

Twenty-Seventh Special Master Report (Filed October 24, 2013)

Area	Compliance	Source	Page
INTEGRATED BEHAVIORAL TREATMENT PROGRAM (IBTM)			
Culture Shift	Partial	“The Mental Health Expert’s report found that Defendant is doing a good job of moving from a culture of a largely singular focus on accountability, control and remorse, to one of attempting to promote behavioral and cognitive change that develop the skills needed to reduce criminal behavior.”	3
Reinforcement and Case Management Systems	Partial	“No facility has fully implemented the Reinforcement System (RS) and modifications to the level and case management systems required for full implementation of the behavior management system.”	12
		<p>“Both the Mental Health Expert and the Special Master have opined that there really is no case planning system in DJJ. Ample risk and needs information is collected but rarely incorporated into any type of meaningful plan.”</p> <p>“The case plan is done to the youth, not with the youth and that, of course, seriously limits its impact.”</p>	13
Training	Partial (varies by facility)	“It is hard to imagine how managers can model the IBTM if they have not been trained in it or how they can possibly perform quality assurance functions properly.... In contrast, NACYCF has a higher percentage of mid and senior level leaders trained in some or all of the core IBTM program.”	8
Staffing Structure	-	“One of the greatest impediments to implementing a more effective case management system is the current staffing model of the units.”	15-16
		<p>“The YCC [Youth Correctional Counselor] is the person the youth interacts with the most in the unit.... There is no system of any nature for any level of oversight or accountability regarding what a YCC does with his or her caseload.”</p> <p>“In short, the YCC is somehow expected to help the youth without being a party to case plan development, individual or unit progress review.”</p>	

Mental Health Definition		<p>“A criterion for entrance and exit to a mental health unit has now been finalized. This criterion ensures that only youth with a mental illness and not just behavioral disorders are transferred to a mental health unit.”</p> <p>“The team [mental health task force] is working on a proposal to have the Psychologists in the core and BTP [Behavior Treatment Program] units be better prepared to assist unit staff in developing intervention strategies for the more challenging youth.”</p> <p>“The mental health task force has been exploring what evidence-based treatment programs exist for mentally ill youth.”</p>	18
SEXUAL BEHAVIOR TREATMENT PROGRAM (SBTP)			
SBTP Remedial Plan	Substantial	<p>Dr. Schwartz, SBTP Expert, stated, “All of the groups that I observed were well run, incorporating the principles of successful group therapy.”</p> <p>“The Special Master recommends monitoring for the Sexual Behavior Treatment Program Remedial Plan be transferred to Defendant.”¹</p>	22
SAFETY AND WELFARE			
Safety and Welfare Remedial Plan	Substantial (with continued monitoring)	<p>Dr. Krisberg, Safety and Welfare Expert, found, “All three DJJ facilities and the Central Office have attained substantial compliance with the remedial plan requirements as measured by the standards and criteria.”</p> <p>“Although Defendant has achieved substantial compliance as measured by the standards and criteria, Dr. Krisberg has identified a number of outstanding issues that require more focused monitoring.”</p>	29

¹ The court approved transfer of monitoring on October 27th 2013.



<p>Gang/Race Integration Strategy</p>	<p>-</p>	<p>“Dr. Krisberg has reviewed the workgroup's proposal and found it to be extremely thorough and fully agrees that the approach must be consistent with the principles of IBTM.”</p> <p>“While this recommendation [to align with IBTM] would be helpful to DJJ, DJJ has no authority to ensure this happens, instead this would be the responsibility of the Project IMPACT administrators as they are a contracted vendor.”</p>	<p>29</p> <p>Safety & Welfare Appendix</p>
<p>Rates of Violence and Use of Force</p>	<p>-</p>	<p>“...the Safety and Welfare Expert reviewed the CompStat data over a 30-month period of January 2011 through June 30 2013 and found the use-of-force rate declined slightly at OHCYCF but essentially remained flat at NACYCF and VYCF. Dr. Krisberg also commented on the fact that the rates at VYCF often were two or more times higher than the rates at OHCYCF and NACYCF.”</p> <p>“Addressing adolescent behavior issues, particularly in a gang-entrenched environment, is complex, challenging, and time consuming, and staff need consistent mentoring and coaching. As demonstrated with the experience at OHCYCF, implementation of the IBTM at NACYCF and VYCF should help the facilities to further reduce the need to use force.”</p> <p>“...Safety and Welfare Expert opined that the use of force is still too high at the facilities.”</p>	<p>36</p> <p>40</p> <p>44</p>
<p>Closure and Replacement of DJJ facilities</p>	<p>Partial</p>	<p>“Given the continuing declining trend of youth population and budget constraints, it is unrealistic to expect any new facility to be constructed to replace the existing ones.”</p> <p>To facilitate closure on this issue [facility improvements], the Safety and Welfare Expert recommends Defendant to develop a definitive and time specific renovation plan to complete this task.”</p> <p>“Defendant has been innovative on this issue by actively engaging youth in renovation and redecoration projects on the living units.”</p> <p>“Space limitations and “prison-like” environments are likely to continue to frustrate significant efforts to improve the quality of care at DJJ.”</p>	<p>44</p> <p>21 (Safety & Welfare Appendix)</p>

Family Involvement	-	“I urge DJJ management to consider exploring other means to encourage and promote family contact to beyond organizing the quarterly family visiting events and sometimes sporadic phone contacts.”	20 (Safety & Welfare Appendix)
Behavior Treatment Program (BTP)	-	The BTP model replaced the Specialized Management Program (SMP) unit: Based on site visits in August and September 2013, “None of the youth reported any safety concerns or mistreatment by staff and some even indicated a preference for the BTP setting, as they believe more treatment and services are being provided at the BTP than the core units.”	45-46
Next Steps	-	<p>“Regarding use of force, from a department wide perspective, the two key outstanding issues are use of force against single youth and use of chemical agents against youth with a mental health designation.”</p> <p>“Defendant's focus should be directed to improving the quality of treatment and services, which should in turn, further enhance the safety and security of the facilities and better serve the needs of youth in the system.”</p>	<p>47</p> <p>49</p>