

2015

Annual Report  
of the  
Interagency  
Task Force on  
Sexual Misconduct

**Ohio** | **Department of  
Youth Services**

John R. Kasich, Governor  
Harvey J. Reed, Director

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## EXECUTIVE SUMMARY

In response to the Bureau of Justice Statistics report *Sexual Victimization in Juvenile Facilities Reported by Youth, 2012*, Governor John R. Kasich called for an interagency task force to identify operational changes and safeguards needed at the Ohio Department of Youth Services (DYS) to protect against sexual misconduct and provide a safe and secure environment for youth and staff. The Interagency Task Force on Sexual Misconduct included the directors of four state agencies: Ohio Department of Rehabilitation and Correction; Ohio Department of Job and Family Services; Ohio Department of Public Safety and Ohio Department of Youth Services. The Task Force was supported by staff from those four agencies as well as the Governor's Office.

The Task Force began meeting in June 2013. They developed twenty-four recommendations. Interagency work groups were developed for each recommendation to identify the strategies, steps, resources and timelines required to implement the recommendations. The recommendations were grouped into four categories ranging from immediate implementation to long-term implementation. As a result of the interagency work groups' activities, the majority of the recommendations have been fully implemented, while the remaining ones require a longer period of time to be fully implemented.

The recommendations covered the following general areas:

- Improved monitoring and supervision within the facilities
- Increased ways for youth and staff to report sexual misconduct
- Enhanced staff selection and training
- Assessment of site cultures
- Increased focus on the Prison Rape Elimination Act (PREA) with a full time, dedicated coordinator
- Improved data collection and use in prevention and trend analysis
- Enhanced programming
- Increased internal and external communication

The Task Force believes that the initiatives stemming from the recommendations have improved the safeguards within the DHS facilities and have enhanced the safety and security of both youth and staff.

## INTRODUCTION

On June 6, 2013, the Bureau of Justice Statistics, United States Department of Justice released the *Sexual Victimization in Juvenile Facilities Reported by Youth, 2012*<sup>1</sup> (BJS study). The report provided data on the prevalence of victimization on both the national and state level as required by the Prison Rape Elimination Act (PREA).<sup>2</sup> The report revealed that an estimated 9.5% of adjudicated youth in state facilities had reported experiencing at least one incident of sexual victimization. The report further identified that three of Ohio's facilities ranked among the top 13 facilities in the United States; and all four Ohio facilities exceeded the national average.

In response to the report findings, on June 7<sup>th</sup>, Governor John R. Kasich established an interagency task force to look at all aspects of the Department of Youth Services' operations to ensure that the strongest possible safeguards were in place at the juvenile facilities to protect the youth. The Interagency Task Force on Sexual Misconduct (Task Force) was created to include the Directors from four state agencies: Ohio Department of Rehabilitation and Correction; Ohio Department of Public Safety; Ohio Department of Job and Family Services; and Ohio Department of Youth Services. The Director of the Department of Rehabilitation and Correction was appointed as the chair of the Task Force. (Appendix A)

To support the work of the Task Force, the four participating agencies identified two to three staff to work with additional staff from the Governor's office on a Protocol Development Team. (Appendix B) The Protocol Development Team was tasked to develop recommendations for the first Task Force meeting on June 13<sup>th</sup>. The team was provided with a charter that framed its tasks and the deliverable expectations and completion timeframe.

"The Protocol Development Team is being established to provide a specific protocol that will be used by the assigned Taskforce and other assigned participants for the purpose of engaging youth and staff assigned to DYS facilities. The protocol will attempt to replicate certain elements of the methodology utilized by the Department of Justice to assist with comparison purposes and to further obtain additional information specific to facilities that is not available in the national report. Specifically, the protocol should yield information regarding when, where, how these incidents take place as well as get originated and any other information that will assist DYS in targeting responses. Further, since a majority of alleged incidents involved staff [female staff with male youth] designing as part of the protocol the engagement of staff to determine whether training, staff selection methods,

supervision techniques or other staff focused efforts could have a positive impact on reducing the opportunity for sexual misconduct.

After review of the Department of Justice Report, the team will prepare a draft document with the following deliverables by 10:00 Thursday June 13<sup>th</sup>:

- Develop a methodology for interviewing youth and staff at a juvenile facility that can be performed by the assigned Taskforce that contains the following elements:
  - o Interviewing process that considers the appropriateness of anonymity, the necessity to report criminal acts, the number of youth assigned to the facility that should be interviewed [100% or some number less] and other factors that would yield a valid end product
  - o Interview questions for both youth and staff that can provide insight into specific times and locations of greatest vulnerability for sexual misconduct
  - o Interview questions for staff to identify training, selection and supervision methods that staff identify that could reduce the opportunity for sexual misconduct
  - o Interview questions and process that may offer the opportunity for comparable analysis with the Department of Justice Report
  - o Interview questions and process that solicits why the significant gap between incidents reported to DYS through incident reporting and court monitors and the much higher level of incidents reported in the DOJ report
  - o Any other protocol design features that can provide data and information to reduce sexual misconduct incidents
  - o Attend and present the proposed protocol design to the Taskforce at a meeting in the statehouse cabinet room at 3:30 Thursday June 13, 2013.”

The Protocol Development Team (Protocol Team) met June 11 – 13, 2013. One of the first tasks completed by the team was consulting with the lead BJS study researcher, Dr. Allen Beck, to determine the feasibility of replicating the BJS study. Based upon the information obtained, it was determined that trying to replicate the study would be nearly impossible due to resource and time requirements. With this information, the Protocol Team met with the Task Force chair and reframed the deliverables to include the development of specific recommendations that the team believed would accomplish the goal of reducing the incidents of sexual misconduct.

During the next 2 days, the Protocol Team developed 23 recommendations that were presented to the Task Force on June 13th. The 23 recommendations were grouped by implementation timeframes which included recommendations that could be accomplished within: 30 days (immediate); within 30 – 90 days (short-term); within 90 – 180 days (intermediate); and those that were greater than 6 months (longer term). Each recommendation included a main activity, identification of who should be involved in developing the activity and some key elements for the activity.

Due to the number of recommendations and the Task Force's desire to thoroughly discuss each recommendation, the Task Force was able to review only the first 10 recommendations at the initial meeting. The Task Force established a meeting in July to continue the review process. However, in the interim, DYS was charged with establishing an internal process for assisting in the implementation of each recommendation.

DYS identified a staff person to oversee the internal process and a lead person to chair each recommendation. Each recommendation chair in turn was responsible for developing an interagency work group of staff from DYS and the participating Task Force agencies. The recommendation chairs were responsible for developing and implementing the recommendations and providing periodic reports on their work group's progress.

Over the ensuing months, the Task Force continued to meet and refine the recommendations (Appendix C). Ultimately, the Task Force adopted 24 recommendations that included the original 23 and the addition of one to address legislative and policy changes that emerged from the Task Force's work. The work groups have continued to meet to develop and implement the recommendations.

In January 2014, the Director and the Superintendent of Circleville Juvenile Correctional Facility testified<sup>3</sup> in Washington, D.C. at the hearings on Sexual Victimization in U. S. Juvenile Correctional Facilities. Their testimony outlined the work of the Task Force and the Department in implementing the Task Force recommendations to address sexual misconduct in DYS facilities. Upon hearing the testimony, the hearing panel commended Ohio for the work that had been done in response to the BJS report.

## RECOMMENDATION SUMMARY

The following is a summary of each of the Task Force recommendations and the progress made to date in Fiscal Year 2015. Many recommendations have been fully implemented and are now a part of the daily functions of DYS.

Recommendation 1: *Continue DYS Climate Monitoring at each juvenile correctional facility.*

Monitoring Visits	Climate Monitors visit the facilities on a biannual schedule due to reports of survey fatigue from youth and staff
Climate Monitor Role	Since the first Monitoring visit, the role of the Climate Monitor (CM) has been constantly evolving. The CM's continue to collect the same types of information at each visit; however, the role of the CM continues to expand to include additional checks as identified by the administration. The CM's will be trained in August 2015 on the new security rounds policies as it relates to their visits.
Reports	The CM completes a report after the visit and submits it to the Deputy Director of Facility Programs and Operations (FPO), the facility Superintendent, and the Chief of the Office of Quality Assessment and Improvement (OQAI). The Superintendent must submit an action plan to the Deputy Director of FPO and the Chief of OQAI within 30 days of receiving the CM report. Climate Monitors follow-up on all items listed in the action plans on their next visit.

Recommendation 2: *Develop effective communication methods among Task Force members, Central Office and the institutions.*

Communication	The Public Information Office sends out an annual report from the Director to all Task Force members and stakeholders. The Department will continue to utilize the Intranet, Internet, email, social, and print media at sites to update internal and external stakeholders of the work being done. See Appendix D for a complete listing of published communications.
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Recommendation 3: *Implement random security rounds that serve as a deterrent for future sexual misconduct.*

Meaningful Rounds	Meaningful rounds are conducted at each facility on a daily "random" basis and documented with date, time, where by whom and any noteworthy information. All information is documented
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	<p>electronically and is reviewed by Facility Administration. Quality assurance checks are made by Central Office staff.</p> <p>In March 2015, Central Office staff began conducting “Back to Basics” sessions with Administrative Duty Officers at each facility to assess the Meaningful Round and video review processes to ensure that practices remain relevant and useful.</p>
Policy	Central Office staff are working with staff from the facilities to revise the current policy to reflect the additional checks and activities.

Recommendation 4: *Utilize live camera monitoring system to enhance safety and security for staff and youth.*

Camera Monitoring/ Review	The Department added cameras to each facility in 2014, totaling 273 additional cameras. Each facility is responsible for reviewing camera footage and documenting a summary of the review in a database for tracking. The video review also serves as a verification tool that meaningful rounds are being conducted at critical times (6pm – 12am).
Training	A new training will be rolled out in 2015 to any staff who will be conducting the Camera/Monitoring Review.

Recommendation 5: *Develop an integrated reporting protocol through a memorandum of understanding that incorporates mandatory reporting and investigation of incidents in a coordinated manner between the Department of Youth Services, Ohio State Highway Patrol (OSHP) and Ohio Department of Job and Family Services (OJFS).*

MOUs	DYS has received draft memorandums of understanding from Pickaway County and Stark County. The Office of Quality Assurance and Improvement is working with the Ohio Department of Job and Family Services on the coordination of these MOUs. The Deputy Director of Facility Programs and Operations will work with the facility superintendents to schedule meetings at each facility with their local support agencies to discuss the MOUs and partnerships.
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Recommendation 6: *Enhance mechanisms for reporting concerns of both staff and youth.*

DYS Tip Line	The Office of Quality Assurance and Improvement administers the DYS Tip Line which has been integrated into the daily routine of identified staff (youth ombuds). The Tip Line received a total of 44
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	actionable calls in FY 2015.
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Recommendation 7: *Review Activity Management System (AMS) reports to ensure information is being accurately entered.*

General AMS Review	A quarterly audit is completed by the Chief Inspectors Office to ensure appropriate classification codes are assigned to incidents. The audits for calendar year 2014 show that classification codes fit the incident summary an average of 85% of the time.
PREA AMS Review	The PREA Administrator completes a daily and weekly review of AMS incidents for coding accuracy.

Recommendation 8: *Develop a plan to conduct Cultural Assessments based on the National Institute of Corrections (NIC) model targeting all Ohio's juvenile correctional facilities.*

Cultural Assessments	Cultural Assessments were completed at Regional Parole Offices and Central Office (including Information Technology Services and Training Academy) in 2014. The three facilities will be scheduled for their second Cultural Assessments in 2016/2017. The Office of Quality Assurance and Improvement is overseeing the assessments and subcommittee activities for the sites.
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Recommendation 9: *Work with the Bureau of Justice Statistics (BJS) and Westat to receive detailed summary of PREA specific survey information pertaining to its juvenile correctional facilities.*

BJS	The next survey is contingent upon funding and will be conducted in 2016/early 2017. Annual Bureau of Justice Survey of Sexual Victimization reports are completed by the agency PREA Administrator.
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Recommendation 10: *Review, analyze and summarize historical information and reports to better understand the recent context of sexual victimization in Ohio's juvenile correctional facilities.*

Historical synopsis	This was completed in August 2013.
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Recommendation 11: *Review training of new staff and current employees targeting issues associated with PREA and appropriate staff and youth relationships.*

Staff Selection	The nationally recognized Diana Screen® screens new applicants who might be at risk to abuse. Three hundred applicants agency-wide have taken the Diana Screen. Of those applicants, 94% have passed the screening.	
Pre-Service Training	Since 2013, a professional boundaries training has been in place for new employees. In March 2015, a complete evaluation was completed to revise and improve the curriculum.	
Lesbian, Gay, Bisexual, Transgender, Intersex, Questioning (LGBTIQ) training	The LGBTQI Sensitivity training of trainers was completed in February 2015, and a roll-out for all staff started in April 2015. All newly hired staff will also receive this training as part of the Pre-Service curriculum. All DYS staff will be trained by the end of CY 2015.	
Critical Incident Stress Management (CISM)	Below is a table of the trainings conducted for DYS staff in calendar year 2014. Although the initial phase of training has been completed, CISM is now an annual mandated training for all staff.	
<b>Course</b>	<b>Employees Completed</b>	<b>Number of Offerings</b>
<b>Critical Incident Stress Management Program Overview</b>	768	25
<b>Peer Assistance Team Training (CISM)</b>	43	1
<b>Peer Assistance Team Training CISM (Online Pre-Training)</b>	12	N/A

*Recommendation 12: Research evidence-based practices and strategies to address the issue of sexual misconduct in juvenile correctional facilities, including female staff perpetrators and young males in correctional settings.*

Sexual Misconduct Training	<p>A total of 899 staff has been trained in “No Means No and Yes is Not Allowed.” This 8-hour training addresses boundary issues, red flags and the culture of silence, as well as the role and responsibility of each staff person in developing and maintaining a healthy, positive culture that is safe for youth and staff.</p> <p>DYS staff is developing training on professional boundaries that will be offered annually.</p>
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Recommendation 13: *Review contents of PREA material (e.g., brochures, posters) to ensure demographics of DYS youth are accurately reflected (age, race, sex) and content is developmentally appropriate.*

<p>PREA Educational Materials</p>	<p>The PREA Administrator interviewed a sample of youth to see if the content is age, race, sex and developmentally appropriate and understood by those receiving it. The new guide is being reviewed prior to print. As a result, the Youth Safety Guide is being revised.</p> <p>Informational posters are in all living units and in highly visible areas throughout each facility for youth. Both English and Spanish materials are posted throughout the sites.</p>
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Recommendation 14: *Compile and review prior substantiated instances of staff sexual misconduct.*

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Recommendation 15: *Analyze data to determine categories of staff at DYS that account for variations in sexual misconduct.*

<p>Staff Analysis</p>	<p>The Chief Inspector’s Office and Bureau of Human Resources reviewed all staff on youth instances from March 2014 through February 2015 to identify any patterns or training needs. The results have been shared with agency leadership. This review will continue to occur on both a quarterly and annual basis.</p>
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Recommendation 16: *Develop more effective responses to youth sexual exposure in an attempt to de-sexualize the culture within the DYS facility.*

<p>Training</p>	<p>Department staff developed a training titled “Youth Sexual Misconduct”. This curriculum has been implemented at Circleville Juvenile Correctional Facility. A total of 22 staff was trained in 2014 and 2015. As a part of the roll-out, youth were made aware of the training through house meetings. Data shows that youth sexual misconduct has significantly declined since the beginning of the training.</p> <p>The training was also rolled-out at Indian River Juvenile Correctional Facility in May 2015.</p>
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Recommendation 17: *Evaluate the organizational structure of the PREA DYS Central Office and the structure of facility PREA coordinators, including but not limited to staff composition, duties and policies.*

PREA Administrator	The Department created the role of the PREA Administrator in September of 2013. An ongoing review of all PREA related duties continues to ensure compliance and safety within DYS facilities and state-funded Community Corrections Facilities for juveniles. Local PREA Compliance Managers work closely with the agency PREA Administrator to ensure continued compliance.
Audits	Seven PREA audits were successfully completed during 2014 and five more are scheduled for 2015. Ongoing training and review by the PREA Administrator continues to ensure continued PREA compliance.
Policies	All related policies are reviewed and updated as needed to remain in compliance with all PREA standards.

Recommendation 18: *Develop a process and instruments to collect sexual victimization information from each youth and staff exiting DYS as part of the exit process; use that information for systemic change and possible scrutiny of specific locations.*

Exit Interviews	DYS worked with internal and external stakeholders to draft exit interview questions for both youth and staff. DYS is working with the VERA Institute of Justice to ensure that the questions and the implementation plan allow for the Department to gain valuable information for systemic change.
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Recommendation 19: *Develop a process and instruments to collect expanded sexual victimization history information from each youth entering DYS as part of the intake process; use that information for better classification and placement of each youth.*

Instrument	The Human Trafficking Interview and Assessment Measure (HTIAM-14) have been incorporated into the Juvenile Justice Case Management System and occur at Intake for each youth.
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Recommendation 20: *The information and key indicators mined from the Activity Management System (AMS) reports will be used as a tool for strategically managing DYS policies and practices pertaining to compliance with PREA standards.*

Action Plan Monitoring Meetings	A standing monthly meeting is held with all Superintendents and key central office staff to review data on violence and sexual incidents. The meetings are used to monitor trends from month-to-month, identify and understand the issues that are driving the data,
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	and to create strategies to address the issues.
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Recommendation 21: *Develop a process similar to the BJS sexual victimization survey to collect information on DYS sexual victimization of youth and collect that information in 2014.*

Youth	VERA conducted youth surveys in 2014 to better strategize and modify the agency’s approach to maintain a “zero tolerance” standard. A total of 52 youth were surveyed and their responses were compiled into a report that was submitted to the Department. A plan for continued follow-up with another round of surveys with youth is planned for August 2015.
Staff	Staff surveys were drafted by VERA and administered in May 2015. A plan for continued follow-up with another round of surveys with staff is planned for later in 2015.

Recommendation 22: *Complete annual security assessments and sexual safety assessments.*

Vulnerability Assessments	The Office of Quality Assurance and Improvement conducts Internal Management Audits (IMA’s) on an annual basis which includes a sexual safety assessment. The Department is also in the process of developing an annual security audit to be completed by Security Administrators. Additionally, the Climate Monitors conduct sexual safety assessments when they conduct their facility walk-through as a part of the quarterly monitoring.
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Recommendation 23: *Analyze other DYS organizational and administrative issues that may affect organizational climate, such as: screening process for new hires, staffing patterns; overtime; administrative oversight; team-building; and training and technical assistance.*

Organizational Climate	<p>The Director’s Office will continue to implement processes and tools to ensure a safe and healthy organizational culture. Core values were established in 2015: All people can change; Treat everyone the way you would like to be treated; Every life matters; We strive to provide youth everything they need to succeed; We want the best for youth and we believe in families; We believe in being good role models.</p> <p>Further, a Retention Committee, composed of field personnel, began working to improve recruitment, selection, onboarding, and coaching to not only improve retention and job satisfaction for new</p>
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	staff, but also to ultimately make DYS a better work environment for everyone.
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Recommendation 24: *Identify legislative and policy remedies to reduce sexual misconduct within DYS institutions.*

Legislative Revisions	<p>There was a revision to Ohio Revised Code (O.R.C.) 2151.421(A)(1)(b) to clarify that institutional Superintendents and Regional Administrators are required to report child abuse and neglect.</p> <p>A revision was also made to O.R.C. 5139.12 which requires suspected abuse and neglect of a youth within a DYS facility to be reported to the Ohio State Highway Patrol.</p>
Child Abuse Registry	<p>After much consideration and meetings with the Ohio Department of Job and Family Services, the Department decided against using the Child Abuse Registry when screening new applicants. The information the registry holds is not a valuable tool for employment decisions because of the limited disclosable information. In addition, access to the registry would require legislative change. Instead, DYS is using the Diana Screen®, background checks, and fingerprinting of all applicants.</p>
Rap Back	<p>The Department has chosen not to pursue the Rap Back. The Department has policies in place as safeguards that require staff to disclose specific arrests. In addition, law enforcement agencies routinely notify DYS of significant employee arrests.</p>

## **SUSTAINABILITY PLAN**

DYS recognizes the value of the accomplishments made on the Task Force recommendations to date. While many of the recommendations have been completed, others remain in progress. Most of the recommendations are practices that DYS has integrated into day-to-day operations. To that end, the recommendation chairs met to identify areas within the organization that will be responsible for maintaining the activities of each recommendation (Appendix E).

Additionally, the chairs believed it will be beneficial to have semi-annual meetings of the chairs to share progress made in each of the recommendation areas. The meetings will serve as a forum to discuss emerging issues and enhance communication across divisions within DYS as many of the recommendations cross divisional boundaries. The chair work group will serve as the internal body to monitor progress on the recommendations and direct the development of future recommendations as needs arise, much as the Task Force has done over the past 2 years (Appendix F).

## ENDNOTES

<sup>1</sup>Bureau of Justice Statistics. (2013). *Sexual Victimization in Juvenile Facilities Reported by Youth, 2012*. (NCJ 241708). Washington, DC: Allen J. Beck, Ph.D., David Cantor, Ph.D., John Hartge and Tim Smith

<sup>2</sup>Prison Rape Elimination Act of 2003 (P.L. 108-79)

<sup>3</sup> United States Department of Justice. Review Panel on Prison Rape. Hearings on Sexual Victimization in U.S. Juvenile Correctional Facilities, January 9, 2014. Available from [http://www.ojp.usdoj.gov/reviewpanel/transcripts\\_0108\\_2014.htm#Jan9Juvenile](http://www.ojp.usdoj.gov/reviewpanel/transcripts_0108_2014.htm#Jan9Juvenile).

## **Appendix A: Interagency Task Force on Sexual Misconduct Members**

### **Cabinet Director Members:**

Gary Mohr, Chair and Director, Ohio Department of Rehabilitation and Correction

Harvey Reed, Director, Ohio Department of Youth Services

Thomas Charles, Director, Ohio Department of Public Safety

Replaced by new Director John Born

Michael Colbert, Director, Ohio Department of Job and Family Services

Replaced by new Director Cynthia C. Dungey

### **Associate Task Force Members:**

Linda Janes, Assistant Director, Ohio Department of Youth Services

Mark Gibson, Deputy Director, Ohio Department of Public Safety

Gerrie Cotter, Ohio Department of Job and Family Services

Kim Kutschbach, Governor's Office

Joanna Saul, Correctional Institution Inspection Committee

Jamie Hooks, Correctional Institution Inspection Committee

Jill Beeler-Andrews, Ohio Public Defender's Office

Katie Hanna, Ohio Alliance to End Sexual Violence

## **Appendix B: Protocol Development Team Members**

Terry Kennedy Mancini, Ohio Department of Youth Services, Chair - Retired

Patricia Clements, Ohio Department of Job and Family Services

Monica Ellis, Ohio Department of Youth Services

Sgt. D. Bryan Kirk, Ohio State Highway Patrol

Angi Lee, formerly of the Governor's Office

Samuel Porter, formerly of the Governor's Office

Dr. Ed Rhine, Ohio Department of Rehabilitation and Correction - Retired

Lisa Shoaf, Office of Criminal Justice Services/Ohio Department of Public Safety

Bruce Sowards, Ohio Department of Youth Services

Vanessa Tower, Ohio Department of Youth Services

Steve Van Dine, Ohio Department of Rehabilitation and Correction

Sue Williams, Ohio Department of Job and Family Services

## **Appendix C: Interagency Task Force on Sexual Misconduct Meeting Dates**

June 13, 2013

July 18, 2013

September 9, 2013

November 18, 2013

January 22, 2014

## **Appendix D: DYS COMMUNICATIONS REGARDING TASK FORCE PROGRESS**

June 7, 2013	Response to recent Report
June 18, 2013	Immediate Steps to Guard Against the Opportunity for Misconduct
July 10, 2013	Update on the Task Force Recommendations
July 11, 2013	Safety and Reporting (memo to all youth, institution and parole)
July 17, 2013	Cultural Assessments
July 19, 2013	Task Force Update
August 12, 2013	Short-Term Progress and Longer-Term Recommendations
September 6, 2013	Facility Developments
October 3, 2013	Ohio's Youth Benefit from Grants
October 15, 2013	Tipline and Youth Ombuds
December 17, 2013	Enhanced Trainings
January 10, 2014	Testimony Highlighted Improved Safeguards
March 21, 2014	Hiring the Safest Staff to Work with Youth
September 18, 2014	DYS Completes First PREA Audits

**Appendix E: DYS RECOMMENDATION RESPONSIBILITY CHART**

Recommendation # and Activity	Responsible Area	Responsible Person
1. Climate Monitoring	Office of Quality Assurance & Improvement	Wendi Faulkner
2. Internal/External Communication	Communications Office	Kim Jump & Fran Russ
3. Random Security Rounds	Bureau of Facility Operations	Pat Hurley
	Office of Quality Assurance & Improvement	Wendi Faulkner
4. Camera Monitoring	Bureau of Facility Operations	Pat Hurley
	Office of Quality Assurance & Improvement	Wendi Faulkner
5. Integrated Reporting Protocol	Legal Services & Chief Inspectors Office	Dustin Calhoun/Monica Ellis
	Office of Quality Assurance & Improvement	Wendi Faulkner
6. Tipline	Office of Quality Assurance & Improvement	Benita Neely
7. Accurate AMS Data	Chief Inspector's Office	Monica Ellis
	Office of Quality Assurance & Improvement	Wendi Faulkner
8. Site Cultural Assessments	Office of Quality Assurance & Improvement	Anna Karousis

9. BJS Study Detail	Office of Quality Assurance & Improvement	Bruce Sowards
10. Analyze Historical Data	Office of Quality Assurance & Improvement	Bruce Sowards
11. Training for New & Current Staff	Training Academy	Ursel McElroy
12. Boundaries & Culture Training	Training Academy	Ursel McElroy
13. Maintain Current & Relevant PREA Materials	Office of Quality Assurance & Improvement	Marlean Ames
14. Compile Annual Sexual Misconduct Data	Chief Inspector's Office	Monica Ellis
15. Compile Annual Staff Disciplinary Data for Sexual Misconduct	Human Resources	Rochelle Jones
16. Address Youth Sexual Exposure	Behavioral Health Services	Vanessa Tower
17. Maintain ODYS PREA Office and Site Structure	Office of Quality Assurance & Improvement	Marlean Ames

18. Develop Youth & Staff Exit Survey Process	Office of Quality Assurance & Improvement	Hannah Thomas
19. Maintain Sexual Victimization Histories	Medical and Behavioral Programming	Gwen Randle
20. Use AMS Data to Manage PREA Compliance	Bureau of Facility Operations	Amy Ast
	Office of Quality Assurance & Improvement	Shari Wolf
21. Interim Sexual Victimization Study	Office of Quality Assurance & Improvement	Marlean Ames/ Bruce Sowards
22. Annual Security & Sexual Safety Assessment	Bureau of Facility Operations	Pat Hurley
	Office of Quality Assurance & Improvement	Wendi Faulkner
23. Analyze & Address Organizational & Administrative Issues	Director's Office	Linda Janes
24. Legislative Issues	Director's Office	Kyle Petty

## **Appendix F: Schedule for Recommendation Meetings**

June 12, 2014

April 29, 2015

October 15, 2015