

**State of Alaska**  
**FY2008 Governor's Operating Budget**

**Department of Health and Social Services**  
**McLaughlin Youth Center**  
**Component Budget Summary**

**Component: McLaughlin Youth Center****Contribution to Department's Mission**

The McLaughlin Youth Center exists to provide secure detention and other services to youths who have been charged with an offense and are awaiting a judgment on its outcome, treatment services for youth who have been committed to the facility for long-term confinement and to provide transition/aftercare services to offenders being released from secure treatment. These services are provided in a manner consistent with the Division of Juvenile Justice mission to hold juvenile offenders accountable for their behavior, promote the safety and restoration of victims and communities, and assist offenders and their families in developing skills to prevent crime.

**Core Services**

McLaughlin Youth Center is a 160-bed facility that provides alternatives to detention, secure detention, long-term treatment programs, and transition/aftercare services, primarily to the Third Judicial District, which encompasses the south-central region of the state. The services are directed toward achieving short-term community protection and long-term rehabilitation. The detention units primarily serve Anchorage, Kodiak, Dillingham, and the Aleutian/Pribilof Islands.

McLaughlin Youth Center is the oldest and largest of the Division's eight youth facilities. In addition to services provided to youth from the Third Judicial District, specialized programs for sex offenders, female offenders and violent offenders are provided for youths from other areas of the state. The facility also provides oversight and support services for the Mat-Su Youth Facility in Palmer, the Kenai Peninsula Youth Facility, and administrative support for Anchorage Probation and South Central Region Probation.

**Detention Programs (60 beds)**

McLaughlin's Detention Program provides secure confinement for male and female youth who have been arrested on criminal charges or probation violations. The Detention units are primarily responsible for detaining youth from the Third Judicial District until their cases are investigated and the court determines a disposition. In addition to maintaining a safe environment, detention staff act as judicial service officers by providing secure escorts to and from court. A comprehensive points system for detention unit residents is designed to modify unacceptable behavior. Juvenile Justice Officers help residents accomplish short-term goals through individual, group and family work and informational/educational presentations. Detained youths also receive academic evaluation as well as school and recreational programming. Contract psychiatrists and psychologists provide court-ordered evaluations and professional consultation for the Detention staff in dealing with youth experiencing a mental illness or youth with extremely challenging behaviors.

Detention I and Detention II, each with a capacity of 25 residents, provide secure confinement for boys who have been arrested on criminal charges or probation violations, or are in need of protective custody. All detention admissions, court runs, and escorts are done out of Detention I, with the younger/less delinquent youth being housed in Detention I. Detention II remains at the full capacity of 25 and houses the older/more delinquent youth.

Denali Detention, with a capacity of 10 residents, is co-located in the Girls Cottage with the long-term girls treatment program. An additional 5 secure beds are shared with the Gruening Girls Treatment Program.

A steady decline in detention admissions that has been noted for the past several years at McLaughlin appeared to level off this year, with 903 admissions to McLaughlin's Detention units in FY06 and 906 in FY05.

The Community Detention Program is an alternative to secure detention. Youth who are detained at McLaughlin may qualify for release to Community Detention depending on the outcome of a screening process. Services provided include intensive community supervision (Detour), a day program that utilizes local Boys and Girls Club facilities, an evening program, a community service program and a school program for students who dropped out of school or are expelled. Services are also provided to delinquent juveniles who have received short-term school suspensions. The Community Detention program has evolved from solely an alternative to detention program to one that includes diversion/intervention program for those pre-adjudicated youth who need structure in their day while going through the court process. These

changes help address the fluctuating counts/referrals within the juvenile system and allow for a better response to juvenile and public safety needs.

#### Treatment Programs (100 beds)

The Treatment Programs of the McLaughlin Youth Center consist of the following:

Secure Treatment Unit -- A 25-bed program that provides assessment, evaluation and treatment planning for male residents who are entering long-term treatment on the Secure Treatment Unit or who will transfer to another long-term treatment program at McLaughlin. The unit also serves as a disciplinary program for cottage residents, and provides transition/reintegration programming for some Closed Treatment Unit residents and residents returning to Anchorage after having been classified to facilities outside of Anchorage for their long-term treatment.

Gruening Treatment Program -- A 10-bed program co-located in the Girl's Cottage with Denali Detention. The program addresses multiple issues specific to female juvenile offenders. An additional 5 secure beds are shared with the Denali Detention Program.

Cottage Three – A 20-bed program for male sex offenders that focuses on breaking through denial and accepting responsibility for offenses, identifying/altering assault cycles, providing anger management skills, addressing chemical dependency issues, identifying/restructuring cognitive dysfunction (to include the development of socially acceptable attitudes, values and beliefs), facilitating victim impact and empathy components, dealing with victimization issues, and providing strategies/skills in the area of relapse prevention. Additionally, the program offers parental support, family counseling, and reintegration services.

Cottage Four – A 20-bed Cognitive Behavioral Treatment Program, which focuses on Skillstreaming, Anger Control, Moral Reasoning, Intensive Substance Abuse Treatment, Family Support, and life skill development for male residents.

Closed Treatment Unit -- A 20-bed unit that provides maximum security for residents who pose the greatest risk to themselves and/or others. The program provides a cognitive behavioral approach to treatment.

Transitional Services Unit (TSU) -This unit is designed to begin preparing each institutionalized youth for a gradual and successful re-entry into the community from the time he/she is institutionalized. The Youth Level of Services/Case Management Inventory assessment instrument is utilized to identify specific individual needs and areas of risk. The results of the assessment -- which also includes information provided by the institutional treatment teams, probation officers, case files, families and other pertinent sources -- are used to build a plan to provide a continuum of services, including transition, reintegration, and aftercare services, and helps to guide the treatment process from the time of institutionalization until release from probation. TSU staff works with unit treatment teams, probation officers and community providers to coordinate and provide for specific identified needs/services for youth throughout the treatment process, and especially as youth prepare for reintegration back into the community. TSU staff provide monitoring, supervision and support of youth in the community prior to and after release -- the level, intensity and length of which is determined by each youth's individualized assessment of risk/needs as identified in the Youth Level of Services Case Management Inventory, Aftercare Plan and the youth's overall progress.

#### School Programs

All McLaughlin residents are provided an educational program with funds from the Department of Education and Early Development and administered by the Anchorage School District. Classroom space is provided by the facility. Since nearly two-thirds of the youth are two or more years behind academically, remedial education is emphasized.

#### Services in Support of Treatment and Detention Programs

Various supporting functions necessary for the operation of the 24-hour institution include:

Administrative (budget, fiscal, accounting, personnel, payroll and clerical) and supply services (procurement, contracting, property control and custodial) to McLaughlin Youth Center, Mat-Su Youth Facility, Kenai Peninsula Youth Facility, and Anchorage and South-central Juvenile Probation. Supply services also provides resident job training and work experience programs. Administration/Support staff are also frequently called upon to provide support in the areas of their expertise to our Division statewide. The training office provides staff training, maintains training records, and provides critical support for the Division's Juvenile Offender Management Information System (JOMIS), as well as

maintaining records for participation in Performance-based Standards, the quality-improvement system for youth facilities.

Support/Operations provides food service, medical services, training, maintenance, repair services and support to McLaughlin Youth Center, Mat-Su Youth Facility, Kenai Peninsula Youth Facility, and Anchorage and South-central Juvenile Probation. Food Service and Maintenance provide resident job training and work experience programs.

<b>FY2008 Resources Allocated to Achieve Results</b>		
<b>FY2008 Component Budget: \$15,001,600</b>	<b>Personnel:</b>	
	Full time	154
	Part time	0
	<b>Total</b>	<b>154</b>

### Key Component Challenges

Maintenance needs from aging and long-term wear continue to pose serious challenges for the McLaughlin Youth Center. The facility has seriously inadequate space for medical/nursing staff and the Division’s Anchorage juvenile probation officers are required to share office space, which significantly compromises the ability to work effectively with youths and families. Two of McLaughlin’s three treatment cottages are in such need of repair that a cost analysis completed by the Department in February 1997 demonstrated that a significant renovation or replacement of the cottages is needed.

The facility lacks sufficient permanent staffing to meet the best practice levels of supervision for the safety, security, and habilitation of the youth, making use of non-permanent staff as a means of filling the gaps in supervision levels (see Confidential Report).

The facility lacks sufficient behavioral health staffing to meet the best practice levels of treatment and case management of youth.

Staff will continue the work, begun in FY06 and continued in FY07, to integrate and maintain Aggression Replacement Training (ART) in practice throughout the facility. ART is a structured curriculum that teaches participants to control impulsive and angry behaviors and learn appropriate responses to situations.

Disproportionate Minority Confinement (DMC) continues to pose a concern at McLaughlin. The facility continues to track statistical data, and work with state and local efforts related to coordinated efforts to address DMC.

Gang affiliation of residents is a challenge for the facility. More youth are claiming a variety of gang affiliations, which results in multiple concerns for facility operations and programming, including the Division’s attempts to address Disproportionate Minority Contact. Facility staff are working to proactively respond to this challenge.

### Significant Changes in Results to be Delivered in FY2008

The McLaughlin Youth Center will continue to participate in the Performance-based Standards (PbS) program to improve program efficiency and quality. Because the PbS program is ongoing, participation in this program will yield a significant amount of performance-based data, requiring the development of an individualized facility plan for improvement and completion of activities to achieve the goals of these plans. The facility is currently working on Level I Certification involving Data Compliance and has the goal of working towards Level II Certification in Critical Outcome Measures in FY08.

Treatment staff on all of the facility's program units will continue the delivery of Aggression Replacement Therapy (ART) to maintain full utilization of this successful treatment strategy geared toward improving positive outcomes for youth and reducing their rate of re-offense in the juvenile system. Additional training in ART during FY07 will continue to develop the treatment competencies of the facility staff.

## Major Component Accomplishments in 2006

The facility successfully completed the Performance-Based Standards (PbS) Candidacy phase and progressed towards Level I Data Certification. The facility's Detention and Treatment programs demonstrated excellent success with PbS participation and are now fully participating in PbS as we have completed candidacy status.

Aggression Replacement Therapy (ART) is now fully implemented in all of McLaughlin's treatment programs. Significant time and energy has been spent on ART program development during the past fiscal year.

The facility continued to fine-tune units and programs during FY06. Many staff expressed the opinion that there could be additional progress achieved on this goal, which will continue through FY07.

In collaboration with the Anchorage School District, the summer school was slightly expanded this year, providing more educational programming. McLaughlin and the school district will continue to work on the summer school expansion in FY07.

A Mental Health Clinician position has allowed McLaughlin to better provide services and resources to staff and residents, particularly for residents with the most serious mental health issues. The Mental Health Clinician also provides staff training and consultation, resident evaluation and assessment, crisis stabilization and intervention, and individual sessions with seriously disturbed youth.

Substance abuse treatment services continue to develop and expand within the facility programs. Additional group programs related to substance abuse have been added to allow residents to receive these needed services in a timely manner. Several staff are currently seeking or have been certified as Substance Abuse Treatment Counselors.

A young man completed the Detour component of the McLaughlin Community Detention Program before entering the Alaska Military Youth Academy (AMYA) in 2005 and is now in the National Guard boot camp. His mother said that he received letters of recommendation from officials at AMYA stating that they would be proud to have him as a peer in the Armed Forces. This young man benefited from the support, motivation and structure of Community Detention programs, which helped prepare him for the Youth Academy. Probation Officers provided clear instructions and the Youth Academy itself did a fine job in working with him. For many young people it takes more than one helping hand for them to succeed, and agencies working together can sometimes accomplish what neither would alone.

## Statutory and Regulatory Authority

AS 47.05 Administration of Welfare, Social Services and Institutions  
 AS 47.10 Children in Need in Aid  
 AS 47.12 Delinquent Minors  
 AS 47.14 Juvenile Institutions  
 AS 47.15 Uniform Interstate Compact on Juveniles  
 AS 47.17 Child Protection  
 AS 47.18 Programs and Services Related to Adolescents  
 AS 47.21 Adventure Based Education  
 AS 47.37 Uniform Alcoholism and Intoxication Treatment Act  
 7 AAC 52 Juvenile Correctional Facilities & Juvenile Detention Facilities  
 7 AAC 54 Administration

### Contact Information

**Contact:** Janet Clarke, Assistant Commissioner  
**Phone:** (907) 465-1630  
**Fax:** (907) 465-2499  
**E-mail:** Janet\_Clarke@health.state.ak.us

**McLaughlin Youth Center  
Component Financial Summary**

*All dollars shown in thousands*

	FY2006 Actuals	FY2007 Management Plan	FY2008 Governor
<b>Non-Formula Program:</b>			
<b>Component Expenditures:</b>			
71000 Personal Services	10,795.5	11,467.8	12,875.2
72000 Travel	3.8	4.2	4.2
73000 Services	881.2	1,102.8	1,102.8
74000 Commodities	847.7	800.7	800.7
75000 Capital Outlay	31.0	0.0	0.0
77000 Grants, Benefits	178.8	218.7	218.7
78000 Miscellaneous	0.0	0.0	0.0
<b>Expenditure Totals</b>	<b>12,738.0</b>	<b>13,594.2</b>	<b>15,001.6</b>
<b>Funding Sources:</b>			
1002 Federal Receipts	61.0	50.0	50.0
1004 General Fund Receipts	12,162.3	12,973.7	14,369.7
1007 Inter-Agency Receipts	355.2	411.0	411.0
1037 General Fund / Mental Health	159.5	159.5	170.9
<b>Funding Totals</b>	<b>12,738.0</b>	<b>13,594.2</b>	<b>15,001.6</b>

**Estimated Revenue Collections**

Description	Master Revenue Account	FY2006 Actuals	FY2007 Management Plan	FY2008 Governor
<b>Unrestricted Revenues</b>				
Mental Health Trust Authority Auth.Recs.	51410	0.0	0.0	189.2
<b>Unrestricted Total</b>		<b>0.0</b>	<b>0.0</b>	<b>189.2</b>
<b>Restricted Revenues</b>				
Federal Receipts	51010	61.0	50.0	50.0
Interagency Receipts	51015	355.2	411.0	411.0
<b>Restricted Total</b>		<b>416.2</b>	<b>461.0</b>	<b>461.0</b>
<b>Total Estimated Revenues</b>		<b>416.2</b>	<b>461.0</b>	<b>650.2</b>

**Summary of Component Budget Changes  
From FY2007 Management Plan to FY2008 Governor**

*All dollars shown in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2007 Management Plan</b>	<b>13,133.2</b>	<b>50.0</b>	<b>411.0</b>	<b>13,594.2</b>
<b>Adjustments which will continue current level of service:</b>				
-Transfer Nursing Salary Market Based Pay	30.2	0.0	0.0	30.2
<b>Proposed budget increases:</b>				
-FY 08 Retirement Systems Rate Increases	1,377.2	0.0	0.0	1,377.2
<b>FY2008 Governor</b>	<b>14,540.6</b>	<b>50.0</b>	<b>411.0</b>	<b>15,001.6</b>

**McLaughlin Youth Center  
Personal Services Information**

Authorized Positions		Personal Services Costs		
	<u>FY2007</u> <u>Management</u> <u>Plan</u>	<u>FY2008</u> <u>Governor</u>		
Full-time	154	154	Annual Salaries	7,211,548
Part-time	0	0	Premium Pay	20,316
Nonpermanent	3	3	Annual Benefits	5,605,619
			<i>Less 7.00% Vacancy Factor</i>	(898,624)
			Lump Sum Premium Pay	936,300
<b>Totals</b>	<b>157</b>	<b>157</b>	<b>Total Personal Services</b>	<b>12,875,159</b>

**Position Classification Summary**

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Accounting Tech I	1	0	0	0	1
Administrative Assistant	1	0	0	0	1
Administrative Clerk II	2	0	0	0	2
Administrative Clerk III	5	0	0	0	5
Administrative Manager III	1	0	0	0	1
Assoc Coordinator	2	0	0	0	2
Building Mgmt Specialist	1	0	0	0	1
Enviro Services Journey II	1	0	0	0	1
Food Service Journey	4	0	0	0	4
Food Service Lead	3	0	0	0	3
Food Service Supervisor	1	0	0	0	1
Juvenile Justice Officer I	1	0	0	0	1
Juvenile Justice Officer II	83	0	0	0	83
Juvenile Justice Officer III	25	0	0	0	25
Juvenile Justice Supt I	2	0	0	0	2
Juvenile Justice Supt III	1	0	0	0	1
Juvenile Justice Unit Supv	7	0	0	0	7
Juvenile Prob Officer II	1	0	0	0	1
Maint Gen Journey	6	0	0	0	6
Mntl Hlth Clinician II	1	0	0	0	1
Nurse II	2	0	0	0	2
Nurse III	1	0	0	0	1
Recreational Therapist II	1	0	0	0	1
Social Services Specialist III	1	0	0	0	1
Supply Technician I	1	0	0	0	1
Supply Technician II	1	0	0	0	1
Training Specialist I	1	0	0	0	1
<b>Totals</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>157</b>