

Appendix 1

LIST OF FINDINGS AND RECOMMENDATIONS

Key Findings:

1. **Long-standing deficiencies in the management of OHYC and in attempts to comply with the Jerry M. Consent Decree continue to plague YSA despite millions spent on consultants.**
 - a. That the Mayor give immediate consideration to removing YSA from DHS and forming a separate, cabinet-level agency whose Director reports to and is directly and sufficiently overseen by the Deputy Mayor for Children, Youth, Families, and Elders (DMCYFE).
 - b. That the DMCYFE and Administrator of YSA (A/YSA) take immediate action to address the most urgent problems cited in the Key Findings section of this report and in reports by paid consultants, particularly issues of security, safety, health, and illegal substances.
 - c. That the DMCYFE and A/YSA fully participate in the Performance-based Standards (PbS) system¹ for juvenile facilities that has been developed by the Council of Juvenile Correctional Administrators under the sponsorship of the U.S. Justice Department.

2. **YSA's use of consultants has been largely ineffective and characterized by unauthorized overspending, incomplete deliverables, unfulfilled objectives, and poor agency oversight.**

That the A/YSA, in order to minimize the duplication of previous efforts, coordinate a review and prioritization of all policies, procedures, assessments and recommendations produced by past consultants, and identify those deliverables that can be salvaged and implemented.

3. **Illegal substances such as marijuana and PCP are smuggled into OHYC regularly.**
 - a. That the A/YSA request that the DHS Office of Investigations and Compliance (OIC) investigate allegations by staff members that YCOs are transporting illegal substances into OHYC. The Director of DHS should report the results of that investigation to the Inspector General, and to other government entities as may be required by District, Maryland, or federal law.
 - b. That the A/YSA explore the feasibility of implementing a canine drug detection program for illegal substances at OHYC.

¹ The Performance-based Standards (PbS) system was developed by the Council of Juvenile Correctional Administrators at the request of the Department of Justice to help youth correction and detention facilities continuously improve conditions of confinement and services provided. PbS is described as a tool that agencies can integrate into existing operations to develop, monitor, and sustain improvement. Details can be found at <http://www.performancebasedstandards.org>.

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4. **OHYC does not have a substance abuse treatment program as required by the Decree, and is in jeopardy of failing to qualify for federal grant funding.**

That the A/YSA expedite the procurement of a contract to provide drug educational and counseling services as required by the Decree and ensure that YSA is eligible to apply for the federal grant funding.

5. **Contract security guards allowed serious security breaches at entrances to the OHYC Detention Facility.**

- a. That the A/YSA provide adequate policies, procedures, and training for security guards to ensure that proper searches of all bags and packages of visitors and employees entering the secure detention facility are conducted.
- b. That the A/YSA provide adequate policies, procedures and training for security guards to ensure that effective frisk and pat search procedures are conducted on visitors and employees entering the secure detention facility.
- c. That the A/YSA ensure that the gatehouse metal detector is operational and in use at all times.
- d. That the A/YSA ensure that at least two security guards are present at the perimeter entrance gate and that guards adhere to all entrance security procedures.
- e. That the A/YSA take immediate action to have the front gate restroom facilities repaired so that guards will not have a reason to leave the post unsecured.

6. **YSA does not conduct adequate and timely background checks on those who must have regular contact with youths.**

- a. That the A/YSA ensure that all current employees with regular contact with youths and all applicants undergo a MPD criminal background check as required by current policy.
- b. That the Director of the Department of Human Services propose legislation to the Mayor that would require and fund a complete background check for appropriate OHYC and other YSA employees, to include a check of the records at MPD and surrounding law enforcement jurisdictions, an NCIC check, and a review of the Central Registry of Crimes Against Children/Sex Offenders.

7. **YSA vehicles are being operated with expired inspection stickers and without semi-annual preventive maintenance checks in violation of District Regulations.**

- a. That the A/YSA ensure that all vehicles are properly inspected in accordance with District Municipal Regulations.

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- b. That the A/YSA discontinue the use of vehicles that do not contain valid inspection stickers.
- c. That the A/YSA ensure that semi-annual preventive maintenance checks are conducted on all YSA vehicles.
- d. That A/YSA coordinate with DPW to either increase staffing levels for mechanics assigned to OHYC or allot additional days per week for the DPW mechanic to service and maintain YSA's fleet of vehicles.

8. YSA employees are operating government vehicles without valid state driver's licenses and government motor vehicle identification cards.

That the A/YSA ensure that all vehicle operators maintain current state driver's licenses and D.C. Government Motor Vehicle Identification Cards.

9. YCOs and transportation officers lack adequate communication equipment.

- a. That the A/YSA ensure that each YCO on-duty at OHYC has a functional two-way radio for the duration of his or her shift.
- b. That the A/YSA ensure that wired telephones are repaired or replaced so that the YCO office in each housing unit has a working telephone.
- c. That the A/YSA provide additional telephones in each housing unit (i.e., a phone other than the one in the YCO office) to accommodate the youths' biweekly telephone calls.
- d. That the A/YSA ensure that at least one transportation officer in addition to the driver is provided with a radio or cellular telephone in order to communicate with the OHYC security control office or with outside public safety agencies.
- e. That the A/YSA discontinue the practice of allowing youths to use telephones in the YCO offices.

10. Not all staff members in the Social Services department have working telephones and voicemail.

That the A/YSA ensure that employees in the Social Services department (TTLs, SSRs, and their supervisors) have functioning telephones and voice mailboxes.

11. Inadequate security equipment in the female housing unit impedes YCOs' effectiveness and creates potential hazards.

- a. That the A/YSA ensure that each YCO on duty in Unit 6 has a functional two-way radio for the duration of his or her shift.

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- b. That the A/YSA ensure that a working telephone is installed in the YCO security office.
- c. That the A/YSA ensure that an emergency buzzer, direct phone line, or other notification device is connected between Unit 6 and the OHYC security control center to provide an alternative means of immediate communication in the event of an emergency.
- d. That the A/YSA ensure that all electronic security monitoring equipment is repaired or replaced.
- e. That the A/YSA ensure that YCOs keep the metal detector activated at all times, that batteries are installed in the hand scanner, and that the scanner is used in accordance with procedures.
- f. That the A/YSA ensure the installation of adequate lighting for the exterior building perimeter.
- g. That the A/YSA ensure that sufficient air conditioning and heating are provided in the YCO security office.

12. **The ratio of youths to YCOs exceeds Decree requirements.**

That the A/YSA take the necessary steps to ensure compliance with the youth to YCO ratio.

13. **Serious fire safety deficiencies may put residents and employees at risk.**

- a. That the A/YSA ensure that all employees have access to fire extinguishers at all times.
- b. That the A/YSA ensure that the fire extinguishers in the gymnasium are removed from the closet and re-installed on the wall mounts.
- c. That the A/YSA ensure that all deficiencies cited by the FEMS Fire Prevention Bureau are abated immediately.
- d. That the A/YSA ensure that emergency evacuation plans are posted publicly in all key areas of OHYC.
- e. That the A/YSA ensure that fire drills are conducted and documented quarterly as required.
- f. That the A/YSA hire a trained Health and Safety Officer or provide adequate training to the designated OHYC employee who conducts monthly fire safety inspections.

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- g. That the A/YSA explore the feasibility of a central locking system for all doors in the residential areas so there can be quick egress in the event of a fire or other emergency.
- h. That the A/YSA ensure that all YCOs on duty have a set of keys to all locks on the unit in order to promptly unlock doors in the event of a fire or medical emergency.

14. Numerous abandoned buildings at OHYC are unsecured and vandalized.

- a. That the A/YSA ensure that each abandoned building at the OHYC is secured against vandalism and safety risks.
- b. That the A/YSA ensure that utility service to unused buildings is disconnected.

15. OHYC is not reporting unusual incidents to the DHS Office of Investigations and Compliance as required.

That the A/YSA develop a system to ensure that all unusual incidents are promptly reported to DHS OIC.

16. YSA's fiscal and asset management has many deficiencies.

- a. That the A/YSA and the District's Chief Procurement Officer conduct a review and audit of all YSA contracts for FY 2003 and 2004 to ensure compliance with District contracting and procurement regulations.
- b. That the A/YSA request that OCP and OCFO conduct an audit of the D.C. Purchase Card Program at YSA.
- c. That the A/YSA develop and enforce policies and procedures to ensure control and accountability of warehouse operations, and ensure that a qualified employee is in charge.

17. Deficiencies within YSA's Information Technology (IT) infrastructure may impair YSA's ability to effectively manage its day-to-day operations.

- a. That the A/YSA expedite meetings of representatives from DHS's Office of Information Systems, the District's Office of the Chief Technology Officer (OCTO), and YSA, to discuss engaging OCTO technical expertise until YSA employees can be sufficiently trained on JIMS.
- b. That A/YSA give priority to ensuring that JIMS is made capable of producing all reports necessary for supporting OHYC supervision and tracking of detained and committed youths, as well as statistical information required by the court and other entities with a vested or otherwise appropriate interest in YSA operations.

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- c. That the A/YSA provide all departments at OHYC with reliable, secure access to JIMS.
- d. That the A/YSA ensure that all JIMS users receive appropriate training and ongoing IT support.

Security:

18. YSA does not have policies, procedures, or staff to handle an escape from OHYC.

- a. That the A/YSA ensure that thorough and complete escape procedures are drafted, implemented, and distributed to all key personnel.
- b. That the A/YSA ensure that adequately trained staff are available at OHYC to be mobilized in the event of an escape.

19. YCOs have not had emergency response training.

- a. That the A/YSA ensure that all YCOs receive a copy of the Hazard Continuity and Contingency Plan.
- b. That the A/YSA ensure that YCOs receive emergency response training.

20. Youths are not photographed when remanded to YSA's custody.

That the A/YSA ensure that each youth is photographed upon arrival at OHYC, and that a copy of this photograph be filed as required.

21. The number and location of physical restraints are not accounted for and OHYC officials are not effectively monitoring their use.

That the A/YSA follow established policies and procedures regarding the inventory and use of physical restraints.

22. Some OHYC electronic monitoring systems are inoperative.

That the A/YSA ensure that all electronic monitoring systems at OHYC are repaired and maintained.

23. The door to the gatehouse control booth is not secured, which compromises facility security.

- a. That the A/YSA ensure that the hinges on the gatehouse control booth door are repaired.

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- b. That the A/YSA develop policies and procedures to ensure that the gatehouse control booth door remains locked and secured at all times.
- c. That the A/YSA discontinue the storage of physical restraints in the gatehouse control booth area.

24. Policy and procedures manuals are not available in 9 of 11 youth housing units.

- a. That the A/YSA develop up-to-date policies and procedures that govern daily housing unit operations.
- b. That the A/YSA ensure dissemination of an updated policy and procedures manual to all housing units and to all personnel as appropriate.
- c. That the A/YSA ensure that policies and procedures are updated and distributed annually as recommended by ACA.

Youth Services:

25. Project Hands does not complete investigative reports within the 10-day requirement.

That the Director of DHS take necessary actions to ensure that the 10-day investigative report requirement is met.

26. YSA's drug screening program has serious deficiencies.

- a. That the A/YSA establish written policies and procedures for drug testing and a training program for collectors of urine specimens.
- b. That the A/YSA establish a chain of custody for the urine collection process.
- c. That the A/YSA ensure that accurate records are kept of the drug screening process.

27. YSA staff members are constrained by unrealistic diagnostic and reporting deadlines.

That the A/YSA discuss with the Office of the Corporation Counsel the feasibility of a meeting with the court-appointed monitors and the Decree plaintiffs' attorneys to negotiate an extension of the diagnostic timeframe and reporting requirements in order to ease the administrative burden created by the current treatment plan deadlines.

28. Administrative support for OHYC treatment team leaders is insufficient.

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That the A/YSA expedite the hiring of additional personnel to adequately support the treatment team leaders.

29. **Poor communication between departments at OHYC impedes the coordination of services and the treatment of youths.**

That the A/YSA reinstate the practice of convening a meeting of all OHYC department heads on, at minimum, a monthly basis.

30. **Parent participation in diagnostic and treatment team meetings is extremely low.**

- a. That the A/YSA procure telephone equipment and service in the room where the weekly treatment team meetings are held so that parents will be able to participate in these meetings via teleconference.
- b. That the A/YSA lead an initiative, staffed by members from all of OHYC's major departments, to identify additional ways to improve parent participation in the treatment team process.

31. **OHYC home visitation policies are not uniformly applied.**

That the A/YSA ensure that the home visitation policy is reviewed and is more uniformly applied.

32. **OHYC does not have a dietician to ensure compliance with nationally recommended daily food allowances.**

That the A/YSA hire a full-time dietician or a dietary consultant to review menus and ensure compliance with federally recommended daily food allowances.

33. **OHYC does not have written policies and procedures for youths who require special diets due to religious dietary standards.**

That the A/YSA seek either internal or external expertise in developing written policies and procedures for dietary plans for youths with religious beliefs that require special diets.

34. **The number of special diets approved by medical unit personnel creates a burden for culinary workers.**

- a. That the A/YSA coordinate with medical unit employees and develop and implement written policies and procedures for youths with special diets.

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- b. That the A/YSA direct the food service manager and medical unit personnel to review all special diets and ensure that information is current, and that diets are reviewed monthly.
- c. That the A/YSA direct medical unit personnel to verify youths' medical histories and provide testing of youths for allergens prior to placing youths on special diets.

35. Large muscle exercises for youths are limited and do not comply with the Decree.

- a. That the A/YSA direct the Supervisory Recreation Specialist to closely monitor documentation submitted by the Recreation Specialists to ensure compliance with the Decree.
- b. That the A/YSA improve the outside lighting throughout the facility to ensure that all youths are able to participate in a range of individual and group activities as mandated.

Environmental Health And Safety:

36. OHYC does not conduct weekly fire and safety inspections of the food service areas.

- a. That the A/YSA develop policies and procedures requiring weekly fire and safety inspections of the food service areas.
- b. That the A/YSA provide fire and safety inspection training for the employee(s) responsible for these inspections.

37. The Culinary Unit does not have written sanitation policies and procedures.

- a. That the A/YSA develop written sanitation policies and procedures for the food service areas.
- b. That the A/YSA obtain and distribute to each food service employee copies of applicable sanitation and health codes.

38. Food service employees do not undergo annual physical examinations.

That the A/YSA develop and implement a written policy and procedure that requires food service employees undergo annual physical re-examinations.

39. OHYC does not maintain a reserve supply of food for emergencies as specified in the Emergency Response Contingency Plan.

That the A/YSA expedite the procurement of emergency food items in accordance with the Emergency Response Contingency Plan.

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40. OHYC has not been inspected for environmental, health, and safety deficiencies.

That the A/YSA request an inspection of OHYC by the District of Columbia Office of Risk Management to determine whether there are any physical hazards to residents, employees and visitors, and if so, what measures should be taken to address such hazards.

Administration:

41. OHYC is not an accredited youth detention facility.

- a. That the A/YSA take the necessary steps to have OHYC inspected and evaluated by the ACA.
- b. That the A/YSA work with the City Council and Mayor in proposing legislation requiring OHYC to become an accredited facility.

42. The Institutional Review Committee, an important quality assurance mechanism within YSA, is not active.

That the A/YSA immediately reactivate the Institutional Review Committee.

43. YCOs are not signing in and out on the Daily Sign-In/Out Sheet as required.

- a. That the Officers-of-the-Day ensure that all YCOs sign the Daily Sign-In/Out Sheets upon their arrival and departure from work.
- b. That the Officers-of-the-Day review the Daily Sign-In/Out Sheets for signatures and obtain any missing signatures prior to forwarding the sheets to the T&A Clerk.

44. YCOs are exceeding the 24-hours-per-pay-period limit on working overtime.

That the A/YSA enforce compliance with the 24-hours-per-pay-period limit on overtime worked by YCOs.

45. YSA is not complying with training and staff development programs at OHYC as required by the Decree.

That the A/YSA take the necessary steps, to include appropriate administrative action, to ensure that all affected employees meet the training requirements as set forth in the Decree.