

Wisconsin Department of Corrections

Staff Assaults and Injuries

July 1, 2013 – June 30, 2014



Fiscal Year 2014

Department of Corrections

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Fiscal Year 2014

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Introduction

Reporting

In late 2012, the Division of Adult Institutions (DAI), created a DAI policy for reporting and tracking assaults. This policy outlines the definition of an assault, an injury, the new reporting system, and procedures for reporting the assault to law enforcement. In September 2012, a new reporting system was created to better collect, review, and analyze assault and injury data. Each DAI incident is categorized as one of the following: attempted assault, completed assault, or staff injury.

In 2014, the Division of Community Corrections (DCC) and the Division of Juvenile Corrections (DJC) began developing their own policies and procedures for tracking assaults and reporting. They developed additional definitions and division specific tracking systems. DJC reviewed incidents for Fiscal Year 2014 (FY14) and began entering data in their new system in July 2014. DCC also reviewed their FY14 incidents. These incidents include when an



offender may not have been directly involved but a family member, associate of the offender, or animal was and the staff person may have been injured. For example, included in DCC staff injury reports are animal bites, scratches, or other actions by an animal that resulted in an injury. Currently, DCC is working on rolling out their official policy and tracking system, anticipated to be implemented in April 2015.

This report includes three sections, one for each division. DAI's section includes injuries to staff, attempted assaults, and completed assaults on staff that happened at one of the state's 36 adult facilities and at the Wisconsin Resource Center (WRC). WRC is administered by the Wisconsin Department of Health Services (DHS) in partnership with the Wisconsin Department of Corrections (DOC). WRC is a specialized inpatient mental health facility established as a prison under s. 46.056, Wisconsin Statutes. DCC's section of this report includes staff injuries, attempted, and completed assaults on staff in one of the eight DCC regions. Lastly, DJC's section includes injuries to staff and completed assaults on staff that happened at the Copper Lake School or Lincoln Hills School, two DOC juvenile facilities. There were no attempted assaults recorded in DJC for FY14.

Assault and Injury Definitions

The DAI policy language includes some of the following definitions. Understanding the definitions is critical to ensuring the Department is using the same terminology and understanding incidents the same way.

Active Resistance – Resistance from a subject which physically counteracts staff's attempts at control and which may create a risk of bodily harm to staff or to another.

Attempt – The essence of the crime of attempt is that the accused has failed to commit the act of the full offense, but has the direct and specific intent to commit that full offense. An offender is guilty of attempt to violate a DOC rule if either of the following is true: the offender planned to do something which would have been a rule violation if actually committed, or the offender did acts which showed a plan to violate the rule when the acts occurred.

Assault – Battery by prisoner, sexual assault and throwing assaults.

Specifically, each type of assault is defined as follows:

- A. Battery by a prisoner- As defined in Wisconsin Statutes s. 940.20. (1) BATTERY BY PRISONERS. Any prisoner confined to a state prison or other state, county or municipal detention facility who intentionally causes bodily harm or a soft tissue injury to an officer, employee, visitor or another offender of such prison or institution, without his or her consent.
- B. Sexual Assault- As defined in Wisconsin Statutes s. 940.225
- C. Throwing Assault- An assault by throwing substances such as blood, semen, waste, feces, chemicals, urine, or other substances. Wisconsin Statutes s. 946.43(2M)

Completed – The accused committed the act of the full offense of an assault.

DCC Hold – This is an offender who is admitted for a temporary stay in a WI DOC facility, and is under the supervision of the Division of Community Corrections.

Electronic Control Devices – Security equipment designated to stop, control or temporarily immobilize through the use of high voltage, low amperage electric shock.

Inmate – Any person who is under the supervision of the Department of Corrections, including juveniles, inmates, probationers, parolees or persons in a WI DAI facility.

Intentionally – As defined in Wisconsin Statutes s. 939.23 (3), means that the actor either has a purpose to do the thing or cause the result specified, or is aware that his or her conduct is practically certain to cause that result.

Offender – Any person who is under the supervision of the Department of Corrections, currently being supervised by DCC.

Passive Resistance – Resistance from a subject which does not physically counteract staff's attempts at control and which does not create a risk of bodily harm to the staff or to another.

Physical Injury by Contact – Injury to a staff member, caused by a resistive offender action that may not result in offsite medical care.

Sexual Assault – As defined in Wisconsin Statutes s. 940.225.

Spitting – The act of forcibly ejecting saliva or other substances from the mouth.

Staff Member – An individual who is employed by the DOC on a full-time, part-time or contract basis or is an intern or a volunteer.

Weapon – A weapon may include a gun, sharp object (used to inflict cutting type injury), pointed object (used to inflict stabbing type injury), solid/blunt object, (thrown or used to hit), or toxic or flammable fluids/substances.

Youth – Any person who is under the supervision of the Department of Corrections, housed in a WI DJC facility.

In addition each incident is assigned to one or more of the following categories:

1. Throwing assault

2. Battery by prisoner/offender/youth
3. Physical injury by contact
4. Sexual assault
5. Spitting

These categories can be reported to the Association of State Correctional Administrators (ASCA) as part of its Performance Based Measures System (PBMS). The PBMS was developed to establish correctional standards across states and to allow for the appropriate comparisons of performance measures across jurisdictions.

Summary

This report examines the different factors associated with assaults against staff and staff who are injured near an offender. The analysis is based on incidents that occurred in FY14 (July 1, 2013 - June 30, 2014) in DAI, DCC, and DJC. The data address physical injuries, but are not intended to quantify any of the psychological effects of staff assaults. All staff involved in these incidents were offered peer support and/or referred to the Employee Services Program. Due to confidentiality requirements, it is not known how many individuals used these services. There were zero workers compensation claims made that required an overnight hospital stay due to an injury from one of the reported incidents.

In FY14 in WI DOC, there were:

- 271 completed assaults
- 65 attempts
- 44 injuries to staff

The total number of offenders involved was 235 and the total number of staff involved was 401.

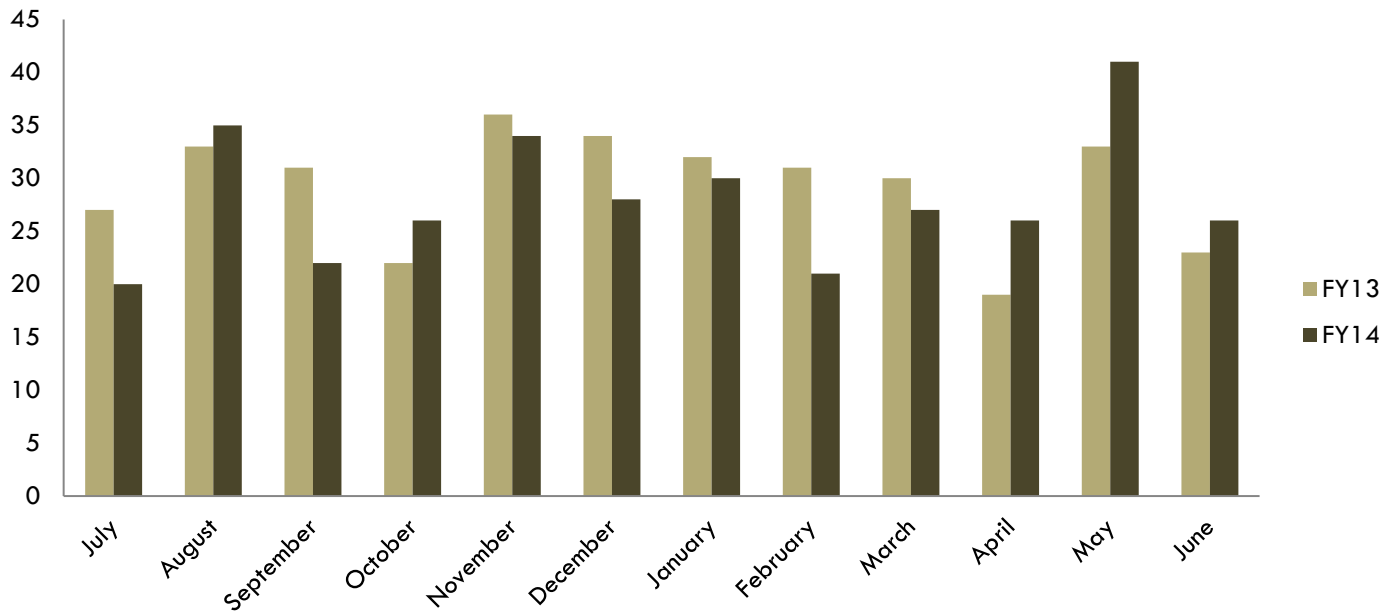
I. Division of Adult Institutions

In FY2014 there were 336 reported injuries to, attempted assaults on, and completed assaults on DAI staff. Of the 336 incidents, 245 were completed assaults, 58 were attempts, and 33 were injuries by contact. The overall number of assaults and injuries decreased slightly from FY13.

Type	FY13	FY14
Attempted	40	58
Completed	252	245
Injuries	59	33
Total	351	336

There were a total of 237 inmates and 349 staff members involved. November and May continued to have more reported assaults and injuries than most other months. This is the same trend we saw in FY13. In FY14 however, August also had a higher number of incidents with 35 reported and less in December.

Month	FY13	FY14
May	33	41
August	33	35
November	36	34
December	34	28



A. Attempted Assaults on DAI Staff

The numbers below include attempted assaults on staff. These incidents included direct actions from an inmate towards a staff member where a staff member was not assaulted and there was no physical injury.

There were 58 attempted assaults reported. Of the 58 attempts, 71 staff and 50 inmates were involved in these incidents.

Key Points:

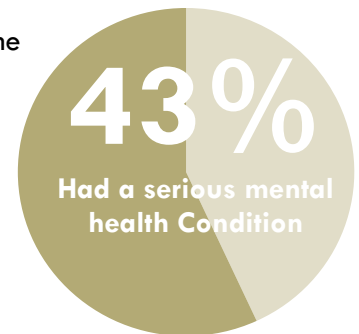
- 79% (46) of the attempts happened at maximum security facilities
- 81% (47) occurred in a restrictive housing area
- 60% (35) of the inmates involved were between 21 and 29 years old
- 62% (36) happened within the first 11 months of the inmate arriving at the facility

Type of Assault: Forty-one percent (24) involved battery by an inmate, 53% (31) involved spitting, or throwing a liquid or object at staff, and 3% (2) involved sexual assault. Assault can be assigned to more than one category, as multiple actions could have occurred during an incident. For example, if the incident involved spitting as well as battery by prisoner, the assault was assigned to both categories.

Inmate Information

Age: Sixty percent (35) of the inmates involved were under 30 years old at the time of the incident, and 91% (53) were under 40 years old.

Mental Health Status: At the time of the attempt 43% (25) of the inmates involved had a serious mental health condition (e.g., bipolar disorder, schizophrenia, personality disorder, and severe depression).



Admission Date and Sentence Term:

Admission to Prison: Forty-one percent (24) of the attempts involved inmates who had been admitted to prison for one year or less prior to the attempted assault.

Length of Stay at a Facility: Thirty-six percent (21) of the attempts involved inmates who had been at the facility where the assault occurred for six months or less. Additionally, 86% (50) of the attempts happened within two years of the inmate being admitted to that facility.

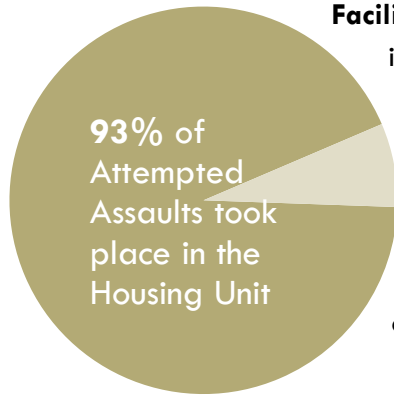
Sentence Term: At the time of the attempted assault 48% (28) of the inmates responsible were within two years of their release date.

Inmate History:

Previous Institutional Experience: Fifty-six percent (28) of the inmates involved in attempts had a previous incarceration.

Offense History: Of the inmates involved in attempts, 94% were incarcerated for a violent crime (most serious offense). This includes crimes such as murder, sexual assault, and robbery. The other 6% (3) inmates' most serious offense was a property offense, for example burglary or larceny.

Location Information:



Facility Security Level: The majority of attempts (79% or 46) occurred among inmates at maximum security facilities; 16% (9) occurred at medium security facilities; and 5% (3) occurred at WRC. No attempts occurred at minimum security facilities.

Specific Location of the Attempt: Fifty-five percent (32) of attempted assaults occurred in the cell area. This includes attempts near the cell trap, during cell extractions, and when objects or substances were thrown from the cell, among others.

Staff Information

Seniority of Staff Involved in Attempts¹: At the time of the attempted assault, 49% (35) of the staff involved in attempts had been working at the WI DOC for at least five years. An additional 23% (16) had been working for the WI DOC for at least 10 years.

Results:

Referred to Law Enforcement: Twenty-one percent (12) of the attempted assaults were referred to law enforcement. Counties may not prosecute attempted assaults based on their resources and priorities.

¹ Limited Term Employees (LTE) for the State of Wisconsin do not have seniority dates; they are excluded from all seniority data analyses.

B. Completed Assaults on DAI Staff

The numbers below include completed assaults on staff. These incidents were direct actions by an inmate towards a staff member where a staff member was assaulted and possibly injured.

Of the 245 assaults reported, 270 staff and 172 inmates were involved.

Key Points:

- 63% (154) of the assaults took place at maximum security facilities
- 72% (177) occurred in a restrictive housing area
- 51% (125) of the inmates involved were between 17 and 29 years old
- 52% (127) happened within the first six months of the inmate arriving at the facility

Type of Assault: Forty-two percent (104) of completed assaults involved battery by an inmate, 47% (114) involved spitting, or throwing a liquid or object at staff, and 2% (5) involved sexual assault. Assault can be assigned to more than one category, as multiple actions could have occurred during an incident. For example, if the incident involved spitting as well as battery by a prisoner, the assault was assigned to both categories.

Inmate Information

Age: Over half (125) of the inmates involved were under 30 years old at the time of the incident; 5% (13) were 55 years old or older.

Mental Health Status: At the time of the completed assault 39% (96) of the inmates involved had a serious mental health condition (e.g., *bipolar disorder, schizophrenia, personality disorder, and severe depression*).

Admission Date and Sentence Term:

Admission to Prison: Forty-four percent (107) of the involved inmates had been admitted to prison for one year or less prior to the assault.

Length of Stay at a Facility: Fifty-two percent (127) of the involved inmates had been at the facility where the assault occurred for six months

Assaults mainly involve inmates under the age of 40 and at maximum security facilities.

Over 70% occurred in a restrictive housing unit.

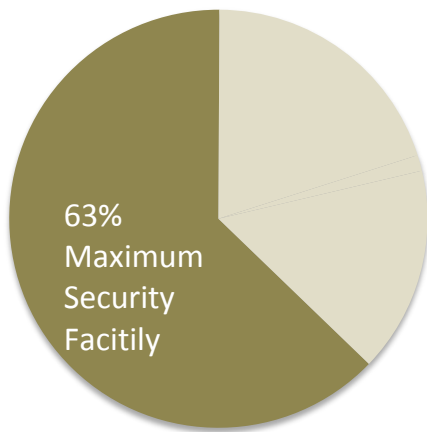
or less at the time of the assault. Additionally, 87% (214) of the assaults happened within two years of the inmate being admitted to that facility.

Sentence Term: At the time of the assault, 37% (91) of the inmates responsible were within two years of their release date.

Inmate History:

Previous Institutional Experience: Fifty-three percent (91) of the involved inmates had at least one prior episode of incarceration.

Offense History: Eight-four percent (145) of the inmates were incarcerated for a violent crime (most serious offense). This includes crimes such as murder, sexual assault, and robbery.



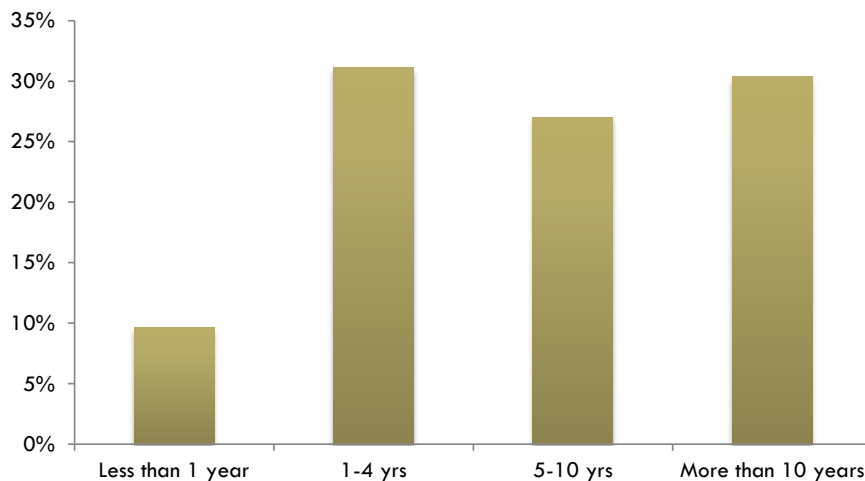
Location Information:

Facility Security Level: The largest numbers of completed assaults occurred among inmates at maximum security facilities (63% or 154); 20% (49) occurred at medium security facilities; 16% (39) occurred at WRC; and 1% (3) occurred at minimum security facilities.

Specific Location of the Assault: Fifty-eight percent (143) of completed assaults occurred in the cell area. This includes assaults near the cell trap, during cell extractions, and when objects or substances were thrown from the cell, among others.

Staff Information

Seniority of Staff Involved: Fifty-seven percent (155) of the staff involved in completed assaults had been working at the WI DOC for at least five years prior to the assault. Over 30% had been working at the DOC for more than 10 years. The graph below depicts the number of years of service for the staff involved in completed assaults.



Results:

Referred to Law Enforcement: Sixty-three percent (154) of the attempted assaults were referred to law enforcement. Law enforcement referrals are not made if the inmate is deemed incompetent due to mental health issues. Some of the inmates were deemed incompetent and therefore a law enforcement referral was not made, as requested by local law enforcement who did not want a referral for these incidents.

Injuries and Worker's Compensation Claims: Injuries occurred on many levels of severity. Of the 245 assaults, 56 claims were filed.

C. DAI Staff Injuries

The numbers below comprise injuries to staff that resulted during an incident with or near an inmate.

An example of such an injury is when a staff member breaks up a fight between two inmates and, in the process, the staff member's foot is stepped on, resulting in a broken toe. In a way similar to assaults, these types of incidents are reviewed each week. In FY14 there were 33 reported injury incidents involving 47 staff members.

Location Information:

Facility Security Level: Thirty-three percent (11) of the injuries reported occurred at maximum security facilities, 64% (21) at medium security facilities, 3% (1) occurred at minimum security facilities and none took place at WRC.

Restrictive Housing: Thirty-three percent (11) of the injuries took place in a restrictive housing unit or area, while 67% (22) of the injuries occurred outside of a restrictive housing unit or area.

Specific Location of the Incident: Twelve percent (4) of the injuries occurred in a cell. Incidents in the cell hall and housing unit constituted 58% (19) of injuries.

Results:

Injuries and Worker's Compensation Claims: Injuries occurred with many levels of severity. Also, during the incidents there were situations where more than one staff member was involved and injured. Of the 33 injury reports submitted, 36 Worker's Compensation claims were filed in FY14.

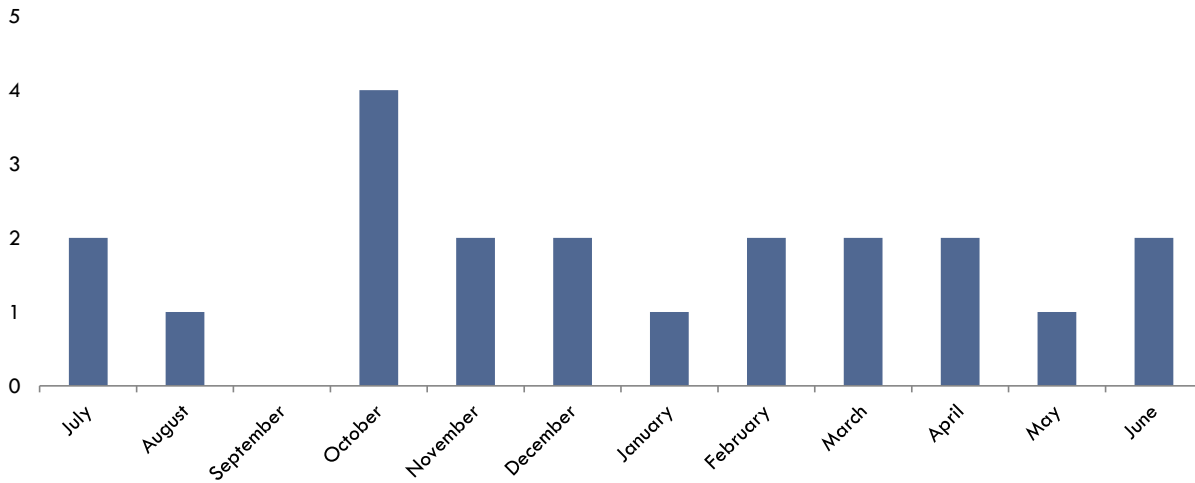
II. Division of Community Corrections

The DCC reviewed assault and injury incidents occurring in DCC for FY14. DCC grouped the incidents into one of three categories; assaults on staff- attempted, completed, and injuries.

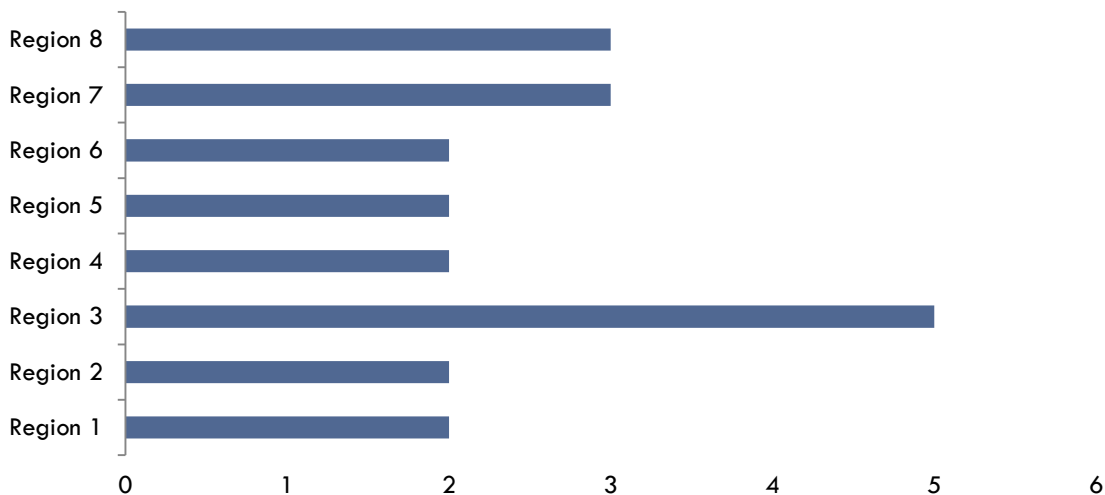
In FY14, there were 21 incidents; ten completed assaults, seven attempts, and four injuries by contact.

Attempted	7	33%
Completed	10	48%
Injuries	4	19%
Total	21	100%

The largest number of incidents occurred in October with four, while September had the fewest with none.



The number of incidents were relatively the same among the eight DCC regions. There were at least two incidents from every region in FY14. The number of incident in Region 3 were higher than the number in the other regions. As the Region 3 population is generally larger than that of the other regions, this is not an unexpected result.



A. Attempted Assaults on DCC Staff

The numbers below include attempted assaults on staff. The incidents included direct actions from an offender or an associate of the offender towards a staff member, where the staff member was not assaulted and there was no physical injury.

There were seven attempted assaults reported. Of the seven attempts, 11 staff, six offenders and one associate were involved.

Type of Assault: Fifty-seven percent (4) of the attempted assaults involved battery by an offender, 43% (3) involved spitting, or throwing a liquid or object at staff, and 14% (1) involved an attempted sexual assault. Attempted assaults can be assigned to more than one category, as multiple actions could have occurred during an incident. For example, if the incident involved spitting as well as battery by offender, the attempted assault was assigned to both categories.

Specific Location of the Attempt: Forty-three percent (3) of attempted assaults occurred during a vehicle transport with the offender. Two (29%) occurred at a DCC office, one (14%) attempted assault occurred at an offender's residence, and one (14%) at a TLP (transitional living program).

Offender Information

Age: Well over three-quarters (5) of the offenders involved in attempted assaults were under 30 years old at the time of the incident. Seventeen percent (1) were 35 years old or older.

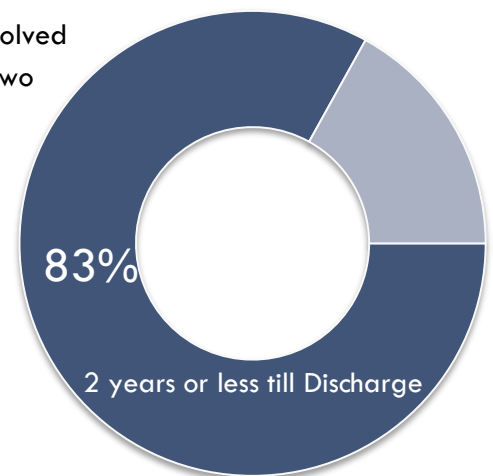
Previous Supervision Experience: Over fifty percent (4) of the involved offenders were on their first episode of supervision, one was on their second, and one was on their fourth episode.

Supervision Type: Eighty-three percent (5) of the offenders involved were on probation supervision.

Admission Date and Sentence Term:

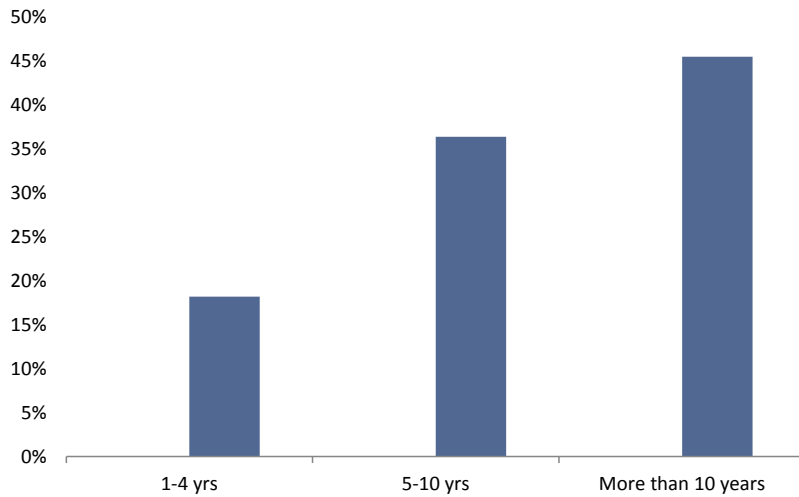
Admission to Supervision: Eighty-three percent (5) of the attempts involved offenders who had been admitted to supervision within the past two years.

Sentence Term: At the time of the attempted assault 83% (5) of the offenders responsible were within two years of their discharge date.



Staff Information

Seniority of Staff Involved in Attempts: Forty-six percent (5) of the staff involved in attempted assaults had been working at the WI DOC for at least 10 years.



Type of Staff: Ninety-one percent (10) of the staff involved in attempted assaults were DCC agents. The other one was a Program Support Supervisor (9%).

Results:

Referred to Law Enforcement: All of the attempted assaults (7) were referred to law enforcement.

B. Completed Assaults on DCC Staff

The numbers below include completed assaults on staff. These incidents were direct actions by an offender or an associate towards a staff member, where a staff member was assaulted and possibly injured. There were 10 completed assaults reported during this timeframe. Of the 10 assaults reported, 16 different staff members, nine offenders, and one associate were involved.

Type of Assault: Ninety percent (9) of completed assaults involved battery by an offender, 10% (1) involved spitting or throwing a liquid or object at staff.

Specific Location: Sixty percent (6) of the assaults occurred in a DCC office. Additionally, there were two incidents at an offender's residence (20%) and one incident in each of the following places; County Jail/HOC (10%) and in the community (10%).

Offender Information

Age: Seventy-eight percent (7) of the offenders involved were under 40 years old at the time of the incident. None were over 60 years old.

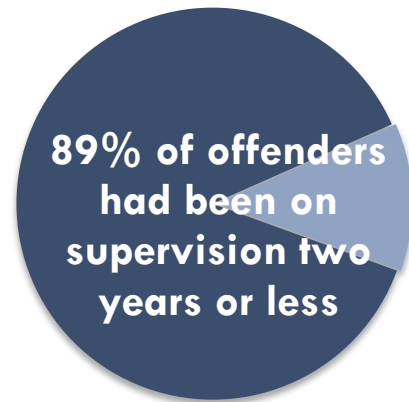
Previous Supervision Experience: Forty-four percent (4) of the involved offenders were on their first episode of supervision, 33% (3) were on their second, and 22% (2) were on their third episode.

Supervision Type: Sixty-seven percent (6) of the offenders involved were on probation supervision.

Admission Date and Sentence Term:

Admission to Supervision: The vast majority (8) of the involved offenders had been on supervision at the time of the assault for two years or less.

Sentence Term: At the time of the assault 78% (7) of the offenders responsible were within one year of their discharge date.



Staff Information

Seniority of Staff Involved: Sixty-three percent (10) of the involved staff had been working at the WI DOC for at least 10 years.

Type of Staff: Eighty-eight percent (14) of the staff involved in the incidents were DCC agents. Of the remaining staff, one was a transport sergeant (6%) and one was a field supervisor (6%).

Results:

Referred to Law Enforcement: One hundred percent (10) of the assaults were referred to law enforcement.

Injuries and Worker's Compensation Claims: Injuries occurred on many levels of severity. Of the 10 assaults, 16 staff were involved, and four claims were filed.

C. DCC Staff Injuries

The numbers below comprise injuries to staff that resulted during an incident with or near an offender, associate or family member of the offender, or an animal.

An example of such an injury is when a staff member is performing a home visit at the offender's house and the offender's dog bites or scratches the staff member. In FY14 there were four reported injury incidents. In FY14 there were four injury incidents involving four different staff members.

Location Information:

Specific Location of the Incident: Seventy-five percent (3) of the injuries occurred at the offender's residence, the other one injury (25%) occurred at a DCC office.

Results:

Injuries and Worker's Compensation Claims: Injuries occurred with many levels of severity. Incidents include situations where more than one staff member is involved. Of the four injury incidents, no Worker's Compensation claims were filed in FY14.

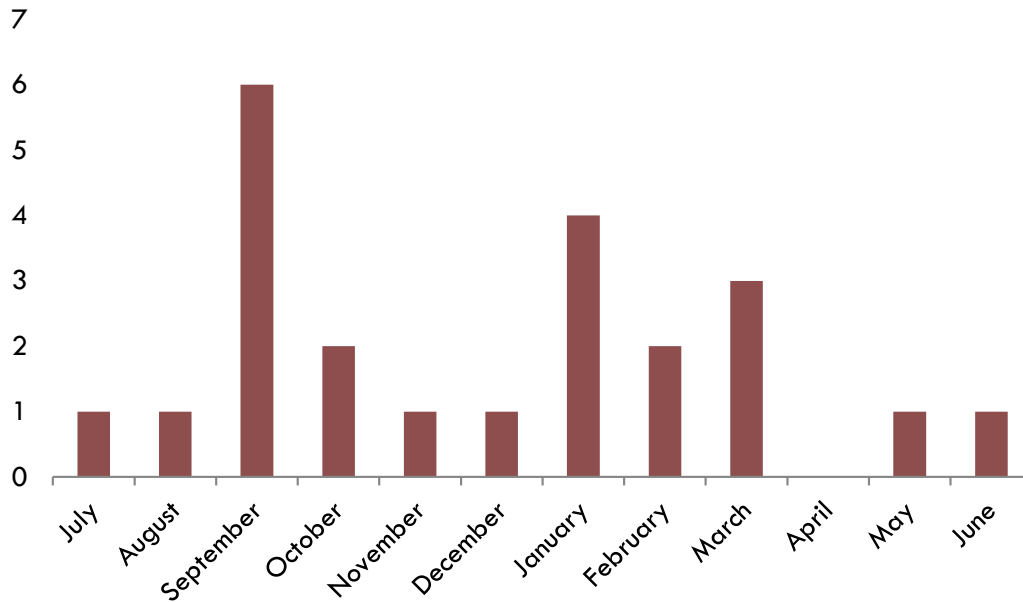
**100% of
the assaults
on staff
were
referred to
law
enforcement**

III. Division of Juvenile Corrections

DJC began tracking assaults on staff during FY14 at two of their facilities; Copper Lake School and Lincoln Hills School. DJC tracks the same three types of assaults; attempted, completed, and injuries to staff. In FY14, there were 23 reported injuries to, attempted assaults on, and completed assaults on DJC staff. Of the 23 incidents; sixteen were completed assaults, zero were attempts, and seven were injuries by contact.

Attempted	0	0%
Completed	16	70%
Injuries	7	30%
Total	23	100%

The largest number of incidents occurred in September with three injuries to staff and three assaults.



A. Completed Assaults on DJC Staff

The numbers below include completed assaults on DJC staff at Copper Lake School or Lincoln Hills School. These incidents were direct actions by a youth towards a staff member where a staff member was assaulted and possibly injured. Of the 16 assaults reported, 13 different staff members and 14 youth were involved.

Key Points:

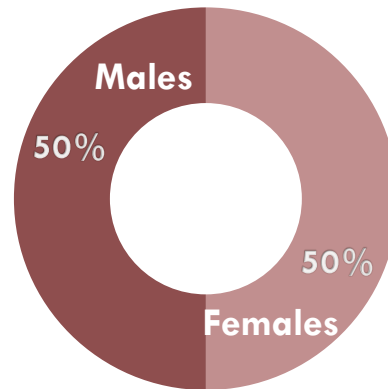
- 50% (8) of the assaults occurred at Copper Lake School
- 50% (8) of the assaults occurred at Lincoln Hills School
- 81% (13) of the youth involved were 16 or older
- 69% (11) occurred within the first year of the youth arriving at the facility

Type of Assault: Sixty-nine percent (11) of completed assaults involved spitting or throwing a liquid or object at staff and 31% (5) involved battery by a youth.

Youth Information

Age and Gender:

Age at Assault	Female	Male
14	1	1
15	1	0
16	2	5
17	3	2
18	1	0



Admission Date and Sentence Term:

Institution Admission: Sixty-nine percent (11) of the completed assaults involved youth who had been admitted to the juvenile correctional facility less than one year prior to the assault.

Sentence Term: At the time of the assault 38% (6) of the youth responsible were within six months of their release date. Additionally, 75% (12) were within one year of their release date at the time of the assault.

Location Information:

Specific Location: Thirty-eight percent (6) of assaults occurred in the juvenile's room area. An additional 31% (5) occurred somewhere else on the living unit.

Staff Information

Seniority of Staff Involved: At time of the assault 39% (5) of the involved staff had been working at the WI DOC for at least five years. One staff member had worked for DOC for less than one year.

Results:

Referred to Law Enforcement: Seventy-five percent (12) of the assaults were referred to law enforcement.

Injuries and Worker's Compensation Claims: Injuries occurred on many levels of severity. Of the assaults, 19 total staff were involved, and eight claims were filed.

B. DJC Staff Injuries

The numbers below comprise injuries to staff that resulted during an incident with or near a youth. In FY14 there were seven reported injury incidents with 10 different staff involved.

Location Information:

Specific Location of the Incident: Fifty-seven percent (4) of the injuries occurred directly in a youth's room. All of the injury incidents occurred somewhere on the housing unit.

Results:

Injuries and Worker's Compensation Claims: Injuries occurred with many levels of severity. Of the seven injury reports submitted, seven Worker's Compensation claims were filed in FY14.

100% of the injuries to staff occurred on the housing unit.

IV. Conclusion and Initiatives

The DOC is committed to continuing our work to reduce the number of staff assaults, attempts and injuries that take place at all of our facilities and in the community.

DAI:

- **Body Cameras:** Waupun Correctional Institution (WCI) has partnered with a company to conduct a pilot program using body cameras. The pilot was designed to enhance staff professionalism, reduce sexual assault allegations, staff assaults, and inmate complaints regarding staff, and reactive use of force incidents in WCI's Restrictive Status Housing (RSH) unit. The pilot ran from July 5th through December 23rd, 2014. If the cameras were successful in making the unit a safer environment, the program may be expanded to the RSH units in all of the maximum security institutions. Initial data has shown that numbers appear to be down in these areas regarding staff assaults and allegations of excessive force. A formal review and a summary of findings will be produced in early 2015.

- **Rotation of Segregation Staff:** The DOC has been engaged in RSH reforms for several years and will continue to review each assault and exercise best practices. While often the focus has been on improving outcomes for the inmate, we needed to focus our attention on the health and wellbeing of our staff assigned to these areas as well. There is evidence that prolonged assignment in RSH environments may have a detrimental effect on inmates; therefore we must assume that the same is true for staff who are assigned to work with this challenging population. In late FY14, the DOC developed a plan to begin staggered movement of staff members assigned to RSH out of the unit and into alternative posts on 14 week rotations.

DCC:

- **Training:** Continue to place emphasis on annual training for staff on DCC Principles of Subject Control to keep offenders, staff, and the community safe.

- **Prevention Planning:** DCC is creating a best practices document regarding custody, escort, and the transport of offenders. Also, continuing to review and evaluate all incidents involving the use of force. This includes the staff present, reviewing the dialogue used during an incident, and the location of the incident.

- **Office Layout:** DCC is also doing ongoing review of unit office floor plans for overall staff safety and security.

DJC:

- **Implementation of Performance-based Standards (PbS):** PbS is a data-driven, continuous improvement process. The core focus of PbS is to improve the conditions of confinement and quality of life for youth by monitoring youth's rights, safety and quality of services. It takes into account youth and staff perspectives leading to improved practices and safety. It is well known that a symbiotic relationship exists between youth and staff satisfaction within a juvenile facility. National data indicates that facilities where youth report good relationships with staff have less violence.

- **Refurbishing a Living Unit at Copper Lake School:** In 2011 when the consolidation of juvenile facilities took place, thirteen girls were moved into existing, vacant living units at Lincoln Hills. Since then, the population has nearly tripled as have the number of girls with significant mental health issues. It is expected that by the end

of this year, one of the living units will be retrofitted and refurbished to allow for safer and more secure practices with girls who are displaying acting out behaviors.

- **Training:** DJC will continue to place an emphasis on training to include adolescent brain development, trauma informed care, cultural sensitivity, motivational interviewing, communication skills and reducing the use of seclusion and restraints. DJC will develop a year-round training calendar that focuses on these and other pertinent topics that emphasizes relationship building.

- **Treatment of Youth with Mental Health Issues:** LHS/CLS has developed a database that tracks youth with mental health/trauma issues that is referenced before intervening with youth. Triggers and strategies to use with youth when intervening will be further developed along with a mental health classification system.