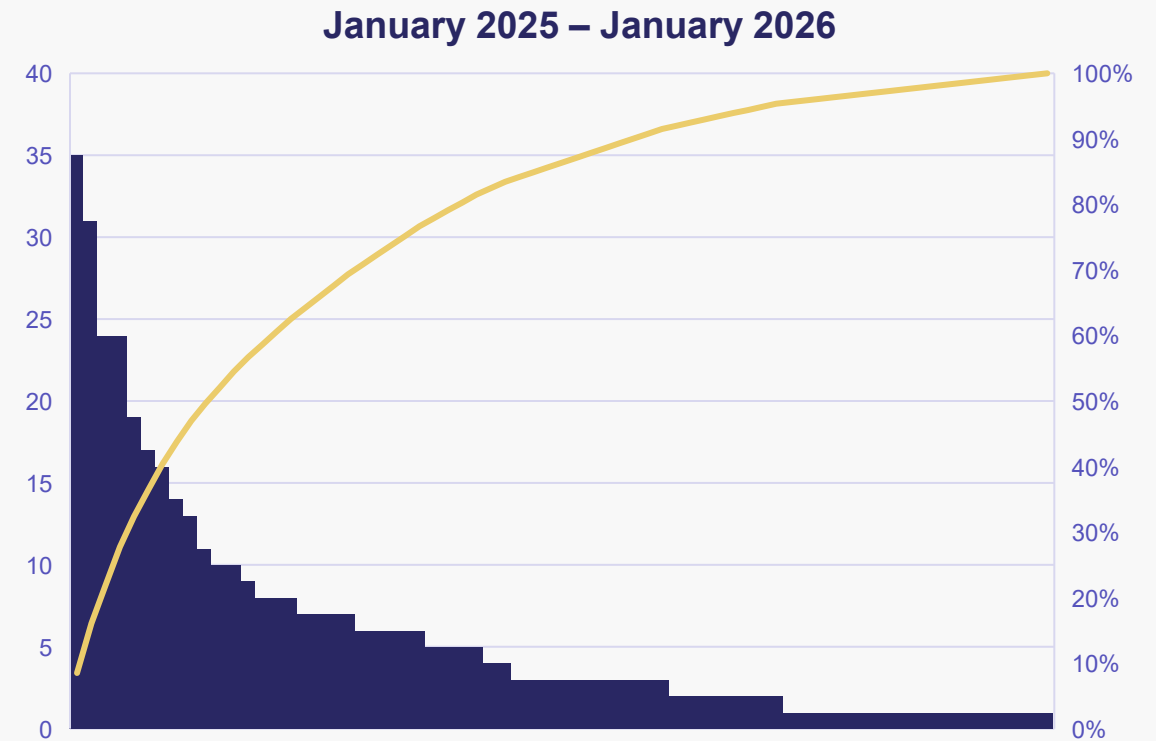


Youth Involved in Problem Behaviors

Last month, 5 youth were responsible for 50% of all Problem Behaviors



Over the past year, 10 youth were responsible for 50% of all Problem Behaviors



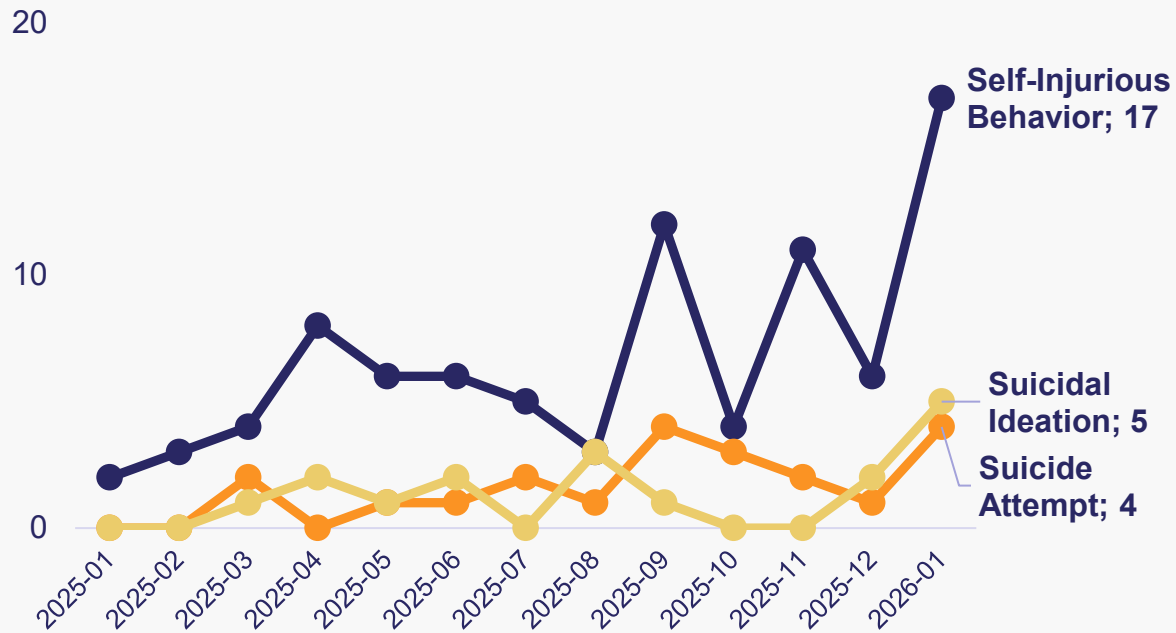
Each column represents an individual youth; column height indicates the number of problem behaviors for that youth



Suicidality/Self-Harm

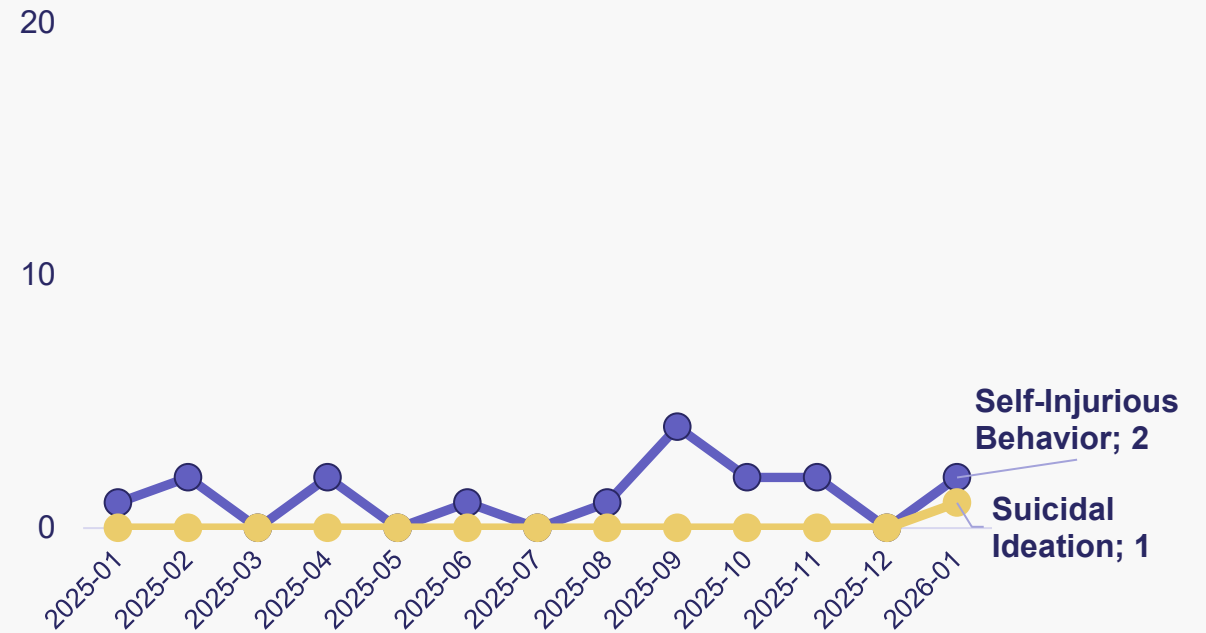
There were 26 suicidality/self-harm behaviors at OCYCF last month

OCYCF Suicidality/Self-Harm Behaviors



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

JWTP Suicidality/Self-Harm Behaviors

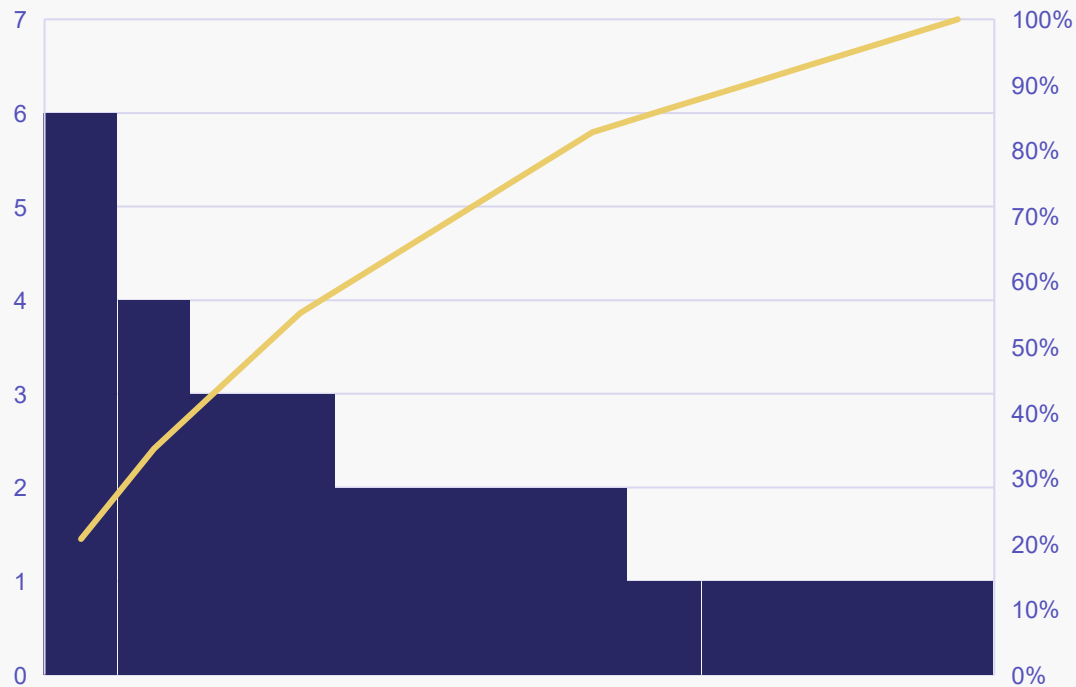




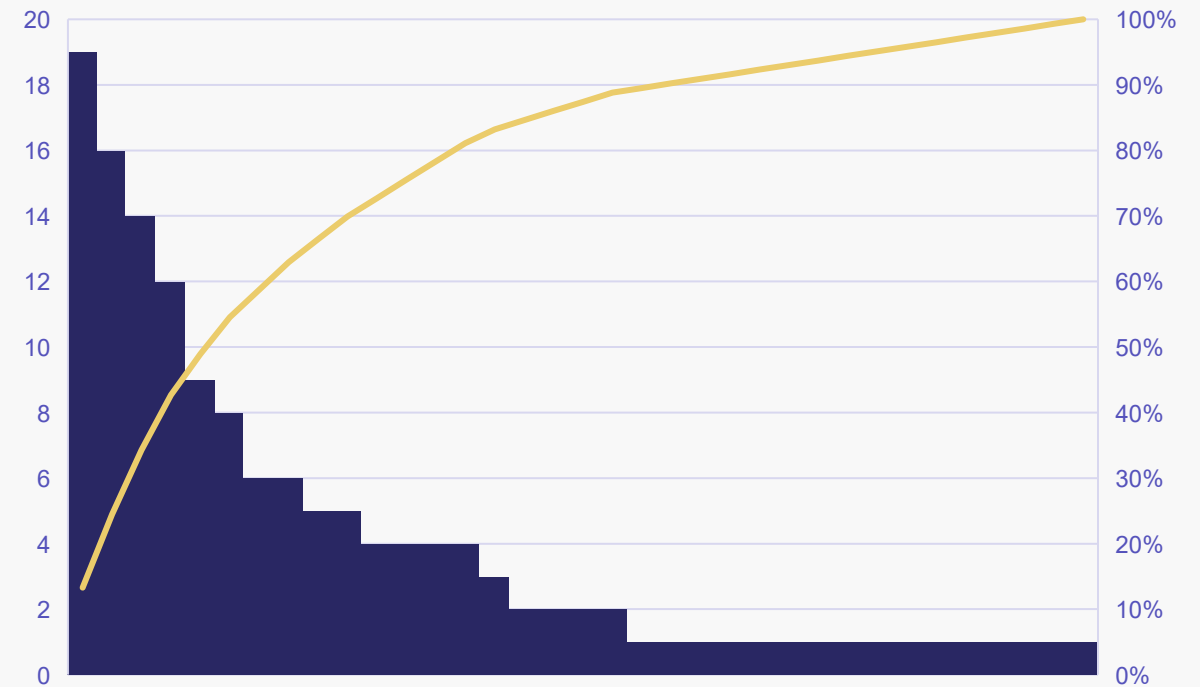
Last month, 4 youth were responsible for 50% of the self-harm/suicidality YIRs

Over the past year, 6 youth were responsible for 50% of the self-harm/suicidality YIRs

January 2026



January 2025 – January 2026



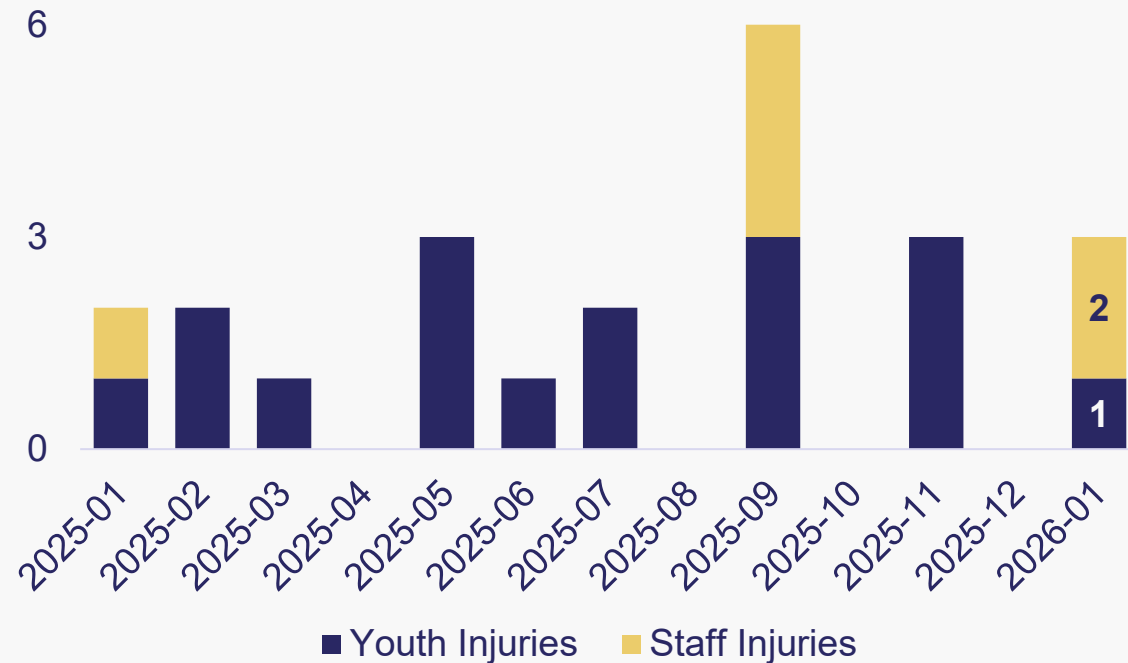
Each column represents an individual youth; column height indicates the number of self-harm/suicidality behaviors for that youth



Youth Incident Reports with Injuries

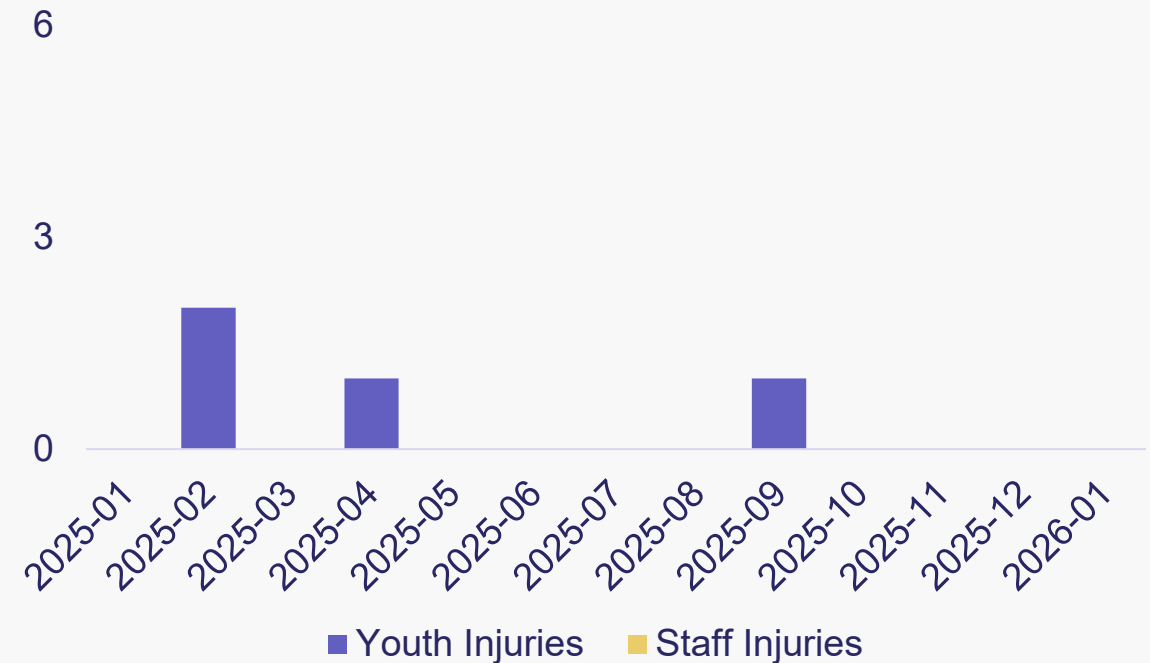
There were 3 injuries logged in YIRs at OCYCF last month (2 staff, 1 youth)

OCYCF Injuries



There were no injuries logged in YIRs at JWTP last month

JWTP Injuries

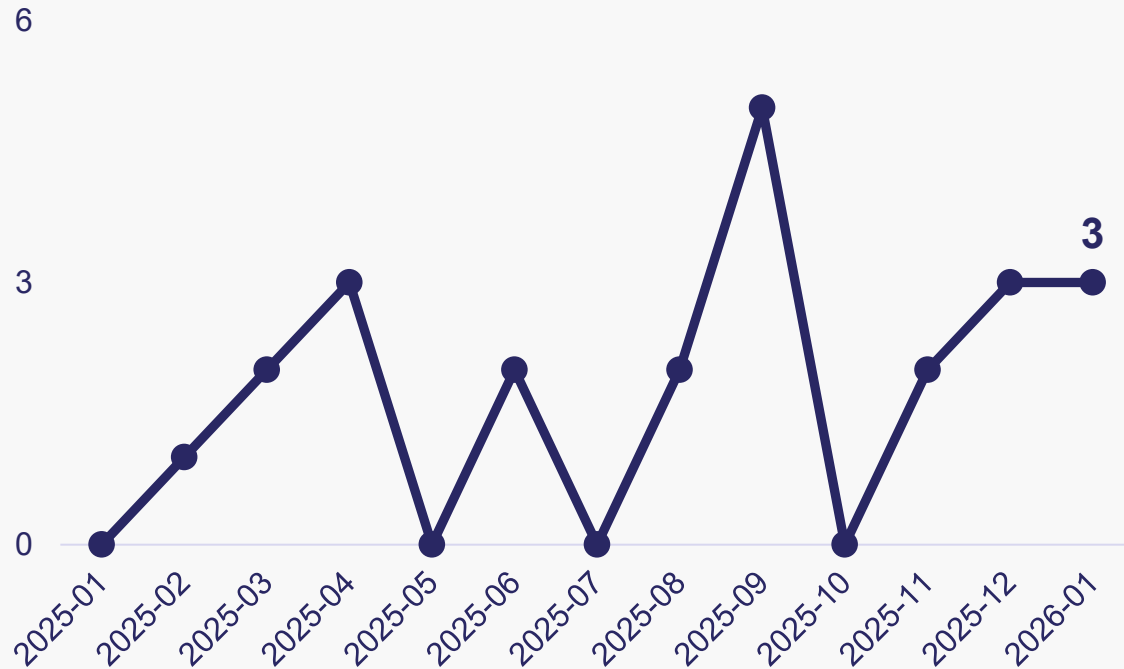




Assaults/Peer Fights

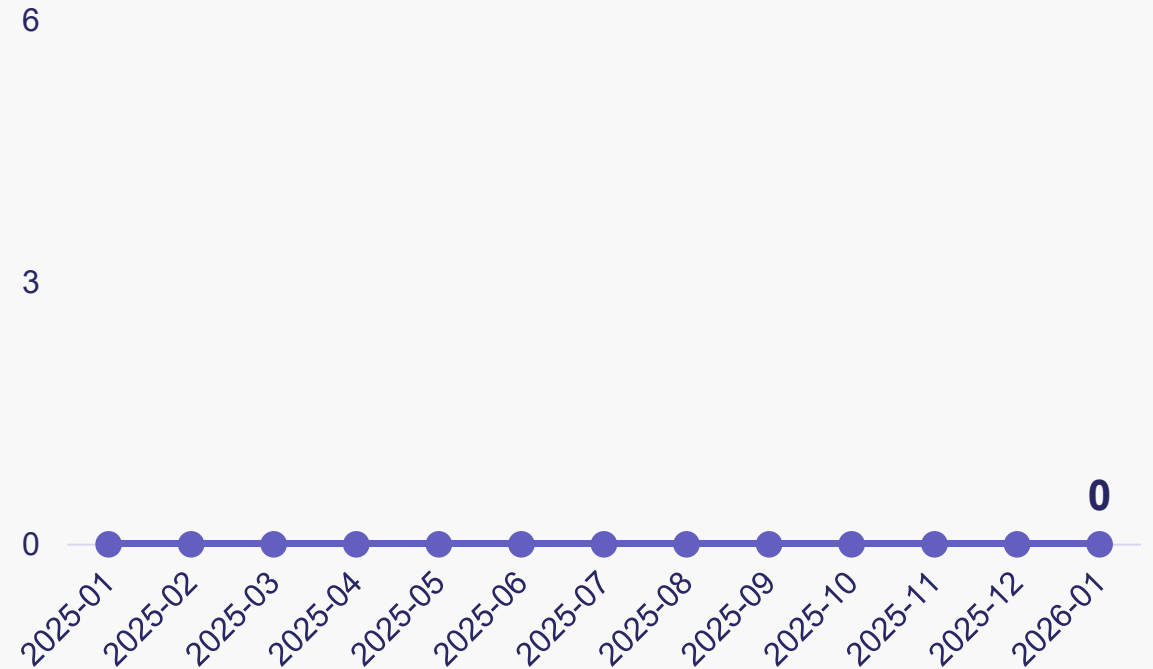
There were 3 Assaults/Peer Fights at OCYCF last month

OCYCF Assaults/Peer Fights



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

JWTP Assaults/Peer Fights



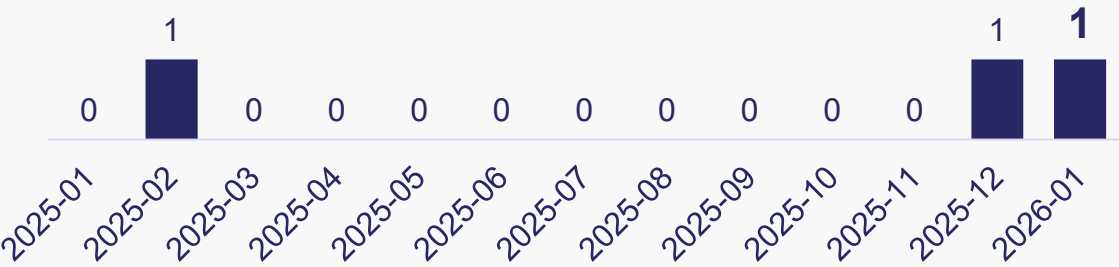


YIRs with Contraband

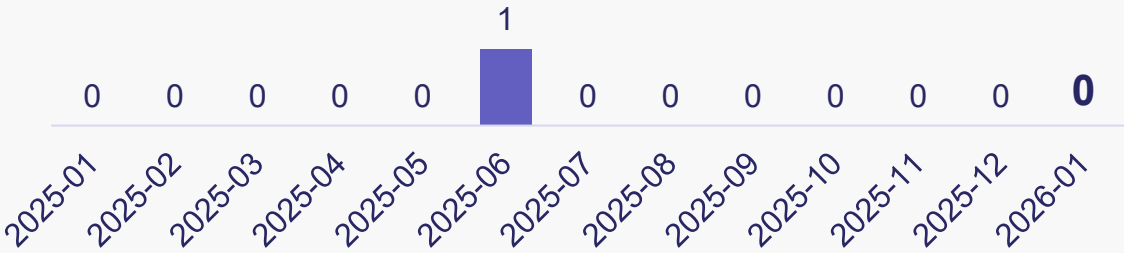
OCYCF had 1 Contraband YIR last month, and 3 in the past 13 months

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

OCYCF Contraband YIRs



JWTP Contraband YIRs



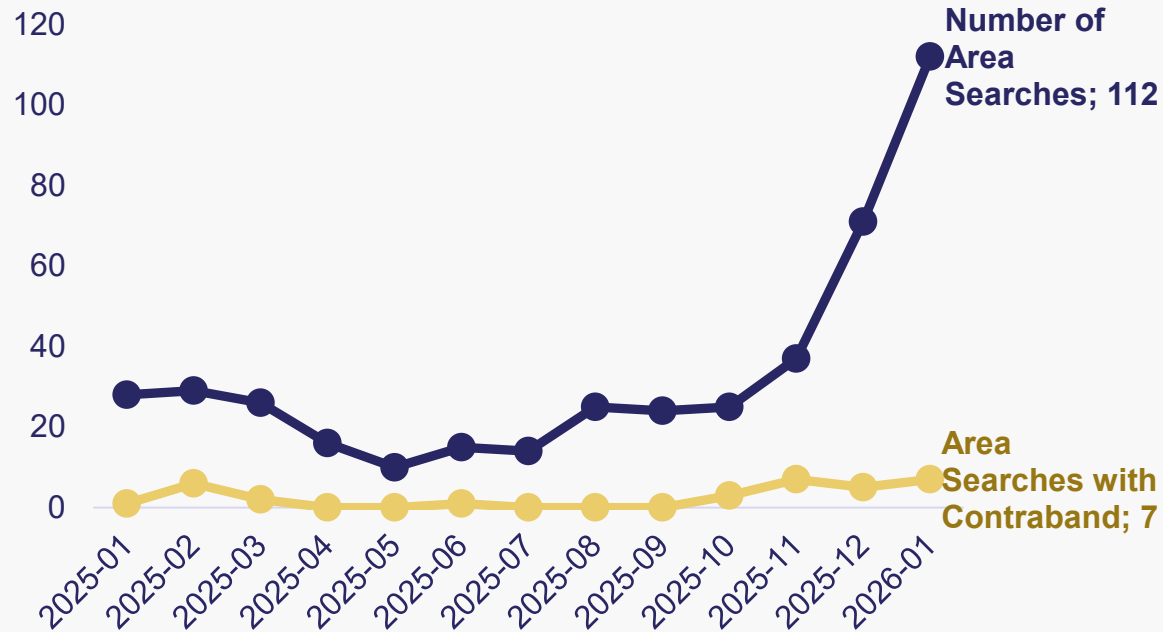


Contraband from Area Searches

Last month there were 11 contraband discoveries from area searches

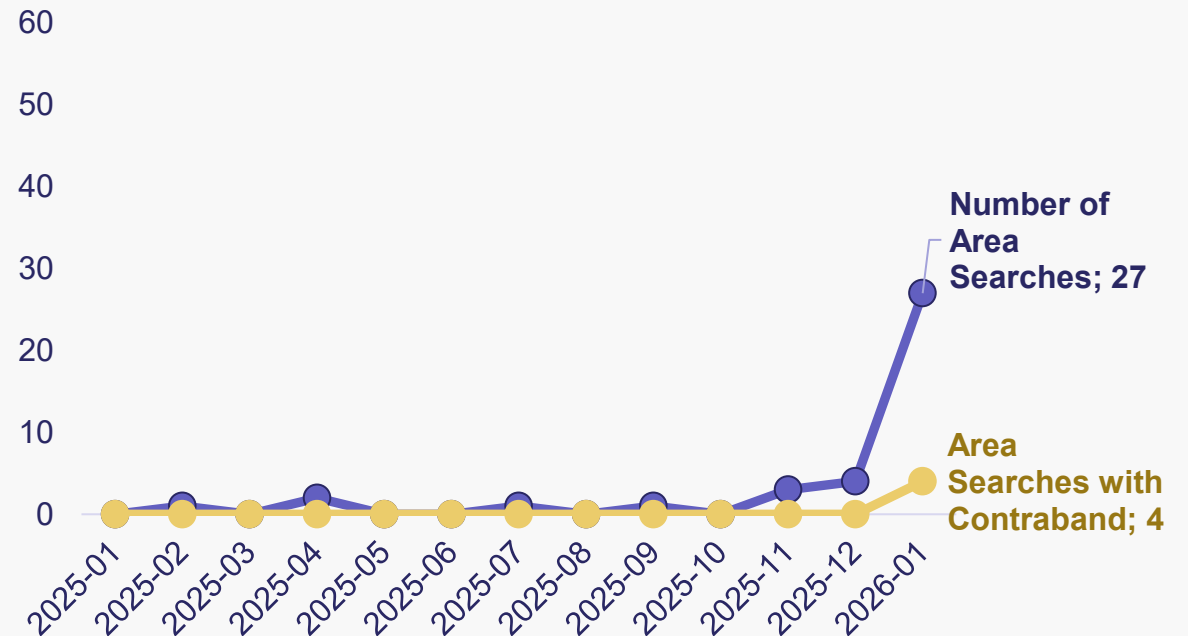
6% of OCYCF area searches found contraband

OCYCF Area Searches



15% of JWTP area searches found contraband

JWTP Area Searches

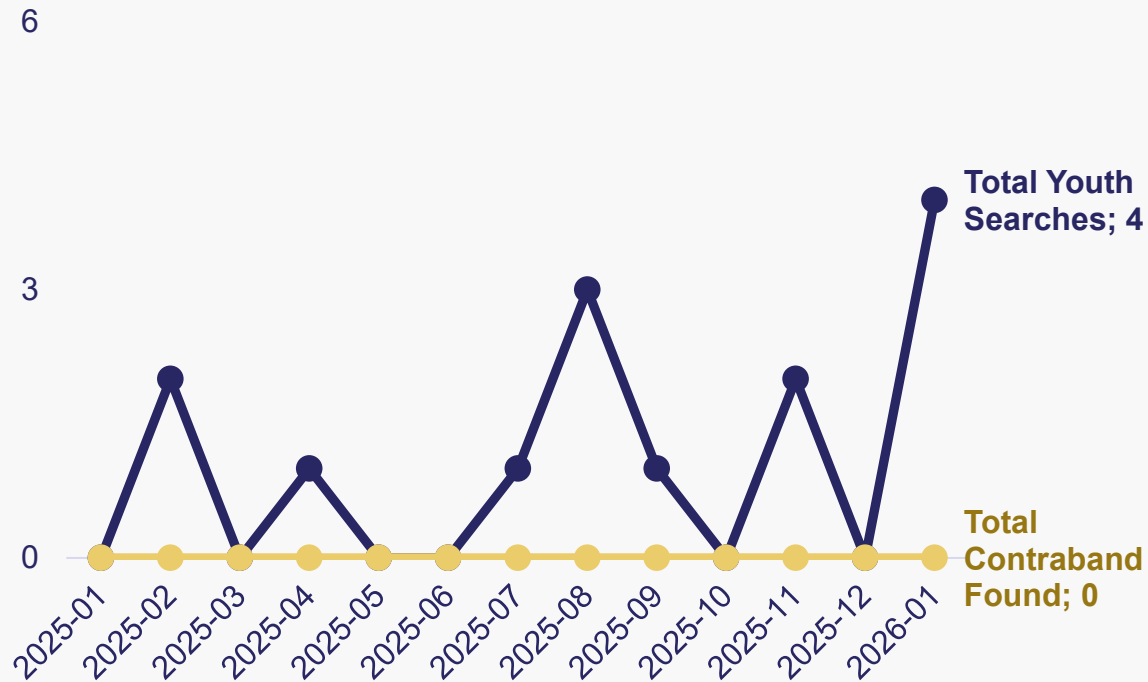




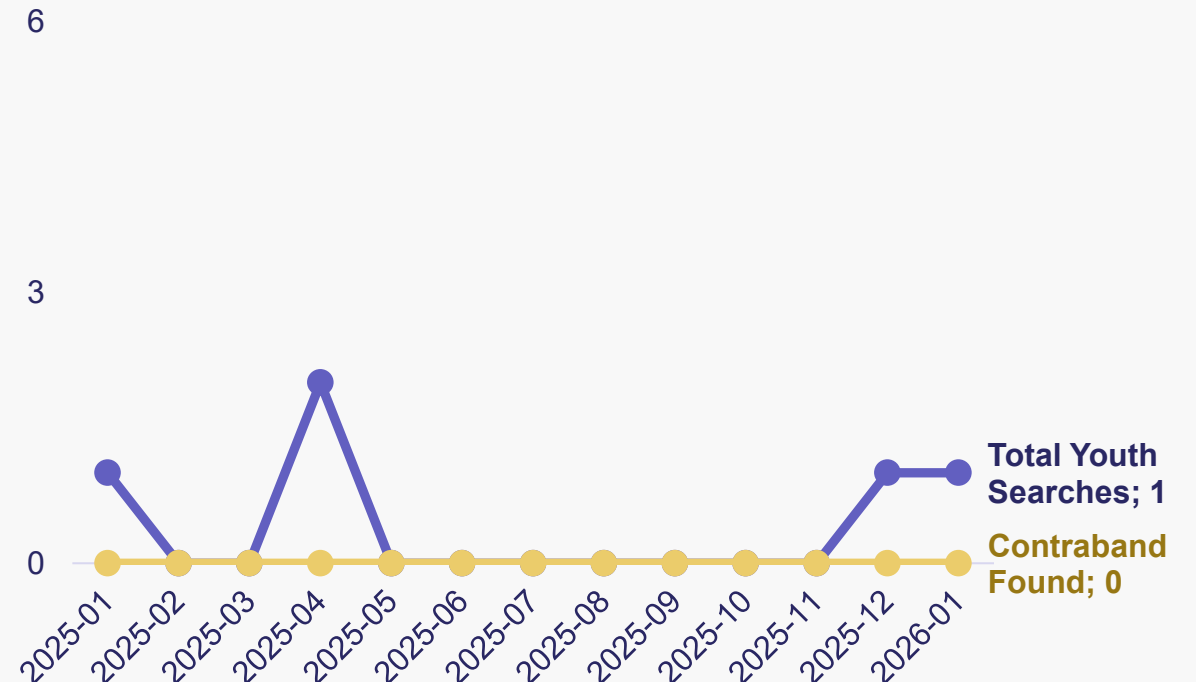
Contraband from Youth Searches

Last month there were 0 contraband discoveries from youth searches

OCYCF Youth Searches



JWTP Youth Searches





Prior Month Contraband Details

Contraband from YIRs

- Cedar
 - Deconstructed pen

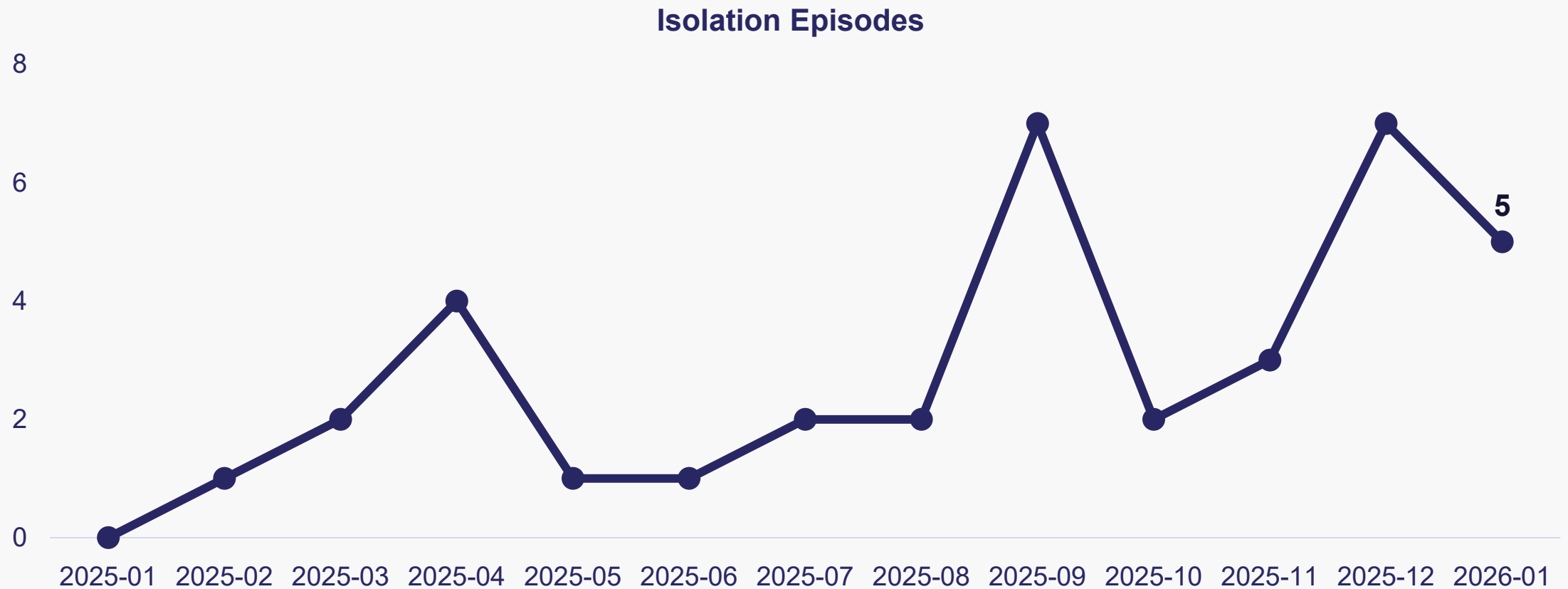
Contraband from Searches

- Aspen
 - Broken fidget, pillow cases, pillows, cookies, medical ointment
- Cedar
 - Sweatshirt, plastic seal, sweats, sweat day shirt, hygiene tote, hard back books, hot pack, ice pack, hospital sock, picture, note, crayon, snack wrapper, excess tape, crackers, excess paper
- JWTP
 - Tea packet, sharpie, staff pens, white out tape, beads, body spray, plastic pieces



Isolation Episodes - OCYCF

There were 5 isolation episodes at OCYCF last month





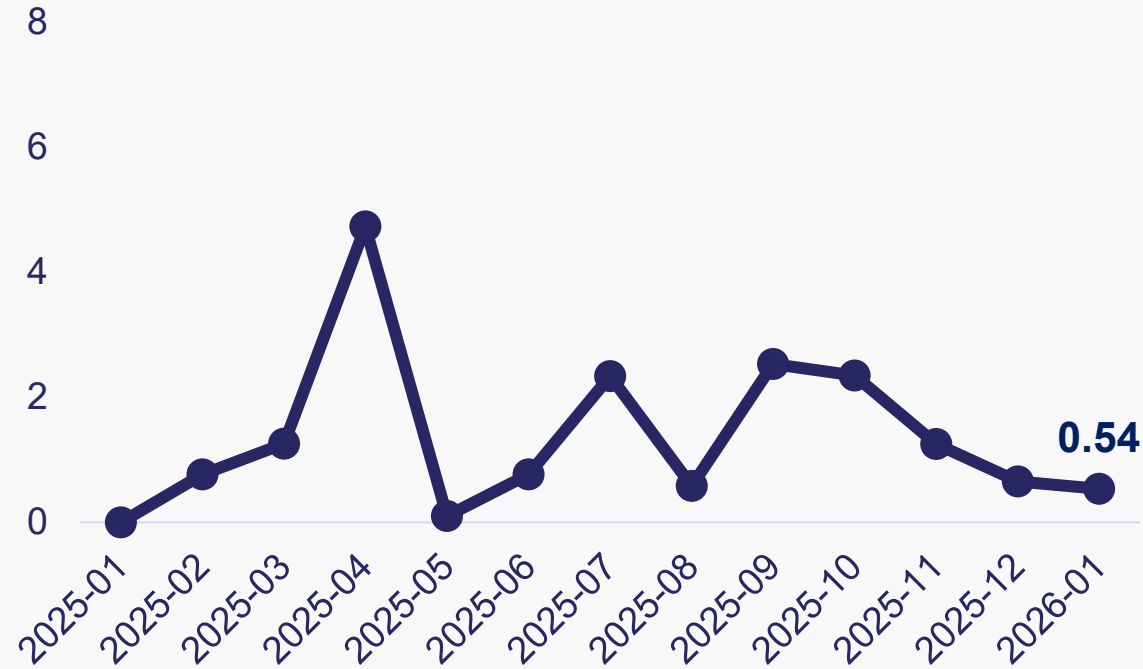
Isolation Duration - OCYCF

Last month's isolation duration was comparable to prior months

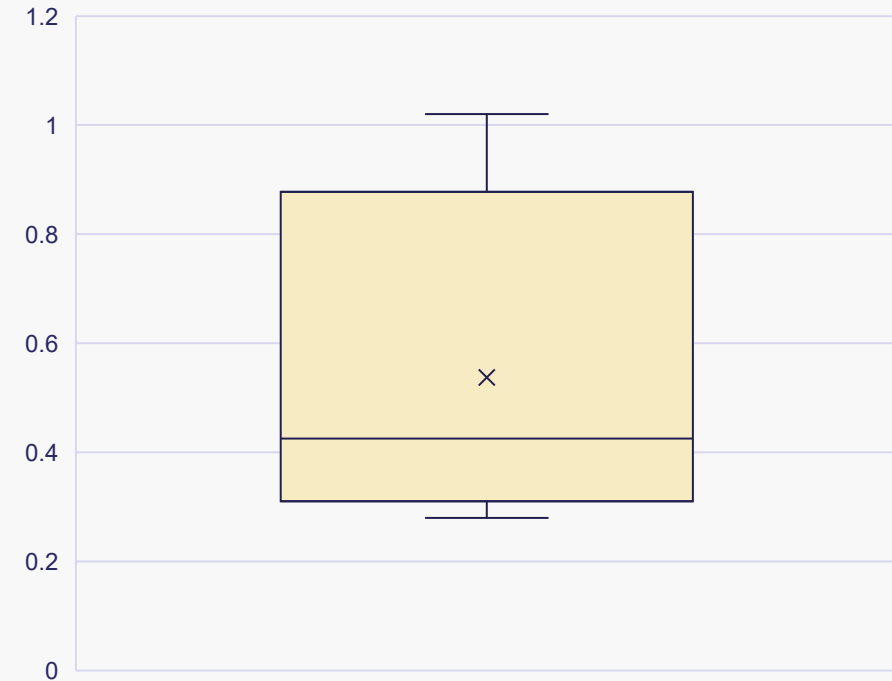
Average time in isolation was 32 minutes

The longest episode lasted 61 minutes

Average Isolation Duration (hours)



Isolation Duration (hours)

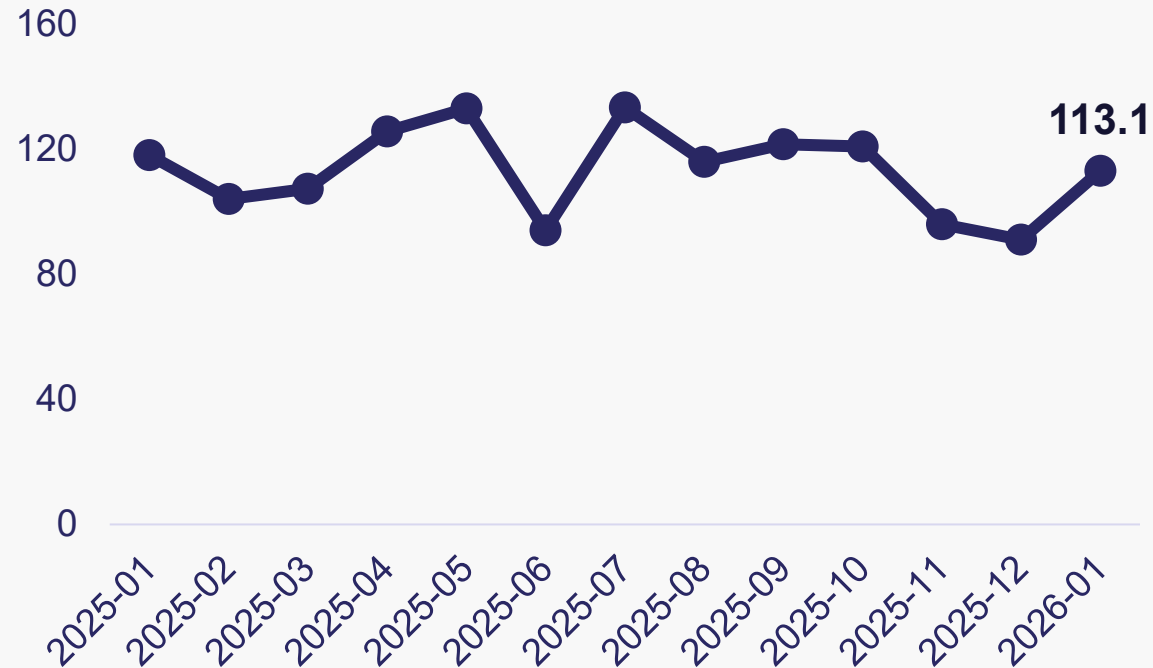




Positive Youth Engagement (PYE)

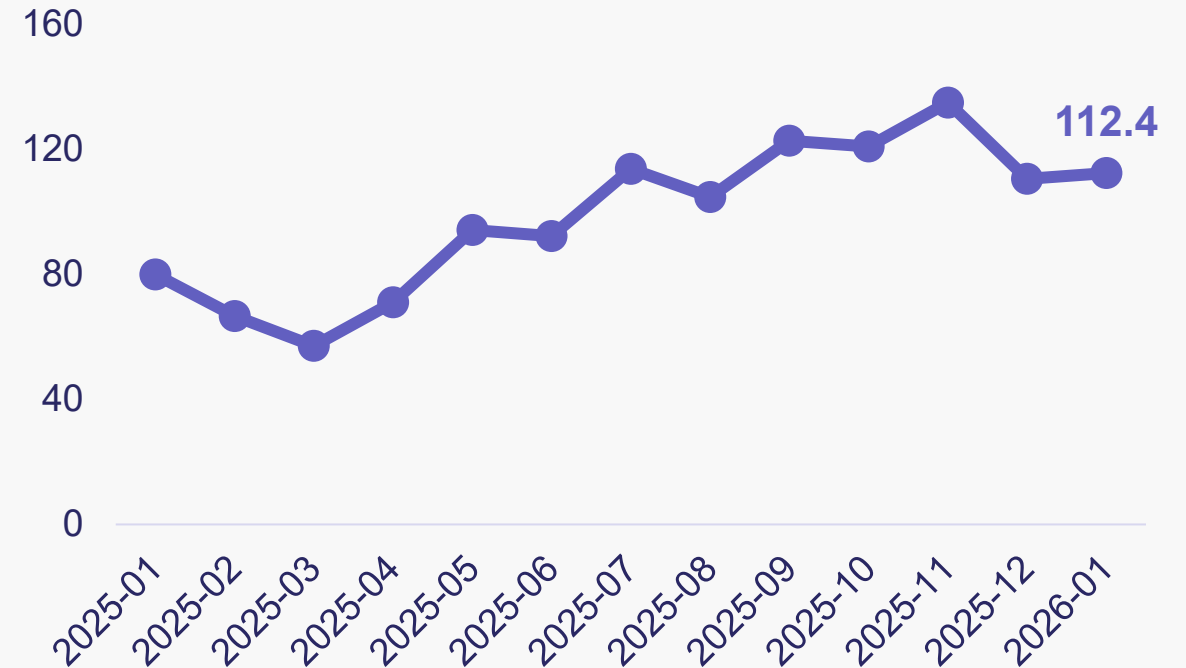
OCYCF Youth averaged 113 PYE hours last month

OCYCF PYE Hours per Youth



JWTP Youth averaged 112 PYE hours last month

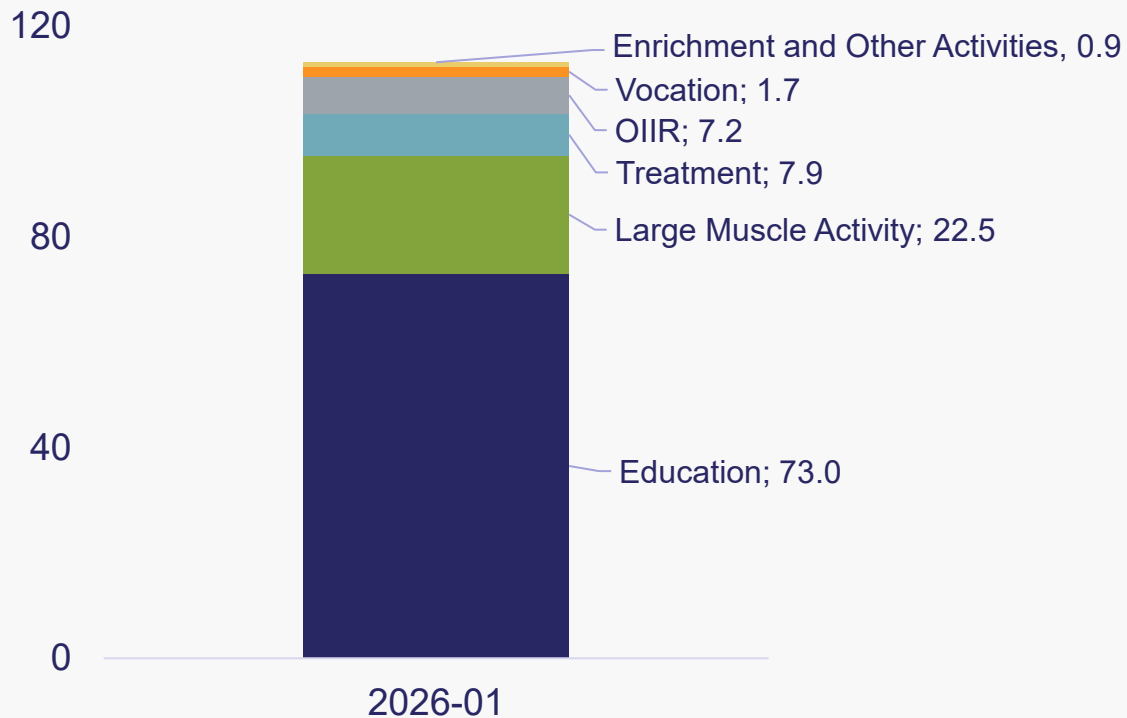
JWTP PYE Hours per Youth



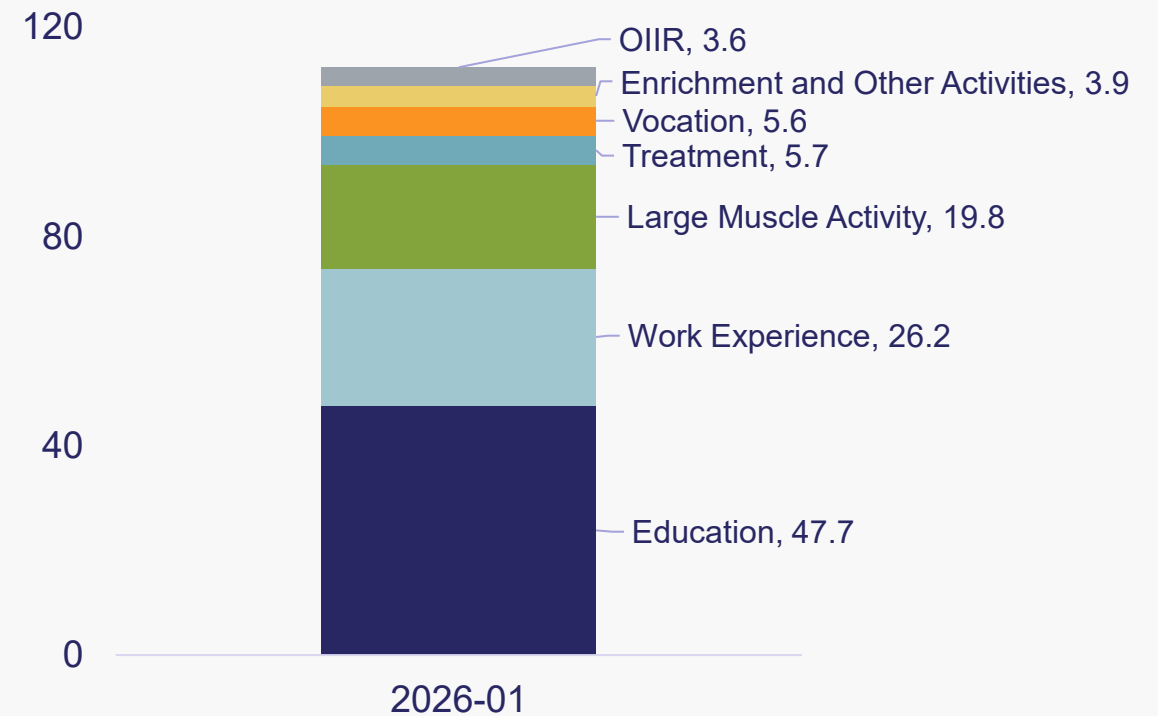


Total PYE Hours, January 2026

OCYCF youth averaged 113 PYE hours last month



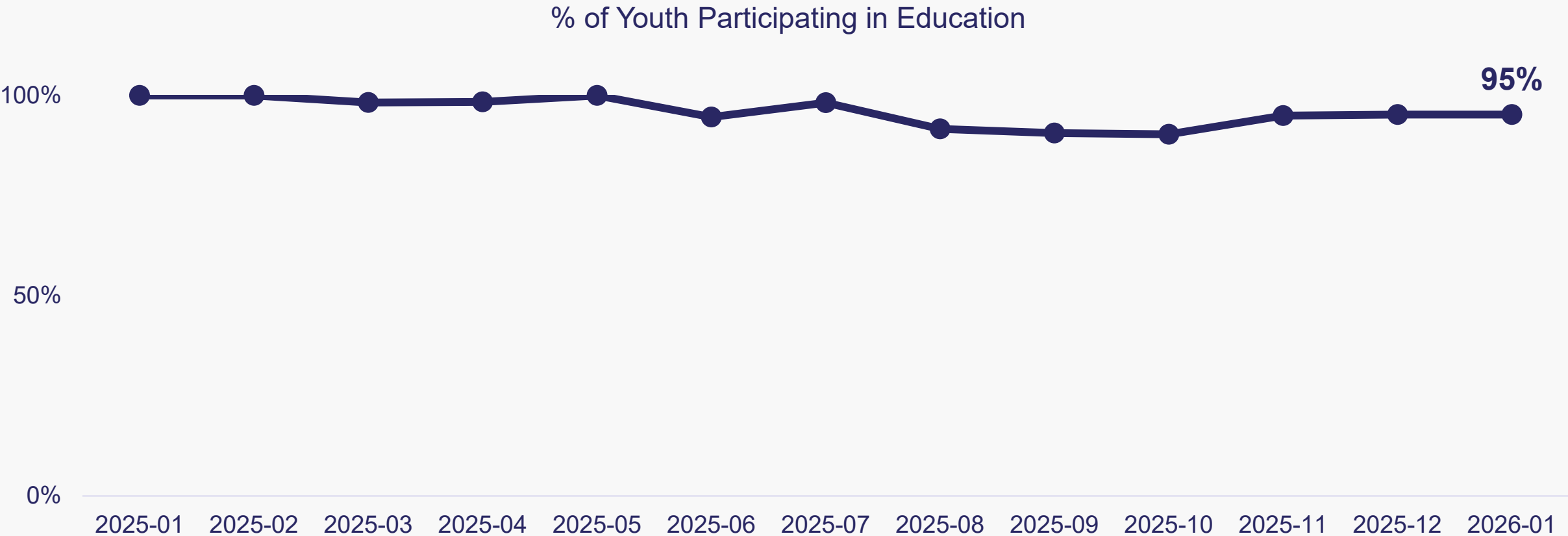
JWTP youth averaged 112 PYE hours last month





Education Participation

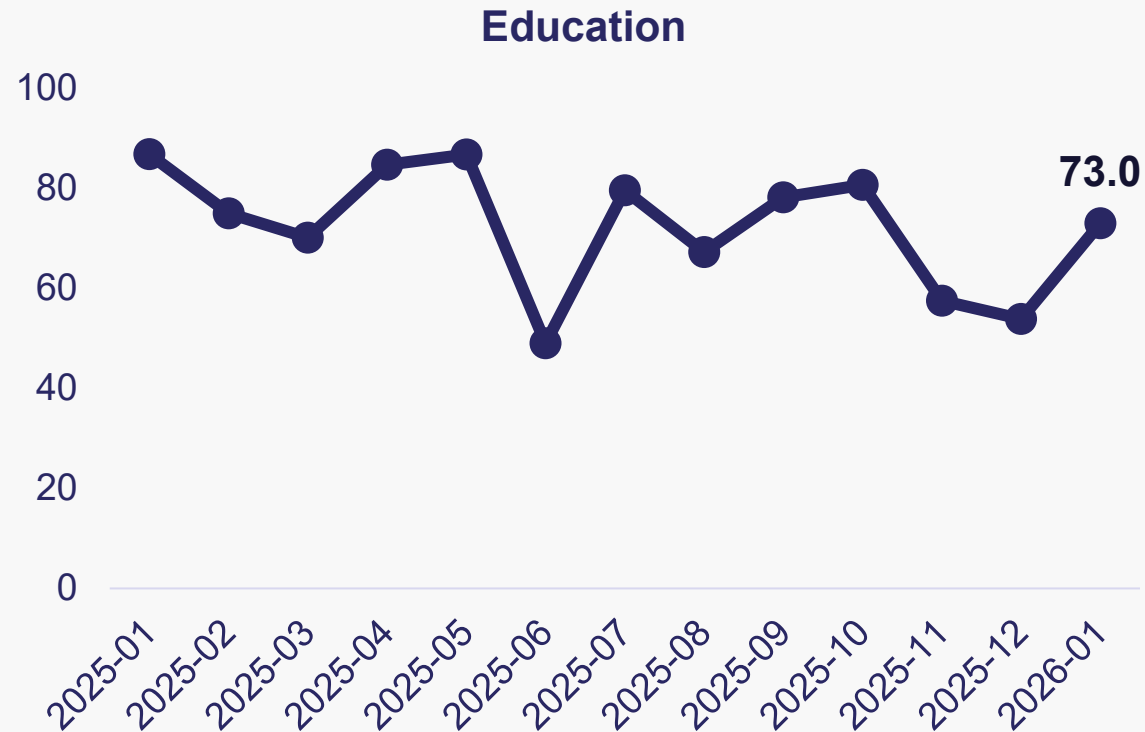
95% of youth had documented education hours (K-12 and/or College) last month



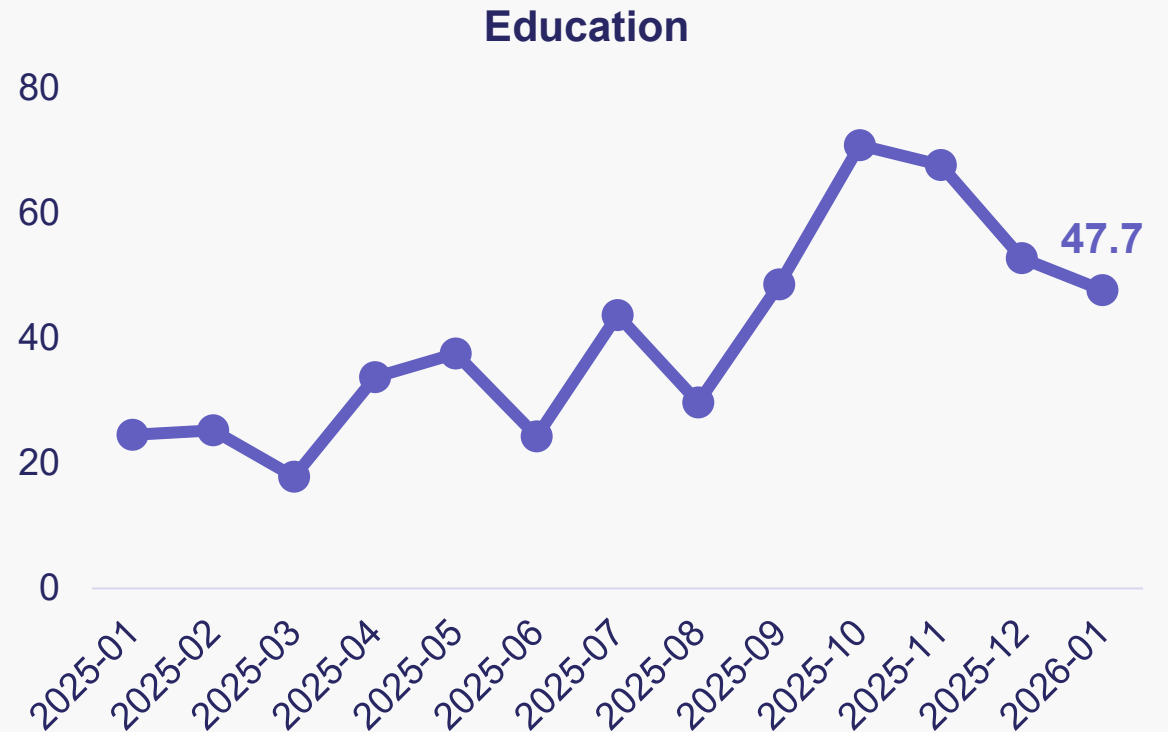


Education Hours per Youth

OCYCF youth averaged 73 hours of Education last month



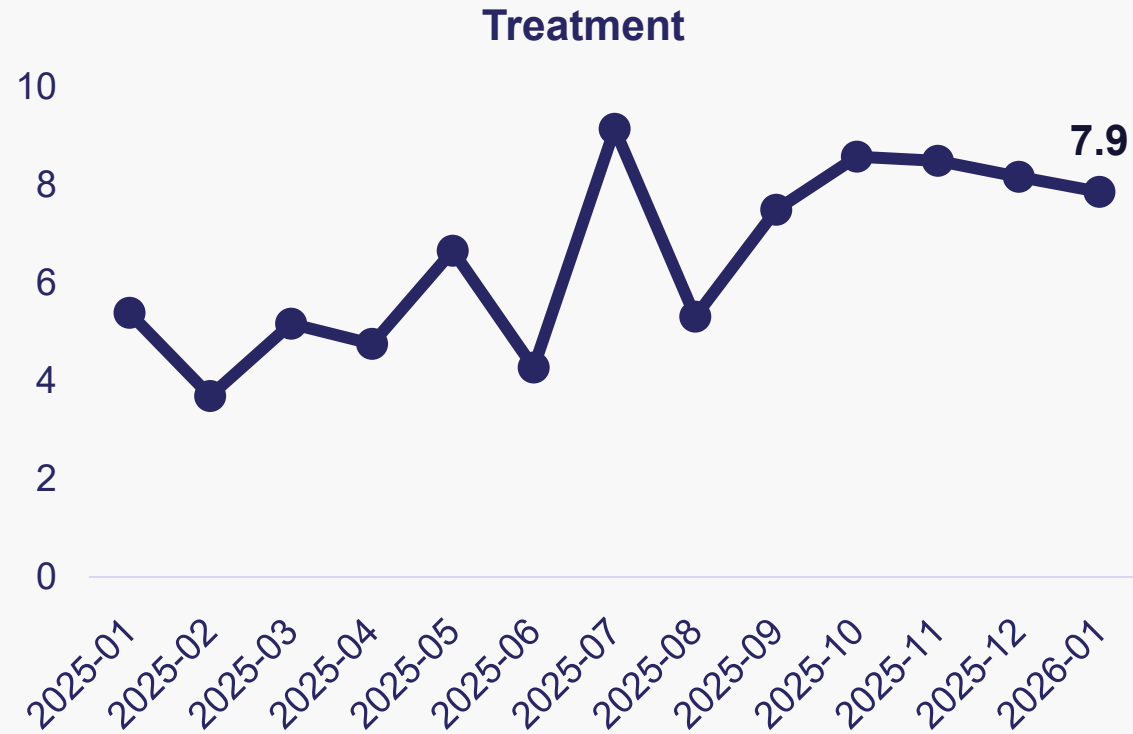
JWTP youth averaged 48 hours of Education last month



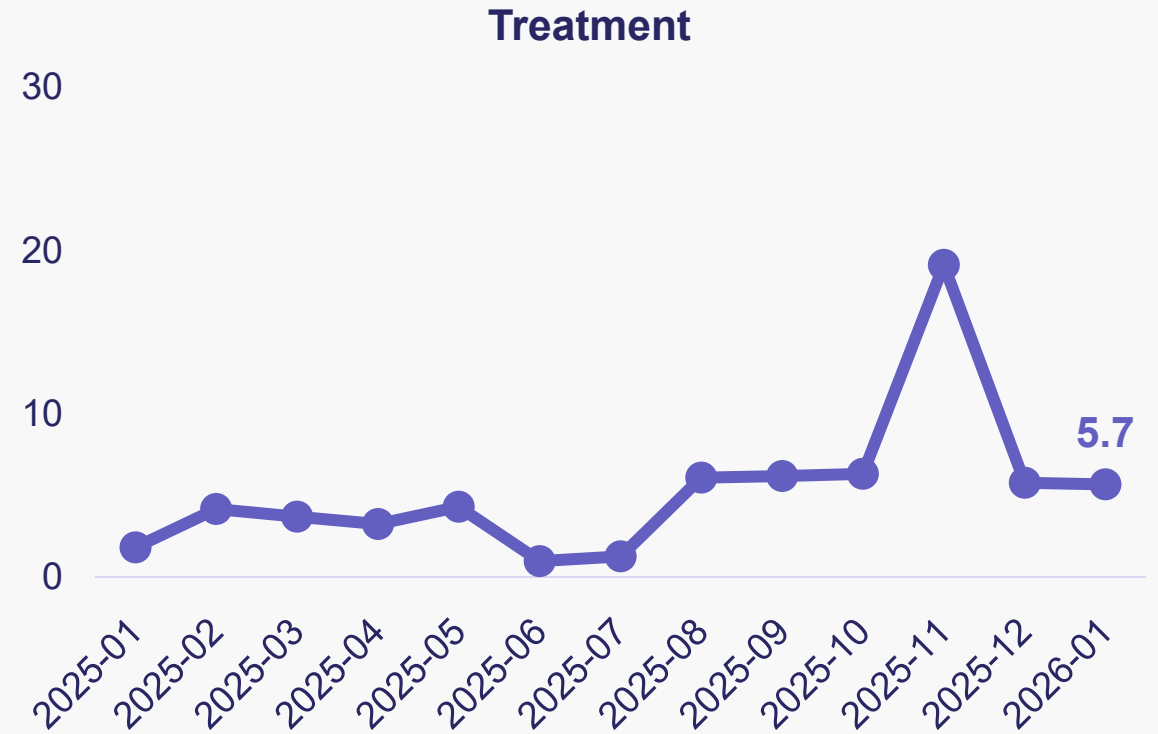


Treatment Hours per Youth

OCYCF youth averaged 7.9 hours of treatment last month



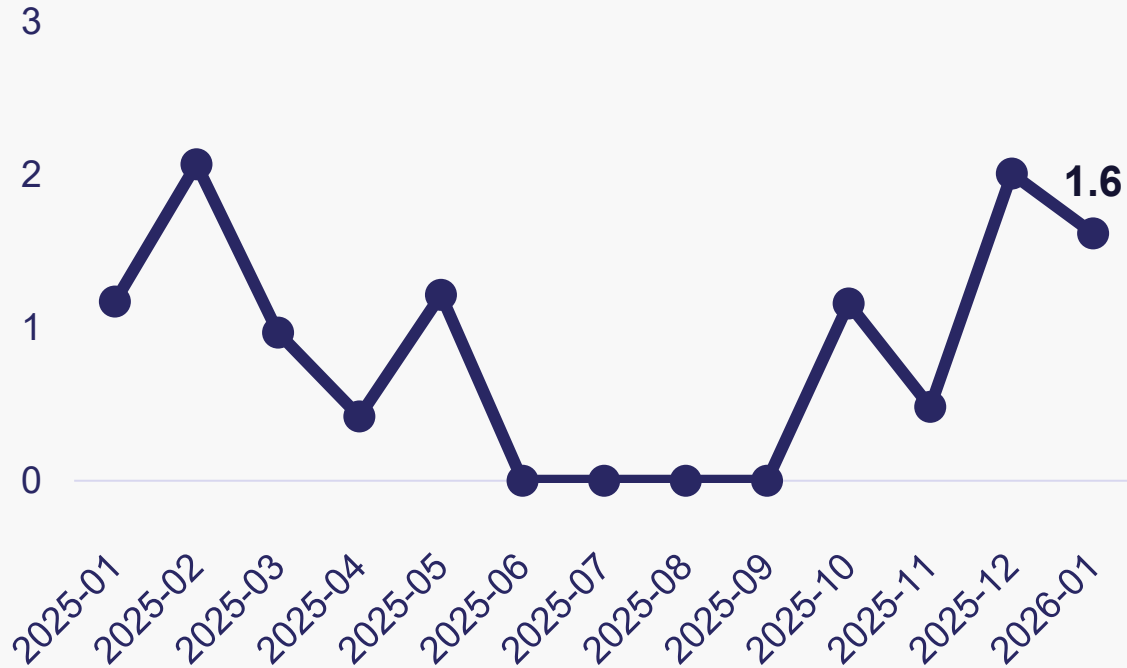
JWTP youth averaged just under 5.7 hours of treatment last month





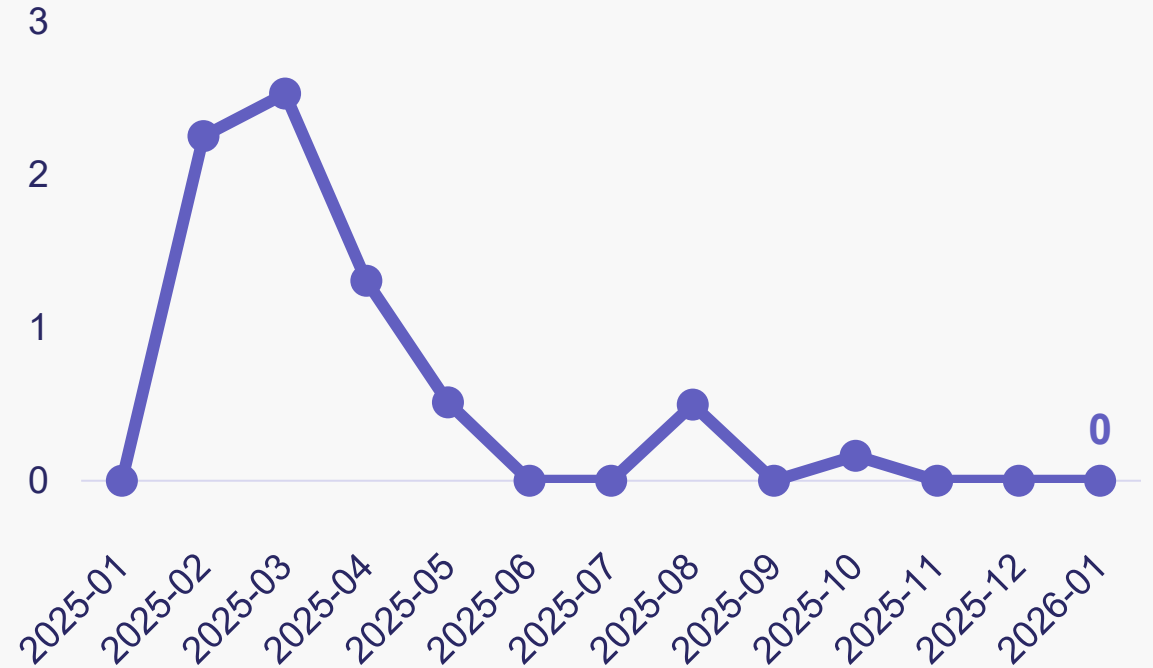
OCYCF youth averaged 1.6 hours of SCSD last month

Safe Community Skill Development



JWTP youth averaged 0 hours of SCSD last month

Safe Community Skill Development

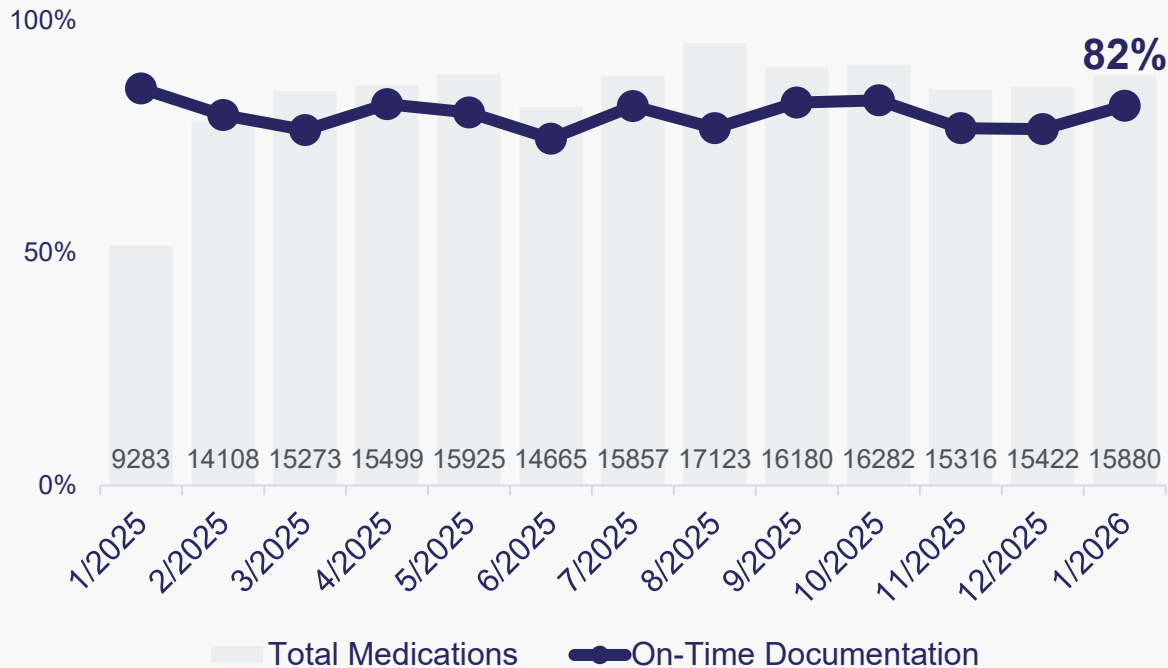




Medication Documentation

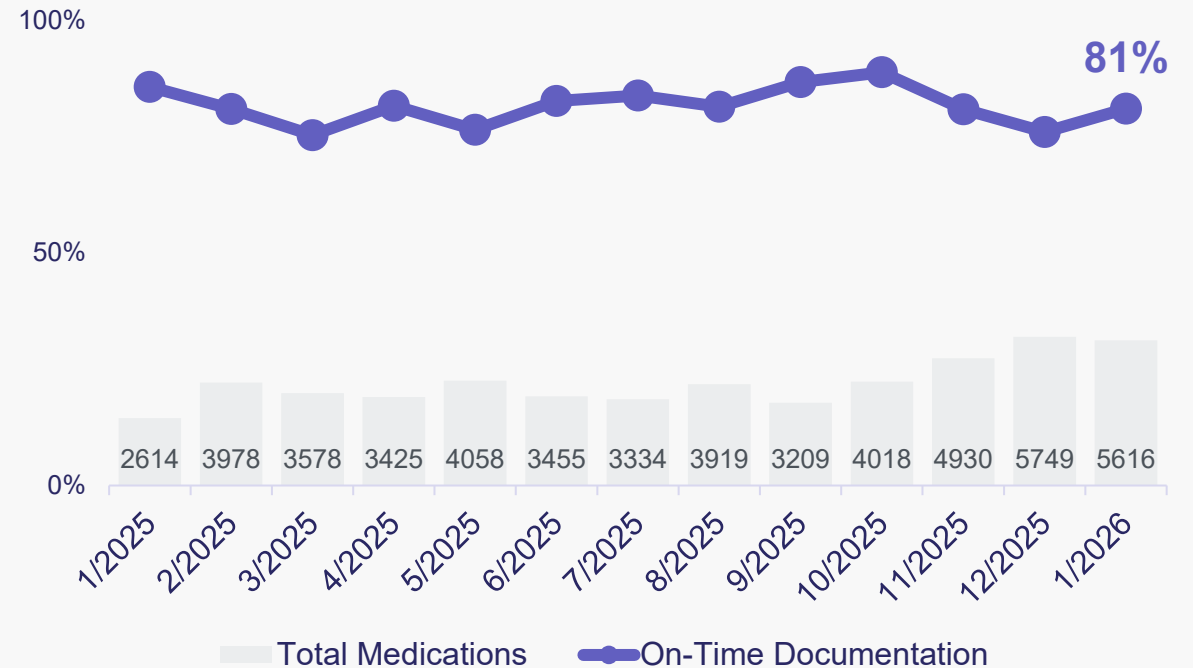
82% of ordered medication doses at OCYCF had timely documentation

% On-Time Documentation, OCYCF



81% of ordered medication doses at JWTP had timely documentation

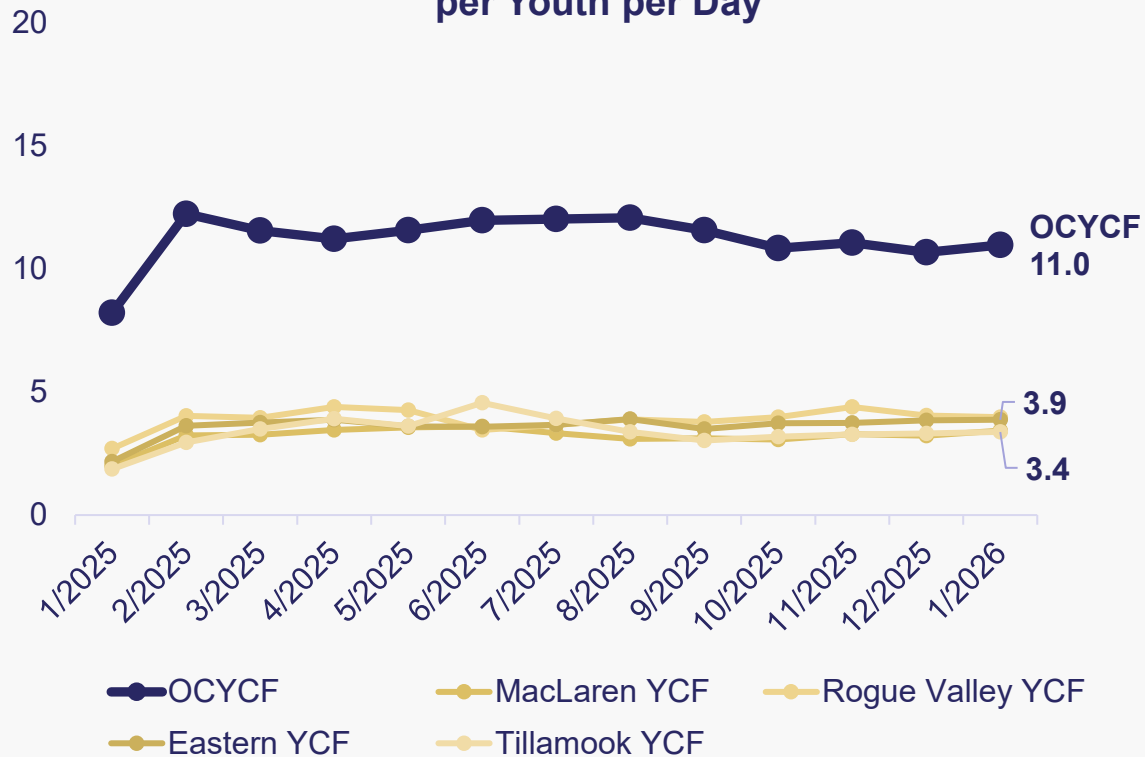
% On-Time Documentation, JWTP





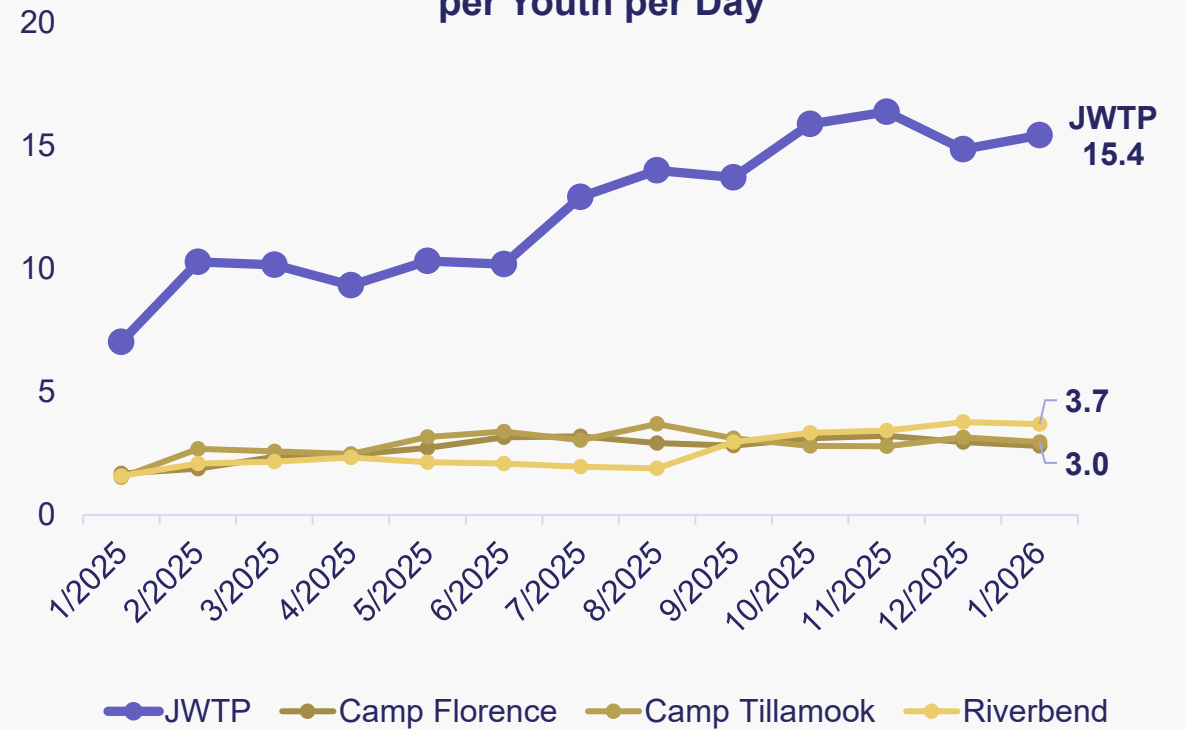
OCYCF youth receive more medications than youth at other correctional facilities

Average Medication Administrations per Youth per Day



JWTP youth receive more medications than youth at other transition facilities

Average Medication Administrations per Youth per Day





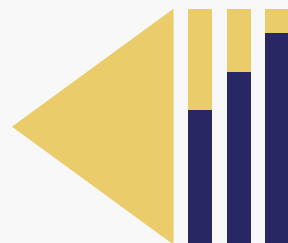
Overtime and Sick Leave

Together, OCYCF and JWTP averaged 21 hours of overtime per day in January

January 2026	Number of Instances	Total Hours	Average Hours per Day
Sick Leave	76	608	19.6
Mandated Overtime	13	76	2.6
Voluntary Overtime		571	18.4



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback