

# **State of Alaska FY2010 Governor's Operating Budget**

## **Department of Health and Social Services Juvenile Justice Results Delivery Unit Budget Summary**

## Juvenile Justice Results Delivery Unit

### Contribution to Department's Mission

The Division of Juvenile Justice (DJJ) contributes to the department's mission by holding juvenile offenders accountable for their behavior, promoting the safety and restoration of victims and communities, and assisting offenders and their families in developing skills to prevent crime.

### Core Services

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

End Result	Strategies to Achieve End Result
<p><b>A: Outcome Statement #1 Improve the ability to hold juvenile offenders accountable for their behavior.</b></p> <p><u>Target #1:</u> Reduce percentage of juveniles who reoffend following release from institutional treatment facilities to less than 33%.  <u>Status #1:</u> The recidivism rate as defined for youth released from institutional treatment in F06 was 41%, a slight increase in comparison to previous fiscal years.</p> <p><u>Target #2:</u> Reduce percentage of juveniles who reoffend following completion of formal court-ordered probation supervision to less than 33%.  <u>Status #2:</u> The recidivism rate as defined for juveniles who completed formal court-ordered probation was 28%, identical to that identified in the previous two years.</p> <p><u>Target #3:</u> Alaska's juvenile crime rate will be reduced by 5% over a two-year period.  <u>Status #3:</u> The number of reports of juvenile crime made to the Division of Juvenile Justice declined 4.75% between fiscal years 2007 and 2008 and declined 2.6% between fiscal years 2006 and 2008.</p> <p><u>Target #4:</u> 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.  <u>Status #4:</u> The proportion of juveniles with at least one case (a criminal charge in a report from law enforcement alleging a juvenile perpetrator) diverted from the formal court process remained high, at 78%.</p> <p><u>Target #5:</u> Improve the ability to collect ordered restitution at the time of case closure to 100% of what</p>	<p><b>A1: Strategy 1a: Improve the timeliness of response to juvenile offenses.</b></p> <p><u>Target #1:</u> Seventy-five percent of juvenile referrals will receive an active response within 30 days from the date that the report is received from law enforcement.  <u>Status #1:</u> The average time it took juvenile justice staff to respond to reports from law enforcement of juvenile activity continued to improve, with 82.9% of reports responded to within 30 days.</p> <p><b>A2: Strategy 1b: Improve the satisfaction of victims of juvenile crime.</b></p> <p><u>Target #1:</u> To monitor and improve victims' satisfaction with juvenile justice services.  <u>Status #1:</u> The Division of Juvenile Justice distributed 1,377 surveys to victims of juvenile crime in FY08 and 100 (7.26%) were returned by August 25, 2008.</p> <p><b>A3: 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.</b></p> <p><u>Target #1:</u> All field probation units will achieve an average of 95% compliance with all probation audit standards for each one-year period measured.  <u>Status #1:</u> Juvenile probation officers in Alaska again demonstrated a high degree of consistency in meeting expectations for thorough case work. Audits of client files demonstrated an average 93.3% compliance rate in FY08, as compared to 95% in previous years.</p>

was ordered.  
**Status #5:** The amount of restitution paid by juvenile offenders by the time their cases close remained high in FY 08, at 86.6%.  
**Target #6:** Improve the amount of community work service performed by juvenile offenders to 100% of what was ordered.  
**Status #6:** The percentage of hours of community work service completed by juveniles in FY08 remained relatively consistent with that noted in previous years, at 77.1%.

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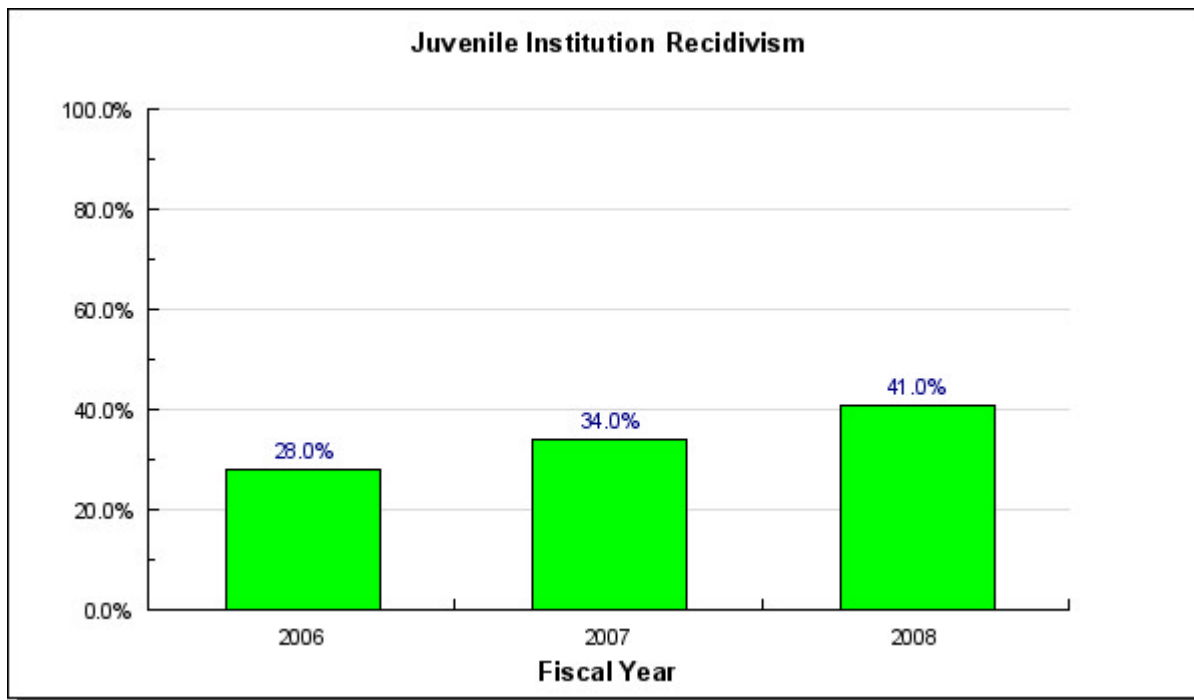
FY2010 Resources Allocated to Achieve Results									
<b>FY2010 Results Delivery Unit Budget: \$52,322,100</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2"><b>Personnel:</b></td> </tr> <tr> <td style="padding-left: 20px;">Full time</td> <td style="text-align: right;">477</td> </tr> <tr> <td style="padding-left: 20px;">Part time</td> <td style="text-align: right;">5</td> </tr> <tr> <td style="padding-left: 20px;"><b>Total</b></td> <td style="text-align: right; border-top: 1px solid black;">482</td> </tr> </table>	<b>Personnel:</b>		Full time	477	Part time	5	<b>Total</b>	482
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## Performance

### A: Result - Outcome Statement #1 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 as defined for youth released from institutional treatment in F06 was 41%, a slight increase in comparison to previous fiscal years.



#### Juvenile Institution Recidivism

Fiscal Year	YTD Total
FY 2008	41%
FY 2007	34%
FY 2006	28%

**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 and are the state's more chronic and serious juvenile offenders compared with youth who receive only probation supervision. Recidivism rates for these two populations are considered separately because of the distinctively different levels of risk and need presented, and the different types of interventions and programming received.

Reoffenses, like the original offenses that brought the juveniles to the Division's attention, may be felonies, misdemeanors, drug offenses, weapons crimes, crimes against persons, crimes against property, and other state crimes. Often these crimes are committed while the juvenile is under the influence of alcohol or other drugs, or in the context of domestic violence. The Division has adopted assessment tools both for juveniles and the facilities that house them to work with juveniles to address the root causes of their law-breaking behavior, and will continue to review institutional treatment components and research-based practices as it seeks to improve its outcomes for youths leaving institutions.

The recidivism rate for juveniles released from Alaska's secure treatment institutions was increased slightly this year

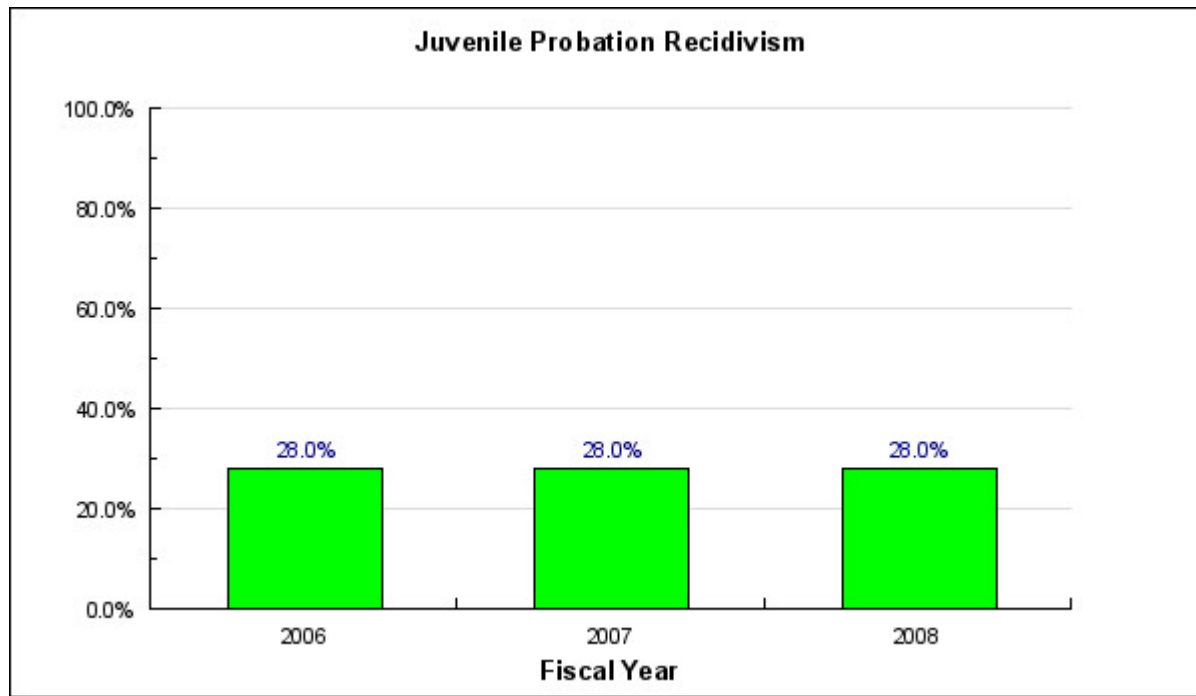
compared with the two previous years. The increase may not be significant; the small number of youth released from institutions each year make it difficult to determine whether changes in the recidivism rate from year to year are part of a trend or an anomaly. Any recidivism is cause for concern, and the Division expects to direct additional staffing, training, and other resources at its juvenile facilities in the coming years to limit future re-offending.

Recidivism among juveniles released from treatment is defined, in Alaska, as reoffenses that occurred within a 12-month window. Sixteen of the 32 states that track recidivism do so on a 12-month basis. Among those states 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 (eight states, including Alaska), the average recidivism rate was 33%. (Source: Juvenile Offenders and Victims: 2006 National Report, National Center for Juvenile Justice, Pittsburgh, 2006, page 234.) This rate serves as the baseline for the juvenile recidivism measure in Alaska.

Note: Reoffenses by juveniles released from Alaska's treatment institutions are determined through analysis of entries in the Division of Juvenile Justice's database and the Alaska Public Safety Information Network. Juveniles are included in this measure if the reason for their release from the treatment facility is marked in JOMIS as "Completion of Treatment," "Sentence Served," "Court-Ordered Release," "Transfer to a Non-DJJ Facility," "Order Expired," or "Transfer (Transitional Services Step Down)." 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 institutionalization order. For this FY08 report, adjudication and conviction information on offenses that occurred in FY06 must have been entered in APSIN or JOMIS by August 15, 2008. 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 33%.

**Status #2:** The recidivism rate as defined for juveniles who completed formal court-ordered probation was 28%, identical to that identified in the previous two years.



**Juvenile Probation Recidivism**

Fiscal Year	YTD Total
FY 2008	28%
FY 2007	28%
FY 2006	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, and are considered separately because of the distinctively different levels of risk and need presented, and the different types of interventions and programming received.

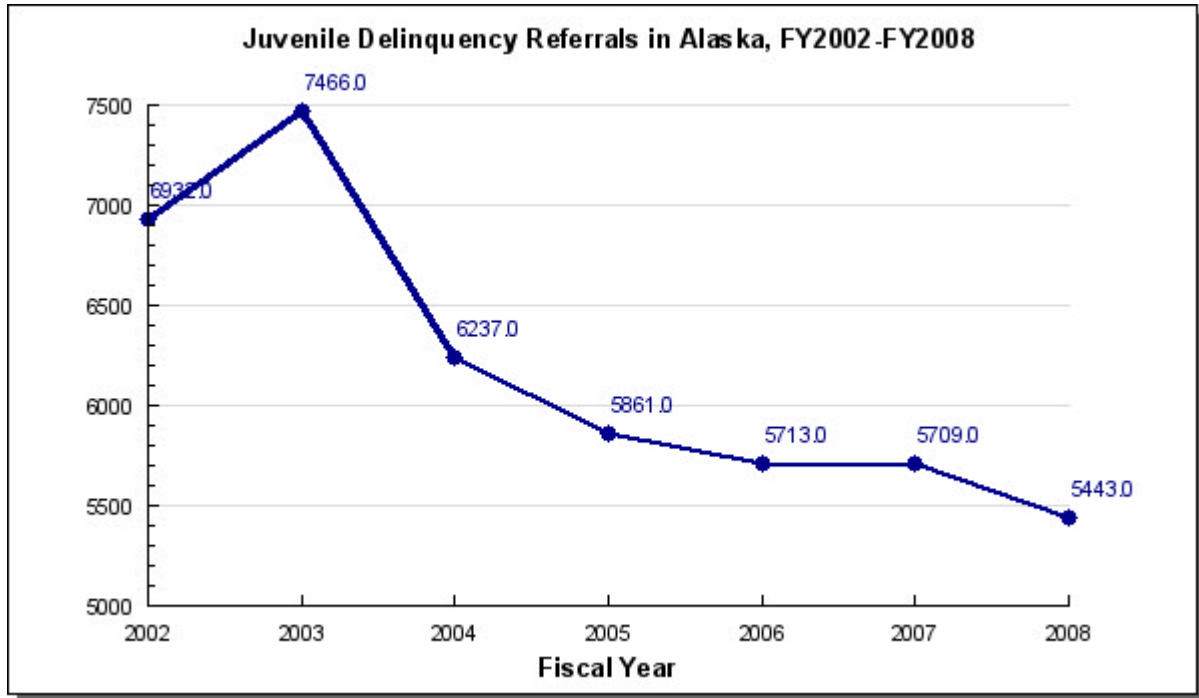
Sixteen of the 32 states reported to track recidivism do so on a 12-month basis. Among those states that measure recidivism based on a 12-month follow-up period, and that consider offenses “recidivism” if they result in a conviction or adjudication in the juvenile or adult systems (eight states), the average recidivism rate was 33%. (Source: Juvenile Offenders and Victims: 2006 National Report, National Center for Juvenile Justice, Pittsburgh, 2006, page 234.) This rate serves as the baseline for the juvenile recidivism measure in Alaska. With a 28% rate for its probation population, Alaska compares favorably with this average.

Reoffenses, like the original offenses that brought the juveniles to the Division’s attention, may be felonies, misdemeanors, drug offenses, weapons crimes, crimes against persons, crimes against property, and other state crimes. Often these crimes are committed while the juvenile is under the influence of alcohol or other drugs, or in the context of domestic violence. The Division is seeking technical assistance in the coming year to assist in understanding its needs for juvenile probation needs more clearly; this information will ultimately be used to improve the Division’s ability to incorporate research-based practices into probation work and ultimately improve outcomes for youth on probation supervision.

Note: Reoffenses for juveniles released from formal probation are determined by checking for entries in the Division’s Juvenile Offender Management Information System and the Alaska Public Safety Information Network. This table reports the number of youth for whom court-ordered probation episodes closed during the fiscal year for one of the following reasons: Completed Successfully, Order Expired, Court Termination, Non-compliant Closed, or Waived to Adult Status. Youth whose formal probation ends because of Court Termination Resulting in a new Supervision, Modified, Revoked, Supervision Transfer, Declared Incompetent, or Deceased are not included. 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 FY 08 population in the graph above represents youth who were released from formal probation in FY 06, and who re-offended within FY 07. For this FY08 report, adjudication and conviction information on offenses that occurred in FY06 must have been entered in APSIN or JOMIS by August 15, 2008. Youth are not included who have been reassigned to a formal probation order (with or without custody) within seven 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 anytime prior to their supervision end date, as these youth are included in the analysis for our institutional recidivism performance measure. 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 crime rate will be reduced by 5% over a two-year period.

**Status #3:** The number of reports of juvenile crime made to the Division of Juvenile Justice declined 4.75% between fiscal years 2007 and 2008 and declined 2.6% between fiscal years 2006 and 2008.



**Juvenile Delinquency Referrals in Alaska, FY2002-FY2008**

Fiscal Year	YTD Total
FY 2008	5443 -4.66%
FY 2007	5709 -0.07%
FY 2006	5713 -2.53%
FY 2005	5861 -6.03%
FY 2004	6237 -16.46%
FY 2003	7466 +7.7%
FY 2002	6932

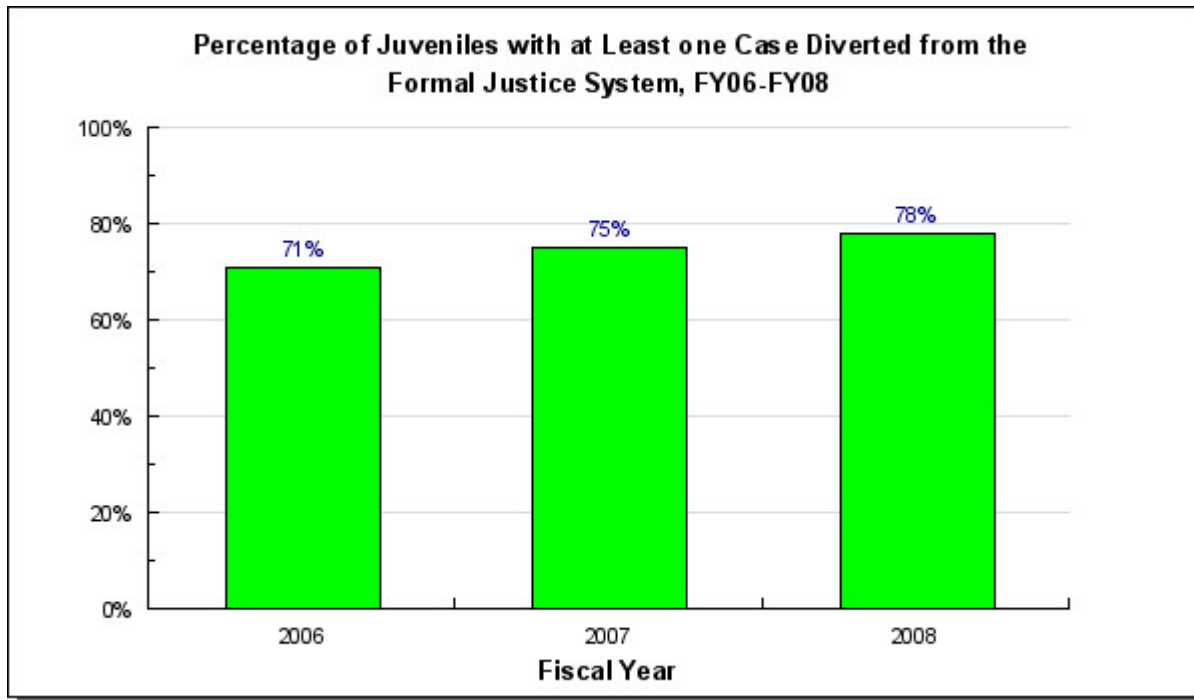
**Analysis of results and challenges:** The number of referrals and the percentage of these referrals per 100,000 juvenile population continued to decrease in FY08 compared with FY07 and FY06. While the change did not meet the target of a 5% decline over a two-year period, the data continued to demonstrate a trend of decreasing juvenile activity that has been noted nationally as well as statewide over the past several years. 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 a combination of some or all of these.

Note: Population data for youth aged 10-17 during the years 2003-2007 is provided by the Alaska Department of Labor and Workforce Development. The population estimate for the year 2008 was derived from the 2007 estimate and the 2010 projection from the report Alaska Population Projections 2007-2030, published by the same Department. Juvenile referral data was extracted from the Division of Juvenile Justice's Juvenile Offender

Management Information System (JOMIS) database by on August 18, 2008 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.

**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 proportion of juveniles with at least one case (a criminal charge in a report from law enforcement alleging a juvenile perpetrator) diverted from the formal court process remained high, at 78%.



**Percentage of Juveniles with at Least one Case Diverted from the Formal Justice System, FY06-FY08**

Fiscal Year	YTD Total
FY 2008	78%
FY 2007	75%
FY 2006	71%

**Analysis of results and challenges:** Diversion refers to the process of managing juveniles cases through non-court processes, such as non-court adjustments, informal probation, referral to community panels such as youth court, or dismissals. Diversion serves a number of important, valuable purposes. It helps low-risk juveniles who are unlikely to re-offend avoid the stigma and needless harm that can result from delinquency adjudication. Diversion can provide opportunities for community partners and victims to take more active roles in handling low-risk juvenile offenders. Diversion processes reduce burdens on the court system, who otherwise would find it impossible to adjudicate every offender referred to them. 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 FY08 2,922 (78%) of 3,728 juveniles referred to the Division had at least one of their charges managed through non-formal court processes. The percentage increased slightly compared with FY06 and FY07 results, but because this is only the third time the Division has considered this measure, the improvement may be due to refinements in recordkeeping, datagathering, and analysis.

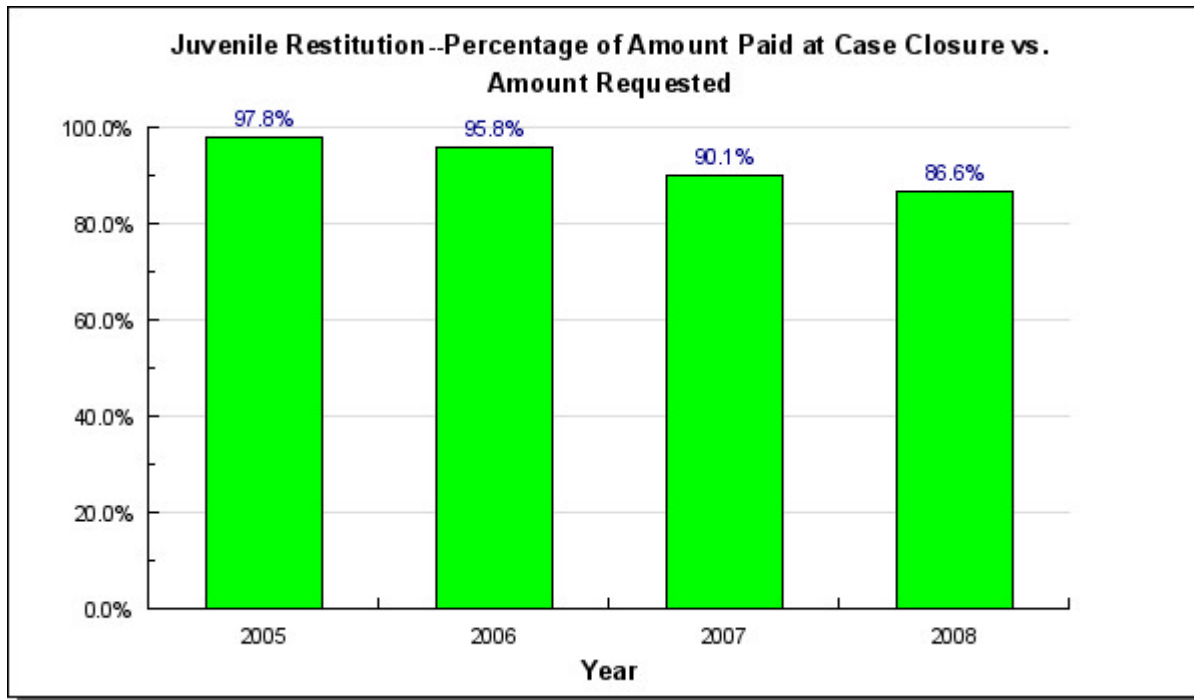
Note: For this measure, youth are considered to have been diverted away from the formal court system if the intake decision for their delinquency referrals resulted in at least one charge within the referral being adjusted, dismissed,



placed on informal probation, or forwarded to a community justice panel such as youth court. Referrals that are 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 consideration.

**Target #5:** Improve the ability to collect ordered restitution at the time of case closure to 100% of what was ordered.

**Status #5:** The amount of restitution paid by juvenile offenders by the time their cases close remained high in FY 08, at 86.6%.



**Juvenile Restitution--Percentage of Amount Paid at Case Closure vs. Amount Requested**

Year	% of Amt Ordered
2008	86.6%
2007	90.1%
2006	95.8%
2005	97.8%

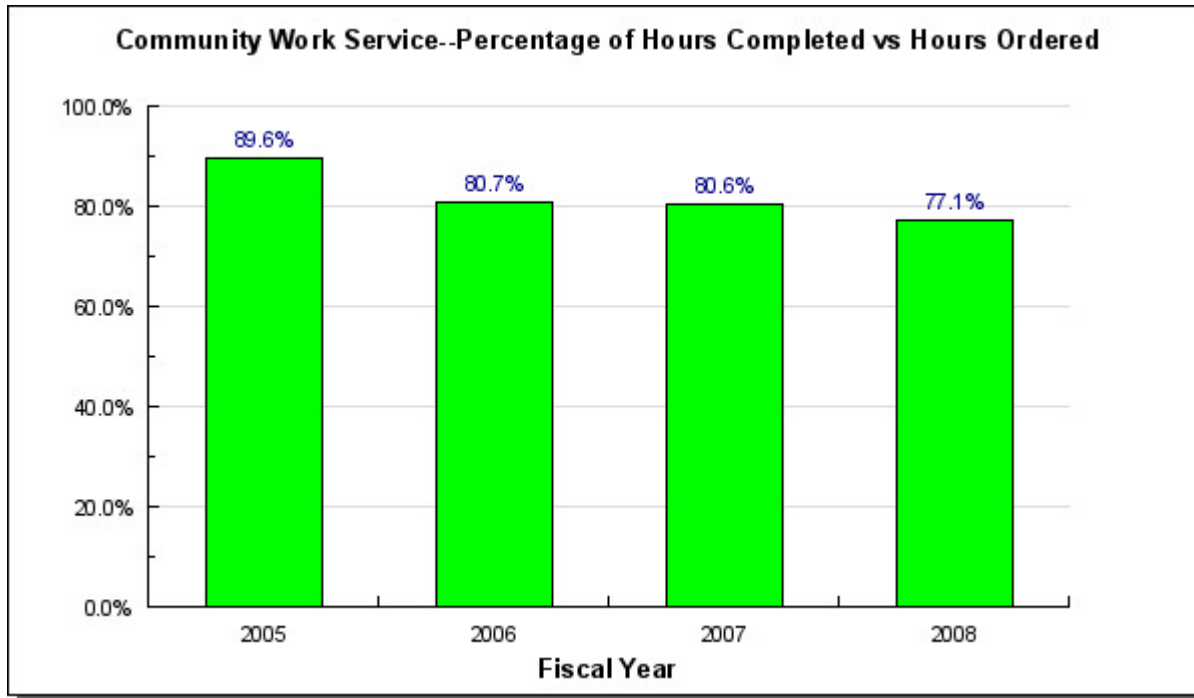
**Analysis of results and challenges:** This measure provides a gauge of the Division's effectiveness in assisting youths in their efforts to make reparations to those impacted by their criminal behavior. Juvenile probation officers are responsible for ordering and monitoring payments made outside the formal court system. Restitutions assigned through informal procedures are included in this measure, as are assignments of Permanent Fund Dividends made by juvenile probation officers. The amount of restitution reported as paid is that amount provided by the youth at the time of case closure. Restitutions tracked and gathered through youth courts and other community diversion programs are not included in this measure. Since January 1, 2002, restitution payments by juveniles who are processed formally through the Alaska Court System have been tracked, collected, and reported by the Alaska Department of Law Collections & Support Unit and those restitution payments are also not included in this analysis.

FY08 marked the second full year that staff have used the Division's Juvenile Offender Management Information System (JOMIS) to record restitution data. This year the Division identified a feature of the database which inadvertently led many staff to under-report the amount of restitution paid by clients. While staff attempted to correct this data in time for this report, this issue may be responsible for the slight decrease noted in the restitution collection rates for FY08. This incident has illustrated the need for better quality assurance and training for staff who work with JOMIS, a need the Division hopes to address in the coming fiscal year.

Note: FY06-08 data for this measure was retrieved from the JOMIS report, "Statewide Summary Restitution Report," on August 19, 2008. This data is continually refined and corrected and numbers in future reports may change slightly.

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

**Status #6:** The percentage of hours of community work service completed by juveniles in FY08 remained relatively consistent with that noted in previous years, at 77.1%.



**Community Work Service--Percentage of Hours Completed vs Hours Ordered**

Fiscal Year	Percentage
FY 2008	77.1%
FY 2007	80.6%
FY 2006	80.7%
FY 2005	89.6%

**Analysis of results and challenges:** Community work service is a way for juveniles to repair harm caused to those impacted by juvenile crime. The record of community work service must have been closed in the target fiscal year to be included in this measure. 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.

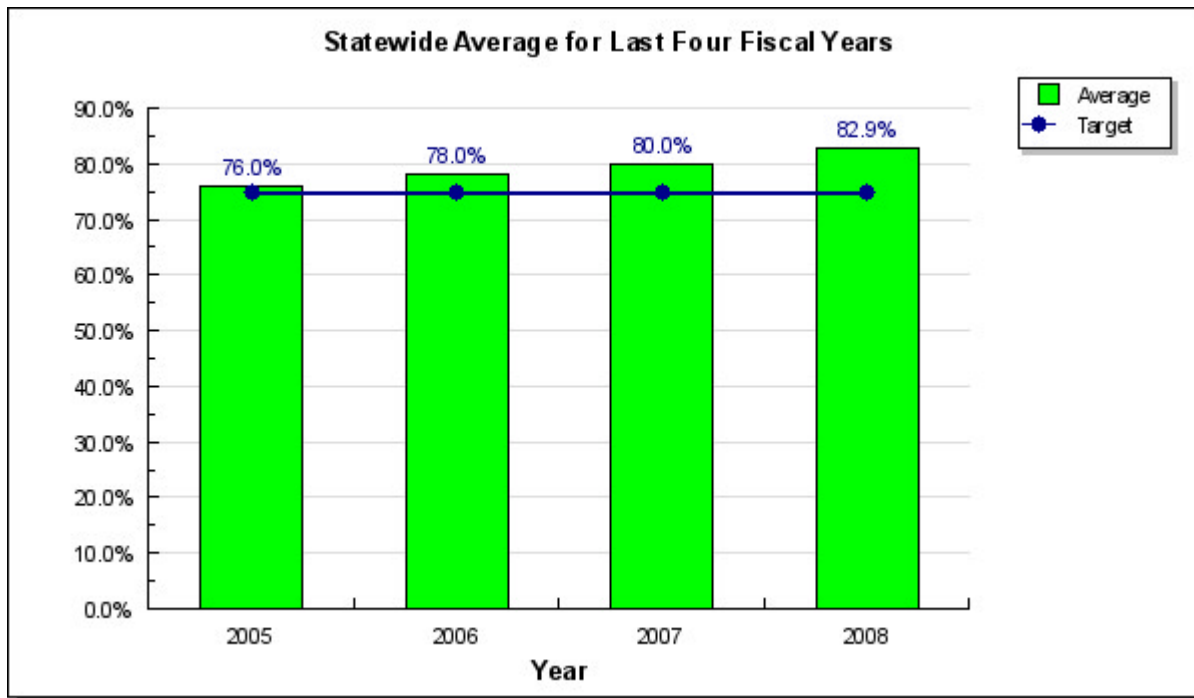
This year the Division identified a feature of the Juvenile Offender Management Information System (JOMIS) which inadvertently led many staff to under-report the amount of community work service completed by juveniles. While staff worked to correct this data in time for this report, this technical issue may have been responsible for the slight decrease noted in the community work service completion rates for FY08. This incident has illustrated the need for better quality assurance and training for staff who work with JOMIS, a need the Division hopes to address in the coming fiscal year.

Note: Data for this measure for FY06-FY08 was retrieved from the JOMIS report, "Statewide Summary Community Work Service Report," on August 20, 2008. This data is continually refined and corrected and numbers in future reports may change slightly.

**A1: Strategy - Strategy 1a: Improve the timeliness of response to juvenile offenses.**

**Target #1:** Seventy-five 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 average time it took juvenile justice staff to respond to reports from law enforcement of juvenile activity continued to improve, with 82.9% of reports responded to within 30 days.



**Statewide Average for Last Four Fiscal Years**

Year	Average	Target
2008	82.9%	75%
2007	80%	75%
2006	78%	75%
2005	76%	75%

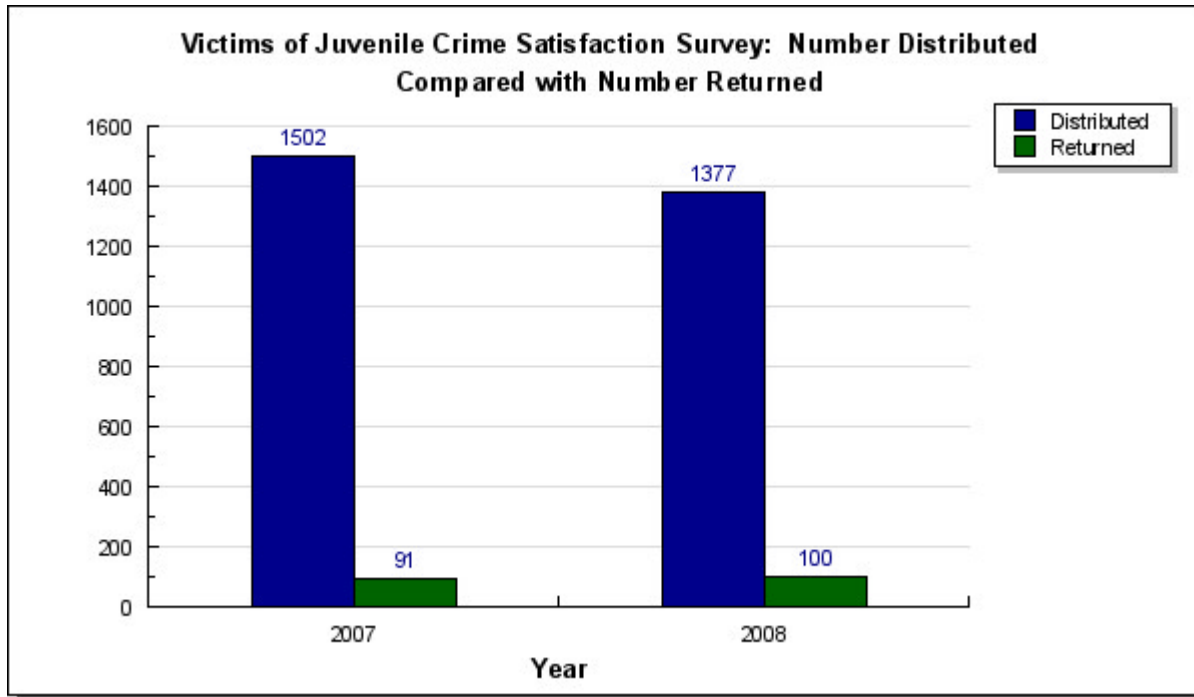
**Analysis of results and challenges:** This measure enables the Division to monitor the percentage of cases that receive an active response within the target response time of 30 days. An active response is defined by the Division as one of three possible actions by staff to deal with the delinquency report (see note below). Research indicates that in order to be effective, responses to juvenile crime must be timely and appropriate to the level of the offense. The statewide average percentage of referrals that received a response within 30 days was 82.9%, exceeding the goal of 75%, as illustrated in the chart. The average response time in FY08 was 18.2 days, a steady and continuous improvement from prior years. The Division is able to provide information on response time through a streamlined procedure in the Juvenile Offender Management Information System (JOMIS).

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 forwarding it 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 - Strategy 1b: Improve the satisfaction of victims of juvenile crime.**

**Target #1:** To monitor and improve victims' satisfaction with juvenile justice services.

**Status #1:** The Division of Juvenile Justice distributed 1,377 surveys to victims of juvenile crime in FY08 and 100 (7.26%) were returned by August 25, 2008.



**Victims of Juvenile Crime Satisfaction Survey: Number Distributed Compared with Number Returned**

Year	Distributed	Returned	Percentage Returned
2008	1377	100	7.3%
2007	1502	91	6.1%

**Analysis of results and challenges:** Promoting the safety and restoration of the victims of juvenile crime is a critical component of the mission of the Division of Juvenile Justice. Division policies, reflecting Alaska statute, afford victims number of rights in the process of handling delinquency cases. Division staff notify victims when juvenile delinquency matters come to their attention, and they keep victims informed as their cases proceed through the juvenile justice process.

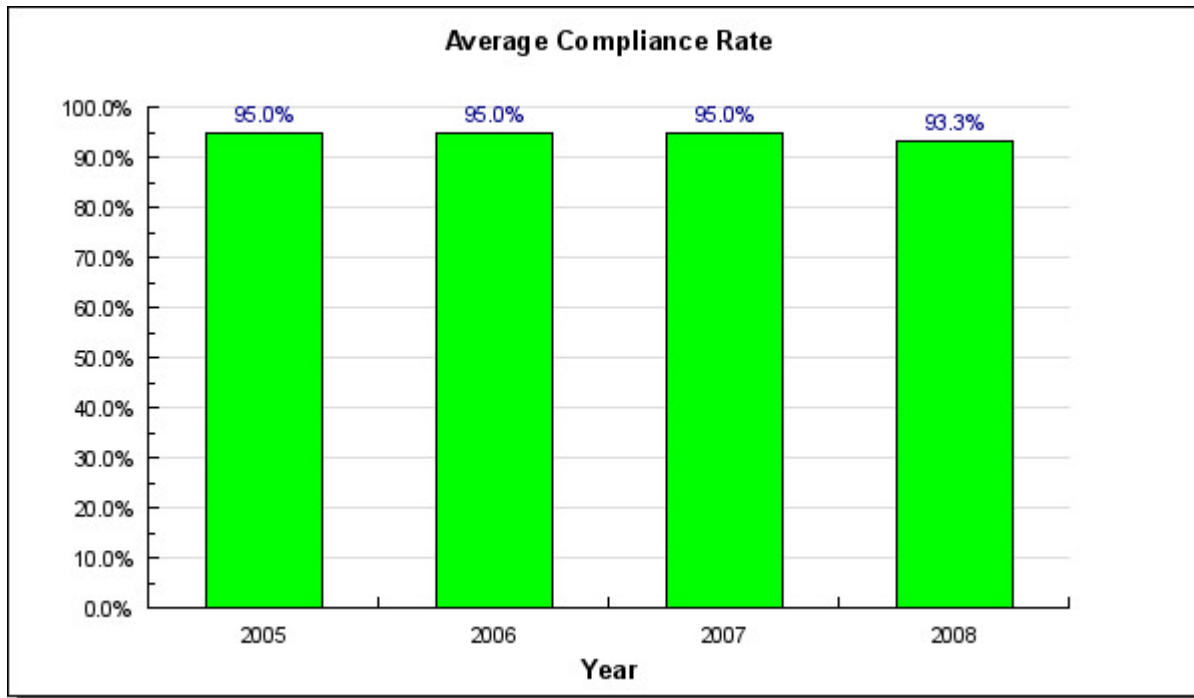
In an effort to determine the Division's effectiveness in providing support and information to victims, the Division worked with the DHSS IT Section to develop a victim's satisfaction survey. The first round of these surveys was distributed in FY07, with 1502 surveys distributed and 91 returned, for a response rate of 6.06%; the response rate for the 1,377 surveys distributed and returned in FY08 was 7.26%.

The survey has been valuable in that it has provided, to those who responded to it, a means for the Division to answer additional questions or provide additional information on a case to victims. However, the low response rate prevents the Division from drawing any conclusions about its effectiveness in providing services to victims. The low response rate appears due, in part, to incomplete contact information provided to law enforcement by the victims themselves, resulting in hundreds of the surveys being returned as undeliverable. The survey, which consists of 15 multiple-choice or short-answer questions, may also have been too long for some respondents to take the time to complete. In FY09 the Division intends to re-examine the survey's format and purposes and anticipates changes to the survey in the coming year.

**A3: 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:** All field probation units will achieve an average of 95% compliance with all probation audit standards for each one-year period measured.

**Status #1:** Juvenile probation officers in Alaska again demonstrated a high degree of consistency in meeting expectations for thorough case work. Audits of client files demonstrated an average 93.3% compliance rate in FY08, as compared to 95% in previous years.



*Methodology:*

#### Average Compliance Rate

Year	Average
2008	93.3
2007	95%
2006	95%
2005	95%

**Analysis of results and challenges:** This measure monitors the Division's success in achieving compliance with casework expectations for juvenile probation officers as specified in the DJJ Field Probation Policy and Procedure Manual. Supervisory audits of each probation officer's caseload were conducted on a trimesterly basis. A representative sample of each officers' caseload is audited, and the results used as a constructive means to assess an officer's performance in carrying out the required duties of the position and to ensure the delivery of appropriate services to each client. The Division is continuing to examine the format and method used to conduct audits of probation casework, to attempt to make these audits an even more useful tool in determining the quality of juvenile probation officers' work.

## Key RDU Challenges

### 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 arctic climate at the Bethel Facility to the damp climate of southeast at the Johnson Youth Center. Severe overcrowding for probation staff remains a serious concern at both

the Bethel Youth Facility and the Johnson Youth Center. In Bethel, probation officers often share single-person offices, 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. Both the Johnson Youth Center and the Fairbanks Youth Facility are plagued with problems with those buildings that need to be addressed.

In the summer of 2007, a study was commissioned to identify significant safety and security breaches within the four oldest facilities. The study has recommended the need to renovate several areas of each of the four facilities. The department's plan for addressing the safety and security spans a six year period, if funding requests are approved. The first of four phases for the McLaughlin Youth Center renovation was approved with the FY2009 capital budget. The division is working to obtain funding for Phase I for the Johnson Youth Center in FY2010.

#### Safety and Security Staffing Needs:

Several of the division's juvenile facilities still lack sufficient permanent staffing to provide levels of supervision necessary to ensure the safety, security, and habilitation of the youth. Without enough staff to engage youth in productive activities that can aid in their habilitation, residents spend too much time in idle, unproductive activity, alone in their rooms. Without adequate permanent staff to provide minimum levels of safety and security, facilities make frequent use of non-permanent staff as a means of filling the gaps in supervision. As a result, the division pays for more non-permanent employees and more overtime for current staff than is necessary. Currently, we are in the third year of a ten-year plan to bring all of our facilities to full staffing.

#### Recruitment:

Recruitment of professional staff has become a key challenge as the division's workforce ages and long-term staff retire from State service. In the past few years, the division has experienced a significant turnover in several key leadership positions, including facility superintendents, regional probation managers, district probation supervisory positions, several long time probation officers and critical positions in the Director's office. The ability to attract qualified applicants to these positions has become increasingly difficult due to noncompetitive benefits and salaries. This has been a particularly significant issue for rural offices. The superintendent position at the Ketchikan Regional Youth Facility has remained vacant for over a year. The division is hopeful to fill this vacancy sometime during FY2009.

### **Significant Changes in Results to be Delivered in FY2010**

In FY2010 the division will begin the work of realizing the goals and objectives set out in a strategic planning process begun in FY2008 and 2009. Among the goals of the plan are to explore improvements in program services for juvenile offenders and their families, and better support for the victims of juvenile crime. The program services component of the strategic plan also will seek ways to improve transitional services for juveniles returning to their home communities after a period of out-of-home secure or residential care. Other components of the strategic plan seek to improve partnerships with community organizations and expand vocational and other skill-building opportunities for youth and to improve the administrative functions of the Division, such as through better training, communications, and employee recruitment and retention.

The Division of Juvenile Justice expects to have improved substance abuse prevention and intervention programming in place in its secure facilities in FY2010, thanks to an evaluation of existing programs launched in FY2009 by Division mental health clinicians in collaboration with the Division of Behavioral Health and an Anchorage-based substance abuse services provider. The group will examine the services offered in the Division's youth facilities and local communities, research best practices, and provide recommendations that will likely be realized as service improvements in FY2010.

In FY2010 staff at a majority of the division's youth facilities will have completed training in "Strength-based Practices," a nationally acclaimed approach toward working with juveniles that is associated with positive outcomes for juveniles, their families, and the juvenile justice staff that work with them. One aspect of this approach is the use of a "youth competency assessment" that helps staff identify the strengths of each youth assessed, and encourages staff to use these results to develop services and programming that can help youths use their strengths to achieve greater success in school, with their families, and in their communities.

Two studies of the division's work practices are expected to be completed in early FY2010. First, the University of Alaska-Anchorage Justice Center is expected to complete a study of Juvenile Probation Services workloads. This study may result in recommendations that staff be reallocated to different offices or that probation staffing levels be increased or reduced. A second study, conducted through technical assistance from the U.S. Office of Juvenile Justice and Delinquency Prevention, will examine the training that the Division provides to probation and facility staff and how these might be improved based on research and best practices.

In 2009 the Alaska Legislature is expected to pass a bill to adopt the new Interstate Compact for Juveniles, which will significantly increase the workload and expectations for management of juveniles traveling between states in FY2010 and beyond. Passage of the bill is expected to include funding that enables the creation of a new Alaskan commission that oversees compact operations and creates a new position to manage the commission, and assists with travel by juveniles to and from Alaska.

## **Major RDU Accomplishments in 2008**

The Division of Juvenile Justice continued to develop and refine its systemic improvement efforts geared toward improving services and adopting a best-practice approach to juvenile justice to improve juvenile and system outcomes. Specific accomplishments include:

### Attention to the Mental Health Needs of Alaska's Juveniles:

Division staff continued efforts geared toward entering diagnostic information about juveniles under supervision and in placements to document a complete understanding of behavioral health issues among youth. Division staff worked hard throughout FY2008 to develop a comprehensive, statewide Suicide Prevention Policy and Procedure for facilities. Further, the mental health clinical team developed a comprehensive suicide prevention training program for staff. Through these efforts, the Division increased suicide prevention, assessment, and intervention policies and procedures. The Division also continued a partnership with the Alaska Mental Health Trust Authority to increase and improve mental health clinician services for juveniles. Nine mental health clinicians are now based in juvenile facilities around the state where they can work with division staff, close to the families of the youth they serve. The Legislature funded three additional mental health clinical positions for FY2009, which will result in each secure juvenile institution having at least a half-time clinician. Through Bring the Kids Home funding, the Division was able to bring rural families to the facilities to participate in family counseling with their youth. Clinicians from two facilities also traveled to rural villages to work with the families and their youth who were transitioning home.

### Improved Quality Assurance:

The division moved closer to its goal of developing a fully-staffed quality assurance unit by acquiring a Research Analyst IV position and filling it during FY2008. This left the Research Analyst III position vacant, but the division filled that position in early FY2009. The division has reassigned an existing position to take on more quality assurance oversight activities. Improved data analysis and quality assurance oversight will help ensure that the division's system improvement efforts, such as the implementation of new assessment tools and processes, are well-managed and that the division is learning from the data--translating data into knowledge and into effective action.

### Collaboration with Various Department and Community Agencies:

The division continues to work on collaborating with other agencies to provide wraparound services for the youth we serve.

- The Joint Management Team has been expanded to include the Division of Behavioral Health, Office of Children's Services and the Division of Juvenile Justice. During FY2009, the Division of Public Assistance will become part of that team. 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 Mental Health Integrated Plan for the department.
- The Reclaiming Futures Project in Anchorage has been a successful collaboration with the court system and Volunteers of America.

### Continued Participation in the Performance-based Standards System:

All of the facilities continue to participate successfully in the national quality assurance program Performance-based Standards.

Development and Implementation of the Suicide Policy and Procedure:

A significant accomplishment this year is the development and implementation of a statewide policy on suicide prevention and intervention. In June of 2007, Division of Juvenile Justice senior managers and mental health clinicians participated in training with national expert Lindsay Hayes. Following that training the statewide policy was developed and, using the Performance-based Standards (PbS) Facility Improvement Plan format, implemented by all facilities in the division. This policy is now operational at all of the facilities, providing an increased level of assessment, supervision, review, communication, training, and response to those youth at high risk for suicidal behavior.

Development of Juvenile Offender Management Information System (JOMIS) Phase II:

Since its introduction in 2003 JOMIS has become an integral aspect of Division operations, serving as the division's primary record-keeping, case management, and database tool. Both division staff and justice partners have come to rely on JOMIS, and identified areas for improvement, including moving the system to a web-based platform. That process began in FY2008 and continues. Implementation of the web-based system is expected mid-way through FY2009.

Strategic Planning:

The division's senior managers met in May 2008 and began work on a strategic planning process. During FY2009 we will work to prioritize the goals, objectives and activities related to the plan. As the plan is solidified and tasks prioritized, we will have a better understanding of any additional resources needed to support that plan and the effects of the plan on future changes to the Division's programs and operations.

### Contact Information

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**Juvenile Justice  
RDU Financial Summary by Component**

*All dollars shown in thousands*

	FY2008 Actuals				FY2009 Management Plan				FY2010 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
<b>Formula Expenditures</b> None.												
<b>Non-Formula Expenditures</b>												
McLaughlin Youth Center	14,287.0	0.6	469.5	14,757.1	16,102.6	1.0	587.5	16,691.1	16,627.9	1.0	571.2	17,200.1
Mat-Su Youth Facility	1,909.7	0.0	33.7	1,943.4	1,930.2	0.5	35.0	1,965.7	1,974.6	0.5	35.0	2,010.1
Kenai Peninsula Youth Facility	1,645.5	0.3	20.7	1,666.5	1,599.2	1.0	35.0	1,635.2	1,635.7	1.0	35.0	1,671.7
Fairbanks Youth Facility	3,851.6	34.2	83.1	3,968.9	4,011.6	57.0	89.8	4,158.4	4,367.8	58.6	89.8	4,516.2
Bethel Youth Facility	3,068.6	0.0	36.5	3,105.1	3,330.2	3.0	48.3	3,381.5	3,508.3	3.0	48.3	3,559.6
Nome Youth Facility	2,124.4	0.4	0.0	2,124.8	2,228.5	2.0	0.0	2,230.5	2,381.7	2.0	0.0	2,383.7
Johnson Youth Center	3,040.5	11.0	57.1	3,108.6	3,192.1	50.6	78.1	3,320.8	3,340.8	52.2	78.1	3,471.1
Ketchikan Regional Yth Facility	1,320.2	22.0	16.0	1,358.2	1,507.3	38.0	22.7	1,568.0	1,544.0	38.0	28.5	1,610.5
Probation Services	10,851.2	404.1	851.5	12,106.8	12,217.7	550.7	275.6	13,044.0	12,560.0	550.7	175.6	13,286.3
Delinquency Prevention	0.1	1,195.1	33.6	1,228.8	0.0	1,734.8	30.0	1,764.8	0.0	1,734.8	30.0	1,764.8
Youth Courts	272.1	221.8	0.0	493.9	279.5	568.5	0.0	848.0	279.5	568.5	0.0	848.0
<b>Totals</b>	<b>42,370.9</b>	<b>1,889.5</b>	<b>1,601.7</b>	<b>45,862.1</b>	<b>46,398.9</b>	<b>3,007.1</b>	<b>1,202.0</b>	<b>50,608.0</b>	<b>48,220.3</b>	<b>3,010.3</b>	<b>1,091.5</b>	<b>52,322.1</b>

**Juvenile Justice**  
**Summary of RDU Budget Changes by Component**  
**From FY2009 Management Plan to FY2010 Governor**

*All dollars shown in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2009 Management Plan</b>	<b>46,398.9</b>	<b>3,007.1</b>	<b>1,202.0</b>	<b>50,608.0</b>
<b>Adjustments which will continue current level of service:</b>				
-McLaughlin Youth Center	86.8	0.0	-205.5	-118.7
-Mat-Su Youth Facility	44.4	0.0	0.0	44.4
-Kenai Peninsula Youth Facility	36.5	0.0	0.0	36.5
-Fairbanks Youth Facility	92.0	1.6	0.0	93.6
-Bethel Youth Facility	79.4	0.0	0.0	79.4
-Nome Youth Facility	53.2	0.0	0.0	53.2
-Johnson Youth Center	73.5	1.6	0.0	75.1
-Ketchikan Regional Yth Facility	36.7	0.0	5.8	42.5
-Probation Services	68.7	0.0	0.0	68.7
<b>Proposed budget decreases:</b>				
-Probation Services	0.0	0.0	-100.0	-100.0
<b>Proposed budget increases:</b>				
-McLaughlin Youth Center	438.5	0.0	189.2	627.7
-Fairbanks Youth Facility	264.2	0.0	0.0	264.2
-Bethel Youth Facility	98.7	0.0	0.0	98.7
-Nome Youth Facility	100.0	0.0	0.0	100.0
-Johnson Youth Center	75.2	0.0	0.0	75.2
-Probation Services	273.6	0.0	0.0	273.6
<b>FY2010 Governor</b>	<b>48,220.3</b>	<b>3,010.3</b>	<b>1,091.5</b>	<b>52,322.1</b>