

Charlie Crist, Governor

**State of Florida
Department of Juvenile Justice**

Frank Peterman, Jr., Secretary



2009 Annual Report

(Covering Activities from July 1, 2008 to June 30, 2009)

**Office of the
Inspector General**

FISCAL YEAR 2008-2009 ANNUAL REPORT

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Inspector General**

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The Courage of Integrity

The highest courage is to dare to be yourself in the face of adversity.

Choosing right over wrong, ethics over convenience, and truth over popularity...

These are the choices that measure your life.

Travel the path of integrity without looking back,
for there is never a wrong time to do the right thing.

Office of Inspector General
Department of Juvenile Justice
Annual Report for Fiscal Year 2008-2009

CHARTER OF OPERATIONS

Vision

The children and families of Florida will live in safe, nurturing communities that provide for their needs, recognize their strengths and support their success.

Mission

The mission of the Department of Juvenile Justice (DJJ) is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.

Office of the Inspector General's Mission

The DJJ Office of the Inspector General (OIG) ensures that the Department, its employees and partners maintain the highest level of integrity, accountability and efficiency as we work together to increase public safety by reducing juvenile delinquency in Florida.

Purpose

The purpose of the DJJ OIG is to provide a central point for coordination of, and responsibility for, activities that promote accountability, integrity and efficiency in government, and to conduct independent and objective audits, investigations, and reviews relating to the programs and operations of the Department of Juvenile Justice. The Office of Inspector General assists the Department in the accomplishment of its objectives by promoting economy and efficiency, and in preventing and detecting fraud and abuse in its programs and operations.

Authority

The DJJ OIG reports directly to the Secretary of the Department. The authority of the DJJ OIG, outlined in Section 20.055, Florida Statutes, allows for full, free, and unrestricted access to all persons, records, and other information relevant to the performance of engagements.

Responsibilities

The DJJ OIG is statutorily assigned specific duties and responsibilities for its audit and investigation functions. Section 20.055(2), Florida Statutes, requires the appointment of an Inspector General by the agency head and specifies the Inspector General's responsibilities.

The DJJ OIG's responsibilities include:

- Promotes economy and efficiency in agency programs and operations, and to prevent and detect fraud and abuse;
- Provides direction for and coordinating audits, investigations, and management reviews relating to the programs and operations of the agency;
- Recommends corrective action concerning fraud, abuses, weaknesses, and deficiencies and report on the progress made in implementing corrective action;
- Advises in the development of performance measures, standards, and procedures for the evaluation of agency programs; reviews actions taken by the agency to improve program performance and meet program standards; and
- Ensures an appropriate balance is maintained between audit, investigations, and other accountability activities.

The Inspector General is required by statute to provide the agency head an annual report by September 30 each year summarizing the activities of the OIG during the immediate preceding state fiscal year. This document, which is presented to the DJJ Secretary, provides information to departmental staff and other interested parties on how the OIG accomplishes its mission.

Independence and Objectivity

The OIG's activities shall be independent and the OIG staff shall be objective in performing their work. The Inspector General reports to the Secretary and will not be subject to supervision by any other employee of the Department to ensure that audit, investigative, and other activities remain free from interference in the determination of the scope of activities, performance of work, and communication of results.¹ According to standards, the OIG shall refrain from participating in any operational activities that it might be expected to review or appraise or that could otherwise be construed to compromise the independence and objectivity of the OIG.

Scope of Work

The scope and assignment of the activities shall be determined by the Inspector General. However, the Secretary of the Department may at any time direct the Inspector General to perform an audit, investigation or review of a special program, function, or organizational unit. The scope of work is to determine whether the department's risk management control, and governance processes are adequate and functioning in a manner to ensure risks are appropriately identified and managed; significant financial, managerial, and operating information is accurate, reliable, and timely; resources are acquired economically, used efficiently and adequately protected; programs, plans, and objectives are achieved; quality and continuous improvement are fostered in the organization's control process; and significant legislative or regulatory issues impacting the department are recognized and addressed appropriately.

¹ Section 20.055(3)(b), Florida Statutes

Professional Standards

The Office of Inspector General will follow appropriate professional standards in fulfilling its responsibilities. These include the *International Standards for the Professional Practice of Internal Auditing* and the *Code of Ethics* of the Institute of Internal Auditors, Inc., *Generally Accepted Governmental Auditing Standards* issued by the Comptroller General of the United States, and applicable standards from the Association of Certified Fraud Examiners, and the State of Florida Auditor General's Rules.

Periodic Assessment

The Inspector General shall periodically assess whether the purpose, authority, and responsibility, as defined in the charter, continue to be adequate to enable the OIG activities to accomplish its objectives to assist the department in the accomplishment of its objectives.

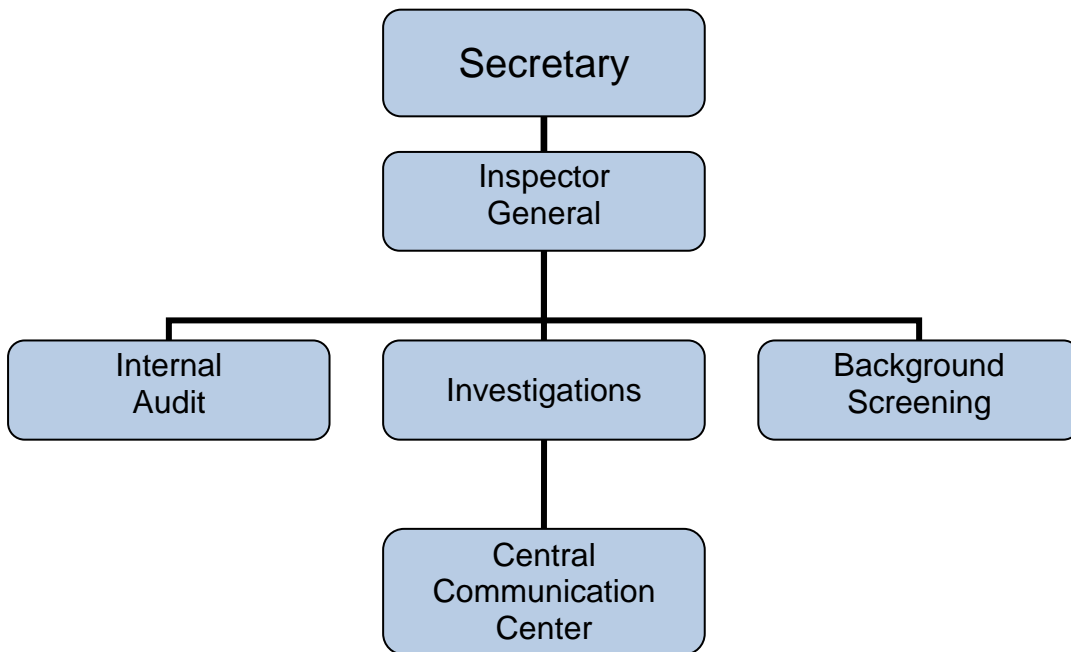
Historic Overview

The term "inspector general" historically has been associated with maintaining and improving the operational efficiency of our nation's armed forces. In the 1970's, Congress adopted the idea and created civilian inspectors general to address fraud, waste, abuse and corruption in federal agencies.

An audit function was established by Florida in the 1960's. This function evolved into audits and investigations and, in the 1980's it was designated as the Office of Inspector General. In 1994, amendments to Section 20.055, F.S., required an OIG in each state agency.

Organization

The DJJ OIG is staffed with 32 full-time employees and 9 other personal services employees under the direction of the Inspector General. The organizational structure for the OIG is as follows:



Organization and Staff

The Office of Inspector General has four main operating functions: The Bureau of Internal Audit (BIA), the Bureau of Investigations, the Central Communication Center (CCC), and the Background Screening Unit (BSU).

In order to maximize efficiency and accomplish its mission, the OIG has organized the office as shown in the chart below:

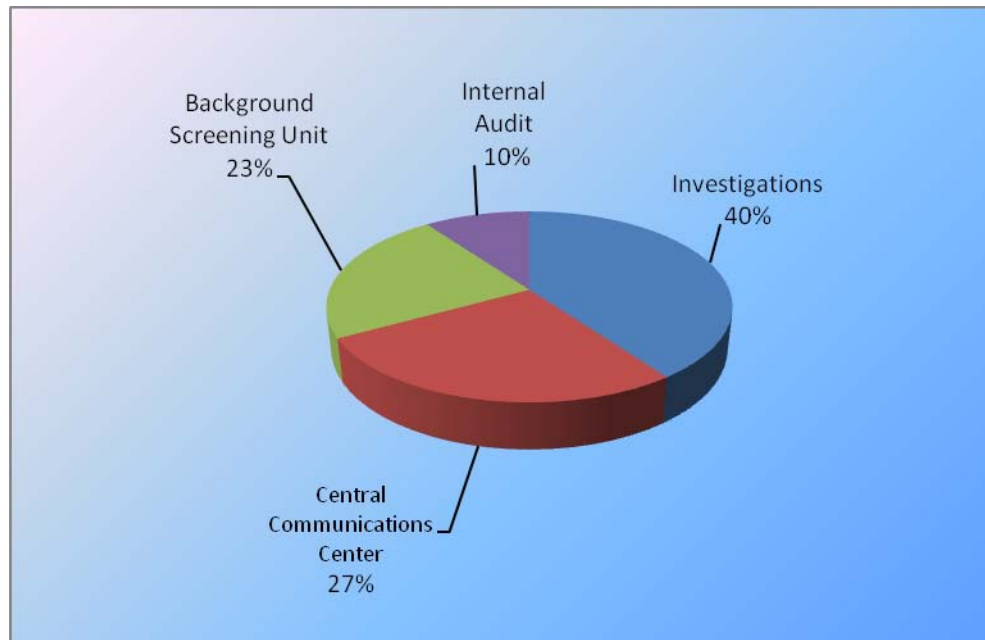
Bureau of Internal Audit (BIA): This function provides independent appraisals of the performance of department programs and processes, including the appraisal of management's performance in meeting the department's information needs while safeguarding its resources.

Bureau of Investigations: This function works to deter, detect and investigate crimes or misconduct impacting the department.

Central Communications Center (CCC): This section provides 365-day a year incident/complaint hotline coverage. The CCC provides information to DJJ to assist in maintaining a safe environment for the treatment and care of youth in department programs.

Background Screening Unit (BSU): The BSU assists the department in meeting its goal of hiring applicants who meet statutory and agency standards of good moral character by conducting background screenings pursuant to Chapters 39, 435, 984, and 985, Florida Statutes, and the Department's background screening policy and procedure.

STAFF RESOURCES



Staff Certifications

Expertise within the DJJ OIG covers a variety of disciplines with employees being technically qualified in auditing, accounting, investigations, background screening, and information technology. Staff members continually seek to augment their professional credentials, further enhancing their abilities and the contributions they make. Additionally, staff members participate in a number of professional organizations to maintain proficiency in their profession and areas of certification.

The accomplishments of the staff in obtaining professional certifications represent significant time and effort by each staff member, reflecting positively on the individual as well as the department.

The table below details the number of advanced degrees/certifications held in the OIG.

Degrees/Certifications	No.
Certified Internal Auditor	3
Certified Public Accountants	2
Certified Inspector General	2
Certified Inspector General Investigator	11
Certified Public Manager	1
Certified Fraud Examiner	1
Certified in FDLE Criminal Justice Information Services	9
Certified FDLE Terminal Agency Coordinator	1
Certified by the Equal Employment Opportunity Commission	1
Notary Public	13

Staff Affiliations

American Institute of Certified Public Accountants
Institute of Internal Auditors, Inc. (National and Local Chapters)
Association of Certified Fraud Examiners
The Association of Inspectors General (National and Local Chapters)
The Florida Audit Forum

Staff Development

During FY 2008-2009, DJJ OIG staff participated in a variety of professional trainings including courses to meet the Government Auditing Standards (GAS) requirements. GAS standards require each auditor, every two years, to complete at least 80 hours of continuing education and training that contributes to the auditor's professional proficiency. The DJJ OIG staff remains committed to seeking professional excellence through training and development to improve and expand the products we can offer and to ensure high quality service to our customers.

Bureau of Internal Audit

The Bureau of Internal Audit (BIA) assists the Secretary and the department in deterring and detecting fraud, waste, and abuse and provides assurance that the department uses its resources in an efficient and effective manner.

The BIA carries out its function for the department under the leadership of the Director of Audit who reports to the DJJ Inspector General. The bureau's staff is composed of an Audit Director, one Operation Review Specialist, and two Management Review Specialists (Senior Auditors).

Audit Responsibilities

Pursuant to section 20.055(5), Florida Statutes, the bureau conducts performance, information technology, financial and compliance audits of the department and prepares reports of its findings and recommendations. Audits are performed in accordance with *the Standards for the Professional Practice of Internal Auditing*, published by the Institute of Internal Auditors. An audit involves obtaining an understanding of internal control structure; assessing control risk; testing of records and responses of inquiries by obtaining corroborating evidentiary matter through inspection, observation, confirmation and other procedures.

In addition to audits, the bureau performs non-audit services, such as special projects, and provides other management advisory and consultant services to the department.

The Institute of Internal Auditors defines internal auditing as an independent, objective assurance and consulting activity designed to add value and to improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Accomplishments for FY 2008-2009

During the fiscal year, the BIA completed or initiated major audits, reviews and projects consisting of the following:

- One operational audit;
- Four management reviews;
- Three follow-up reviews to outside agency audits;
- Various management advisory projects and coordination with the Auditor General and Federal audits.

Operational Audits

Operational audits are comprehensive reviews of the department's systems, programs, and processes to evaluate the efficiency of operations and the effectiveness with which these functions achieve their objectives. These audits also include determining whether the department acquired, protected, and used its resources economically and efficiently in accordance with applicable laws and regulations.

The bureau issued one operational audit report.

Audit of Detention Security Supervision

DJJ maintained 26 state funded juvenile detention centers, called Regional Juvenile Detention Centers (RJDC).^{*} A RJDC is a hardware secure facility that serves youth detained by various circuit courts. Youths are detained pending adjudication, disposition, or placement in a commitment facility.

^{*}Effective July 1, 2009, this number was reduced by one.

The RJDCs are designed to provide supervision of youth in a safe, secure, and humane environment. Services for youth include: education, mental health, substance abuse, and health care. Medical, mental health and food services are contracted services. Educational services are funded by the Department of Education and provided by local school districts. A typical day for a youth in secure detention would involve hygiene, meals, school, structured physical and educational activities, and scheduled court appearances.

The objectives of the audit were to determine if detention security supervision was implemented in accordance with law, rules, and department policies and procedures; and if adequate controls are in place to ensure the effectiveness of detention security supervision for providing care, safety and protection of youth, promoting health and the wellbeing of youth, strengthening the youth's family ties, and enhancing public safety.

The audit found that, in general, the department provided a safe, secure, and humane environment for the youth in the detention centers. The audit also indicated that detention facilities provided the required health and educational services, communication opportunities, and behavior management systems. Further, the audit indicated the youth in detention centers understood security supervision as defined as direct care, custody, and control and how they are to appropriately interact with officers and facility staff. The youth had a good understanding of the visitation process along with good experiences when visitation with parents and/or guardians occurred. However, the audit disclosed areas for improvement in security controls; officer professionalism; promoting health and family ties, and food services.

Management Reviews

Review projects were initiated through complaints to the DJJ OIG, requests from management, and correspondence from the Department and external sources. The OIG BIA reviewed program offices' contract management, the Department's direct-support organization operation, and conducted reviews to assist investigations.

The OIG BIA issued three management review reports:

1. Review of DJJ Management Information System's contracts;
2. Review of the Florida Juvenile Justice Foundation, Inc.;
3. Review of the Florida Juvenile Justice Foundation Budget and related issues.

External Audit Liaison and Follow-Up Activities

The OIG BIA is responsible for monitoring the Department's implementation of corrective action to address recommendations in audit reports and policy reviews issued by the Auditor General (AG) and the Office of Program Policy Analysis and Government Accountability (OPPAGA). The OIG BIA provided liaison activities for the AG operational audit and the federal grants audit, and conducted follow-ups to monitor the status of corrective actions for several external audits/reviews. The OIG BIA issued the following six-month follow-up review reports:

- Follow-up on OPPAGA Report #08-07: DJJ Should Better Identify At-risk Youth, Use Proven Prevention Models, and Revise Funding Practices.
- Follow-up on OPPAGA Report #08-56: DJJ Should Use Evidence Based Practices to Address Juvenile Gang Involvement.
- Follow-up on OPPAGA Report #09-01: DJJ Should Monitor Network and Pace Administrative Services and Revise Policies to Serve Appropriate Youth.

Other Activities

The Florida Single Audit Act

The Florida Single Audit Act (FSAA) was enacted in 1998 by the Florida Legislature to establish uniform State audit requirements for non-state entities expending State financial assistance equal to or in excess of \$500,000. The OIG BIA responded to the Department of Financial Services on behalf of DJJ and coordinated compliance efforts. This included providing technical assistance, meetings, inter-agency correspondence and liaison activities. From March 2009, the OIG BIA assumed the responsibility of reviewing the Financial Reporting Packages received from non-state entities to ensure compliance with the Florida Single Audit Act and the Federal Office of Management and Budget (OMB) Circular A-133, including management letters and corrective action plans, to the extent necessary to determine whether timely and appropriate correction was done with respect to audit findings and recommendations pertaining to state and federal financial assistance. The OIG BIA implemented new policies and procedures to ensure compliance with the Florida Single Audit Act.

Communication with Management

The DJJ OIG provides a centralized point for coordination of activities that promote accountability, integrity and efficiency. A major part of this responsibility includes keeping management informed of the many internal and external audits and related activities. The OIG BIA also reviews the department's response to external audit reports.

Bureau of Investigations

Investigations

The OIG Bureau of Investigations (Investigations) assists the Department in ensuring the promotion of accountability, integrity, and efficiency within the agency. In addition, Investigations assists in ensuring only those persons who meet statutory and Departmental standards for good moral character are selected to provide for the custody, care, safety, and protection of those youths entrusted to our supervision.

Investigative Unit

The investigative unit is charged with the responsibility of coordinating and conducting investigations designed to detect, deter, prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses within DJJ, involving both state and contract provider employees, programs, facilities, and offices.

All investigative activities are objective and unbiased. Inspectors submit detailed investigative reports, which include sworn statements and documentary evidence. The Inspector General reviews all completed cases for sufficiency and accuracy before signing and disseminating the final report. Investigations containing substantiated allegations are forwarded to management, which is responsible for implementing corrective action and reporting it to the OIG.

The OIG Chief of Investigations and the Inspector General review completed civil rights cases; however, a resolution panel presided over by the department's Equal Employment Opportunity (EEO) officer determines whether there is cause to believe either discrimination or harassment occurred. The Bureau of Investigations does not make recommendations concerning corrective action for EEO complaints.

In December 2007, to address the considerable number of incidents assigned to management, the Office of the Inspector General, working with department leadership established the Administrative and Program Review process. The purpose of this process is to ensure that all incidents warranting follow-up attention that do not rise to the level of an OIG investigation are assigned for review. Administrative Reviews are

conducted by thirteen department staff assigned to the various program areas to look at incidents that routinely occur in department programs. Program Reviews are conducted by state and provider operated program staff to look at routine incidents that are the least serious in nature, but still warrant follow-up. In both instances, the designated staff attends OIG Program/Administrative Review training to learn basic investigative procedures. The results of these reviews are completed in the CCC database and are approved by the department's Assistant Secretaries.

Accomplishments for FY 2008-2009

The OIG Bureau of Investigations initiated 412 investigations during this fiscal year; some investigations had multiple allegations. Two hundred and forty-seven allegations were substantiated, 118 were unsubstantiated, and 47 were found to be inconclusive.

The OIG Bureau of Investigations initiated 75 inquiries during this fiscal year; some inquiries had multiple allegations. Forty-five allegations were substantiated, 21 were unsubstantiated, and 9 were found to be inconclusive.

Substantiated findings reported to management resulted in terminations, resignations, and other disciplinary and non-disciplinary actions, as well as programmatic changes.

Summary of Investigations

2008-2009 Annual Report Summaries

IG 08-0064/CCC N/A Desoto Juvenile Correctional Complex

This investigation was predicated by an anonymous letter to the Secretary of the Department of Juvenile Justice alleging that the Desoto Juvenile Justice Complex administrator violated DJJ policies concerning the use of state owned vehicles, fuel, property, housing facilities and funds. Desoto Juvenile Justice Complex is a state operated residential complex. Interviews conducted and documents reviewed substantiated policy violations concerning perquisite housing, undocumented travel using a state vehicle and the improper submission of a duplicate Voucher for Reimbursement of Travel Expense form. Allegations concerning the improper use of state owned vehicles, fuel, property, and funds were closed as inconclusive and/or unsubstantiated. As a result of the substantiated findings, the subject staff reimbursed the state for \$110.00 dollars and received additional training.

IG 08-0083/ CCC N/A Lutheran Services of Florida

This investigation was predicated by allegations by a former employee of a private provider, who alleged several high-ranking provider officials misappropriated funds and falsified documents. Lutheran Services of Florida is a contracted prevention program. OIG staff interviewed the complainant, who was unable to provide any direct information relative to the allegations. OIG staff conducted several interviews and reviewed contracting documents; no information was developed to support the allegations.

IG 08-0097/CCC 2008-02405 Miami-Dade Juvenile Assessment Center

This investigation was predicated by an allegation that a sworn corrections officer with the Miami-Dade Corrections and Rehabilitations Department used a chemical agent on a youth. Under a contract with DJJ, Miami-Dade county government operated the Miami-Dade Juvenile Assessment Center. During the course of the investigation, the youth further alleged that the officer grabbed him by the neck, threw him to the ground, and kned him in the head twice. Statements from contracted mental health staff, contracted security staff, and the youth, along with documentation reviewed found the allegation of excessive force inconclusive; however, the allegation of unnecessary force, related to the use of a chemical agent, was substantiated. The Miami-Dade Corrections and Rehabilitations Department conducted their own internal investigation and substantiated the allegation of violation of department policy and Section 985.4055, Florida Statute. The subject was reassigned to the Miami-Dade Jail and barred from working at the JAC.

IG 08-0104/CCC N/A DeSoto Dual Diagnosed Juvenile Correctional Facility (Combined Case)

This investigation was predicated by an allegation that staff at the facility were told to falsify reports regarding an escape that was not reported. DeSoto Dual Diagnosed Juvenile Correctional Facility is a stated operated residential program. It was further alleged through two separate but related complaints that during the apprehension of the escaped youth he was improperly restrained by staff. Statements from staff and youth along with documentation reviewed substantiated the classifications of Improper Supervision, Violation of Policy/Rule, and Failure to Report. The classifications of Improper Conduct and Falsification were closed as inconclusive. As a result of the findings, staff were counseled and reminded to follow policy in reporting escapes. Management disagreed with the improper supervision finding and no action was taken.

IG 08-0117 Office of Prevention and Victim Services

This investigation was predicated by a complaint received from the Executive Office of the Governor Chief Inspector General. It was alleged that the DJJ Office of Prevention and Victim Services violated provisions of Florida Statutes in the execution of the 2008 – 2009 grant application and review process. The Office of Prevention and Victim Services is a state operated program area. During the investigation OIG staff found that DJJ staff made handwritten changes to fully executed 2008 – 2009 grant contracts that appeared to be undisclosed to the grant recipients. The investigation found that staff who were alleged to have violated statute in the grant process were no longer employed with DJJ and when contacted refused to cooperate with the investigation. Based on the records reviewed and the refusal to cooperate from the former subject staff the classification of Violation of Policy/Rule was closed as inconclusive. The additional classification of Negligence against the current staff for making handwritten changes to grant contracts was closed as substantiated. The staff was given a reprimand.

IG 08-0122/CCC N/A Tallahassee Marine Institute

This investigation was predicated by a complaint received by the Executive Office of the Governor Chief Inspector General that alleged a case manager informed a youth under her supervision of confidential DJJ commitment intentions and instructed the Tallahassee Marine Institute staff not to transfer calls from a Tallahassee Police Officer to her office. The Tallahassee Marine Institute is a contracted probation program. During the investigation, two Tallahassee Police Officers alleged the case manager revealed confidential information regarding an active criminal investigation in which the youth and his roommates were suspects, and that the subject staff did not violate the youth's probation after he failed twelve drug tests. The OIG investigation found no testimony or evidence to support the officers' allegations; the case was closed as unsubstantiated.

IG 08-0135/CCC 200-03736 Pines Juvenile Residential Facility

This investigation was predicated by a complaint from a female youth who alleged that a male staff member touched her inappropriately and made sexually inappropriate remarks to her. Based on interviews conducted and documents reviewed the classification of Improper Conduct/Sexual Nature was substantiated. It was also determined that a member of the management staff was made aware of the allegations but failed to conduct an investigation or report it to DJJ. The management staff received informal counseling and subsequently submitted his resignation when informed of the pending facility closure. As a result of the substantiated findings the subject was terminated.

IG-08-0136/CCC 2008-03714 Okaloosa Youth Academy

This investigation was predicated by an allegation from a youth that he had been sexually assaulted by another youth after they were found alone in a room by staff. Okaloosa Youth Academy is a contracted residential program. As the Okaloosa County Sheriff's Office refused to conduct a criminal investigation in the DJJ facility, the matter was referred to the Florida Department of Law Enforcement, who agreed to provide investigative assistance to the OIG to determine whether criminal charges should be direct filed with the State Attorney's Office. During this investigation the youth admitted that one of the two alleged sexual assaults did not occur. Notwithstanding this admission, a review of the video footage showed that the two youths were alone in a room for approximately six minutes because one of them hid when staff left the youth unsupervised for approximately 43 seconds. The investigation found that the subject staff violated DJJ and program policies for safety and supervision of youth. The classification of Improper

Supervision was substantiated. Both subject staff received written reprimands and completed a counseling session.

IG 08-0138/CCC 2008-03798 Desoto Juvenile Correctional Complex

This investigation was predicated by an anonymous e-mail complaint alleging that the Desoto Juvenile Correctional Complex administrator violated Florida Statute by hiring members of his extended family, failed to make notifications to the Central Communications Center and racially discriminated against staff. Desoto Juvenile Justice Complex is a state operated residential complex. Based on documentation reviewed and interviews conducted, all of the allegations were closed as either unsubstantiated or inconclusive with the exception of the Nepotism complaint, which was substantiated. As a result of the substantiated finding the subject staff received additional training.

IG 08-0142 Bureau of Quality Assurance

This investigation was predicated by a complaint that alleged DJJ staff forwarded to an employee of another agency an e-mail that contained information regarding another employee's workman's compensation matters. The Bureau of Quality Assurance is a state operated administrative office. The OIG investigation of improper conduct of confidential information was closed as substantiated and as a result staff was demoted.

IG 08-0143/CCC 2008-03327 Lake Academy (Combined Case)

This investigation was predicated by a complaint alleging that a shift supervisor was involved in a romantic relationship with a female youth. It was also alleged in a separate but related complaint that the same shift supervisor allowed youth to sneak contraband into the facility. Lake Academy is a contracted residential program. During an interview the subject staff admitted he helped youth sneak clothes into the facility after the youth returned from their home pass. Based on his admission the classification of Improper Conduct/Introduction of Contraband was substantiated. The classification of Improper Conduct/Staff-Youth Relationship was closed as inconclusive. Prior to the completion of this investigation the subject staff was terminated.

IG 08-0146 /CCC 2008-02829 Brevard Regional Juvenile Detention Center

This inquiry was predicated by an allegation from a youth's mother to the detention facility that she discovered her son was driving a staff's car. Brevard Regional Juvenile Detention Center is a state operated detention facility. The mother drove the car to the detention center and it was confirmed the car and keys belonged to a 60 year-old contracted school board teacher (female) who was out of town. Law enforcement was notified and interviewed the youth who reported he was having a sexual relationship with the teacher who allowed him to use her car. The teacher was arrested on 15 counts of sexual intercourse with a minor and for making a false police report that her car was stolen. She remained in jail for six months until she bonded out. The criminal charges are still pending. The classifications of Improper Conduct/Sexual Nature and Improper Conduct (use of car) were closed as substantiated. The school board voted to allow her to resign.

IG 08-0152/CCC N/A Gulf Coast Youth Services, Inc.

This investigation was predicated by a complaint received from the Office of the Attorney General, Medicaid Fraud Control Unit (MFCU). The complaint referred allegations of abuse, which were reported to criminal investigators during the MFCU investigation. Gulf Coast Youth Services, Inc. is a contracted residential program. Through a review of the MFCU investigative work file, OIG staff identified seventeen allegations. It was found that nine allegations were previously reviewed by the department or investigated by the OIG. Two allegations were outside the purview of the OIG, a wrongful termination lawsuit and a concern about how the Department of Children and Families was conducting abuse investigations. The remaining six allegations were investigated by the OIG and found to be unsubstantiated.

IG 08-0154 St. Johns Regional Juvenile Detention Center

This investigation was predicated by information provided by the DJJ Office of Information Systems (MIS). While searching for the source of a computer virus, MIS staff found sexually explicit material on a computer at the program and notified the OIG. St. Johns Regional Juvenile Detention Center is a state operated detention facility. OIG staff conducted forensic examinations on three computers at the facility

and interviewed subject staff. The investigation resulted in substantiated findings against nineteen staff for Improper Conduct/Computer Misuse and Violation of Policy/Rule; fifteen staff were terminated, one staff resigned during the investigation, and three staff either resigned or were terminated for reasons not associated with Computer Misuse before the OIG opened the case.

IG 08-0162 Office of Contract Administration

This investigation was predicated by an Equal Employment Opportunity (EEO) complaint, which alleged that a DJJ supervisor was racially harassing staff to the point that it created an intimidating and hostile work environment. The Office of Contract Administration is a state operated administrative office. Based on investigative findings the EEO Resolution Panel found No Cause regarding the allegation of racially motivated harassment; however, it was determined that staff conduct was in violation of Florida Administrative Code, Disciplinary Standards and as a result staff was counseled.

IG 08-0174/CCC 2008-05470 Vision Quest Low Risk

This investigation was predicated by a complaint alleging that a Child Care Worker attempted to kiss and inappropriately touch a youth. Vision Quest Low Risk is a contracted residential program. Based on interviews conducted and records reviewed, the classifications of Improper Conduct/Sexual Nature and Improper Supervision were substantiated. This matter was referred to the Okeechobee County Sheriff's Office for criminal investigation and charges were filed with the State Attorney's Office and the subject staff was terminated.

IG 08-000175/CCC 2008-05544 Marion Regional Juvenile Detention Center

This investigation was predicated by an anonymous complaint which alleged that several staff used DJJ computers to view sexually explicit material. The anonymous reporter also alleged that the Assistant Detention Superintendent sexually harassed female staff. Marion Regional Juvenile Detention Center is a state operated detention facility. During this investigation computer evidence was obtained and forensically examined. Based on the findings fifteen DJJ Computer User Identifications were identified that misused DJJ computer resources. Prior to the completion of this investigation the fifteen subject staff either resigned or were terminated for failing to successfully complete their probationary period. Based on interviews conducted the allegation of sexual harassment was closed with unsubstantiated findings.

IG 08-0177/CCC 2008-05682 Bowling Green Juvenile Residential Facility

This investigation was predicated by an allegation from a youth that a staff member and another youth were having sexual relations. Bowling Green Juvenile Residential Facility is a contracted residential program. Through interviews and a review of documents OIG staff found no information to support the allegation. Both the alleged victim and subject denied the allegation to law enforcement. However, law enforcement reported the subject took a voluntary computer voice stress analysis and the examiner determined the subject provided untruthful answers regarding having sexual contact with the victim. Law enforcement presented the criminal investigation to the State Attorney's Office, who based on the lack of evidence and the denials by the victim and the subject declined to file charges. No actions were taken against the staff.

IG 08-0180 Duval Regional Juvenile Detention Center (Combined Case)

This investigation was predicated by a complaint which alleged that a major disturbance occurred at the facility which necessitated local law enforcement officials to respond. As a result of this incident 38 youths were arrested and three youths sustained minor injuries and were transported to the hospital for further evaluation. It was alleged that staff failed to provide adequate supervision which contributed to the disturbance. Duval Regional Juvenile Detention Center is a state operated detention facility. Based on statements from witnesses, a review of surveillance videos, along with a review of other documentation the classification of Improper Supervision against four staff was closed as unsubstantiated.

IG 08-0185/CCC 2008-05931 Bristol Youth Academy

This investigation was predicated by a complaint alleging that sexually explicit letters between a staff and an 18-year-old youth were found at the facility. Bristol Youth Academy is a contracted residential program. Based on the interviews conducted and records reviewed the classification of Improper Conduct/Sexual Nature was substantiated; however, no evidence was found that physical sexual

misconduct had occurred. The subject staff was terminated after admitting she wrote letters containing sexual content to the youth.

IG 08-0186/CCC N/A St. Johns Regional Juvenile Detention Center

This investigation was predicated by an anonymous e-mail complaint that alleged staff at the St. Johns Regional Juvenile Detention Center misused DJJ computers not previously examined by the OIG. The previous examination was conducted under Case #08-0154. St. Johns Regional Juvenile Detention Center is a state operated detention facility. Forensic examination of four additional computers identified 24 DJJ Computer User Identifications that were used to access the Internet for personal reasons, access inappropriate material, and/or download unauthorized audio/video files to computers. The investigation substantiated that 24 staff engaged in Improper Conduct/Computer Misuse and Violation of Policy/Rule. Three staff resigned during the course of the investigation. Based on the substantiated findings, one staff was terminated and one staff received a written reprimand. Nine of the User Identifications belonged to DJJ staff that were terminated as a result of Case #08-0154. Ten staff either resigned or were terminated for reasons not associated with Computer Misuse before the anonymous complaint was made.

IG 08-0188/CCC N/A Pinellas Regional Juvenile Detention Center

This investigation was predicated from a proactive response by the OIG to possible computer misuse by DJJ staff. Pinellas Regional Juvenile Detention Center is a state operated detention facility. Forensic examinations showed that the DJJ Computer User Identifications of ten current staff and nine former staff were used to access inappropriate and/or sexually provocative material from the Internet using DJJ computers and Internet access. Findings against the nine former staff were based on forensic evidenced and was substantiated for Improper Conduct/Computer Misuse. Through a review of documents and interviews of current subject staff, OIG staff substantiated findings against seven current staff. The investigation showed one current staff did not violate DJJ rules when he forwarded an e-mail from his personal home computer to the work e-mail addresses of two other staff. The investigation showed these two staff had no reason to assume the e-mail contained inappropriate material and they took no further action to view or further disseminate the e-mail. Corrective actions ranged from a reprimand to termination.

IG 08-0191/CCC 2008-06307 Vision Quest Low Risk

This investigation was predicated by an allegation that staff assisted two youths in escaping from the program. It was further alleged that staff engaged in a sexual/romantic relationship with one of the youth/escapees. Vision Quest Low Risk is a contracted residential program. Statements from youth and staff supported the allegation that staff assisted two youths in escaping from the program. The investigation showed the subject staff was the only employee supervising a dormitory of youth when he left his assigned post and drove the two escapees to another county and left them at a friend's house. Interviews with staff and youth refute the allegation that staff engaged in a sexual/romantic relationship with the youth. The subject staff was subsequently arrested and charged with assisting the youth in escaping from a court ordered program; his employment was terminated.

IG 08-0212/CCC 2008-06859 Eckerd Youth Development Center

This investigation was predicated by an incident where a youth residing in the Eckerd Youth Development Center collapsed while playing basketball and later died as a result of alleged Medical Neglect. Eckerd Youth Development Center is a contracted residential program. Based on statements from youth and staff, documentation obtained from the program and the Medical Examiner who completed the autopsy, the allegation of medical neglect was unsubstantiated.

IG 08-0221/CCC 2008-07228 Probation Unit# 812, Ft. Lauderdale, FL.

This investigation was predicated by a complaint alleging that a DJJ staff submitted two erroneous State of Florida Travel Vouchers and received reimbursements for \$425.59. The staff was alleged to have falsified the travel vouchers by signing her supervisor's signature without authorization. Probation Unit #812 is a state operated probation office. Based on interviews conducted and financial records reviewed it was found that the subject staff received travel reimbursements from October 2007 to September 2008 totaling \$1,785.11. Based on these findings the classifications of Falsification and Theft were

substantiated. The matter was referred to the Hollywood Police Department for criminal investigation and is still pending. The subject staff resigned.

IG 08-0225/CCC 2008-07410 Hastings Youth Academy

This investigation was predicated by an anonymous complaint alleging that a "riot" occurred in the recreation yard, which resulted in one staff member injuring a youth's eye and the facility failed to accurately report the incident to the Central Communications Center. Hastings Youth Academy is a contracted residential program. Based on statements from witnesses and documentation reviewed the classifications of a Violation of Policy/Rule, Failure to Report, and Excessive Force were closed as substantiated. The provider disagreed with the findings and took no corrective action.

IG 08-0226 / CCC 2008-07635 New Beginnings Youth Shelter

This investigation was predicated by a youth's allegation that a male staff member called her into the kitchen pantry where he grabbed her breast and kissed her on the mouth. New Beginnings Youth Shelter is a contracted prevention program. The subject agreed to be interviewed by law enforcement and denied the sexual misconduct allegations; however, the staff admitted he gave the youth a pack of cigarettes (contraband). The OIG substantiated a classification of Improper Conduct for the contraband, while the sexual misconduct allegation was closed as inconclusive. As a result of the law enforcement investigation the subject was arrested for contributing to the delinquency of a minor. Although he was on administrative leave at the time of his arrest, he failed to notify the shelter about his arrest, failed to cooperate with the OIG investigation and he was asked by the program to resign. The criminal case was nolle prossed after he completed a pre-trial intervention program.

IG 08-0227 DJJ Residential Services

This investigation was predicated by a complaint from the Florida Department of Law Enforcement in which they alleged that during an investigation it was discovered that a DJJ Headquarters staff made arrangements for and/or allowed access by the media to confidential materials/documents/records that were under the custody and control of Arthur G. Dozier School for Boys. DJJ Residential Services is a state operated program area. The classification of Improper Conduct/Release of Confidential Information was substantiated. Prior to the completion of this investigation the subject staff was terminated as a result of a separate OIG investigation.

IG 09-0007/CCC 2009-00306 Manatee Adolescent Treatment Services

This investigation was predicated by a complaint alleging that the Program Director had staff falsify ten-minute check reports and individual youth management records. It was also alleged that the director was placing youth he did not like in controlled observation without documenting the confinements, and staff were falsifying reports concerning the youths' behavior in order to keep the youth in confinement longer than necessary. Manatee Adolescent Treatment Services is a contracted residential program. The investigation found that in a representative two-month period, there were 22 instances of youths being put into controlled observation for which no documentation was on file at the program. The investigation did not establish that the program director was directly involved or had knowledge of the undocumented confinements. The alleged falsification of ten-minute check reports and youth records was closed as inconclusive. However, the classification of a Violation of Policy/Rule was substantiated against the Program Director in that there were no reports on file in the MATS administrative files documenting the 22 controlled observations. An additional classification of a Violation of Policy/Rule was substantiated against the Director and the Assistant Director for using profanity in front of youth.

IG 09-0012/CCC 2009-00493 Arthur G. Dozier School for Boys, Sex Offender Program

This investigation was predicated by a complaint by a youth to his therapist alleging that he experienced and observed sexual activity between youth and staff at the facility. Arthur G. Dozier School for Boys Sex Offender Program is a state operated residential program. Records were reviewed and the youth was interviewed by OIG staff. During the interview the youth admitted he lied about staff touching youth. The classification of Improper Conduct/Sexual Nature was closed as unsubstantiated.

IG 09-0023/CCC N/A Residential Services North Region

This investigation was predicated by a written anonymous complaint that alleged a DJJ Program Monitor was working a second job without authorization and was doing it during his scheduled DJJ work hours. The complaint alleged that the subject staff was working in this capacity with the knowledge of his supervisor. Residential Services North Region is a state operated region office. A review of records by OIG staff and a forensic analysis of the subject staff's computer substantiated that the program monitor was dually employed twice (i.e. 2007 & 2009) without authorization, used a DJJ computer for private purposes (personal gain), was storing sexually explicit/provocative e-mails, and falsified timesheets regarding the use of Administrative Disability Leave for Worker's Compensation. The program monitor, a twenty year state employee, was terminated based on the substantiated findings. The allegation that the program monitor was working a second job with the knowledge of his supervisor was unsubstantiated.

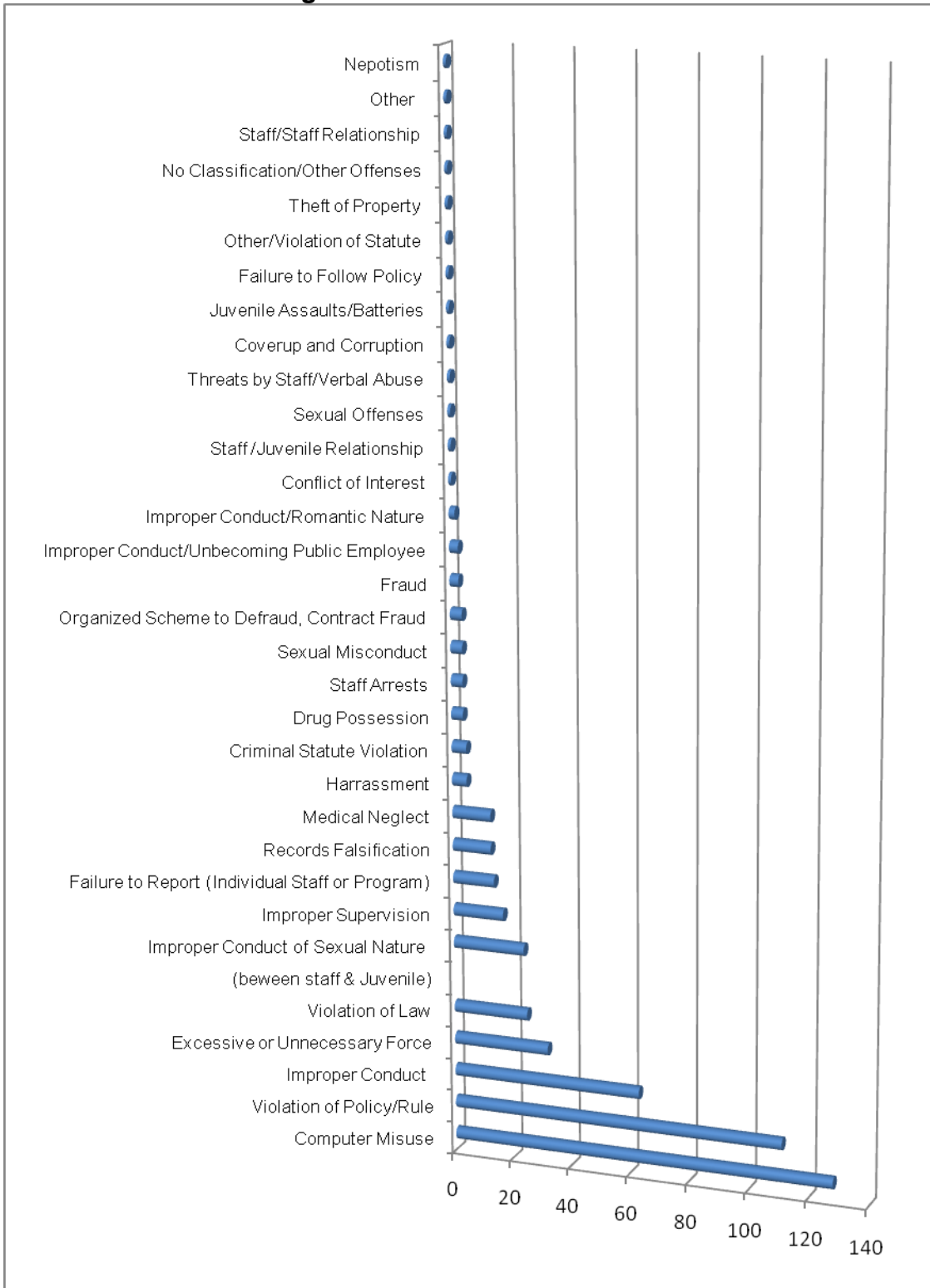
IG 09-0026/CCC 2009-00938 Arthur G. Dozier School for Boys

This investigation was predicated by an Equal Employment Opportunity (EEO) complaint, which alleged that a male staff put his arm around a female and touched her breast. It was further alleged that four other male staff sexually harassed the victim. Arthur G. Dozier School for Boys is a state operated residential program. Based on investigative findings an EEO Resolution Panel returned with a determination of Cause for the classification of Sexual Harassment against the male staff that touched the female staff's breast and No Cause for allegations against the remaining four male staff.

Computer Forensic Technical Assistance

During the reporting period the DJJ OIG provided technical assistance in the form of computer forensic examinations for 15 investigations conducted by the DJJ OIG or other government agencies. A total of 34 computer hard drives and memory storage devices were forensically examined. All examinations were conducted in a forensically sound manner to identify possible subjects and to document and secure digital evidence relating to the violation of DJJ (or requesting agency) policies and procedures.

Classification of Investigations



**Categorization of Investigations/Inquiries
Closed During Fiscal Year 2008-2009**

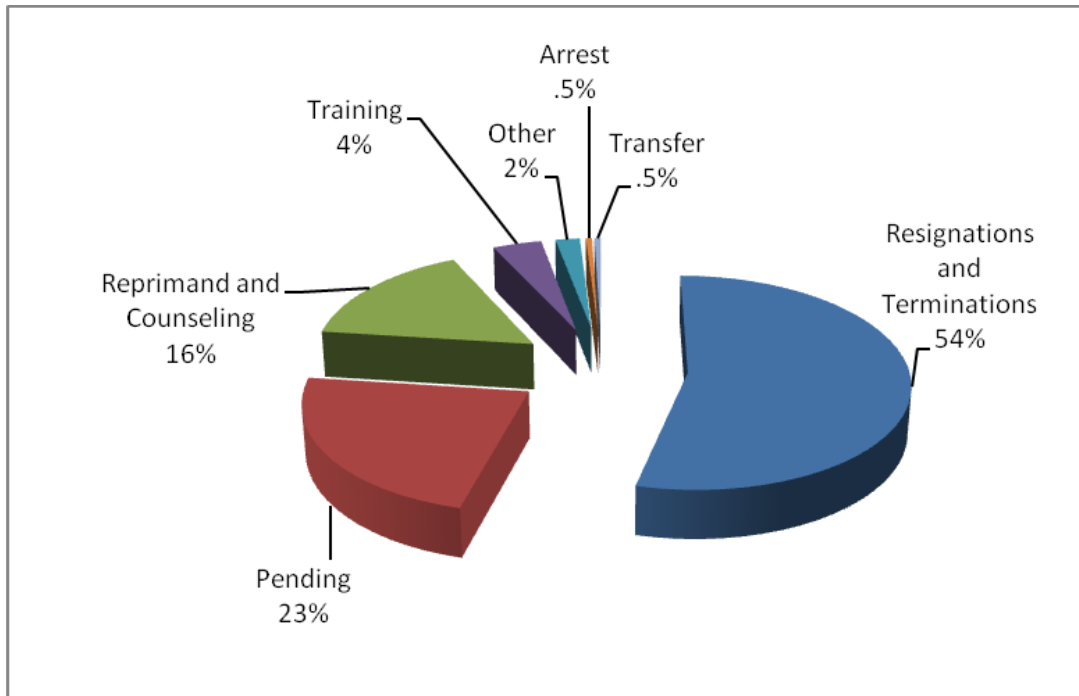
Index	Allegation Category	Total	Unsubstantiated	Inconclusive	Substantiated	Substantiated Allegations as Percentage of Total Allegations
1	Excessive or Unnecessary Force	32	24	3	5	16%
2	Improper Conduct	63	27	20	16	25%
3	Improper Conduct of Sexual Nature (between Staff and Juvenile)	24	13	7	4	17%
4	Records Falsification	13	5	5	3	23%
5	Improper Supervision	17	6	0	11	65%
6	Conflict of Interest	1	1	0	0	0%
7	Failure to Report (Individual Staff or Program)	14	6	4	4	29%
8	Harrassment	5	5	0	0	0%
9	Drug Possession	4	1	1	2	50%
10	Medical Neglect	13	13	0	0	0%
11	Staff /Juvenile Relationship	1	1	0	0	0%
12	Computer Misuse	128	7	0	121	95%
13	Sexual Offenses	1	0	1	0	0%
14	Threats by Staff/Verbal Abuse	1	0	0	1	100%
15	Coverup and Corruption	1	1	0	0	0%
16	Improper Conduct/Romantic Nature	2	1	1	0	0%
17	Juvenile Assaults/Batteries	1	0	0	1	100%
18	Staff Arrests	4	0	2	2	50%
19	Failure to Follow Policy	1	0	0	1	100%
20	Other/Violation of Statute	1	0	1	0	0%
21	Violation of Policy/Rule	111	14	4	93	84%
22	Fraud	3	1	2	0	0%
23	Theft of Property	1	0	0	1	100%
24	Sexual Misconduct	4	4	0	0	0%
25	Improper Conduct/Unbecoming Public Employee	3	1	1	1	33%
26	No Classification/Other Offenses	1	1	0	0	0%
27	Staff/Staff Relationship	1	1	0	0	0%
28	Criminal Statute Violation	5	2	1	2	40%
29	Organized Scheme to Defraud, Contract Fraud	4	0	2	2	50%
30	Other	1	1	0	0	0%
31	Nepotism	1	1	0	0	0%
32	Violation of Law	25	2	1	22	88%
	Total	487	139	56	292	

Source: OIG Database

Does not include Investigations or Inquiries administratively closed.

Disciplinary Actions

July 1, 2008 – June 30, 2009



The Central Communications Center

The DJJ OIG established the Central Communications Center (CCC) in December 1994, which at that time was known as the Incident/Complaint Hotline. The Incident/Complaint Hotline was maintained by the DJJ OIG from December 1994 until July 2004, when it was assigned to Residential and Correctional Services. In June 2006, the CCC was reassigned to the Office of the Inspector General pursuant to Chapters 9 and 5, Florida Statutes. The OIG CCC provides information to DJJ to assist in maintaining a safe environment for the treatment and care of youth in department programs.

Operational Hours and Procedures

Policy/Procedure FDJJ-8000, Central Communications Center, requires both department staff and contract provider staff to report certain prescribed incidents to the CCC within 2 hours of the occurrence or knowledge of the occurrence. Incidents are called in to a toll-free telephone number 7-days a week, 365 days per year.

The CCC is staffed by the following positions: one (1) Operations and Management Consultant II – Coordinator, and seven (7) duty officers in the following positions: four (4) full time employees as Operations and Management Consultant I (OMCI), and three (3) other personnel services employees as Operations and Management Consultant I (OMCI), and one (1) part-time OPS OMCI -- who receive and process calls. This process guarantees receipt of incidents by the duty officers as all incidents are deemed critical to department operations, thereby necessitating expedited reporting. The duty officers simultaneously enter reported incidents into the CCC Tracking System, which is a specialized management information tracking system. Once incidents are entered into the CCC tracking system notification is sent to the Secretary, Branch Representatives, and the OIG for assignment and response.

The following are some of the reportable incident types:

- Staff and Youth Deaths
- Staff Arrests
- Escapes from Secure Facilities
- Life-threatening Staff and Youth Injuries
- Disturbances
- Display/Use of Deadly Weapons
- Staff and Youth Sexual and Romantic Relationships
- Theft of Staff/Youth Owned Property
- Alleged Improper Use of Force and Abuse
- Medical/Mental Health issues

Central Communications Center Data System

A daily report is generated from the CCC Tracking System and distributed each administrative workday to the DJJ OIG, Secretary, and various branch representatives to notify them of incidents received, within the prior 24-hour period. The tracking system allows the DJJ OIG and various branches to assign incidents, track the findings and corrective actions, and to close incidents without generating a paper report.

Other CCC Functions

In addition to answering telephone calls and entering incidents into the CCC system, the CCC Supervisor, 7 full-time duty officers, and 1 part-time duty officer also perform the following functions:

- Provide assistance for all public records requests by searching and compiling information into a spreadsheet from the CCC system.
- Assist in resolving employment issues by researching missing disposition information or any discrepancies with an employee's CCC incident history.
- Assist the program areas with any CCC incident changes, updates or assignments within the system.
- Scan and attach any documents related to a CCC incident into the system.
- Review and input any Abuse Registry Investigative or Phoenix Reports received via fax into the CCC system.
- Provide statistical data when requested for departmental use.
- Provide technical assistance to OIG Inspector Specialists and other program areas by researching the voice recording system and making the telephone recording available for viewing. The voice recording system is also used as a training tool for the duty officers.

CCC Accomplishments and Statistical Data during FY 2008-2009

- Approximately **12,381** calls were received by duty officers.
- The duty officers entered a total of **7,331** incidents into the enhanced CCC tracking system. The majority of these incidents dealt with medical issues (**3,182**), complaints against staff (**1,834**), and youth crimes while under supervision (**966**).
- Approximately **10,954** classifications were assigned to the incidents for appropriate processing and closure. Some incidents are assigned multiple classifications based on the nature of the incident.
- A total of **2,805** incidents were assigned for either a review or investigation. This number comprises **935** Program Reviews, **630** Administrative Reviews, **1,157** Special Assignments/Assessments, **82** IG Investigations, and **14** IG Inquiries.

BACKGROUND SCREENING UNIT

The Background Screening Unit (BSU) is a function within the Inspector General's Office that assists the department in meeting its goal of hiring applicants who meet statutory and agency standards for good moral character. The BSU conducts employment background screenings pursuant to Chapters 39, 435, 984, and 985, Florida Statutes, and the department's background screening policy and procedure. Background screenings consist of a National and State criminal records check through the Florida and National Crime Information Centers is conducted on all state and contracted provider directors, owners, employees, volunteers, mentors, and interns.

Background Screening Process

Employment background screenings must be conducted by the BSU before an applicant is hired or utilized by the department or a department contracted provider. Background screening consists of a fingerprint based criminal records check that is processed through the Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigations (FBI) as well as a Florida Clerk of the Courts search using the State's Judicial Inquiry System (JIS). As a criminal justice agency, the department has access to juvenile, sealed, and expunged criminal history information.

Screening Types

Livescan is the initial screening required for all potential employees. Fingerprints are electronically transmitted to the FDLE and the FBI. Electronic submissions allow both agencies to quickly process the fingerprints and send the results to the BSU via electronic mail. This process also enables the FDLE to send an electronic notice to the BSU when a state or contracted provider employee is arrested within the state of Florida. The BSU when notified, informs the employer of the new arrest.

If a state or contracted provider employee is arrested, it is the employee's responsibility to immediately notify his/her immediate supervisor and to provide a copy of the arrest report to the supervisor or Human Resource (HR) coordinator. Supervisors and HR staff are required to report employee arrests to the Department's Central Communications Center within two hours of being notified of the arrest. The supervisor or HR coordinator must track the employee's arrest and submit a copy of the final court documents to the BSU. If the employee pleads nolo contendere or is found guilty of a disqualifying offense, the employee is not eligible for continued employment.

The 5-Year Rescreen is a check of national criminal records that is required of all state and contracted provider employees every five years of continued employment. The five-year increments are calculated from the employee's original date of hire.

The purpose of the 5-Year Rescreen is to ensure that current employees maintain good moral character standards.

Rating Process

Background screenings are rated using one of two classifications. These classifications are based on the applicant's criminal history:

- Eligible (No disqualifying criminal convictions or no contest pleas.)
- Ineligible (Disqualifying criminal convictions or no contest pleas.)

Applicants who receive an eligible rating may be hired or utilized by the department or a contracted provider. Persons who receive a rating of ineligible cannot be hired or utilized without first being granted an exemption.

To be ineligible, an applicant must have either been found guilty of, pled guilty to, had adjudication withheld on, or pled no contest to at least one of the charges listed in Chapter 435 Florida Statutes.

The following list is a sample of the 50 disqualifying criminal offenses as set forth in Section 435.04, Florida Statutes:

- Murder
- Vehicular homicide
- False imprisonment
- Lewd and lascivious behavior
- Incest
- Child abuse
- Felony theft and robbery
- Domestic violence
- Felony drug charges
- Aiding in an escape
- Encouraging someone to join a gang
- Resisting arrest with violence
- Sexual misconduct in juvenile programs
- Kidnapping

Exemption from Employment Disqualification

The Department may not grant an exemption from disqualification to any person who is disqualified under Chapter 435, F.S., until the court disposition is at least seven years old. The DJJ Inspector General decides on behalf of the department whether an exemption should be granted or denied. Exemptions denied by the DJJ Inspector General can be reconsidered via an informal hearing with the Department's General Counsel's Office or a formal hearing with DOAH pursuant to Section 120.57, Florida Statutes.

Other BSU Functions

In addition to conducting employment background screenings, the eight (8) full-time and one (1) part-time employees of the BSU also performs the following functions:

- Conduct criminal history checks to assist the Inspector Specialists of the Bureau of Investigations in their investigations and inquiries.
- Coordinate the initial phases of the exemption process.
- Track personnel with histories of physical or sexual abuse, excessive force, and other incidents of misconduct and provide notification to the department and contract providers to assist them in making informed hiring decisions.
- Inform programs of employee arrests.
- Scan completed screening documents into an archival database for future reference and access.
- Respond to telephone and e-mail inquiries.

BSU Accomplishments and Statistical Data FY 2008-2009

- **12,199** employee background screenings were conducted.
- **\$273,735.84** in fingerprint card processing fees was collected.
- **1,581** credit card transactions and **4,772** checks were processed.
- **552** applicants failed to submit additional information or were withdrawn by the requester and **316** applicants were statutorily disqualified, resulting in a total of **868** applicants who did not clear the screening process.
- **61** applicants requested a desk review or an exemption hearing for a statutorily disqualified offense appearing on their record during the criminal background check.
- Approximately **1,781** arrest notifications.
- Approximately **57,100** pages of documents were scanned into the BSU archival database.
- Approximately **18,592** records were reviewed in the Inspector General Incident Tracking system.
- Approximately **12,000** customer calls and **1,000** e-mail inquiries were serviced.

Staff Directory

Mary Roe Eubanks

Wanda Glover
Sonja Robinson

Inspector General

Administrative Assistant III
Senior Management Analyst I

Investigations

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Kristin Avery
Andrew Blimes
Richard Bodnar
Charles Brock
Thomas Dunne
Robert Goldapple
Ruben Hernandez
Lisa Herring
Katina Hinson
Jeffrey McGuiness
Teresa Michael
Linda Offutt
Regina Perry
Robert Sheppard
Gerard Ward

Chief of Investigations

Inspector Specialist
Government Analyst I
Senior Management Analyst II
Inspector Specialist
Inspector Specialist
Inspector Specialist
Inspector Specialist
Staff Assistant
Inspector Specialist
Inspector Specialist
Inspector Specialist
Inspector Specialist
Secretary Specialist
Inspector Specialist
Inspector Specialist

Background Screening Unit

Myra Burks

Lisa Alexander
Johnalyn Bryant
Casandra Neal
Christopher O'neal
Shaneka Pace
Erika Ross
Brandon Sutton
Sharon Washington

Senior Management Analyst II, Supervisor
Government Operations Consultant I
OPS-Government Operations Consultant I
Senior Management Analyst I
OPS-Data Entry Operator
OPS-Data Entry Operator
OPS-Government Operations Consultant I
OPS-Data Entry Operator
Operations Analyst II

Central Communications Center

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Cheryl Beasley
Melaney Denson
David Gilmore
Emmanuel Gordon
Dierdre Harris
Ka'rei Jones
Cabriel McCloud
Tene' Miller
Leslie Patterson
Gerren Watson

Operations Management Consultant II, Supervisor

Operations Management Consultant I
Operations Management Consultant II
Government Operations Consultant I
Operations Management Consultant I
Former Operations Management Consultant I
Government Operations Consultant I
Former Operations Management Consultant I
Government Operations Consultant I
Government Operations Consultant I
Government Operations Consultant I
Former Government Operations Consultant I

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Michael Yu

Joan Hart
Stephanie Land
Roosevelt Brooks

Audit Director

Management Review Specialist
Management Review Specialist
Operations Review Specialist



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