

# Florida Department of Juvenile Justice

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*Christina K. Daly, Secretary*



## Office of Inspector General 2014 - 2015 Annual Report

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**Robert A. Munson, Inspector General**

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**Department of Juvenile Justice**  
**Office of Inspector General**  
*Annual Report for Fiscal Year 2014 - 2015*

**CHARTER OF OPERATIONS**

**Department of Juvenile Justice Agency Mission**

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.

**Inspector General's Mission**

The Office of Inspector General provides independent oversight, through objective and timely audit and investigative services, to ensure the Florida Department of Juvenile Justice and its partners maintain the highest level of integrity, accountability and efficiency.

**Purpose**

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



**Authority**

The OIG reports directly to the Chief Inspector General. The authority of the DJJ OIG is derived from Section 20.055, Florida Statutes, and allows for full, free, and unrestricted access to all persons, records, and other information relevant to the performance of engagements.

## OIG Core Values

- Leadership
- Professionalism
- Integrity
- Excellence
- Accountability
- Communications
- Teamwork



## Responsibilities

The DJJ OIG is statutorily assigned specific duties and responsibilities per Section 20.055(2), Florida Statutes, which include:

- Advising in the development of performance measures, standards, and procedures for the evaluation of programs;
- Assessing the reliability and validity of information provided by the agency on performance measures and standards, and making recommendations for improvement, if necessary;
- Reviewing actions taken by the agency to improve program performance and meeting program standards;
- Providing direction for and coordinating audits, investigations, and management reviews relating to the programs and operations of the agency;
- Promoting economy and efficiency in agency programs in the administration of, or preventing and detecting fraud and abuse;
- Recommending corrective action concerning fraud, abuses, weaknesses, and deficiencies and reporting on the progress made in implementing corrective action; and
- Ensuring that 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 30th 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 of department operations and the OIG staff shall be objective in performing their work. The Inspector General reports to the Chief Inspector General and is supervised by the Secretary of the Department; however, they are not subject to supervision by any other employee of the Department. This ensures that audits, investigations and other activities remain free from interference in the determination of the scope of activities, performance of work, and results. <sup>1</sup>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.

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<sup>1</sup> Section 20.055(3)(b), Florida Statutes

## 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 request 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.

## Professional Standards

The Office of Inspector General complies with established professional standards in fulfilling its responsibilities. These include the *Principles and Standards for Offices of Inspector General*, published by the *Association of Inspectors General*, the *International Standards for the Professional Practice of Internal Auditing* and the *Code of Ethics*, published by the *Institute of Internal Auditors, Inc.*, as well as applicable standards of the Association of Certified Fraud Examiners, and the State of Florida Auditor General's Rules.



## Accreditation

Accreditation is the certification by an independent agency that an organization has met specific requirements and prescribed standards. It has long been recognized as a means of maintaining the highest standards of professionalism. Agencies must prove compliance by providing a required number of applicable standards. The agency is required to develop and compile the proofs of compliance necessary to determine conformity. Agencies document their written directives and other written policies, interviews, and observations as primary proofs of compliance. These may include agency general orders, special orders, standard operating procedures, policy manuals, ordinances, plans, rules, training directives, state laws, court orders, and memoranda that are binding on agency members.



The Department of Juvenile Justice Office of Inspector General Bureau of Investigations received Accreditation through The Commission for Florida Law Enforcement Accreditation on June 24, 2015. The Accreditation is valid for a period of three years.

## Periodic Assessment

The Inspector General shall periodically assess whether the purpose, authority, and responsibility, as defined in the charter, continue to adequately enable the OIG to accomplish its objectives in assisting the Department successfully accomplish its objectives.

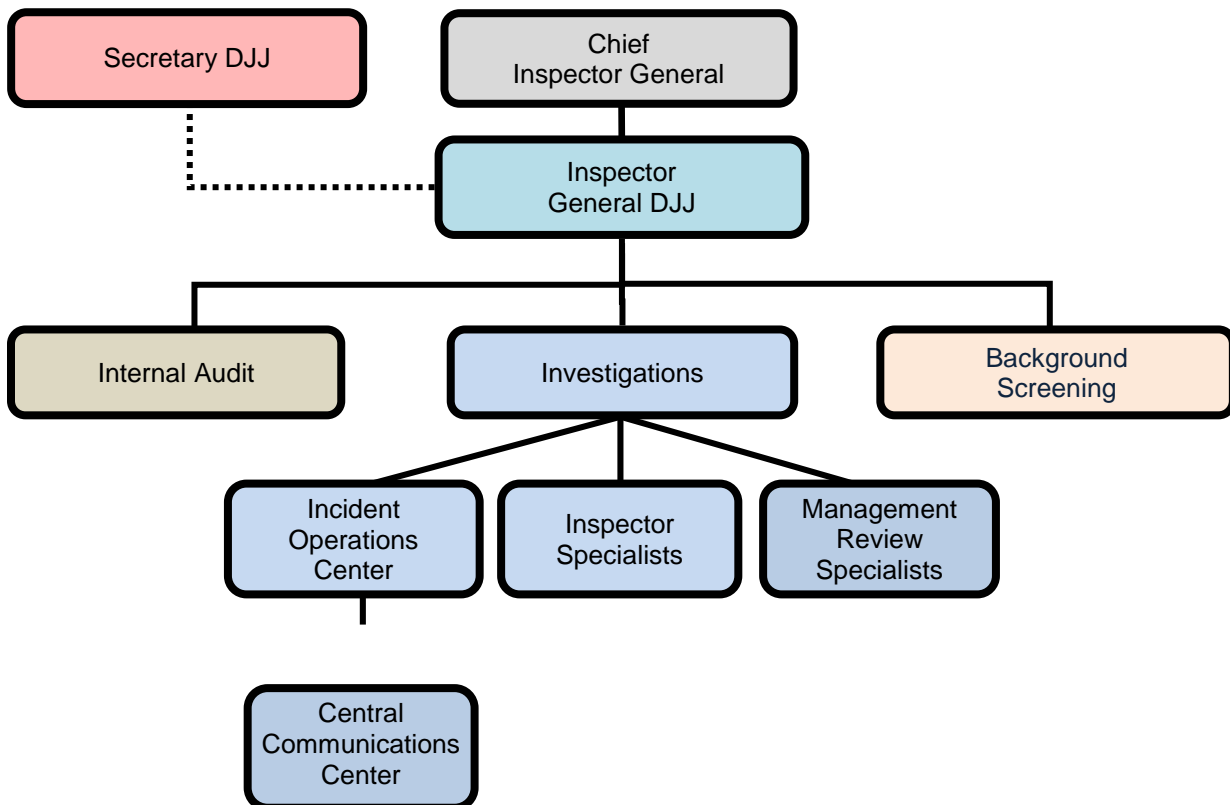
## Historic Overview

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 in the Department 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 Office of Inspector General is comprised of four main operating sections: The Bureau of Investigations, Bureau of Internal Audit (BIA), Incident Operations Center (IOC)/Central Communications Center (CCC), and Background Screening Unit (BSU). The organizational structure for the OIG is as follows:



## **Bureau of Investigations**

The Bureau of Investigations detects and investigates administrative violations or misconduct impacting the department. The Bureau also oversees the Management Review Unit, which is charged with conducting administrative reviews of those allegations that do not rise to the level requiring an IG investigation.

## **Incident Operations Center/Central Communications Center**

The Incident Operations Center (IOC) provides daily incident/complaint hotline coverage through the Central Communications Center (CCC). The IOC tracks and manages all reported incidents and complaints and includes all of the activities required to ensure that DJJ providers, including state-owned and operated facilities, resolve incidents and demonstrate corrective action. Activities include the review and/or investigation of all incidents received by DJJ and the coordination and assignment of adequate resources to conduct reviews or investigations based on criticality of incidents.

## **Bureau of Internal Audit**

The Bureau of Internal Audit 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.

## **Background Screening Unit**

The Background Screening Unit assists the department in meeting its goal of hiring qualified 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.

## **Professional Affiliations**

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

## **Staff Development**

Continued professional staff development is essential to the OIG. During FY 2014-2015, OIG Audit staff participated in numerous professional training sessions, including courses required to meet the *Standards for the Professional Practice of Internal Auditing*. The standards require each auditor to complete at least 40 hours of continuing education and training per year in order to maintain professional proficiency. The investigative staff members also attend regular training throughout the year to maintain their professional certifications. The OIG staff remains committed to seeking professional excellence through continued training and development to ensure the highest quality of service to our customers.

## **Staff Certifications**

Expertise within the OIG encompasses a variety of disciplines with personnel qualified in auditing, accounting, investigations, background screening, and information technology. Staff members continually seek to augment their professional credentials which further enhance their abilities and skill level through additional training. Staff personnel are also actively involved in a number of professional organizations which assist them in maintaining a high level of 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 types and number of certifications held by personnel in the OIG.

<b>Professional Certifications</b>	<b>No.</b>
Certified Internal Auditor	3
Certified Government Audit Professional	1
Certified Public Accountants	1
Certified Information System Auditor	1
Certified Inspector General	2
Certified Inspector General Investigator	14
Certified Public Manager	2
Certified Fraud Examiner	3
Certified Protection Professional	1
Certified in FDLE Criminal Justice Information Services	10
Certified FDLE Terminal Agency Coordinator	2
Certified State Law Enforcement Officer	4
Notary Public	19



## **Bureau of Internal Audit**

The Bureau of Internal Audit, under the direction of the Inspector General, 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 Bureau of Internal Audit carries out its function for the Department under the leadership of the Director of Audit who reports to the Inspector General. In addition to the Director of Audit, the bureau is staffed by 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 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**

During the fiscal year, the Bureau of Internal Audit completed major audits, reviews and projects consisting of the following:

- Six compliance and performance audits;
- One follow-up review to Auditor General's audit;
- Seven follow-up reviews to internal audits;
- Various management advisory projects and coordination with Auditor General audits; and
- Periodic investigative assistance

### **Compliance and Performance Audit**

A compliance audit is a comprehensive review of the Department's adherence to state laws, regulatory guidelines, and the Department's policy and procedures. Performance audits are examinations and evaluations of the Department's systems, programs, and processes from an efficiency and effectiveness perspective. Performance 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 completed six comprehensive audits which involved both compliance and performance activities.

### **Audit of the Central Communications Center**

The CCC collects, disseminates, and retains reportable incidents/complaints related to the care, safety, and humane treatment of all youth served by the Department, providers, or grantees. Guidelines and procedures related to the collection, dissemination, and retention of reportable incidents is outlined in Florida Administrative Code (F.A.C.) 63F-11 and the CCC Desk Top Guide Manual.



The audit objective was to determine the accuracy and timeliness of CCC information collection, retention, and dissemination from July 1, 2014 through June 30, 2015.

The audit indicated that CCC staff accurately collected reportable incidents/complaints and daily reports were disseminated to the Secretary, Executive Leadership Team (ELT), and other authorized recipients in a timely manner. However, the audit revealed that the CCC Desk Top Guide Manual should be updated to reflect all pertinent information required on the incident report form. Additionally, improvements are needed in completion of CCC Notification Logs and retention of CCC Daily Reports.

### **Audit of the Statewide Transportation of Youth**



The Department of Juvenile Justice (Department) operates twenty-one (21) secure detention centers in the State of Florida totaling 1,302 beds. The Department is responsible for providing transportation services for youth who are held pursuant to a court order or after being taken into custody for a violation of law. These services include court appointments, doctor visits, and any other appointment while in secure detention.

The Office of Detention Services (Detention) is responsible for coordinating youth transports for the Department. Detention uses an automated Transport system, Statewide Transportation and Relocation System (STARS), to facilitate the movement of youth in a safe and efficient manner. The system serves all offices within the Department and contracted service providers. STARS allows a youth to be registered, transported and tracked throughout the state in real time.

The objectives of this audit are to provide management with reasonable assurances that:

- The transportation of detained youth by the Department is in compliance with applicable statutes, regulations, and procedures; and
- Adequate internal controls are in place to ensure the safety of youth being transported and staff who transport them; protect public safety through appropriate security and supervision practices; and transport youth in an efficient and timely manner.

The audit disclosed that, in general, the Department complied with applicable policies and procedures and has effective controls in place to support youth transports; also, it appears the Department is transporting youth in an efficient and safe manner. However, the audit indicated areas for improvement pertaining to the following:

A significant number of vans used by Detention to transport youth have significant odometer mileage. Forty-nine of 128 (38 percent) of the vans in the audit universe were eligible for replacement based on odometer miles (150,000 miles) as of October 31, 2014 (A van eligible for replacement does not equate with the van being unsafe to transport youth). Thirty-four of 128 vans (27 percent) had odometer readings between 150,000 and 199,999 miles. Fifteen of 128 vans (12 percent) exceeded 200,000 miles. Also based on model year, 41 of 128 vans (32 percent) are 12 years or older. We recommend the Department continue to explore ways to add new vans to its fleet and retire older vans that are underutilized.

For staff hired with out-of-state driver licenses, sufficient processes were not in place to ensure compliance with FDJJ 1920P, Operating a Vehicle for the Purpose of Transporting Youth. We recommend the Department enhance its processes to ensure compliance with FDJJ 1920P.

## **Audit of Staff Development and Training Operations**

SD&T provides job-related training and career development for all Department staff, and private provider staff when requested, through instructor-led and online courses. Guidelines and procedures related to staff development and training are outlined in Florida Administrative Code (F.A.C.) 63H-1, F.A.C. 63H-2.001-.008, Department Policy FDJJ-1520, and the SD&T Operating Procedure Manual. Effective February 2014, SD&T manages training records and histories for all DJJ and private provider staff through the SkillPro learning management system.

The audit objective was to review SD&T training program planning, development, implementation, and evaluation to assess the effectiveness of meeting the Department's training needs.

The audit indicated that SD&T established mandatory training for Department employees, direct care staff, and supervisors, and that SD&T management monitored training activities through course evaluations, examinations, and program area managers' feedback. The audit also revealed that SD&T developed detailed procedures in the Standard Operating Procedures Manual to guide their operations in planning, developing, implementing, and evaluating new training programs; and that SD&T is actively taking steps to enhance training opportunities department-wide. However, the audit indicated that Academy classes did not always meet the requirement of mandatory training hours; SD&T did not maintain qualification records for some instructors; and SkillPro assessment measures are not implemented.

## **Internal and External Audit Follow-Up Activities**

The bureau 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), the Office of Program Policy Analysis and Government Accountability (OPPAGA), and the department's Bureau of Internal Audit. The bureau provided liaison activities for AG operational audits and federal grant audits, and conducted follow-ups to monitor the status of corrective actions for one external and one internal audit/review. The bureau issued the following follow-up review reports:



- Follow-up on the Audit General's Operational Audit of Juvenile Justice Information System and Selected Administrative Activities;
- Follow-up on the Audit of Palm Beach Detention Center Operations;
- Follow-up on the Audit of Medical Services in Selected Residential Facilities;
- Follow-up on the Audit of Palm Beach Detention Center Operations;
- Follow-up on the Audit of Regional Personnel Functions;
- Follow-up on the Audit of the Internal Controls of the Detention Center Operations;
- Follow-up on the Audit of the Department's Purchasing Card;
- Follow-up on the Audit of the Department's Employees' Travel and Travel Related Expense.

## **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 bureau responded to the Department of Financial Services on behalf of the agency and coordinated compliance efforts. This included providing technical assistance, meetings, inter-agency correspondence and liaison activities. The bureau is responsible for 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 corrective action has been taken with respect to audit findings and recommendations pertaining to state and federal financial assistance. The bureau has implemented new policies and procedures to ensure compliance with the Florida Single Audit Act.

### **Communication with Management**

The Office of Inspector General (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 bureau also reviews the Department's response to external audit reports.



## **Summary of Investigations**

### **14-0004: Spring Youth Lake Academy**

It was alleged that a Youth Care Worker brought marijuana into the facility for youth to smoke. Two staff were also investigated for improper supervision and another for incorrect documentation. The marijuana allegation was not sustained, the improper supervisions were sustained and the incorrect documentation was deemed a policy failure.

### **IG 14-0009 Okeechobee Youth Development Center**

A staff member alleged that another staff member performed oral sex on a youth. The subject youth and staff both denied the incident occurred and the allegation was not sustained. However, it was determined that the reporting staff failed to immediately report the incident and allegations of improper conduct and violation of policy/rule against that individual were sustained.

### **IG 14-0010 Escambia Boys Base**

A staff member allegedly used excessive force during a Protective Action Response (PAR), resulting in a youth injury. The OIG sustained the findings of excessive force and the state attorney's office charged the individual with aggravated battery on a child.

### **IG 14-0011 Broward Girls Academy**

A youth alleged that a staff member pushed her and injured her. There was no documentation of the injury and insufficient evidence to prove or disprove the allegation of unnecessary force. The allegation was not sustained.

### **IG 14-0013 Broward Girls Academy**

A youth alleged that two staff members punched her. During the investigation, one of the staff admitted using an improper Protective Action Response technique. The allegation of Excessive Force against the initial two staff members was not sustained, however, an allegation of violation of policy/rule was sustained against them and another staff member. All three staff members were subsequently terminated.

### **IG 14-0016/14-0017 Monroe Florida Keys Children's Shelter**

This investigation included allegations of falsification of medical records; allowing youth on suicide precaution to attend school; staff verbally abusing youth and encouraging them to run away; staff not requiring youth to wear seat belts during transports; staff introducing drugs into the facility, neglecting youth and taking their personal belongings, and that the facility serving undercooked food and being unsanitary. The allegations of falsification and the unsanitary conditions at the facility were not sustained; allegations that staff verbally abused youth and did not require them to wear seatbelts were unfounded. The allegations of seizing youth's personal belongings were exonerated. The allegation of allowing youth on suicide precaution to attend school was sustained. Issues regarding staff personal prescriptions and electronic devices were determined to be policy failures.

### **IG 14-0021 Manatee Regional Juvenile Detention Center**

It was alleged that the detention center superintendent (DCS) failed to ensure the safety and security of youth during an uprising at the facility; detention officers failed to properly supervise youth and failed to take any proactive response to prevent the damage/destruction of state property; and that the DCS failed to comply with the facility's Continuity of Operations Plan. All allegations were sustained.

### **IG 14-0022 Probation and Community Intervention**

The mother of a former youth alleged that her child's probation officer falsely issued a pick-up order for the youth and that an unknown staff released the youth's confidential DJJ records to an outside source. The allegations of policy/rule violation were exonerated and unfounded, respectively.

### **IG 14-0023 Hillsborough Regional Juvenile Detention Center**

It was alleged that a staff member was having an inappropriate relationship with a youth. Investigation determined that an inappropriate relationship between the youth and staff member did exist and the allegation was sustained.

### **IG 14-0025 Riverside Academy**

A parent alleged that staff physically assaulted youth at the program and that a female staff engaged in inappropriate relationships with the youth. The allegation of inappropriate relationships is currently being investigated by law enforcement. Two probation officers failed to report the allegations to the proper authorities and violations of Improper Conduct/Conduct Unbecoming and Failure to Report were sustained against them.

### **IG 14-0026 Martin Girls Academy**

An Assistant Public Defender APD alleged that youth were not allowed to call the Abuse Registry; staff encouraged youth to fight; Protective Action Response restraints were excessive; use of the Controlled Observation rooms were being abused, and facility cameras were inoperable. The violations of Improper Conduct were not sustained and unfounded. Classifications of Excessive/Unnecessary Force and Violation of Policy/Rule were not sustained and sustained, respectively.

### **IG 14-0027 Manatee Regional Juvenile Detention Center**

It was alleged that a female detention officer was involved in an on-going sexual relationship with a youth and provided the youth with drugs and alcohol. The allegations of sexual misconduct and Improper Conduct/Conduct Unbecoming a Public Employee against the detention officer were determined to be unfounded.

### **IG 14-0029 Lake Academy**

Two staff employees allegedly forced a youth's head into a toilet after the youth overflowed the toilet inside their room. Investigation was unable to determine if incident occurred and the allegation was not sustained. Law Enforcement also declined prosecution.

### **IG 14-0030 Orlando Intensive Youth Academy**

A staff member allegedly had sexual contact with a youth, showed them nude photos on his cellphone and gave them money. Another staff member who knew of the incidents, allegedly failed to report them. The allegations were not sustained.

### **IG 14-0031 Broward Regional Juvenile Detention Center**

An anonymous complainant alleged that DJJ administration failed to perform their job duties, forced religious beliefs on staff and/or youth, misused Family Medical Leave Act (FMLA), harassed staff, improperly administered Performance Evaluations, and altered timesheets. All allegations were determined to be unfounded with the exception of the allegation of misuse of the FMLA, which was exonerated.

**IG 14-0033 Palm Beach Juvenile Correctional Facility**

A youth alleged that a staff member engaged in inappropriate sexual activity with them. The allegation was not sustained and law enforcement closed the case, as the victim refused to cooperate.

**IG 14-0034 Duval Academy**

It was alleged that the staff to youth ratio was out of compliance (Sustained), staff were beating the youth out of camera view (Not Sustained), incidents were being deleted from the surveillance camera (Unfounded), and youth were not being allowed to contact the Abuse Registry (Not Sustained).

**IG 14-0036 Probation**

It was alleged that a DJJ Juvenile Probation Officer (JPO) sold a fraudulent insurance policy to a citizen. Investigation was unable to determine if the allegation occurred and it was not sustained. Law Enforcement also declined prosecution.

**IG 14-0039 DJJ North Probation**

A Probation Officer allegedly initiated a sexually suggestive or derogatory conversation with a youth under supervision. The allegation was not sustained. The same staff provided the youth a gift and initiated a conversation with the youth through a Facebook message. A charge of Improper Conduct/Staff-Youth Relationship was sustained.

**IG 14-0040 Manatee Regional Juvenile Detention Center**

It was alleged that a former staff member generated a false holdover schedule to indicate an employee had been scheduled to holdover. The allegation of Falsification was determined to be unfounded.

**IG 14-0041 Escambia Boys Base**

A staff member allegedly interfered in a youth's release date and failed to ensure a youth received medical treatment following a Protective Action Response (PAR). The allegations were determined to be unfounded.

**IG 14-0042 Hillsborough Regional Juvenile Detention Center**

A former employee allegedly used a facility computer to access inappropriate websites. The allegation of Improper Conduct/Computer Misuse was sustained.

**IG 14-0043 Okeechobee Intensive Halfway House**

A staff member allegedly engaged in sexual contact with a youth and introduced contraband into the facility. The allegations were not sustained and law enforcement closed the case due to lack of evidence.

**IG 14-0044 Broward Regional Juvenile Detention Center**

A detention officer allegedly allowed a formerly detained youth to sleep overnight at their residence. The allegation of Improper Conduct/Staff-Youth Relationship was sustained.



### **IG 14-0045 Palmetto Youth Academy**

An employee allegedly sexually assaulted two youth at the program. The subject was arrested by law enforcement and the allegations of Sexual Misconduct (PREA) and Violation of Policy were sustained.

### **IG 14-0046 Hillsborough West Regional Juvenile Detention Center**

A staff member allegedly used excessive force, resulting in the youth sustaining a fractured left arm. The youth also alleged they were denied an abuse call. The allegation of Excessive Force was not sustained and the classification of Violation of Policy/Rule was determined to be unfounded.

### **IG 14-0047 Palm Beach Juvenile Correctional Facility**

An anonymous complainant alleged youths on precautionary observation were not supervised (Sustained), the assistant facility administrator falsified checks of the youth and training of staff (Not Sustained & Unfounded), management persuaded youth not to make abuse calls (Unfounded), and Youth Services International regional staff directed program staff to keep quiet about violations (Unfounded).

### **IG 14-0048 Santa Rosa Substance Abuse Treatment Center**

It was alleged that staff used excessive force and made threats toward a youth. The allegations were not sustained. The same staff allegedly failed to complete a Protective Action Response Report on the incident. The allegation was sustained.

### **IG 14-0049 Palm Beach Juvenile Correctional Facility**

A staff member allegedly attempted to touch a youth's genitalia, blew kisses at them, and attempted to engage in conversations of a sexual nature. The allegations of Sexual Misconduct (PREA) were determined to be Unfounded.

### **IG 14-0050 Okeechobee Youth Development Center**

A staff member allegedly had sexual contact with a youth and introduced contraband into the facility. Both allegations were sustained. Criminal charges were pending at the time the DJJ investigation was closed.

### **IG 14-0051 Okeechobee Youth Development Center**

A staff member allegedly choked and scratched a youth while attempting to restrain him. The allegation of Use of Force - Improper was not sustained.

### **IG 14-0053 Palm Beach Juvenile Correctional Facility**

Several staff allegedly allowed youth to fight one another. A charge of Improper Conduct was sustained against five staff and not sustained against three additional staff. Additionally, a Sustained finding for Improper Supervision was made on one staff and a Failure to Report on another.

### **IG 14-0054 Duval Academy**

A staff member allegedly had sexual conduct with a youth. The allegation was determined to be false and unfounded. Law Enforcement also declined prosecution.

### **IG 14-0055 Martin Girls Academy**

An anonymous email complaint alleged that staff had an improper relationship with an unknown youth at the facility, management knew about the allegation of sexual misconduct by staff and covered up the incident. The allegation

of Sexual Misconduct (PREA) was determined to be unfounded, the allegation of Failure to Report/Improper Conduct was unfounded, and the allegation of Failure to Report was not sustained.

#### **IG 14-0056 St. Johns Youth Academy**

A staff member allegedly had sexual contact with a youth. The allegation was determined to be false and unfounded. Law enforcement also closed the case with no further action.

#### **IG 14-0057 Pompano Youth Treatment Center**

Two medical staff members allegedly falsified attendance documents. An allegation of Falsification was not sustained. An allegation of Violation of Policy was sustained.

#### **IG 14-0059 Santa Rosa Substance Abuse Treatment Center**

A staff member allegedly fondled a youth at the facility. The allegation was not sustained and law enforcement declined to prosecute the case.

#### **IG 14-0061 Okaloosa Youth Academy**

A staff member allegedly fondled a youth. The allegation was not sustained. Law enforcement also investigated and closed their case as unfounded.

#### **IG 14-0062 Dade Juvenile Residential Facility**

Staff members allegedly distributed contraband to youth, failed to notify law enforcement during riots; bribed youths with snacks to prevent them from calling the abuse registry; failed to properly respond to medical incidents, and verbally threatened and disrespected residents. The allegations of Improper Conduct were sustained against one staff member and not sustained against the remaining staff members.

#### **IG 14-0063 Dove Academy**

A staff member allegedly had sexual conduct with a youth. The allegation was determined to be false and unfounded.

#### **IG 14-0064 St. Johns Juvenile Correctional Facility**

Four staff members allegedly allowed a youth to use their personal cell phones in exchange for purchased items and payment of bills. A violation of policy and improper conduct was sustained against two staff members and not sustained against two other staff members. Additionally, a staff member allegedly provided cigarettes to youth in exchange for a monetary gift. The allegation was not sustained. Another staff member allegedly distributed marijuana to facility youth. The allegation was determined to be unfounded. The investigation revealed that the facility administrator failed to report the allegations and a violation of failure to report was sustained.

#### **IG 14-0066 Cypress Creek**

Several staff members allegedly used excessive force while attempting to restrain a youth and struck the youth on his face and lips. The allegations of Excessive Force were determined to be unfounded.

#### **IG 14-0068 Circuit 15 Probation**

A vehicle rented by a Juvenile Probation Officer (JPO) was stopped by law enforcement and the driver was found in possession of seventy-five stolen credit cards, two counterfeit driver's license. A DJJ youth's personal

information was found in the vehicle. The OIG investigation determined the JPO was negligent in securing youth information and the charge of Negligence was sustained. Law enforcement declined to prosecute the case.

#### **IG 14-0069 Hillsborough Regional Juvenile Detention Center**

A youth alleged that a staff member entered her room, choked and threatened her and used profanity. The youth informed a shift supervisor of the incident, who then failed to document or report the incident. The allegations of Use of Force - Unnecessary and Improper Conduct were not sustained. The allegation of Failure to Report was sustained.

#### **IG 14-0070 Beach House Youth Shelter**

Two staff members allegedly exhibited improper conduct against a youth. Investigation sustained improper conduct against one staff member, but was unable to prove (not sustained) on the second staff member.

#### **IG 14-0071 Palm Beach Juvenile Correctional Facility**

A youth was allegedly choked and punched by two program staff members. The investigation determined that one staff member had used unnecessary force (sustained) on the youth, while the other staff member had used profanity (sustained) toward the youth.

#### **IG 14-0072 Manatee Regional Juvenile Detention Center**

Two youths engaged in consensual sexual intercourse while on a Manatee RJDC Intrastate Transportation Network transport van. An allegation of improper supervision was sustained on both transport staff.

#### **IG 14-0073 Girls Residential Program**

A staff member allegedly sent a former youth sexually oriented messages via Facebook and another staff got into a physical altercation with a youth. It was also alleged that the Facility Administrator was aware of the two incidents, but asked both staff to resign to avoid conducting an investigation and also failed to report the incident. Violations of Improper Conduct and Failure to Report were sustained. The staff resigned prior to the investigation.

#### **IG 14-0075 Circuit 17 Probation**

A Juvenile Probation Officer allegedly used department resources to visit an inmate at the county jail and misrepresented the Department when she displayed her DJJ badge in a photograph placed on her personal Instagram account, which she then sent to an inmate. The allegation of Improper Conduct/Conduct Unbecoming a Public Employee was sustained.

#### **IG 14-0076 Hillsborough Regional Juvenile Detention Center**

A youth alleged that while at court, a staff member choked him, attempted to put his head in the toilet, and used profanity. Another staff member allegedly witnessed the incident, but failed to report it. The allegations of Unnecessary Force and Improper Conduct were sustained. The allegation of Failure to Report was also sustained.

#### **IG 14-0077**

An Equal Employment Opportunity complaint of a hostile work environment, discrimination, and racial bias was investigated by the OIG. The findings related to the allegations were submitted to the EEO resolution panel.

**IG 14-0078**

An Equal Employment Opportunity complaint of a hostile work environment, discrimination, and racial bias was investigated by the OIG. The findings related to the allegations were submitted to the EEO resolution panel.

**IG 14-0080 Dade Juvenile Residential Facility**

A staff allegedly exposed youth to pornography. The allegation was not sustained.

**IG 14-0081 Central Pasco Girls Academy**

A youth alleged that a female staff member asked her for a kiss, kissed her on the ear, flirted with her, and made her feel uncomfortable. The allegation of Sexual Harassment (PREA) was not sustained but the allegation of Improper Conduct was sustained. The staff subsequently resigned.

**IG 14-0082 Central Pasco Girls Academy**

A youth alleged that another youth told her she performed oral sex on a male staff and they had sexual intercourse. The allegation of Sexual Misconduct (PREA) was determined to be unfounded.

**IG 14-0084 Melbourne Center for Personal Growth**

It was alleged that a staff member had sexual contact with a youth and provided food and money to that youth. The allegations were not sustained and law enforcement closed the case due to lack of evidence.

**IG 14-0085 Crestview Sex Offender Program**

A staff member was accused of using excessive force when restraining a youth. The allegation was sustained.

**IG 15-0001 St. Johns Youth Academy**

A staff member allegedly had sexual contact with a youth. It was also alleged that another staff member knew of the incident but failed to report it. The allegation of sexual contact was determined to be false and unfounded. The allegation of failure to report was sustained. Law enforcement subsequently closed the case, citing no disclosure.

**IG 15-0003/15-0004 Lake Academy**

A staff member allegedly had sex with one youth and falsified a Protective Action Response (PAR) report regarding force on another resident. The allegation of Sexual Misconduct (PREA) was unfounded and the allegation of Falsification was sustained.

**IG 15-0005 Juvenile Unit for Specialized Treatment**

A staff member allegedly engaged sexual conduct with a youth. The allegation was not sustained.

**IG 15-0007 Duval Academy**

Two youth escaped the facility, but were subsequently recovered by law enforcement. An allegation of improper supervision was sustained against one staff member.

### **IG 15-0010/15-0011 Manatee Regional Juvenile Detention Center**

A staff member allegedly slammed one youth on his bed and hit another youth in the eye with his keys. Allegations of Use of Force - Unnecessary and Use of Force - Excessive were sustained against the staff.

### **IG 15-0012 St. Johns Juvenile Correctional Facility**

A staff member allegedly had sexual contact with an unknown youth. The allegation of Sexual Misconduct (PREA) was determined to be unfounded.

### **IG 15-0016 Highlands Youth Academy**

A staff member allegedly engaged in sexual intercourse with youth. Allegations of Sexual Misconduct (PREA) and Improper Conduct were not sustained.

### **IG 15-0019 Marion Youth Academy**

A staff member allegedly struck a youth several times after the youth threw paper at him. The allegation of Unnecessary Use of Force was sustained and the staff member was arrested for aggravated child abuse.

### **IG-15-0021 Brevard Regional Juvenile Detention Center (RJDC)**

A male youth who complained of abdominal pains was placed in medical confinement, and when staff later checked on him, he was unresponsive. The youth was immediately transported by EMS to the hospital, where he subsequently passed away. An allegation that the facility nurse did not follow protocol and violated policy was sustained. An allegation that several other staff failed to take appropriate corrective action and violated policy was also sustained. Further, an allegation that the facility superintendent failed to ensure staff complied with facility operating procedures related to sick call requests was sustained. There were several additional allegations that staff failed to properly supervise youth, however, they were not sustained.

### **IG 15-0022 Residential Alternative for the Mentally Challenged**

A youth alleged that two staff members asked him to engage in a sexual relationship. The investigation determined the allegation was false and unfounded.

### **IG 15-0025 Leon RJDC**

A staff member allegedly asked subordinate staff members to falsify documents and submit the documents. The allegations were determined to be false and unfounded.

### **IG 15-0028 Les Peters Academy**

A disturbance involving multiple youth required law enforcement to respond and assist staff with securing the facility. Several youth were arrested on various charges. Investigation did not identify any violations of policy by the staff.

### **CCC 201400118 Lake Academy**

A shift supervisor allegedly engaged in sexual contact with three program youths. An allegation of sexual misconduct (PREA) was not sustained. An allegation of policy/rule was substantiated.

**CCC 201403181 Alachua Academy**

A former employee alleged that the program director and other program staff falsified various program records. An allegation of Falsification was sustained against program staff.

**CCC 201403305 Marion Juvenile Correctional Facility**

A staff member allegedly twisted a youth's arm and pushed his face against the wall, causing the youth to chip his two front teeth. Allegations of Excessive Force and Violation of Probation/Rule were not sustained.

**CCC 201403418 Palm Beach Juvenile Correctional Facility**

Two staff members allegedly arranged and permitted two youth to fight, resulting in a youth injury. Criminal charges were filed against both employees and the allegations were sustained.

**CCC 201403816 Circuit 11 Probation**

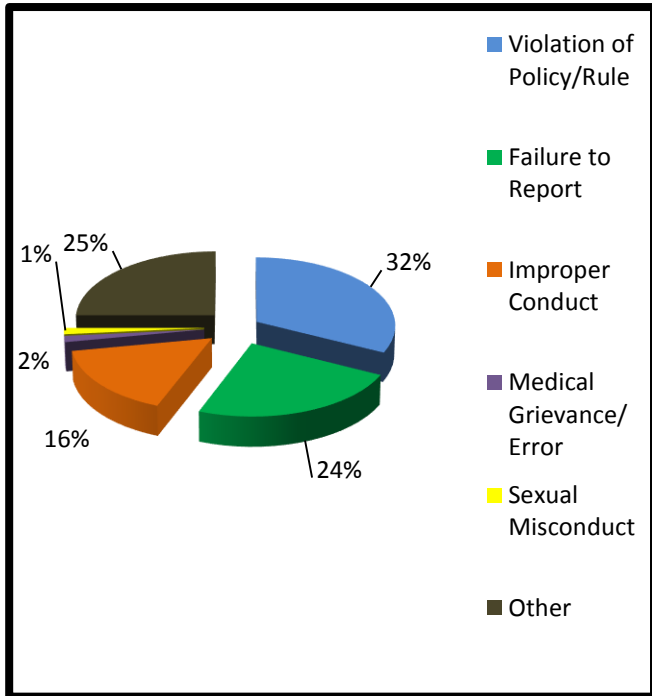
It was alleged that Juvenile Probation Officers were misusing the Fleet card with prepaid gas purchases. The allegation of Loss/Theft Department Property was not sustained.

**Computer Forensic Technical Assistance**

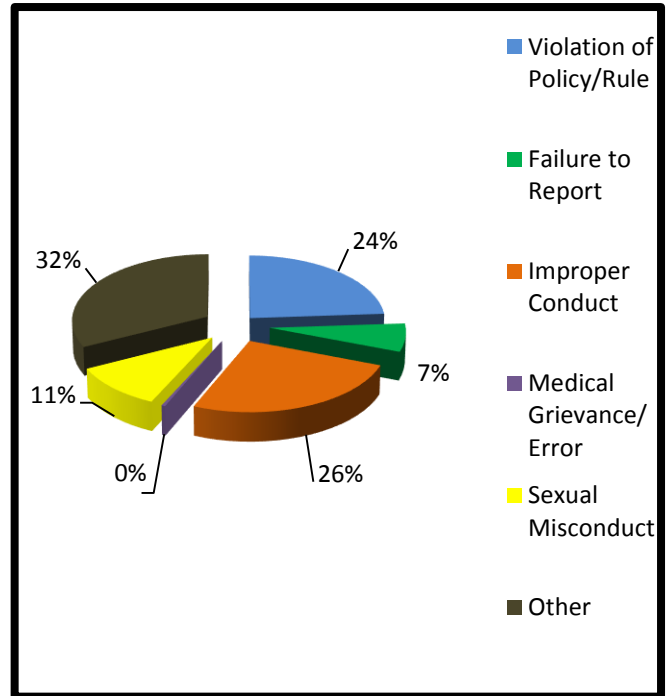
During this reporting period the OIG provided technical assistance in the form of computer forensic examinations for investigations conducted by the OIG and other government agencies. Computer hard drives and other memory storage devices were forensically examined. All examinations were conducted in 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.

## Sustained Findings by Type

2013 - 2014



2014 - 2015



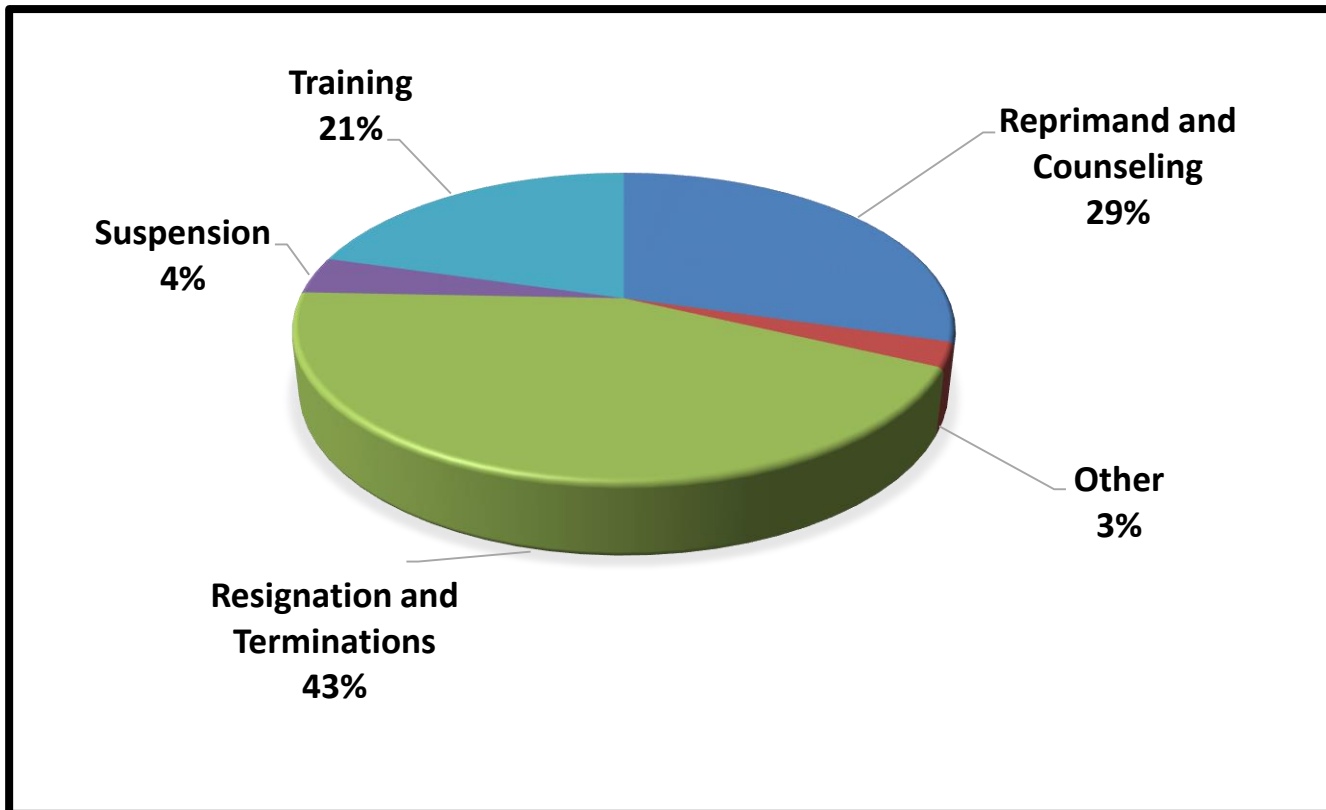
## Categorization of Investigations/Inquiries Closed

	Total	Exonerated	Sustained	Not Sustained	Unfounded	Administratively Closed	No Cause	Cause	Sustained Allegations as Percentage of Total
Arrest of Staff	0								0%
Contraband Recovered/Discovered (Violation of Policy/R	1		1						100%
Criminal Statute Violation	2					2			0%
Discrimination	2				2				0%
Dual Employment	1		1						100%
Failure to Report	17		16	6	2	1	6	2	94%
Falsification	5		1	1	1	4		3	20%
Force, Excessive	17		8	8	3	2			47%
Force, Unnecessary	1				1				0%
Fraud	1				1				0%
Fraud, Organized Scheme to	0								0%
Harassment	5						4	1	0%
Harassment (PREA)	1			1					0%
Hostile Work Environment	2			1				1	0%
Improper Conduct	22	2	7	15	7	4			32%
Improper Conduct/Computer Misuse	2		1			1			50%
Improper Conduct/Conduct Unbecoming a Public Emplo	3	2	1						33%
Improper Conduct/Sexual Nature	6		1	2	2	1			17%
Improper Conduct/Staff on Staff, Sexual Nature	0								0%
Improper Conduct/Staff-youth Relationship	3		1	1		1			33%
Improper Search	0								0%
Improper Supervision	4		2	1	1				50%
Medical Grievance	0								0%
Medication Error	1		1						100%
No Classification	3					3			0%
PAR Restraint, Staff Injury	1					1			0%
PAR Restraint, Youth Injury	1					1			0%
Policy Failure	3		3						100%
Sexual Harrassment	1				1				0%
Sexual Misconduct	4		1					3	25%
Sexual Misconduct (PREA)	3			3				1	0%
Technical Assistance	1					1			0%
Theft	1				1				0%
Unauthorized Release	1		1						100%
Violation of Policy/Rule	24		20	7	4	3			83%
Violation of Policy/Rule (Improper Use of Force)	1		1						100%
Violation of Policy/Rule (Poor Performance)	1		1						100%
<b>TOTAL</b>	<b>141</b>	<b>4</b>	<b>68</b>	<b>46</b>	<b>26</b>	<b>25</b>	<b>10</b>	<b>11</b>	<b>48%</b>
Source: OIG Database									



## Disciplinary Actions

July 1, 2014 – June 30, 2015



## **Incident Operations 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 OIG pursuant to Chapters 5 and 9, Florida Statutes. In September 2013, the department created the Incident Operations Center (IOC), housed under the OIG, to oversee the management of all reported incidents. The CCC was subsequently absorbed as a component of the IOC. The IOC is responsible for monitoring action taken by DJJ providers, including State-owned and operated facilities, after the resolution of incidents reported through the Central Communications Center (CCC) or the Office of Inspector General (OIG). The unit is also responsible for trend analysis and the daily review and assignment referrals of incidents accepted by the CCC. The IOC 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**

In October 2010, Florida Administrative Code 63F-11 was adopted into law. This rule 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 into a toll free telephone number 7-days a week, 365 days per year.

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. In May 2014, FDJJ Policy 2020 was implemented to further define the roles of the IOC and the CCC. The IOC is staffed by an IOC Director, CCC Supervisor, IOC Analysts, and Duty Officers

The following are some of the reportable incident types:

- Youth Deaths
- Staff Arrests
- Escapes from Secure Facilities
- Life-threatening 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 e-mailed each workday to the OIG, Secretary, and various department 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 IOC Functions

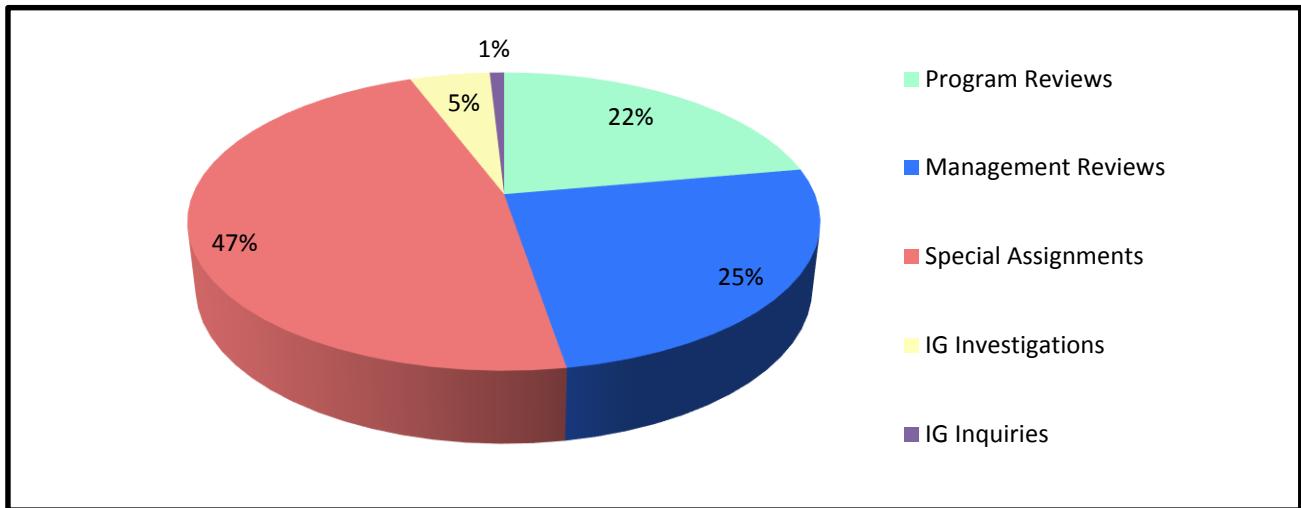
In addition to answering telephone calls, entering incidents into the CCC system, and making daily referrals to the program areas regarding received incidents, the IOC employees also perform the following functions:

- Provide assistance for all public records requests for all CCC related incidents;
- 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 Investigations or FSFN notifications received via fax/e-mail into the CCC system;
- Provide statistical data;
- 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;
- Provide program areas with trend analysis;
- Send closed Level II and III management reviews to providers;
- Provide a Monthly Incident Status Update Report to senior management;
- Conduct a Quality Check of all Level II and III management reviews to ensure compliance with FDJJ Policy 2020;
- Verify staff arrests using CJIS; and,
- Provide customer service assistance and guidance to citizens who need department services.

## Accomplishments and Statistical Data during FY 2014-2015

- Approximately **10,479** calls were received by duty officers.
- Duty officers entered a total of **4,449** incidents into the CCC tracking system. The majority of these incidents dealt with medical issues (**1,386**), complaints against staff (**1,353**), and youth crimes while under supervision (**406**).
- Approximately **6,109** classifications were assigned to the incidents for appropriate processing and closure. Some incidents are assigned multiple classifications based on the nature of the incident. The top five classifications were Improper Supervision (388), Media Attention (343), Medical Other (337), Medical Other – STD (646), and Violation of Policy/Rule (427).
- A total of **1,596** incidents were assigned for either a review or investigation. This number comprises **354** Program Reviews (Level II Management Reviews), **402** Management Reviews (Level III Management Reviews), **748** Special Assignments/Assessments (Level I Management Reviews), **78** IG Investigations, and **14** IG Inquiries.
- Implemented FDJJ Policy 2020 defining the IOC and the roles of the program areas in regard to incident management.
- Obtained approval to create a new CCC database to effect the requirements of FDJJ 2020.
- Held numerous one-day trainings throughout the State to train additional staff as Management Reviewers.

## Incidents Assigned for Review or Investigation



### **BACKGROUND SCREENING UNIT**

The Background Screening Unit (BSU) is located in the Inspector General's Office. Its purpose is to assist the Department in meeting its goal of hiring applicants who meet statutory and agency background screening standards for employment. The BSU conducts Level II employment background screenings pursuant to Chapters 435, 984, and 985 of the Florida Statutes (F.S.) and the Department's background screening policy and procedures. Background screening is performed on all state and contract provider directors, owners, employees, volunteers, mentors, and interns.

#### **Background Screening Process**

Employment background screenings must be completed by the BSU before an applicant is hired or a volunteer is utilized by the Department or a Department contract provider. Background screening consists of a criminal records check that is processed through the Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigations (FBI) using the applicant's fingerprints. It also consists of a demographic search through the Judicial Inquiry System (JIS), a Clerk of the Courts Information System (CCIS) designed to collect and display records that are stored in courthouses throughout the State of Florida. 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 potential employees and volunteers. Fingerprints are electronically transmitted to the FDLE and the FBI, which allows both agencies to process the fingerprints within 72 hours 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 contract provider employee or volunteer receives a new arrest within the state of Florida.

The **5-Year Rescreen** is a national criminal records check that must be completed by all state and contract provider employees and volunteers every five years of continued service. The five-year increments are calculated from the employee's or volunteer's initial hire or service date. The purpose of rescreening is to ensure that current employees and volunteers maintain level II screening standards throughout the term of their employment and/or service.

## **Rating Process**

Background screenings are rated using one of the following classifications: Eligible, Identified/Non-Caretaker Only, and Ineligible. These classifications are based on the criminal history and the position the applicant will occupy.

Applicants will receive an **eligible** rating when no disqualifying criminal conviction or no contest plea appears on the criminal record. Applicants with an eligible rating may be immediately hired or utilized by the Department or a contract provider in any position.

Certain DJJ applicants for employment will receive an **identified/non-caretaker only** rating. This rating is applied when a disqualifying criminal conviction or no contest plea appears on the criminal record, but the person will not work in a position that has access to confidential youth records or on the grounds of a facility or program where youth are housed or receiving services. This rating will only be given to DJJ applicants and **is not** given to contract provider employees or volunteers. Applicants with this rating can only be hired in a position and at a location where there is no contact with youth or access to confidential youth records.

Applicants will receive an **ineligible** rating when a disqualifying criminal conviction or no contest plea appears on the criminal record. Applicants with this rating cannot be hired or utilized as a volunteer until an exemption from disqualification has been granted. To receive an ineligible rating, an applicant must have either been found guilty of, pled guilty to, had adjudication withheld, or pled no contest to at least one of the charges listed in Chapters 435 or 985, F.S.

## **Exemption from Disqualification**

The exemption from disqualification is a review process that was created to allow most applicants that receive an ineligible rating to be reconsidered for employment or as a volunteer. As set forth in Chapter 435, F.S., exemptions may be granted for a misdemeanor disqualifying offense as soon as the person has lawfully completed all sanctions. However, the Department may not grant an exemption from disqualification for a felony offense, until it has been at least three (3) years since the applicant completed or was lawfully released from confinement, supervision, or sanction for the disqualifying offense. An exemption from disqualification cannot be granted to any person who is a sexual predator as designated pursuant to section 775.21, F.S., a career offender pursuant to section 775.261, F.S., or a sexual offender pursuant to section 943.0435, F.S., unless the requirement to register as a sexual offender has been removed pursuant to section 943.04354, F.S.

The Secretary decides on behalf of the Department if an exemption should be granted or denied. Exemptions denied by the Secretary can be reconsidered via a formal hearing with the Division of Administrative Hearings (DOAH) pursuant to section 120.57, F.S.

## **Other BSU Functions**

In addition to conducting employment background screenings, the staff members of the BSU also perform the following functions:

- Conduct criminal history checks to assist the Inspector Specialists in their investigations and inquiries.
- Coordinate the initial phase of the exemption process.
- Review personnel records for incidents of physical or sexual abuse, excessive force, and misconduct.
- Inform programs of employee arrests.
- Provider out-of-state driver's license notifications
- Conduct retention notification, removal and billing
- Correspond with law enforcement agencies and court clerks throughout the United States
- Scan completed screening documents into an archival database for future reference and access.
- Respond to telephone, fax, and e-mail inquiries.

### **Statistical Data 2014-2015**

- **12,955** employee background screenings were conducted
- **\$169,440.52** in fingerprint processing fees and **28,045.31** in fingerprint retention fees were collected
- **2,418** credit card transactions and **3,187** checks were processed
- **538** applicants failed to submit additional information or were withdrawn by the requester and **322** applicants were statutorily disqualified, resulting in a total of **860** applicants who did not clear the screening process
- **76** applicants requested an exemption hearing for a statutorily disqualified offense appearing on their record during the criminal background check
- **588** arrest notifications were received and processed
- **12,955** record searches were conducted in the Inspector General Incident Tracking system
- Approximately **87,192** pages of documents were scanned into the BSU archival database
- Approximately **3,100** customer calls/faxes and e-mail inquiries were serviced

## **Staff Directory**

**Robert Munson**  
Wanda Glover

**Inspector General**  
Administrative Assistant III

### **Internal Audit**

**Michael Yu**  
Roosevelt Brooks  
Kelly Neel  
Karen Miller

**Audit Director**  
Operations Review Specialist  
Management Review Specialist  
Management Review Specialist

### **Investigations**

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Richard Bodnar  
Gary Bussell  
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Ruben Hernandez  
Lisa Herring  
Jeffrey McGuinness  
Reginald McNeill  
Mark Meadows  
Keith Morris  
Regina Perry  
Sonja Robinson  
Tracey Shearer  
Gerard Ward

**Chief of Investigations**  
Senior Management Analyst II  
Inspector Specialist  
Inspector Specialist  
Inspector Specialist  
Staff Assistant  
Inspector Specialist  
Inspector Specialist  
Inspector Specialist  
Inspector Specialist  
Secretary Specialist  
Senior Management Analyst I  
Inspector Specialist  
Senior Management Analyst II

### **Incident Operations Center**

**Holly Johnson**  
Harry Motley  
Melissa Wright

**Senior Management Analyst Supervisor**  
Operations Review Specialist  
Operations Review Specialist

### **Central Communications Center**

**David Gilmore**  
Chad Bennett  
Melaney Denson  
Dierdre Harris  
Mariette Keller  
Adrian Nealy

**Operations Management Consultant II, Supervisor**  
OPS – Government Operations Consultant I  
Government Operations Consultant I  
OPS – Government Operations Consultant I  
OPS – Government Operations Consultant I  
OPS – Government Operations Consultant I

### **Background Screening Unit**

**Myra Burks**  
Lisa Alexander  
Thomas Atkinson  
Johnalyn Bryant  
Jeffrey Janvier  
Terrance Mathis  
Casandra Neal  
Erika Ross  
Sharon Washington

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