



Ohio Department of Youth Services Fiscal Year 2014 Annual Report

Ohio

Department of
Youth Services

John R. Kasich, Governor

Harvey J. Reed, Director

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Harvey J. Reed, Director

Director's Message

Our agency took its mission to improve Ohio's future by habilitating youth and empowering families and communities to new heights over the last year, and our work is having a profound and positive impact on youth, families, and communities. The Ohio Department of Youth Services (DYS), the state component of Ohio's juvenile justice system, reaches thousands of youth in Ohio.

Beyond youth in DYS facilities and on parole, DYS funds and supports more than 600 community programs throughout the state offering 80,000 youth (based on annual community program admissions) opportunities and services to affect positive change. These services range from prevention and diversion programs to residential and community treatment in areas such as mental health, sex offending and substance abuse.

Habilitating Youth

DYS is committed to providing young people with education, behavioral health care, and other services they need to prevent disruptive behaviors that lead to deeper penetration into the justice system. Our facilities are accredited by the American Correctional Association and provide a variety of services and treatment for youth including a fully-accredited high school, behavioral-health services, unit management, medical and dental care, recreation, religious services, community service opportunities, victim awareness, and reentry services. Our DYS regional parole offices supervise youth on parole, working with them and their families to provide the guidance necessary for youth to become positive, contributing members of society. Beyond the task of supervision, staff help youth on parole to receive needed services including housing, public assistance, education, and treatment for medical, mental health, and substance abuse. Having access to these services reduces the likelihood of a youth committing a new offense.

DYS closed the Scioto Juvenile Correctional Facility (SJCF) in Delaware County in May 2014 to improve operational efficiencies, reallocate funds to other existing facilities, and support community-based options. DYS now provides reception for female youth at the Montgomery County Center for Adolescent Services' DYS unit, which is for the general population of females. For male youth, reception now takes place at Circleville Juvenile Correctional Facility (JCF) and Indian River JCF. For those female youth with behavioral health needs, we now have additional options, including Applewood Centers in Cleveland.

Employment is one of the keys to a successful reentry, and DYS is committed to planting the seeds for youth to become reliable, productive workers for today's workforce. This year the agency launched the Youth Apprenticeship Program to provide training that is recognized by the United States Department of Labor through the Ohio Department of Job and Family Services, Ohio State Apprenticeship Council. The first offering is the Culinary/Cook Apprenticeship, which prepares participants for the restaurant industry through hands-on experience in the facility's cafeteria. Future anticipated offerings include Facilities Building Management, Landscaping, Dog Training, and more.

Director's Message

Serving Families

Meaningful engagement of families in their youths' treatment supports rehabilitation, growth, and maturity. DYS supports family involvement at all phases, from a youth's stay in facilities, during the release process, and while on parole. The *CLOSE to Home Project* (Connecting Loved Ones Sooner than Expected) provides a free, monthly bus service to help connect families and youth. In Fiscal Year (FY) 2014, DYS provided a total of 66 bus trips to 673 passengers.

The *Video Communicator Project* promotes family involvement using laptops and wireless technology. In FY 2014, the *Video Communicator* was used for 145 family visits, 254 reentry meetings, and 251 staff meetings (between facility and parole staff) regarding youth.

Supporting Communities

Approximately \$76 million was provided to communities throughout Ohio through juvenile court grants, as well as funds for a total of 12 Community Corrections Facilities. The funding supports RECLAIM Ohio, the Youth Services Grant, Targeted RECLAIM, and the Behavioral Health/Juvenile Justice Initiative. These community investments encourage a range of community-based options to meet the needs of youth, support evidence-based and model community programs to divert youth from DYS, treat serious juvenile offenders with behavioral health needs, and serve youth who would otherwise be committed to DYS.

These community alternatives for youth promote serving the right youth in the right place with the right treatment. We have worked closely with community partners and judges to expand appropriate options in the community for those youth who do not pose a public safety risk. Five years ago, DYS had an average daily facility population of 1,293. Because of efforts to support community, the June 2014 average population was 501, a decrease of 61%.

A Model for Reform

Ohio is proud to be a model for juvenile justice reform. In May 2014, DYS and plaintiffs in two court cases entered into an agreement regarding seclusion and the youth on the mental health caseload that seeks to reduce violence and improve the response to youth violence in facilities. We are pleased to have reached the agreement so that we can focus on our primary mission of rehabilitating youth and providing them with the special help necessary to turn around their lives. Our **Path to Safer Facilities** focuses on reducing violence, increasing meaningful activities, and engaging family partnerships. It supports the mission of DYS: to improve Ohio's future by rehabilitating youth and empowering families and communities.

The Ohio Department of Youth Services is working hard to keep youth, families, and our communities safe. I am proud of these efforts and the dedication of staff who carry them out.

Sincerely,



Our Mission



Improve Ohio's future by
habilitating youth and empowering
families and communities



Our Vision

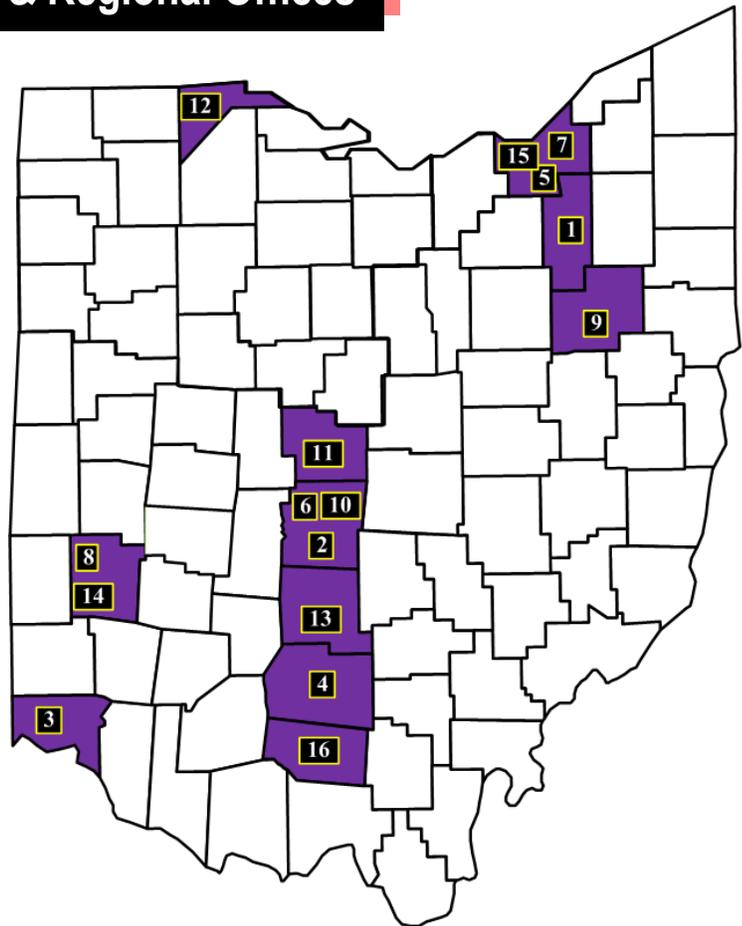


A safer Ohio: one youth, one family
and one community at a time



DYS Facilities & Regional Offices

1	Akron Regional Office 161 S. High Street, Suite 100 Akron, OH 44308 Joe Marsilio, Regional Administrator
2	Central Office 30 W. Spring Street, 5th Floor Columbus, OH 43215
3	Cincinnati Satellite Office 800 Broadway, 3rd Floor Mezzanine Cincinnati, OH 45202 Larry Lewis, Regional Administrator
4	Circleville Juvenile Correctional Facility 640 Island Road Circleville, OH 43113 Larry Goodman, Superintendent
5	Cleveland Regional Office 615 W. Superior Avenue, Suite 860 Cleveland, OH 44113 Ian Fraser, Regional Administrator
6	Columbus Regional Office 899 E. Broad Street, Suite 200 Columbus, OH 43205 Steve Curl, Regional Administrator
7	Cuyahoga Hills Juvenile Correctional Facility 4321 Green Road Highland Hills, OH 44128 Katie Needham, Superintendent
8	Dayton Regional Office 1133 S. Edwin C. Moses Blvd., Suite 400 Dayton, OH 45417 Larry Lewis, Regional Administrator
9	Indian River Juvenile Correctional Facility 2775 Indian River Road, SW Massillon, OH 44646 Jim Darnell, Superintendent
10	Management Information Systems 4200 Surface Road Columbus, OH 43228 Jim Miller, Acting Administrator
11	Scioto Juvenile Correctional Facility 5993 Home Road Delaware, OH 43015 (Closed May 2014)



12	Toledo Regional Office One Government Center, Room 1016 Toledo, OH 43604 Nate Lawson, Regional Administrator
13	DYS Training Academy 11781 State Route 762 Orient, OH 43146 Cedric Collins, Training Director
14	Montgomery County Center for Adolescent Services 333 Access Road New Lebanon, OH 45345 Alternative Placement Option for Females
15	Applewood Centers 3518 W. 25th Street Cleveland, OH 44109 Alternative Placement Option for Females
16	Lighthouse Youth Center at Paint Creek 1071 Tong Hollow Road Bainbridge, OH 45612 Alternative Placement Option for Males

Agency Accomplishments

Sites Reaccredited

In February 2014, the Bureau of Parole, DYS Training Academy, and Central Office were awarded final approval on reaccreditation from the American Correctional Association. This was the first time in DYS history that all sites reaccredited received 100% scores in both mandatory and non-mandatory standards.



Juvenile Justice Case Management System Increases Productivity

The Bureau of Management Information Systems (MIS) expanded the Juvenile Justice Case Management System (JJCMS) this past year. The web-based program consolidated 65 enterprise level databases into a central, single entry point to increase productivity and reduce and eliminate unnecessary and redundant procedures and policies.



Office of Quality Assurance & Improvement Established

This year DYS established an Office of Quality Assurance & Improvement (OQAI) to ensure that DYS offers a positive culture for youth and staff by improving processes, procedures, and outcomes through transparency, data reporting, accountability, and continuous improvement. OQAI serves as a resource to boost productivity within the agency through a supportive, team-oriented approach to making improvements.

Cultural Assessments Completed

Over the last year, cultural assessments were conducted at all facilities to help DYS ensure that its culture is positive, healthy, and safe for youth and staff. The process, which was developed by the National Institute of Corrections, used a cultural assessment team for a total of four days, during all hours of the day and night. Following the assessments, reports were shared with all facility staff. Each facility developed teams of internal staff to help develop ideas to make improvements at their facility.

Population Decline

During FY 2014, DYS enhanced community alternatives to serve the right youth in the right place with the right treatment. We have worked closely with community partners and judges to expand appropriate options in the community for those youth who do not pose a public safety risk. In June 2011, DYS had an average daily population of 748 youth, Now it is 501 youth, a decrease of 33%.

Agency Accomplishments

DYS Surpasses Minority Business Enterprise Goal

DYS reached 20.65% Minority Business Enterprise (MBE) spending in FY 2014. The agency has made MBE a priority by raising awareness at all sites, providing agency-wide competitions, reaching out to certified vendors, attending trade fairs with MBE vendors, conducting MBE trainings for purchasers throughout DHS, benchmarking with other state agencies, and distributing a quarterly newsletter on MBE activities.

Efforts to Support Staff



This year we rolled out Critical Incident Stress Management (CISM) to support staff when they experience trauma and Peer Assistance to help staff with personal issues. We are in the process of implementing a program called Desert Waters to improve culture by addressing correctional fatigue through awareness,

validation, and development of a variety of tools. These efforts are important because in order for staff to help youth get healthy, employees must be healthy.

Recognition of a job well-done also leads to healthy and better environments. When someone goes above and beyond the call of duty, it is essential to take time out and acknowledge the efforts of our colleagues. This year we have reinvigorated our employee recognition program with new excellence award coins, certificates, luncheons, recognition bulletin boards, and an annual Employee Recognition Ceremony.

This year we offered an Emerging Leaders program. The six-week course develops managerial and supervisory skills and prepares participants for future leadership positions. A total of 12 staff graduated from the program.

Facility Beautification

The DHS facilities have been undergoing efforts to create uplifting and motivating environments. A variety of murals and inspirational quotes have been painted in the facilities, gardens have been planted, and attention has also been given to furnishings that promote safety and harmony.



Emphasizing Cross-Collaboration

The agency emphasized cross-collaboration and breaking down "silos" that can sometimes take place between departments. This included better linkage of parole and facility staff, teachers and social workers, administrators and line staff, to provide youth seamless rehabilitative services.

Agency Accomplishments

Project M.O.R.E.

A new reading program called Project M.O.R.E. kicked-off at Circleville JCF. M.O.R.E. stands for "Mentoring in Ohio for Reading Excellence." The program relies heavily on volunteers, either from local universities, or the community. Students in the program attend four, 30-minute tutoring sessions a week, usually with a different volunteer each day. The program will be expanding to the Indian River JCF later this year.



Youth-Intake Process Made Leaner and More Meaningful

With assistance from LeanOhio representatives, a group of 18 DYS employees streamlined the youth-intake process from 273 to 53 steps. The new process provides a better intake experience for youth, increases the utilization of technology, and includes accurate and timely information from courts and counties while saving the agency \$376,000 per year.



Parenting Program Expanded

The Baby Elmo Program is a parenting and structured visitation program to build bonds between children and their incarcerated teen fathers. It is taught and supervised by Youth Specialists in the facility and focuses on hands-on learning and building a relationship between the teen and his child, rather than just talking about parenting. The program includes parent-child visits, which increase the opportunity for contact between these young fathers and their children. The program expanded from Cuyahoga Hills JCF to Indian River JCF over the last year.

Agency Accomplishments

Community Service



DYS provides youth with opportunities to give back through community service, which gives youth a sense of pride and accomplishment as they provide needed services to various organizations throughout the state. Community service aligns with the restorative justice principle of making a positive contribution to society. It is a chance for youth to become more aware of the consequences of their actions and make restitution to communities. Engaging youth in these meaningful opportunities helps to minimize idle time, alleviating boredom and tension. Activities often help youth learn new technical skills, gain social skills, focus attention, acquire marketable job skills, and increase personal growth.

During FY 2014, a total of 11,235 hours of community service were provided by youth in facilities, and 4,820 hours of community service were provided by youth on parole. At minimum wage in Ohio (\$7.95 an hour), community service provided by DYS youth during FY 2014 would equate to \$127,637.30.

Facility Awarded for Community Service

In October 2013, the Cuyahoga Hills JCF was awarded the Morrie Sayre Founder's Award for Outstanding Volunteerism by Shoes and Clothes for Kids in Cleveland, Ohio. The award was presented at the Heart & Sole Luncheon at the Renaissance Cleveland Hotel. In honor of Shoes and Clothes for Kids' founder Morrie Sayre, the award was given to the youth and staff of Cuyahoga Hills JCF for providing community service to the organization for a total of six years.



Governor's Task Force on Sexual Misconduct

Following the Bureau of Justice Statistics (BJS) June 2013 report *Sexual Victimization in Juvenile Facilities Reported by Youth, 2012*, Governor John R. Kasich called for an interagency task force to look at all aspects of DYS operations to make sure that the agency has the strongest possible safeguards in place in its juvenile facilities. A variety of strategies and practices have been established to protect against sexual misconduct while providing a safe and secure environment for both youth and staff. These include enhanced trainings, improved security rounds, unannounced administrative visits to facilities, improvements to buildings and living units, better educating youth on the subject, enhanced pre-employment screening, a Tip Line for reporting safety concerns, a Youth Ombuds who responds to questions and concerns, and a full-time, dedicated Prison Rape Elimination Act (PREA) Coordinator.

Agency Accomplishments

Alternative Placements for Youth

DYS uses a continuum of residential facilities to meet the individualized treatment, education, and behavioral health needs of youth. Alternative placement options provide the treatment and services youth need to become responsible young men and women. These include the following sites:

- Lighthouse Youth Center at Paint Creek
- Montgomery County Center for Adolescent Services
- Applewood Centers

In FY 2014, a total of 84 youth were admitted to alternative placements, and a total of 136 youth were served.

Community Corrections Facilities

DYS funds nearly 100% of the operating costs for Community Corrections Facilities (CCFs). There are 367 funded beds available for referrals from all 88 juvenile courts as well as some youth in DHS custody. In FY 2014, the CCFs had a total of 455 admissions, with a total of 724 youth served during the year.

There are 12 CCFs throughout the state of Ohio, including the following sites:

- Butler County Juvenile Rehabilitation Center
- Hocking Valley Community Residential Center
- Juvenile Residential Center of Northwest Ohio
- Multi-County Juvenile Attention System Community Correction Facility
- Northern Ohio Juvenile Community Correctional Facility
- Perry/Multi-County Juvenile Facility
- Montgomery County Center for Adolescent Services
- Miami Valley Juvenile Rehabilitation Center
- Lucas County Youth Treatment Center
- North Central Ohio Rehabilitation Center
- Oakview Juvenile Residential Center
- West Central Juvenile Rehabilitation Center

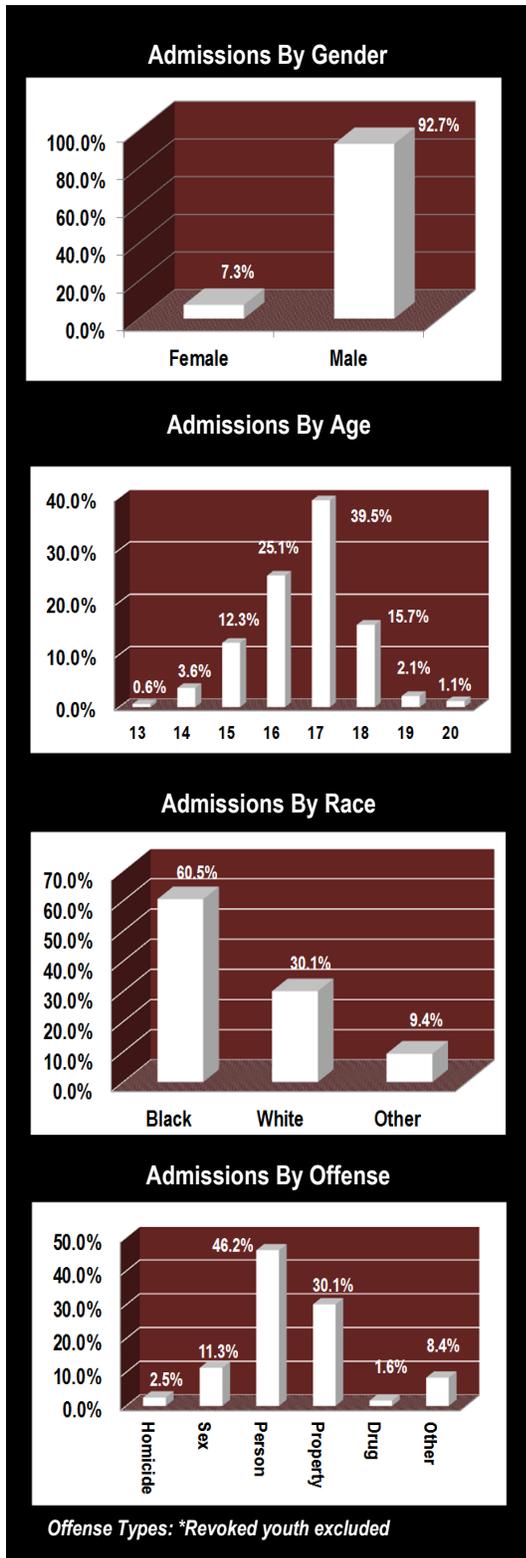


North Central Ohio Rehabilitation Center

Juvenile Detention Alternatives Initiative Expansion

The Juvenile Detention Alternatives Initiative (JDAI) is a nationwide effort of local and state juvenile justice systems, initiated and supported by the Annie E. Casey Foundation, to eliminate unnecessary and inappropriate use of secure detention for juveniles. Ohio's JDAI efforts have been established in Cuyahoga, Franklin, Lucas, Montgomery, and Summit Counties. Collectively, these counties have decreased their overall detention admissions by 24% from 2009-2013, and they have decreased minority admissions by 22% during the same period.

Statistics



FY 2014 Statistics

- The average daily facility population was 508.0 youth.
- The average daily parole population 419.4 youth.
- The average length of stay in a DYS facility was 10.9 months.
- A total of 727 students were served by the Buckeye United School District. 86 youth received their GEDs, and 26 youth obtained their high school diplomas. A total of 346 career certificates were awarded.

Admissions By County	
Cuyahoga	21.1%
Franklin	16.5%
Hamilton	10.7%
Lorain	4.0%
Montgomery	3.6%

Average Daily Facility Population By Sites	
Circleville Juvenile Correctional Facility	122.3
Cuyahoga Hills Juvenile Correctional Facility	166.8
Indian River Juvenile Correctional Facility	140.1
Scioto Juvenile Correctional Facility (male)	12.4
Scioto Juvenile Correctional Facility (female)	13.0
Alternative Placements	53.2

Average Daily Parole Population By Sites	
Akron Regional Office	76.9
Cleveland Regional Office	98.9
Columbus Regional Office	89.1
Dayton Regional Office	86.7
Toledo Regional Office	67.9

FY 2014 Expenditures: \$253,633,967		
Administrative Support	12.6%	\$31,944,027
Capital - Physical Plant Improvements	3.6%	\$9,016,557
Community Corrections Facilities (CCFs)*	7.8%	\$19,905,617
Debt Services	10.3%	\$26,033,939
DYS Facilities and Alternative Placements	38.4%	\$97,346,454
Juvenile Court Subsidies and Grants	23.3%	\$59,101,027
Parole & Community Services	4.1%	\$10,286,346

*CCF expenditures include the DYS Unit for Female Youth

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