



# DEPARTMENT OF JUVENILE JUSTICE

John B. Mattingly, Commissioner

## Key Public Service Areas

- ✓ Provide custody and care of youth in secure and safe detention facilities.
- ✓ Provide services to prevent youth from returning to the juvenile justice system.

## Critical Objectives

- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services.

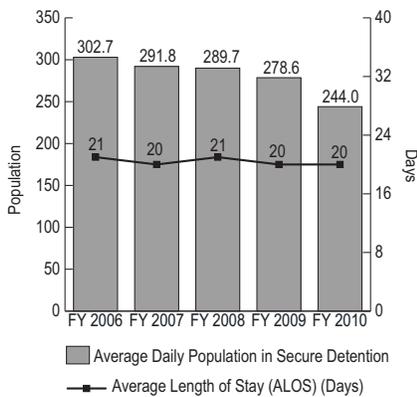
## Performance Report

- ✓ Provide custody and care of youth in secure and safe detention facilities.

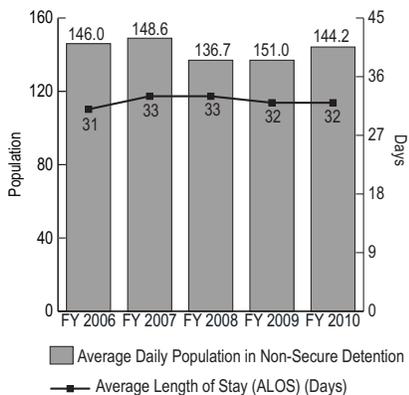
## Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, aftercare and prevention services to juveniles, ages 7 through 15, in New York City. The Department operates three secure detention facilities and 14 non-secure group homes located throughout the City that admit over 5,000 youth each year.

**Average Daily Population in Secure Detention vs. Average Length of Stay (ALOS)**



**Average Daily Population in Non-Secure Detention vs. Average Length of Stay (ALOS)**



- A reduction in admissions to the Department and the average daily population (ADP) in detention, by 8 and 10 percent respectively, highlights the continued decrease in the use of detention, including efforts to target the use of detention to those youth who are most likely to be at risk of failing to appear in court or engaging in continued delinquent behavior. Use of the City's Risk Assessment Instrument (RAI) has resulted in greater involvement of low and mid-risk youth in the growing continuum of community-based alternatives to detention, thus ensuring that youth are provided services in the most appropriate and least restrictive settings.
- The Department saw a considerable decrease in the rate of youth-on-youth and youth-on-staff assaults and altercations resulting in an injury compared to the previous period. The notable 33 percent decrease in the youth-on-staff rate is attributable to a heightened emphasis on communication between staff and on the use of techniques focused on deescalating situations prior to the eruption of an assault or an altercation. Steady posting of staff in resident areas and the continued use of care plans for youth with identified behavioral issues or other needs, have also contributed to a safer environment for both youth and staff.
- The non-secure detention abscond rate for Fiscal 2010 was the lowest in the last four years, and is largely attributable to improved security protocols for contracted and directly operated group homes, as well as enhanced resident orientation that provides clear information to youth on the consequences of absconding from a group-home. In addition, non-secure management staff have regularized the practice of debriefing after a youth absconds to identify system deficiencies and prevent future abscond events. There was one escape in the first four months of the fiscal year, previously reported in the Preliminary Mayor's Management Report, which occurred when the youth was being transported for return to authorities in another state, and resulted in the implementation of enhanced security procedures during transportation of youth.
- The percent of youth in-care during the reporting period that were referred for mental health services and those who received mental health services increased by 5 and 7 percentage points, respectively. The care of youth with mental health needs continues to be a high priority for the Department, which provides high quality mental health services for youth in care while supporting the expansion of mental health services for youth in the community. Medical care is also a high priority for the Department, where in Fiscal 2010 all youth who submitted a sick call report requesting



to see medical personnel were seen with in 24 hours, and where 97 percent of all youth received a medical screening within 24 hours of admission.

- The rate of child abuse and/or neglect allegations made against Department staff decreased by 15 percent. Child abuse allegations often stem from physical actions taken by staff intervening in or attempting to prevent assaults and altercations. This decrease may also be attributable to the Department's increased focus on safety and violence prevention. During Fiscal 2010, the Department received notifications from the Office of Children and Family Services that 30 cases of abuse/neglect, stemming from allegations against staff members, had been substantiated in their investigations.
- The cost per youth per day increased by 5 percent in Fiscal 2010 due primarily to higher fringe benefit costs and collective bargaining agreements, which resulted in an increased average personnel service cost of \$31.96. The general health care cost per youth per day decreased from \$95 to \$88 in the reporting period, due in large part to a decrease in hospital runs stemming from injuries in detention.

Performance Statistics	Actual					Target Updated	
	FY06	FY07	FY08	FY09	FY10	FY10	FY11
★ Total Admissions	5,973	5,886	5,489	5,833	5,387	*	*
★ Average length of stay	27	27	28	26	26	*	*
★ Average Daily Population (ADP)	448.7	440.5	426.4	429.6	388.2	*	*
★ Average daily cost per youth per day (\$)	\$476	\$520	\$588	\$622	\$651	*	*
★ Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP)	0.30	0.35	0.37	0.33	0.32	*	*
★ Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP)	0.03	0.03	0.03	0.03	0.02	*	*
★ Escapes from secure detention	0	0	0	0	1	0	0
★ Abscond rate in non-secure detention (Average per 100 Total ADP in non-secure)	0.02	0.04	0.03	0.04	0.02	0.06	0.06
★ Searches	139,456	142,507	208,793	236,859	130,194	*	*
★ Weapon Recovery Rate (Average per 100 Total ADP)	0.05	0.08	0.06	0.04	0.03	*	*
★ Narcotics Recovery Rate (Average per 100 Total ADP)	0.03	0.04	0.05	0.04	0.03	*	*
★ Child Abuse and/or Neglect Allegation Rate (Internal) (Average per 100 Total ADP)	0.10	0.09	0.08	0.13	0.11	*	*
Child Abuse/Neglect Allegations cases (internal) reported by OCFS as Substantiated	NA	NA	NA	NA	30	*	*
★ Youth who received medical screening within 24 hours of admission (%)	99%	100%	99%	99%	97%	97%	97%
★ Residents seen within 24 hours of Sick Call Report (%)	99%	95%	97%	98%	100%	95%	95%
★ In-Care Youth who were referred for mental health services (%)	NA	NA	NA	43%	48%	*	*
★ In-Care Youth who were referred for and received mental health services (%)	NA	NA	NA	37%	44%	*	*
★ General healthcare cost per youth per day (\$)	\$59	\$73	\$83	\$95	\$88	*	*

★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

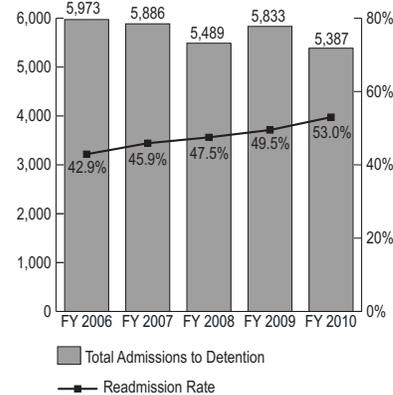
✓ **Provide services to prevent youth from returning to the juvenile justice system.**

- The percent of youth admitted during Fiscal 2010 with at least one prior admission increased over 3 percentage points compared to the previous reporting period. This increase also is attributable to many of the reform efforts, specifically the Risk Assessment Instrument (RAI.) These efforts have decreased the use of detention for low- and medium-risk youth, while increasing the proportion of high-risk youth—those youth with the greatest likelihood of prior juvenile justice system involvement and detention admissions—in detention.
- The percentage of youth who spend more than ten days in detention and were released to the community with a re-entry plan, a new indicator introduced in Fiscal 2010, increased from 36.9 percent in the first four months of the fiscal year to 41 percent. Re-entry planning was a new initiative in Fiscal 2010, and operated without a fully integrated data system throughout the Department's secure and non-secure group home network that affected the reporting of this indicator.

Reentry plan reporting protocols have been reviewed, monthly quality assurance processes have been implemented and the Department expects the reporting and performance of this indicator to further improve.



**Total Admissions and Readmission Rate to Detention  
Fiscal 2006 - 2010**



Performance Statistics	Actual					Target Updated	
	FY06	FY07	FY08	FY09	FY10	FY10	FY11
★ Youth with previous admission(s) to detention (%)	42.9%	45.9%	47.5%	49.4%	53.0%	*	*
Youth in detention more than 10 days released to the community with a re-entry plan (%)	NA	NA	NA	NA	41%	*	*

★ Critical Indicator    📞 311 related    "NA" - means Not Available in this report

## Agency Customer Service

The Department of Juvenile Justice provides service to its customers through its website and correspondence.

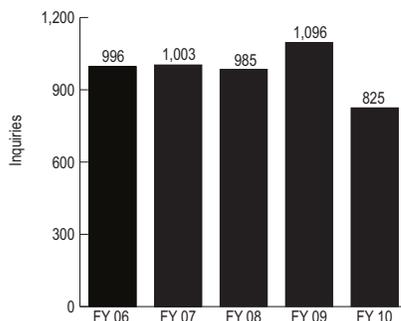
Customer Service	Agency FY10	Citywide Total FY10
Average response time for email correspondences (days)	6.8	9.5
Average response time for letters/mail correspondence (days)	7.6	12.4
Number of agency customers surveyed for overall customer satisfaction	NA	992,701
Number of completed customer requests for interpretation	70	1,786,715

## Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 825 DJJ-related inquiries in Fiscal 2010.

**Inquiries Received by 311**



Top 5 DJJ - related inquiries:	Total	% of DJJ Inquiries
General Information - Juvenile Detention	362	43.9%
Juvenile Center - Bridges	192	23.3%
Juvenile Center - Horizon	115	13.9%
Juvenile Center - Crossroads	100	12.1%
Tour a Juvenile Detention Facility	27	3.3%



## Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY06	FY07	FY08	FY09	FY10	FY10 <sup>1</sup>	FY11 <sup>1</sup>	FY11 <sup>2</sup>
<i>Expenditures (\$ millions)</i> <sup>3</sup>	\$104.3	\$127.7	\$131.0	\$134.5	\$138.3	\$131.5	\$123.2	\$148.3
<i>Personnel</i>	853	747	757	763	672	915	713	713
<i>Overtime paid (\$000)</i>	\$6,179	\$8,325	\$11,157	\$9,341	\$1,614	*	*	*
<i>Capital commitments (\$ millions)</i>	\$1.2	\$2.3	\$0.2	\$1.0	\$0.4	\$4.1	\$1.5	\$3.4

<sup>1</sup>January 2010 Financial Plan

<sup>2</sup>Authorized Budget Level

<sup>3</sup>Expenditures include all funds

"NA" means Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The Department revised its Fiscal 2009 average daily cost per youth per day from \$620 to \$622 to reflect actual versus projected expenditures.
- The Department has introduced a new discharge planning indicator: 'Youth in detention more than 10 days released to the community with a re-entry plan (%).'