

**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE REPORT:  
ON-SITE VISIT AND EVALUATION  
OF THE  
THE LIGHTHOUSE YOUTH CENTER AT PAINT CREEK**

Prepared and Submitted by CIIC Staff

November 16, 2006

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## CORRECTIONAL INSTITUTION INSPECTION COMMITTEE REPORT:

### ON-SITE VISIT AND EVALUATION OF THE

### LIGHTHOUSE YOUTH CENTER AT PAINT CREEK

#### INTRODUCTION

On September 8, 2005, the Correctional Institution Inspection Committee staff visited the Lighthouse Youth Center at Paint Creek. This visit was announced and coordinated by the Department of Youth Services following the new CIIC statutory authority to inspect and evaluate juvenile correctional facilities. The new statutory language became effective in April 2005, is contained in Ohio Revised Code sections 103.75 through 103.79, and provides for the following:

- The CIIC may make an **inspection** of any youth services facility at such times as it determines.
- The CIIC, for the purposes of making inspections of youth services facilities, shall have **access** to any youth services facility, or to any part of that facility, and shall not be required to give advance notice of, or to make prior arrangements before conducting an inspection.
- The CIIC may establish and maintain a **continuing** program of inspection of youth services facilities.
- The CIIC may **evaluate** and **assist in the development of programs to improve the condition or operation of youth services facilities.**

On-site visits by CIIC staff or announced inspections by a CIIC member and CIIC staff were made at all youth services facilities in a short period of time, beginning on August 9, 2005 and ending September 8, 2005 as follows:

- |  |             |
|--|-------------|
| • Scioto Juvenile Correctional Facility            | August 9    |
| • Mohican Juvenile Correctional Facility           | August 10   |
| • Freedom Center and DYS Training Center           | August 16   |
| • Indian River Juvenile Correctional Facility      | August 18   |
| • Ohio River Valley Juvenile Correctional Facility | August 23   |
| • Circleville Juvenile Correctional Facility       | August 25   |
| • Cuyahoga Hills Juvenile Correctional Facility    | August 30   |
| • Marion Juvenile Correctional Facility            | September 1 |
| • Lighthouse Youth Center at Paint Creek           | September 8 |

The purpose of the on-site visits or inspections was to become acquainted with each facility, to observe the facility and its environment, to learn about their operations, conditions, and programs, and to listen to any staff and youth who wished to speak to the CIIC. As shown above, the Lighthouse Youth Center at Paint Creek was the last of this

first series of on-site visits or inspections, so that CIIC staff had the benefit of the knowledge and experience gained from the preceding visits to all other facilities.

This report provides information and data regarding the Lighthouse Youth Center from the time of the initial visit through August 2006 and includes information from contacts and reported concerns logged in the CIIC database. The database documents all contacts by letter or phone from or regarding a facility, as well as the areas of concern relayed by the contacts. In addition to information specific to the Lighthouse Youth Center, comparative information is also provided regarding other Ohio juvenile correctional facilities.

Since this was not an inspection, there is no statutory requirement to report findings and recommendations to the General Assembly regarding the on-site visit to the Lighthouse Youth Center. However, due to the importance of the DYS facilities, and the new CIIC role regarding such facilities, it was decided that a report should be completed on each facility, even if it was not subject to an official inspection in the current biennium. CIIC reports are not only a tangible product of the CIIC functions and duties, but they also provide a valuable means of communication to the Ohio General Assembly, the Department of Youth Services, the facility staff, facility youth, families of the youth, youth interest groups, and the general public.

**“Inspect”** may be defined as, “to view closely in critical appraisal; to examine officially, closely and minutely; to scrutinize; to look at or over carefully and usually critically.” **“Evaluate”** may be defined as, “to determine or fix the value of; to determine the significance or worth of, usually by careful appraisal and study.” The inspection, evaluation and monitoring role of the CIIC with respect to the juvenile correctional facilities is an **ongoing, continuing process** that begins long before an inspection and continues long afterwards. That process involves reviewing and assessing all information received about a facility, including data, phone communication, correspondence, and responses to inquiries. Therefore, while the actual on-site visit occurred many months ago, the assessment relayed in **this report has taken into account not only the information gathered on-site, but also everything that is known about the facility to date.**

### ON-SITE VISIT PROFILE

**CIIC Staff Present:**

Shirley Pope, Director  
Carol Robison, Inspector  
Joanna Saul, Inspector  
Richard Spence, Inspector

**Facility Staff Present:**

Rene Hagan, Program Director  
(CIIC staff met additional facility staff in their respective work areas)

**DYS Staff Present:**

Nathan Miner, Legislative Liaison

**Areas/Activities Included In Inspection:**

Seneca Hall with Ottawa and Shawnee dorms	Nurse Station and Medical
Efficiency apartment	Education Center
Additional living Areas	Library
Outdoor perimeter	Hopewell Dining Hall (Food
Programs and Services	Services)
Miami building (to be arts and crafts bldg.)	Indoor and outdoor recreation
Staff meeting in Cheyenne Building	

Following an extensive discussion with the Program Director, a complete walk-through of the entire facility was conducted with the aid of two **Youth Guides**, one who was actually equipped with a radio for communication with staff. The two youth earned the assignment as Youth Guides in part due to their earned program level at the Lighthouse Youth Center. **Their level of maturity, program knowledge and insight was remarkable.**

CIIC staff spoke with additional youth and facility staff in their respective work, program or living areas. The on-site visit concluded with an exit meeting with the Program Director.

**Statutory Requirement of Attendance at General Meal Period:**

Although the statutory requirement only applies to inspections, the CIIC staff attended the lunch meal in the dining room due to the importance of food services, and due to the good purposes served by listening to youth and staff during the meal period, and observing the environment that typically mirrors the environment elsewhere in the facility.

The meal consisted of chili with cheese, grilled cheese sandwich, fruit cocktail, chocolate milk, and salad. Staff and youth comments regarding the food were **positive**, saying the food is “**good**,” not just in regard to the meal provided that day, but to meals routinely provided at the Lighthouse Youth Center. **Positive** comments were also relayed regarding the food services staff. CIIC staff suggested in the closing discussion with the Program Director that consideration be given to developing a vocational **culinary arts** program for youth assisting in food services so that they could earn a certificate and possible job related employment on their release.

It is **significant and positive** that the cooks (and all staff) are fully involved in the same training as other program staff so that all staff use the same therapeutic approach in interacting with youth. It was also **positive** to learn that employees routinely eat with the youth due to their view that the interaction is an opportunity to continue the program.

**Statutory Requirement of Attendance at Educational/Rehabilitative Program:**

Again, although the statutory requirement only applies to inspections, several educational programs were attended during the on-site visit, including Computer Skills, Science, Mathematics, and GED. The number of **youth that showed and expressed enthusiasm about their goal and intent to attend and to graduate from college was amazing.** Even outside the classroom, youth were **eager to show CIIC staff their latest test scores or other educational achievements. Nothing like it was observed elsewhere in the other facilities.**

In terms of the statutory inspection requirement to attend a “*rehabilitative program*”, in a very real sense, **the entire Lighthouse Youth Center is a rehabilitative program. Throughout the entire facility, the *therapeutic* program was evidenced as present and active in the communication from staff and from youth, as well as in what was posted on the walls.** Some refer to the program as a *cognitive behavior* program, and it does resemble other cognitive behavior programs in curriculum. However, **the program appears to go far beyond any other cognitive behavior program seen in the DYS facilities or even in the Ohio prisons. The difference seems to be the connection between the youth and the staff, the staff’s level of caring about the youth, which appears to be reciprocated, and the responsibilities of one for the other. The *therapeutic* term clearly applies at the Lighthouse Youth Center.**

CIIC staff have been to therapeutic community (TC) programs within DYS facilities and within the Ohio prisons. They demonstrate the extent to which implementation of the TC model can differ from place to place and the reality that it is not a panacea in and of itself. The basic concepts may serve as the foundation for all such “TC” programs, but **the difference is observable in the impact on the environment and the individuals in that environment. The difference appears to be the extent to which the staff and participants truly “buy into” the concepts, believe what is taught, and practice what is taught every moment of every day. There is a unity between the staff and youth at Lighthouse Youth Center, or as staff termed it, they are a “community.” The necessary ingredient among the staff to achieve the apparent success with the youth is believed to be staff’s genuine *dedication or caring about the youth, which youth reciprocate.* The structure and concepts of the program provide essential tools for both youth and staff, but without the right staff, the program likely would not have the positive results that Lighthouse Youth Center has attained.**

## FACILITY OVERVIEW

### Mission

According to information provided by the Lighthouse Youth Center, the Ohio Department of Youth Services' mission is "*to protect the public by reducing juvenile crime.*" In communication dated February 15, 2006, the current ODYS mission statement is to "*enhance public safety by holding youthful offenders accountable and providing opportunities for rehabilitation.*"

The mission statement of the Lighthouse Youth Center is "*to diligently provide comprehensive and intensive interventions for serious juvenile male offenders which promote positive relationships and responsible lifestyles by emphasizing the importance of victim suffering and personal accountability.*" In a leaflet on Lighthouse Youth Services, Inc. their mission is described as, "*to advance the dignity and well-being of children, youth and families. We encourage good citizenship, responsible behavior, and self-reliance.*"

### Background

Lighthouse Youth Services is a 35 year-old **private, non-profit** organization that is based in Cincinnati, Ohio. While there are two privately operated prisons in Ohio, the agency that operates the facilities has for profit status. **The non-profit status of Lighthouse Youth Services makes it stand out from the others. Its status tends to reflect that their prime focus truly is on their mission, as quoted above. Their status is consistent with the repeated comments from youth that Lighthouse Youth Center is "different" because "the staff really care about us."**

Staff relayed that Lighthouse Youth Services has **15-16 day treatment programs** between the Cincinnati, Dayton, and Paint Creek locations. Some provide housing, but not necessarily treatment. All of the programs provide youth and family services. In addition, independent living and outreach programs are available. In a leaflet on the agency, information is provided on the following:

- Services to homeless youth and runaways include a 24 hour accessible emergency shelter offering crisis intervention, respite, family and individual counseling for youth ages 10 through 17; housing for youth ages 18 through 23 in supervised apartments with case management assistance, for the homeless or developmentally disabled, as well as young adults and families with mental illness and substance abuse.
- Services to families include intensive in home counseling and support services to those in high risk situations, home visits to infants and toddlers, and assistance to parents in meeting the educational needs of children through home visits, group meetings and playgroups.

- Lighthouse Community School provides individualized educational opportunities for youth in Lighthouse programs, is an outgrowth of the Agency's commitment to education, and provides evidence of remarkable student achievement.
- Services to delinquent youth include Lighthouse Youth Center, programs to divert youth from Hamilton County Juvenile Detention Center, and family support to those with young children who have displayed delinquent behavior.
- Services to abused and neglected youth include residential services such as an emergency, temporary shelter for abused and neglected youth, group homes with counseling and temporary residential care, an independent living program with supervision for homeless youth and abused youth, and a residential center for youth with severe emotional disturbances, and community based therapeutic foster care for abused and neglected children, which offers foster parents a system of support and training to help them through the challenges of foster youth.

Written information provided on "Lighthouse Juvenile Justice Services" states that the Lighthouse Day Treatment Program is located in Dayton, and provides supervision and structured educational services for youth released from correctional facilities or for youth referred directly by their local juvenile courts. All boys from the Lighthouse Youth Center who reside in Montgomery County transition directly from the Lighthouse Youth Center at Paint Creek to Day Treatment.

According to the same brochure referenced above, the Lighthouse Youth Center at Paint Creek is located on a 40 acre campus, serves male juvenile offenders ages 15 to 21, and provides an **"outstanding on grounds education program; a well trained staff of professional youth workers and counselors; and a research and tested cognitive treatment program."**

Staff relayed that the Lighthouse Youth Center at Paint Creek was established in 1986. It is located on approximately 33 acres in western Ross County, one and one half miles northeast of the village of Bainbridge. The facility is located on the Valley Vista Sports Camp, previously a baseball camp owned by former Cincinnati Reds' first baseman, Ted Klusewski.

The seven original buildings have been converted to accommodate the needs of the Lighthouse Youth Center Program. The buildings now include four dormitories in two buildings, a multipurpose building, a dining hall/administrative building, and two cabins. Staff indicated that the **cabins are available for use by visiting family members, which is another unique aspect of this facility and program.**

The original **basketball and tennis courts** remain for recreational use. In 1998, a new **eight-classroom school building** was added. The school building was purchased as a used modular building. Since June 2001, two new **state-of-the-art residential halls** have been added. One hall has **30 beds**, and the other has **33 beds**. Both have large common areas. The buildings have a total of 51 individual bedrooms. Six bedrooms accommodate **two residents in each room**. The addition of the residential halls has virtually eliminated the need to use the original structures.

According to staff, the Lighthouse program was initially federally funded by the U.S. Department of Justice as a three-year demonstration project. Staff also relayed that the Lighthouse Youth Center only had 33 beds when it opened in 1986. Now, the facility has **63 beds. Fifty of the beds are used for youth from the Department of Youth Services. Ten of the beds are used for Montgomery County juveniles.** The Ohio Department of Youth Services has provided the Lighthouse Youth Center with clients from the beginning of the program. After the three-year demonstration period ended, the Department of Youth Services began to provide a major portion of the funding through contract on a per diem basis and has continued to support the program.

The Lighthouse Youth Center is **licensed** by the Ohio Department of Job and Family Services as a **Residential Treatment Center**. It is also **certified** by the Ohio Department of Alcohol and Drug Addiction Services (ODADAS) to provide outpatient and intensive **chemical dependency services**. In addition, the Center has been approved for CARF accreditation, with Paint Creek receiving an “exemplary status.”

Staff relayed that emphasis is placed on the youth to “make a difference” by helping youth to develop a set of skills, to engage in dialogue, to practice the skills that they learn in class, and to use those skills to maintain poise under duress. Staff relayed that the Lighthouse Youth Center uses **positive peer driven groups** that help youth to confront their issues and make decisions in light of consequences. **Each youth has a role, daily functions and chores that serve as opportunities to develop responsibility. The culture at the Lighthouse Youth Center was described as “positive and productive.”** Based on their comments, *the juveniles at the facility truly believe that the staff care about them and are trying to help them to become responsible young adults.* Some cited this factor as the **major difference between Lighthouse Youth Center and other DYS facilities experienced by the youth.**

Youth seem to have an understanding and appreciation of the importance of the types of programs offered at the Lighthouse Youth Center, and they know that transfer to an ODYS facility is a possible consequence of negative behavior, that is, youth may be removed from the facility for disciplinary reasons and for resisting treatment. However, after reviewing the material on their program, there is reason to believe that simple resistance or failure to adjust does not immediately prompt removal. **The whole program seems to provide a multi-layered continuous system of helping each youth to succeed.**

Belief in their programming was evident in the safety and security procedures. Unlike most juvenile correctional facilities, the Lighthouse Youth Center is not surrounded by a fence, razor wire, or even locked doors. According to the Youth Handbook, **security is achieved by maintaining a very structured program and constant staff supervision. Youth not only have responsibility for their peers, but they also have the responsibility to communicate with staff regarding problems.** According to the Youth Handbook, the youth are *only allowed out of the direct view of staff in the final phase of their program.*

Also according to the Handbook, the rate of injury of a peer caused by another peer is extremely low compared to most other youth facilities, with a corresponding reduced risk to the community. According to the Program Description Summary, since the inception of Lighthouse Youth Center at Paint Creek in 1986, **no staff person or youth has ever sustained serious injury as the result of a physical restraint, youth assault on another youth or youth assault on staff. Youth assaults on youth or youth assaults on staff are reported to be extremely rare events, occurring in intervals averaging three or five years.**

The program philosophy and description are provided in the Youth Handbook as follows:

The rehabilitation process in our program consists of recognizing that you have something in common with other youthful offenders besides the fact that you have committed crimes. **The way you think is very different from people who do not commit crimes**, and over a period of time your crimes or offenses have become progressively more serious, and are committed more often. Stanton Samenow has written extensive literature on this subject, and calls the things you have in common a **“criminal personality.”** Samenow has outlined several specific problem areas in the way you think. He calls these problem areas “thinking errors.” **In our program, we help you focus on these thinking errors and help you replace your irresponsible thought patterns with more appropriate and responsible thinking. We believe that your behavior is directly related to how you think, and therefore, once your thinking has changed, your behaviors will change as well.**

According to the Lighthouse Youth Center Program Description Summary, the assumption is that their clients have crossed the line, are looking at the world from a criminal perspective, and are taking on the characteristics associated with a criminal lifestyle. As such, the entire therapeutic effort is designed to deal directly and straightforwardly with this deviant world view and lifestyle.

The approach of advising youth that they have a “criminal personality,” thus assigning them with a label that could serve as a self-fulfilling prophecy, prompts some concern. Correctional lectures have been given by scholars on the dangers of labeling and mislabeling, even diagnostic labeling and mislabeling, especially in corrections. The premise that all youthful offenders have a “criminal personality” and the validity of such personality is subject to debate. Simple answers to explain all crime and delinquency tend to be very appealing, but the reality of the complexity of humans and human behavior, makes an eclectic theory of multiple causal factors influencing decisions and actions which result in violations of law, far more likely. Aside from the above issue regarding the alleged “criminal personality,” the **program** and methods at the Lighthouse Youth Center certainly appears to achieve the desired results based on the behavior observed at the facility and based on the reported recidivism rate. The Lighthouse Services leaflet states that, **“The percentage of Lighthouse-served youth who commit additional**

**crimes is *less than half* that of youth referred to traditional correctional institutions.”**

During the on-site visit, staff explained differences between the Lighthouse Youth Center and the other ODYS facilities. One of the differences cited is that the Lighthouse Youth Center **does not have any Juvenile Correctional Officers** on staff. The Lighthouse Youth Center staff includes a part time licensed independent Social Worker, and the Program Director is also a Licensed Social Worker. **Peer driven groups** reportedly function in similar fashion as some staff at ODYS institutions. **Youth workers reportedly handle all the security and casework concerns** that are usually addressed by the Juvenile Correctional Officer and unit staff in the ODYS institutions.

It was further explained that the **support staff eat with the youth during the meal periods** as opposed to eating in separate dining rooms as most ODYS institutions. The support staff consider this to be a **valuable opportunity for treatment and a chance for the youth to openly express any concerns they may have**. According to the staff, **even the cooks at the Lighthouse Youth Center are trained in treatment concepts**. This not only involves the cooks in the program and treatment, but also increases their understanding of youth and their ability to assist them.

### **Budget**

According to the staff, the Lighthouse Youth Center at Paint Creek is considered a **“cost savings” to the Ohio Department of Youth Services**, because the facility is eligible for Title E funds. Reportedly, the size of the facility also helps to make it more economical. The Lighthouse House Youth Center’s budget allows for a **capacity of 63**, which is reported to be cost effective.

The Lighthouse Youth Center reportedly receives **\$2.5 million annually** under contract to DYS. According to updated statistical information received on August 29, 2006, Lighthouse Youth Services’ revenue for **fiscal year 2006 is reportedly \$3,720,000**. The average daily cost per youth was reported as **\$174.00 per day**. Staff noted that they have a full time nurse on staff, and that medical and prescription services are paid by Medicaid as their youth are Medicaid eligible.

### **ACCREDITATION:**

Staff relayed that the facility is licensed by the Ohio Department of Job and Family Services and certified by the Ohio Department of Alcohol and Drug Addiction Services. Two certificates were made available from the Lighthouse Youth Center Director. One is a certificate effective February 4, 2005 to February 4, 2007 from the Ohio Department of Job and Family Services which states that Lighthouse Youth Services, Inc. has been inspected per Chapter 5103 of the Ohio Revised Code and applicable Ohio Administrative Code rules, and that the specific functions which the agency is certified to perform consist of the following:

- To operate Children’s Residential Centers
- To operate or provide independent living arrangements
- To act as a representative of ODJFS in recommending Family Foster Homes for certification
- To act as a representative of ODJFS in recommending Treatment Foster Homes for certification
- To participate in the placement of children in Foster Homes
- To participate in the placement of children for adoption

The certificate from the Ohio Department of Alcohol and Drug Addiction Services, effective June 1, 2005 to May 31, 2008 states that the **Lighthouse Youth Center at Paint Creek is authorized to operate an alcohol and drug addiction program, specifically an outpatient program and a 48 bed residential program.** It was clarified by staff that they are not certified as a residential chemical dependency program, but as an outpatient and intensive chemical dependency program.

Staff relayed that the Lighthouse Youth Center recently received a three-year accreditation award with the **Commission on Accreditation of Rehabilitation Facilities (CARF)**. The Commission recently recommended that the Lighthouse Youth Center program be awarded **Exemplary Status**. The Lighthouse Youth Center is not an accredited institution under the American Correctional Association (ACA) and does not plan to pursue accreditation. Staff relayed that their facility is larger than the ACA small facilities, but they are much smaller than the ACA full size facilities. The ACA standards for full size facilities pertaining to medical services and tools inventory would be problematic for the Lighthouse Youth Center. Staff relayed that **although they serve “correctional” youth, they consider themselves to be a *treatment* program first and foremost.**

### **Staff Profile**

During the CIIC on-site visit, facility staff noted that the Lighthouse Youth Center has **68** employees. It was relayed that there is no separate security staff and separate casework staff. Rather, youth workers fulfill all such responsibilities. **All staff members are well trained to work with youth. Training includes using *de-escalation and restraint tactics, restraining measures without restraints, and how to handle “acting out” by the youth.*** Staff relayed that the Lighthouse Youth Center uses the Barrington Consulting firm for **de-escalation training**. The training sessions are held **once per week over a six-week period.**

Youth workers reportedly spend 30 hours per week with each youth. As noted above, unlike the juvenile correctional institutions under the Department of Youth Services, the Lighthouse Youth Center does **not** have Juvenile Correctional Officers. The Lighthouse Youth Center **youth take on functions and responsibilities typically had by security and caseworker positions.** According to the Lighthouse Youth Center staff, the youth workers have a very positive relationship with the Program Director. The Director considers the staff to be part of the “Lighthouse Community”. The Director meets with staff and invites input from them regarding decisions that are made for the facility. In

addition to soliciting input from her staff, the Director also spends time talking about **thinking errors that can affect their relationship with the youth offenders.**

The Program Director noted that most of the Lighthouse Youth Center employees live in the Chillicothe area. The professional staff consists of a **part-time Licensed Social Worker, and an Agency Clinical Psychologist that visits every 4-6 weeks.** The facility also uses the Scioto Paint Valley **Mental Health Center** in Chillicothe, Ohio for mental health evaluation. However, staff noted that serious mentally ill youth are not accepted for placement at the Lighthouse Youth Center.

**Staff relayed that salaries and benefit packages offered by Lighthouse Youth Services do not compare favorably with those offered by the ODYS and the ODRC.** The youth workers at Lighthouse Youth Center are reportedly paid \$10.50- \$12.00 per hour. In the discussion with staff, there was a strong indication that employees **are motivated to work at the Center because they enjoy working with youth, and they regard that satisfaction as more important than financial earnings.** Voluntary overtime is needed from time to time, but it is reportedly never difficult to find staff willing to participate. The Director stated that employees receive time and a half for overtime work. Second Shift receives an additional dollar per hour for shift differential. Staff also relayed that **shift assignments are not based on seniority. Each employee works First Shift (7:00 am to 3:00 pm) one week, has two days off, and then works Second Shift (3:00 pm to 11:00 pm). The 11:00 PM to 7:00 am shift is exclusively a third shift crew.**

Staff relayed that they must have **eight staff on duty at all times, and there are two staff for every 15 youth.** According to the staff, shift leaders are not tied to the dorm. Rather, they “float,” handle calls, and are available to respond to time-outs.

Staff on-site expressed pride in the work ethic of Lighthouse Youth Center staff. Regarding selection criteria for staff, the Lighthouse Youth Center hires individuals with **Bachelor and Associate degree backgrounds in Psychology, Sociology, and Criminal Justice.**

Staff relayed that individuals who have work experience in correctional institutions tend **not** to be good candidates for the Lighthouse Youth Center. Reportedly, former ODRC and ODYS Correctional Officers have had problems adjusting to the facility’s **philosophy of treating the youth versus the discipline and security procedures they learned in their previous positions.** Reportedly, former Officers have viewed their position, “role” and responsibility to *correct* the youth, **and failed to embrace the institution’s therapeutic approach. They reportedly tend to have “power issues” and tend to be ingrained into the separation between treatment and custody staff.**

On August 29, 2006, the Lighthouse Youth Center provided updated information on the current staff. The Lighthouse Youth Center has **65 total staff including 62 full-time staff and only three part-time staff.** The staff consists of **43 Direct Care staff members (66%), 14 support staff members (22%), seven Administrative staff members (11%), and one Therapist (2%).** A breakdown of the staff is provided below:

- **43 Direct Care Staff**
  - 31 **Supervisors and Youth Workers** (Role includes both supervision of the youth, group facilitation and case management)
  - 12 Overnight staff to provide supervision on Third Shift.
  
- **14 Support Staff**
  - Four **Shift Leaders**
  - Three **Maintenance** staff
  - Three **Food Services** staff (one part-time)
  - Two **Transportation Specialists** (Both part-time)
  - One **Administrative Assistant**
  - One **Coordinator of Quality Assurance**
  
- **Seven Administrative Staff**
  - **Program Director**
  - Director of **Staff Development**
  - Director of **Program Services**
  - **Clinical Services** Manager
  - **Case Management** Supervisor
  - **Administrative Services** Manager
  - **Operations** Manager
  
- **One Therapist**
  - Licensed Independent Social Worker (part-time)

According to staff, the **DYS Youth Advocate visits the Lighthouse Youth Center every three months. The DYS Attorney that addresses legal rights of youth comes to the facility one time per month** to meet with any youth who may have concerns regarding their legal rights or treatment. Probation Officers from Montgomery County also visit the institution on a regular basis. The Lighthouse Youth Center has a special form for youth to use to request to meet with an attorney. The form states:

Periodically, an attorney visits Paint Creek to meet with boys who have questions about their legal rights or questions about how they are being treated while at Paint Creek or how they were treated at any ODYS facility. In order to make an appointment to see this attorney, it is necessary for a youth to complete this form. Once completed, the form should be placed in the grievance box where it will be picked up within 7 days. In the event you would like to contact the attorney in advance of an appointment, you may do so by writing to him directly at this address...

The form includes space for the youth to print his name, dormitory, and date. Office staff complete the portion that states, "The attorney will meet with you during the week of \_\_\_". The form includes a space for documenting when the meeting actually took place and "Outcome of meeting if available." The Attorney's signature and date are also included on the form.

## Staff Training

A review was made of the “Lighthouse Youth Center **Annual Training Plan**” for the period July 1, 2005 through June 30, 2006. According to the materials, all new employees have a training **orientation** period to learn the **components of the program**. The training period is completed in the first 30 and 60 days of employment. Information includes but is not limited to the following:

- Universal Precautions by Facility Nurse
- **Client Orientation**
- Emergency Medical Procedures
- Medication and OTC Medication Distribution
- **Handle with Care Crisis De-escalation/Management**
- Clients Files
- Confidentiality
- Gifts and Purchases
- Dress Code Policy for Employees
- Client Clothing Inventory
- Transporting Clients
- **Clients Rights and Responsibilities**
- **Client Grievance System**
- **Reporting Sexual and Physical Abuse**
- **Prison Rape Elimination Act**
- **Paint Creek Program Objectives**
- Fire and Safety Precautions
- AWOL Procedures
- **Life Skills and Preparation for Independent Living**
- **Basic Safety and Security Measures**
- **Basic “Thinking Errors” Used at Paint Creek Youth Center**

The above information sessions are provided by specific staff, including: Facility Nurse, Operations Manager, Manager of Administrative Services, Director of Program Services, Director of Training and Development, Handle With Care Instructor, Case Work Supervisor, Group Leader, and Assistant Group Leader.

Following the 30-day checklist, the Group Leader guides new employees through a more thorough checklist including but not limited to the following topics:

- Initial Orientation
- Program Policies and Rules
- Staff Forms
- Facility Information
- **History and Objectives of the Program**
- **Principles of Child Care**
- Agency Orientation
- Employee Handbook.

An **Individual Staff Development Plan** is developed for each employee after the orientation period to address any other staff training needs, and the plan is revised annually. The goal of the plan is to review current **strengths and weaknesses** to improve the quality of the employee's skills and to challenge professional growth for the employee. The materials state that Lighthouse Youth Center is constantly striving to maintain the quality of their services by ensuring that their employees are well trained. Many In-Service Training sessions are provided to challenge the staff to improve skills and enhance their knowledge individually and collectively.

In-Service Training is offered **several times throughout the year**. **The first year of employment, 52 hours of training are required to include observation and formalized structural training.** After one year, employees are required to have **at least 24 hours of structured formalized training.** All employees are required to be certified in **CPR and First Aid**. New employees must be **certified in CPR in the first six months and annually thereafter.** Employees are required to have **First Aid training in the first six months of employment, and every three years thereafter.** Employees are required to have at least three hours of training in **cultural diversity.**

#### **In-Service Training Sessions:**

The following lists and provides selected summaries of the In-Service Training sessions for FY 2005-2006:

**Handle With Care (HWC):** A **crisis/behavioral management system with verbal interventions components.** HWC also teaches physical techniques as a method of intervention if there is a physical threat of harm to the youth, staff, or community. On a quarterly basis in each dormitory, the HWC trainer meets with staff to provide updates and to process how the HWC system is working to ensure quality client care regarding safety and security in the program. According to the training plan, the **primary restraint system is a safe, powerful and biomechanical efficient passive restraint method that provides an unprecedented level of therapeutic control without inflicting pain or injury.** Reportedly, this is the only method in history that is protected by the U.S. Patent to **prevent chest compression and positional asphyxiation.** Training includes a "Handle With Care Review" to ensure that employees are retaining the knowledge about the appropriate physical techniques in this crisis/behavior management system. Each staff must complete **at least four hours of such training annually.**

**Crisis De-Escalation/Management Training:** Each staff is trained to be alert to and identify any and all potential crisis to ensure that safety and security is met at the facility. Employees gain knowledge about honing their **skills to deescalate youth before reaching a critical moment.**

**Security Threat Groups:** A history of gangs in the correctional setting is provided with a majority of time spent on organized gang (criminal) activity that occurs at Paint Creek. Employees gain **knowledge about looking for patterns in the peer groups and activities** that appear to be focused on institutional criminal behaviors. Focus is placed on being aware of contraband.

#### **The Licensing Process with the Chemical Dependency Professional Board**

#### **Twelve Core Functions in Chemical Dependency Counseling**

**Prison Rape Elimination Act:** Teaches staff to **identify risk factors and how to look for behavioral indicators of abuse.** Discusses **how staff should respond** to allegations of abuse.

**A Program For Change:** This training looks at the Paint Creek Program and **competencies that a youth must obtain** while progressing through the program. Topics include: **Cultural, cognitive and emotional barriers** that hinder youth from progress; **Control and compliance v. treatment and change**; **Techniques and methods**; **Therapeutic relationships**; **re-integration of services**; **individualizing a program.**

**Case Management and Treatment Planning:** This training provides knowledge about **being an effective case manager.** It covers what the specific **responsibilities are and how they relate to interactions with the youth, his family and other important figures in the youth's life.** The treatment planning process and the dynamics of reviewing the youth's progress and/or lack thereof are discussed.

**Quarterly Report Writing:** To maintain communication with customers, such as judges, parole officers and release authority, the facility wants to ensure that employees are giving a **clear concise message regarding the status of youth that is objective and unbiased.** Training discusses steps that the case manager will take to get accurate information to begin writing the report. Grammar, professionalism, objectivity, accuracy and thoroughness are discussed.

**First Aid and CPR Training:** All employees are required to be certified in First Aid and CPR. Employees are instructed on what to do in a medical crisis in giving basic first aid, and how to properly administer resuscitation until medical personnel arrive.

#### **Medical Distribution/Administration** **Medical Protocol**

**Working with Sex Offenders:** Training focuses on **techniques used to get through stages of denial, implementing an urge control contract and relapse prevention.** Employees learn to identify when a client is in a pattern of acting out and what type of behaviors to be aware of in the dormitory living environment.

**Personal Styles and Working with the Criminal Offender:** All employees evaluate what type of style they have when dealing with the client. Employees are given the DISC, which refers to styles of interaction. Staff learn **how to be able to adjust the manner in which the client can be approached in a different manner that may not be as comfortable with their own style of interaction, but works effectively with a particular client.** The training helps staff evaluate self as a counselor in the working field, helps staff and clients view them, and helps staff identify basic traits of the criminal offender.

**Understanding Chemical Dependency Dynamics:** This training goes over the **disease model** and how it is used in the programming. There is a basic overview of what each drug is and its effects on the body. The training reviews **ways to interact with the client and effective strategies to motivate clients to work on chemical dependency issues.**

#### **Water Safety Training**

Direct care dormitory staff members are provided with knowledge of basic water safety and simple rescue techniques.

**Positive Peer Culture:** The first day of training focuses on **the peer community** and the **dynamics** that employees need to know to **guide the peer culture** in this direction. The second day focuses on **staff culture** and the importance of maintaining a **positive team**. Training includes **stages of group development in both cultures and how to intervene at all stages**.

**History, Mission and Ethical Considerations at Lighthouse Youth Center:** The training offers staff insight into the history of the center and the many dynamics that have changed through the years. The training focuses on the overall definition of the agency's mission as it relates to the agency, the center, the **staff, client and customer**. It helps staff to see the need for change and how change equates with growth.

### **The Offending Cycle and Relapse Prevention**

**Victim Empathy Building:** How to implement appropriate plans and interactions to encourage youth to begin developing victim empathy.

**Safety and Security Issues:** Employees are updated on any changes with safety and security policies. Where to position oneself as a staff member to be able to offer the **highest security in any given situation** is an important factor for all staff. The training instructs staff **what to do in any type of crisis situation** such as AWOL, emergency or other type of crisis situation. There is a focus on reporting incidents and the proper way to do the reports.

**Psycho-Educational Group Facilitation:** The training covers psycho-educational curriculum so employees can instruct youth on the curriculum. Attention is given to how to present information in an instructional format versus a "process" format.

**Group Facilitation Skills:** The training looks at facilitation of many different types of groups and the role of the group facilitator. Dynamics such as experiential ideas and connecting them to the topics (criminal thinking errors, relapse prevention, life histories, chemical dependency groups, etc.) are discussed. Facilitators are taught how to recognize **stages of peer culture development and how to focus energy in each type of stage**. Ideas are provided for "teachable moments" in a group. **Role-playing and group problem solving are included, as well as meditation, creativity, and drama groups** as methods to keep clients awake and alert.

**Management Techniques:** Training includes the importance of identifying potential problems with the staff, appropriate documentation and learning ethical considerations, discipline, approach to situations, and the importance of reducing turnover in one's specific staff culture.

Additional training provided by consultants includes:

**Introduction to the Criminal "Thinking Errors Approach":** An introduction to working with offenders and how they differ in thinking from society.

**Leadership and Identification of Tactics in Working with the Criminal Offender:** Applying what the employees know about the offender and how to apply the concepts to their everyday job; process working with the youth through the change process; and taking the "thinking errors" and helping staff in their interactions and group facilitations.

**Suicide Precaution/Lethality Checklist:** The training helps staff identify what type of comments or behaviors warrant suicide precaution. Training includes how to ask questions for evaluation.

**Mood Disorders in the Criminal Offender:** The training looks at the offender who has a dual diagnosis, and other therapeutic strategies that may be recommended for the youth's treatment plan.

**Family Dynamics:** Discusses how to reach the families to gain important information that will be helpful to the youth's treatment, how to process therapeutics, help case managers to identify what items should be discussed and what items are not good to go into with the family, skills and importance of processing with the family and youth after the meeting. Family Dynamics II topics include: co-dependency, secrets, sexual abuse history, chemical use, beliefs/values, violence, drug trafficking, criminal history/incarceration is a way of life, and education.

**Cultural Diversity:** Information is provided about many diverse cultural issues including ethnicity, religion, community, generational, and other cultural perspective, as well as community beliefs and how this affects clients' beliefs.

**Vicarious Trauma:** As employees begin to work at Lighthouse Youth Center, they become traumatized from reading the history of youth, hearing about heinous behaviors that the youth did to arrive at the program. The training discusses the **affects that vicarious trauma can have on the employee and more importantly how to acknowledge this aspect of the job.** It looks at the importance of keeping oneself aware of what is happening and the importance of ensuring that the **employees take care of themselves so they do not stay in a "burn out" state.** Training includes how to be effective staff and do quality work at the same time that staff are hearing horrific stories.

**Drug Trafficking:** Training covers new trends in the streets and how to identify specific issues in the treatment setting. The goal is to find the right plans to be able to motivate the youth that the "almighty dollar" is not in drug trafficking.

**Laugh-O-Ramics:** This training is a method to show staff how to keep a sense of humor in a stressful atmosphere, and the importance of maintaining a sense of humor as a coping mechanism.

## **De-Escalation and Crisis Management**

Information was provided on a power point presentation on de-escalation and crisis management. Due to its importance and potential relevance to other juvenile correctional facilities, portions are included below:

- Key points to remember
  - **Prevention is easier than reaction.**
  - Know common triggers, structure, consistency, clarity
  - **Earlier is better than later**
  - Be observant and ready to intervene
  - **It takes two to engage in a power struggle.**
- Why do they act like that?
  - Developmental processes
  - Effects of crisis and uncertainty, separation and loss, abuse and neglect, and pathogenic care-giving
  - Psychological needs
  - Mental illness

- Developmental processes:
  - Physical/biological, cognitive, identity and emotional, social and moral development
- Developmental limitations:
  - Socio-moral delays, cognitive distortions, social skills deficiencies
- Effects of Crisis and Uncertainty:
  - Separation and loss, provocation, hyper-vigilance, fight or flight response
- Effects of Physical Abuse and Neglect
- Effects of Sexual Abuse
- Caregiver Correlates
- Fundamental Human Needs
- **Client Factors Contributing to Aggressive and Threatening Behavior**
- **Staff Factors Contributing to Aggressive and Threatening Behavior**
- *Aggression met with aggression leads to a lot more aggression*
- Staff Reactions
- 15 Rules with Aggressive and Hostile Clients:
  - **Don't challenge or dare.**
  - **Reduce stimuli in the environment**
  - **Avoid giving orders. Use please and thank you**
  - **Keep your voice low and calm at all times;**
  - **Avoid arguments; don't create more of a power struggle;**
  - **Be non-critical and non-judgmental;**
  - **Maintain your poise; don't panic or freeze;**
  - **Use the client's short attention span to distract him by changing the subject away from the main complaint;**
  - **Help the client express feelings of anger and hostility in a less destructive manner.**
  - **Maintain a sympathetic attitude. Be objective and model control of your own anger.**
  - **Be matter of fact, not upset, angry or scared;**
  - **Encourage the clients to focus, understand and control. When they are able, help them accept responsibility for their behavior.**
  - **Be non-threatening and allow the client physical space.**
  - **Reinforce positive behavior at all times.**
  - **Never lie or make promises or threats that you can't keep.**

#### Therapeutic Intervention Goals

- **Convey the expectation that the client can address the problematic issues and resolve the crisis.**
- **Create the opportunity to develop confidence, hope and self-control.**
- **Alleviate or limit the duration and severity of distressing episodes and restore an effective level of functioning.**
- **Emphasize the competence and ability of the client to work on his problems and counter feelings of helplessness and hopelessness.**
- **Display an empathetic understanding of the client by a sensitivity to and reflection of the client's feelings.**
- **Display warm positive regard for the client by being non-judgmental and accepting.**

**De-Escalation by Stages****Client Behaviors**

Anxiety Behaviors  
 Verbal Aggression  
 Physical Aggression  
 Signs of Cooling

**Anxiety Behaviors**

Nervousness  
 Hyperactivity  
 Presence of factors  
 Provocation  
 Recent stressors

**Verbal Aggression**

Escalating profanity  
 Threats  
 Increased arousal

**Physical Aggression****Staff Responses**

Supportive Responses  
 Directive Responses  
 Physical Intervention  
 Therapeutic Intervention

**Supportive Responses**

Empathy  
 Calm, soothing questioning  
 Reflective statements  
 Problem solving  
 Communicate optimism and expectations  
 Defusing Techniques:
 

- Stalling
- Physical activity
- Problem solving
- Diversion techniques
- Giving control (self-determination)
- Enlisting client's aid
- Appeal to the rules.

**Directive Response**

Effective commands and warnings  
 Review of consequences  
 Ventilation  
 Validation  
 Defusing Techniques

**Physical Interventions**

Use only approved holds  
 Use only to prevent harm to self and others  
 Follow the fundamentals

**Fundamentals of Physical Intervention**

- Physical interventions should **only be used when the client is attempting to injure himself or someone else or is at risk of hurting himself or others due to out-of-control behaviors.**
- Always **protect the three main vital areas on your body**: the head, midsection and genitals. A direct blow could incapacitate you immediately.
- Attempt to **maintain as much physical distance between you and the attacking youth as possible.**
- **MOVE! Never stand still while being attacked.** If you are moving away when hit, the blow will have much less impact.
- **Do not try to stare the youth down**, but **don't take your eyes off him.** Scan the face and body for nonverbal warning signs.
- Even in the midst of a physical altercation, continue to **use your nonverbal de-escalation strategies to attempt to calm the youth.**
- Intervene with confidence. You don't have to be big or strong. Knowledge and leverage are equalizers. **Knowing what to do and when to do it are the most important contributors to a successful intervention.**
- Most importantly, **do not panic** Panic will only escalate an already difficult situation and increase the chances that someone will get hurt.
- Learn and practice the physical restraints. You **should practice the holds until you can perform them without hesitation.**
- **As soon as you gain release, move back and allow ample space. Continue verbal techniques.**

**Signs of Cooling**

Decreased physical signs  
 Responsive to requests

**Therapeutic Interventions**

Effective commands and warnings  
 Review of consequences  
 Ventilation  
 Validation  
 Defusing Techniques

## YOUTH POPULATION

On January 3, 2006, information was provided on the calendar year 2005 average daily population of all ODYS facilities. The final average daily population for 2005 system-wide was **1,701**, a decrease of **5.3 percent** from the average in calendar year **2004**, when there were **1,796** youth. The average population decreased **21.5 percent** from **five years prior**. There were 2,167 youth in calendar year 2000.

**Table 1. Average Population by DYS Institution in January 2006, with Range from July 2005 through January 2006**

<b>FACILITY</b>	<b>LOW</b>	<b>HIGH</b>	<b>JANUARY 2006</b>
Ohio River Valley JCF	296.7	332.4	319.0
Marion JCF	252.4	271.7	266.7
Cuyahoga Hills JCF	241.3	256.0	245.7
Scioto JCF (Males)	154.8	202.6	199.3
Indian River JCF	184.7	196.3	195.4
Mohican JCF	163.8	166.5	165.7
Circleville JCF	138.5	191.0	138.5
Scioto JCF (Females)	54.3	97.3	97.3
<b>Lighthouse Youth Center at Paint Creek</b>	<b>49.3</b>	<b>51.3</b>	<b>49.3</b>
Freedom Center (Females)	18.3	22.4	20.3
<b>TOTAL</b>	<b>1,678.9</b>	<b>1,717.1</b>	<b>1,697.3</b>

**The Lighthouse Youth Center ranks as the second smallest, with an average population of 49.3 in January 2006, and ranging from 49 to 51 from July 2005 through January 2006.**

Note that the combined male and female population of Scioto Juvenile Correctional Facility was 297 in January 2006, which ranks as the second largest population of the ODYS facilities. Based on the order above for January 2006, the largest facility is the Ohio River Valley Juvenile Correctional Facility with 319 male youth. If the male and female portions of the Scioto Juvenile Correctional Facility are considered separately,

Marion and Cuyahoga Hills Juvenile Correctional Facilities rank second and third largest, with populations of 267 and 246 respectively.

**Table 2. ODYS Average Population for CY 2006 by Institution with Monthly Range and Population for October 2006**

<b>Juvenile Correctional Facility</b>	<b>Monthly Low</b>	<b>Monthly High</b>	<b>October 2006 Average Population</b>
Scioto:			
Males	199.3	260.1	260.1
Females	88.8	106.4	88.8
Total			348.9
Ohio River Valley	306	326	322.5
Marion	263	279	267.5
Cuyahoga Hills	238.8	264	261
Indian River	194.4	240	240
Mohican	156.8	166.8	156.8
Circleville	138.5	154.6	144.4
<b>Lighthouse Youth Center</b>	<b>49.3</b>	<b>51.7</b>	<b>50</b>
Freedom Center	19.6	23.1	20.4
(Senate Bill 179)	0	1	1
<b>TOTAL SYSTEM WIDE</b>	<b>1697.3</b>	<b>1812.5</b>	<b>1812.5</b>

As shown above, from January through October 2006, the monthly average population system-wide ranged from a low of 1,697.3 to a high of 1,812.5 in October 2006. The breakdown for facilities shows that the Scioto Juvenile Correctional Facility has the largest population with an average of 348.9 in October 2006. Ohio River Valley Juvenile Correctional Facility ranks second with 326, and continues to rank second in population in October 2006.

The Lighthouse Youth Center's monthly average population ranged from **49.3 to 51.7** from January through October 2006. As shown above, **Lighthouse Youth Center has the second smallest population with an average of 50 in October 2006.** The smallest facility, Freedom Center, provides a residential substance abuse program for girls. Its population averaged 20.4 in October 2006. Its highest monthly population in 2006 was only 23.1.

## Selection Criteria of Youth

According to literature provided on-site by staff, the Lighthouse Youth Center accepts adolescent males who are between the **ages of 15-18 and have felony 1 and 2 convictions**. The Lighthouse Youth Center can keep the youth **up to age 21**. The facility requires youth to have a **minimum of 12 months left on their sentence with a commitment expected for 12-24 months**. The average length of stay for the youth is **15.4 months**, with the exception of **sex offenders who stay for 19.8 months**. The average length of stay of all felony offenders is **11 months**.

Youth who have committed **capital crimes (homicide offenders) are not candidates for admission**. As noted previously, the Youth Center **does not accept youth with serious mental illness**. It was noted that the facility does not accept youth under the age of 15 due to immaturity and the inability to handle program expectations. However, in follow-up communication, it was clarified that the Center has periodically accepted 14 year old youth if the referral source and center staff agree that the youth may be mature enough to handle the peer intensive environment.

Youth may be admitted through referrals by the Ohio Department of Youth Services or directly by a county juvenile court judge who has a contractual agreement with the Lighthouse Youth Center. Program materials specify that placement at Lighthouse Youth Center must be authorized by court entry. DYS youth are selected from the Scioto Juvenile Correctional Facility, which serves as the DYS reception center for boys. It was reported that Lighthouse staff periodically interview 8-10 youth at the Scioto Juvenile Correctional Facility and make a final assessment based on their criteria. The youth are placed on a waiting list for up to 30 days before they are transferred to the Lighthouse Youth Center.

According to staff, they began to accept youth from northern Ohio after a relationship developed with the Ohio Department of Youth Services. **A majority of the youth at the Lighthouse Center is reportedly from the Cleveland urban area in Cuyahoga County**. However, other counties such as Hamilton, Montgomery, and Franklin, are represented as well. Staff indicated that they steer away from local youth and immediate surroundings counties because they are considered a flight risk. Staff relayed that the Lighthouse Youth Center **averages one flight attempt per year, though they had a consecutive three-year period without even one flight attempt**. On the day of the on-site visit, staff relayed that the most recent flight attempt was in February of 2005. The youth was located off the grounds approximately six hours later.

## Recidivism

According to staff, the Lighthouse Youth Center has consistently achieved **low recidivism rates**. Over time, their recidivism rate has been approximately **27%** for youth that complete the program. The University of Cincinnati completed the most recent recidivism study. According to the staff, the Lighthouse Youth Center demonstrated an **11% recidivism rate with high-risk juvenile offenders in the study**. **The information**

**found in the study is an indication that the Lighthouse Youth Center does its best work with the highest risk youth.**

According to information provided by staff, data gathered in June 2002 tracked youth released between July 1, 1997 and June 30, 1999. Of the 61 releases, 48 were termed positive releases of which **27 percent recidivated**. The study defined recidivism to include ODYS parole revocations, recommitment for a new crime to a juvenile or adult facility. The following table presents the findings.

**Table 3. Lighthouse Youth Center Preliminary Recidivism Summary of Data Gathered June 2002 for Youth Released between July 1, 1997 and June 30, 1999.**

	Number of Releases	<b>Number Recidivating:</b> Recidivism includes ODYS Parole Revocations, Recommitment to Facility for a New Crime	<b>Percent Recidivating</b>
Number of Negative Releases: Referred to ODYS because of inability or unwillingness to actively engage in program	13	9	70%
<b>Number of Positive Releases</b>	<b>48</b>	<b>13</b>	<b>27%</b>
Status of Release:			
Phase I	4	3	75
Phase II	10	3	30
<b>Phase III</b>	<b>34</b>	<b>7</b>	<b>20</b>
<b>TOTAL RELEASES</b>	<b>61</b>		

### **Release of Youth**

In regard to releasing youth, it was relayed that the Lighthouse Youth Center staff make recommendations for release, but the Ohio Department of Youth Services makes the decision on release. Staff relayed that a report on each youth is sent to the Release Authority every 90 days. Further, each youth views his own report before it is sent to the Release Authority.

Staff relayed that typically, the Release Authority does **not** meet with the youth, but they do come to the facility in controversial cases. Lighthouse Youth Center did not have the

equipment needed for teleconferences at the time of the on-site visit. However, DYS has since supplied the necessary equipment for teleconferences. The Center has begun to use the equipment for staffing and family involvement. Staff noted that two weeks prior to the on-site visit, the Release Authority met with the youth at Lighthouse Youth Center. Reportedly, the authority only reviews records on the youth, and communicates with the youth through the mail. The review is held 45 days before the youth's release. Staff further stated that the Release Authority makes recommendations for change and the youth often agrees with their assessment.

A pre-release plan is available to each youth. Staff believe the plan is effective for some youth who go home for a short time period to adapt, then return to the Lighthouse Youth Center to make gradual adjustments to release and the reintegration process.

On August 29, 2006, staff provided CIIC with release data for the 2005 Calendar year. There were **42 youth released and discharged** from the Lighthouse Youth Center during the period. According to the data supplied by the Lighthouse Youth Center, the majority (36 or 85.7 percent) of released youth were from the **Department of Youth Services**, followed by **six youth from Montgomery County**. Thirty-four of the youth were released from the facility to parole.

The table below provides information on the number of discharges from DYS and from Montgomery County for the 2005 Calendar Year.

**Table 4. Number of Discharges/Releases from the Lighthouse Youth Center From January through December 2005 from DYS and from Montgomery County**

<b>Discharges/Release Categories</b>	<b>Number of Youth</b>	<b>Percent</b>
Released from Department of Youth Services	36	85.7%
Released from Montgomery County	6	14.3%
<b>TOTAL</b>	<b>42</b>	<b>100 %</b>

As stated previously, the Lighthouse Youth Center at Paint Creek has 60 beds available. The institution has a contract with the **Department of Youth Services to house up to 50 juveniles and a contract with Montgomery County to house up to 10 juveniles from the Dayton area.**

Release data was also provided for the first and second quarter (**January through June**) of 2006. There were **16 youth released** and discharged from the Lighthouse Youth Center during the period. The table below shows the number of discharges for the first and second quarter of the 2006 Calendar Year from DYS and from Montgomery County.

**Table 5. Number of Discharges/Releases from the Lighthouse Youth Center From January through June 2006 by Category with Number and Percent**

<b>Discharges/Release Categories</b>	<b>Number of Youth</b>	<b>Percent</b>
Released from Department of Youth Services	15	93.75%
Released from Montgomery County	1	6.25%
<b>TOTAL</b>	<b>16</b>	<b>100 %</b>

The information provided by the Lighthouse Youth Center staff included a breakdown of the number of youth released by region for the 2005 calendar year and the first quarter of 2006. The tables below provide the total breakdown of releases for the period by region:

**Table 6. Number of Releases from the Lighthouse Youth Center From January through December 2005 by Region**

<b>REGION</b>	<b>Number of Youth</b>	<b>Percentage</b>
Columbus	11	26.2%
Dayton	9	21.4
Akron	7	16.7
Cincinnati	6	14.2
Cleveland	6	14.2
Toledo	3	7.1
<b>TOTAL</b>	<b>42</b>	<b>100.0%</b>

**Table 7. Number of Discharges/Releases from the Lighthouse Youth Center From January through June 2006 by Region**

<b>REGION</b>	<b>Number of Youth</b>	<b>Percentage</b>
Akron	4	25.0%
Cleveland	4	25.0
Toledo	3	18.8
Columbus	2	12.5
Dayton	2	12.5
Cincinnati	1	6.3
<b>TOTAL</b>	<b>16</b>	<b>100.0%</b>

### **Relapses and Revocation**

According to staff, relapse prevention and adaptive coping responses are taught at the Lighthouse Youth Center. Reportedly, **revocation youths are not accepted by the Center** from the ODYS. Youth from the Dayton area who are revoked are sent to the Dayton Day Treatment, a step down program. If a relapse looks apparent, the youth may be returned to Paint Creek for a “respite.” According to staff, the relapse program is intense and causes youth to get refocused and grounded.

## **LEVEL SYSTEM AND PLACEMENT**

The Lighthouse Youth Center uses a five-step level system as part of their treatment program. The five levels reward youth for their good behavior and discipline them for bad behavior. According to the Lighthouse Youth Center Handbook, youth must work toward promotion to Level Three, the release preparation level, in order to complete the program. In order to be eligible for a promotion to the next step, youth are required to meet the responsibilities and requirements assigned to each level, after which they can notify staff and request that they be promoted to the next level. Once the youth makes his request, the Lighthouse Youth Center staff arrange a special group meeting to determine if the youth meets the requirements. According to the Youth Handbook, both the youth and staff have input in the final decision that determines whether or not they are eligible for a promotion.

During the on-site visit staff discussed the youth level and placement system at the Lighthouse Youth Center. The levels are taught to the youth and provide them with an understanding of how they fit within the Lighthouse Youth Center's learning system. According to Paint Creek staff, the four levels are as follows:

- **Orientation Level**
- **Education Level**
- **Accountability Level**
- **Relapse Prevention**
- **Discipline Level**

The staff relayed that sex offenders receive facilitation across the board. Sex offenders receive programming in "thinking through mistakes and errors". The youth are taught to address how their erroneous thinking relates to their offense and to other life and relationship issues as well. Great emphasis is placed on victim awareness.

According to information provided by the Lighthouse Youth Center, youth are required to successfully complete the intake and orientation levels before they can be promoted to the learning system. Below is a list of the levels as defined by The Lighthouse Youth Center Handbook:

### **Intake Level**

Each youth enters the program on the Intake Level. Its purpose is to help the youth get acquainted with the program and the staff. Youth learn basic program rules and begin to assess not only the reasons they are in treatment, but also the effects on their victims. Youth on the Intake Level are only allowed to have the basic privileges, which include:

- All privileges from the Rights and Responsibilities list.
- All personal hygiene supplies.
- Quiet Time for one hour per day as available.

Intake is for a three-day period in which youth learn about the Lighthouse Youth Center and become familiar with the new surroundings. During this time, youth meet with a Case Manager and attend group facilitation. For safety reasons, the youth are only issued “flip-flop” footwear during this time. On arrival at the Lighthouse Youth Center, youth are assigned a staff member and a high-level youth to complete intake information and to review the tasks the youth are required to complete. Daily responsibilities of youth on the Intake level are to:

- Remain in designated living space at all times unless given permission by a staff member to leave the designated area.
- Obtain approval to interact before interacting with anyone (peers or staff).
- Maintain a clean living space.
- Maintain proper hygiene.
- Sit at designated areas at meals, recreation and at other daily activities.
- Comply with daily activities and procedures for those activities.

In addition to following the above rules, the youth must demonstrate competency in the following areas:

- Learn and fulfill the responsibilities of the Intake Level.
- Learn the purpose and/or meaning of the basic program concepts:
  - The Orientation Level
  - The Level System
  - The Scoring System
  - House Rules
  - Discipline Level

Youth must demonstrate competency in the above areas by successfully passing the Intake Test with a minimum score of 80%.

The youth must begin to address their issues of denial by completing a life history and present it to their peer group. According to the Youth Handbook, youth should address the following issues in their life history:

- All crimes committed including misdemeanors and felonies “they got away with”
- Drug and alcohol use history.
- School history.
- Family history.

The three-day experience ends with a group session to review the youth’s life history.

The Lighthouse Youth Center may not promote youth if the youth refuses to cooperate, if the youth physically or verbally acts out, or if there is an extreme lack of effort in

completing their life history. Youth who do not meet the requirements, are placed on Discipline Level and are given a contract to address their deficiencies.

### **Orientation Level**

The Orientation Level helps the youth to develop a better understanding of the treatment program. Youth participate in a comprehensive assessment process to best determine the youth's treatment needs. While on the Orientation Level, the youth have the following responsibilities:

- Remain in designated living space at all times unless given permission by a staff member to leave the designated area.
- Obtain approval to interact with other youth.
- Maintain a clean personal living space.
- Maintain proper hygiene.
- Sit at designated areas for meals and other daily activities.
- Follow all house rules, school rules and dining hall rules.

According to the Youth Handbook, youth on the Orientation Level must meet the following requirements:

- Actively participate in the assessment process including a self-evaluation of problems and strengths.
- Learn treatment program components such as Positive Peer Community through the completion of Initial Treatment Plan.
- Learn the purpose and guidelines of the level system, discipline system and other program concepts outlined in the handbook.

In addition to meeting the above requirements, the youth must learn the following "thinking errors" used at the Lighthouse Youth Center:

- Power and Control
- Victim Stance
- Closed Channeled
- Failure to Consider Injury to Others
- Poor Decision-Making

Promotion to Level One, the Education Level, is based on the youth demonstrating competency by passing the Orientation Level Test, completing their Initial Treatment Plan assignments, and completing their life history group. Youth must also have the approval of their peer group and staff.

### **Level One - Education Level**

According to the Lighthouse Youth Center Handbook, the purpose of the Education Level is to provide youth with a gradual introduction into treatment by educating youth on various treatment topics so they can begin to assess how these topics may apply to them. The education level serves as the first step for the youth to begin to address problems that were identified in the assessment process of the Orientation Level. The youth are expected to complete various curriculums and begin applying concepts to their everyday environment through assignments and individual counseling sessions. Youth are scheduled to begin to integrate into group sessions on this level as well. As with each level, the Lighthouse Youth Center requires the youth to adhere to the responsibilities associated with Level One as follows:

- Maintaining a clean personal living space.
- Maintaining proper hygiene
- Remaining in their assigned personal living space working on treatment goals
- Interacting with only Level Two or above youth regarding treatment topics only.
- Following all house rules, school rules and dining hall rules.

In addition to adhering to the above responsibilities, youth must also meet the following requirements in order to be promoted to Level Two:

- Demonstrate competency in educational aspects of drug and alcohol use by completing assignments, actively participating in treatment sessions and successfully completing competency tests associated with drug and alcohol issues.
- Understand the basic sex offender treatment issues such as terminology, cycles and urge control.
- Complete educational curriculums and tests in Health and Sex Education, Moral and Empathy Development, Anger Management, Social and Life Skills, and Substance Abuse Education.
- Learn to document thinking errors nightly in reflecting log and process content of log weekly with Case Manager.
- Complete a successful integration into Accountability Level Groups.
- Learn about defense mechanisms utilized to deny or minimize offenses and review their criminal life history, emphasizing how defense mechanisms apply to the system.
- Demonstrate active, appropriate participation in recreational and academic activities.

## Level Two - Accountability Level

The purpose of the Accountability Level is for youth to accept full responsibility for their actions. The youth accomplish this by understanding the dynamics of their offending behavior and increasing their victim awareness in an effort to gain remorse for those they have hurt. The youth addresses problems outlined in the youth's Individual Treatment Plan through assignments, individual sessions and group sessions. Level Two youth must adhere to the following responsibilities:

- Maintaining a clean personal living space.
- Maintaining proper hygiene
- Following all house rules, school rules and dining hall rules.
- Maintaining a helpful, caring attitude with their peers and staff.
- Actively participate in all aspects of treatment.

Youth must meet the following requirements in order to be promoted to Level Three:

- Identify common themes and patterns of offending by evaluating several of their offenses through the use of the offense cycle.
- Identify their most commonly utilized thinking errors in the commission of their criminal acts and substance abuse/use.
- Identify feelings most commonly felt in association with the commission of their criminal acts and substance abuse/use.
- Identify the physical cues most commonly experienced in commission of criminal acts and substance/use and how these contribute to their cycle of offending.
- Identify appropriate coping strategies.
- Develop a usable relapse prevention plan and begin to implement this plan in their daily living.
- Address how any personal victimization issues have impacted their victimizing behavior.
- Demonstrate enhanced victim empathy through role-plays of their committing offense.
- Complete a victim apology letter to their victim(s).
- Demonstrate an understanding of their family issues.
- Maintain honest disclosure, receptivity and self-criticism in-group sessions.
- Demonstrate a commitment to change by completing a "goodbye letter" to crime, sexual deviance, drugs and alcohol and/or other self-destructive and victimizing behavior.
- Demonstrate effort in academic, recreational, and vocational components of the program.
- Demonstrate consistent implementation of the skills they have learned and utilize effective deterrence.
- Complete a revised life history for final approval focusing on victims created through their actions.
- Demonstrate their commitment to change by participation in an interview process for promotion to the next level.
- Demonstrate the appropriate use of the levels of confrontation.

The promotion of youth to Level Three is contingent upon the demonstrated competencies, the youth's ability to accept full responsibility for his actions and enhanced empathy. Youth may **not** be promoted for the following reasons:

- Refusal to participate
- Physically or verbally acting out
- Extreme lack of effort
- Consistent violation of rules.

Level Two youth are expected to make a consistent effort to address the problems, goals, and objectives of their treatment plan and actively participate in the program components. If youth demonstrate competencies, but do not warrant promotion, the youth treatment team will develop a special treatment plan to address issues that they do not feel have been adequately addressed in order to receive a promotion. Because the expectations of Level Two are much greater, the youth have an increase in basic privileges with the continued opportunity to earn more privileges with points and the accomplishment of program goals.

### **Level Three- Release Preparation Level**

According to the Lighthouse Youth Handbook, the purpose of this level is for the youth to begin testing their ability to handle responsibility with less direct supervision, to consistently implement program concepts, demonstrate empathy and begin to prepare for re-integration into the community. Level Three youth must adhere to the following responsibilities:

- Maintaining a clean personal living space.
- Maintaining proper hygiene
- Following all house rules, school rules and dining hall rules.
- Maintaining a helpful, caring attitude with their peers and staff.
- Youth must actively participate in all aspects of treatment.
- Youth must serve as a role model for their peers.

Youth must also meet the following requirements while on Level Three:

- Demonstrate an ability to evaluate and make necessary changes in their relapse prevention plan with less supervision and guidance.
- Demonstrate the ability to make adjustments as they begin to re-integrate into the community with family through off-ground privileges, home visits, staffing, etc.
- If appropriate, participate in face-to-face victim/offender reunification.
- Demonstrate initiative in seeking out on-site vocational opportunities.
- Demonstrate role-modeling behavior by appropriate pro-social behavior and thinking.
- Actively participate in release preparation discussions and meetings.

Although the responsibilities for Level Three youth are essentially the same as those on Level Two, one noticeable difference is that Level Three youth are expected to be role models for their peers. The ability for the youth on this level to provide leadership and responsibility to lower level youth is another stage in the development of their maturity level.

According to the Youth Handbook, release will be recommended when the youth demonstrates successful achievement of competencies. If release is not warranted, the treatment team develops a special treatment plan to address issues that they do not feel have been adequately addressed.

The Youth Handbook states that youth on this level must demonstrate that they have learned to handle responsibility within their peer culture and have made significant changes in their thoughts and actions. The youth on this level have an increase in basic privileges and have a continued opportunity to earn more privileges with points and accomplishment of program goals.

As noted above, if the youth demonstrate a refusal to participate, physical or verbal acting out, extreme lack of effort, or consistent violation of rules, the youth will be placed on the Discipline Level and given a contract to address the deficiencies.

### **Discipline Level**

According to the Lighthouse Youth Center Handbook, the purpose of the discipline level is to correct gross misbehavior and lack of responsibility. It is also intended to re-motivate the youth toward more positive involvement with staff and peers. This level is an individualized program with goals and objectives specifically stated for the time spent on this level. Discipline Level demonstrates that when you do not take responsibility for your behavior, privileges are removed. The Youth Handbook cites the following reasons for being placed on the Discipline Level:

- Youth repeatedly demonstrate inappropriate behavior in their daily living as indicated by the their daily score sheet.
- Youth refuse to accept the responsibilities of their current level.
- Youth commit a critical incident.

When youth are placed on Discipline Level, they are given a contract with tasks specific to the reasons they were placed on the Discipline Level. Youth on this level have very few privileges due to their inability to exhibit acceptable behavior.

### **Peer Mentor Level**

According to the Lighthouse Youth Center Handbook, youth on this level have successfully completed all levels of the program, understand the concepts of the treatment program, have consistently over time implemented the concepts in their daily living, and have more than 30 days to their Presumptive Release Date. If a youth is selected to become a Peer Mentor, he will function independently of the peer group and will serve as a mentor for the peers, teaching them the concepts the youth have learned and utilized. The Lighthouse Youth Center considers the Peer Mentor Level to be a vocational position that combines both paid and volunteer work. The youth have specific tasks required of them in addition to continuing to consistently implement the skills they have learned. The tasks are the following:

- Youth must facilitate group sessions with Level One youth on topics such as thinking errors, deterrence, etc.

- Youth must evaluate each peer in peer group on a scale of “good”, “fair” or “poor” and provide verbal feedback.
- Youth should develop individual contracts with peers to address specific problems.
- Youth should document his activities for each shift worked.
- Youth will assist staff in monitoring the activities of the peer group.
- Youth will monitor peer group to ensure the group is demonstrating helpful, not harmful behaviors.
- Youth will request verbal feedback daily from the staff on duty regarding your job performance.
- Youth will continue to address his own treatment needs by completing treatment plan assignments.

Peer mentors are evaluated in team meetings by the Lighthouse Youth Center staff on bi-weekly basis to ensure they are fulfilling expectations of the position. If the treatment team decides the youth is not fulfilling his responsibilities as Peer Mentor, he can be demoted to Level Three at which point the responsibilities of this level once again apply. Contracts should be developed to address issues that resulted in the demotion.

## **CRITICAL INCIDENTS**

In the Lighthouse Youth Handbook, critical incidents are defined as serious violations of program rules, abuse towards others, and/ the commission of an illegal behavior. Critical Incidents are categorized by offense. Category I offenses are considered to be the most serious. Although Category II offenses are considered less serious, they still warrant strong discipline actions. If a youth commits a critical incident, he will be automatically demoted to the Discipline Level, and remain on the Discipline Level until a Discipline Hearing can be held to determine the full extent of the consequences. Below is a list of incidents that are considered Category I and Category II offenses by the Lighthouse Youth Center staff:

### **Category I Offenses**

- **Escape** , attempted escape, plotting escape. Any activity that, if completed, could result in an escape or refusal to take escape issues as a serious matter.
- Physical **assault** on staff, youth or any other individual
- Possession of **drugs/intoxicants** or taking drugs/intoxicants.
- Violating fire safety codes or **arson**
- Participating with one or more persons in any form of **sexual conduct** and/or harassment with or without the consent of any other participant.
- Hiding a **weapon** or creating an instrument that could be used as a weapon.
- **Aggressive behavior** that warrants being physically restrained.
- Serious attempts to **damage oneself** physically. (Must be reviewed by the Program Director who will make the final decision.)
- Any other law violation that would constitute a classification of a **felony** offense.

## Category II Offenses

- Buying, acquiring, receiving, concealing or withholding **property** with the knowledge that such property has been obtained in a wrongful or illegal manner.
- Taking **property** of another person without that person's consent by stealing, by deceptive or misleading statements or circumstances, or by force.
- Knowingly making **false statements** about another person's race, culture, ethnic origin, creed, sexual preference, etc. Also, making false accusations that may harm the character of another person.
- Destruction of **property**.
- **Verbal abuse and/or overt aggressive intimidation** intended to escalate others into a confrontation.
- Manipulation of the **visitor policy** in order to have visits with unapproved individuals.
- Intentional **misrepresentation of serious medical conditions** that create an emergency situation.
- Disruptive **gang activity** or any gang activity that continues after more than two warnings to stop such behavior.
- Creating potential health risks for others by intentionally exposing them to **bodily fluids (saliva, urine, etc.)**
- All other violations of the law that would constitute a classification of a **misdemeanor** offense.

## **DISCIPLINARY HEARINGS**

According to the Lighthouse Youth Center Handbook, disciplinary hearings are designed for the review of any critical incident that a youth may commit. These hearings determine appropriate disciplinary actions to be taken once a critical incident has occurred. An administrative staff person (i.e. Program Director, Associate Program Director or Coordinator of Clinical Services) serve as the hearing officer since they have no direct daily contact with the youth. The Disciplinary Hearing Committee is made of a minimum of three full-time staff members and a hearing officer. At least one of the staff members must be a supervisor. This group conducts the disciplinary hearings, evaluates the evidence, and determines appropriate disciplinary action, if warranted.

Youth may request a **staff member of their choice to assist them in the hearing process**. This staff member can help the youth through the disciplinary process and/or represent you in the hearing if you so choose.

A Disciplinary Hearing should be scheduled to occur no later than 72 hours after the offense occurred as follows:

- The Hearing Officer will designate someone from the committee to obtain all the facts surrounding the situation and write a summary of what occurred, including any documentation of the situation (Incident Reports, Score Sheets, etc.)
- A hearing date will be scheduled and a notice of the hearing, along with the Incident Report documenting the offense will be given to the youth.
- The youth is present and will participate in the hearing.

- A decision of the committee will be based solely on evidence presented surrounding the offense, the youth's statements and any witness's statements.
- A written report, complete with the finding of the committee (evidence relied on, reasons for decision, disciplinary action taken, etc.) will be prepared.
- Youth will be provided a copy of the hearing report.

If the critical incident was determined by the committee to be an appropriate action, they may choose to implement a variety of disciplinary actions for the critical incident. Considerations include:

- Transfer
- Recommendation to Release Authority that youth be deferred 30-180 days from Presumptive Release Date.
- Demotion to Discipline Level
- Loss of Privilege Points
- Assignments related to the offense

In addition to the possible disciplinary actions listed above, charges will be filed against the youth for the commission of a new felony offense and this may or may not result in a transfer from the facility.

Youth who receive a deferment or have a major point reduction may submit a **Plea for Reconsideration**. This is a plea to the committee that their disciplinary action is re-considered based on progress, effort, and demonstration of significant improvement since the incident. Youth may not submit a Plea for Reconsideration until a minimum of 45 days has passed since the offense occurred.

According to the Lighthouse Youth Center policy, youth may appeal the decision of the committee within seven days to the Executive Director by completing the appeal section of the hearing report and request an addressed envelope to the Executive Director to submit the appeal. The decision of the Executive Director is final.

### **Time Out**

According to the Youth Handbook, "Time Out" is used if a youth needs to be removed from the group temporarily in order to gain self-control or to be given an immediate consequence for a serious behavior. Youth are never alone while in time out. Rather, the youth are under staff supervision at all times. The time out area is a designated area in each building and is usually a small room open on one side to allow staff supervision. Youth will be asked to go to time out by staff only for the following reasons:

- **Refusal to abide by staff direction (which has a negative impact on the peer community). Direct refusal of an order, or continuing to escalate a behavior after failing to respond to the levels of confrontation.**

- **Verbal assault on staff or another youth. Physical assault results in time out to process behavior and precedes demotion to the Discipline Level.**

A youth may request to go to time out when the youth feels he needs it to regain control. The youth will not receive any consequences if the youth requests to go to time out and uses it appropriately. If the youth is requested to go to time out, they are expected to proceed to the designated area without resistance. According to the Handbook, there is to be no arguing and in fact the youth should not talk at all.

However, in follow-up communication from staff, it was relayed that they have since modified time out to be used only for those youth that are at risk of harming themselves or others. Staff relayed that they engage the youth in the beginning of treatment in discussions about what type of strategies they feel will be most effective in assisting them in de-escalating when angry. These strategies are incorporated into the treatment plan.

If the youth refuses to go to time out when requested by staff, members of the Lighthouse Youth Center staff will physically transport the youth to the time out area. Youth are advised in the Handbook that it is in everyone's best interest if the youth cooperate when requested to go to time out. Youth are required to remain in time out for a minimum of ten minutes. The timing of these minutes begins only when the youth follow the time out rules and the timing starts over if the youth break a rule. Once the youth has followed the rules for 10 minutes, staff will process the youth and seek a commitment from the youth once he is released from the time out area. Below is a list of rules for time out:

- No talking (unless processing with staff), cursing, mumbling, or other noises.
- No playing with the fixtures, lights, walls, etc.
- No banging on the wall or floor.
- No sitting or lying down.
- No other inappropriate behaviors.
- No attempts to leave the time out area until approved to do so. (Attempts to leave the time out area without approval may be considered as escalating, threatening behavior and could warrant the use of physical restraints.

According to the Youth Handbook, the Lighthouse Youth Center views time out as an opportunity for youth to develop self-control. Once the youth are approved to leave the time out area, they are expected to return quietly to their personal living space unless instructed otherwise.

As stated previously, youth may need to be physically restrained at certain times. According to the Youth Handbook, restraining a youth is done for security reasons not a disciplinary measure. If it becomes apparent that the youth are about to harm themselves or others around them, or if the youth attempts to run away, he will be restrained by staff who have been specially trained in this procedure. If necessary, the staff will use soft sheets to wrap around the youth if the youth cannot be held without injury to themselves or to staff. In follow-up communication from staff, it was clarified that they do not use any form of soft or mechanical restraints for youth during physical restraints. They only use approved holds from their Handle With Care Training Program. They reported that they have not used sheets for several years.

The Lighthouse Youth Center does not use hard restraints such as handcuffs or shackles to restrain the youth. These devices are only used when a youth needs to be transported to off-ground appointments, or for risky youth who are being transported from one building to another.

## **POSITIVE PEER COMMUNITY**

According to the information supplied by staff, the positive peer community requires youth to be responsible for other youth similar to a small “society”. The Lighthouse Youth Center believes that it is very important for the youth to feel they are part of a larger group of people that will help the youth feel more a part of the community when they are released. If youth learn to respect the rules of society while at the Lighthouse Youth Center, staff believe that they will be less likely to commit the crimes or hurt others when they are released. Therefore, while youth are in the program, they are expected to hold other youth accountable for negative behaviors, as well as to give caring support to other youth as they work on their issues.

The Lighthouse Youth Center relies on the entire Peer Community to make many decisions that affect other youth. At times, the Peer Community will be allowed to make some of the rules for the dormitory. Also, at times, the group may decide that a particular youth may need some type of disciplinary measure. This type of decision will always be subject to the final approval of the staff. The Peer Community is expected to not abuse the power they are given and the group will receive disciplinary consequences if they use this responsibility in an unfair manner. Likewise, the youth will receive consequences if they do not hold their peers accountable or let individuals get away with negative behaviors.

The Lighthouse Youth Center Handbook outlines nine characteristics of the Positive Peer Community as follows:

- Youth must have a **positive, helpful, caring relationship with others.**
- Each youth is **willing to help other youth** as much as his self.
- The peer community sees to it that each youth **is confronted for inappropriate thinking and behavior with the levels of confrontation.**
- The peer community makes **recommendations for term promotions, privileges, home visits, contracts and other added responsibilities and privileges.**
- The peer community **reinforces positive behavior** to assist youth in feeling good and staying motivated.
- The peer community’s values revolve around the “we” concept, with peers and staff **working together.**
- The peer community makes a youth’s stay in treatment “uncomfortable” by **forcing the youth to deal with problems.**
- The peer community forces youth to learn about and **focus on victims to help them develop empathy for others.**
- The members of the peer community **confront one another with empathy and sensitivity to help develop concern for others.**

## **Levels of Confrontation**

According to the Handbook, the Positive Peer Community requires youth to help other youth learn responsible behavior. One way in which this is accomplished is with the levels of confrontation. These levels of confrontation provide youth with a structured, helpful format to confront the youth's peer's inappropriate behavior. The Lighthouse Youth Center has established five steps for youth to use regarding confrontations. The five steps are listed below:

### **Step One - The Helpful Check**

In a cordial manner, youth in the Positive Peer Community verbally communicate their concern about the behavior of their peer in the incident. Youth communicate by saying: "I have a helpful check for you." The Positive Peer Community leader must state in clear terms what rule the peer is breaking or what inappropriate and irresponsible behavior the peer has demonstrated. No further action is required from the member of the Positive Peer Community.

The youth who is receiving the helpful check should give the helpful peer eye contact and demonstrate active listening. The youth should evaluate their behavior and make necessary changes.

### **Step Two - The Formal Concern**

The formal concern informs a peer that his actions are fast becoming a major concern of the Positive Peer Community. The youth accomplish a formal concern by sitting down with the peer and having an extended conversation about the inappropriate behavior. According to the Youth Handbook, some of the conversation may focus on issues that make the behavior inappropriate and why the rule is important. Youth will also discuss how others are affected by the youth's behavior and what the youth can do as an alternative to the inappropriate behavior. The peer and the youth should both practice an open channel of communication by being honest, receptive and self-critical.

### **Step Three- Request for Staff and/or Youth Support**

The Positive Peer Community leader may request support from their peers or staff when a youth ignores the helpful check and the formal concern approach. The Positive Peer Community leader can accomplish this by calling the youth to a "rap". A "rap" is a discussion of the problem by the Positive Peer Community. The Positive Peer Community is focused on finding solutions in an attempt to bring some resolution to the problem.

### **Step Four- Staff Intervention**

If a youth who has been "checked" does not respond to the previous steps, a staff member may begin to confront the youth on the behavior to emphasize the peer community's

concern and to express to the youth that the behavior in question must cease. This is the last opportunity for youth to avoid more serious consequences.

### **Step Five- Time Out**

If the youth continue to demonstrate the inappropriate behavior or demonstrate escalating behavior, staff may use a time out to temporarily remove the youth from the group so that the youth may regain control over his own behavior.

### **Thinking Errors**

According to the Youth Handbook, the staff and youth focus on assisting other youth in identifying criminal thinking errors. The Lighthouse Youth Center staff believe that thinking errors are present in the youth's daily living and have been demonstrated by the youth in all aspects of their life prior to placement in the Lighthouse Youth Center. A youth's placement in the facility has become another "arena" in which youth demonstrate these errors in thinking. By assisting youth in identifying thinking errors, youth can begin to dissect their thought processes. The thinking errors are not always easily observed in the youth's behaviors and it is only through daily "dissection" of their thought process that youth can begin to evaluate their distortions and make changes. The Lighthouse Youth Center has identified five categories of thinking errors. Those categories are listed below:

- **Power And Control:** The youth's quest for power is all consuming. The goal is to control others and the resulting feelings of triumph that youth experience from this control of others creates a feeling of extraordinary power. Youth recognize no limit to their personal power and control. There are no limits to what youth believe they can do and they believe the world is theirs to do as they please. Youth who subscribe to this theory live without regard to law and custom. Youth spend their life proving their power and avoiding zero state.
- **Victim Stance:** The "victim stance" is when the youth portray themselves as victims when they are held accountable by staff. Youth in this category may refuse to take genuine responsibility for their role and for situations largely of their own making. Rather than adopting an approach of enduring a situation or trying to improve it, youth respond with irresponsibility, which makes things worse. Rather than admit that there are matters over which the youth lacks control, the youth says he is a victim when he is trying to remove himself from a self-created dilemma or when the world does not treat him as he thinks he should be treated.
- **Failure to Consider Injury to Others:** Youth in this category have a very limited view of injury to others. Their concept of injury refers to bodily harm as a consequence of violence. Such youth fail to recognize the "ripple effect" of crimes they have committed against individuals and society. This category is an outcome of all thinking errors. When youth are confronted with the extent of the

harm they have caused, youth revert to the “victim stance” by blaming others or minimizing the actual harm caused.

- **Closed Channel:** Youth in this category as being secretive, closed-mindedness, and self-righteous to avoid “open” communication with others. Youth refuse to “disclose” information because they want to avoid revealing their thoughts and actions to others. To do so would display weakness. Youth who are categorized in this thinking error reportedly lack receptivity and have developed a habit of “selective listening”. They decide what they want to hear and reject the rest. Youth also refuse to be self-critical because it opposes their criminal behavior and is rejected.
- **Decision Making:** There is no weighing of pros and cons, and no evaluation of which course of action should be taken by the youth. Decisions are made based purely on the youth’s state of mind at the time of the decision. Youth are guided by unrealistic expectations and excitement. Youth who fall in this category make no attempt to seek out facts. The youth consider their opinions to be facts. The thinking is filled with prejudgments that lead to poor decisions.

## EDUCATION

According to the Lighthouse Youth Center Handbook, **school is in session year-round**. Each youth is required to attend **four hours of school each day**. Each youth is tested before they arrive at the Lighthouse Youth Center to determine their grade level. After arriving at the institution, youth are assigned to a class that is based on their academic ability. The classes are taught by four classroom teachers, the vocational teacher and a computer instructor. The teachers are from the Paint Valley Local School District and Pickaway-Ross Joint Vocational School.

As indicated above, the education program has access to and often employs teachers from the Paint Valley School District. The primary focus of the education program is for the youth to complete the GED courses. The GED preparation courses account for the majority of the educational programming. The computers are programmed for GED tutorials. During the on-site visit, Lighthouse staff relayed that seven youth completed Individual Education Plans (IEP). Working with the Paint Valley schools enables Lighthouse staff to help the youth keep track of the requirements of the IEP. According to the staff, nearly 75 % of the youth leave the institution with their GED completed.

According to staff, the Lighthouse Youth Center is part of a pilot education program that receives money from the state. As a result, the education program was able to purchase new computers. The Lighthouse Center education schedule **keeps the youth busy and provides little “down time” or “idleness”**. Staff noted that two new arts and craft programs are also in development and will be held in the renovated building. The Lighthouse staff provided the following schedule that the youth follow on a daily basis:

<b>8 am- 11:30 am</b>	<b>Group session and exercise/recreation</b>
<b>12:30 pm- 4:30 pm</b>	<b>School classes or</b>
<b>1:00 pm- 5:00 pm</b>	<b>School classes</b>
<b>Evening</b>	<b>Life skills groups</b>

According to the staff, the Lighthouse Youth Center offers courses in computer skills training, science, math, and GED. Reportedly, the educational programming is geared to emphasis the “whole” person.

According to staff, the computer skills classes rank high on the list of favorites among the youth. The computer lab is equipped with 15 personal computers. The computer classes provide the youth an opportunity to receive an IC3 Certification, which is similar to a Microsoft Office Certification. According to staff, youth who are on the beginner level get up to two hours per week on the computers. Youth with intermediate experience are allowed up to four hours. The intermediate curriculum includes Microsoft Office and Internet Skills, which are acquired under supervision of the instructor. According to the Instructor, she teaches one housing unit per day.

One of the common activities at the Lighthouse Youth Center is a Science Fair. The Case Manager takes initiative to engage the youth in science fair projects. The mathematics courses offered include pre-algebra, algebra, geometry, trigonometry, and calculus.

According to staff, youth may take college placement tests, and post-secondary credits may be obtained through Southern State Community College. Youth may take one course per quarter. The costs for the program are paid by the Lighthouse Youth Center.

Staff relayed that over half of their youth are in grades 7-12. Staff further relayed that youth who come to the Lighthouse Youth Center typically have earned 0-10 high school credits. GED graduates are posted on one wall in the hallway on engraved nameplates mounted on a finished hardwood board. Lighthouse Youth Center staff relayed that graduation is held each quarter.

## **ON-SITE VISIT**

### **Community Involvement**

The Lighthouse Youth Center is involved in the community through several organizations such as Alcoholics Anonymous, and a men’s Christian group led by a group of business owners in the Ross County area. The Lighthouse Youth Center also participates in a local Easter egg hunt in which the local youth decorate eggs and hide them for local children in the community. Other community service involvement for the Lighthouse Youth Center include making Christmas baskets for local nursing homes, and cleaning the streets of Bainbridge after their October Festival.

Staff relayed that the Lighthouse Youth Center will hire two new staff to increase recreational activities. Plans include additional team intramural sports and an increase in community involvement. Currently, the community recreation activities with Lighthouse

Center youth participation include baseball games and county fairs. The youth also participate in Sunday Bible Study.

### **Youth Jobs**

During the on-site visit, the Lighthouse Youth Center staff discussed the importance of the youth jobs that are available at Paint Creek. According to the Lighthouse staff, career-based education is connected to paid jobs on the site of the facility. Youth jobs may include: janitorial, floor cleaning, landscaping, and repairs to property such as the volleyball court. Starting pay for the jobs is \$2.50 per hour and increases with time and experience. The level of pay also depends on the Youth discipline levels. Levels 1, 2, and 3 are the higher levels and earn the highest pay. It was relayed by staff that the youth are permitted to have bank accounts through a local bank in Bainbridge, Ohio.

### **Security Threat Groups**

According to staff, the gang activity at the Lighthouse Youth Center is more subtle than at other ODYS institutions. Reportedly, some youth at the facility are involved in gangs. The gangs are territorial-based, with most representing the Cleveland and Columbus regions. The staff did not report any incidents regarding the “taxing” of youth for food or clothing as juveniles and staff at some other ODYS institutions have acknowledged. Instead, the majority of the gang activity at the Lighthouse Youth Center has been in relation to graffiti messages on walls. The Lighthouse Youth Center staff pays close attention to tattoos, drawing, and body art that could be considered gang signs and symbols in an effort to prevent any gang activity.

### **Medical**

According to the Lighthouse Youth Center Handbook, youth receive appropriate medical, optical, and dental services. The Lighthouse Youth Center is staffed with a nurse who is accessible at the facility on a daily basis. Youth may request to see the nurse if they are experiencing medical problems. If youth have an emergency, they will be taken to a nearby emergency room or urgent care facility by EMS transportation.

On the day of the on-site visit, the family health care physician and staff nurse were available to answer questions. According to staff, the nurse works Monday through Friday between the hours of 8:00 a.m. to 4:00 p.m. The nurse is also on call during the weekends. Reportedly, the nurse sees nearly 15 youth per day.

The family health care physician performs annual medical and dental checkups. Youth must complete the Medical Services Request form to be seen by the physician. Reportedly, Medicaid covers the cost of the youth’s medical services.

Staff relayed that the medical charts are secured in locked cabinets for security reasons.

Youth can receive over the counter medication, but they are not issued amphetamines. According to staff, McPhaden Pharmacy in Bainbridge, Ohio, supplies medications to the Lighthouse Youth Center. Youth pick up their medications at the medical office where specific staff are assigned to issue the medications.

### **Vocational**

According to the Lighthouse Youth Center Handbook, youth are eligible for vocational programs once they have achieved a certain level. In the vocational programs, youth learn how to complete resumes and develop skill sets for job interviews. The program also teaches youth how to balance a budget and how to write checks or balance a bank account. The youth in this program are assigned to specific work detail, which may include kitchen detail, making minor repairs to the buildings or grounds, or working in the front office. Youth are paid for the work they complete and can open a savings account to keep their funds.

Once the youth have reached Level III of the program, they will be allowed off campus to shop for personal items in the downtown area while under staff supervision. Some youth may wish to use some of their money to pay back restitution they may owe. Other youth may use their money to support a group or organization that helps victims of crime. While supporting these groups are highly encouraged by the Lighthouse Youth Center staff, it is not mandatory. Reportedly, most of the youth who feel remorse for their victims choose to do this as a way of giving back to the community for the harm they have done.

Vocational programs are located in each of the four housing units. The programs are one and a half sessions that occur four times per day. The following vocational programs are offered: On Job Training Skills, Life Skills, and Money Management Skills. The Money Management Skills course provides a link to youth income that may range upwards of \$3.04 to \$3.64 per hour.

### **Library**

The library environment was quiet and calm. According to staff, each youth is given one hour per week in the library. However, staff can grant more time if requested by the youth.

One librarian youth worker likened the library to “holy ground” because he has personally invested much time and energy maintaining the up keep of the library. His duties include managing the shelves, and keeping books cataloged properly. The youth also takes time to read many of the books. He expressed that he truly loves books and that the knowledge he gains from reading is valuable to him. The youth relayed that over the past 45 months he has seen an increasing volume of books in the library. According to staff, other youth also consider the library to be a valuable resource for their development. As a testament to this, youth hold each other accountable for their behavior in the library by ensuring the books are handled in a respectful manner.

## **Security**

Staff noted that the Lighthouse Youth Center is a Title IV-E eligible program. However, they do not receive such funds. Those who contract with them (such as DYS), are eligible for federal reimbursement dollars for the per diem paid to the Center. They are Title IV-E eligible because they are licensed by the Ohio Department of Job and Family Services as a Residential Treatment Center.

The Lighthouse Youth Center security system was referred to as a “staff secure system,” in which a staff member must be with the youth at all times. It was also noted that under the staff secure system, the Lighthouse Youth Center relies heavily on the trust and positive relationship established between the youth and the staff.

The system is very different from the traditional security hardware and mechanical devices used in most correctional facilities. There is no “Spider” System, no man down device, no correctional officers, and no fence.

## **Recreation**

According to the Youth Handbook, the recreational program is designed to achieve and maintain physical fitness and good health while, at the same time, being therapeutic. Youth are encouraged to learn self-discipline, cooperation, athletic skills and good sportsmanship. Teamwork is emphasized over competition. Youth are permitted one and a half hours of recreation time per day, including an exercise period. Youth behaviors during recreation are monitored the same as during all other activities. Lighthouse Youth Center staff do not tolerate aggressive behaviors and demonstrations of superiority. Outdoor provisions for large muscle exercises include softball, two sand volleyball courts, three basketball half-courts, two tennis courts, a running/walking track, and an in-ground swimming pool. According to staff, the Lighthouse Youth Center encourages all youth to participate in organized exercise programming that includes tag, touch football, and kickball.

The Lighthouse Youth Center’s policy regarding use of the indoor facility is limited to the upper level youth. The only space provided for indoor recreation is an old barn shaped building with a rowing machine, ping-pong table, and pool table. Staff acknowledged the rundown condition of the building. CIIC observed several nails extending from some of the studs within the building’s wooden frame. Other rough areas were exposed and presented the possibility of splinters and other possible injuries. In recent follow-up communication from the staff, it was relayed that they have since upgraded the indoor recreational facility in appearance and equipment by adding air hockey tables, another pool table and T.V. with video games.

The Lighthouse Youth Center staff later provided follow-up information on the issue of concern pertaining to the indoor recreation building. In October 2005, staff noted that they are attempting to establish a partnership with the local Police Athletic League. The Police Athletic League has a gymnasium in the area and various activities with local

youth that would allow the Lighthouse Youth Center to participate. Staff also relayed that they may have access to a gymnasium at a vacant elementary school in Bainbridge.

Further, staff noted their plans to upgrade some of their current indoor recreation equipment. In addition, staff relayed that building an on-site gymnasium is a long-term goal of the institution.

### **Food Services**

CIIC staff attended the lunch period in the cafeteria. The cafeteria had oblong and round tables. The residents of each dorm sit together for the meals. One staff member of the Lighthouse Youth Center is required to sit at each table for each meal. In accordance with ODYS Policy, the food service offers a separate menu for youth who have special dietary needs. According to staff, the nurse submits a list of the youth who require special diets to the Food Services Manager.

The atmosphere was calm and relaxed. Many youth and staff engaged in conversations and displayed a friendly demeanor towards each other. The support staff eat with the youth, which provides the staff an opportunity for treatment and guidance in an informal setting. The youth practiced good table manners and communicated openly with staff.

The meal consisted of chili with cheese, a grilled cheese sandwich, fruit cocktail, chocolate milk, and salad. CIIC staff ate lunch with the youth. The quality and quantity of the meal was good. The Food Services Manager polls the youth for their preferences in food and tries to accommodate them accordingly. Staff relayed that the Lighthouse Youth Center uses a diet menu provided by the Ohio Department of Education. The menu requires the youth to have a chef salad once per week and side salad three or four days per week. In order to ensure the youth are getting the proper nutrition, the Lighthouse Youth Center, youth are not permitted to refuse the fruit and salad menu items. Staff also relayed that the Lighthouse Youth Center follows the Ohio Job and Family Services policy for a mid-afternoon snack. According to staff, snacks are available in the canteen in each housing unit.

The meal period provided an opportunity for CIIC staff to listen to the youth. In several conversations with the youth, they expressed their feelings regarding the environment at the Lighthouse Youth Center and their relationship with staff. One youth compared the difference between the Lighthouse Youth Center and another DYS correctional facility. According to the youth, the staff at the other correctional facility equated discipline to punishment. By comparison, the youth praised the Lighthouse Youth Center staff for their concern for the youth and helping them address problems. They seemed to feel that because the Lighthouse staff truly care about them, they are more open and responsive to their direction and guidance.

The staff encourage all youth to set attainable goals for their future after release from the Lighthouse Youth Center. During the meal period, one youth expressed his desire to

enlist in the Navy upon his release. He stated that he wants to receive barber training while in the Navy and eventually own his own barbershop.

A Case Manager sat among the youth at the lunch table during their conversations with CIIC staff. Still, the youth did not appear to be reluctant to expressing their opinions openly, which is a positive observation. While most of the youth seemed to be satisfied with the facility's policy and procedures, some offered suggestions for improvement, such as: larger food portions, softer mattresses, more phone calls and allow calls to last longer than three minutes, and provide free weights in the indoor recreation building. The content of the comments regarding suggestions is yet another very positive indicator. In no case did anyone relay anything that could even remotely be considered a safety and security concern, not regarding other youth and not regarding problems with staff.

### **Kitchen**

After lunch, CIIC staff observed the kitchen and met the Food Service Coordinator. The Food Services Coordinator relayed that he is certified and continues to attend training sessions. He also teaches Cooking Fundamentals to the youth while they work in the kitchen. It was noted that teaching the youth how to cook and properly prepare meals is a valuable skill to acquire, especially after they are released, for it can increase their independence. The Food Service Coordinator relayed that he intends to offer training to youth who are interested. Youth would then have the ability to test for a Serve Safe National Certification. The Food Service Coordinator relayed that he worked in the housing units for ten years before he took his current position. His years working in the housing units enabled him to understand how to communicate with the youth and to establish a good rapport. The Food Service Coordinator supervises the kitchen from 5:00 a.m. to 1:00 p.m. The Second Shift Manager works from 11:00 a.m. to 7:00 p.m. and relieves the Food Services Coordinator.

The kitchen area was observed as very clean. Two refrigerators held charts documenting daily temperature checks. A walk-in cooler is also maintained for cold and frozen items. Several Youth Workers were washing the dishes and trays in preparation for the next meal. Staff relayed that nearly 99% of the kitchen cleaning is done by the youth. All kitchen workers are level three juveniles. The staff selectively choose each of the youth kitchen workers. The selection criteria for the Youth Workers include a good behavior record with no incidents. Staff also relayed that youth must be in the line-of-sight of the Supervisor at all times.

## **YOUTH HOUSING/ LIVING UNITS**

### **Miami Building**

On the day of the on-site visit, the building was vacant. It was noted that the Lighthouse Youth Center is planning to renovate the building to use it as an arts and crafts unit.

### **Efficiency Apartment**

The “apartment,” as it is known at the Lighthouse Youth Center, is located at the far end of one of the vacant buildings. According to staff, the youth that was assigned to the area on the day of the on-site visit, earned the spot based on his level and status as a Peer Mentor. Lighthouse Youth Center staff explained that the youth is provided with his own cleaning materials and is in charge of cleaning and keeping order of his own living space. The remaining space in this building was vacant.

### **Cheyenne Building**

Staff relayed that this old housing unit is being used for new staff orientation and current staff training. Youth occasionally hold group meetings in this space as well. The capacity for the classes is 15 staff members. According to staff, the Lighthouse mission is emphasized during all training sessions. An in-ground pool is located at the far end of the building and is perpendicular to the old dormitories.

### **TIME OUT ROOM**

The room is a small, open rectangular-shaped room with no door and no furniture. Each dorm has a Time Out Room. According to staff, a youth may request a time out for personal time or staff may request that a youth take a time out for specific reasons. Reportedly, the youth receive ten minutes alone in the room to think and later discuss their issue with staff. If youth are not ready to discuss the issue, they must remain in the room until they are ready. According to staff, roughly 95% the youth willingly go to the room.

### **TREATMENT PROGRAMS**

According to the Lighthouse Youth Center staff, youth receive treatment at all times, whether they are in school, at recreation, eating a meal, or in a group setting.

The purpose of the Treatment Team is to help the youth realize and understand their criminal thought patterns. By understanding such patterns, the youth are able to work with the Treatment Team to make improvements in their behavior and to prevent the crime from reoccurring.

### **Group Counseling**

Group counseling is considered a very important part of treatment at the Lighthouse Youth Center. This type of counseling occurs at least five times per week, and sometimes more often if there are special problems in the peer community. It provides youth with an opportunity to hear other youth discuss their issues and receive more suggestions from a group than they would have received from one individual. Since youth have many things in common, they are often able to point out when another youth is not being honest, and may have special insight into their problem areas.

### **Skill Building Groups**

Skill building groups are designed to educate youth in pro-social skills that will have a positive impact on their reintegration to the community. These groups are educational and if used, can help youth function more responsibly in society. The skill building groups include the following:

- **Anger Management**
- **Life and Social Skills**
- **Moral and Empathy Development**
- **Health and Sex Education**
- **Relapse Prevention**
- **Substance Abuse and Dependency**
- **Spiritual Development**

### **Individual Counseling**

When youth arrive at the Lighthouse Youth Center, they are assigned to a case manager, or a “one-to-one counselor.” This staff person is in charge of the youth’s case and will work with the youth individually to identify his problems and help the youth work on these issues. The case manager talks with the youth when problems arise and at times when the youth is unsure how to deal with a situation. This is not the only staff person who counsels the youth, but the case manager spends the most time with the youth. . If the case manager does not know how to help another youth in a particular situation, then it is the case manager’s obligation to make sure the issue is taken to a staff person or to group therapy. Other staff members that specialize in specific treatment areas, such as chemical dependency, sex offender treatment, or spirituality may also be counseling the youth. In addition, youth are responsible for talking with other youth on a daily basis

### **Chemical Dependency Program**

Many of the youth in the Chemical Dependency Program have been abused or have become dependent on drugs or alcohol. A major focus of the Lighthouse Youth Center program is to identify the youth with drugs or alcohol problems and provide counseling for the substance abuse issues. Each housing unit has a staff person who specializes in chemical dependency counseling. This person holds special group sessions to discuss chemical dependency, both from a therapeutic standpoint and to educate youth on the effects of the chemical use. A large majority of the other staff members are also certified, or working toward certification in chemical dependency counseling.

### **Sex Offender Program**

According to the Youth Handbook, many youth at the Lighthouse Youth Center have committed a sexual offense. In addition to having a chemical dependency specialist in each housing unit, the Lighthouse Youth Center has a sex offender specialist in each unit.

This sex offender specialist is specifically trained to counsel youth who have sexually offended. All staff members working in the dormitories, however, have had training in this area, and also counsel youth periodically.

## **VISITING**

According to the Youth Handbook, youth are not allowed a visit until they have reached Level I status. This gives the youth time to adjust and learn the rules and requirements of the Lighthouse Youth Center program. The Family Services Coordinator informs families when their first visit is scheduled. According to Lighthouse staff, family visits are permitted twice a month for the youth. Visits are permitted on Saturdays and Sundays from 1:30-4:30 p.m. All of the housing units have separate visiting days.

## **FAMILY SUPPORT SERVICES**

A Family Support Group is offered by the Lighthouse Youth Center and usually includes 50% participation and attendance from the youth. According to the Youth Handbook, the Lighthouse Youth Center philosophy for success includes support from the youth's family as a vital part of the program. When staff and youth family work together, the youth learn that good behavior is always expected from everyone in the youth's life. The Lighthouse Youth Center believes that it is extremely important for staff to maintain open communication with the youth's families so that they understand what is expected of their child.

## **PROGRAMS:**

The Lighthouse Youth Center offers the following programs for youth and their families:

### **Family Support Groups**

According to the Youth Handbook, family support groups occur during regular visits. Such support groups provide youths' families with the opportunity to share experiences, knowledge, and emotions with other families. On occasion, the group facilitator will present material to help youths' families to have a better understanding of the program and help the families adjust to the fact that their child is not at home.

### **Criminal Life History Reviews**

The Criminal Life History Review is something that occurs when youth are ready to go to Level III of treatment. Youth are expected to write down all of their crimes, drug use, and offenses against others, and review the list with their family. The purpose of this review is to help establish open communication between the youth and their families and help them be better prepared when they return home. These reviews take place at the Lighthouse Youth Center in the presence of the Family Services Coordinator, youth's Case Manager and possibly their Group Leader.

### **Regular Parental Visits**

Youth are permitted two visits from their parents each month. Only parents or guardians are permitted to attend these visits. The Family Services Coordinator must approve those individuals before the first visit can occur. The Lighthouse Youth Center staff recommends that families spend the full time allotted to take part in the different activities that are provided.

The following is a schedule of the parental visit days for each dormitory:

**Ottawa Dormitory: First and Third Saturdays each month**

**Shawnee Dormitory: Second and Fourth Saturdays each month**

**Wyandot Dormitory: First and Second Sundays each month.**

### **Therapeutic Visits**

A therapeutic visit is a different from other visits. It is a time for youth and their parents or guardians to talk with the Family Services Coordinator, the youth's case manager, and possibly their group leader to discuss a particular problem issue or topic that requires more time or privacy than a regular visit will allow. The topics of the discussions may vary from a particular problem the youth is having to a discussion of his overall progress in the program. The usual length of time for the therapeutic visits is one to one and half hours and must take place at a time when it does not interfere with the regular visits.

### **Visitation Between a Youth and His Child**

According to the Youth Handbook, the Lighthouse Youth Center often has three or four youth who themselves have children. The Lighthouse Youth Center believes that the contact between these youth and their children is very important and encourages consistent contact between them. As a result, the Lighthouse Youth Center schedules visits between youth and their child on the second Sunday of each month.

An educational group is also held during this time to help the youth learn parenting skills and offer support to them as they learn to be parents.

### **Home Visits**

Once a youth has reached level III of their treatment, it may be possible to schedule times when youth may make a home visit. These visits typically last three hours and the youth must be under staff's direct supervision at all times. Either the Family Services Coordinator or the Group Leader in their dormitory will arrange such visits ahead of time. When this type of visit takes place, only the immediate family should be home to visit with the youth.

## Other Types of Visitation

According to the Youth Handbook, youth are permitted to have visits from ministers or members of the clergy, attorneys, judges, probation and parole officers and other individuals of this nature. These visits may occur at any time, as long as the facility is given reasonable notice. These visits should not interfere with other types of visits. Such visits are provided with an acceptable amount of privacy, but youth must have appropriate supervision by the staff for security reasons.

## MENTAL HEALTH

In January 3, 2006, the Department of Youth Services reported 469 youth on the Mental Health caseload. The Lighthouse Youth Center at Paint Creek had a total of **three** youth that were listed on the Mental Health caseload. The table below provides a breakdown of the three youth on the mental health caseload by age and race:

**Table 8. Number of Youth on the Mental Health Caseload by Age and Race  
At the Lighthouse Youth Center as of January 3, 2006:**

Age	White	Black	Hispanic	Total
13 yrs	0	1	0	1
16 yrs	1	0	0	1
18 yrs	1	0	0	1
<b>Total</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

By comparison, Lighthouse Youth Center's total of three ranks last out of the nine institutions listed on the DYS report. The institution with the most youth on the mental health caseload is Ohio River Valley Juvenile Correctional Facility with 110. DYS separates the Scioto Juvenile Correctional Facility into two categories, the male offenders who enter Scioto JCF upon reception and the female offenders who enter on reception and remain at Scioto JCF for the duration of their DYS commitment. The table below documents how each of the institutions rank from highest to lowest:

**Table 9. Number of Youth on the Mental Health Caseload by Institution  
As of January 3, 2006:**

INSTITUTION	NO.
Ohio River Valley Juvenile Correctional Facility	110
Cuyahoga Hills Juvenile Correctional Facility	79
Circleville Juvenile Correctional Facility	70
Marion Juvenile Correctional Facility	53
Indian River Juvenile Correctional Facility	49
Scioto Juvenile Correctional Facility (Female)	47
Mohican Juvenile Correctional Facility	46
Freedom Center	7
Scioto Juvenile Correctional Facility (Male)	5
<b>Lighthouse Youth Center @ Paint Creek</b>	<b>3</b>
<b>Totals</b>	<b>469</b>

A review of mental health caseload data from March through June showed that the Lighthouse Youth Center had no youth on the mental health caseload in the period. In the most recent mental health statistics received on September 15, 2006, the Department of Youth Services reported 392 youth on the Mental Health caseload. The Lighthouse Youth Center at Paint Creek had no youth listed on the Mental Health caseload.

## **STAFF/JUVENILE INTERACTION**

The interaction between the youth and staff was relaxed and respectful. One of the strengths of the Lighthouse Youth Center staff is their ability to defuse potentially dangerous situations before they escalate. The Lighthouse Youth Services staff relayed that *time outs* have been very effective in allowing the youth to vent and express their concerns to staff. The purpose of the time out period is *not only to calm the youth and restore order, but also for staff to engage in a conversation with the youths*. The conversation helps the staff understand why the incident occurred and provides an important opportunity to relay the type of behavior that is expected of the youth going forward. The purpose of time out is not to isolate the youth while he calms down, but to *listen to the youth and mentor him on his mistake*.

### **Youth Assault Issues**

Staff relayed that the Lighthouse Youth Center does not have any “true” assault issues at this time. Although, the staff did say that the facility has had incidents with youth spitting on staff in the past, they cited *a positive culture* within the facility. The staff believe there is an *unconditional positive respect and regard for each other*. *Youth peers set a positive atmosphere*, which is in stark contrast to the reported youth behavioral difficulties faced in numerous DYS facilities. At the Lighthouse Youth Center, the *environment is considered safe with increased respect among both youth and staff*. Staff relayed that *staff training is comprehensive in the area of effective intervention methods, which do not involve use of force*.

### **Suicide Watch**

According to the staff, suicide watch is an infrequent occurrence at Lighthouse Youth Center. One youth was on watch during the on-site visit, which was reported to be the first in six months. Staff relayed that there has never been a suicide at the Lighthouse Youth Center, but there was one serious attempt in which a youth cut his arm.

Although no statistics on suicide watches or suicide observations are provided to CIIC through DYS regarding the Lighthouse Youth Center, data for the other DYS facilities in the First Quarter of 2006 show that a total 228 youth were placed on suicide watch from January through March 2006 and 24 youth were subject to suicide observations. Suicide watches ranged from one at Freedom Center, to 105 at the Scioto Juvenile Correctional Facility. No suicide observations were reported at four facilities: Mohican, Cuyahoga Hills, Indian River, and Ohio River Valley Juvenile Correctional Facilities. Four facilities recorded suicide observations, which ranged from one at the Circleville Juvenile Correctional Facility to 16 at the Scioto Juvenile Correctional Facility.

**Table 10. Number of Suicide Watches and Observations by DYS Facility from January through March 2006**

<b>DYS Facility</b>	<b>Suicide Watches</b>	<b>Suicide Observations</b>
Scioto JCF	105	16
Marion JCF	33	5
Ohio River Valley JCF	32	0
Circleville JCF	31	1
Mohican JCF	10	0
Cuyahoga Hills JCF	9	0
Indian River JCF	7	0
Freedom Center	1	2
<b>TOTAL</b>	<b>228</b>	<b>24</b>

Lighthouse Youth Center staff relayed that when a youth expresses verbally or in writing that they are contemplating suicide, an assessment checklist is completed. If the youth has a moderate assessment score, the youth meets with staff and is placed on suicide watch status. Those on suicide watch status are restricted from certain items, are placed in front of the dorm, and are checked every five minutes.

## **RE-ENTRY**

### **Aftercare Services**

According to the Youth Handbook, once youth are released from the Lighthouse Youth Center, they may be required to attend aftercare treatment if they live in one of the areas where it is provided. This service is designed to help youth make a smooth transition back into the community. The Lighthouse Youth Center presently has aftercare programs in Cincinnati and Dayton. Aftercare workers help youth to find employment or to continue working to obtain an education once they are released. Youth are required to attend groups each day for the purpose of discussing any problems being faced by the youth while they are trying to adjust to being back home. The aftercare workers are not parole officers, but work closely with parole officers in helping youth make responsible decisions.

The aftercare workers also maintain contact with the youth's family during the adjustment period. Meetings are scheduled with the youth's families to keep the family informed of the youth's progress or problems. The meetings with the aftercare workers also offer support to the families as they adapt to having the youth back home. The amount of time the youth is required stay in aftercare depends upon their behavior and how well the youth adjust back to their community. Youth work through levels in the aftercare program, comparable to the levels used at the Lighthouse Youth Center. Youth are generally given a discharge date that estimates how long the youth will be on parole. In most cases, the youth will be part of the aftercare program until after they are off parole supervision.

**In recent communication from staff, it was relayed that they currently only provide aftercare services in Montgomery County. The Dayton Day Treatment Program provides partial hospitalization and outpatient services for youth returning to that area.**

## **GRIEVANCE PROCEDURE**

The Lighthouse Youth Center provides detailed information in the Youth Handbook on filing a grievance if youth believe that any of their rights have been violated. Detailed information is provided on the three step process: **Informal Resolution** to the relevant staff person, **Formal Grievance** to the Program Director, and **Appeal** to the Executive Director of Lighthouse Youth Services based in Cincinnati, Ohio.

In addition, youth are advised that, **‘You and your family have the option of *filing a grievance with an outside agency.*’** The list of those agencies, their addresses and phone numbers are provided to youth in the Handbook. The list includes:

- Executive Director, Lighthouse Youth Services (Cincinnati)
- Private Facilities Liaison, Department of Youth Services (Columbus)
- Director, Ross County Children’s Services (Chillicothe)
- Director, Ohio Department of Human Services (Columbus)
- Executive Director, Ohio Legal Rights Services (Columbus)
- Regional Manager, Office for Civil Rights, U.S. Dept. of Health and Human Services (Chicago)

**To advise not only youth, but also their *families* that they may contact specific outside agencies about complaints or problems pertaining to the Lighthouse Youth Center at Paint Creek, is regarded as an *extremely positive gesture*.** With the steady stream of communication received by CIIC from family members of the incarcerated (primarily in Ohio prisons but to some extent in juvenile correctional facilities), many need such information and direction. When the youth handbook is updated, **it is suggested that the CIIC be added to the list so that youth and their families are aware that they may write to the CIIC regarding any matter relevant to operations, conditions, programs or grievance procedure.** While other DYS facilities posted the CIIC introductory memo throughout the facilities, in fact enlarged the memo to poster size, the Lighthouse Center staff indicated that they never received the CIIC memo for posting. The CIIC memo distribution was done via DYS central office staff. It is quite possible that the facility was missed due to the fact that it is a private facility.

**The grievance procedure for youth at the Lighthouse Youth Center is totally separate from the DYS grievance procedure used at all DYS facilities, including Freedom Center, which is also a youth residential drug and alcohol treatment center for females committed to DYS. Freedom Center’s monthly average population ranged from 18.3 to 22.4 from January 2005 through January 2006, so that it is the smallest of all DYS facilities. The DYS grievance procedure also applies to Mohican Juvenile**

**Correctional Facility, a 167 bed Therapeutic Community** Program for male youth with substance abuse histories.

Therefore, it is not its size, and not its therapeutic program that explains why Lighthouse Center youth have their own grievance procedure, totally separate from the DYS grievance procedure. Rather, it is believed to be due to the fact that the Lighthouse Youth Center is privately owned and operated. From all that is known about the facility and program based on the CIIC on-site visit, careful review of materials, and communication received by CIIC, **the Lighthouse Youth Center is unquestionably one of, if not the best of all DYS facilities.**

Still, **serious consideration should be given by DYS and the Lighthouse Youth Center Director to make the DYS grievance procedure accessible to DYS youth at the Lighthouse Youth Center.** There are significant benefits that are likely to accrue from implementing this recommendation. One such benefit for youth is *consistency*. They learn about the DYS grievance procedure while in reception status at the Scioto Juvenile Correctional Facility. Those who are transferred to the Lighthouse Youth Center are re-oriented to a *different* grievance procedure in which **the DYS Chief Inspector has no role or function.** Where there were no time limits on filing a grievance or appealing a grievance decision in the DYS grievance procedure, at the Lighthouse Youth Center, there are **time limits** of seven days and three days respectively.

Although there are similarities in the DYS grievance procedure and the Lighthouse Youth Center grievance procedure, as noted above, youth at the Lighthouse Youth Center have **no opportunity to appeal to the DYS Chief Inspector.** Due to being a separate grievance procedure, the **DYS Chief Inspector receives no grievance information to monitor and no grievance appeals to investigate.** Because there is *no such link to the DYS Chief Inspector in the grievance procedure used at the Lighthouse Youth Center, there is a missed opportunity for the flow of information in both directions that would serve to increase communication and knowledge and to connect, rather than isolate one from the other.* It is believed that both DYS and Lighthouse Youth Center would benefit from the link through the grievance procedure.

There are two long-standing examples in the adult prison system in which the DRC grievance procedure is in effect at the private prisons. A private company, per contract with the Department of Rehabilitation and Correction, operates both the North Coast Correctional Treatment Facility and the Lake Erie Correctional Institution. The fact that **DRC inmates at these private prisons have access to the DRC grievance procedure provides an effective, built-in monitoring function that benefits the staff that operate the facilities as well as the DRC central office staff.** In recent communication from staff at both private facilities, without exception, nothing but positives were relayed about the *good purposes served by being a part of the DRC grievance procedure, following the same administrative rule, having their own staff fulfill the responsibilities of investigating and deciding grievances, and offering inmates the opportunity to appeal the decision to the DRC Chief Inspector.*

According to the Lighthouse Youth Center Handbook, youth are advised of the steps of the inmate grievance procedure upon their arrival at the Lighthouse Youth Center. The Lighthouse Youth Center Handbook lists the steps of the juvenile grievance procedure as summarized below:

### **Informal Resolution**

The Handbook states that when completing a grievance, the youth **should first attempt to resolve their grievances by contacting or writing the *staff person directly involved in the dispute***. This is referred to as “Informal Resolution.” Exceptions would be any physical, verbal, mental, or sexual abuse, which should immediately be reported to the Associate Program Director or Program Director.

According to the DYS policy, an “Informal Resolution” is described as, “When a youth and staff reach a solution acceptable to both by talking out or otherwise informally negotiating a successful settlement **by themselves or with the help of the *appropriate supervisor***.” The DYS policy states that a youth “**may choose**” to resolve the situation **by seeking an informal resolution. There is no *requirement* to do so in the policy.**

### **Formal Grievance**

According to the Lighthouse Youth Center Handbook, if the grievance cannot be resolved informally, the youth should obtain a Youth Grievance Form which is located in the dorm, complete the form, and place the form in the youth grievance box located in the dorm or dining hall. A grievance can be written in any format and later transferred to the form if necessary.

It is noted that youth may ask for assistance in completing the form. However, youth may not organize or instigate other individuals to file grievances.

The Handbook further states that the grievance must be submitted within *seven days* of the failed attempt at informal resolution, and the grievance must be specific in describing the complaint or dispute. Whenever possible dates, names and the policy alleged to have been violated, should be documented on the grievance. The Program Director or his/her designee will complete an investigation and respond to the grievance within a 10-day working period.

Again, the DYS policy does **not** require a preceding Informal Resolution attempt, and youth **may choose** to file a grievance in an effort to resolve the situation without attempting an informal resolution. The DYS policy states that any youth wishing to file a grievance **may receive the assistance of any staff person, and if staff is unavailable, the youth may contact the Grievance Coordinator or Site Manager for further assistance.** Lastly, the DYS policy has ***no timeline or deadline*** to file a grievance after a “failed attempt at informal resolution.”

## **Appeal Process**

According to the Lighthouse Youth Center Handbook, once a grievance has been returned to the youth with the **decision of the Program Director**, the youth has **three days to appeal** the decision. Youth are advised to complete the appeal portion of the Youth Grievance Form and place it in an envelope addressed to the **Executive Director of Lighthouse Youth Services**. The Executive Director will respond **within ten working days to the individual. The decision of the Executive Director is “final.”**

Unlike the Lighthouse Youth Center grievance procedure, there is no time limit placed on the youth to file an appeal in the DYS policy. Further, in the DYS grievance process, the Executive Director would be the equivalent of “Site Manager” or Superintendent, with the opportunity to review the initial decision on a grievance made by the Grievance Coordinator. Per the DYS policy, the “Site Manager’s” decision could be appealed to the DYS Chief Inspector whose office is located at the Columbus DYS central office.

## **CIIC CORRESPONDENCE**

### **Contacts**

The CIIC Database from January 2005 through August 2006 shows that **only one contact was received from the youth at the Lighthouse Youth Center**. In that same time period, the CIIC Database shows that a total of **98 contacts were received system-wide**.

### **Logged Concerns**

Each contact typically relays multiple concerns in different subject areas. Nine subject areas were cited as concerns by the one youth who wrote CIIC on September 30, 2005. This is the only contact from or regarding the Lighthouse Youth Center received by CIIC from January 2005 through August 2006. It should be noted that the bulk of the youth’s reported concerns pertained to problems experienced at the Scioto Juvenile Correctional Facility while he was there during reception. During the on-site visit, the youth openly discussed his concerns with CIIC staff, and later relayed them in the follow-up letter. CIIC staff made an inquiry to Lighthouse Youth Center Staff in an effort to assist the youth. The Program Director responded promptly and thoroughly to the inquiry, after which CIIC staff wrote to the youth in response to his letter.

### **Youth Correspondence**

As previously stated, CIIC has received only one letter from or regarding Lighthouse Youth Center. CIIC typically receives an increase in the number of contacts from or regarding a correctional facility following an inspection or on-site visit. The visits to the juvenile correctional facilities have helped to initiate communication with youth otherwise unfamiliar with the CIIC, and have been instrumental in reconnecting with youth who communicated with CIIC in the past. The communication CIIC receives from the youth often expresses issues or concerns that were relayed during the on-site visit.

The following provides excerpts from the youth's correspondence:

...writing you to tell you what I've observed throughout the institutions that I've been in. I had also met you at Paint Creek Youth Center where I'm currently at. I can start by telling you about Scioto when I had first got there...

I am now writing about problems I face in my current institution, which is PCYC Paint Creek Youth Center. Yeah, I know it looks nice but it's really not. Yeah they may **treat you better than most institutions**. That's because this place is more covert with how they do things. I disagree with how this place is being ran here. **I do like that it's treatment and more controlled environment here. There is no fighting or taking food** but it seems as if we're never going to get out. This place is good at misleading you with telling you something to get you here, and once you start doing what you got to do, then they hit you with all type of adversity, like give you more time.

I also **don't like how our peer culture determines if you can move up into this program or not**. That affects peers because everyone is not going to like each other and guys in here will hold you back by not giving you obligations to move up because you got to get obligations in order to complete this program.

I done filled out **grievances and it took a long process for them to ever resolve my problems**. It took them about **six months to even talk to me with me reminding them and it still hasn't been resolved**.

I also make complaints about my back hurting and aching and the nurse would just say you're alright or you need to stretch when it's been hurting for over a year, so I get **tired of arguing with the nurse because in ways that can hold me back from moving up in treatment because in other's eyes that a behavior coming back to staff because I disagree with how they interact with us and something don't be taken serious**. I try to set out from recreation because my back would hurt.

They also got something here called **disciplinary level** where if the peer culture or staff feel like you need to set at the level then they will place you on this for two or three days or you do something like break the rules here. The most thing I don't like about that is you can't wear an undershirt even in the wintertime or you can't wear any shoes. You got to wear flip flops.

I also don't like how school is ran here because **if you are ready, then you have to wait to take your GED till they know you're getting out**. They also take practice testing for your GED every six months and if you

get out before then, you're stuck because you are going to have to get it once you get out.

I also don't like when they make us **clean up extensively** every time we have guests coming and during the week we had a lot of guests. We usually do extensive cleaning on Saturday once a week. They practice to use working on our trust level with others but you can't depend on staff or one to one to get things done less you have one that's proactive.

One more thing is how they do **our 90 day review. They really don't put down your accomplishments. They put down one situation that sticks out to them and that's pretty much your whole quarterly.** So if I do something like get mad and stay mad for two days, that's my quarterly.

I would like to know if anything can be arranged or help me deal with these things because **I really don't know any other steps I need to take to resolve these problems.** May you please write back.

In response to the inquiry to the Program Director, it was reported that a physician saw the youth and certain stretches were prescribed as treatment for the pain. It was also reported that the youth was seen by medical staff directly after the accident that occurred while he was at the Scioto Juvenile Correctional Facility, that x-rays were taken and that he was in frequent contact with DYS legal staff.

### **Follow-Up from the Director**

Further, via letter of October 10, 2005, the Program Director wrote the CHIC Director as follows:

I am writing to thank you for the feedback I received from your team on your visit to our facility on September 8, 2005. I was pleased that you and your staff found the facility to be satisfactory. Your comments about being a "family-like" atmosphere were received with pride on my part. While we definitely put a significant emphasis on implementing a quality, evidence based program, we believe that the environment we create and the relationships our youth form with our staff are key to instilling in the youth a belief that change is possible. With this belief, they are more likely to engage in treatment interventions and in turn have more success upon release.

I would like to follow up with you on some of the concerns that were raised as well. As you mentioned, one youth had stated he was not satisfied with the grievance process. I have continued to work with this youth individually to help him resolve his issue. Although I'm not sure he considers the issue resolved at this point, we have been working with him to better understand the decisions that have been made and I believe we

are taking appropriate steps to get the issue resolved. I have also counseled him on the appeal process so that he can take his complaint to the next level if he chooses to do so.

Your team also raised concerns about our lack of indoor recreational facilities. We have several things in the works to correct this issue. As I told you on the day of your visit, it is our plan to remodel a vacant building on the property for an arts and crafts building. This will be one way in which we can provide an alternative activity on inclement weather days. We also are working on establishing a partnership with the local Police Athletic League. They have a gymnasium in the area and have various activities with local youth with whom we will be able to participate. We also were recently informed of the fact that we may have access to a gymnasium at a vacant elementary school in Bainbridge. Finally, we are looking at ways in which we can upgrade some of our indoor recreational equipment that we currently have in our recreational building. In addition, a concern was raised about a nail sticking out in this building; this issue has been resolved. Building a gymnasium on our property is a long range goal of ours. Our agency has been very successful in raising capital dollars in the past. Our current resident halls were built with capital campaign dollars. Because this campaign was so recent, the gymnasium will remain at this time a goal of the future unless we receive support through the legislature in some way.

Community service opportunities are also being investigated. It is our plan to talk to Paint Creek State Park officials to see if there are opportunities with them for community service. We also intend to explore with United Way ways in which our youth could volunteer through their agency.

Since we are not ACA accredited, I have not completed the ACA Standards checklist you provided. Although we serve "correctional" youth we consider ourselves to be a treatment program first and foremost. I have included a copy of our Ohio Department of Job and Family Services License as well as a copy of our Ohio Department of Alcohol and Drug Addiction Services Certification. Both of these agencies monitor us for many of the issues outlined in the ACA Standards. I have included material you had requested from the day of your visit.

Again thank you for the positive, inspiring feedback on the day of your visit. We pride ourselves on being a quality program and all feedback is viewed as an opportunity to evaluate how we're doing and make adjustments as needed.

## CONCLUSION

The Lighthouse Youth Center's unique and innovative concepts begin with the facility itself. The fact that the facility is located on the site of an old baseball campsite provides an atmosphere in which the youth appear to thrive. Although tension between youth and staff, and between youth and youth has been observed in some DYS facilities, no signs of tension were observed at the Lighthouse Youth Center. A combination of factors, including the location, the staff, and the program itself, seemed to provide a positive atmosphere conducive to learning and developing life skills that will assist in the youth's maturation into adulthood.

The "staff secure" security system is another unique and innovative concept of the Lighthouse Youth Center. Rather than fencing and security hardware, Lighthouse Youth Center relies heavily on the trust and communication between the staff and the youth. Together, they create an atmosphere that is very different from typical juvenile correctional "institutions."

Perhaps what made the greatest impression during the on-site visit was the number of youth who expressed an interest in going to college after their release. Many of the youth stated that they were going to enroll in a two-year or four-year university. A college banner hung in one of the youth's rooms as evidence of their motivation to earn a college education. CIIC staff spoke with a group of youth in the dayroom. Youth were asked how many plan to go to college. Amazingly, nearly all hands went up, and they spoke with excitement and sincerity regarding the possibility of reaching their goal. This is a clear indication of how hard the staff have worked to instill the value of education and to build it into their plans and goals for the future. Equally significant was the observation of the number of content youth quietly reading in the dayrooms as they waited for the lunch period to begin.

The most encouraging information relayed by staff was that assaults are almost non-existence. Reportedly, in a 10-year period, there have only been six incidents in which a youth has "punched" another youth. One staff person relayed that the youth "simply do not fight." Staff relayed that one youth might hit another, but the one that is hit will not respond. They stated that the facility has zero tolerance in that regard. They de-escalate a situation before it gets to that point. They use time outs to vent and talk through the problem. The need for physical restraint occurs an average of once per month, but they went an entire year without even one instance of physical restraint.

Youth as well as staff seemed to genuinely feel that they have created a caring environment, which prevents the hostility that is exhibited in other institutions. Based on the communication from the youth on site, youth know that the staff truly care about them. Youth cited that caring as their major motivation toward self-improvement.

The Lighthouse Youth Center employees are *commended for the program, opportunities, and environment provided for the youth*. The fact that they have no juvenile correctional officers but rather "youth workers" is regarded as one of the factors, which helps to create

the special, non-institutional environment. Unlike youth perceptions stemming from the very title of “correctional officer,” the staff who work as “youth workers” tend to be regarded as persons who are truly trying to help the youth. There is no distinction between treatment and security staff. Youth workers serve as case manager and group facilitator, but also fulfill security and safety responsibilities.

There were comments and observations, which indicated that the youth seek to please the staff, that is, they want them to be proud of them and their accomplishments. Still, that was also evident in the youth’s communication with the CIIC staff. Numerous youth initiated contact, showing graded papers and other items demonstrating their accomplishments. Perhaps they are all seeking adult approval and recognition, just as any child seeks such from their parents. Staff commented that correctional officers from DRC and DYS institutions tend not to be good candidates for employment at the Lighthouse Youth Center due to their perception of division between security and treatment staff, as well as power issues. Such staff are reportedly ingrained in a role, making it difficult to transition to a therapeutic program and relationship.

The Lighthouse Youth Center has some significant similarities to the Missouri model that has been studied by the Ohio Department of Youth Services. The most significant aspect of the Center is its environment, not only the place, but the staff, the youth and the culture created which appears the very opposite of the culture of juvenile correctional institutions. ***It is strongly recommended that DYS look into the extent to which the Lighthouse Youth Center program, methods and staff training can benefit the current staff in the DYS institutions who seek tools to prevent and address behavior problems of youth.***