

SCOTT COUNTY JUVENILE DETENTION CENTER



ANNUAL REPORT

**FISCAL YEAR 2011
JULY 1, 2010--JUNE 30, 2011**

DIRECTOR - JEREMY KAISER

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DETENTION CENTER TEAM

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SHIFT LEADERS Casey Smith
Barbara Walton

YOUTH SUPERVISORS

- Kenneth Ashby
- David Bonde
- Jacqueline Chatman
- Dave Donohoo
- Jeremy Dorsey
- Jeff Douglas
- Alvin Edgeworth
- Neika Harms
- Jessica Hankins
- Oscar Hubert
- Jennifer Kargl
- Jeff Lykam
- Cory McNeer
- 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, 2010 to June 30, 2011.

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 a 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 individual diagnostics and prescriptive instructional lessons which are consistent with a traditional school curriculum.

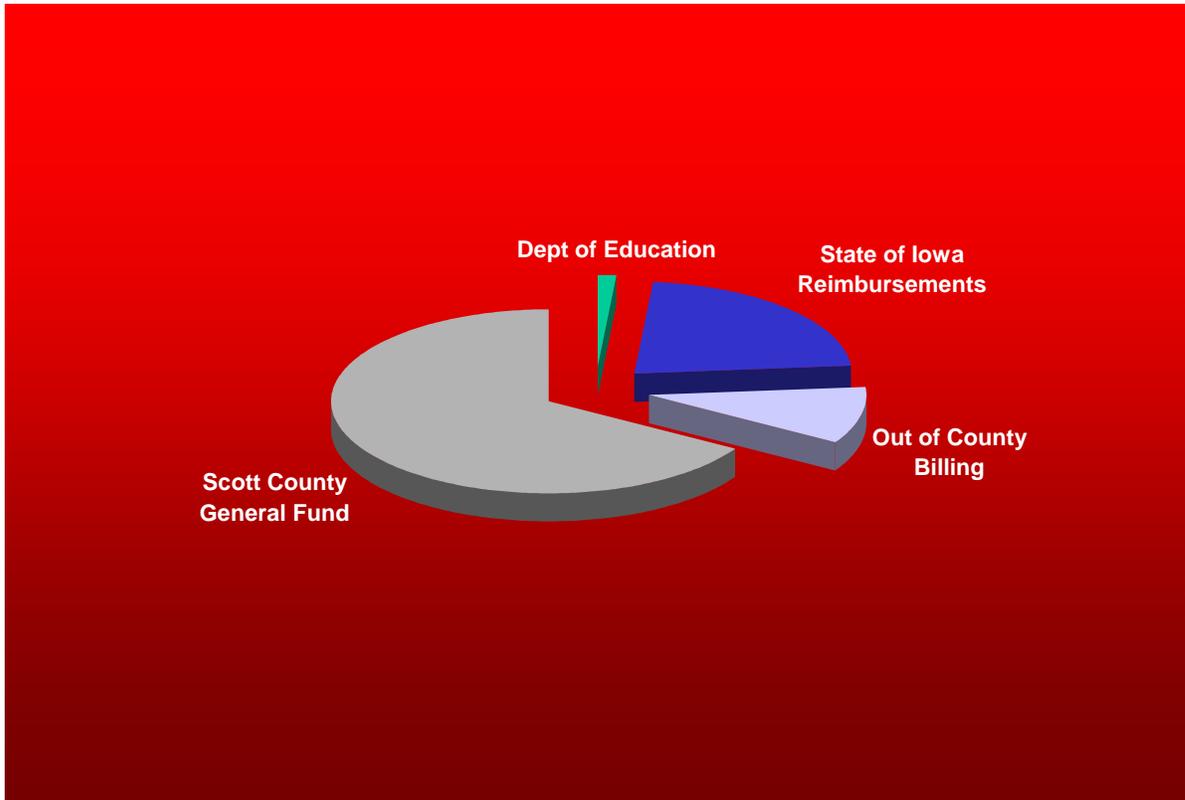
3. Youth who will not return to a traditional school environment will be assigned work to prepare them for the GED exam.

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 2011 were \$957,592. In addition to Scott County funding, the Center received revenue from the Iowa Department of Education, Out of county Funding, and State of Iowa Reimbursements.



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 FY11 was \$13,109.

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. In the last 6 years, Out of County Revenue has been variable as the graph below illustrates. The center has averaged approximately \$107,000 per year in Out of County funding over that time.

Out of County Revenue over past six years



3. State of Iowa Revenues

State of Iowa reimbursement for Fiscal year 2011 was: \$212,056. This revenue is from the first offender OMVUI fines, and is reimbursed based on the Center's operating budget for the previous fiscal year. 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.

During the fiscal year 2010, the Iowa Juvenile Detention Association voted to retain a lobbyist for FY 2011 to work on behalf of the Association and to ensure that this funding stream stays protected.

E. LEAN initiatives

Following the lead of Scott County Administration and various other departments within the county, the Juvenile Detention Center conducted a second (now annual) evaluation to determine what processes and operations could be made more efficient and less costly in FY11 and beyond. Staffing patterns, food costs, and the Juvenile Intake system were evaluated and improvements to the processes were implemented.

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 2010 fiscal year beginning on January 1st, 2010. Along with some creative allocation of staffing resources, the new schedule resulted in immediate financial savings to the County.

The Center has continued to use the schedule through the remainder of 2010 fiscal year and all of Fiscal Year 2011. Prior to implementing the schedule the center averaged using 207 hours per pay period on part time staff. Over the last 18 months the center has averaged using 151 hours per pay period. Since implementation, the new schedule has saved the county over \$38,000 in payroll costs and has saved over \$24,000 during Fiscal year 2011. The schedule will be reviewed at the beginning of FY2012 to determine whether further adjustments can be made to increase efficiency and lower payroll costs.

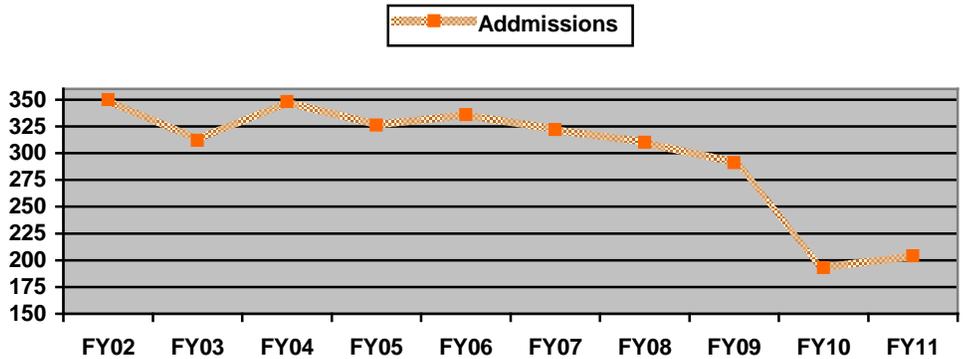
Food Costs – In FY11 the Juvenile Detention Center contracted with Health Enterprises to provide the majority of groceries to the center. Health Enterprises, which is a non-profit food supplier, was able to bid a much lower cost than the other two suppliers who offered bids. In FY11 the Juvenile Detention Center was able to lower grocery costs to \$3.62 per child per day. This was a decrease of \$1.33 per child per day from FY10, in which the center spent \$4.95 per child per day on groceries. The total estimated savings to the center by switching to Health Enterprises over the fiscal year was \$4,480.

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, it was determined that the process of documenting resident admissions, discharges, and various other types of case file information was redundant, unorganized, and inefficient.

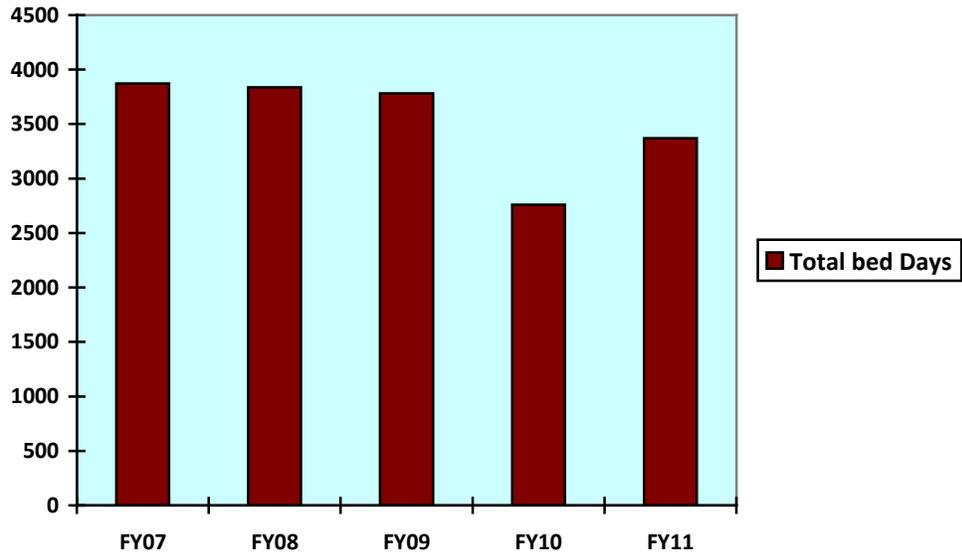
Staff then began a: "Business Workplace LEAN" process improvement event, which subsequently designed a new software program which assists in an improved process flow. By utilizing the software, case file documentation management processes were moved from a paper-based to a computer-based system. This eliminated redundancies, automated data collection and summarization, increased data accuracy, and dramatically improved case file organization. The new system reduced the amount of time staff spend on paperwork and increased the amount of interaction they can spend counseling residents. The new system was implemented at the beginning of FY11. Over the course of the 2011 fiscal year an estimated 227.5 hours of staff time was saved from completing paperwork and reallocated to counseling residents.

F. POPULATION DEMOGRAPHICS

- The Center processed 204 admissions during the 2011 fiscal year. (176 males -28 females). As the graph below demonstrates, the number of admissions per year has decreased over the past ten years, with a small increase this past year. This increase can be attributed to the Detention Center’s willingness to accept more adult waiver juveniles from the jail.



- Even though the number admissions processed have decreased over time, the average population has only slightly decreased. This is due to an increase in average length of stay. In FY09 the average daily population was 10 residents and in FY10 the average daily population was 8. In FY11 however, the average number of residents held each day increased to 9.2 residents per day.
- The average length of stay this fiscal year was 16.5 days. Last year, the average stay was 14.3 days. As the chart below indicates the center’s total number of bed days decreased significantly from FY09 to FY10, however increased during this Fiscal year.



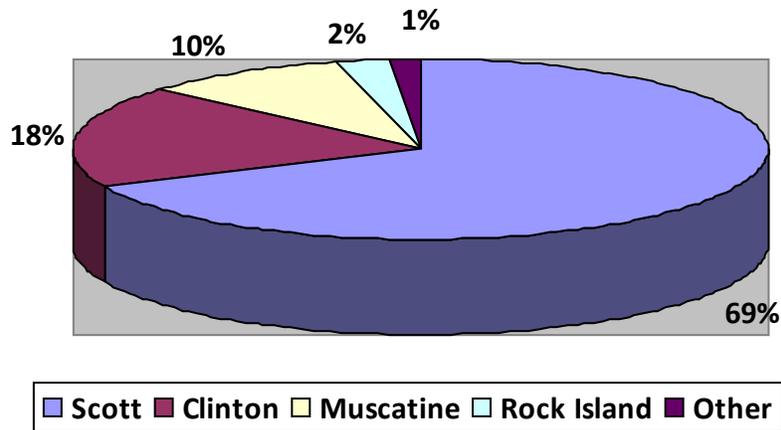
4. Adult-Waiver Juvenile Holds

Juveniles, age 16 years old or above who are charged with a forcible felony are waived to adult court. In addition, juveniles age 16 years old or above who have a preponderance of charges and have exhausted all services available through the juvenile justice system, may be waived to adult court. Juveniles who have been waived to adult court are placed at the Scott County Jail. Due to the recent decrease in average population, the Juvenile Detention Center management team made the decision to accept more adult-waiver juveniles from the jail to assist with over-flow population in the jail's juvenile section. In FY11, the Scott County Juvenile Detention Center had 17 adult waiver juveniles admitted for a total of 674 bed days.

5. County of Residence.

Of the 204 admissions, 139 were from Scott County. 60 admissions came from 4 different Iowa counties and there were 5 from out of state.

Scott County	139	Cedar County	1
Clinton County	37	Rock Island County	5
Muscatine County	20	Polk County	1
Linn County	1		



5. Average age and gender

The average age of the youth detained at the Center this fiscal year was 15.5 years. There were 176 males and 28 females. So, the population was 86% male and 14% female in FY11.

6. Ethnic Breakdown

RACE	Admits	Percentage
Caucasian:	50	25%
African American:	124	61%
Hispanic:	10	5%
Asian/Pacific Is.:	0	0%
Multi- racial	19	9%
Other	1	0.5%

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.). In FY10, the Center had 31 special incidents. This year, the Center had 24 special incidents. Of the 24 incidents, 4 incidents required physical escorts and 1 required physical restraint.

H. SHORT TERM PLACEMENTS

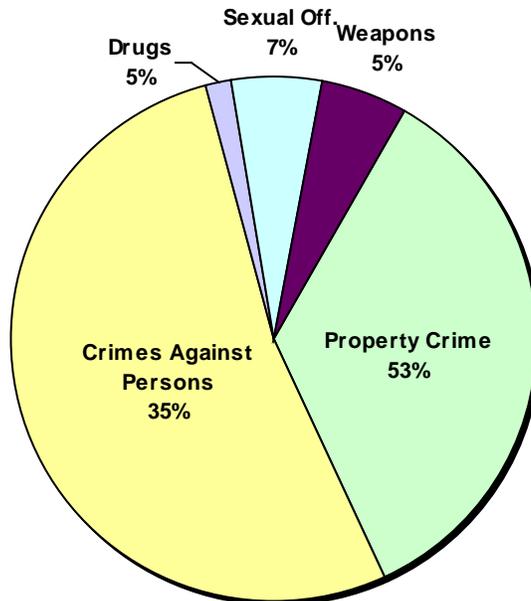
Because of the periodic need for a temporary hold, a policy of “babysitting” exists. In most cases the Center holds a youth until transportation can be arranged to place the youth in a state institution. During the 2011 Fiscal Year, no youth were held under this status.

H. 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 204 criminal conduct offenses are listed below by frequency:

Crimes Against persons	83	Sexual Offenses	10
Crimes against property	98	Drug Crimes	3
Weapons charges	10		



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

