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**ACTION STEPS TO IMPROVE OPERATIONS
AT THE NEVADA YOUTH TRAINING CENTER (ELKO)**

1. Improve the staffing levels at Nevada Youth Training Center (NYTC) sufficient to achieve a 1:10 staff-to-youth ratio during waking hours and 1:16 during sleeping hours for FY04, then to a 1:8 waking-hours ratio in FY06; improve the staff-to-youth ratio of professional counselors to 1:27.
2. Have all current NYTC employees complete the American Corrections Association-approved Juvenile Caseworker course by the end of 2003; require all new hires to complete it as part of their initial training.
3. Refer all potential disciplinary matters to the Division of Child and Family Services (DCFS) personnel office for review and recommendations.
4. Assure that shift supervisory staff immediately conduct initial inquiries into all situations whenever force is used – gathering information, interviewing witnesses, and taking photographs when injuries are seen.
5. All situations where child abuse/neglect may have occurred are to be reported immediately to Elko Child Protection Services; CPS is to respond by seeing the youth within 24 hours.
6. All supervisory staff who do initial inquiries into situations where force is used will be trained to do them, with training based upon non-violent crisis intervention training.
7. Add a new nurse position to assure that a nurse sees any youth involved in a “use-of-force” situation within 24 hours.
8. The Board of Review will provide quarterly reports to the DCFS Administrator on use-of-force situations.
9. Elko Child Protective Services will provide semi-annual refresher training on child abuse/neglect reporting.
10. Continue the annual re-certification process on non-violent crisis intervention.
11. Complete the computer system to document regular reviews of youth in confinement.
12. Require a consultation with the prescribing physician prior to taking a youth off psychotropic medication.

Nevada Youth Training Center
Response to February 2002 CRIPA Investigation
January 2, 2003

The Administration of the Nevada Youth Training Center (NYTC) implemented several immediate corrective actions following the on-site investigation by the Department of Justice (DOJ). Based on the exit interview with the investigative team, it was determined that several problems needed to be addressed immediately. The following are those actions that were taken within two weeks of the exit interview with the investigative team.

Meetings were held with all staff emphasizing child abuse and neglect reporting requirements. These meetings stressed the fact that all employees are mandatory reporters of child abuse. All employees were apprised of the telephone numbers and procedures for reporting suspected abuse.

Investigations and disciplinary actions were initiated against the staff identified by the investigative team. Staff member A.L. was placed on administrative leave February 22, 2002, and subsequently terminated, effective May 17, 2002; R.B. was placed on administrative leave February 22, 2002, and terminated effective June 14, 2002. Both contested the terminations and were granted appeal hearings that occurred October 10, 2002. The hearing officer upheld the terminations in both cases.

The grievance process for the youth was changed to take line staff out of the process. Grievance forms were placed in all areas that youth are assigned and locked drop boxes were placed in the academic building, nurse's station, Reception and Classification Cottage and Dining Hall serving line. Only the Superintendent and Administrative Assistant II have keys and will check boxes daily. The Superintendent will respond to all youth grievances until the Assistant Superintendent position is filled. In addition, a new centralized unit is being developed that will, among other duties, handle grievances from youth who do not accept the Superintendent's response.

Due to multiple issues raised concerning the institutional culture of the Reception and Classification (R&C) cottage during the investigative team's exit interview, R&C Cottage staff were immediately moved out of the cottage and placed on relief shift with the exception of the Cottage Senior Group Supervisor and 12:00 AM to 8:00 AM Group Supervisor. New employees with relatively short terms of employment were moved in. Staffing was modified to allow for two personnel in the cottage during all waking hours. Additionally the institutional nurse now provides a presentation to the R&C cottage youth shortly after their arrival, providing information on how to obtain medical care and about her availability to discuss issues related to the youths care and safety. The Cottage Procedure Manual is also being revised.

Off Grounds visitation Policy 15-2 (Addendum A) and Visitors Policy 15-3 (Addendum B) was revised and re-issued. Visits from parents are encouraged.

Youth will seal all outgoing mail. This mail will only be opened when clear and convincing evidence suggests a violation. This will be done by the Senior Supervisor and only with the youth present. Any time a youth's mail is opened it must be documented and submitted to the Superintendent.

All staff were immediately informed that they are not to monitor phone calls. They have been instructed to determine the person calling is an approved caller, and then hang up their extension.