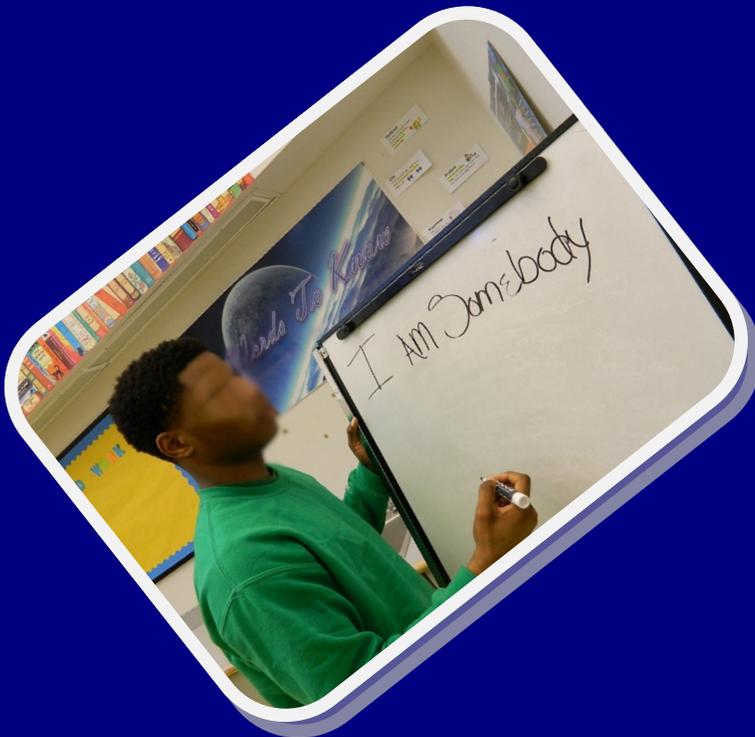


# Ohio Department of Youth Services

## Fiscal Year 2015 Annual Report



**Ohio** | Department of  
Youth Services

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

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## A Message from Director Harvey J. Reed



The Ohio Department of Youth Services (DYS) is the juvenile corrections system for the state of Ohio. DYS is statutorily mandated to confine felony offenders, ages 10 to 21, who have been adjudicated and committed by one of Ohio's 88 county juvenile courts. During their stay with DYS, youth are engaged in adolescent programming designed to address criminological, behavioral, and educational needs.

Our facilities and alternative placements provide rigorous treatment, education, behavioral health services, medical and dental treatment, unit programming, recreation, life skills, occupational therapy, reentry and other specialized services to equip youth with the skills youth needed to succeed.

Regional parole offices provide supervision of youth on parole. Juvenile Parole Officers work with youth and their families to provide the guidance necessary for youth to become positive, contributing members of society. Beyond the important task of supervision, staff help youth on parole 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.

Working together, our facility and parole staff embrace families and communities to provide youth with services and support for successful reintegration into the community. Our staff works to successfully transition the youth in our care and custody from adolescence into prosocial and productive adulthood. By concentrating on preparing our youth for a lifetime of success, we promote public safety, reduce crime, and reduce future victimization.

Beyond youth in DYS facilities and those on parole, DYS funds and supports more than 600 community programs serving 80,000 youth annually (based on annual program admissions). Programs range from prevention and diversion to community and residential treatment. Along with juvenile courts, DYS relies on a continuum of programs and interventions to serve youth closer to their families and in the least restrictive setting. The intensity of treatment and community supervision is matched with a youth's risk to reoffend. By diverting low to moderate risk youth to community options when appropriate and serving higher risk youth in DYS facilities, we have been able to significantly reduce our facility population while customizing programming and treatment for youth with the most intense needs.

In this report, you will see many ways that DYS is delivering effective programs and services that hold youth accountable and provide opportunities for habilitation in the setting that is best for them. While it feels great to look back on all the good that we have accomplished in Fiscal Year (FY) 2015, there is still much work to be done. To remain a national leader in juvenile justice and to continue to build on the quality of services provided, it is important that we continue to look for innovative ways to address the risks and needs of our youth. I expectantly look forward to our future and all that we will continue to accomplish together.

Sincerely,

A handwritten signature in blue ink that reads "Harvey J. Reed". The signature is written in a cursive, flowing style.

Harvey J. Reed  
Director

## Mission, Vision, and Core Values

### 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

### Our Core Values

- All people can change
- Treat all people 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



## Agency Leadership During Fiscal Year 2015

Director: **Harvey J. Reed**

Assistant Director: **Linda S. Janes**

### **DIVISIONS, OFFICES, AND BUREAUS**

#### **Division of the Chief Inspector**

Monica Ellis, Chief Inspector (currently)

Jennifer Fears, Chief Inspector (previously)

#### **Division of Facility Programs and Operations**

Ginine Trim, Deputy Director

#### **Buckeye United School District**

Jennifer Sanders, Superintendent of Schools

#### **Bureau of Behavioral Health and Medical Services**

Dr. Bob Stinson, Chief

#### **Bureau of Facility Operations**

Amy Ast, Bureau Chief

#### **Division of Finance and Planning**

Heath McCoy, Chief Financial Officer (currently)

Amy Drapcho, Deputy Director (previously)

#### **Division of Legal Services**

Dustin Calhoun, Chief Counsel

#### **Bureau of Records and Sentence Computation**

Sylvia Van Leer, Record Administrator

#### **Division of Parole and Community Services**

Ryan Gies, Deputy Director

#### **Bureau of Human Resources and Labor Relations**

Rochelle Jones, Bureau Chief

#### **Office of Quality Assurance & Improvement**

Wendi Faulkner, Bureau Chief

#### **Information Technology Services (ITS)**

Jim Miller, Chief Information Officer

#### **Release Authority**

Cedric Collins, Chair (currently)

Kevin Shepherd, Chair (previously)

#### **Office of Victim Services**

Kate Foulke, Acting Administrator (currently)

Bruce Adams, Administrator (previously)

#### **Training Academy**

Ursel McElroy Drake, Training Academy Director (currently)

Robyn Ricks, Acting Training Director (previously)

Cedric Collins, Training Academy Director (previously)

#### **Office of Legislative Affairs**

Kyle Petty, Legislative Liaison

#### **Office of Communications**

Kim Jump and Frances Russ, Communications Chiefs

### **FACILITIES**

#### **Circleville Juvenile Correctional Facility**

Phillip Elms, Superintendent (currently)

Dave "Doc" Blackburn, Acting Superintendent (previously)

Larry Goodman, Superintendent (previously)

#### **Cuyahoga Hills Juvenile Correctional Facility**

Chris Freeman, Superintendent (currently)

Katie Needham, Superintendent (previously)

#### **Indian River Juvenile Correctional Facility**

Jim Darnell, Superintendent

### **REGIONAL PAROLE OFFICES**

#### **Akron Regional Office**

Joe Marsilio, Regional Administrator

#### **Cleveland Regional Office**

Ian Fraser, Regional Administrator

#### **Columbus Regional Office**

Jolene Thomas, Regional Administrator (currently)

Steve Curl, Regional Administrator (previously)

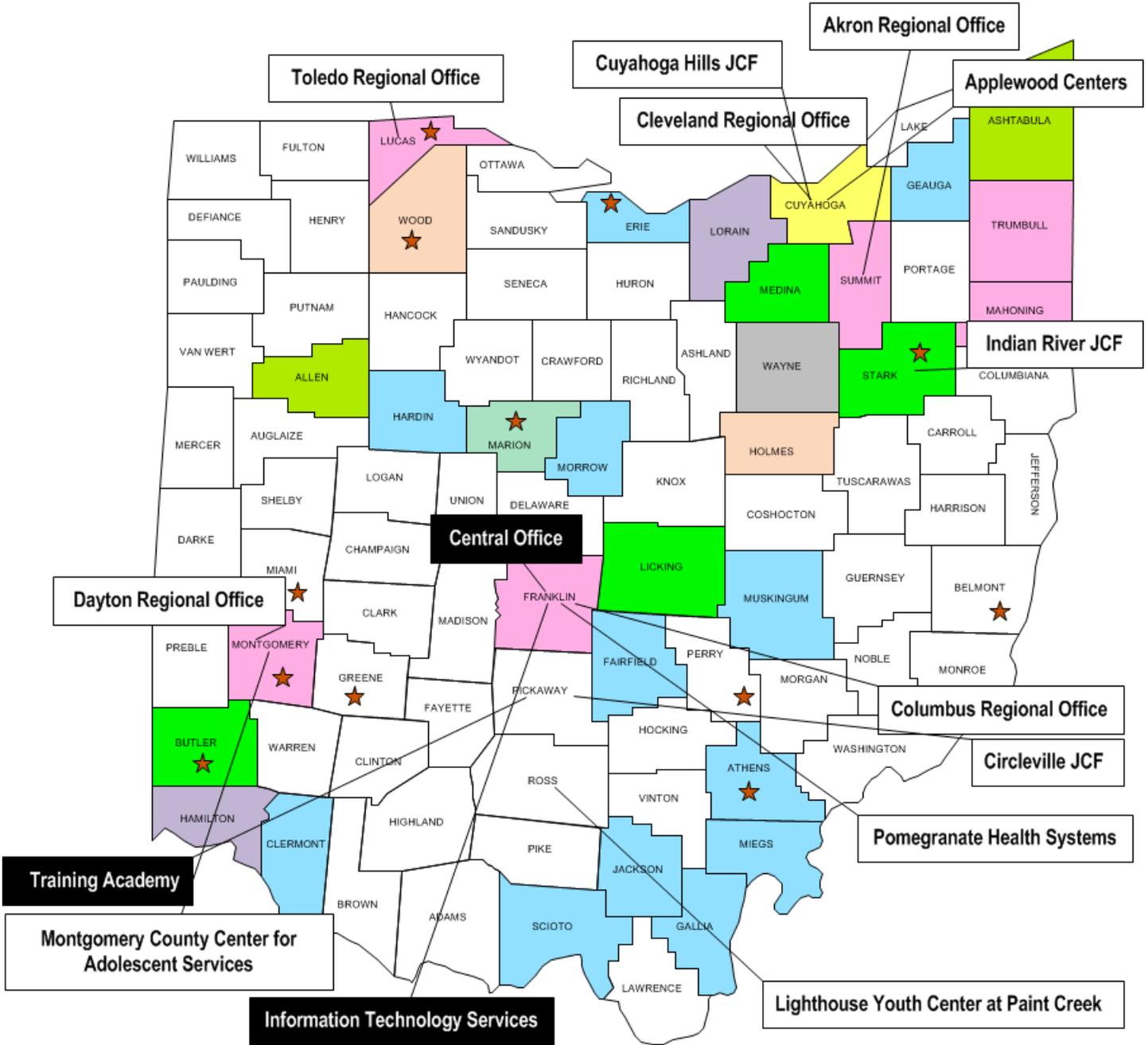
#### **Dayton Regional Office/Cincinnati Satellite Office**

Larry Lewis, Regional Administrator

#### **Toledo Regional Office**

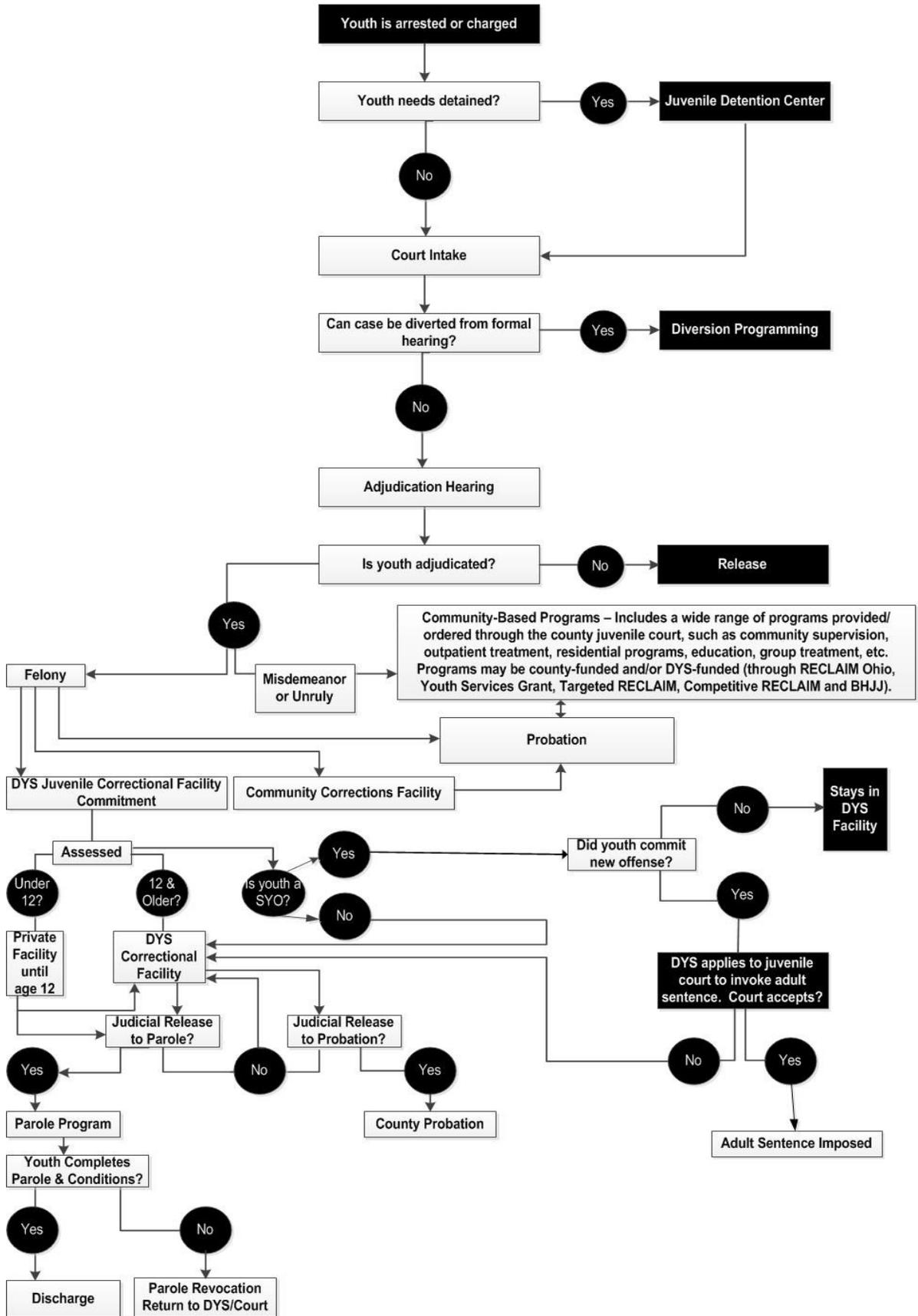
Nathan Lawson, Regional Administrator

# DYS Facilities, Regional Offices, CCFs, and Community Programs



- ★ Community Corrections Facilities (CCFs)
- Targeted RECLAIM (TR)
- Behavioral Health/Juvenile Justice (BH/JJ)
- Competitive RECLAIM
- TR & Competitive RECLAIM
- Juvenile Detention Alternatives Initiative (JDAI) & Competitive RECLAIM
- BH/JJ & Competitive RECLAIM
- BH/JJ, TR & Competitive RECLAIM
- JDAI, BH/JJ & Targeted RECLAIM
- JDAI, BH/JJ, TR & Competitive RECLAIM

# Juvenile Justice Flow Chart



## Fiscal Year 2015 Highlights

### Core Values

With input from staff, DYS adopted six [core values](#) in FY 2015 that now are the basis for all activities at DYS including making decisions, hiring staff, planning strategies, and interacting with youth, families, and communities:



- 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.

### Path to Safer Facilities – Path to Safer Communities



DYS continued to prioritize the [Path to Safer Facilities](#), designed to increase preventative measures, enhance meaningful activities for youth, revise intervention strategies to hold youth accountable, and move away from using seclusion as a punishment. The agency was focused on helping youth learn to be responsible through consequences that focus on true accountability.

This year DYS expanded the Path to Safer Facilities to [communities](#). While it is desirable for youth to do well during their stay at DYS, it is even more critical that youth succeed when returned to their communities. The department concentrated on preparing youth for a lifetime of success through heightened reentry efforts with the goal of every youth leaving the facilities with a solid plan to complete education and/or secure employment.

### Case Management Blueprint



A variety of DYS staff, youth, families, court personnel, and experts worked on a "[blueprint](#)" for how DYS should provide direct services to youth from the commitment decision through reentry into the community. Through multiple focus groups for facility and parole staff, a parent focus group, and other meetings, a framework was created to build on those things that DYS does well to support youths' long-term success.

The established blueprint is a framework of case management principles to support and expand how DYS serves youth. It covers youth commitment, assessment, case planning and treatment, and reentry:

- Parole involved in commitment decision
- Youth assessed & screened at reception (with referral for services)
- Evidence-based programs
- Comprehensive individual treatment plan
- Formal, collaborative interdisciplinary team meetings held monthly
- Program continuity with parole and court

### Trauma-Informed Care

Research shows that approximately 34% of children in the United States have experienced at least one traumatic event. However, between 75% and 93% of youth entering the juvenile justice system are estimated to have experienced some degree of trauma according to the Justice Policy Institute.

This year DYS began training all staff in [Trauma-Informed Care](#). During intake, an assessment of youth is conducted to determine if they have encountered traumatic experiences. Staff have been trained to understand trauma and identify the steps that can be taken to treat it.

## Highlights Continued

### **Processes Improved Using Kaizen**



Thanks to LeanOhio, a part of the Department of Administrative Services, DYS used the Kaizen approach to improve several agency processes, reducing steps and bringing greater value to the services provided to youth. Kaizen means "a change for the better," and the approach identifies small changes that can be made to bring big benefits, such as improved quality, faster delivery, lower costs and greater customer satisfaction.

DYS teams of employees, representing all facilities, departments, bureaus and regional offices, used this approach to make improvements to the following processes: youth orientation, intervention hearings, and interdisciplinary treatment teams.

### **Freedom Schools**



DYS launched the [Freedom Schools](#) program in July 2014 in partnership with the Children's Defense Fund to enhance existing educational services. The goal is simple: foster a love of reading. Youth participated on a voluntary basis during intersession and on weekends. Ohio is the first juvenile justice system to offer the program statewide. A total of 129 youth graduated from the program in FY 2015.

### **Family Engagement**



DYS recognizes the importance of interaction between youth and their families. The [CLOSE to Home Project](#) (Connecting Loved Ones Sooner than Expected) provides free transportation to help connect families and youth. In FY 2015, DYS provided a total of 69 bus trips to 578 passengers.

The Video Communicator Project promotes family involvement using laptops and wireless technology. In FY 2015, the Video Communicator was used for 141 family visits, 224 reentry meetings, and 255 staff meetings (between facility and parole staff) regarding youth.

DYS expanded opportunities for families to connect with youth. Cuyahoga Hills Juvenile Correctional Facility (ChJCF) and Indian River Juvenile Correctional Facility (IRJCF) began offering visitation to family members seven days a week. Facility tours are now offered to family members. Virtual tour videos, available at [www.YouTube/OhioDYS](http://www.YouTube/OhioDYS), allow families to catch a glimpse of facilities.

### **Reducing Gang Activity**

During the FY 2015, all facilities implemented [plans to reduce gang activity](#), ultimately leading to fewer acts of violence and safer facilities. The Power of Peace Project took place at Circleville Juvenile Correctional Facility (CJCF) and ChJCF. The project helped curb gang violence by asking youth to commit to 40 days of peace in the facility as well as by inspiring youth to change their behavior and think twice about committing acts of violence. At IRJCF, a mentorship program addressed a variety of youth needs, and staff placed an emphasis on victims as well as perpetrators.

### **Tattoo Removal**



A [tattoo removal program](#) available to youth at DYS made it possible to have face, neck and hand tattoos removed in order for youth to enhance their chances of success when they returned to their communities. Youth agreed upfront to demonstrate commitment throughout the process. Requirements included being at least 18-years-old, signing a contract agreeing to not get another tattoo within the next two years, and performing 30 hours of community service. A total of 10 youth were served by the program.

### **TEDx Youth Day**



For the first time, youth at DYS participated in the [TEDx Youth Day](#) with 30 youth participating through videoconferencing technology. TED (Technology, Entertainment, Design), is a nonprofit devoted to spreading ideas, usually in the form of short, powerful talks.

At the event, youth shared stories of their life, the actions that led them to their commitment at DYS and what they have learned while in our custody. Several of the youth displayed their talents by playing the guitar, breakdancing, and reading poetry.

### **First PREA Audits a Success**

In August 2014, IRJCF became the first DYS facility to complete the [Prison Rape Elimination Act \(PREA\) audit](#), certified through the Department of Justice. The facility was found to have fully complied with all PREA standards. In addition, Lighthouse Youth Center – Paint Creek, Hocking Valley Community Residential Center, Lucas County Youth Treatment Center, North Central Ohio Rehabilitation Center, Central Ohio Youth Center, and Perry Multi-County Juvenile Facility were audited and found in full compliance.

### **College Opportunities for Youth**



Facility and parole staff provided numerous opportunities for youth to participate in [college tours](#). Youth at CJCF toured the Ohio State University in December 2014 and heard from Archie Griffin, Athletic Director Gene Smith, and Dr. Strayhorn with the Center for Higher Education Enterprise.

DYS continued a notable program that offers youth a smoother path from a juvenile correctional facility to post-secondary education. The agency's partnership with Ashland University offered off-campus courses at all of the facilities to youth who were already graduated from high school or who have earned a GED.

### **Apprenticeships Expanded**



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. By offering apprenticeship opportunities to those youth who are ready to assume more responsibility, the agency is improving opportunities for career preparation. In January 2015, the Ohio State Apprenticeship Council approved applications for 4 new apprenticeships at DYS: grounds keeping, maintenance, janitorial and recovery operator. These were added to the existing cook/culinary apprenticeship option for youth.

### **Graduates Receive Services**



In partnership with the Ohio Department of Job and Family Services, DYS began O.N.E. –Stop Programs (Offender Network for Employment to Stop Recidivism), located inside of the facilities, to provide youth graduates with access to focused employment, training, and support services. Other additions have included gardening, mediation, mentoring, and leadership-focused programs for youth who have already graduated from school.

### **Youth Begin Work Prior to Release**



In February 2015, for the first time in DYS history, a youth from ChJCF began employment at Burger Fi, a restaurant. The new partnership provides youth graduates (who meet criteria) the opportunity to begin a job that can continue upon release, gain employment skills, and save money for independent living, all while supervised by DYS staff.

*Highlights Continued***Youth Linked to Jobs**

In May 2015, a total of 4 youth from ChJCF completed an employment training course called Face Forward 2 through Volunteers of America of Greater Ohio and Towards Employment. The youth spent 3 days a week immersed in employment information (interviewing, qualities employers seek, how to keep a job, creating a professional email account, keeping a job, and job advancement). All 4 youth were linked with an employer for beginning work upon release.

**Giving Back through Community Service**

Community service provides meaningful activities for youth and is a way for them to they have an opportunity to give back and learn new skills while avoiding boredom.

During FY 2015, a total of 10,657 hours of community service were provided by youth in facilities, and 6,366 hours of community service were provided by youth on parole. At minimum wage in Ohio (\$8.10 an hour), community service provided by DYS youth would equate to

\$137,866.30.

**Youth Donate Artwork**

In October 2014, Franklin University and DYS partnered to provide a silent auction of [artwork](#) from youth at Franklin University's Ross Auditorium. More than 225 individuals attended the event that included a performance by the Columbus Children's Choir. More than 50 pieces were donated by youth to sell at the event, which raised over \$1,200 for the Brian Muha Foundation, a nonprofit organization

that serves primarily inner-city children.

**New Activity Center at Circleville**

In January, DYS dedicated a [new activity center](#) at CJCF, naming it in honor of long-time volunteers Peg and Bob Warren. The 16,000 square foot Warren Youth Activity Center houses a new gym, chapel, and offices.

**Sites Reaccredited**

IRJCF was awarded re-accreditation with an achievement of 100% in both mandatory and non-mandatory standards from the American Correctional Association in February 2015. Also, four Community Corrections Facilities (CCFs) were also awarded final approval on reaccreditation: Hocking Valley Community Residential Center, Lucas County Youth Treatment Center, North Central Ohio Rehabilitation Center, and Perry/Multi-County Juvenile

Facility. [Read more.](#)

**Youth on Parole Pay it Forward**

During FY 2015, several youth on parole gave back by sharing their life experiences with other young people. In October 2014, a youth from the Dayton Regional Parole Office spoke to students at Horizon Science Academy in Dayton about the importance of staying out of trouble and getting an education.

**Investing in Community Programs**

DYS provided funding and technical assistance for a [continuum of programs](#) and interventions that serve youth closer to their families and in the least restrictive, appropriate setting. This included statewide support of juvenile courts and county partners through RECLAIM Ohio, Targeted RECLAIM, Competitive RECLAIM (more follows), Youth Services Grant, and Behavioral Health/Juvenile Justice (BH/JJ), and CCFs. These community investments provided youth with the intensity of treatment and community supervision that matched their risk to reoffend.

*Highlights Continued***Competitive RECLAIM Established**

The juvenile courts, community partners and DYS created a new way to serve the right youth, in the right environment, with the right treatment. The agency began [Competitive RECLAIM](#), a performance-driven DYS grant program that provides \$2.2 million annually to fund 29 unique programs in 24 counties. Competitive RECLAIM programs prevents youth from going further into the juvenile justice system, reducing the need for placement in a DYS facility, CCF, or other residential placement. This new effort supports juvenile courts and local communities so they can develop research-backed services to meet the needs of youth and families.

**Savings Reinvested**

A total agency savings of \$650,721 was been [reinvested](#) to courts to enhance community programming for serving youth. In accordance with a provision in H.B. 153 to realign savings, the funds were reallocated in June 2015 to support existing court programming by providing evidence-based training and technical assistance for implementing best practices.

**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. In FY 2015, these included the following sites:

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

Alternative placements served a total of 156 youth during FY 2015.

**Community Corrections Facilities**

[CCFs](#) served a total of 700 youth during FY 2015. The average length of stay in CCFs was 7.42 months.

There are 12 CCFs throughout the State of Ohio which are used by Juvenile and Family Court Judges when committing youth adjudicated of a felony offense. These include the following sites:

Butler County Juvenile Rehabilitation Center  
 Hocking County Community Residential Center  
 Juvenile Residential Center of Northwest Ohio  
 Multi-County Juvenile Attention System Community  
 Northern Ohio Juvenile Community Corrections 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  
 West Central Juvenile Rehabilitation Center  
 Oakview Juvenile Residential Center

**Supporting Staff**

Staff are the most important resource of any correctional system, and it is critical for staff to be healthy in order for youth to get healthy. The agency used Critical Incident Stress Management to support staff when they experienced trauma, Peer Assistance to help staff with personal issues, and Desert Waters™ to improve culture by addressing correctional fatigue through awareness, validation, and a variety of tools. DYS began working to improve staff retention using diverse committees to improve the hiring and onboarding process from top to bottom.

Cultural assessments were conducted at every site to identify opportunities to create a healthy and productive environment for both staff and youth.

In June 2015, an agency-wide [employee recognition program](#) was held. Pamela Winkler, Executive Assistant at ChJCF, was named Employee of the Year. Rondal Coey, Youth Specialist at CJCF, was named Youth Specialist of the Year.

*Highlights Continued*

**Reducing Recidivism**

The department's reform efforts are paying off when it comes to breaking the cycle of crime. The one-year recidivism rate was 24.7% for those youth released in 2013. Looking at all youth released from DYS in 2011, 2012, and 2013, a total of 1,323 youth did not recidivate. For those youth who earned a diploma or GED during 2013, the recidivism rate was only 13.7%. With this in mind, the agency has a strong commitment to ensuring academic success while serving the youth.



*ChJCF staff commit to teamwork and excelling in Performance-based Standards*



*Youth on parole in Toledo receives refurbished bicycle to travel back and forth to work*



*Youth at IRJCF keep busy, get fit, and gain self-discipline and structure through Warrior Fit*

## Statistics

The total number of youth served in juvenile correctional facilities (JCFs) and alternative placements was 960 youth.

The total number of youth served in JCFs was 857 youth.

The total number of youth served in alternative placements was 156 youth (some of which were also served by JCFs).

The average daily facility population, including alternative placements, was 470 youth.

The average daily parole population was 375 youth.

The total number of youth served on parole was 810 youth.

A total of 674 students were served by the Buckeye United School District. 27 youth received their GEDs, and 25 youth obtained their high school diplomas. A total of 522 career technical certificates were awarded. A total of 1,031 high school credits were earned.

### Admissions By Top Counties

Cuyahoga 22.2%      Hamilton 14.5%      Franklin 12.4%      Licking 4.1%      Montgomery 4.1%

### Average Daily Facility Population By Sites

Applewood Centers	4.6
Montgomery County Center for Adolescent Services	9.8
Circleville Juvenile Correctional Facility	128.3
Cuyahoga Hills Juvenile Correctional Facility	157.7
Indian River Juvenile Correctional Facility	117.7
Light House Youth Center at Paint Creek	43.9
Pomegranate	7.9

### Average Daily Parole Population By Sites

Akron Regional Office	58.8
Cleveland Regional Office	84.6
Columbus Regional Office	88.8
Dayton Regional Office	87.1
Toledo Regional Office	56.2

### FY 2015 Expenditures: \$236,344,808

Administrative Support	11.8%	\$27,850,519
Capital—Physical Plant Improvements	1.2%	\$2,889,348
Community Corrections Facilities (expenditures include the DYS unit for female youth)	9.3%	\$22,051,548
Debt Services	11.5%	\$27,215,685
DYS Facilities and Alternative Placements	36.2%	\$85,627,195
Juvenile Court Subsidies and Grants	25.9%	\$61,257,898
Parole and Community Services	4%	\$9,452,615

Statistics Continued

<b>ADMISSIONS BY AGE</b>	<b>Number of Youth</b>	<b>Percentage</b>
12	1	0.2%
13	3	0.6%
14	15	3.2%
15	69	14.7%
16	136	29.1%
17	161	34.4%
18	67	14.3%
19	14	3.0%
20	2	0.4%
<b>TOTAL</b>	<b>468</b>	<b>99.9%</b>

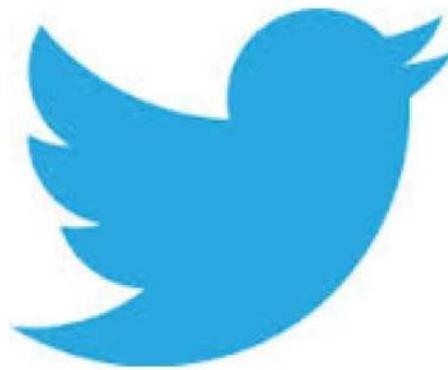
<b>ADMISSIONS BY RACE</b>	<b>Number of Youth</b>	<b>Percentage</b>
Black	282	60.3%
White	147	31.4%
Other	39	8.3%
<b>TOTAL</b>	<b>468</b>	<b>100%</b>

<b>ADMISSIONS BY GENDER</b>	<b>Number of Youth</b>	<b>Percentage</b>
Females	36	7.7%
Males	432	92.3%
<b>TOTAL</b>	<b>468</b>	<b>100%</b>

<b>ADMISSIONS BY OFFENSE</b>	<b>Number of Youth</b>	<b>Percentage</b>
Homicide	8	1.7%
Sex	57	12.2%
Person	184	39.3%
Property	110	23.5%
Drug	6	1.3%
Other	45	9.6%
Revoked	58	12.4%
<b>TOTAL</b>	<b>468</b>	<b>100%</b>



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