

**SCOTT COUNTY JUVENILE  
DETENTION CENTER**

**ANNUAL REPORT**

**FISCAL YEAR 2010  
JULY 1, 2009--JUNE 30, 2010**

**DIRECTOR - Jeremy Kaiser**

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# **DETENTION CENTER TEAM**

**DIRECTOR**                      Jeremy Kaiser

**SHIFT LEADERS**                Casey Smith  
Barbara Walton

**YOUTH SUPERVISORS**

- Kenneth Ashby
- David Bonde
- Jacqueline Chatman
- Dave Donohoo
- Jeff Douglas
- Alvin Edgeworth
- Neika Harms
- Jessica Hankins
- Oscar Hubert
- Jennifer Kargl
- Jeff Lykam
- Harlee Miller
- Denise Reed
- Reina Reyes
- Anisha Robinson
- Richard Shepard
- Jessica Skelton
- Eric West

## **AREA EDUCATION AGENCY STAFF**

**TEACHERS**                      Bob Bosco and Gene Conrad

**PARA-EDUCATORS**            Rose Roe and Christy Smith

**SOCIAL WOKERS**                Stephanie Doubet

## **A. BACKGROUND**

This report details the Juvenile Detention Center's (here after referred to as the Center programs and operations, from July 1, 2009 to June 30, 2010.

The Center opened on December 1, 1980. It serves as a short term, secure placement for youth under the age of eighteen. Any youth that reaches the age of eighteen during their confinement in the Center must be transferred to an adult facility.

Through security is the paramount concern, the Center does not maintain control simply through the use of security hardware. Rather, involvement between youth and staff is an important behavior management tool. The Center does not profess to be a treatment program; however, staff provide individual care treatment planning, crisis counseling, living skills training and supervised recreational activities. Detention staff consider the Center to be an integral component to the larger Juvenile Justice/Treatment system. A year-round school program is operated under the auspices of the Area Educational Agency.

A youth may be placed in a juvenile detention center if he/she has committed a serious criminal act. In most situations this criminal activity would be classified as a felony or an aggravated misdemeanor if committed by an adult. The commission of a criminal act, however, is not the only criteria sufficient to require detainment. One or more of the following conditions also must be present:

1. The youth is "wanted" by another state for the commission of a criminal act.
2. The youth is on probation/parole and has violated the conditions of same.
3. The youth has absconded from a training school, a detention center, or a correctional institution.
4. The youth has committed a serious delinquent act and is at risk of:
  - a. Absconding
  - b. Harm to others
  - c. Damaging property.

Although the Center is operated by Scott County, it receives referrals from several counties in Eastern Iowa and Western Illinois (Quad Cities). At present, ten detention centers are operating in the State of Iowa—Linn County (Cedar Rapids ), Dubuque County (Dubuque), Polk County (Des Moines) , Woodbury County (Sioux City), North Iowa (Waterloo), Northwest Iowa (Cherokee), Southwest Iowa (Council Bluffs), Scott County (Davenport), South Iowa (Fairfield), Central Iowa (Eldora).

## **B. PROGRAM PHILOSOPHY**

The Center's structure provides more than short-term confinement. The philosophy is to challenge youth to take responsibility for the thinking/behavioral patterns that brought about their placement, and to explore areas of growth and change needed to assure that they will not be detained again. While staff is aware of the limitations that the Center's brief "Average Length of Stay" places on it's best attempts to meaningfully impact residents, it is hoped that through community collaboration and an intensive staff training program, real progress will be made with each young person.

Development of a rapport between staff and residents is key to creating an environment conducive to positive change. Because of this rapport, the Center has managed the behavior of youth found to be extremely recalcitrant in other environments. The involvement between staff and residents also helps reduce the frustration and anxiety felt by youth. Although the Center is not a treatment program, staff members view detention as a very important component in this Juvenile Justice/Treatment System. Because this system strives to reduce juvenile crime by actively engaging youthful offenders at all points of contact, staff members are determined to seize every opportunity to positively impact the residents.

In an effort to make use of community resources, a Speaker's Bureau has been established and guest speakers from several agencies have volunteered to facilitate group discussions on issues ranging from gang education to the prevention of sexually transmitted diseases. A clinician from the Vera French Community Mental Health Center consults and trains staff in a myriad of issues in order to enhance the services provided by the Center. Since a majority of the youth detained at the Center will be transferred to treatment programs, the Center's structure attempts to address the negative thinking and behavioral patterns that have sabotaged past efforts to promote positive change. This approach allows for a rudimentary preparation for youth facing the structure found in treatment programs.

### C. **PROGRAM COMPONENTS**

The structure of the Center consists of a hybrid of Behavior Modification and Cognitive Restructuring. All residents enter the Center on Orientation Level and must learn program rules, complete self assessment/writing assignments to progress to Blue, Green and ultimately Gold Level. Consequences for negative behaviors progress from a verbal warning, to room time, to a drop in the student's level in the Center's Program, and finally isolation in the control room for serious cases of disruptive or uncontrollable behaviors. Negative consequences are not intended to be personalized or excessively punitive, but rather a learning process where the youth can learn socially acceptable behaviors.

The components that comprise the behavior management program are:

- a. Educational Services
- b. Crisis Counseling
- c. Recreational Activities
- d. Testing and Evaluation
- e. Living Skills Activities
- f. Strengths/Resource Self Assessment
- g. Realistic Success Planning
- h. Testing for Sexually Transmitted Diseases (done on a voluntary basis)

Education is the most highly structured of these program components. This service is provided by the Mississippi Bend Area Education Agency. The Center school is fully accredited and is taught by a certified teacher. The Center teacher initially tests all youth in mathematics and reading to assess their level of ability. In addition, education and social histories are obtained to assist in the determination of an appropriate level of competency. After the initial assessments the teacher has three options:

1. If the youth is currently enrolled in a school system, the teacher will communicate with the appropriate person(s) to obtain current assignments. The youth will be expected to continue with regular class assignments as closely as possible given the limitations of the Center.
2. In cases where the youth is not enrolled in a school system, the teacher assigns individualized diagnostics and prescriptive instructional lessons which are consistent with a traditional school curriculum.

3. Youth who will not return to a traditional school environment will be assigned work to prepare them for the GED exam.

The Center observes behavior and supplies reports to juvenile court officers at discharge and on an as-needed basis. In addition to these reports, youth may be evaluated by the staff of the Vera French Mental Health Center upon request of the Juvenile Court. These evaluations are performed in cases where the behavior is somewhat atypical or where the court needs more input to determine an appropriate care plan. In situations where an evaluation is deemed appropriate, the youth is normally confined from thirty to forty-five days.

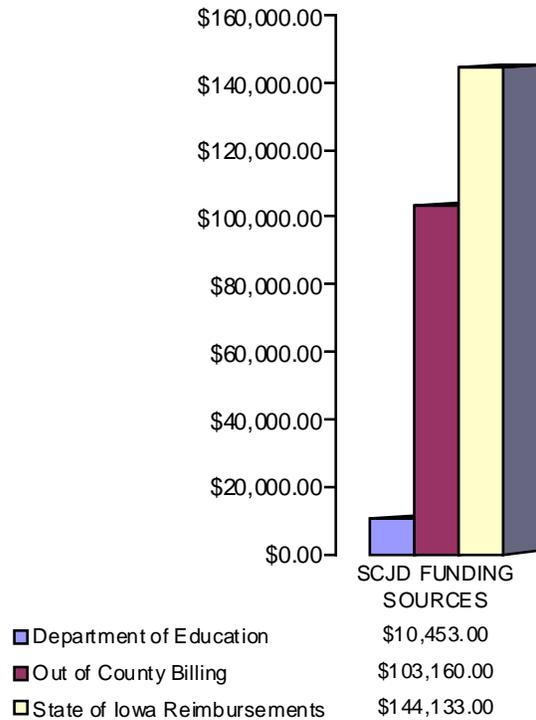
The recreational component is the key to the staff-resident involvement. Staff members interact with the youth in a variety of activities. Many of the activities are intended to promote physical fitness, other activities to enhance creativity. In addition to Center staff, the Center utilizes both practicum students and volunteers to interact with youth in various recreational activities.

**D. EXPENDITURES /REVENUES**

Total expenditures for Fiscal Year 2010 were \$929,409. In addition to Scott County funding, the Center received revenue from the following sources:

1. Department of Education

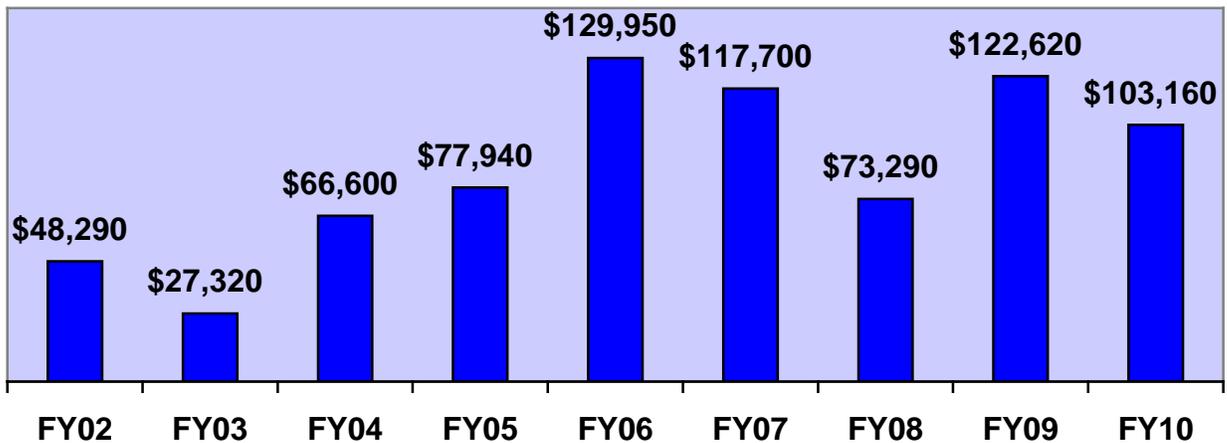
This money is a combination of state and federal monies that are partial reimbursements for breakfast and lunch meals. Total reimbursement received in FY10 was \$10,453.59.



2. Out of County Funding

Youth from other jurisdictions may be placed in the Center; however, the committing jurisdiction must pay a per diem. For counties within Seventh Judicial District the charge is \$140.00 per day. Counties outside of this district must pay \$150.00. This funding source will continue to do well as long as there is sufficient bed space at the Center to accommodate surrounding counties within the Seventh Judicial District. The Center also continues to have an agreement with Rock Island County, in which Scott County will house residents for the out of district rate of \$150.00 per day. As the graph illustrates below, Out of County revenues have been variable over the past 8 years.

**Out of County Revenue over the Past 9 years**



3. State of Iowa Revenues

State of Iowa reimbursement for the year was: \$144,134. This revenue is from the first offender OMVUI fines, and is reimbursed based on the Center's operating budget for the previous fiscal year. During the past year, a great deal of work was done by the Iowa Juvenile Detention Association to keep reimbursements ranging from 22% to 24% of our operating budgets. Iowa Code states that Detention Centers be reimbursed at rates ranging from 10% to 50% of their operating budgets. The fund has increased during recent years and Iowa detention centers have seen small increases in the amount of reimbursement each year. The threat to this reimbursement at the present time is that the Department of Transportation is advocating that this funding stream be moved to the general fund. If this happens, detention centers will be more susceptible to budget cuts from the state level. The Department of Transportation was unable to get the funding stream changed during the last legislative session, but we believe they will continue work towards this goal in upcoming years.

During the last fiscal year, the Iowa Juvenile Detention Association voted to retain a lobbyist for fiscal year 2010 to work on behalf of the Association and to ensure that this funding stream stays protected.

## E. LEAN

Following the lead of Scott County Administration and various other departments within the county, the Juvenile Detention Center conducted an evaluation to determine what processes and operations could be made more efficient and less costly in FY10 and beyond. Staffing patterns, food costs, and the Juvenile Intake system were evaluated and improvements to the processes were implemented.

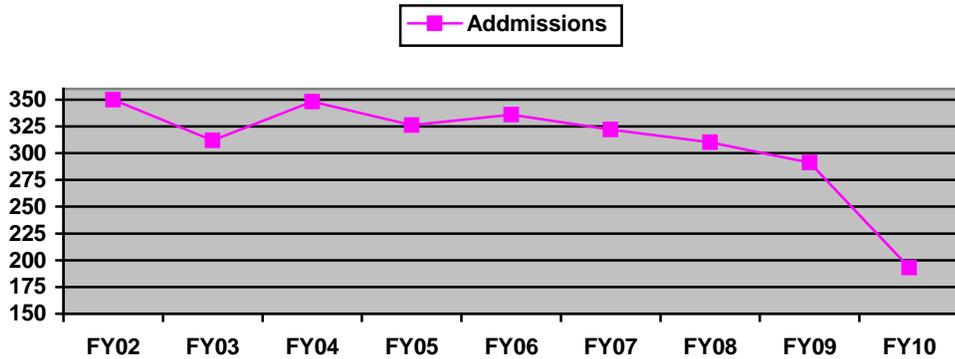
1. Staffing patterns- In October of 2009, the staff schedule was reviewed by the director, supervisors, and line staff to determine what would make it as efficient as possible without sacrificing the safety of staff or residents. In November 2009, a new staff schedule was developed. The new staff scheduled optimized staff resources by reducing over-lapping shifts, which in turn reduced the reliance on part time staff members. The new schedule kept State-regulated staff-to-client ratios in-tact, meanwhile spreading out full time staff. The new schedule was implemented half way through the fiscal year beginning on January 1<sup>st</sup>, 2010. Along with some creative allocation of staffing resources, the new schedule resulted in a significant financial savings to the County. In fact, in the final 6 months of FY10, the Center used 1137.75 hours less than the final six months of FY09 for a savings of over \$18,000.
2. Food Costs – In September of 2009 the process of food service performed by detention youth supervisors was reviewed in order to determine if there was less costly ways to provide nutritional meals to residents. In October of 2009, staff implemented new regulations of food service in order to reduce costs which include: limiting portion sizes and buying more economical products, etc.). The result of these new regulations was a decrease in spending of about 50 cents per resident, per day on food. In FY10, due to the decrease in residents and new food regulations, the center spent \$11,000 less on groceries than in FY09.

In the spring of 2010, the Juvenile Detention Management team obtained bids from two different food suppliers and compared them to the current food supplier. Health Enterprises, which is a non-profit food supplier, was able to bid a much lower cost than the other two suppliers. In fact, their bids were about 17% less expensive than the other two vendors without sacrificing service or quality of product. In FY11, the Juvenile Detention Center will begin utilizing Health Enterprises as its main food supplier for even more food savings.

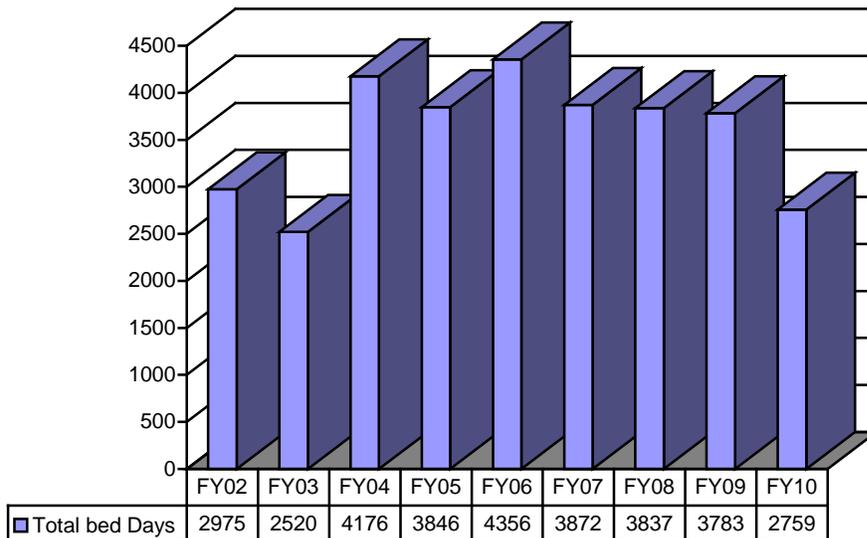
3. Juvenile Intake System- In 2009, the Juvenile Detention Center's intake documentation process and case management systems were reviewed for efficiency and accuracy. After careful review, the decision was made to move from a paper-based system of documentation to a computer-based system. A computer based system was determined to be more efficient, less redundant, and more accurate than the current system. The new system would enable the staff to spend more time interacting with the children because they would be spending less time on documentation. Also, the new system would make it possible to generate reports containing vital data to the successful operation of the Center. The system was completed at the end of the fiscal year and will be implemented in early FY10.

**F. POPULATION DEMOGRAPHICS**

- The Center processed 193 admissions during the 2010 fiscal year. (169 males -24 females). As the graph below demonstrates, the number of admissions per year has been declining over the past nine years, which includes a 44% decrease from FY09 (291 admissions) to FY10 (193 admissions). This can be attributed to a commitment at the state level to reduce the number of juveniles who are exposed to the institutionalization effects of residing in a juvenile detention center.



- Even though admissions to the center decreased by 44% from FY09 to FY10, our total bed days had decreased by only 20% during that time. In FY09 the average daily population was 10 residents and in FY10 the average daily population was 8. This is due to the fact that the average length of stay per resident had increased.
- The average length of stay this fiscal year was 14.3 days. Last year, the average stay was 13 days. This means that the Center is admitting less youth, but keeping them for longer periods of time. This can be attributed to the fact that the children who are in the most need of detainment due to being a danger to the community are being detained appropriately. While children who are at a lower risk are being provided detention alternative services. As the chart below indicates our total number of bed days has been variable over the last nine years with an increase from FY04 through FY09.



4. County of Residence.

Of the 196 admissions, 140 were from Scott County. 45 admissions came from 4 different Iowa counties and there were 11 from out of state.

Scott County	140	Cedar County	1
Clinton County	26	Rock Island County	9
Muscatine County	17	Other - out of state	2
Jackson County	1		

5. Average age

The average age of the youth detained at the Center this fiscal year was 15.5 years. A further breakdown show that the average age of male youth was 15.4 years and female youth was 15.8 years.

6. Ethnic Breakdown

<b>RACE</b>	<b>MALE</b>	<b>FEMALE</b>
Caucasian:	63	14
African American:	86	7
Hispanic:	10	3
Asian/Pacific Is.:	0	0
Native American:	0	0
Multi- racial	13	0

**G. SPECIAL INCIDENTS**

A special incident is a situation that deviates from normal Center routine (i.e. property destructions, acts of physical aggression, recreational injuries, etc.). Last year, the Center had 29 special incidents. This year, the Center had 31 special incidents. Of the 31 incidents, seven incidents required physical restraints.

**H. SHORT TERM PLACEMENTS**

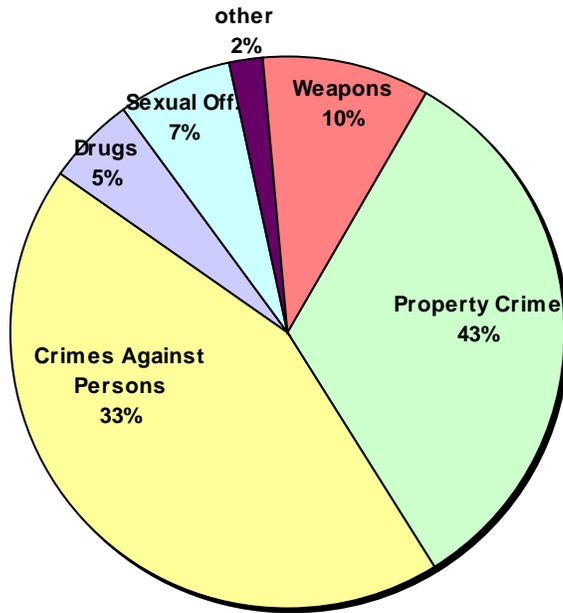
Because of the periodic need for a temporary hold, a policy of “babysitting” exists. In most cases the Center holds a youth until transportation can be arranged to place the youth in a state institution. During the 2010 Fiscal Year, no youth were held under this status.

**I. SUMMARY OF CRIMINAL CODE**

The majority of allegations against detained youth involve felonious acts. Many youth are admitted for multiple allegations of criminal conduct.

As seen by the list of offenses, the youth detained at the Center are detained for involvement in the entire range of criminal conduct. The 195 criminal conduct offenses are listed below by frequency:

Crimes Against persons	64	Sexual Offenses	13
Crimes against property	85	Drug Crimes	10
Weapons charges	19	Other	4



**J. DISPOSITION OF CASES**

The following list represents the placements of residents directly after they had been released from the Center.

- Residents who have been released to Home/ Home with Services, Day Treatment, and Independent Living have been returned to the community with varying degrees of supportive structure.
- Adult Waivers represent residents whose crimes were sufficiently serious, or their age was advanced to such a degree that a Waiver Proceeding was warranted.
- The remainder of cases represents residents who were placed in other detention centers, residential treatment facilities, shelters or situations in which charges have been completely dropped.

In a vast majority of these cases, treatment and/or services were provided in an attempt to decrease the chances of future law or probation violations. In FY08, the Center had a recidivism rate of 61%, 59% in FY09, and the recidivism rate remained steady at 60% for FY10.

Group Foster Care	<b>33</b>
Eldora State Training School	<b>25</b>
Toledo State Training School	<b>6</b>
County Jail/Adult court	<b>13</b>
Home with Services	<b>97</b>
Home with no Services	<b>3</b>
Out of State	<b>11</b>
Shelter Care	<b>1</b>
<b>Total</b>	<b>189</b>

