

## **Introduction to the Division of Juvenile Justice**

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### ***Mission***

The mission of the Division of Juvenile Justice is to hold juvenile offenders accountable for their behavior, promote the safety and restoration of victims and communities, and assist offenders and their families in developing skills to prevent crime.

### ***Introduction***

The Division of Juvenile Justice provides supervision and services to juveniles who commit delinquent offenses. The division responds to the needs of juvenile offenders in a manner that supports community safety, prevents repeated criminal behavior, restores the community and victims, and helps youth develop into productive citizens. Services are provided in the least restrictive and most appropriate setting that will both ensure community protection and promote the highest likelihood of success for the juvenile offender.

### ***Core Services***

- Short-term secure detention.
- Court-ordered institutional treatment for juvenile offenders.
- Intake investigation and management of informal or formal response.
- Probation supervision and monitoring.
- Juvenile offender skill development.

## Services Provided

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Services provided by the Division of Juvenile Justice (DJJ) can be divided into three main categories: Probation Services, Juvenile Detention and Treatment Facilities, and Director's Office functions. Probation Services and Detention and Treatment facilities are located in four regions: Northern, South Central, Southeast, and Anchorage.



### Probation Services

Juvenile probation officers provide preventive and rehabilitative services by conducting intake investigations of youth who are alleged to have committed delinquent acts, including determining legal sufficiency to take further action; completing detention screening; implementing diversion plans; initiating formal court action against juvenile offenders; contacting victims; providing formal community probation supervision services for

adjudicated youth; and, assisting in re-entry into the community following release from secure juvenile institutional care. Alaska's juvenile probation officers work out of offices based in 16 communities around Alaska.

Probation officers perform a number of functions and responsibilities, beginning from the point a juvenile is arrested or identified by law enforcement as the perpetrator of a delinquent offense. Probation officers evaluate a police officer's request to detain a juvenile following an arrest, and make a decision about whether the juvenile should remain at home, be held in a secure facility, or be placed outside of the home. When police refer a juvenile for having committed a delinquent offense, probation officers review the reports to determine if the charges are legally sufficient to take further action against the juvenile. Once jurisdiction has been established, the probation officer meets with the juvenile, their family, and the victim(s) involved in the case, to decide if the matter can be handled informally (through a community diversion plan), or if it requires formal court intervention. Approximately 65% of Alaska's arrested juveniles are diverted from the juvenile justice system through the use of community resources such as counseling and youth court and using accountability measures such as community work service and restitution. The majority of these juveniles do not commit a second offense.

The need to develop a broader array of community-based services for juveniles, both at the front end of the service continuum, as well as for youth transitioning to their home communities from a long-term institutional placement, remains a significant priority for DJJ. The division needs additional foster homes and therapeutic placements for juveniles, with particular emphasis on rural areas. The division also needs a comprehensive and systemic approach to services for transitioning youth, including the ability to provide step-down therapeutic group homes with wrap-around services and additional and targeted services for juveniles with mental health issues, particularly those with low cognitive functioning or Fetal Alcohol Spectrum Disorder.

## ***Director's Office***

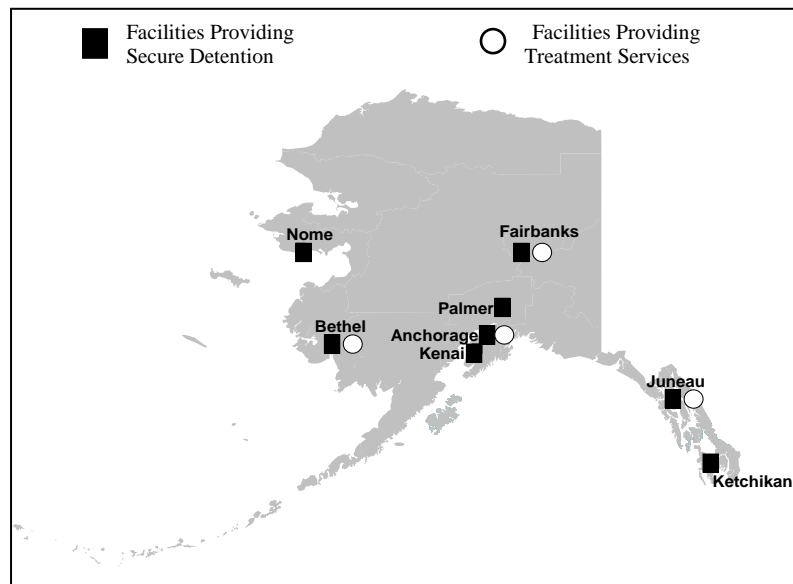
The division director's office in Juneau oversees a number of functions that support the public, the Legislature, other executive branch agencies, and field staff around the state. The office is responsible for: statewide policy development and implementation; coordinated service delivery between field probation and the youth facilities; statewide staff training; quality assurance for both field probation and juvenile institutions; research and statistical analysis of juvenile justice data; and development and administration of federal grant programs. This office ensures ongoing operation and quality assurance for the division's automated offender database JOMIS (Juvenile Offender Management Information System), as well as focusing on continued refinements to the system, including integration with all facets of the juvenile justice service and delivery process.

The Director's Office functions include:

- ***Statewide Programs:*** Alaska, a participating state in the federal Juvenile Justice and Delinquency Prevention Act, receives approximately \$1.2 million in federal funding annually. Each year, these funds help ensure that the state's juvenile justice system abides by the mandates of the Delinquency Prevention Act. Federal funds are also used to improve juvenile programming and build community partnerships throughout the state.
- ***Data and Research:*** The division provides statewide and local juvenile crime statistics, analyses of juvenile delinquency policies and legislation, and other information to the Legislature, agencies and partners, and public as needed. This team ensures the smooth functioning of the Juvenile Offender Management Information System (JOMIS) and develops JOMIS to address current data collection and extraction needs of the division and the department. This team partners with department and other justice agencies to collectively improve information-sharing mechanisms. Adequate quality assurance that will ensure the success of the division's system improvement efforts remains a key need.
- ***Quality Assurance and Training:*** The division is directing limited quality assurance resources towards key areas such as facility safety and programming, residential service review and risk/need assessment, and case planning. The division's statewide training specialist works with staff to develop and implement staff training programs, including the development of specific competencies for probation and institutional field staff, such as facilitation of Aggression Replacement Training classes for juveniles and training new employees in the principles of restorative justice. Adequate quality assurance and training that ensures the success of the division's system improvement efforts remains a key need.
- ***Policy and Planning:*** The Director's Office policy staff develops and monitors legislative proposals, facilitates regulation revision, coordinates development and review of policies and procedures that enhance operation of probation, facility and state office services, and assists with performance-related reporting. Policy staff serves as the liaison to division staff and the Department of Law to address policy questions that affect youth and services. Case-specific questions or complaints that come to the division through the Governor or Commissioner's Office, or legislators, are addressed. Policy staff members write reports regarding agency activities.
- ***Administrative Support:*** The division's administrative operations manager and staff prepare the division's budget, make monthly projections on spending, and approve grant payments and service agreements. In addition, full spectrum professional and administrative services to the division, including human resources, financial and procurement services, are monitored and/or performed by the administrative staff in the Director's Office.

## **Juvenile Detention and Treatment Facilities**

Youth facilities in Alaska perform two primary functions: 1) detention units are designed as short-term secure units for youth awaiting a determination on an outcome for their offense; and 2) treatment units are designed for youth who have been ordered by the courts into long-term secure treatment. There are eight detention units and four treatment units around the state.



The division is continuing the process of having stand-alone detention facilities develop a continuum of detention services that will include some facility staff providing non-secure detention and transitional/re-integration services in the community.

### ***Northern Region***

#### ***Northern Region Probation Services (NRO)***

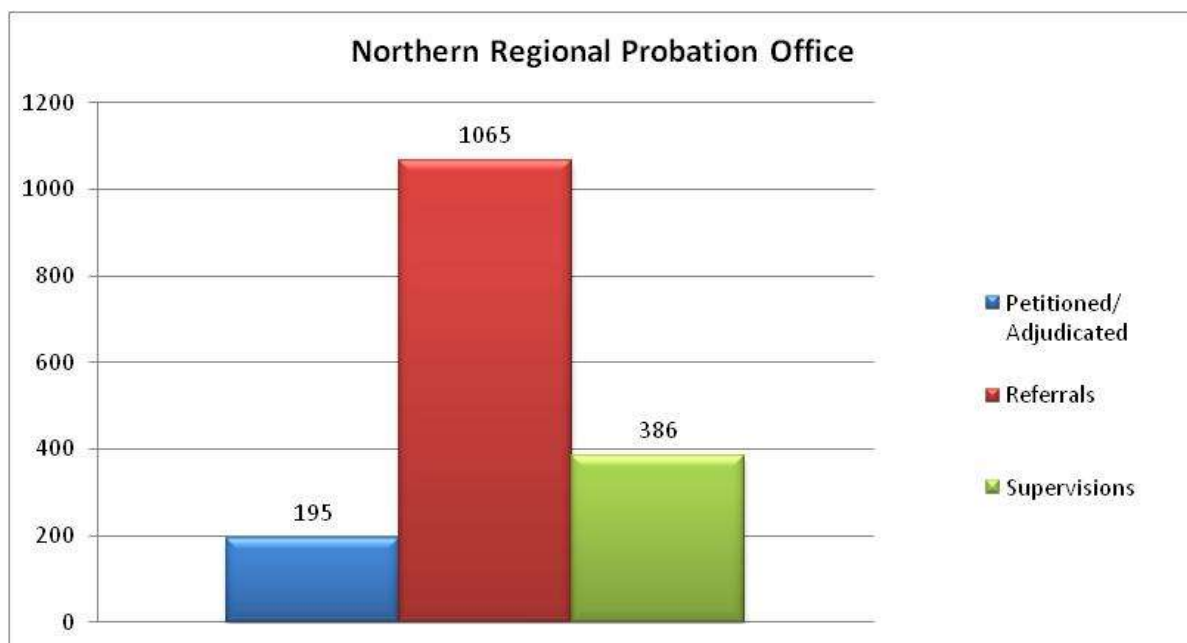
The northern region of DJJ's probation services is geographically the largest and most remote in Alaska, comprising approximately 66% of the state's total landmass. Much of the region is inaccessible by road and must be visited by small aircraft, boat, or snow machine. Probation services are centered in five district offices located in Fairbanks, Barrow, Bethel, Kotzebue, and Nome. During FY2011 the northern region probation offices received over 1,000 delinquency referrals from law enforcement, accounting for over 2,000 separate charges.

The Fairbanks District is the home of the division's second largest probation office and covers an area that includes Fairbanks and the North Star Borough, as well as a multitude of interior Alaska villages as far reaching as Arctic Village, Northway, and Cantwell. The Bethel district office serves the Yukon-Kuskokwim Delta, which includes the hub of Bethel and 56 surrounding villages. The population of this district is approximately 30,000 and is primarily of Yupik Eskimo ethnicity. The Barrow district provides services to Barrow and six outlying villages in the North Slope Borough, an area of approximately 95,000 square miles. Its population of 9,430 is primarily Inupiaq Eskimo. The Kotzebue district covers the city of Kotzebue and 11 surrounding villages in the Northwest Arctic Borough and the far western portion of the North Slope Borough. The population of this district is primarily Inupiaq Eskimo. And, finally, the Nome district office serves the Norton Sound/Seward Peninsula area, including the city of Nome and 15 surrounding villages, which includes Saint Lawrence Island and Little Diomed. The ethnicity of the district is primarily Inupiaq Eskimo in the north, Yupik Eskimo in the south, and Siberian Eskimo on Saint Lawrence Island.

### Northern Region Probation Core Services

The primary focus of the division, in general, and the northern region, specifically, is the provision of core intake and probation services for juveniles charged and/or adjudicated for delinquent behavior. In addition to the standard intake, adjudication, disposition and probation services offered by all the juvenile probation offices in the northern region, an extensive range of preventive, remediation, assessment and restorative services are provided to DJJ clients, parents, and communities. Among these are risk/needs assessment, community work service, foster care, alternative to detention programs, and the state's only juvenile mental health court (Fairbanks). Services do not always wait for a juvenile to get into legal trouble as northern region probation officers regularly meet with pre-delinquent youth in support of parents and schools.

Northern region probation officers are regularly involved with community partners as part of their efforts to provide for prevention and intervention services. This involvement may include educational presentations on juvenile justice issues, community and law enforcement trainings, and efforts to develop resources and positive relationships in rural villages.



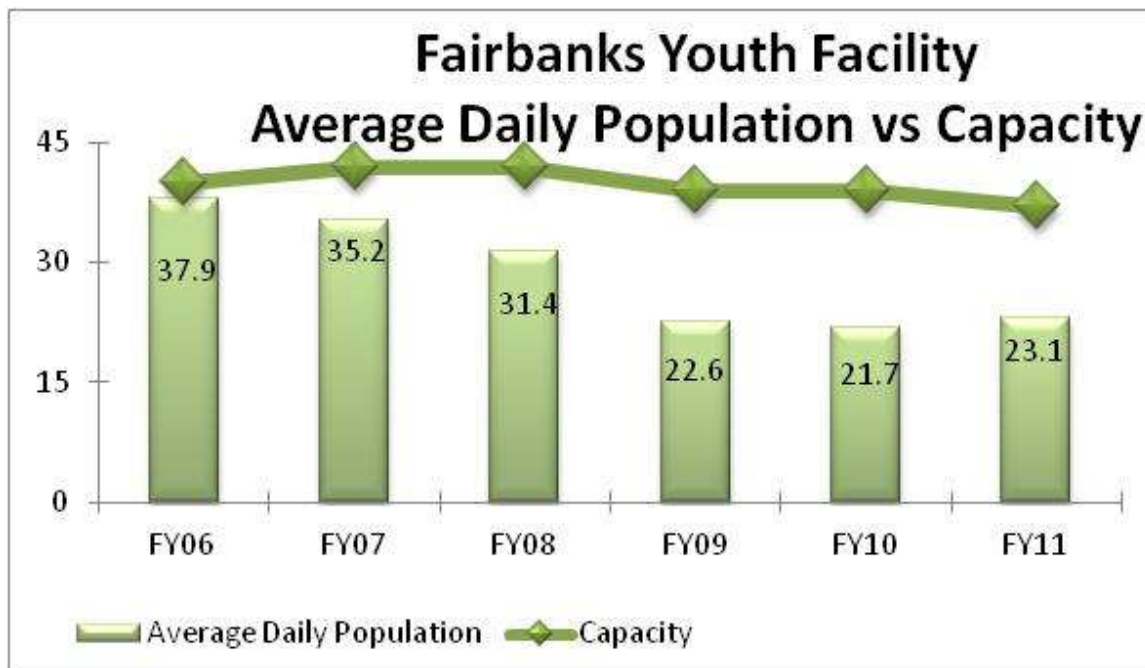
## ***Fairbanks Youth Facility***

The Fairbanks Youth Facility (FYF) consists of a 20-bed detention unit and a 17-bed treatment unit. The detention unit provides temporary placement to alleged and adjudicated offenders who require secure confinement while awaiting disposition of their case in court; in FY2011 the detention unit admitted 199 juveniles. The program unit houses and makes rehabilitative services available to adjudicated offenders who have been committed to the division by the Court for long-term treatment; 17 juveniles received treatment in the past year. FYF is the second largest of Alaska's juvenile correctional facilities. This facility is located in our northern region, which is the largest geographically of DJJ's four regions. The facility has been accredited since 1986, initially by the American Correctional Association and currently by the Council of Juvenile Correctional Administrators. The current accreditation process, Performance-based Standards (PbS), is an outcome-focused process that encourages consistent system improvement.

### FYF Core Services

The co-ed detention unit provides secure housing and services to alleged and adjudicated juveniles who are either involved in a court process or awaiting other placement. While detained, residents have access to educational, medical, and mental health services through the facility. They are also provided specific information related to criminogenic issues such as substance abuse and anger management.

The FYF Program Unit provides care and individual, group, and family treatment for male juveniles who have been committed to the custody of DJJ for up to two years or their 19<sup>th</sup> birthday, whichever comes first. The increase in the percentage of residents with intensive mental health, FASD, or substance abuse-related disorders continue to challenge the facility's ability to provide appropriate therapeutic services while maintaining the safety and security of residents and staff. Increasingly, these special needs offenders demonstrate clinical needs that require one-on-one supervision and care, which significantly impacts the staff resources available.



*In FY2007, the detention capacity increased by two, as rooms that were previously used as storage rooms were converted to sleeping rooms. In FY2009, the treatment capacity was reduced by 3 to allow for space to run the transitional services program. In FY2011, the division re-evaluated the way beds were counted at FYF and the capacity went to 37.*



## ***Bethel Youth Facility***

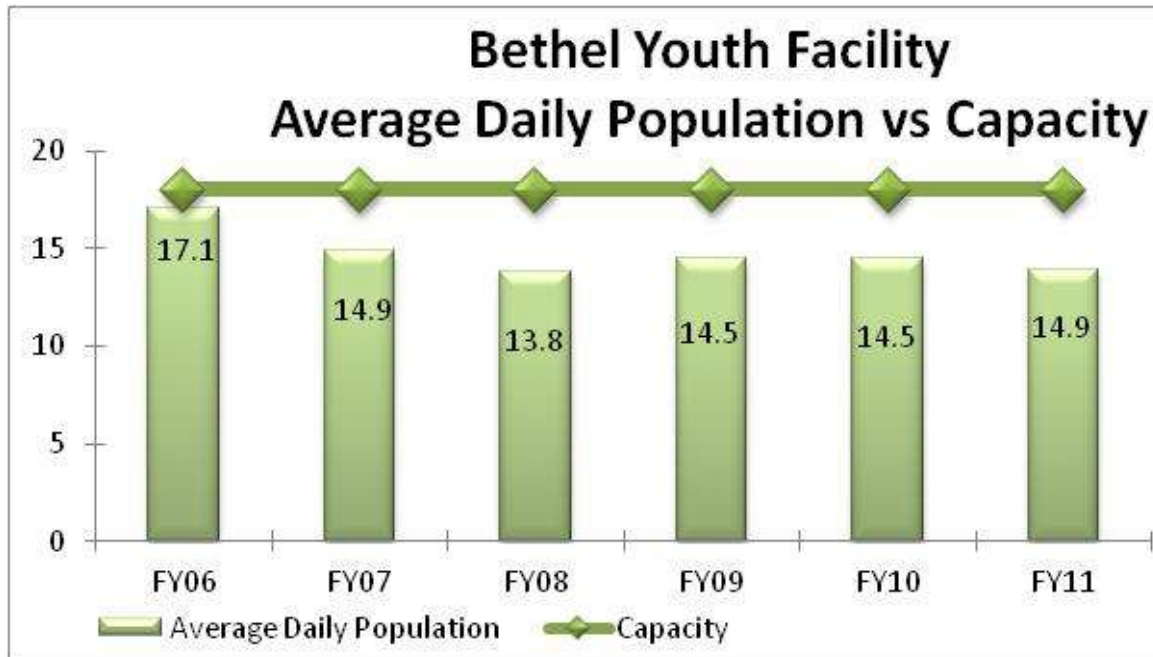
Bethel Youth Facility (BYF) is the only youth facility in the Yukon-Kuskokwim Delta, an area the size of the State of Oregon that is home to approximately 30,000 people spread between more than 56 villages. The facility consists of an eight-bed co-ed detention unit and an 11-bed treatment unit for male juveniles.

The detention unit houses and offers services to alleged and adjudicated offenders who are either involved in the court process or awaiting other placement. The treatment unit houses and provides rehabilitative services to adjudicated offenders who have been committed to the division by the Court. The facility's population is largely Alaska Native, particularly Yupik Eskimo.

### **BYF Core Services**

BYF's detention services provides for the care and secure placement of juveniles involved with a court process or awaiting placement. This detention unit is as commonly over capacity as it is under capacity as it maintains the lowest vacancy level of any DJJ detention unit.

The facility's treatment programming is based upon a strength-based cognitive behavior approach that combines a supportive and pro-social milieu with individual, group, and family counseling. Youth in the program complete general treatment components in addition to their individual treatment work. These components include victim impact, thinking errors, and substance abuse, as well as a variety of skill building exercises and cultural activities. A significant number of residents have FASD and other mental health needs. Through training and experience, staff members at the facility have developed a high level of expertise in working with this challenging group of juveniles.



*In FY2006, a treatment room was converted to an office for the Mental Health Clinician, reducing the capacity by one.*

### ***Nome Youth Facility (NYF)***

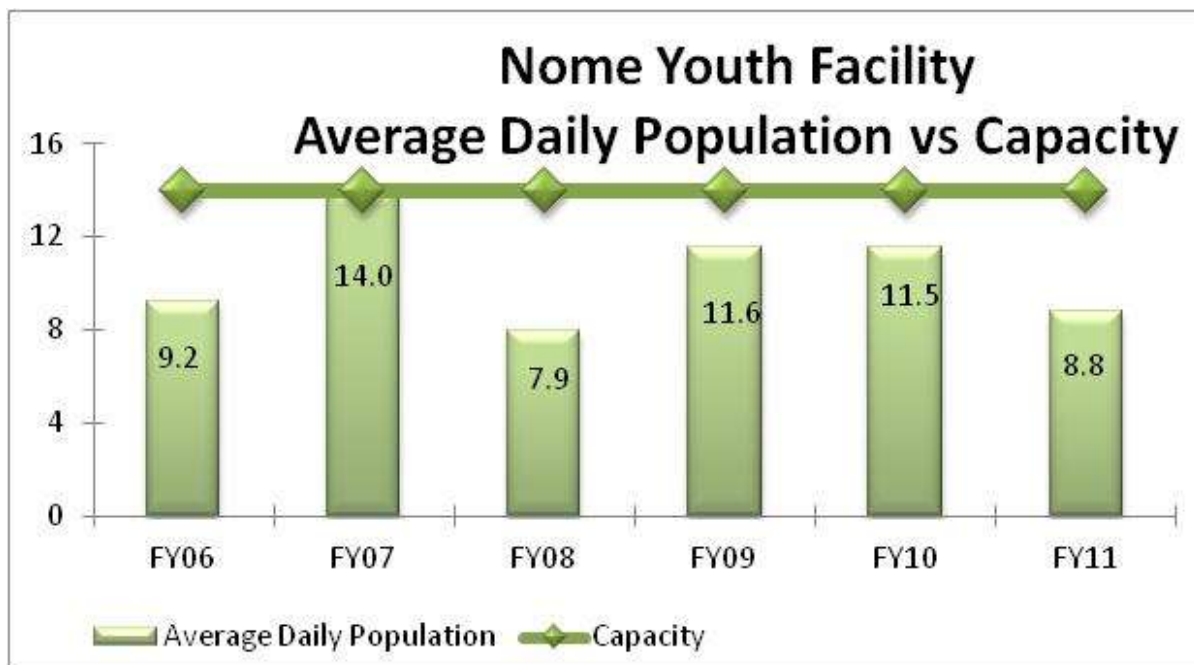
The Nome Youth Facility is a 14-bed therapeutic co-ed detention facility providing supervision, custody, care and rehabilitative services for accused and adjudicated youth from the communities of Nome, Kotzebue and the 28 surrounding villages. During this FY2011, the facility provided these services for 77 youth.

The resident population is primarily male and Alaska Native; most come from outlying villages rather than the population centers. The residents are commonly detained for property crimes, but there has been an increase in the number of residents charged with major assaults and/or sexual crimes. Many of the youth have a history of substance abuse and/or inhalant abuse.

NYF continues its successful relationship with the national quality assurance process of PbS. The facility is currently working on Level IV data certification.

#### NYF Core Services

Nome Youth Facility is a unique detention facility with security aspects considerably less constraining than the traditional detention facility. Residents regularly partake in supervised social/recreational activities, therapeutic groups and community service projects outside the physical structure of the program. Although NYF appears to be less confining than other DJJ detention facilities, the apparent lower security aspects are mitigated with staff training and the geographical isolation of Nome. In several ways the facility's programming could be considered a combination of detention and short-term therapeutic intervention. Educational therapeutic groups and competency development make up much of an NYF resident's detention time. The number of substance abuse prevention/education groups has tripled in the past year and other groups have been redesigned to carry a similar message regarding the negative effects of alcohol and drug use. These other groups include smoking cessation, violence prevention, Aggression Replacement Therapy (ART), positive life skills, and jobs skills training. Residents also participate in the Live Strong program that emphasizes personal wellness and positive acts. Community work service is a primary component of the division's restorative justice mission and an integral part of NYF programming. Besides the restorative aspect of this service, the work places an emphasis on helping those in need.





## ***South Central Region***

### ***South Central Probation Services***

The South Central Region Probation Office (SCRO) covers an area of some 1,300 miles from the tip of the Aleutian Islands in the east to the Canadian border in the west, roughly equivalent to the distance between New York City and New Orleans. Its geographical area of 138,620 square miles is larger than 46 of the other 49 states. Between 2000 and 2010, the population of the region increased by approximately 23%. The population of 183,800 people is predominately white (83%) and Alaska Native (11%).

The region is comprised of four district offices located in Dillingham, Kenai, Mat-Su, and South Coastal. Together they received 777 referrals from law enforcement containing 1,533 offenses. The Dillingham District Office covers an area approximately the size of Alabama and includes Dillingham, as well as the Pribiloff Islands, Bristol Bay, Lake, and Peninsula Boroughs. The population of this district is 73% Alaska Native.

The Kenai district is headquartered in Kenai with a second office in Homer. It serves an area of approximately 26,600 square miles and includes about 26 communities both on and off the road system.

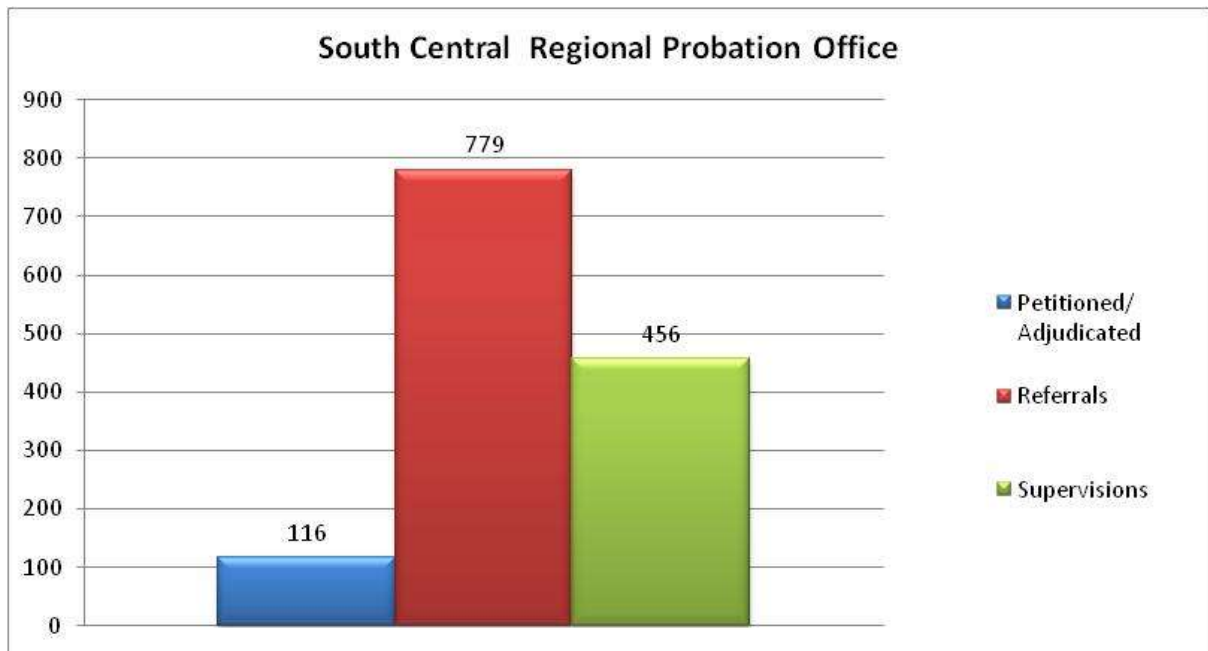
The Mat-Su district serves the Matanuska-Susitna Borough and contains approximately 24,682 square miles and a population of almost 90,000. The population of this district has doubled since 2000 and is the fastest growing area in Alaska.

The south coastal district stretches along the south central Alaska coast from Valdez and Cordova though Kodiak southwest through the Aleutian Islands.

### **South Central Probation Core Services**

SCRO provides a probation services that run through the entire life cycle of a case, from initial case assessment, to diversion or formal court processes, and then through the expiration of a court's custody or supervision order. These services include, but are not limited to prevention, case assessment, counseling, community supervision, case management, probation enforcement, community outreach, and education. Most juveniles who come into contact with the juvenile justice system do not require formal court intervention and can be dealt with in an informal manner using various forms of services designed to ensure accountability while allowing the juvenile to avoid a formal juvenile record.

Youth whose behavior requires more formal court intervention either remain with their families, stay in a foster home or residential treatment setting, or are committed to a DJJ correctional facility. In each case the juvenile remains under the supervision of their assigned probation officer. Juveniles leaving DJJ correctional treatment are provided additional re-entry and transition services through specialized case management.



## ***Mat-Su Youth Facility***

The Mat-Su Youth Facility (MSYF) is a 15-bed co-ed detention center located in the Matanuska-Susitna Valley serving the Palmer/Wasilla area as well as Copper River basin, Valdez, Cordova, Kodiak and a portion of the Aleutian Chain. During FY2011 the facility accepted 127 admissions. Juveniles are housed at the secure facility while awaiting trial, adjudication, disposition, placement or diagnostic evaluation to help determine a longer term plan of intervention, habilitation or treatment that is appropriate to their needs. The Mat-Su juvenile probation offices are co-located with the facility.

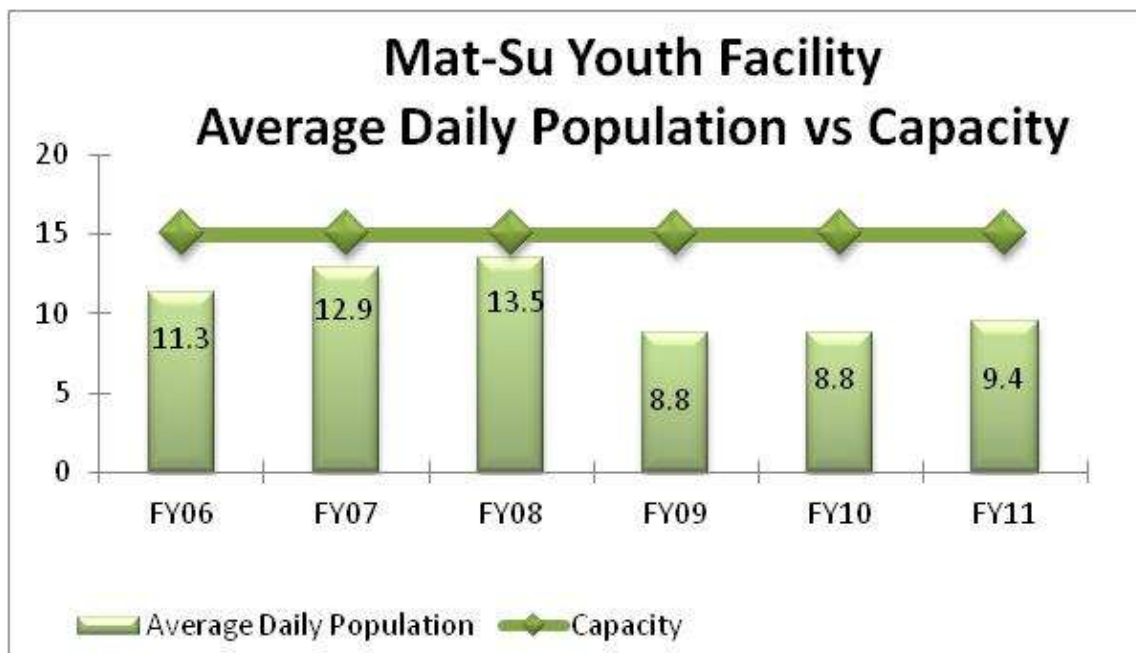
### MSYF Core Services

Services provided to residents of MSYF focus on education, physical and mental health, substance abuse prevention, victim empathy, and a variety of related activities and groups geared toward competency development and victim restoration. The facility offers educational opportunities and basic group counseling year round. These groups include life skills, healthy relationships, and decision making. In addition to groups led by facility staff, MSYF has community volunteers who facilitate substance abuse education and religious services. The facility behavior modification program is centered on a strength-based model.

Youth returning to the Mat-Su area, after a period of commitment in one of the other juvenile treatment facilities within the state, work with the Transitional Services Unit and community-based service providers. This requires active participation by community partners inside the facility as they assess the immediate and long-term treatment needs of juveniles.

Near the end of the FY2011 MSYF began operating a Community Detention Program for youth who didn't need the structure of a 24-hour detention setting but still required additional supervision. Educational groups involving substance abuse prevention and social skills are provided to participants as well as an opportunity to give back to their communities through community work service.

MSYF has been successful in implementing the national quality assurance process of the PbS program. The facility is currently working on Level III data certification.



### ***Kenai Peninsula Youth Facility***

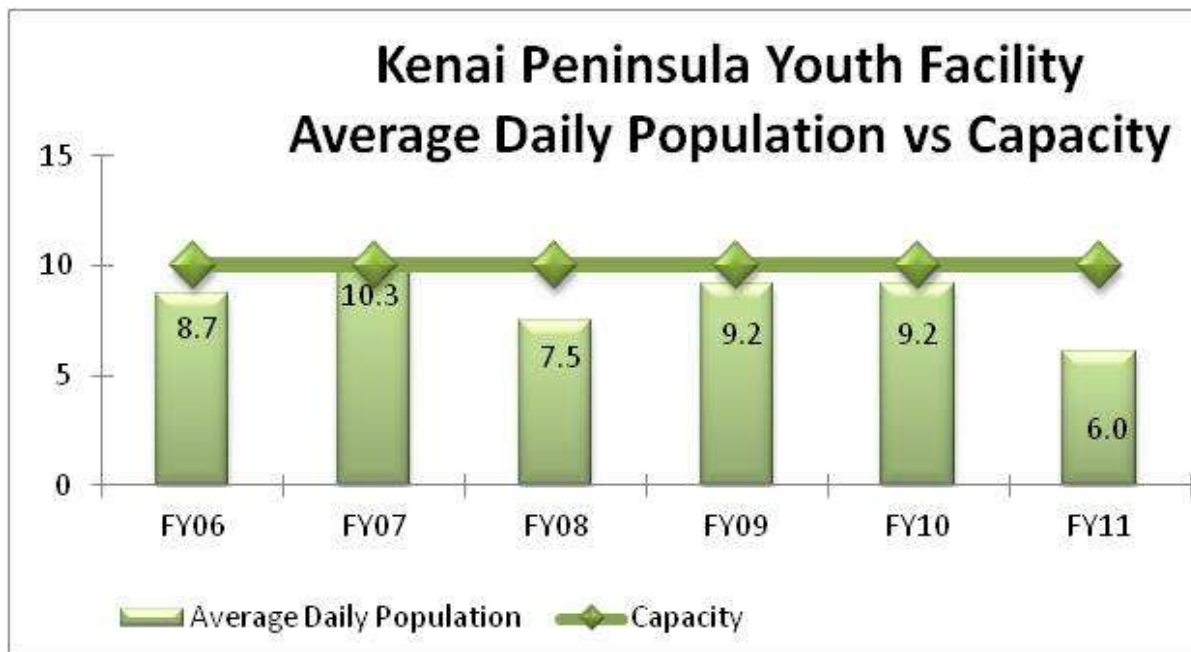
The Kenai Peninsula Youth Facility (KPYF) is a 10-bed facility built in 2003 and located in the city of Kenai. It provides secure detention for youth from the Kenai Peninsula who await court action or placement in a foster home, residential treatment, or correctional program. In FY2011, 82 juveniles received services at the facility. Since the year 2000, the population of the Kenai Peninsula Borough has increased by 11.5%. The Kenai District Juvenile Probation offices are co-located with the facility.

#### **KPYF Core Services**

Services provided to the residents of the facility and to the community focus on the restorative justice principles of community safety, offender accountability, skill development, and the restoration of communities and victims.

The facility provides core services that focus on promoting social and moral growth and the acceptance of personal responsibility for behavior, while meeting the youth's basic physical needs for food, shelter, and clothing in a safe and secure environment. The facility provides educational services, daily activities, and recreational programming that focus on promoting psychological and behavioral growth, including life skills education, victim empathy, substance abuse education, increased self-awareness, healthy lifestyle choices, and improved decision making. When youth are returned to the community, probation and facility staff work with local service providers to appropriately place youth leaving the facility, and to provide community outreach services to encourage victim and community restoration.

KPYF has been successful in implementing the national quality assurance process of the PbS program. The facility is currently working on Level III data certification.



## ***Southeast Region***

### ***Southeast Region Probation Services***

The Southeast Region of Probation Services (SERO) covers the greater Alaskan Panhandle from the communities of Yakutat, Haines, and Skagway on up north to Hyder on its southern edge. The total population of the region is approximately 74,500 people. The region includes approximately 40 established communities plus numerous semi-permanent logging camps. In FY2011 SERO provided probation services in relation to 557 referrals from local and state law enforcement.

The region is divided into three districts: Juneau, Sitka, and Ketchikan. The Juneau district office, co-located with Johnson Youth Center, provides intake and supervision in seven communities: Juneau, Haines, Skagway, Hoonah, Gustavus, Tenakee, and Yakutat.

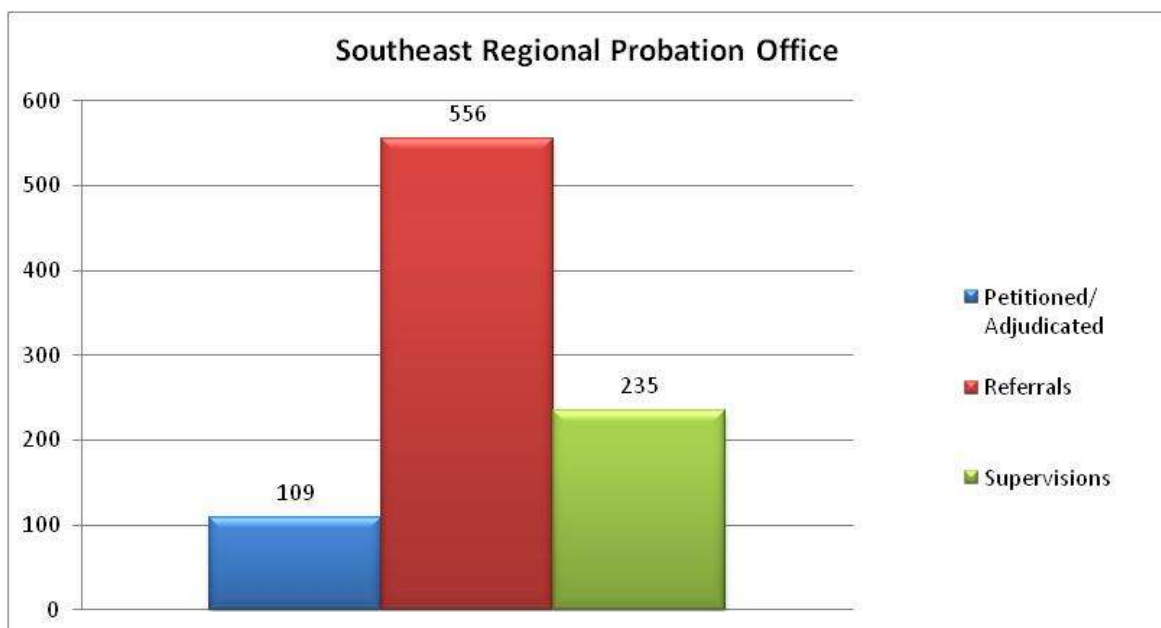
The Sitka district office consists of one juvenile probation officer and one social services associate. It serves the Sitka area as well as Pelican, Elfin Cove, Angoon, Port Alexander, and several outlying fishing and logging camps.

The Ketchikan district office provides services for southern southeast Alaska and encompasses the area from Hyder north to Petersburg. Other communities within this district include Metlakatla, Saxman, and Wrangell. A secondary office is located on Prince of Wales Island and serves the surrounding communities.

#### **Southeast Region Core Services**

The mission of SERO continues to be that of restorative justice. Each district office provides a range of services from preventative community education and action to early intervention and assessment to formal intervention through court action and subsequent supervision.

A key component of probation services is transition of a juvenile into the community after incarceration or residential care. SERO probation officers work with correctional facility staff and juveniles to plan and structure discharge in a manner that will allow juveniles to maintain the behavioral change successes they experienced in treatment.



## ***Johnson Youth Center***

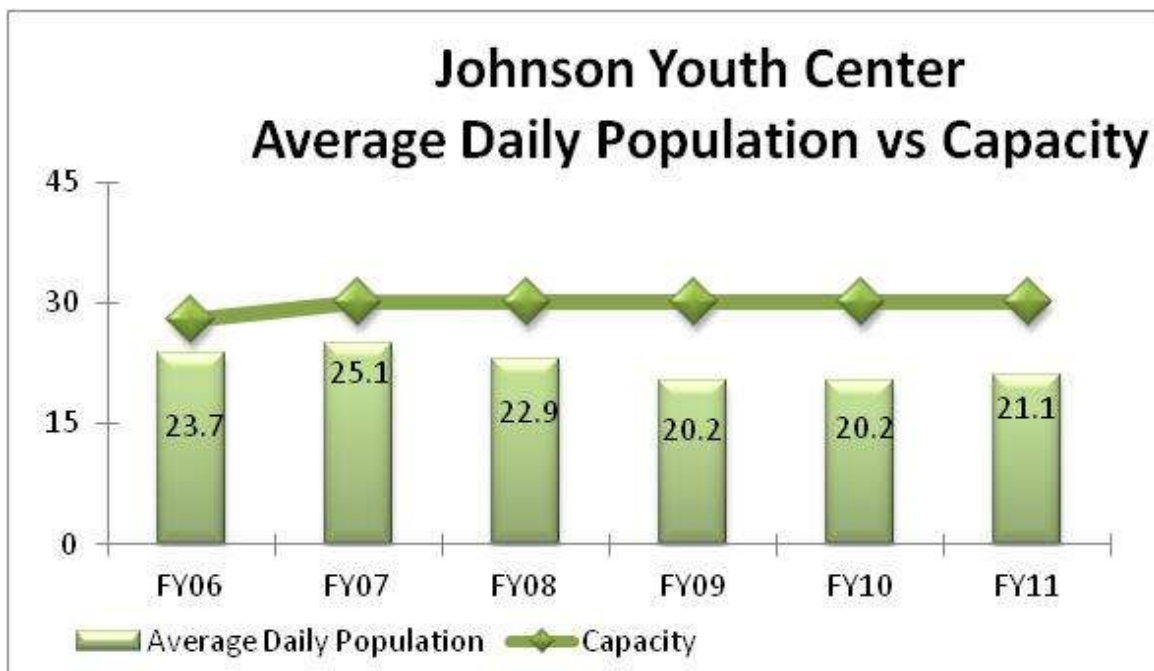
The Johnson Youth Center (JYC) is a 30-bed facility (8-detention and 22-treatment) that provides short-term, pre-trial detention, control and intervention for juveniles who have been ordered into confinement by the Superior Court due to the danger they present to the public and/or to themselves and long-term residential and treatment services to youth committed to longer-term secure treatment. Facility employees also provide support services for the Ketchikan Regional Youth Facility in Ketchikan and administrative support for SERO.

### Johnson Youth Center Core Services

With two distinct and different programs within JYC (short-term detention and long-term treatment), the implementation and facilitation of core service programming requires facility staff to be knowledgeable and flexible. Detention unit programming must take the reality of short-term placement and legal issues into account when working with juveniles. Detention staff's ability to engage and interact with detained juveniles supports relationship building and positive rapport with most admits. Due to the short duration of a detention placement, a full course of treatment interventions is not possible, though staff initiate introductory groups of Aggression Replacement Training (ART) and substance abuse prevention and education.

A 22-bed Cognitive Behavioral Treatment Program focuses on skill streaming, appropriate anger management, moral reasoning, intensive substance abuse assessment and treatment, family support, and life skill development for male residents. Transitional services are incorporated in all initial treatment/release plans, and are designed to begin preparing each institutionalized youth for a gradual and successful re-entry into the community. The Youth Competency Assessment (YCA) and Youth Level of Services/Case Management Inventory (YLS/CMI) instruments are utilized to identify specific individual strengths, needs, and risks of each resident.

JYC has been successful in implementing the national quality assurance process of the PbS program. The facility is currently working on Level III data certification.



*Beginning in FY2007, the treatment capacity at the Johnson Youth Center was increased by two beds. Two rooms that had been used as storage rooms were converted to treatment rooms. The increased capacity is reflected in the above chart.*



### ***Ketchikan Regional Youth Facility***

The Ketchikan Regional Youth Facility (KRYF) serves an area of Southeast Alaska that includes the southernmost portion of the Alaska Panhandle. It is a 10-bed facility (six-bed detention and four-bed crisis stabilization) that provides secure detention of youth who are awaiting a court hearing or other placement, and short-term-crisis respite and stabilization services in an unlocked wing of the facility for youth experiencing problems related to mental illness. The unique combination of a detention unit and a crisis stabilization unit (CSU) in one location is an innovative feature for a youth facility, both in Alaska and in the United States.

#### **KRYF Core Services**

KRYF's Detention Unit provided secure care and temporary placement to 58 juveniles in FY2011 who were awaiting court process on charges of delinquency, probation violation, or pending transfer to another placement. Detained youth benefit from the facility's strength-based programming where staff members work to identify each juvenile's individual strengths. Team meetings then focus on incorporating positive attributes into the juvenile's behavior management program while in the facility and into their assessments for court review.

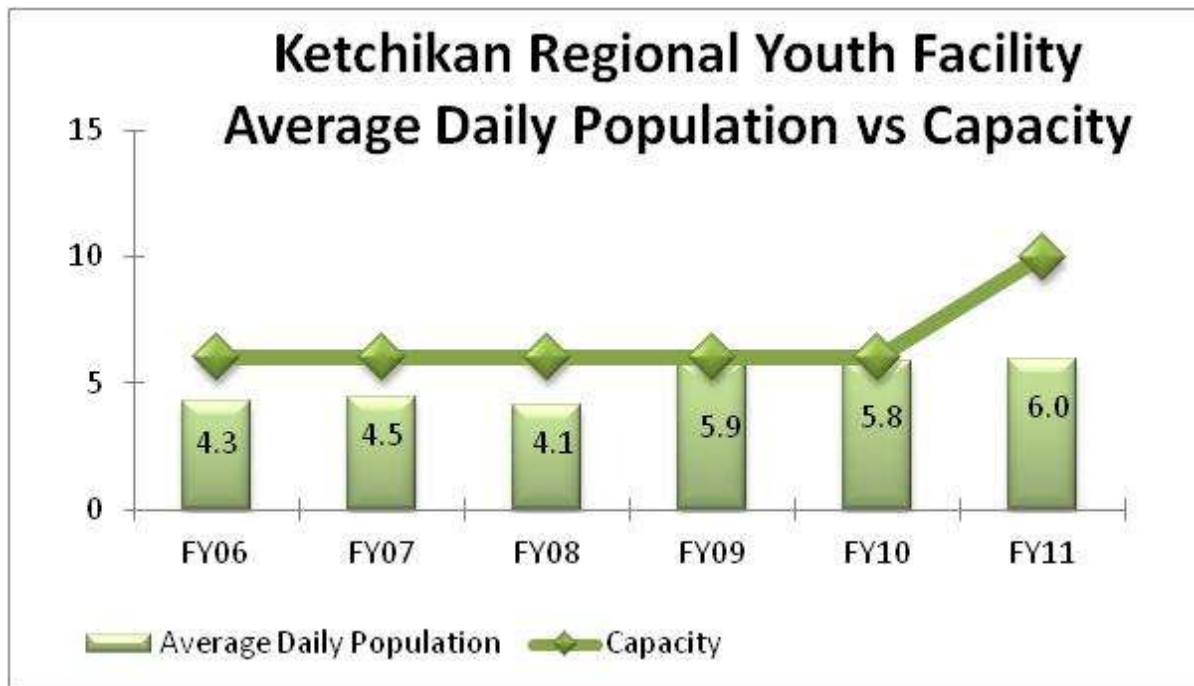
The Crisis Stabilization Unit (CSU) provides a safe environment for up to four youth in crisis and in need of assessment or evaluation to assist in treatment planning. Services provided are short-term, with a maximum stay of up to 30 days. These services allow youth the opportunity to remain in their community during sub-acute episodes, while still receiving the structure and support necessary for them to promote safety and stability. Resources for the CSU includes support from the facility's mental health clinician who works closely with community mental health providers to ensure continuity of care and to effectively plan for each youth's return to the community. Thirty youth were placed in the CSU during the past fiscal year.

Electronic monitoring has always been a program favored by the Ketchikan courts as an alternative to detention. Youth on electronic monitoring check in with facility staff. Parents are also offered instruction on appropriate discipline and supervision techniques by staff. Facility staff members respond to any alarms from the electronic monitoring equipment. This program is aligned with the division's system reinvestment plan to develop a balanced juvenile justice service continuum that uses resources effectively and efficiently. The electronic monitoring program in Ketchikan has been modified and adapted for use by other detention facilities across Alaska, including Fairbanks, Mat-Su, Nome, Kenai, and Juneau.

The facility continues its strong working relationships with parents, juvenile probation, the local school district and school board, and local service agencies including Community Connections, Gateway Human Services Center, Metlakatla Social Services, and the Ketchikan Indian Corporation. KRYF has a strong partnership with the Ketchikan Gateway Borough School District. A school district grant under the Safe Schools and Healthy Students initiative provides valuable services for KRYF residents. As part of that grant program, a school district transition liaison position works with students as they transition into and out of the education program at KRYF.

KRYF's partnership with the Ketchikan agency Women in Safe Homes (WISH) has resulted in a series of groups provided by that agency for KRYF residents. WISH staff and volunteers provide weekly groups on topics such as healthy relationships, domestic violence, bullying, and empathy.

Additionally, WISH remains a resource for these youth after their release from KRYF.



*Beginning in FY11, the chart includes the 4 Crisis Stabilization Unit beds.*

## ***Anchorage Region***

### ***Anchorage Probation Services***

The Anchorage Regional Probation Office (ARPO) covers the greater Anchorage area north to the Eklutna Flats and south to Portage, Whittier, and Hope. This region's population of over 300,000 people equates to the Anchorage office receiving approximately 40% of Alaska's delinquency referrals. In FY2011, Anchorage Probation received 1,862 referrals from law enforcement containing 2,815 individual offenses. Given the size and diversity of Anchorage, ARPO is divided into four units covering intake functions, two units providing standard field supervision, and a Behavioral Health Unit. Several smaller "sub-units" (Aftercare, the Female Intervention Unit, and Foster Care) exist to address specific supervision and treatment needs. ARPO is the only DJJ probation office staffed seven days a week.

#### Anchorage Regional Probation Core Services

The ARPO Intake Unit is the first responder to the majority of law enforcement referrals. This unit makes the decisions regarding what youth are admitted to the McLaughlin Youth Center Detention Unit, which juveniles are diverted from penetrating deeper into the juvenile justice system, and which juveniles proceed to formal court intervention. This unit works closely with community diversion resources, the Office of the District Attorney, the local defense bar, and the Anchorage Police Department.

ARPO field supervision is made up of units that cover the north/east and south/west portions of the municipality. These units are assigned cases following formal adjudication and must assess the needs of the juvenile in terms of treatment and the structure necessary for the juvenile to make the positive adjustment necessary to be successful under probation supervision. These units also provide immediate supervision for youth placed in Anchorage from other regions of the state in order to access treatment resources.

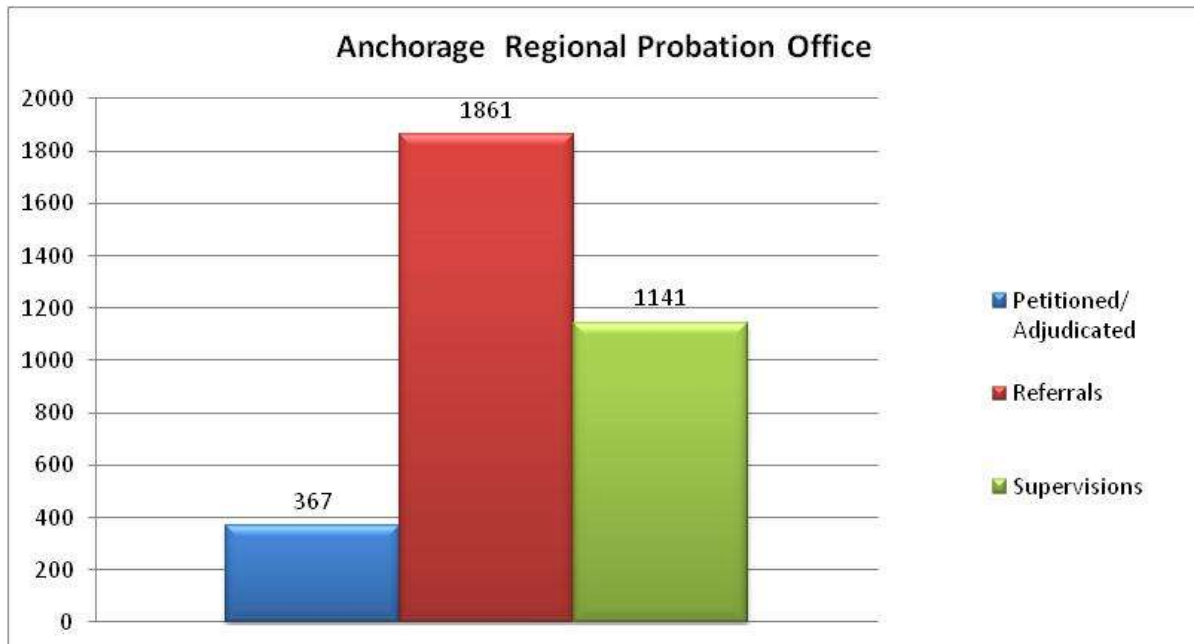
The probation officers in these units are considered to be "school-focused" and work closely with school resource officers from the Anchorage Police Department. The presence of juvenile probation officers in the schools encourages better attendance and better academic and behavioral performance from DJJ clients. At the request of the Anchorage School District, Anchorage juvenile probation officers maintain a highly visible presence at school functions, such as registration and the final day of school. At other times these officers have also answered requests from schools and law enforcement to be present on campuses as a proactive measure to head off anticipated problems.

The North Field Supervision Unit is also home to the McLaughlin Youth Center-based component that works with facility staff to plan transitional services for juveniles leaving the secure correctional setting as well as to provide supervision when the juvenile re-enters the community.

The Female Intervention Team is located within the South Field Supervision Unit and provides gender-specific programming for adjudicated female juveniles. The two probation officers in this unit have been operating a "girl's circle" for clients. This national model provides structured support groups for females that are designed to foster self-esteem, help participants to establish and maintain positive relationships with peers and adult women in the community, counter

tendencies toward self-doubt, and allow for genuine self-expression through verbal and creative sharing.

Anchorage Behavioral Health Unit (BHU) is assigned to work with juveniles at all levels of the juvenile justice system who have or are experiencing behavioral health issues. In addition to standard probation services, the BHU provides case staffing and consultation on mental health cases, obtains records from previous mental health providers to assist in treatment planning, researches mental health treatment options, refers to social service and mental health agencies, and applies for supportive funding for individual services. A primary goal of this unit is to work to keep this group of juveniles from penetrating deeper into the formal delinquency system.



## ***McLaughlin Youth Center***

The McLaughlin Youth Center (MYC) is located in Anchorage and is the oldest and largest of DJJ's eight facilities. The facility currently has 163 beds (60 detention beds and 103 longer-term correctional treatment beds). The detention units serve the Third Judicial District, which includes the Municipality of Anchorage, Matanuska-Susitna Borough, Cordova, Valdez, Kodiak, Dillingham, and Aleutian/Pribilof Islands. The detention program admitted 703 juveniles in the past fiscal year. DJJ's system of statewide classification is intended to assure that institutionalized juveniles are placed in the correctional treatment facility that will best meet their individual treatment needs. This system results in MYC receiving long-term placements from all parts of Alaska.

### **McLaughlin Youth Center Core Services**

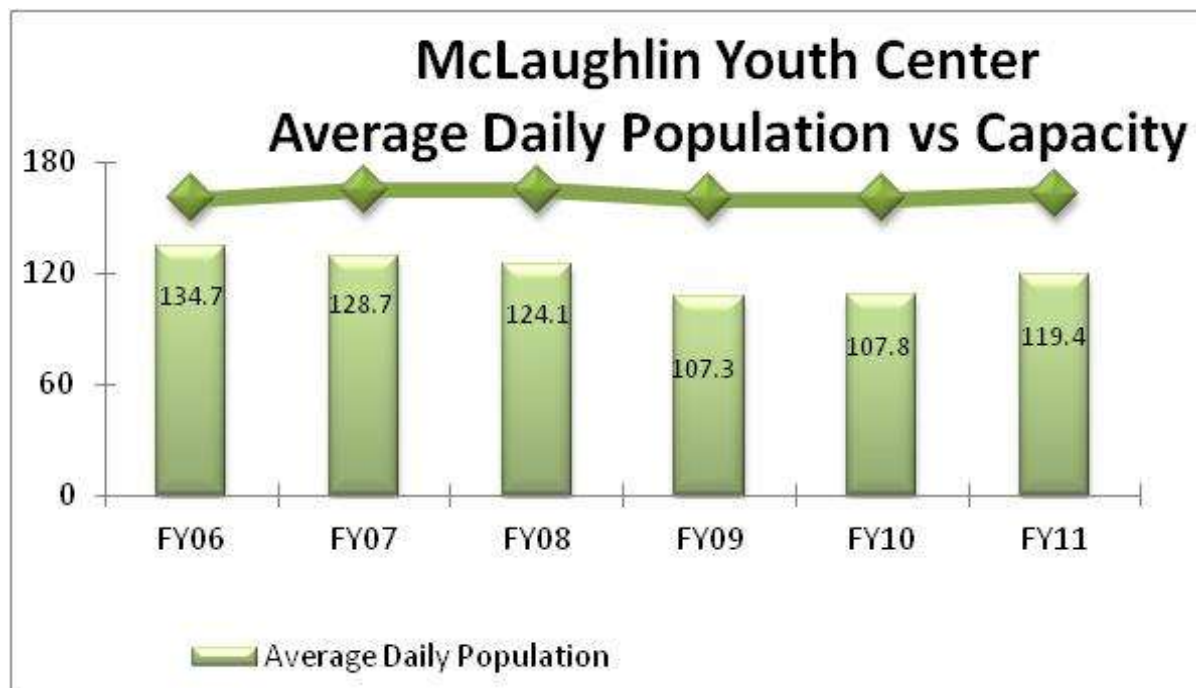
Primary among the services provided by MYC is the mission to provide safe and secure housing and care for detention and treatment program residents. In addition to the fundamental tasks of housing, feeding, and providing safe and secure environments for youth, the facility provides extensive educational and treatment services for both short-term detention and long-term program youth. The girl's detention unit, for example, offers therapeutic groups dealing with substance abuse education and prevention, life skills, thinking errors, and parenting. Because of its size and history as the state's first facility, MYC has been able to develop a range of program options that do not exist in most of the smaller facilities. In addition to secure detention and long-term treatment, MYC also provides community detention, sex offender treatment, a separated female detention and treatment unit, an intensive treatment unit (ITU) for juveniles whose behavior or history require a high level of security and treatment, and transitional services for youth leaving long-term institutional treatment.

The MYC's Transitional Services Unit (TSU) was created in FY2004 and was designed to prepare each institutionalized youth for a gradual and successful re-entry into the community from the time he/she is institutionalized. TSU staff work with the juvenile's assigned probation officer to provide monitoring, supervision, and support to youth in the community prior to and after release. Smaller versions of this program have been implemented in other facilities around the state.

Among the many community partnerships for MYC is the collaborative relationship with the Anchorage School District to provide services to suspended and expelled students. This program completed its second year during FY2011. The initial year of bumps and obstacles has led to a solid and effective program that is now looking towards expansion. Much of this success can be attributed to the leadership and effort of MYC staff.

McLaughlin Youth Center has been successful in implementing the national quality assurance process of the PbS program. McLaughlin is currently working on Level III data certification.

The chart below indicates the average daily population and capacity during several fiscal years. In FY2007, the chart shows an increase of five beds from a separate wing that are used “as necessary” (previously designated admission cells) for one of the two detention units. Beginning in FY2009, the number is again reduced to 160 as McLaughlin re-evaluated the way they count their beds. For FY2010, the number of beds was been reduced by four. Two due to the construction project that is currently taking place at the facility and two rooms that are strictly used as observation rooms. In FY2011, MYC again re-evaluated how beds are counted and the facility had 163 beds.



### **Collaborations**

The division is committed to developing partnerships with sister agencies and community partners to ensure that the needs of our youth are met and that state resources are fully utilized. These partnerships are vital to the success of the division’s mission and to the present and future success of youth and their families. Some examples of collaboration efforts are as follows:

- The division has partnered with the department’s other divisions in an effort entitled Families First. This key project requires the collaboration of division partners providing support services for Alaska’s families. Through inter-divisional communication, cooperation, and planning, the supportive entities can offer a more effective and efficient response to family needs.
- The division has an agreement with the Alaska Psychiatric Institute (API) that outlines a protocol for juvenile admissions to API and transfers to DJJ facilities to ensure that youth who are in a crisis situation receive the mental health services that may be needed.
- The division has signed a Memorandum of Agreement (MOA) with the Department of Education and Early Development to ensure youth within DJJ facilities continue to receive required educational services. This is mandated through the Individualized



Education Plan that is generated for special needs students in the event of a teacher's strike in any of the school districts.

- Since FY2008, the division has been a part of the Criminal Justice Working Group that is currently co-chaired by The Honorable Supreme Court Justice Walter Carpeneti and the State Attorney General. The division director contributes perspective and insight to this working group, and the division's research analysis team works closely with the Alaska Judicial Council, the Department of Public Safety, and other member agencies to develop research questions and generate statistics on juvenile crime, offenders, and recidivism.
- The division has partnered with the Mental Health Trust Authority to increase and improve mental health services provided by the division. And, as part of the Disability Justice Focus Area, the Trust provided funding to support a rural specialist position that will work with rural communities to assist youth returning to their homes after leaving the DJJ system.
- The division worked with the Anchorage School District and Nine Star Education and Employment Services to create the Step-Up Program, an educational program tailored to the needs of youth who have been previously expelled from school.
- The division has two MOAs with the Office of Children's Services: one outlines programmatic responsibility for shared resource areas, such as foster care and residential services; the second MOA describes guidelines for the management of shared cases. In addition, the division is working with the Office of Children's Services to develop a specific policy and procedure to ensure no child fails to receive needed services because one or the other agency has custody of the child. A joint custody would be developed between the two agencies.
- The Department's Joint Management team includes the Division of Behavioral Health, Office of Children's Services, Division of Public Assistance, and DJJ. This team works to ensure the success of the Bring the Kids Home project.
- The division has developed a partnership with the Division of Behavioral Health and the Mental Health Trust Authority and other organizations to work on the Comprehensive Integrated Mental Health Plan for the department.
- For the past several years, DJJ has received funding from the Division of Behavioral Health to provide services related to the Bring the Kids Home project. This has allowed for more family counseling sessions with families and follow-up with youth once they have been released.
- The Reclaiming Futures Project in Anchorage has been a successful collaboration with the court system and Volunteers of America to address special needs of youth with substance abuse issues who enter the juvenile justice system.
- DJJ has increased efforts to turn the curve on the high rate of recidivism of Alaska Native youth through creation of the Alaska Native Recidivism Committee, which now advises division leadership on steps to improve services; increased collaboration with rural communities; improved transitional services; cross-cultural training for staff; development of the DJJ Minority Recruitment and Retention workgroup; and establishment of an interdisciplinary and interdepartmental leadership team to learn how to more effectively support the strengths and diversity of rural communities. Other efforts to address the needs of Alaska Native juveniles include seeking guidance from the Alaska Tribal Health Directors, First Alaskans Institute, the Alaska Native Justice Center, and other organizations representing Alaska's indigenous population. Additionally, DJJ is collaborating with the federal Tribal Youth Program (TYP) staff responsible for

coordinating TYP services in Alaska and assisting community groups in Fairbanks and Anchorage to directly address Disproportionate Minority Contact in their communities.

- The division has an MOA with the Department of Public Safety to increase opportunities for transportation of departmental staff to Alaska's rural communities, by meeting regularly to determine availability of flights and schedule travel.

The division continues to incorporate the goals of its FY2003 "system improvement initiative" into its routine practice. This initiative was launched to help guarantee that the Alaska juvenile justice system is using its resources effectively and efficiently, that decisions are based on objective criteria, and that the agency is continually using data to improve the quality of services offered. These initiatives include:

- The use of assessment instruments to assist staff in accurately determining a youth's risk of re-offense and need for secure detention including the Youth Level of Services/Case Management Inventory (YLS/CMI), Detention Assessment Instrument (DAI), and the Massachusetts Youth Screening Instrument-2 (MAYSI-2);
- A quality assurance process (Performance-based Standards) to improve the safety and security of juvenile facilities;
- Improved use of juvenile facilities as a statewide resource for youth receiving secure treatment and those transitioning back to their home communities;
- The Aggression Replacement Training (ART) curriculum serves aggressive offenders housed in its secure facilities, and some juveniles who are supervised in the community. The division has identified the need to expand this program in more communities, and through partnerships with schools and other agencies.

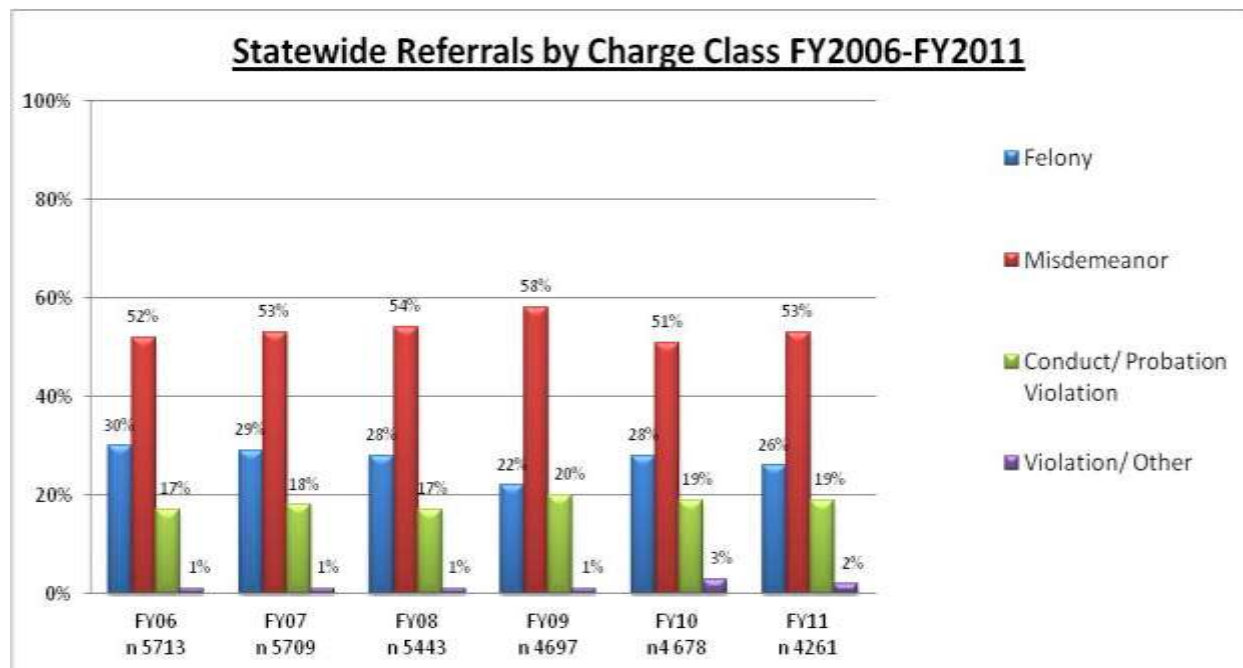
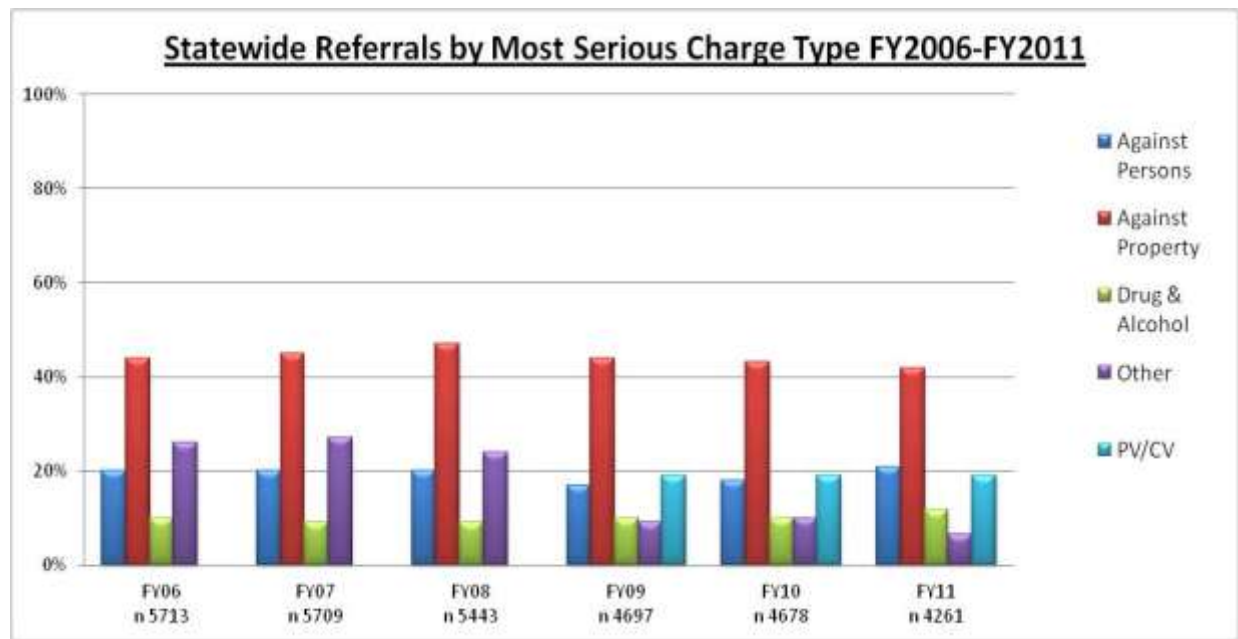
In FY2013, the division's leadership will continue to incorporate these system improvement projects into the strategic plan and vision for juvenile justice in Alaska. The system improvement projects will improve public safety, and ensure that victim needs are met and offenders are being held accountable.

## Annual Statistical Summary of Services Provided in FY2011

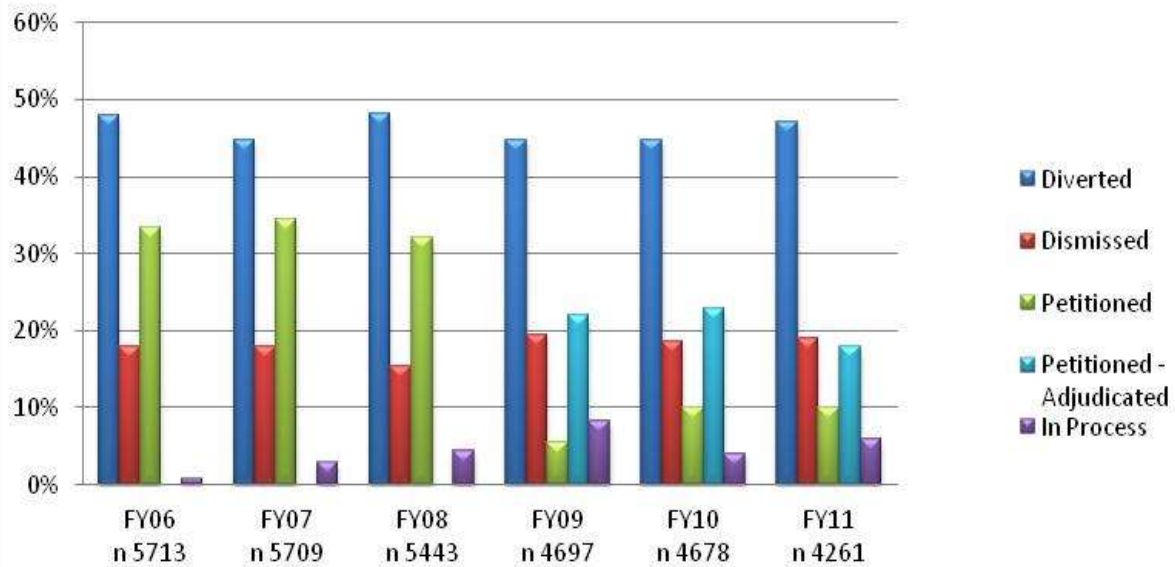
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### *FY2011 Delinquency Referral Summaries*

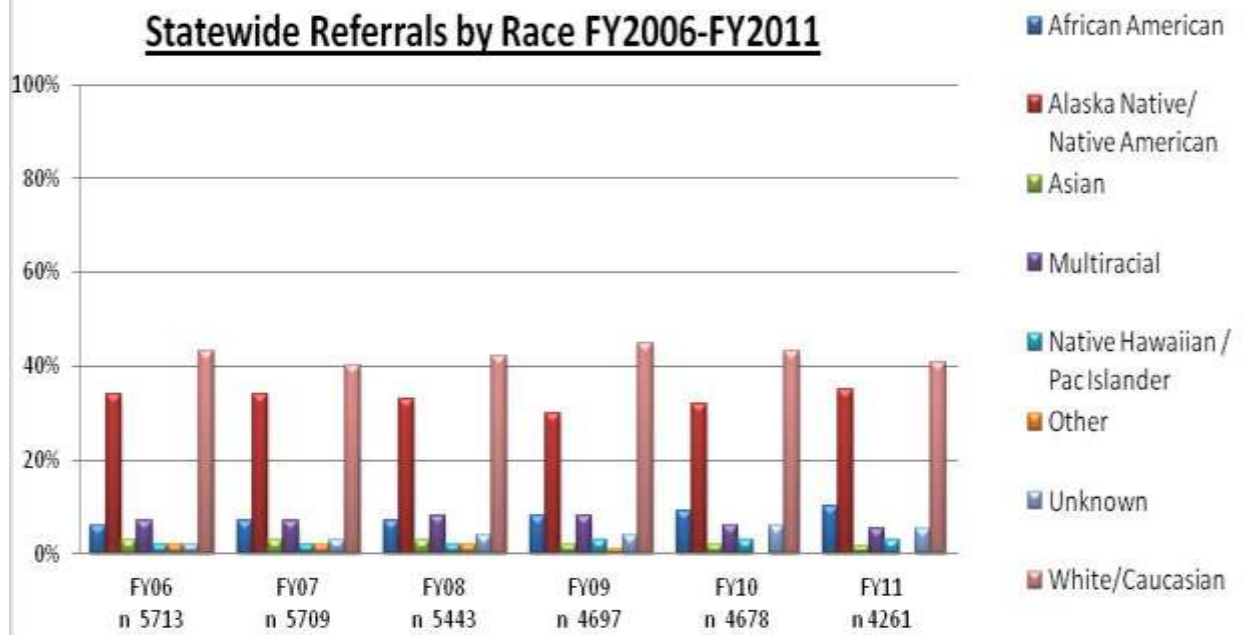
The following charts provide a summary of referrals for FY2006 through FY2011.

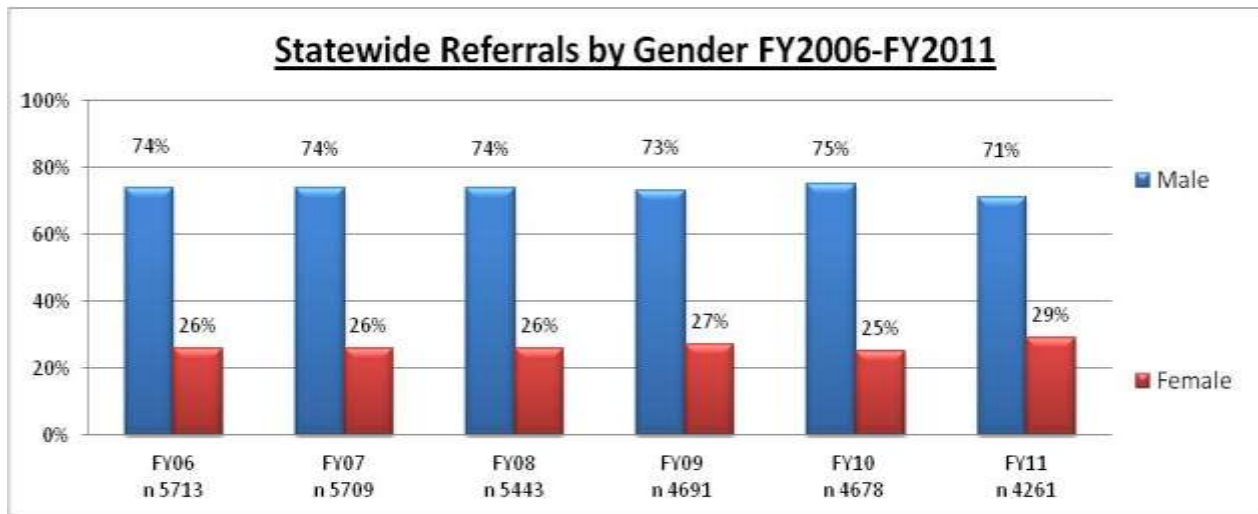


**Most Progressed Final Disposition at Data Retrieval Date, by  
Referral FY2006-FY2011**



**Statewide Referrals by Race FY2006-FY2011**





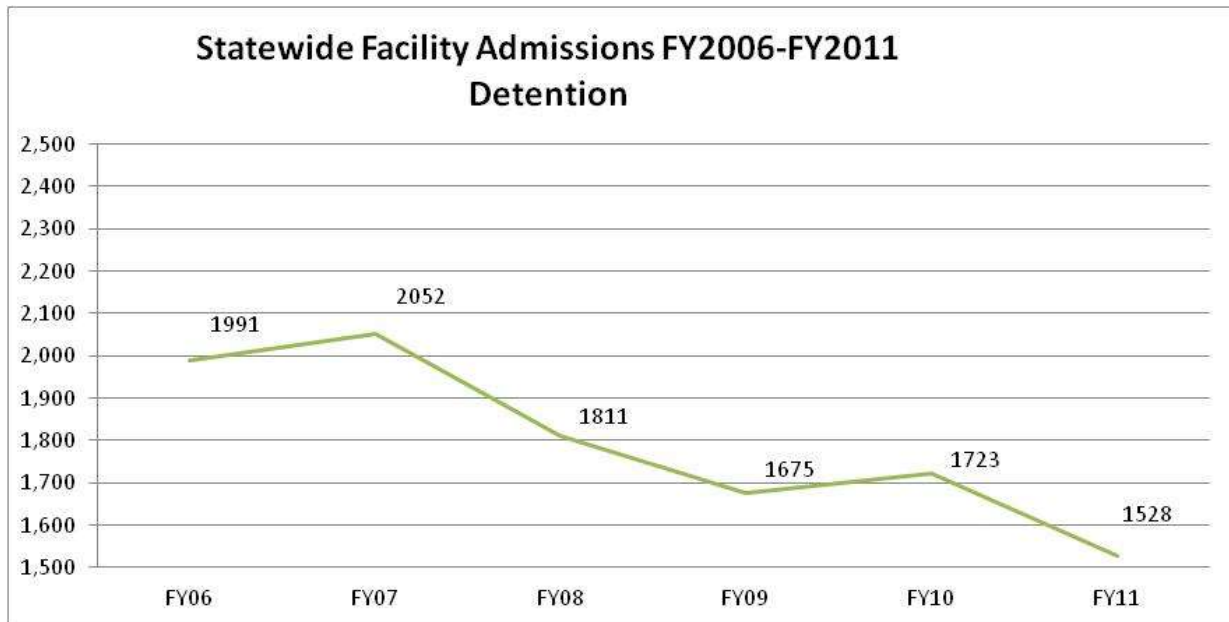
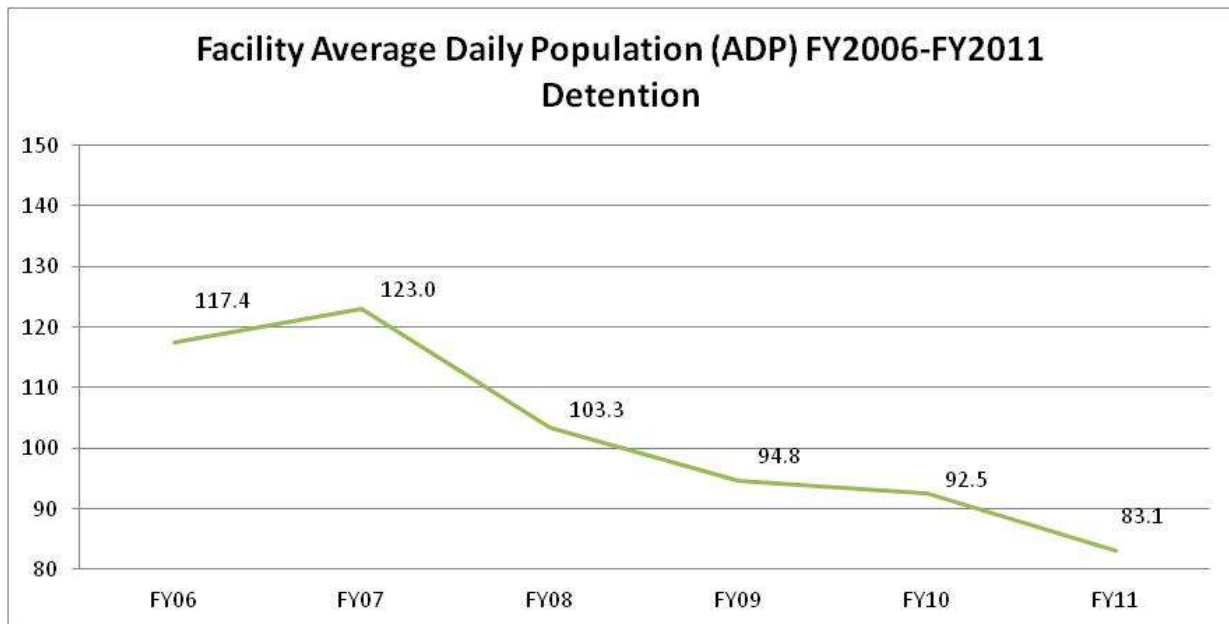
The table below shows the bed capacity at each of the division's secure juvenile facilities during FY2011.

Youth Facility Existing Hard Bed Capacity FY2011			
	Existing Capacity	Changes	Total Beds
McLaughlin Youth Center	160	3	163
Mat-Su Youth Facility	15		15
Kenai Peninsula Youth Facility	10		10
Fairbanks Youth Facility	39	-2	37
Bethel Youth Facility	18		18
Nome Youth Facility	14		14
Johnson Youth Center	30		30
Ketchikan Youth Facility	10		10
Total	296		297

## Facility Data

### *Detention Units*

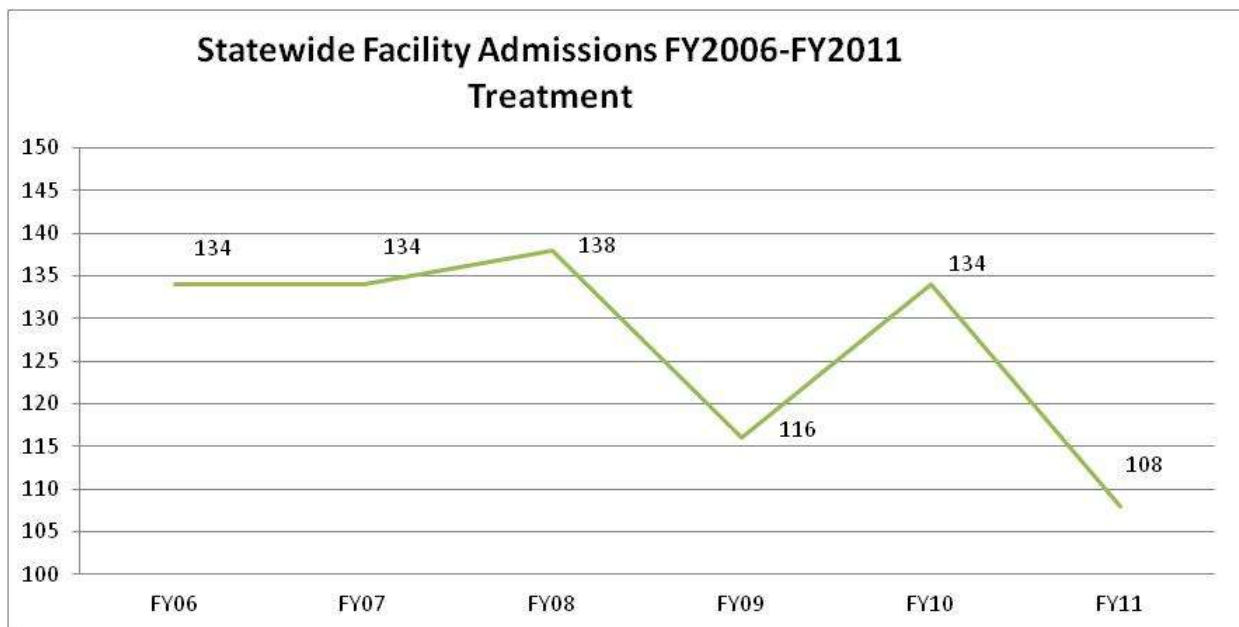
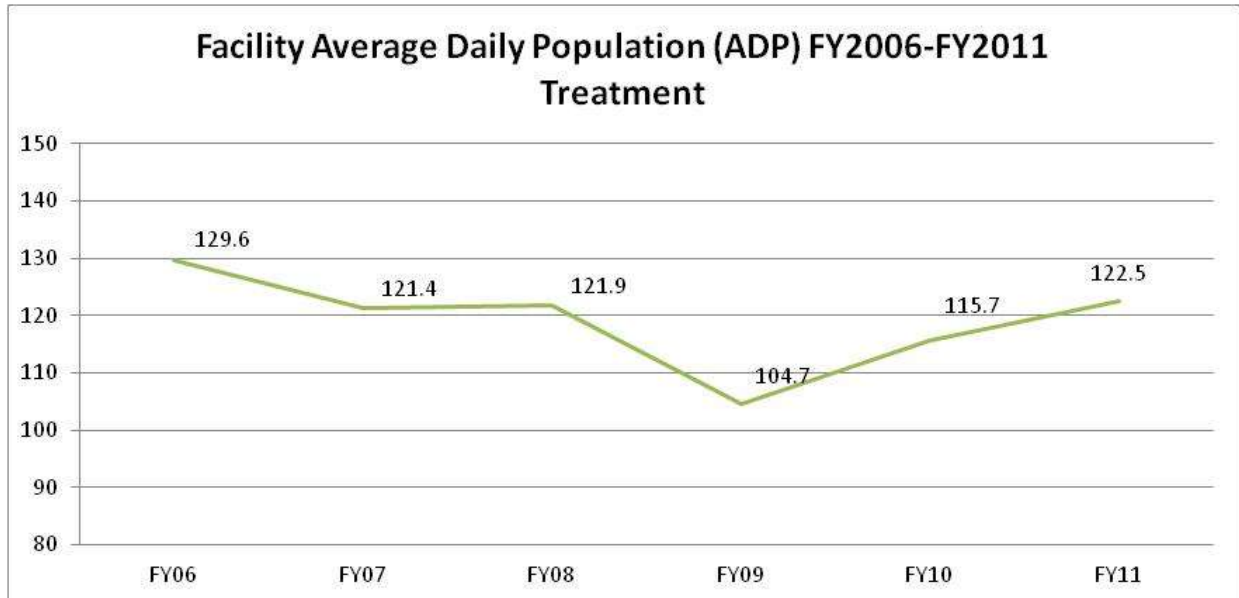
The charts below show juvenile detention average daily population and admissions from FY2006 through FY2011. Detention units are designed as short-term secure units for youth who are awaiting court hearings and other determinations of outcome on their offenses. Statewide detention capacity in FY2011 was 141 beds.





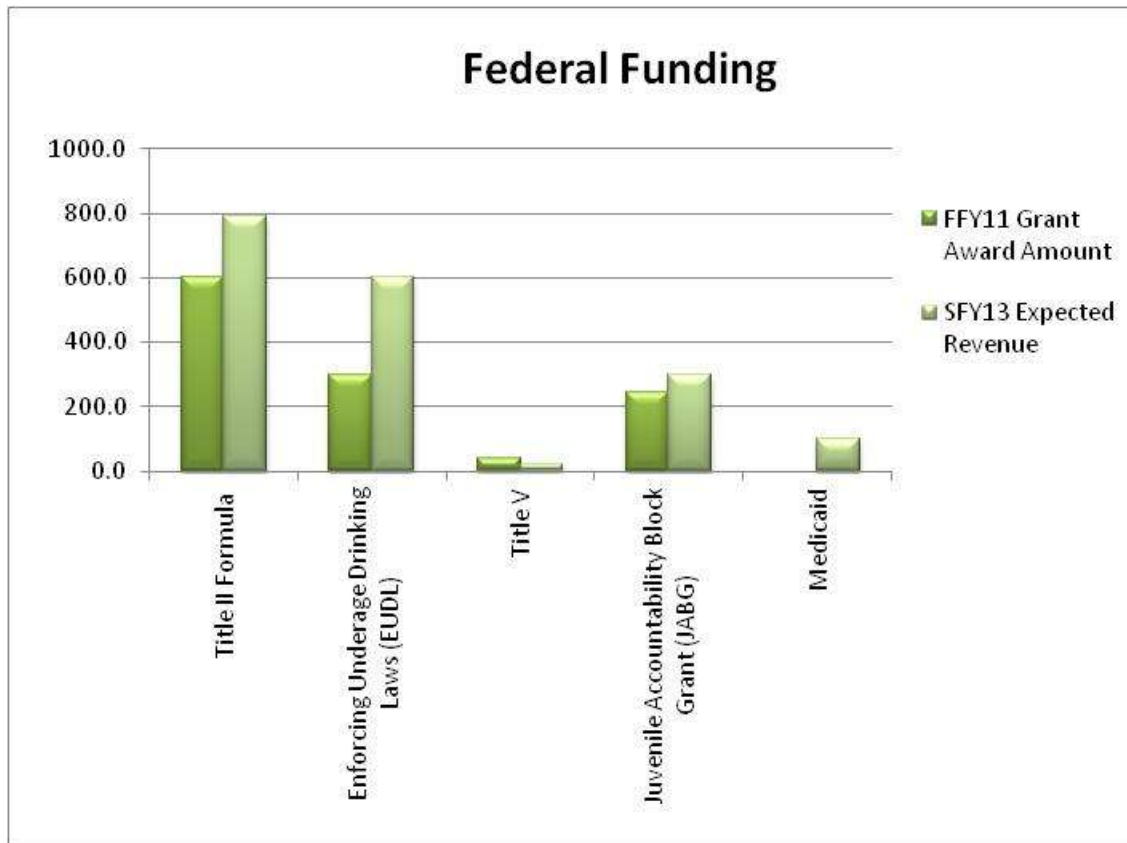
### *Treatment Units*

Below are charts showing juvenile program average daily population and admissions from FY2006 through FY2011. Treatment units are designed for youth who have been ordered by the courts into long-term secure treatment. Statewide treatment bed capacity in FY2011 was 152, including the 4 unlocked crisis stabilization beds located at the Ketchikan Regional Youth Facility.



## Federal Funding

The Alaska Juvenile Justice Advisory Committee (AJJAC) is the congressionally mandated state advisory group to the division. The committee collaborates with DJJ by advising the division on priorities for spending federal funds and juvenile justice programming with particular emphasis on juvenile justice system improvements. AJJAC also assists the division to ensure compliance with the mandates of the federal Juvenile Justice Delinquency Prevention Act. The following chart provides a breakdown of the FFY2011 grant programs and budgeted revenues for FY2013. Note that in some cases the budgeted revenue exceeds the award amounts. This is due to a carry forward from previous years of various grant awards.



## List of Primary Programs and Statutory Responsibilities

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AS 09.35	Execution
AS 11.81	General Provisions
AS 12.25	Arrests and Citations
AS 12.35	Search and Seizures
AS 25.27	Child Support Enforcement Agency
AS 47.05	Administration of Welfare, Social Services and Institutions
AS 47.10	Children in Need in Aid
AS 47.12	Delinquent Minors
AS 47.14	Juvenile Institutions
AS 47.15	Uniform Interstate Compact on Juveniles
AS 47.17	Child Protection
AS 47.18	Programs and Services Related to Adolescents
AS 47.21	Adventure Based Education
AS 47.30	Mental Health
AS 47.35	Child Care Facilities, Child Placement Agencies, Child Treatment Facilities, Foster Homes, and Maternity Homes
AS 47.37	Uniform Alcoholism and Intoxication Treatment Act
7 AAC 52	Juvenile Correctional Facilities and Juvenile Detention Facilities
7 AAC 53	Social Services
7 AAC 54	Administration
7 AAC 78	Grant Programs

Alaska Delinquency Rules

Alaska Rules of Civil Procedure

Alaska Rules of Criminal Procedure

## Explanation of FY2013 Operating Budget Requests

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### Division of Juvenile Justice

#### Budget Overview Table

Juvenile Justice	FY2012	FY2013 Gov	Difference
General Fund	\$53,202.0	\$55,011.3	\$1,809.3
Federal Fund	1,796.1	1,812.3	16.2
Other Funds	1,028.4	1,351.6	323.2
<b>Total</b>	<b>\$56,026.5</b>	<b>\$58,175.2</b>	<b>\$2,148.7</b>

The division is statutorily mandated to protect the public, hold juvenile offenders accountable, restore victims and communities, and develop offender competencies to reduce the likelihood of re-offense. A balanced and restorative justice approach to services and programming ensures that juvenile offenders take personal responsibility for repairing the harm caused to victims and communities.

#### Budget Requests

##### McLaughlin Youth Center

###### ***Reverse FY2012 MH Trust Recommendation: (\$7.2) MHTAAR***

This is a zero-based adjustment record that includes all MHTAAR funding for FY2012 for this component. This was part of a salary adjustment that should not have been put into the budget.

###### ***Grave Shift Coverage at the McLaughlin Youth Center: Increment \$300.0 General Funds***

The division is requesting three Juvenile Justice Officer I/II positions for the McLaughlin Youth Center (MYC) for two units that currently do not have appropriate coverage for the graveyard shifts. Both of these units serve volatile, serious juvenile offenders. Acquiring the three additional Juvenile Justice Officer I/II positions would bring the staffing pattern of two staff on every grave shift for both the Intensive Treatment Unit (ITU) and Specialized Treatment Unit (STX).

###### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Mat-Su Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Kenai Peninsula Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Fairbanks Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Bethel Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 4.0% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Nome Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

### ***Delete Long-Term Vacant Positions: Position Adjustment 1***

OMB has requested that positions that are vacant for more than one year be deleted. The division has requested that PCN 06-3649 within the Probation Services component be deleted instead. This transaction restores PCN 06-4561.

## **Johnson Youth Center**

### ***Grave Shift Coverage for the Johnson Youth Center: Increment \$200.0 General Funds***

The division is requesting two positions to provide adequate coverage during the grave shifts (two staff on duty during each of these shifts) at the Johnson Youth Center for both the Detention and Treatment units. The current lack of staffing in our 24 hour facility that operates 365 days per year, creates the need to constantly adjust established work schedules to cover the grave shifts. Consequently, these adjustments cause safety concern on the other waking shifts (day and swing) and pose an additional hardship for staff working at those times.

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 2.5% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.

## **Ketchikan Regional Youth Facility**

### ***Realign Funding to Cover Personal Services Expenditures for FY2013: Line Item Transfer***

This line item transfer is necessary to cover the cost of personal services within this component, still forcing the division to budget a 4.0% vacancy. For several years, the division was requested to fund premium pay as a lump sum. Unfortunately, cost of living allowance increments were not applied to the lump sum premium pay amounts; this has forced the division to request two increments in recent years to get closer to a zero vacancy rate. These increments have not been enough to allow the division to stay at a low vacancy rate. Requesting the increments and supplemental requests have been necessary to ensure our facilities are appropriately staffed and the division is not forced to hold positions vacant to stay within the appropriated budget.



***Transfer from Probation Services to Fund Personal Services:*** Transfer In \$50.0 General Funds  
This transfer of funds is necessary to cover the cost of personal services within this component, still forcing the division to budget a 4.0% vacancy.

### **Probation Services**

***MH Trust: Mental Health Clinician Oversight in Youth Facilities \$152.9 MHTAAR Increment***  
The MH Trust: Disability Justice - Mental Health Clinician Oversight in DJJ Youth Facilities is a position to provide supervisory oversight to mental health clinicians (MHCs) in areas such as clinical service delivery, case consultation, development of training plans, and expertise related to confidentiality and ethical issues. In addition, this position will work with DJJ senior management to further the integration and development of statewide behavioral health services within the 24/7 secure facilities as well as the probation services of DJJ. Currently, DJJ mental health clinical staff are located in six locations and provide services in eight juvenile facilities and two probation offices statewide. DJJ does not have the capacity to provide adequate support and supervision of the clinical services provided by these key staff.

***MH Trust: Disability Justice—Grant 3504.01 Division of Juvenile Justice Rural Re-entry Specialist \$110.9 MHTAAR*** This project maintains a key component of the Disability Justice Focus Area by proactively engaging the local communities, treatment providers and natural supports in rural communities in a planning process to assist youth returning to their rural home communities. The project will assist rural communities in developing prevention and/or early intervention activities, make recommendations for training efforts, etc. to reduce the risk of local youth contact with the juvenile justice system, which in turn will decrease the risk of recidivism and the associated high costs of care within the juvenile justice system or out-of-home placement.

***Increase I/A Authority to Account for RSA with Division of Behavioral Health for Bring the Kids Home, Individualized Services \$100.0 Increment I/A*** Add \$100.0 I/A authority for RSA between the DJJ and the Division of Behavioral Health. This is for Bring the Kids Home funds that are transferred to us through the Individualized Services. The divisions have had an unbudgeted RSA for the past several years. This will allow the RSA to be budgeted on DJJ's side.

***Transfer Funding to Ketchikan Regional Youth Facility for Personal Services: (\$50.0) General Fund Transfer Out*** This transfer of funds is necessary to cover the cost of personal services within the Ketchikan Regional Youth Facility component.

***Delete Long-Term Vacant Positions: Position Adjustment -1***  
OMB has requested that positions that have been vacant for more than one year be deleted from the budget. The division has requested that PCN 06-3649 within the Probation Services component be deleted.

## **Delinquency Prevention**

### ***Increase I/A Authority for the Workers' Investment Act Funds Received from the Department of Labor and Workforce Development: \$75.0 I/A Increment***

The RSA with the Department of Labor and Workforce Development has increased and additional I/A authority is needed to cover the amount of funds that are transferred to DJJ for this grant.

### ***Explanation of FY2011 Capital Budget Requests***

#### ***Bethel Youth Facility: \$10,000.0 General Funds***

The Bethel Youth Facility (BYF) is in need of extensive renovation and construction. This capital request will provide for the pre-construction work of four new Detention beds for a total of 12, upgraded Treatment beds, additional Probation space, expanded medical space, a vehicle sally port, a small gymnasium and a secure outdoor recreation area. The first phase will complete the design, address site issues and will assist in the removal of the Yukon Kuskokwim Health Corporation's (YKHC) Keyes Building that is in too close proximity to the Bethel Youth Facility.

BYF was part of an assessment study performed on the division's four oldest facilities in 2007 to identify safety and security concerns in these facilities. The study identified BYF as a poorly designed facility with serious safety and security deficiencies. Recently, the study has been re-evaluated for Bethel and the scope has been trimmed down to address the current deficiencies in a two-phased project. First phase of \$10,000.0 will address pre-construction (design) and site development work. The balance of the funds remaining will be added to a FY2014 request to complete the construction phase. Total cost for the project in FY2013 dollars is \$19,024.4

This request will completely fund the design work. The design will encompass the pre-concept planning document that incorporates a central spine that connects the new gym, outdoor recreation, sally port, and medical space with the existing building. The existing housing areas are to be extensively renovated with significant restructuring, thus addressing significant infrastructure issues. These include septic system failure, water pipe problems, electrical issues and structural problems with four cells on the Detention Unit. The central spine will separate the 11-bed Treatment area from the 12-bed Detention space. The intake area will be immediately adjacent to the vehicle sally port.

Funding for this first phase will also address the security and adjacency issues with the YKHC Keyes Building, a former children's receiving home once owned and operated by the department and transferred to YKHC. This site is less than 30 feet away from the Treatment Unit and shares the north property line. There is no fence defining the property boundary and casual trespassing onto the BYF grounds is common. Visual access onto the site is unimpeded and conformance to child protection and confidentiality requirements are difficult to provide since the only outdoor recreation area is in full view of this neighboring facility. The department will partner with YKHC to remove the building to another site and the land will revert back to the department for use by BYF.

Pre-construction funding will also address demolition of unused building(s) on the site in preparation for construction. Any remaining funds from this appropriation will be combined with the Phase 2 request to complete the project.

## Challenges

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### ***Facilities Safety and Security Master Plan:***

The division's aging youth facilities are becoming increasingly difficult to maintain as these buildings sustain hard use 24/7 in challenging climates, ranging from the cold sub-arctic at the Bethel Facility to the damp southeast climate at the Ketchikan Regional Youth Facility. The Bethel Youth Facility and the Fairbanks Youth Facility are plagued with structural and utilization problems that need to be addressed if these facilities are to continue to offer secure, safe services.

Severe overcrowding for probation staff remains a serious concern in most probation offices but especially in those offices co-located with a DJJ facility. In Bethel and Anchorage, numerous probation officers often share a single person office, making it extremely challenging to meet with clients or families, conduct thorough and confidential risk/need assessments, or interface with service providers to ensure appropriate services to promote positive juvenile outcomes.

In the summer of 2007, a study was commissioned to identify significant safety and security breaches within the four oldest facilities. The study recommended renovation in each of the four facilities. The first of four phases for the MYC renovation was funded and is underway. The division was able to obtain funding for the renovation of the Johnson Youth Center in FY2011 and this work began in the fall of FY2012. The current challenge is to receive funding for the two remaining facilities: The Bethel Youth Facility and the Fairbanks Youth Facility. Funding for the Bethel Youth Facility renovation is presently the top capital priority for the division.

### ***Appropriate Staffing:***

The McLaughlin Youth Center and the Johnson Youth Center lack the appropriate number of staff to meet the standards of the prison Rape Elimination Act. Several units are not adequately covered with at least two staff for grave shifts. This means that the division may not be providing the safety and security to staff and youth that is necessary. Without incurring overtime costs or hiring non-perms to do this work, the division can be held liable for the safety of the youth.

### ***Safety and Security:***

DJJ is working with other Federal, State, and local emergency services as part of the development of the Alaska Land Mobile Radio (ALMR) communication system that can be shared among appropriate entities. The division's involvement will allow for better communication between DJJ Probation and Facilities at all times but especially during emergencies. The division has received some capital funds to bring sites on-line, but the division needs funding to provide Anchorage with the necessary radios.

### ***Quality Assurance:***

Although the division has reallocated positions to help provide a measure of quality assurance, there are considerable shortcomings in our ability to provide the scrutiny and oversight necessary to ensure that DJJ facilities and probation services are contributing to public safety and positive outcomes for the youth in our care. Correct implementation of evidence-based practices can lead to reduced recidivism; improper implementation has been demonstrated to lead to more delinquent behaviors among juveniles.

***Recruitment and Retention:***

The past several years have been marked by particularly low turnover among division line staff. Low staff turnover has both costs and benefits for the division. While low staff turnover means that fewer resources and energy need to be devoted to recruiting, training, and closely supervising new staff, low staff turnover also has the effect of costing the division *more* money because long-time staff are not being replaced by lower-paid, new staff. Fewer vacancies mean that there are fewer periods where positions are held open and salaries are not being paid. Increases in pay for longevity, plus increased pay rates for non-permanent employees and those earning premium pay, are forcing our division to make up for its shortfall by no longer budgeting at a zero vacancy rate for its facility components.

While turnover in line staff has been low, the retirement of longtime, upper-management staff continues and poses its own set of challenges as institutional knowledge and experience are lost. The division's director and the deputy director of operations, as well as key administrative and maintenance staff in Anchorage, retired at the end of FY2010. This initiated the predictable domino effect throughout FY2011 of promotions within division ranks followed by the ultimate need to hire new employees. The division also continues to experience problems recruiting staff in the rural areas. For example, the superintendent position at the Ketchikan Regional Youth Facility remained vacant for over two years until an applicant from outside of Alaska was hired in FY2011.

The division is determined to increase the number of minority staff who work in our agency to better reflect the population that we serve. In particular, we would like to see more individuals from minority groups ascend into management and leadership positions. The division is addressing this issue on several fronts, including leading an inter-departmental work group on work force development and searching out opportunities to encourage minority individuals, particularly Alaska Natives, to take an interest in juvenile justice as a career with the state.

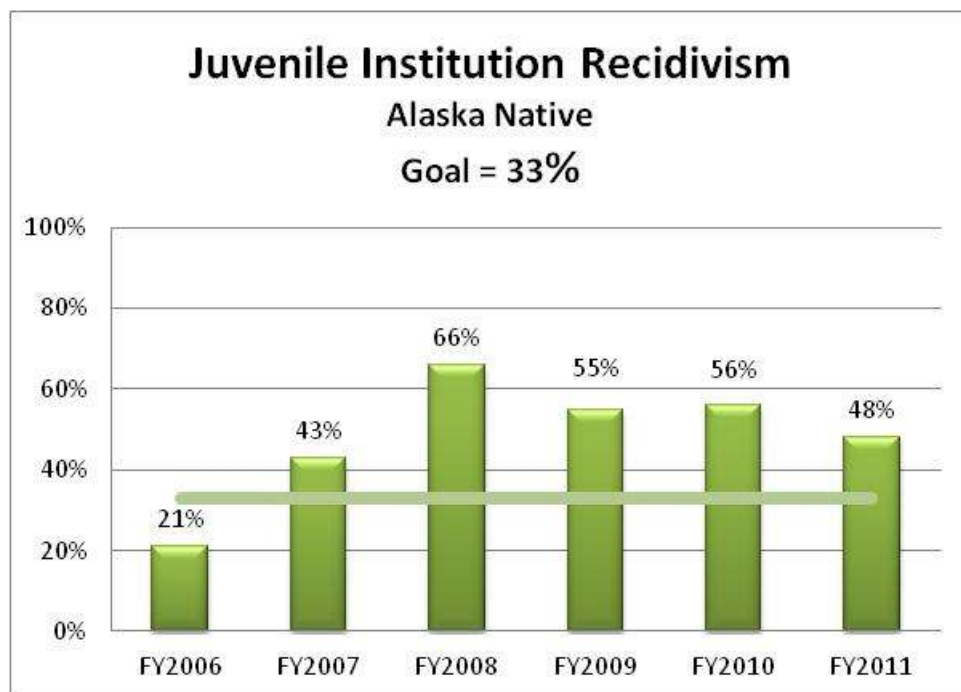
The division is also determined to enhance interest in juvenile justice careers. Employee recruitment videos have been completed for DJJ services in Kenai, Ketchikan, Juneau, Nome, and Bethel. It is expected that similar videos will be created for other areas of the state. These videos are accessible on the DJJ website and are being used in community presentations and career fairs.

***Alternatives to Detention:*** The division continues the effort to develop alternatives to detention resources based on local need. This is a critical component of the division's overall system improvement plan, to ensure that sufficient community-based resources are available in order to prevent "default" use of secure detention resources. These services are more available in population centers but also can be developed in rural areas through a collaborative and community-focused strategy. The division's commitment to the use of "graduated responses" to delinquency will encourage this process.

***Substance Abuse Services:*** There is a strong correlation between juvenile delinquency and substance abuse and for the past several years the division has been working to improve the screening of substance abuse issues for youth referred to DJJ and to also provide improved services for identified youth. In addition, the division continues to collect data that will help us understand not only substance abuse concerns but also the co-occurrence of mental health and substance abuse. The division believes improved screening and referral, improved access to

community-based services, increased training for DJJ staff, and stronger substance abuse treatment services our DJJ facilities will all work to improve our outcomes with youth with substance abuse issues.

***Recidivism as a Performance Measure versus a Management Tool:*** Recidivism—the re-offense rates of juveniles after they’ve come to our attention and received our services—is a critical indicator of the division’s success in meeting its mission. The division has long studied recidivism rates among its juvenile treatment and probation populations and is now witnessing heightened interest in recidivism measures on both the state and national levels. Consistent definitions of recidivism that allow better comparisons between jurisdictions and over successive time periods are likely to be one outcome of this heightened focus.



The division is poised to gain in-depth understanding of the reasons why juveniles succeed or reoffend, thanks to several initiatives which have been launched over the past few years. The division’s Juvenile Offender Management Information System was launched in 2003 and significantly renovated in 2009 to better meet the division’s need for high quality data. The implementation of programming such as Aggression Replacement Training, Strength-based Practices, and Cognitive-Behavioral Interventions Training promise to help reduce recidivism rates, based on national experience. Most important was the implementation in 2005 of a new assessment tool, the Youth Level of Service/Case Management Inventory (YLS/CMI). This instrument was designed for the very purpose of determining a youth’s likelihood to reoffend, and helps guide staff in determining the areas of a youth’s life—family circumstances, substance abuse, education, behavior, attitudes, use of leisure, peers—that must be addressed if the youth is to lead a more productive life. On a statewide level, summarizing YLS/CMI results for whole populations of juveniles will help the division better understand its resource needs. For example, if poor family circumstances are a consistent finding among juveniles who reoffend, the division will know that improved family counseling, coaching, and other therapeutic services are a

priority need and deserve more effective resources, and will work with its partners in both the nonprofit social services sector, as well as within the Department of Health of Social Services to meet this need. Ultimately, the division thinks that the instrument will guide development of resources such that each community will have ways to address and prevent the factors that result in juvenile delinquency and victimization.

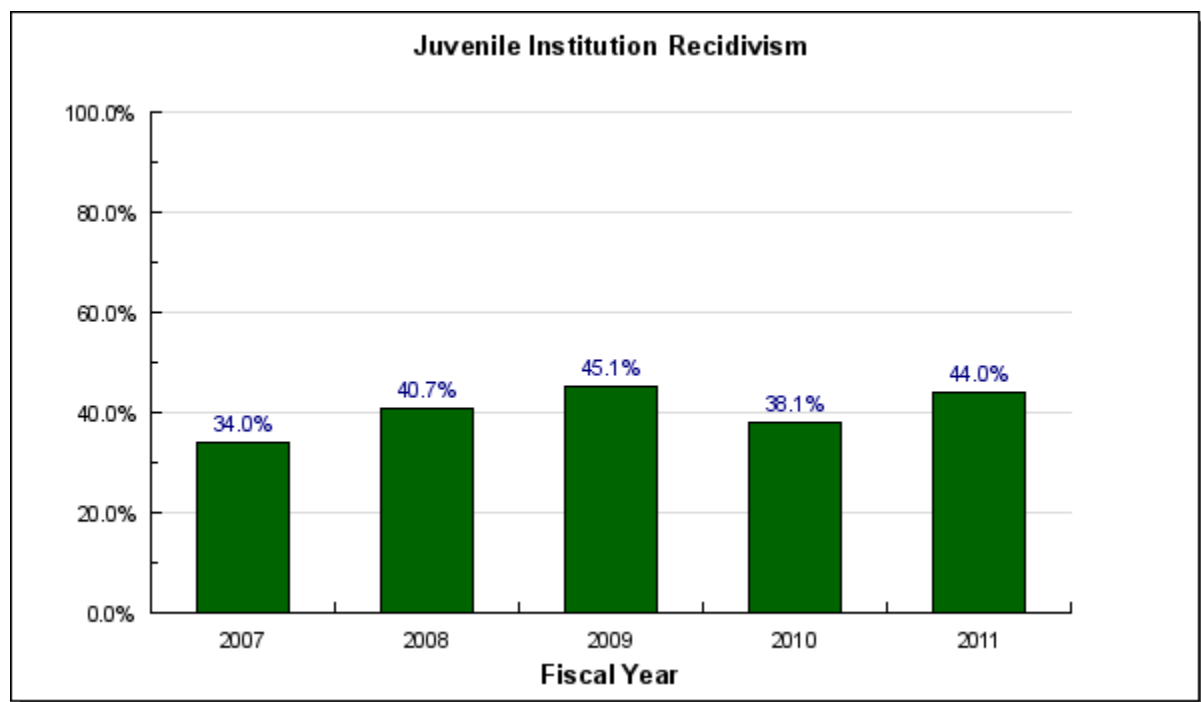
During FY2012, the division will work to meet the newly established national standards for tracking juvenile recidivism. The Council of Juvenile Correctional Administrators (CJCA) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) have supported this effort and the division is participating on the national implementation committee that is moving this effort forward. The division hopes to be in full compliance with the new national juvenile recidivism standards by FY2014.

## Performance Measure Detail

### A: Result - Improve the ability to hold juvenile offenders accountable for their behavior.

**Target #1:** Reduce percentage of juveniles who reoffend following release from institutional treatment facilities to less than 33%.

**Status #1:** The recidivism rate for juveniles released from secure treatment in FY2009 and followed up in FY2011 was 44%, an increase over last year. The division did not meet its target of having a recidivism rate of less than 33% for this population.



**Analysis of results and challenges:** This measure examines recidivism for youth who have been committed to and released from the division's four juvenile treatment facilities. These youth typically have the most intensive needs among juvenile offenders, and have been institutionalized because they have demonstrated particularly violent behavior or have failed to meet requirements of probation supervision or less-restrictive placements.

This year's identified recidivism rate for these juveniles was increased over the year before but less than the rate two years prior. Marked changes in recidivism rates from year to year are not unexpected given that these rates actually represent small numbers of youth. (In FY2009, a total of 77 juveniles were released from secure treatment institutions and met the criteria for inclusion in this report.) Nevertheless, the division takes each juvenile's recidivism seriously and has launched several initiatives to determine contributing factors. Two factors known to be associated with increased recidivism, substance abuse and educational failure, are receiving particular scrutiny; managers around the state have launched efforts to improve results in these domains with the expectation that recidivism will decrease as a result. The division also has recognized that the recidivism rate for Alaska Native juveniles remains high, and is exploring culturally relevant solutions to try and improve results for these youth.

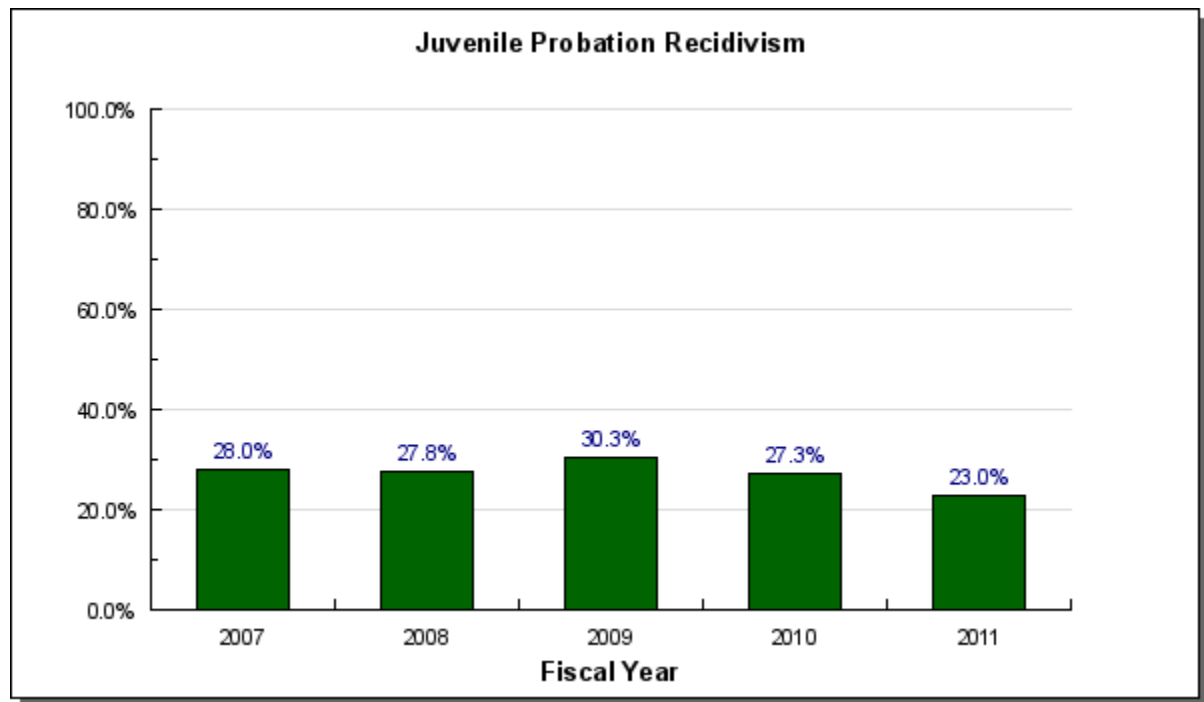


Differences in the way juvenile delinquency is managed across the country make it challenging to compare Alaska's recidivism rate with that of other states. Sixteen of the 32 states that track recidivism do so on a 12-month basis. Among the eight states (including Alaska) that measure recidivism based on a 12-month follow-up period, and that consider offenses "recidivism" if they result in a conviction or adjudication in the juvenile or adult systems, the average recidivism rate was 33% (Source: Juvenile Offenders and Victims: 2006 National Report," National Center for Juvenile Justice, Pittsburgh, page 234). This number serves as the current baseline goal from which Alaska works to improve its recidivism rate. An effort to create a more consistent nationwide definition of recidivism among state juvenile justice agencies, led by the national Council of Juvenile Correctional Administrators, currently is underway. The division expects to change the way it gathers and reports recidivism data in the coming year to better understand how Alaska's juvenile recidivism rates compare with those of other states.

Note: Reoffenses by juveniles released from Alaska's treatment institutions are determined through analysis of entries in the Division of Juvenile Justice's Juvenile Offender Management Information System (JOMIS) database and the Alaska Public Safety Information Network (APSIN). Reoffenses are defined as: any offenses that occurred within 12 months of release and that resulted in a new juvenile adjudication or adult conviction, or a probation violation resulting in a new juvenile institutionalization order. For this FY2011 report, adjudication and conviction information on offenses that were committed 12 months after release by juveniles must have been entered in JOMIS or APSIN by September 7, 2011. Adjudications and convictions for motor vehicle, Fish & Game, non-habitual Minor in Possession/Consuming Alcohol, and misdemeanor-level Driving While Intoxicated offenses are excluded. Adjudication and convictions received outside Alaska also are excluded from analysis.

**Target #2:** Reduce percentage of juveniles who reoffend following completion of formal court-ordered probation supervision to less than the average rate in the three prior years (28%).

**Status #2:** The division met its goal of having a recidivism rate for its juvenile probation population that was less than the average rate for the previous three years. The recidivism rate for the population released in FY2009 and followed up by FY2011 was 23%. The three-year average rate for FY2008-2010 was 28%.



**Analysis of results and challenges:** This measure examines reoffense rates for juveniles who received probation supervision while either remaining at home or in a nonsecure custodial placement. These youths typically have committed less serious offenses and have demonstrated less chronic criminal behavior than youth who have been institutionalized. Recidivism rates for institutionalized youth are analyzed in a separate performance measure (above). The two groups are considered separately because of the distinctively different levels of risk and need presented, and the different types of interventions and programming received.

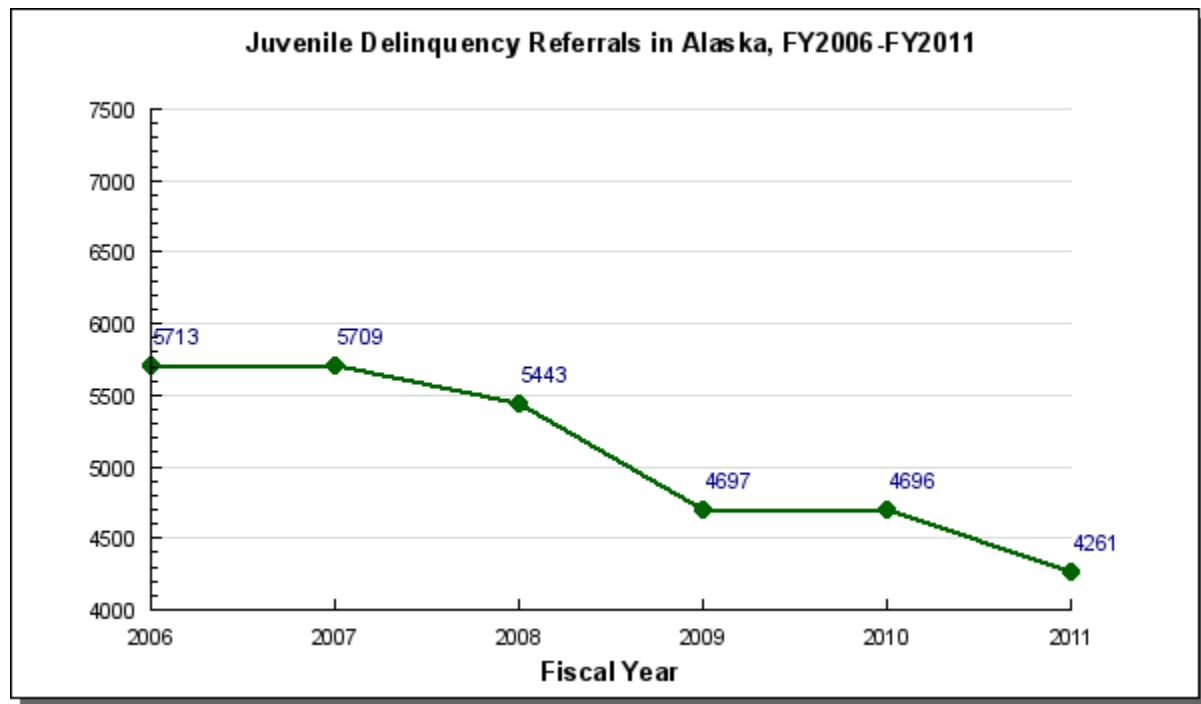
The FY2011 results show a marked decline in the recidivism rate for juveniles released from formal supervision. Prior to this year the recidivism rate has consistently been in the 27-30% range each year since 2006, when the division adopted its current procedures for tracking re-offenses for this population. We do not know at this time whether the marked decrease this year is the beginning of a trend or represents a single occurrence, but we are hopeful that division efforts at service and system improvements are contributing to this decrease. The division has recently initiated an effort to address some of the root causes of recidivism (substance abuse and education failure in particular) and also is working to identify culturally relevant approaches that can reduce the high rate of recidivism noted among Alaska Native youth. We are hopeful these initiatives will contribute to declines in recidivism in the future.

Differences in the way states manage juvenile delinquency referrals make it challenging to compare Alaska's recidivism rate with that of other states. In the coming year the division will continue to participate in the effort led by the Council of Juvenile Correctional Administrators to develop consistent national guidelines in measuring recidivism. The division expects to revise its definition and reporting procedures for recidivism in the coming year to be in closer alignment with the way other states report this information.

Note: Reoffenses for juveniles released from formal probation are determined by checking for entries in the division's Juvenile Offender Management Information System (JOMIS) and the Alaska Public Safety Information Network (APSIN). Recidivism for this measure is defined as re-offenses that occurred within 12 months from the time offenders were released from formal probation, and that resulted in a conviction or adjudication. (For example, the FY2011 study is represented in the graph above by youth who were released from formal probation in FY2009 and who re-offended within FY2010. For this FY2011 report, adjudication and conviction information on offenses that occurred within 12 months of release must have been entered in APSIN or JOMIS by September 7, 2011.) Youth are not included who have been reassigned to a formal probation order (with or without custody) within 7 days of release, as this typically reflects a modification of probation status or custodial placement rather than true completion of supervision. This analysis also excludes youth who were ordered to an Alaska treatment institution any time prior to their supervision end date, as these youth are included in the analysis for our institutional recidivism performance measure, above. Adjudications and convictions for Motor Vehicle, Fish & Game, non-habitual violations of Minor in Possession/Consuming Alcohol, and misdemeanor-level Driving While Intoxicated offenses are excluded. Adjudications and convictions received outside Alaska are excluded from analysis.

**Target #3:** Alaska's juvenile offense rate will be reduced by 5% over a two-year period.

**Status #3:** Reports of juvenile activity from law enforcement resumed their decline in FY2011, with referrals to the Division of Juvenile Justice declining by 4.2% compared with FY2009 and by 4.7% compared with FY2010.



**Juvenile Delinquency Referrals in Alaska, FY2006-FY2011**

Fiscal Year	YTD Total	% Change Over Previous Year
FY 2011	4261	-9.26%
FY 2010	4696	-.02%
FY 2009	4697	-13.71%
FY 2008	5443	-4.66%
FY 2007	5709	-.07%
FY 2006	5713	

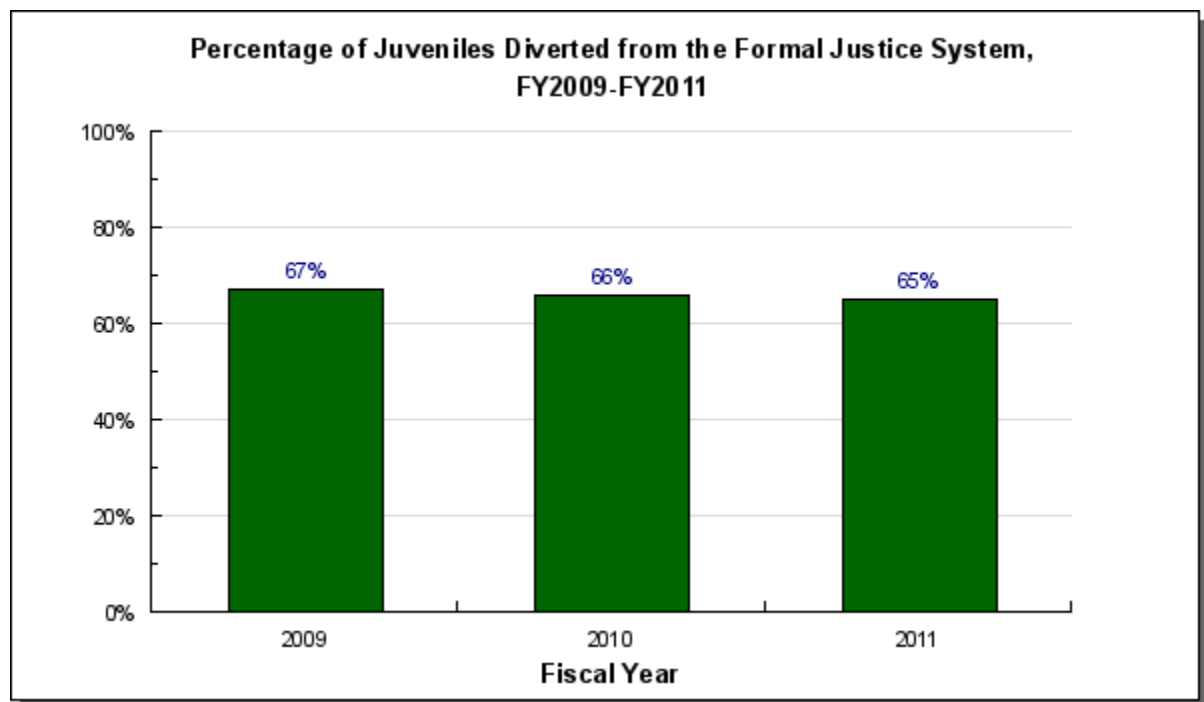
**Analysis of results and challenges:** The number of reports of juvenile activity made to the Division of Juvenile Justice by law enforcement fell from 4,696 in FY2010 to 4,261 in FY2011—a decline of 435 referrals, whereas the difference in the number of referrals from FY2009 to FY2010 was just a single referral. The declines in juvenile delinquency activity that Alaskans have witnessed over the past several years are similar to trends witnessed nationally. (See Alaska Kids Count, published by the Alaska Institute for Social and Economic Research <http://kidscount.alaska.edu/2010/2010index.html>.) Definitive reasons for changes in referral levels are unknown. Possible causes could include changes in economic conditions, changes in prevention and intervention techniques, changes in law enforcement practices or resources, or combinations of some or all of these.

Note: Population estimates for the years 2008 – 2010 are provided by the report Alaska Population Projections 2007-2030, published by the Alaska Department of Labor and Workforce Development. Population estimates for 2011 are based on 2010 U.S. Census figures, also available through the Alaska Department of Labor and Workforce Development. Information on juvenile referrals is extracted from the Division of Juvenile Justice's Juvenile Offender Management Information System (JOMIS) database on August 16, 2011 and includes referrals for youth who are under 10 years old (these referrals make up less than 1% of the total). This data is continually refined and corrected and numbers in future reports may change slightly.

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**Target #4:** Divert at least 70% of youth referred to the division away from formal court processes as appropriate given their risks, needs, and the seriousness of their offenses.

**Status #4:** The percentage of juveniles diverted from formal court processes was 65%, a percentage similar to that for previous years.



**Analysis of results and challenges:** “Diversion” refers to the process of managing juvenile cases through non-court processes, such as non-court adjustments, informal probation, referral to community panels such as youth court, or dismissals due to legal insufficiency. Diversion serves a number of important and valuable purposes. It helps low-risk juveniles who are unlikely to re-offend avoid the stigma and stress that can result from delinquency adjudication. Diversion provides opportunities for community partners and victims to take more active roles in the management of low-risk juvenile offenders. Diversion processes reduce burdens on the court system, which otherwise would find it impossible to adjudicate every offender referred to it. Diversion also is considerably less expensive and faster than the formal, adversarial process. Diversion processes reduce probation caseloads as well, enabling the division to better allocate resources and staff time to more serious offenders.

In FY2011, 1,881 (65%) of 2,906 juveniles referred to the division had all the offenses in their referrals (reports from law enforcement officers) for that year managed through non-formal-court

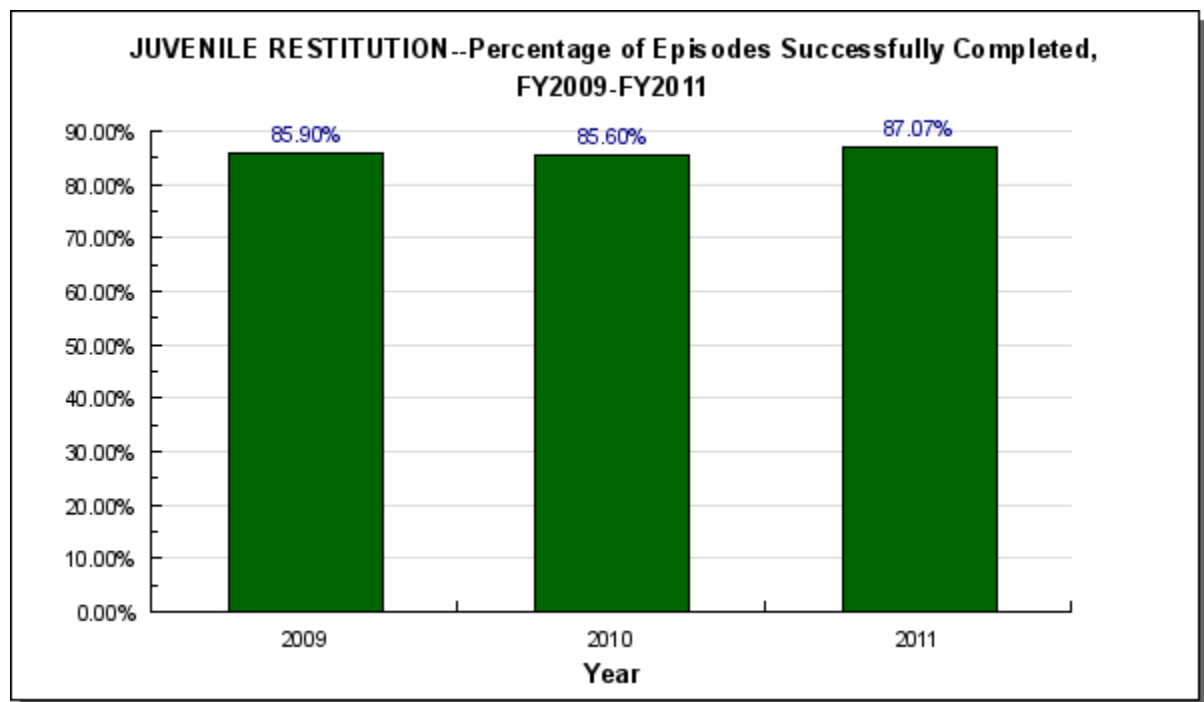
processes. This percentage is similar to the number of youth diverted in FY2010 and FY2009. As proposed last year, the division refined this measure so that juveniles are counted as “diverted” when they have had all offenses in their referrals managed through non-court processes. In previous years, juveniles were considered diverted for this measure when any offense in a referral was managed through non-court processes, even if another offense in the same police report was managed formally. The new approach results in a more accurate depiction of the percentage of juveniles who are truly diverted from the formal court process, and better illustrates the significant amount of work performed by the division to keep juveniles from entering the formal court system when this is appropriate given their risks and needs.

Note: For this measure, juveniles are considered to have been diverted away from the formal court system if the intake decision for their delinquency referrals resulted in all offenses in all referrals received in the fiscal year being adjusted, dismissed, placed on informal probation, or forwarded to a community justice panel such as youth court. Referrals that were screened and referred elsewhere, such as back to law enforcement for further information, and those that were still in process at the time this data was collected, are excluded from this analysis. Diversion information was retrieved from the Juvenile Offender Management Information System on August 3, 2011. This data is continually refined and corrected and percentages in future reports may change slightly.

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**Target #5:** Improve the amount of restitution paid at the time of case closure to 100% of what was requested or ordered.

**Status #5:** The percentage of restitution orders and requests completed successfully in FY2011 was 87.07%, a percentage similar to that for previous years. A total of 147 orders or requests for restitution were closed in FY2011 and of these 128 were completed successfully. This represents \$69,991.12 in total restitution ordered and requested, of which \$57,894.62 was paid.



**Analysis of results and challenges:** Restitution provides a means for juvenile offenders to make reparations to their victims and as such is a critical measure of a restorative justice agency's effectiveness. Restitution is typically requested or ordered following property loss or destruction, and provides a clear consequence for misbehavior. Through restitution, juveniles have an opportunity to demonstrate ownership and responsibility for their actions. This measure also provides a gauge of the division's effectiveness in assisting juveniles in their efforts to make reparations to those impacted by their delinquent behavior, as juvenile probation officers are responsible for ordering and monitoring payments made outside the formal court system.

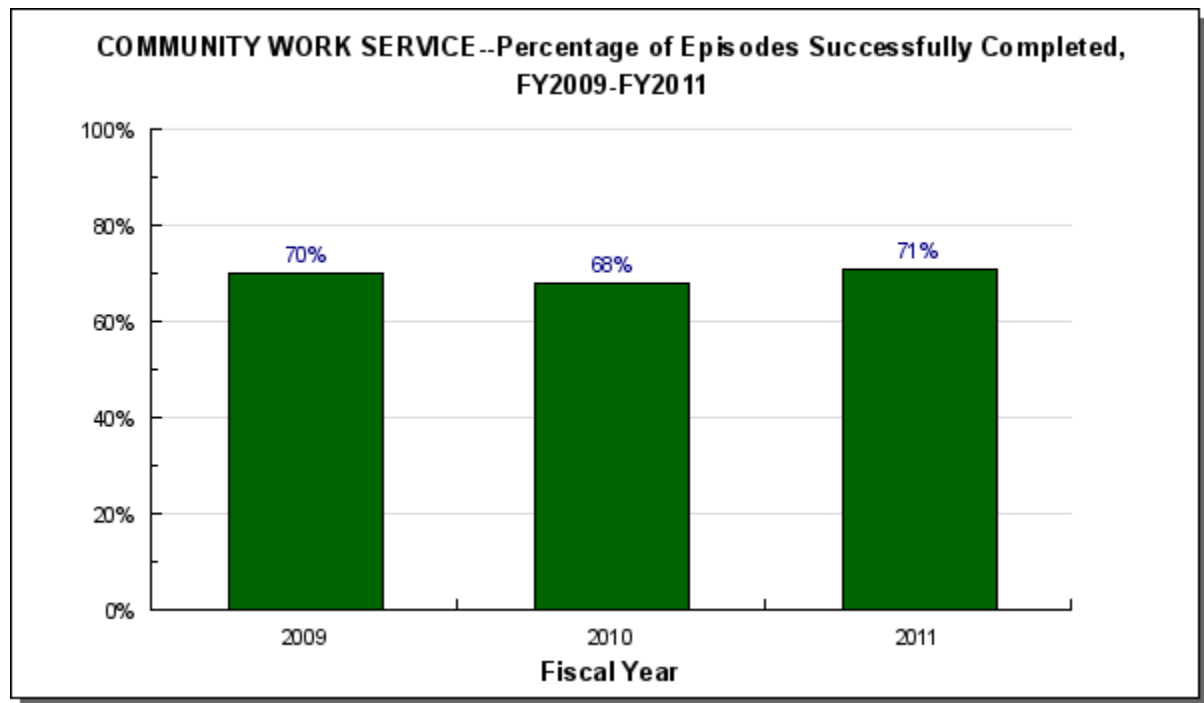
Juveniles may not succeed in completing their restitution expectations for a variety of reasons. They may have aged out of the juvenile system, have had their case transferred to a formal court process, or have moved from Alaska and are difficult to locate. While the division can exercise only limited control over some of these factors, the number of restitution episodes that are successfully completed has remained consistently high, indicating that division staff are doing a solid job of identifying appropriate amounts of restitution and working with youth to see that this expectation is met. The division hopes to more closely analyze the reasons youth fail to complete restitution requirements so that we may better clarify expectations of their supervision and improve their outcomes.

Note: Restitution is included in this measure when it is requested by juvenile probation officers through informal (non-court ordered) procedures, including assignments of Alaska Permanent Fund Dividends. Also included are restitution payments ordered by a court to be paid through the Division of Juvenile Justice. Not included in this measure are restitutions formally ordered through a court and monitored by the Department of Law's Collections & Support Unit. Permanent Fund Dividends garnished through formal court processes also are not included. Restitutions tracked and gathered through youth courts and other community diversion programs are not included in this measure as these agencies track restitution as a measure of their own performance. Data for this measure was retrieved from the Juvenile Offender Management Information System on August 2, 2011.



**Target #6:** Improve the amount of community work service performed by juvenile offenders to 100% of what was ordered or requested.

**Status #6:** The percentage of community work service episodes completed successfully during FY2011 was 71%, a percentage similar to that for previous years. A total of 577 episodes of community work service episodes were closed in FY2011 and of these 411 were completed successfully. This represents a total of 18,483 hours of community work service requested or ordered, of which 14,515 hours were completed.



**Analysis of results and challenges:** Community work service (CWS) is an inherent part of a balanced and restorative justice system, providing juveniles with opportunities to: be accountable for delinquent conduct; develop a meaningful sense of self and community; and demonstrate responsibility through a tangible act of restoration and contribution. Whether offering assistance to a local nonprofit agency, a government office, or a neighbor, juveniles can gain a sense of investment in their neighborhoods and in their own abilities.

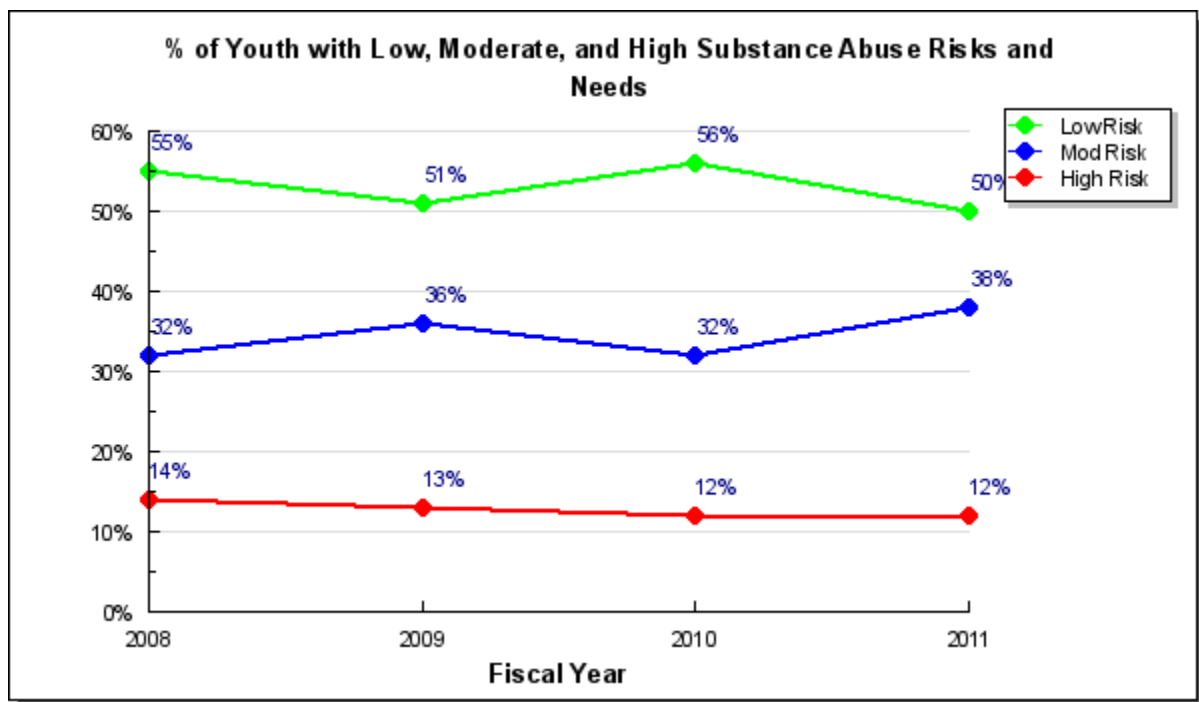
Episodes of CWS are assigned to juveniles by a judge or probation officer, and may range from assignments that last just a few hours to one hundred hours or more. Juveniles may not succeed in completing their expectations for a variety of reasons, similar to the reasons they may not pay their restitution in full: they may have aged out of the juvenile system before their work was completed; they have had their case transferred to a formal court process, or they have moved from Alaska and are difficult to locate. While the division can exercise only limited control over some of the reasons youth do not complete all their CWS requirements, the high percentage of episodes completed attests to the solid job probation officers are doing in assisting juveniles in meeting this obligation.

Note: Community work service ordered both through formal, court-ordered processes or informal processes directed by a juvenile probation officer are included in this measure. Community work service ordered through youth courts or other alternative justice processes are not included as these agencies typically report on community work service as a measure of their own performance. Data for this measure was retrieved from the Juvenile Offender Management Information System on August 2, 2011.

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**Target #7:** Reduce substance abuse risk among juveniles as measured by the division's assessment instrument.

**Status #7:** The target to reduce substance abuse risk among juveniles as a percentage of those assessed as low risk for substance abuse upon the completion of Division of Juvenile Justice services was not met. The percentage of juveniles assessed as low risk decreased from 56% in FY2010 to 50% in FY2011. The number assessed as moderate risk increased from 32% to 38%, and the percentage of youth assessed as high risk remained unchanged at 12% between FY2010 and FY2011.



**Analysis of results and challenges:** This measure provides an indication of the division's success in addressing substance abuse among juveniles. Substance abuse is a primary factor influencing a youth's risk to reoffend. The better the division can address substance abuse needs, the more successful juveniles will be in reducing their delinquent behavior.

In FY2011, the division embarked on a strategic effort to identify the ways it has been effective in addressing substance abuse and areas of need. In FY2012 we are implementing strategies for improvement. These strategies include enhancements to the quality assurance surrounding use of screening and assessment tools for substance abuse; a graduated response policy to ensure consistent, effective responses when juveniles abuse substances; plans to address resource needs

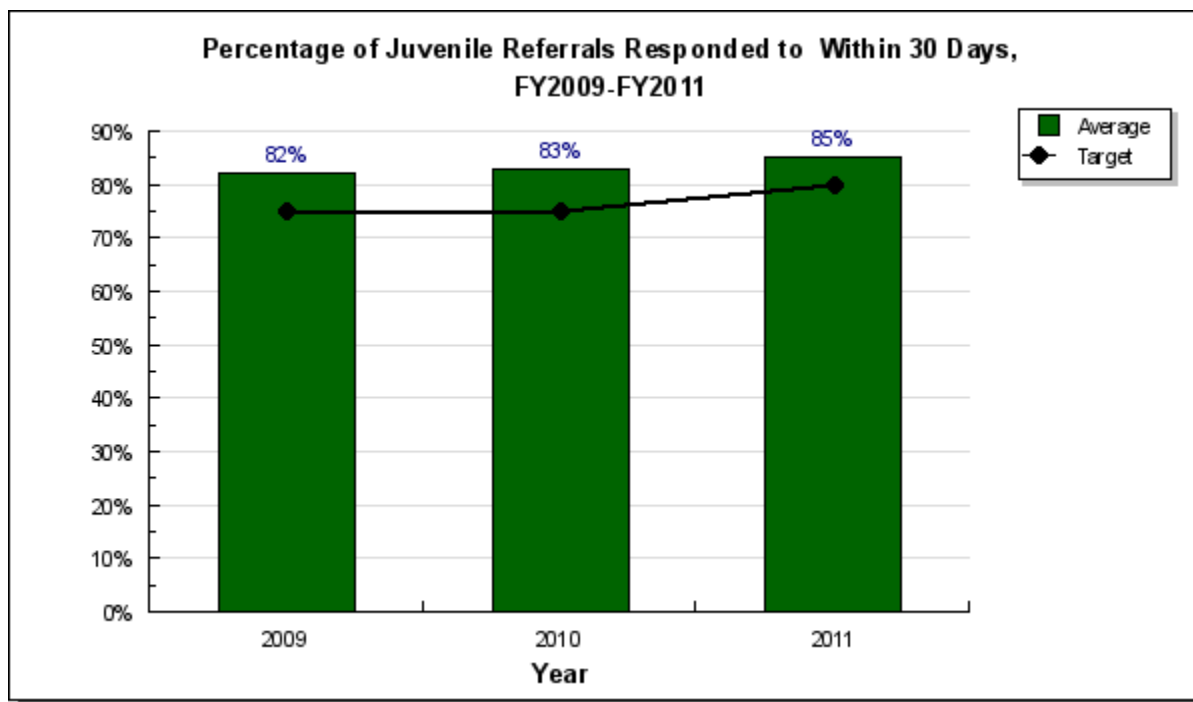
at both local and statewide levels; and improved staff training in understanding and intervening in adolescent substance abuse.

Note: The division assesses juveniles for delinquency risk with the Youth Level of Service/Case Management Inventory (YLS/CMI), a structured instrument that assesses for risks and needs across eight life domains, including substance abuse. The YLS/CMI is administered by probation officers following a juvenile's adjudication in court and is repeated at regular intervals while the juvenile remains under division supervision. For this measure, juveniles who complete division services in the fiscal year are determined to be either low, moderate, or high risk for substance abuse depending on their outcomes in this domain. The substance abuse risk scale is 0 – low risk, 1-2 – medium risk, 3-5 – high risk.

#### **A1: Strategy - Improve the timeliness of response to juvenile offenses.**

**Target #1:** Eighty percent of juvenile referrals will receive an active response within 30 days from the date that the report is received from law enforcement.

**Status #1:** The goal for responding to referrals (reports from law enforcement of juvenile activity) was met, with 85% of reports responded to within 30 days. The average response time for juvenile probation staff to respond to referrals was 17.8 days, a response time consistent with that for previous years.



**Analysis of results and challenges:** Research indicates that responses to juvenile offenses must be timely and appropriate to be effective. This measure monitors the percentage of cases that receive an active response within the target response time of 30 days. An “active response” is defined by the division as one of three possible actions by staff to deal with the delinquency report (see note below). In years past the division’s goal was for an average of 75% of referrals to receive a response within 30 days. Because the statewide average percentage of referrals that received a response within this time frame consistently exceeded 75%, this year the goal was

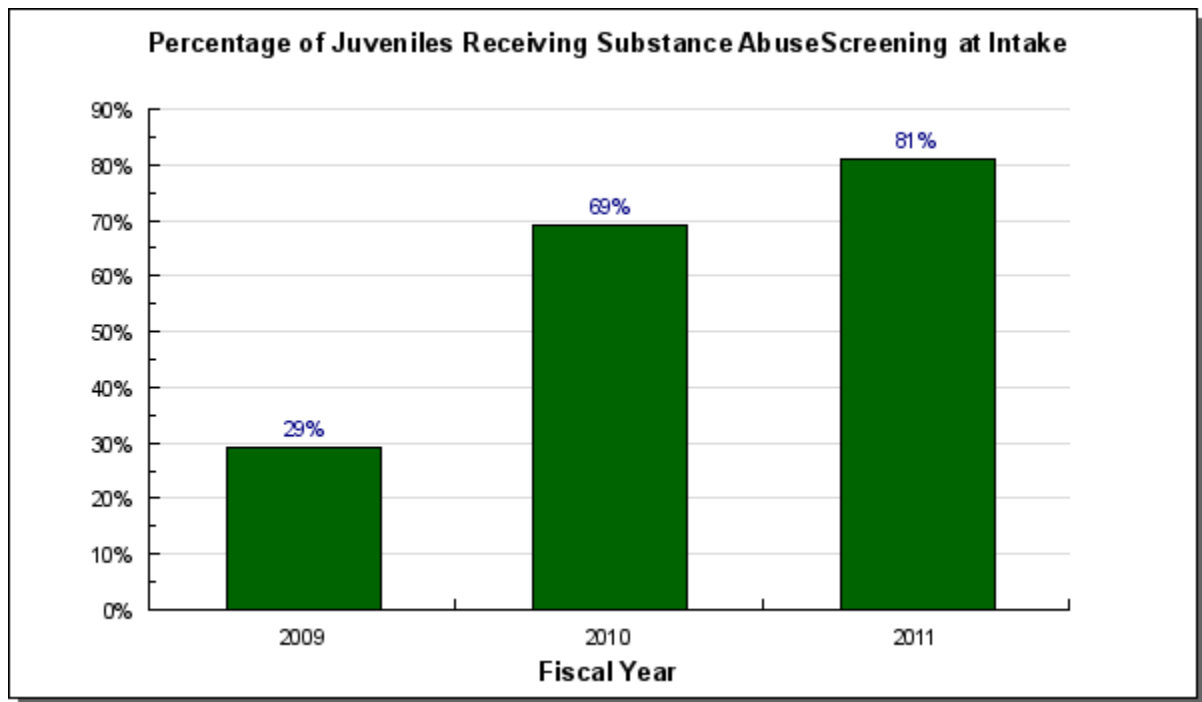
increased to 80%. The division exceeded this higher standard and if this continues to occur we will explore whether to again raise our target for this measure.

Note: Delinquency reports (“referrals”) included in this analysis were those received in the fiscal year that resulted in one of the following actions: Referral Screening (review of the police report and either closing the referral or it being forwarded to a community accountability program, such as youth court), Petition Filed (resulting in an adjudication or dismissal by the court), or Intake Interview (which may result in referral being adjusted, dismissed, petitioned, or forwarded to a community accountability program).

**A2: Strategy - Improve the division's success in achieving compliance with audit guidelines for juvenile probation officers as specified in the Division of Juvenile Justice (DJJ) field probation policy and procedure manual.**

**Target #1:** Increase the percentage of juveniles assessed for substance abuse risk to 100%.

**Status #1:** In FY2011, 82% of juveniles referred to the division from law enforcement agencies were screened for substance abuse according to policy guidelines, reflecting a gradual improvement in implementation of this policy since its implementation in mid-FY2009.



**Analysis of results and challenges:** If the division is to be successful in decreasing substance abuse risk among juveniles, we must begin by identifying those with substance abuse needs. In FY2009 the division adopted the CRAFFT substance abuse screening tool, a simple seven-question instrument completed by juveniles when they are initially referred from law enforcement. Results from the CRAFFT provide probation officers with an understanding of the impact substance abuse may have in the life of a juvenile and helps them determine when further assessment may be warranted. Routine use of the CRAFFT has been improving since its adoption. The division intends to conduct training and make improvements to the CRAFFT

policy and procedures in FY 2012, which are expected to result in improved results for this measure.

Note: The CRAFFT substance abuse screen is copyrighted by Children's Hospital, Boston, and has been evaluated for efficacy through national research. Division policy requires that juveniles ages 13 or older who have been referred to the division on new criminal offenses complete the CRAFFT at the time of their intake interview. A CRAFFT need not be completed by those juveniles who have already completed one within the previous 6 months. In FY2012, 1,453 juveniles met these criteria; of these, 1,198 (82%) had a CRAFFT performed within the timelines prescribed in the policy.

## FY2013 Governor's Request Increment and Decrement Fund Breakout

<b>DHSS FY2013 Governor's Request for <u>Juvenile Justice</u></b> <b>General and Other Funds</b> (Increase, Decrease and OTI Items Only)					
Item	UGF	DGF	Federal	Other	Total
Authority for RSA with Division of Behavioral Health for Bring the Kids Home Individualized Services	\$ -	\$ -	\$ -	\$ 100.0	\$ 100.0
Authority for the Workers' Investment Act Funds Received from Department of Labor and Workforce Development	\$ -	\$ -	\$ -	\$ 75.0	\$ 75.0
Grave Shift Coverage at McLaughlin Youth Center	\$ 300.0	\$ -	\$ -	\$ -	\$ 300.0
Grave Shift Coverage for the Johnson Youth Center	\$ 200.0	\$ -	\$ -	\$ -	\$ 200.0
MH Trust: Dis Justice - Mental Health Clinician Oversight In Youth Facilities	\$ -	\$ -	\$ -	\$ 152.9	\$ 152.9
MH Trust: Dis Justice - Grant 3504.01 Div Juvenile Justice Rural Re-entry Specialist	\$ -	\$ -	\$ -	\$ 110.9	\$ 110.9
Reverse August FY2012 Fuel/Utility Cost Increase Funding Distribution from the Office of the Governor	\$ (159.3)	\$ -	\$ -	\$ -	\$ (159.3)
Reverse FY2012 Mental Health Trust Recommendation	\$ -	\$ -	\$ -	\$ 118.1	\$ 118.1
<b>Juvenile Justice Total</b>	<b>\$ 340.7</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 556.9</b>	<b>\$ 897.6</b>