



Indiana Criminal Justice Institute

State Fiscal Year 2018 Annual Report

FY 2018 ANNUAL REPORT

PREPARED FOR:

**THE INDIANA GENERAL ASSEMBLY
LEGISLATIVE COUNCIL**

PREPARED BY:

THE INDIANA CRIMINAL JUSTICE INSTITUTE

EXECUTIVE DIRECTOR

DAVID R. MURTAUGH

CHIEF OF STAFF AND GENERAL COUNSEL

DEVON McDONALD

DRUG AND CRIME DIVISION

ANDREW RODEGHERO, DIRECTOR

RESEARCH DIVISION

ASHLEY AIKEN, DIRECTOR

SUBSTANCE ABUSE DIVISION

SONYA CARRICO, DIRECTOR

TRAFFIC SAFETY DIVISION

STEVE HILLMAN, DIRECTOR

VICTIM SERVICES DIVISION

JADE PALIN, DIRECTOR

YOUTH DIVISION

ELIZABETH CRIST DARBY, DIRECTOR

COMMUNICATIONS DIVISION

WILL WINGFIELD, DIRECTOR



Executive Director's Letter

The Indiana Criminal Justice Institute (ICJI) serves as the state's planning agency for criminal justice, juvenile justice, traffic safety, and victim services.

The Drug and Crime Control Division is held responsible for improving Indiana's criminal justice system and promoting coordination and cooperation between federal, state, and local criminal justice entities in the areas of drug control and violent crime.

The Substance Abuse Division works with Local Coordinating Councils in each Indiana county to address local concerns. One of Governor Holcomb's policy pillars is fighting the drug epidemic, and the Substance Abuse Division helps support the Indiana Commission to Combat Drug Abuse and the Governor's Office of Drug Prevention, Treatment and Enforcement.

The Traffic Safety division employs countermeasures to deter unsafe driving behaviors that lead to roadway crashes, injuries and deaths. The Division administers National Highway Traffic Safety Administration grants for education and enforcement of traffic laws.

The Victim Services Division funds shelters, child advocates, prosecutors, legal advocacy and other direct services for crime victims through the Victims of Crime Act and other federal and state grants. The Victim Compensation Division assists indigent violent-crime victims, and their dependents, with reimbursement of medical costs. The Division also pays medical costs associated with sexual assault cases.

The Youth Division forges partnerships throughout the state to prevent and reduce juvenile delinquency and monitor the juvenile justice system. The state-funded School Safe Haven program provides funding for evidence-based programs and School Resource Officers in public schools across the state.

The Research Division serves as Indiana's Statistical Analysis Center, and improves and enhances Indiana justice policy, planning and programs through research and program evaluation.

During state fiscal year 2018, ICJI continued to improve program performance and the administration of numerous state and federal grants that are essential to Hoosiers and the organizations that serve them. In the pages that follow, this annual report highlights the various funded programs and accomplishments of ICJI's dedicated staff.



David R. Murtaugh

Executive Director

Introduction

ICJI develops long-range strategies for the effective administration of Indiana's criminal and juvenile justice systems and administers federal and state funds to carry out these strategies. Through the use of evidence-based decision making, ICJI works to improve the efficiency of criminal justice system, from call for service through post-conviction. The agency accomplishes this by bringing together key leaders from the criminal justice system at the state, local, and national levels to identify critical issues facing Indiana. The agency evaluates policies, programs, and legislation designed to address these issues.

ICJI's statutory responsibilities are divided into five categories:

- Juvenile Justice
- Criminal Justice
- Research
- Traffic Safety
- Victim Services

ICJI's statutory responsibilities are carried out through the following divisions:

- Drug and Crime Control Division
- Research Division
- Substance Abuse Services
- Traffic Safety Division
- Victim Services/Victim Compensation
- Youth Services

ICJI provides oversight within these statutory duties through grants administration, policy, planning, research, and analysis.

Grants Administration

ICJI secures and administers funding from a variety of state and federal funding sources, including:

National Highway Traffic Safety Administration

More than 230 Indiana law enforcement agencies receive funds to pay for overtime hours and other resources to conduct "Drive Sober or Get Pulled Over", "Click It or Ticket" and other traffic safety program efforts throughout the year.

U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, and the National Institute of Justice

Law enforcement, prosecutors, courts, and correctional facilities receive funds to promote coordination and cooperation in the areas of drug control, violent crime, and re-entry.

U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention

Juvenile courts, detention facilities, local law enforcement and schools receive funds to promote juvenile delinquency prevention, intervention, treatment, and monitor disproportionate minority contact.

U.S. Department of Justice, Office for Victims of Crime, Victims of Crime Act Assistance, and Office of Violence Against Women

Prosecutors, courts, law enforcement, and non-profit agencies receive funds to provide direct assistance to violent crime victims and train appropriate staff to carry out services.

Policy and Planning

ICJI evaluates:

- State and local programs associated with preventing, detecting and solving criminal offenses.
- Law enforcement.
- Administration of criminal and juvenile justice.
- Local and statewide substance abuse countermeasures in partnership with the Governor's Office, Indiana Office of State Court Administration and the Indiana General Assembly.

ICJI coordinates with policymaking groups, at state and national levels, to develop best practices. ICJI staff reviews concerns of Indiana criminal justice officials to improve the administration of law enforcement and other aspects of the criminal and juvenile justice systems.

Research and Analysis

As Indiana's criminal justice statistical analysis center, ICJI develops and implements statistical methodologies to enhance grant administration. Researchers use output and outcome measurements, statistical analysis of data feedback, and maintenance of evaluation measures.

Universities and state agencies partner with ICJI to initiate criminal justice and juvenile justice research, to increase information sharing, and to heighten public awareness regarding traffic safety and criminal justice initiatives.

Information and Systems Technology

ICJI facilitates the implementation of reliable, data-driven systems that increase the accuracy, consistency, and efficiency of how criminal justice and traffic-related data is recorded, extracted, and interpreted. Staff utilize information gained from state and national best-practice assessments, trainings, conferences, and events to improve each program's overall effectiveness.

FY 2018 Board of Trustees

ICJI is governed by a Board of Trustees representing every area of Indiana's criminal and juvenile justice system. The board evaluates and disseminates information concerning the cost and effectiveness of criminal and juvenile justice programs. It also promotes effective coordination and cooperation for the administration of the criminal and juvenile justice systems. Finally, the board establishes plans for criminal justice systems, juvenile justice systems, and victim services, and makes recommendations concerning their implementation.

Indiana Code stipulates the board include: the Governor (or designee); the Attorney General; the State Police Superintendent; the Department Of Correction Commissioner; the Prosecuting Attorneys Council Executive Director; the Indiana Office Of State Court Administration Executive Director; the Public Defender's Council Executive Director; the State Public Defender; and eight gubernatorial appointees - including at least one sheriff, chief of police, judge of a court with both juvenile and general criminal jurisdiction, and five citizens who have a manifest interest in criminal or juvenile justice, including a member of the state advisory group under the Juvenile Justice and Delinquency Prevention Act.

FY 2018 ICJI Board of Trustees Members:

- John Boyd - Sheriff, Laporte County
- Rodric Bray - Indiana State Senator
- Doug Carter - Superintendent, Indiana State Police
- Rob Carter - Commissioner, Indiana Department of Correction
- Jason Dombkowski - Police Chief, West Lafayette
- John Hammond - Office of Governor Eric Holcomb
- Curtis Hill - Indiana Attorney General
- Rebecca Humphrey - Tippecanoe County Youth Services
- James Kennedy – Former Monroe County Sheriff and U.S. Marshal
- Larry Landis - Executive Director, Indiana Public Defender's Council
- Kevin Mahan - Indiana State Representative
- Andrea McCord - Judge, Lawrence County Circuit Court
- Todd Meyer - Prosecutor, Boone County
- Stephen Owens – State Public Defender
- David Powell - Executive Director, Indiana Prosecuting Attorneys Council
- Jane Seigel - Executive Director, Indiana Office of State Court Administration
- Mark Stuaan - Partner, Barnes & Thornburg LLP
- AmyMarie Travis - Judge, Jackson County Superior Court #1

Partners

To raise the profile and awareness of criminal justice initiatives, ICJI develops and implements a strategic communications plan designed to carry forward key program initiatives. This plan focuses on each division's objectives, public outreach efforts, and media activities. The elements include: statewide advertising campaigns, news releases, media events, marketing partnerships, radio and television interviews, and other outreach efforts.

ICJI continues to cultivate relationships to ensure adequate and regular coverage of key initiatives, with the intent of enhancing the agency's overall public image. Strategic partners in FY 2018 included:

- Office of Indiana Governor Eric Holcomb
- Asher Agency
- Automotive Safety Program
- Commission on Improving the Status of Children in Indiana
- Gary SouthShore RailCats
- Indiana Department of Correction
- Indiana Attorney General's Office
- Indiana Association of Chiefs of Police
- Indiana Bureau of Motor Vehicles
- Indiana Coalition Against Domestic Violence
- Indiana Coalition to End Sexual Assault
- Indiana Department of Child Services
- Indiana Department of Education
- Indiana Department of Homeland Security
- Indiana Department of Toxicology
- Indiana Department of Transportation
- Indiana Office of State Court Administration
- Indiana Sheriffs' Association
- Indiana Public Defenders Council
- Indiana Pacers
- Indiana State Police
- Indiana Students Against Destructive Decisions
- Indiana University
- Indiana Youth Institute
- Indianapolis Business Journal
- Indianapolis Colts
- LeSea Broadcasting Corporation
- Miracle Ride Foundation
- Purdue University
- State Farm Insurance
- U.S. Attorney's Offices for the Northern and Southern Districts of Indiana

FY 2018 ICJI Funding

In fiscal year 2018, ICJI provided nearly \$93 million in funding for organizations throughout Indiana. Entities receiving funding include:

- Nonprofits,
- Local governments,
- Local service providers,
- State agencies, and
- Statewide organizations (coalitions, etc.).

The following information presents an overview of the funding streams and amounts, broken down by division, ICJI granted across the state.

Drug and Crime Control

Grants: \$10,777,744

- Edward Byrne Justice Assistance Grant (JAG)
- Sex Offender Registration and Notification Act (SORNA)
- Comprehensive Opioid Abuse Site-Based Program (COAP)
- Prison Rape Elimination Act (PREA)
- Paul Coverdell Forensic Science Improvement Grant
- NICS Act Record Improvement Program (NARIP)
- National Criminal History Improvement Program (NCHIP)
- Project Safe Neighborhoods (PSN) (as fiscal agent)
- Enhanced Enforcement Drug Mitigation Area Program (EEDMA)
- Residential Substance Abuse Treatment (RSAT)

Traffic

Grants: \$10,617,560

- State and Community Highway Safety Grants (402)
- Occupant Protection Grants (405B)
- Traffic Records Grants (405C)
- Impaired Driving Countermeasure Grants (405D)
- Motorcycle Safety Grants (405F)
- Racial Profiling Data Collection (1906)

Victim Services

Grants: \$ 69,237,582.00

- Domestic Violence Prevention and Treatment (DVPT)
- Family Violence Prevention and Services Program (FVPSA)
- Services, Training, Officers, Prosecutors (STOP)
- Sexual Assault Services (SOS)
- Sexual Assault Services Formula Grant Program (SASP)
- Social Service Block Grant (SSBG)
- Victims of Crime Act (VOCA)

- Victims of Crime Act (VOCA) Training Grant
- Sexual Assault Victims Assistance Fund (SAVAF)

Youth Services

Grants: \$2,100,635

- School Safe Haven
- Juvenile Justice and Delinquency Prevention Act (JJDP)
- Prison Rape Elimination Act – Juvenile facility allocation

Research and Planning

Indiana's Statistical Analysis Center is housed at ICJI. Its mission is to compile, analyze, and disseminate data on a variety of criminal justice and public safety topics. The information produced by the Statistical Analysis Center serves a vital role in effectively managing, planning, and creating policy for Indiana's many public service endeavors.

Program Highlights

Crime Victimization Survey

The Research Division conducted its second Indiana Crime Victimization Survey. The purpose was to collect data on various types of crime in Indiana, including crimes not reported to police. The survey gathered demographic information, whether they were a victim of a crime, offender characteristics, if the crime was reported to law enforcement and if not, why. The report serves to compliment other crime data.

Evaluation of Indiana's Criminal Code Reform

Legislation mandates that ICJI provide a comprehensive annual report of the impact the criminal code reform has had on the criminal justice system. Annual reports for 2015 and 2016 were completed by the Sagamore Institute, and the Research Division completed the report for 2017. ICJI collected and analyzed data from the Department of Correction, Community Corrections, Courts, Jails and Indiana Prosecuting Attorneys Council.

Highway Safety Plan

In partnership with ICJI's Traffic Safety Division, the Research Division updated and compiled data for the annual Highway Safety Plan. Emphasis continues to be placed on evidence-based and data-driven funding decisions.

Traffic Safety Division Annual Report

In partnership with ICJI's Traffic Safety Division, the Research Division updated and compiled data for the annual report, which provides a summary of the activities completed throughout the fiscal year.

Annual Customer Satisfaction Survey

The Research Division completed the agency's annual customer satisfaction survey. This survey is designed to gauge how well ICJI is meeting the needs of its subgrantees.

Traffic Safety Culture Transportation Pooled Fund

The Traffic Safety Culture Transportation Pooled Fund represents a number of state and federal agencies with an interest towards understanding the “culture” of traffic safety. Each state contributes fiscal resources to the fund in exchange for a vote in determining specifically what kinds of research is conducted for the benefit of all participants.

The study of traffic safety culture, especially in the context of practically deploying the results of that research to make roads safer, represents something of a departure from current methods of traffic safety enforcement. Currently, efforts towards making roads safer falls into two camps – engineering and behavior modification. ICJI focuses on behavior, specifically dangerous or risky driving behavior, and sponsors programs designed to mitigate it.

Traffic safety culture, though, refers to attempts to understand the attitudes and beliefs that inform risky or dangerous driving behavior. Instead of just targeting, for example, the intoxicated driver with DUI checkpoints, traffic safety culture attempts to understand why an individual might believe that driving while intoxicated is acceptable and then to combat those beliefs and assumptions directly. The advancement of traffic safety culture is critical to the evolution of countermeasures designed to make Indiana roads safer.

Edward Byrne Memorial Justice Assistance Grant (JAG) Strategic Plan

In partnership with ICJI’s Drug and Crime Control Division, the Research Division compiled data and updated the JAG Strategic Plan. The plan provides an overview of crime in Indiana and also resources currently available aimed at addressing such crime. It is intended to guide funding priorities based off a community survey and existing justice related data. In an effort to improve the comprehensive plan, ICJI staff have attended regional trainings to improve their strategic planning efforts and collaborate with other states on their efforts.

STOP 4-Year Implementation Plan

In partnership with ICJI’s Victim Services Division, the Research Division updated and compiled data for the annual Services, Training, Officers, Prosecutors (STOP) Plan, which is required under the Violence Against Women Act reauthorization. The document provides an overview of services and a plan for how STOP funding will be used. The Research Division provided data and statistics for the state’s demographics, underserved populations, and the crime rates as it relates to the STOP purpose areas.

Juvenile Justice and Delinquency Prevention 3-Year Plan

The Research Division conducted a thorough juvenile crime analysis and compiled data for state’s Three-Year Juvenile Justice and Delinquency Prevention plan. This information, along with feedback from the field, was used to determine JJDPA funding priorities for 2018-2021. The 3-Year Plan also serves as the state’s application for Title II Funding, which is approximately \$700,000.

Drug and Crime Control

The Drug and Crime Division manages the allocation of federal dollars granted to Indiana through the Bureau of Justice Assistance, Bureau of Justice Statistics, and the National Institute of Justice within the U.S. Department of Justice Office Programs. Additionally, the Drug and Crime Control Division was appropriated state funds in the biennial budget to assist in the enforcement and mitigation of illegal drugs throughout Indiana. The Division currently manages 11 different federal and state funding streams totaling 20 different grant awards and appropriations.

Program Areas

Residential Substance Abuse Treatment (RSAT)

ICJI awarded more than \$500,000 to jail-based and aftercare programs that provide individual and group treatment activities for offenders prior to release. Bartholomew County is enhancing their program, which resulted in it being selected by the Department of Justice as a national mentor host site. It serves as a model, national training site across the United States and U.S. territories. In addition to providing funding to Bartholomew County, ICJI also approved funding for the IDOC and Kosciusko County Jail.

Edward Byrne Memorial Justice Assistance Grant (JAG)

This program remains the largest funding stream in the Drug and Crime Control area. The federal award is determined by the federal granting agency's calculation of Indiana's population and the proportional share of violent crimes reported to the Federal Bureau of Investigation.

In 2017, ICJI subawards were granted approximately \$7.1 million in JAG funds. JAG priority areas are based on the needs of state and local jurisdictions. The Drug and Crime Control Division also solicited feedback through a community-based survey to identify local justice needs during initial planning efforts. This data was critical in developing the 2017-2020 statewide strategic plan in partnership with the Indiana Statistical Analysis Center. The 2017 subawards focused on evidence-based programs that provided a statewide impact. Special consideration was given to innovative programs in the areas of drug enforcement, aftercare, and information-sharing technology. In addition, local jurisdiction issues – including multijurisdictional task forces, drug prosecution, problem-solving courts, and justice training programs were funded.

Sex Offender Registration and Notification Act (SORNA)

SORNA funds are used to assist jurisdictions with developing and enhancing programs designed to implement relevant portions of the Adam Walsh Act (42 U.S.C. § 16901, et seq.) This specifically will allow the establishment of a comprehensive national system for the registration and notification of convicted sex offenders. In 2017, ICJI provided roughly \$320,000 to the Indiana Department of Correction (IDOC) for SORNA compliance through the development of a dedicated secure website that is used by the IDOC to match an offender's arrest records with the IDOC's disposition data. Additionally, funding was provided to use the tool and match incomplete records with arrest data.

Prison Rape Elimination Act (PREA) Reallocation Funds

PREA funds may be used for a number of activities to further the provisions of the Act: Prevention Planning, Audits, Investigations, Grievances, Training, Staffing of Juvenile Facilities, etc. In 2017 ICJI was awarded more than \$160,000 to assist the IDOC in conducting audits and mock audits within its facilities, completing PREA-mandated audits, purchasing server and camera upgrades and paying for travel expenses. PREA funds for IDOC are also provided through ICJI's victim services and youth services divisions.

Paul Coverdell Forensic Science Improvement Program

These funds are used to improve the quality and timeliness of forensic science and medical examiner services throughout Indiana, including services provided by state and local laboratories. ICJI provided roughly \$330,000 to further projects at the Indiana State Police Laboratory including the purchase of critical equipment. Additionally, ICJI's support of the Indiana State Police Lab resulted in roughly 5,725 hours of forensic scientists' overtime to reduce case backlogs within Indiana.

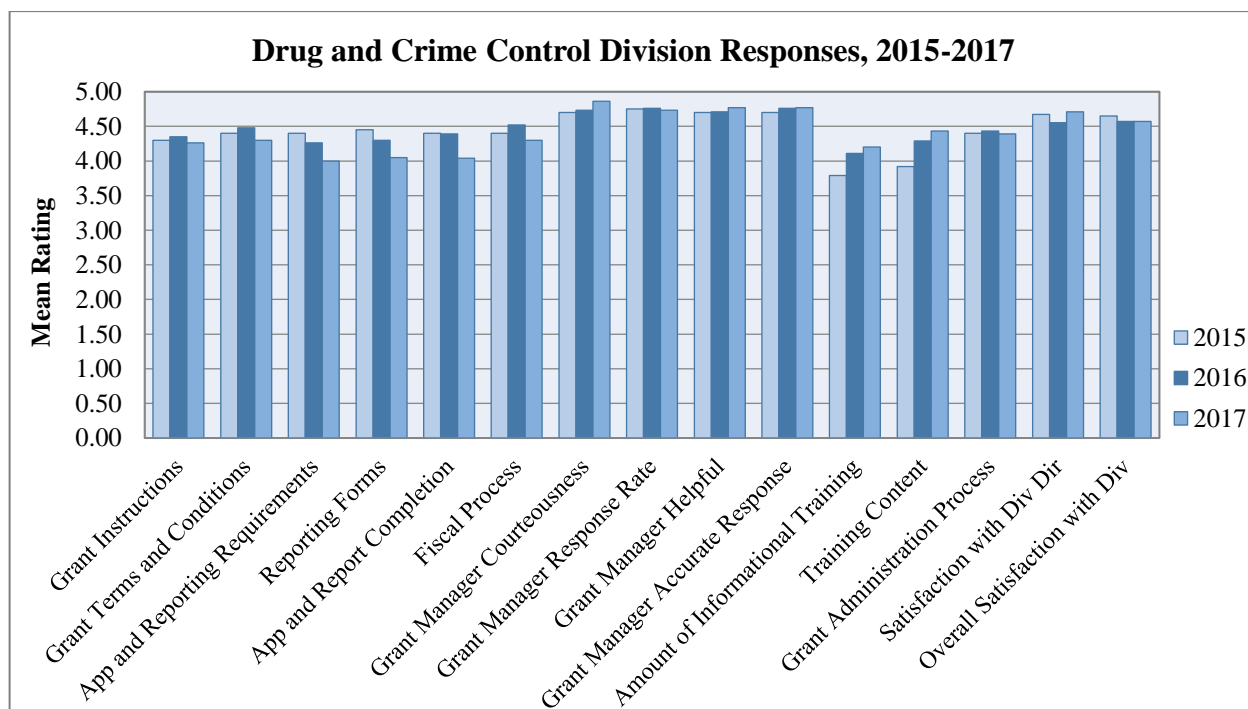
National Criminal History Improvement Program

Supported through a competitive grant from the Bureau of Justice Statistics, these funds support initiatives that improve the accuracy, utility, and interstate accessibility of criminal history records. ICJI received \$1,280,835 in funds for the Indiana State Police (ISP) and Indiana Supreme Court's Trial Court Technology (TCT). Their efforts improve the number and the accuracy of criminal conviction records sent from the courts to the criminal history repository. The information system called the Criminal History Records Imaging System (CHRIS) is maintained by ISP and the funding assisted in improving its data's accuracy and completeness.

Looking Ahead

The Drug and Crime Control Division is continuing to expand its breadth of funding while continuing data-driven efforts to implement funding where it is most needed. In 2019, the Division will continue to seek funding opportunities that will address current justice related issues in Indiana such as the opioid epidemic. The Division will work with partner agencies to create applications for funding to address opioids in rural Indiana. Strategic planning is being accomplished through assistance from Indiana Statistical Analysis Center (ICJI's Research Division) and the first JAG Strategic Plan, which is being utilized as a guide for the allocation of funding.

The following graph represents customer satisfaction scores from ICJI's annual customer satisfaction survey, for the Drug and Crime Control Division for the years 2015 to 2017. Scores are based on survey respondents' answers to questions in the categories listed on the x-axis of the graph and range from one (least satisfied) to five (most satisfied).



Substance Abuse Services

The Substance Abuse Services Division cultivates collaboration at the state and local level to effectively address substance abuse in Indiana. Its mission is to reduce the incidence and prevalence of substance use and abuse among adults and children. The staff focuses on linking resources, advocacy, collaboration, and coordination among regions and localities.

The Division's mission is carried out through 91 county-based Local Coordinating Councils. LCCs receive their funding through a portion of drug and alcohol offender fees assessed at the county level.

Through the LCCs, ICJI regularly interacts with local residents, including members of law enforcement, educators, mental health and substance abuse counselors, prosecutors offices, faith-based community leaders, elected officials, and concerned citizens.

In FY 2018, ICJI awarded funding to LCCs to assist with the ongoing implementation of their Comprehensive Community Plans, developed to address local substance abuse issues. Eighteen LCCs used ICJI funding to implement evidence-based prevention and treatment efforts.

Established in 2015 by Senate Enrolled Act 279, the Indiana Commission to Combat Drug Abuse brings together Indiana experts from a variety of specialties to evaluate the growing national drug problem in Indiana. The division provides support to the Commission's efforts through participation with state level data review and planning.

Program Highlights

Drug Free Community (DFC) Grantees

The DFC Support Program created by the Drug Free Communities Act of 1997, is a national effort to mobilize communities to prevent youth drug use. Directed by the Office of National Drug Control Policy, in partnership with the Substance Abuse and Mental Health Services Administration, the DFC program provides grants to local drug-free community coalitions to increase collaboration among community partners and to prevent and reduce youth substance use. **Indiana has a total of 15 DFC grantees of which eight are LCCs. In 2017 Indiana had three new federal Drug Free Community Support Grantees - Vigo County LCC, Decatur Township and Dubois County CARES.**

Each grantee is required to develop a plan to prevent and reduce drug and alcohol use among youth. They receive \$125,000 annually, with the opportunity to receive funding for 10 years. The continued participation is a significant accomplishment since federal funding is decreasing and some coalitions have reached their 10-year expiration for eligibility.

Comprehensive Addiction and Recovery Act (CARA) Grants

ICJI was awarded two CARA grants to enhance and increase proactive use of prescription drug monitoring programs to support clinical decision-making and prevent the misuse and diversion of controlled substances. ICJI assisted in drafting the application for the Professional Licensing Agency, which is responsible for carrying out of all project initiatives. The second grant is to provide telehealth services in Fayette County for individuals residing in the county jail, the House of Ruth recovery home and community corrections participants. Services will be provided by Centerstone and Meridian Health Services.

Program Results

Programs Funded By LCCs with County Drug Free Communities Funds

In 2017, ICJI authorized counties to fund more than \$3.1 million in the areas of prevention, treatment and criminal justice programs for substance abuse at the local level. LCCs in 49 Indiana counties funded 143 evidence-based programs.

Prevention

County drug free community funds are increasingly critical to our communities. Often, these funds are the only substance abuse prevention dollars available in the county. These funds are used to provide school-based prevention programs including student drug testing, evidence based prevention programs, drug take back events, training for new coalitions and community needs assessments.

Treatment

Treatment services and access to treatment are critical concerns, especially at the local level. The LCCs will continue to work closely with, and support, community-based treatment services. This includes training and application of the Matrix Model, treatment services for women in homeless shelters and expansion of treatment services in county jails, including medication-assisted treatment.

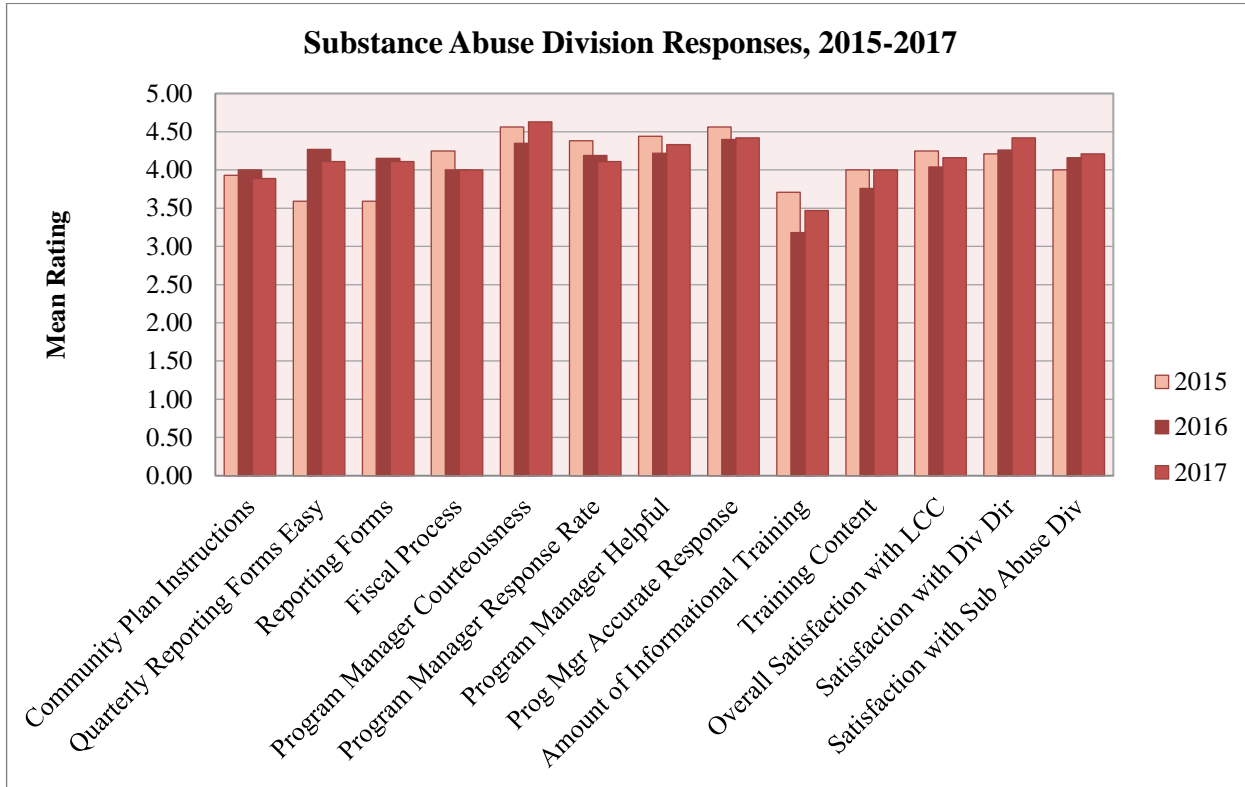
Criminal Justice Services

State and local law enforcement agencies are supported by the LCCs. The LCCs supply funds for equipment and training for drug task forces, drug interdiction teams, Operation Pullover roadside enforcement, and K-9 units. Criminal justice funding also provides for drug-court programming, drug screens and social-norming awareness campaigns.

Looking Ahead

- ICJI will increase opportunities to educate LCCs on how to effectively communicate with their local communities regarding the use of the LCC funds and potential impacts on the public.
- ICJI will continue to offer additional support to LCCs that seek additional funding through DFC and other grants. Staff will continue efforts to increase the number of DFCs annually.
- ICJI will continue working with LCCs to update their Comprehensive Community Plans, to better serve the needs of those in their communities.
- ICJI will be collecting data from the LCCs that have successfully received grants and met the goals of their comprehensive community plans. This information will be shared with other LCCs asking for assistance.
- LCC funding applications and reporting forms will be standardized to improve program evaluation.

The following graph represents customer satisfaction scores from ICJI’s annual customer satisfaction survey, for the Substance Abuse Division for the years 2015 to 2017. Scores are based on survey respondents’ answers to questions in the categories listed on the x-axis of the graph and range from one (least satisfied) to five (most satisfied).



Traffic Safety

ICJI's Traffic Safety Division manages federal funds received from the National Highway Traffic Safety Administration (NHTSA) and allocated throughout Indiana to support programs designed to fulfill its mission: "Safer Hoosier Roadways at Every Turn."

By using up-to-date crash data, ICJI is able to implement countermeasures in specific areas that will reduce crashes throughout the state.

ICJI's Traffic Safety Division consists of a division director who coordinates the efforts of the support staff including an impaired driving program manager, a motorcycle safety and traffic records program manager, a traffic safety research associate, an occupant protection program manager, a young driver and child passenger program manager, and six law enforcement liaisons located regionally across Indiana.

ICJI utilizes its Statistical Analysis Center to assist in preparing and analyzing the data collected. ICJI also utilizes the resources and expertise of the Public Policy Institute within the Indiana University-Purdue University of Indianapolis' School of Public and Environmental Affairs, the Center for Road Safety located at Purdue University, and the Traffic Records Coordinating Committee.

ICJI promotes traffic safety initiatives on state and local roadways through the implementation of a comprehensive Highway Safety Plan. The HSP describes the projects and activities planned to help ICJI reach national and state traffic safety targets in areas identified for priority programs.

Program Highlights

Law Enforcement Liaisons (LELs)

LELs have law enforcement experience and work with the local law enforcement agencies in their regions to meet state and federal traffic safety goals and objectives. There are currently six regional LELs serving Indiana.

Enforcement Mobilizations

Traffic safety enforcement mobilizations were conducted throughout the year. Examples include *Safe Family Travel*, *Dangerous Driving*, *Click It or Ticket*, and *Drive Sober or Get Pulled Over*. For these campaigns, media releases with supplemental materials were issued throughout the state, prior to and after mobilizations, to reinforce the messages along with the enforcement activities. Data was also utilized to better reach the targeted audience through paid advertising.

Seat Belt Enforcement Programs

ICJI continued working toward increasing Indiana's seat belt usage rate by funding overtime enforcement programs with law enforcement agencies. In 2017, there were a total of 231 participating agencies and 41 Traffic Safety Partnerships. Indiana's seat belt compliance rate in 2017 was 93.0 %.

Operation Pullover (OPO) agencies averaged 3.31 contacts per hour and issued 1.32 seat belt/child restraint citations per hour. OPO agencies arrested an impaired driver every 13.03 hours. OPO officers working enforcement programs worked a total of 65,124 hours and issued 175,365 citations and warnings, of which 63 percent were citations.

Program Areas

Impaired Driving Programs

DUI Task Force

With a continued focus on deterrence, DUI Task Force agencies stepped up their enforcement with highly visible and sustained strategies to change behaviors of those willing to drink and drive. Thirty-seven counties comprised the DUI Task Force program, supplemented with 14 regional ISP districts throughout the state. These agencies were provided overtime funding for officers to detect and arrest impaired drivers utilizing High Visibility Enforcement (HVE) efforts, such as sobriety checkpoints. In 2017, the DUI Task Force program issued 26,772 citations and arrests. The DUI Task Force was also instrumental in implementing NHTSA recommended HVE techniques by conducting 115 sobriety checkpoints, resulting in 440 arrests and citations.

In 2017, the Indiana Department of Toxicology continued to experience a backlog with the analysis of traffic related drug cases. ICJI provided funding to pay for the outsourcing of approximately 4,000 traffic related drug cases for analysis. This funding has resulted in a significant reduction in the backlog of these cases.

Drug Recognition Experts

ICJI continued to fund and manage Indiana's Drug Recognition Expert (DRE) program. DREs are police officers trained to recognize impairment in drivers under the influence of drugs other than, or in addition to, alcohol. Additional DRE training classes were conducted in 2017, bringing the total number of DREs in Indiana to 186 officers.

Two hundred tablets and associated hardware, software and license fees have been purchased by ICJI to support Indiana's DRE program. The project gives Indiana DREs the ability to enter their observations and assessments of persons suspected of drugged driving directly into tablet computers. The application that supports this project was developed at Rockefeller College's Institute for Traffic Safety Management and Research in New York and has been deployed in several states. The tablets use an electronic version of a face sheet, which eliminates the need for hard copies during the course of an evaluation. The system validates the data, generates PDF evaluation documents, and uploads all data, including drawings, to a database. This project reduces the time it takes to complete roadside evaluations, assist with the prosecution of impaired driving arrests, and provides Indiana with systematic data collection for the development of appropriate countermeasures.

Preliminary Breath Tests

Indiana law enforcement agencies have expressed a repeated need for additional Preliminary Breath Test (PBT) equipment to support their impaired driving enforcement efforts. ICJI purchased 1,745 Alco-Sensor FST PBTs and supporting equipment for current traffic safety sub-grantees to assist officers in identifying impaired drivers. PBTs were only issued to law enforcement agencies that had signed traffic safety project agreements with ICJI. One hundred and fifty-one police agencies received PBTs as part of this project.

Traffic Safety Resource Prosecutor (TSRP)

The Traffic Safety Resource Prosecutor (TSRP) provided over 100 hours of continuing legal education for prosecutors, from introductory courses such as Evidence Boot Camp to more advanced trial techniques in Visual Trial. In addition, this year was the first time the Trial Advocacy course focused on drugged driving. As the threat of drugged driving becomes more and more prevalent, this training

focused on dealing with drugged drivers in court. This training was in addition to the over 500 support calls fielded from prosecutors, legislators, and judges throughout the state.

The TSRP continued to work with all branches of Indiana government, serving on working groups with the Judicial Center, Bureau of Motor Vehicles, Indiana Department of Toxicology, ISP, Indiana State Excise Police, and the Legislative Services Agency. These groups worked to help the state implement new laws, as well as streamline existing procedures in traffic law to ensure stronger cases, faster processing times, and cost savings. The TSRP program continues to work closely with the DRE program, as well as conducting training on legal aspects and courtroom considerations for Standardized Field Sobriety Test training at the Indiana Law Enforcement Academy.

Motorcycle Safety Programs

In 2017, ICJI continued a motorcycle high visibility enforcement program where law enforcement agencies were encouraged to participate. The purpose of this project was to increase high visibility enforcement in areas that were identified with high impaired motorcycle rider fatalities and where there was a heavy concentration of motorcycle traffic associated with establishments that catered to motorcyclists. Law enforcement agencies:

- Distributed educational materials to motorcycle themed event participants,
- Created an enforcement presence by having officers attend “Bike Nights”, and
- Patrolled motorcycle events with marked and unmarked vehicles.

Child Passengers

ICJI continued to support the Automotive Safety Program (ASP) at the Indiana University School of Medicine, which sought to reduce injuries and fatalities resulting from motor vehicle crashes in Indiana. The primary focus of ASP is to design and promote traffic safety initiatives for children in Indiana. ASP provided statewide public information and education programs to increase the correct use of child restraints. ASP funded 49 child safety seat clinics throughout the state, which led to 1,356 inspections and 949 seats distributed to families in need.

Young Drivers

ICJI partners with Indiana Students Against Destructive Decisions and other entities to pursue teen driver initiatives focused on educating high school and college-age students about the behaviors that can negatively and positively impact driving.

Pedestrian/Bicycle

In 2017, ICJI awarded Bicycle/Pedestrian grants to 12 organizations, six of which were law enforcement agencies, to conduct enforcement projects. ICJI also funded:

- IndyCog for bicycle safety trainings
- Bicycle Indiana for consistent education in all Driver’s Education classes
- Alliance for Health Promotion to help make Indianapolis safer for pedestrians and bicycles
- The City of Bloomington for city improvements and education related to Bicycle and Pedestrian safety

Traffic Records

The objective of the traffic records program is to create an integrated traffic records system through a collaboration of all local, state and federal entities responsible for motor vehicle safety. This

collaboration includes coordination with the Strategic Highway Safety Plan and the Indiana Department of Transportation to improve traffic information systems across the state.

The program was designed to improve the timeliness, accuracy, completeness, uniformity, integration and accessibility of state data that is needed to identify priorities for national, state and local roadway and traffic safety programs. As of December 31, 2017, 90 percent of all crash reports for the year were submitted within five days of the crash.

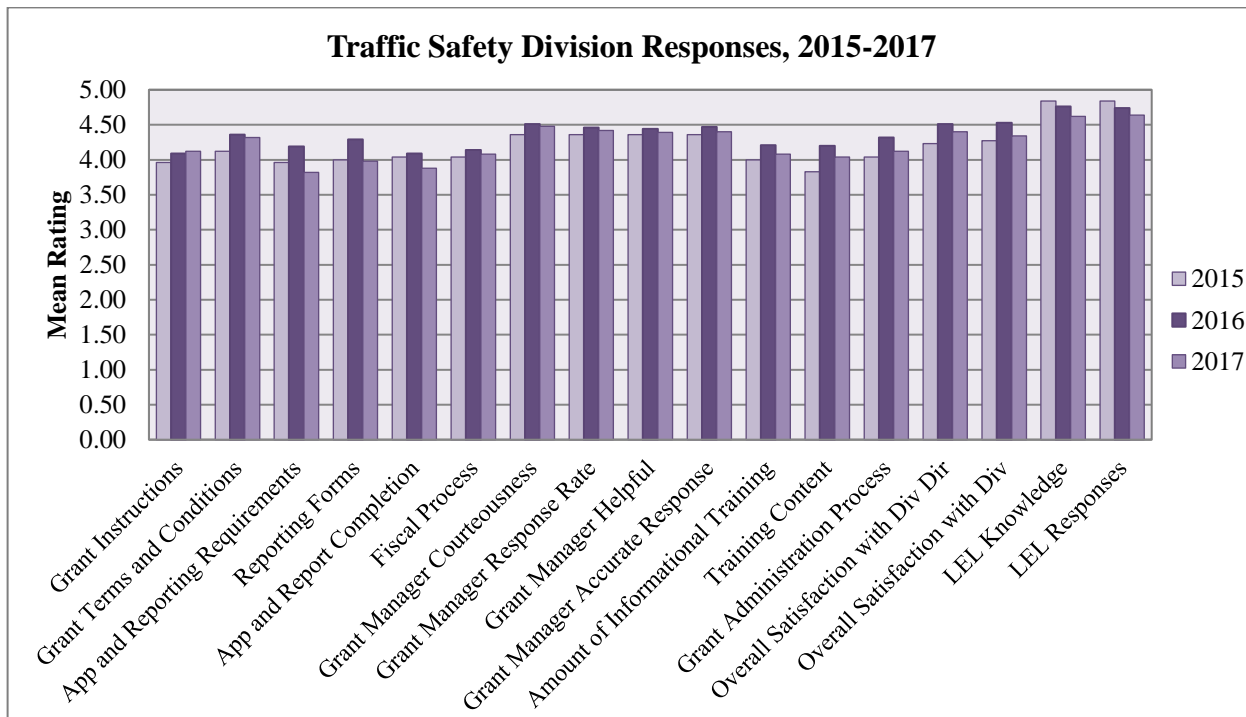
ICJI continued work through the Traffic Records Coordinating Council to improve the Automated Reporting Information Exchange System, the Indiana Trauma Registry and Electronic Citation and Warning System.

Partnerships

ICJI was a title sponsor for the Miracle Ride for Riley Hospital for Children. This is one of the largest motorcycle fundraising events in the state – with more than 4,000 riders. ICJI’s “Get Legal. Get Licensed”, and “Ride Sober or Get Pulled Over” messages were visible at the event and were published in multiple editions of the Hoosier Motorcyclist Magazine which reaches 150,000 riders.

ICJI continued the Rule the Road (RTR) teen driving initiative which targets youth ages 15 through 18 and teaches safe driving skills. RTR events are supported by ICJI, Indiana SADD, and local law enforcement. The events provide hands-on driving experience to young drivers with the assistance of certified emergency vehicle operators. Specifically targeting teens ages 15-18 who are about to or have recently received their driver’s license, Rule the Road provides a unique opportunity to learn the skills teens need to keep them safe behind the wheel.

The following graph represents customer satisfaction scores from ICJI’s annual customer satisfaction survey, for the Traffic Safety Division for the years 2015 to 2017. Scores are based on survey respondents’ answers to questions in the categories listed on the x-axis of the graph and range from one (least satisfied) to five (most satisfied).



Victim Services

ICJI's Victim Services Division oversees the Victim Assistance Unit and the Victim Compensation Unit.

Victim Assistance

The Victims' Assistance Unit of the Victim Services Division is responsible for funding agencies to implement programmatic services for victims of crime throughout Indiana and for increasing the availability of current trainings and opportunities to learn best practices for victim service professionals. The unit responds to the needs of victims of crime through the allocation of state and federal funds that support direct services to both victims and their families.

Victim services are defined as efforts that respond to the emotional, psychological, and physical needs of crime victims; assist primary and secondary victims of crime to stabilize their lives after a victimization; help victims to understand and participate in the criminal justice system; and provide victims of crime with a measure of safety and security to help them recover and heal. Some grants funded by the unit allow for prevention efforts and criminal justice interventions as well.

Victim services are provided by a variety of non-profits and governmental entities, including county prosecutor's offices, domestic violence and rape crisis providers, child advocacy centers, law enforcement victim assistance units, court programs, mental health providers, and legal assistance organizations. In 2017, ICJI and the Victim Assistance Unit continued to fund projects throughout the state regarding human trafficking and sexual assault, particularly of children and teens.

As the State's planning and administering agency for victim assistance funds, the unit administered over \$69 million from nine different funding streams through over 450 grants in 2017. The funding streams are:

- Domestic Violence Prevention and Treatment (DVPT)
- Family Violence Prevention and Services Program (FVPSA)
- Services, Training, Officers, Prosecutors (STOP)
- Sexual Assault Services (SOS)
- Sexual Assault Services Formula Grant Program (SASP)
- Social Service Block Grant (SSBG)
- Victims of Crime Act (VOCA)
- Sexual Assault Victims Assistance Fund (SAVAF)
- VOCA Training Grant

In 2017, Victim Assistance saw an increase in funding, which allowed for an expansion of services to victims throughout the state. Services grew in the areas of:

- Counseling and Therapy
- Domestic violence shelters and satellite offices
- Emergency civil legal representation
- Legal advocacy
- Assistance in filing victims compensation claims
- Support groups
- Community resource information and referral, crisis hotlines, etc.
- Specialized services for victims of human trafficking
- Efforts for outreach and identification of child pornography victims

Victim of Crime Act (VOCA) Discretionary Training Grant

In 2017, the Victim Assistance Unit subawarded its VOCA Discretionary Training Grant to the Indiana Coalition Against Domestic Violence, in partnership with the Indiana Coalition to End Sexual Assault, and the Domestic Violence Network. In 2017 the implementing partners hosted a State Victim Assistance Basic Academy, regional trainings broadcast in Indianapolis, Evansville, Fort Wayne and Salem. The Basic Academy was hosted at the Ivy Tech Campus in Indianapolis and via webinars hosted by ICADV. Over 250 victim service professionals were trained through these efforts in 2017.

Victims Compensation Unit

The Victims' Compensation Unit administers the Violent Crime Victim Compensation Fund, which was established in 1978 by the Indiana General Assembly (I.C. 5-2-6.1). The fund receives a percentage of court fees, work release funds, restitution, punitive damage awards, a federal grant (VOCA), and State appropriations.

The unit oversees payment of two types of compensation applications:

- **Violent Crime Applications** – a claim submitted by a victim or other qualified party (e.g. parent, spouse, legal dependent or personal representative),and
- **Sex Crime Applications** – applications or claims submitted by a medical provider who performs a forensic examination of a sex crime victim.

During FY 2018 the number of new violent crime applications decreased 7.6 percent over the previous period to 936 applications. During the same time period, the number of sexual assault applications received decreased 13.1 percent to 2,753.

Accomplishments and Challenges:

- During FY 2018, the Victims' Compensation Unit paid in excess of \$9.15 million dollars in violent and sexual assault claims from the fund.

This division of ICJI was often called upon to provide comprehensive training to a number of groups during 2017. Victim advocates, prosecutor's offices, law enforcement agencies, sexual assault nurse examiners, and hospital staff received detailed training on the two types of compensation applications. These trainings afforded Victims Compensation Unit staff the opportunity to meet individuals from other organizations that deal directly with victims on a daily basis. These trainings also allowed staff to build relationships with providers and strengthen the division's partnerships. Members of the unit attend regional and national conferences with Indiana's counterparts in other states, which also aided in strengthening partnerships around the country.

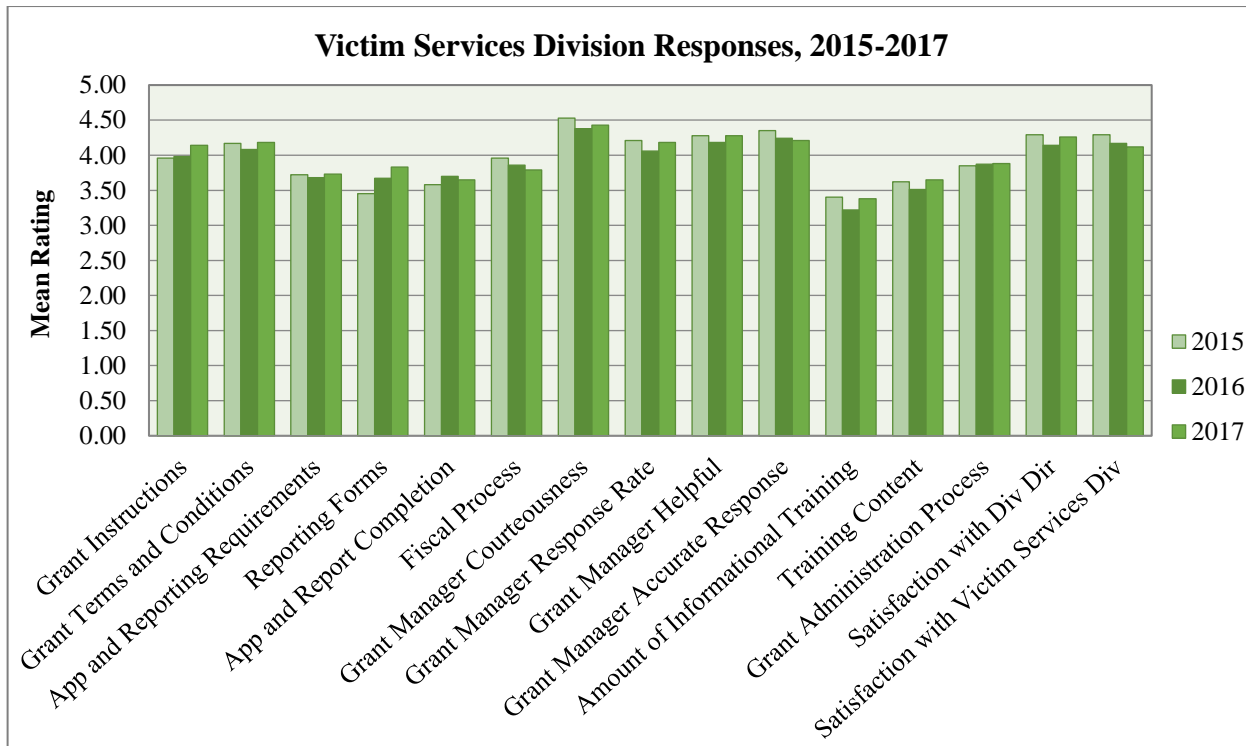
Looking Ahead

As this division continues its work, it has established the following goals for FY 2018:

- Prompt and accurate reporting of crime statistics through the Performance Measurement Tool provided by the Office for Victims of Crime.
- Reduce processing time for violent crime applications to within 6 months from the time received.
- Identify and provide additional training opportunities for staff members to increase their job knowledge and performance.
- Increase subgrantee training to a quarterly frequency on topics pertinent to ICJI grants.

- Create a quarterly newsletter explaining policies and procedures, answering frequently asked questions and highlighting high-quality subgrantees.

The following graph represents customer satisfaction scores from ICJI’s annual customer satisfaction survey, for the Victim Services Division for the years 2015 to 2017. Scores are based on survey respondents’ answers to questions in the categories listed on the x-axis of the graph and range from one (least satisfied) to five (most satisfied).



Youth Services

The mission of the Youth Services Division is to improve the juvenile justice system, promote positive youth development through community-wide collaboration and support initiatives that aim to prevent and/or reduce juvenile offending. The Youth Services Division support programs for at-risk youth as well as those involved in the justice system, funds training for agencies and schools who work with these youth and facilitates system-wide collaboration and improvement efforts. Staff serve as liaisons between federal, state and local agencies, provide technical assistance, and implement the goals outlined in the state's Juvenile Justice and Delinquency Prevention Three-Year plan.

Program Highlights

Think Trauma Toolkit

ICJI was invited to join as a system partner in the Think Trauma Toolkit™ initiative, which is a project of the National Child Traumatic Stress Network and Northwestern University. This no cost opportunity provides states with training and technical assistance related to responding to trauma within the juvenile justice system. The goal of Think Trauma is to work toward creating/enhancing a trauma-informed setting by increasing awareness and knowledge of staff regarding the impact of trauma and offering direct, non-clinical approaches to engage and respond to traumatized youth. Indiana is participating along with representatives from Illinois, Tennessee and Wisconsin.

Disproportionate Minority Contact Data Collection

In 2017, Indiana achieved 100% county level reporting of data connected to Disproportionate Minority Contact. This is a milestone few other states have achieved. ICJI was able to use this county level data to determine minority contact rates for every racial group at every decision point within the juvenile justice system. This information will allow ICJI to work with counties on their specific and unique needs and concerns moving forward, while also looking at state trends that require higher levels of intervention. The extent of data available also pointed to the need to prioritize equity in the Three-Year Plan.

Automation of Juvenile Compliance System

The Youth Services Division oversees legal compliance monitoring for the juvenile justice system. The Juvenile Justice and Delinquency Prevention Act (JJDP) provides juveniles with core protections in addition to their Miranda rights. ICJI works with local law enforcement, juvenile detention facilities and the Department of Correction to track all juvenile holds and detention stays in accordance with the law. In 2017, ICJI began the process of moving all aspects of compliance monitoring online, including the annual classification process and on-site monitoring visit logs. Moving everything online will reduce paper and printing costs, reduce duplicate data-entry and improve data security.

Program Areas

The JJDP is to ensure state-level juvenile justice planning, monitoring of juvenile detention facilities and local law enforcement to ensure compliance with federal juvenile core protections, and to provide funding for local-level prevention, intervention and treatment programs. JJDP requires that the state facilitate a Juvenile Justice State Advisory Group (SAG) and that the majority of funds be passed through as grants to local government stakeholders. The SAG and ICJI create and implement the state's Three-Year Plan, which identifies priorities and funding areas.

In 2017, Funds are available for the following program purpose areas:

- Gender Specific Programs*
- Mental Health Programs*
- Rural County Programs*
- Mentoring, Counseling and Training Programs*
- Diversion Programs (Alternatives to Court involvement)*
- Compliance Monitoring
- Disproportionate Minority Contact
- The Juvenile Justice State Advisory Group
- Planning and Administration

* Indicates areas that offer pass-through grants to local units of government and public schools

JJDPAs are awarded annually. However, the state may retain and use funds for a period of three years per award. This allows ICJI to distribute JJDPAs in excess of the annual award amount.

School Safe Haven

The state-funded School Safe Haven grant provides funds for public charter schools and school corporations. This year, ICJI supported 32 evidence-based programs and school resource officers at 14 school systems through the grants. In partnership with the Department of Education, School Safe Haven funds support the annual School Safety Specialist training. ICJI worked closely with the Department of Education and the Department of Homeland Security to ensure all school safety funds were distributed equitable and consistently.

The program's goals are:

- To help students and staff develop the skills and strategies necessary to prevent violent and potentially violent situations.
- To enable schools to identify and acquire the programs and resources necessary to apply research-based models and proven practices for curriculum, policies, procedures and instruction.
- To assist schools in creating a physical environment that promotes the safety and well-being of students and staff within the school campus.

Prison Rape Elimination Act (PREA) Reallocation Funds

PREA funds may be used for a number of activities to further the provisions of the Act: Prevention Planning, Audits, Investigations, Grievances, Training, Staffing of Juvenile Facilities, etc. In 2015 ICJI was awarded \$11,551 to assist the IDOC to support PREA efforts in DOC's three juvenile facilities.

Looking Ahead

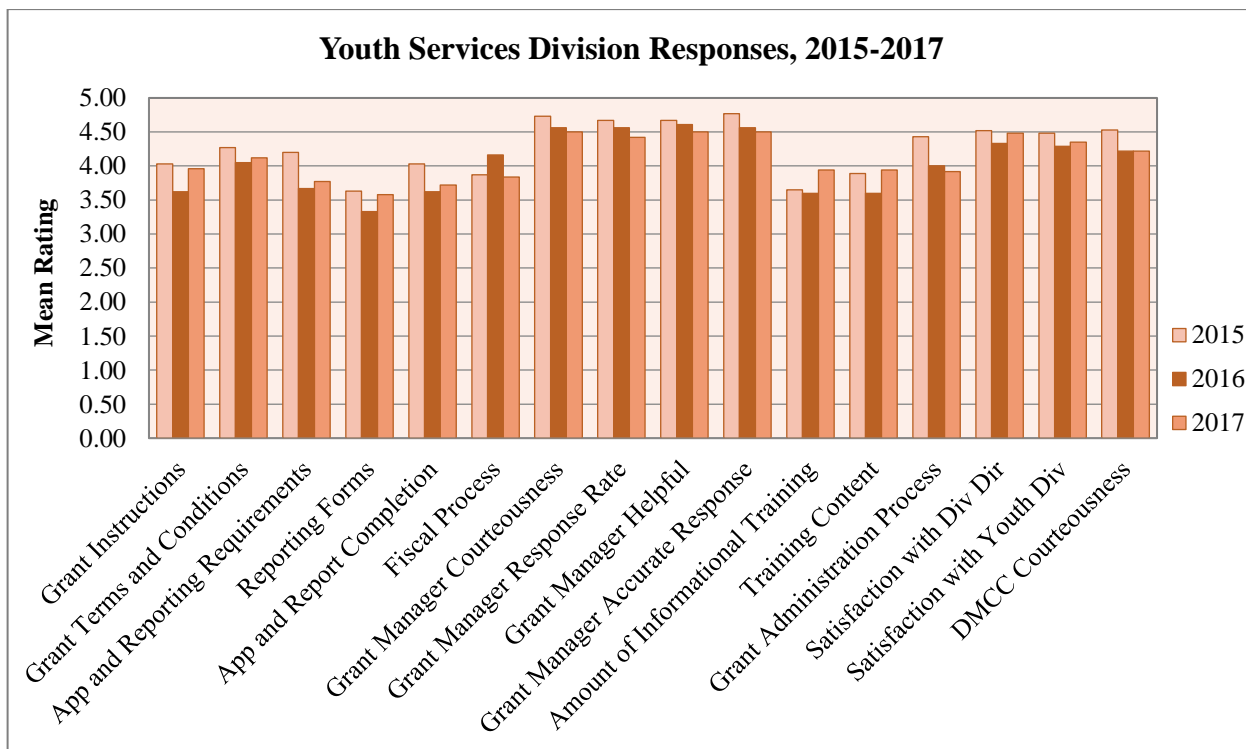
The Youth Services Division continues to partner with juvenile justice providers, schools and community agencies to decrease risk factors for juvenile delinquency, increase public safety and promote the development of positive life-skills that allow youth to become productive, law-abiding adults. In addition to working on school safety, ICJI has five key priorities related to youth:

- Protect the legal rights of juveniles and ensure appropriate intervention in all cases, regardless of race, ethnicity, gender or geography.

- Strengthen the juvenile justice system to improve the flow of information, data tracking and understanding of both the needs of youth and the system.
- Support the safety and well-being of at-risk and justice-connected youth and mitigate risk factors, including mental illness, substance abuse and victimization.
- Improve service provision and outcomes for youth involved in both the child welfare and juvenile justice systems.
- Expand pathways to restorative justice and positive behavior support that allows youth to stay in their own homes, schools and communities.

The Youth Services Division is committed to collaborating with other child-serving agencies to ensure comprehensive planning, systemic improvements and identification of best practices. ICJI serves on the Secured Schools Task Force, the executive committee of the Juvenile Detention Alternatives Initiative, the Juvenile Community Corrections Grant Committee, the Think Trauma state taskforce and several task forces and workgroups supporting the Commission on Improving the Status of Children. The Youth Services Division also continues to seek additional funding to support key needs including supporting opioid affected youth and juvenile violence prevention.

The following graph represents customer satisfaction scores from ICJI’s annual customer satisfaction survey, for the Youth Services Division for the years 2015 to 2017. Scores are based on survey respondents’ answers to questions in the categories listed on the x-axis of the graph and range from one (least satisfied) to five (most satisfied).



ICJI Customer Satisfaction Survey: Interpreting the Results

In January and February 2018, ICJI's Research and Planning Division conducted its annual customer satisfaction survey to determine subgrantee satisfaction regarding service provided during 2017. To obtain the most comprehensive and up-to-date list of respondents, division directors were asked to provide the email addresses of individuals who may have had contact with their respective divisions throughout 2017. Subgrantees and contacts of the Drug and Crime Control, Substance Abuse, Traffic Safety, Victim Services, and Youth Services divisions were emailed a link to the online Survey Monkey survey. Respondents were asked to answer the "General Customer Service" section and secondly, to answer the respective division-specific section. The "General Customer Service" section consisted of nine statements and questions while the number of statements and questions specific to each division varied.

The survey link was emailed to 611 individuals, and 222 (36.3%) fully completed the survey. Additionally, 12 (2%) started the survey but did not complete it. Table 1 represents the number of email contacts (including duplicates), number of survey responses and the response rate for each division. Across division email contacts, 74 duplicate email addresses were identified and were removed prior to the survey being sent out. In 2015, 39.9% of survey respondents completed or began the survey. In 2016, this rate decreased to 36.9%. As observed in Table 1, the overall response rate further decreased to 34.2%.

Table 1. Division Response Rate, 2017

Division	Number of Email Addresses	Number of Survey Responses*	Response Rate
Drug and Crime Control	77	24	31.2%
Substance Abuse	77	20	26.0%
Traffic Safety	260	65	25.0%
Victim Services	200	99	49.5%
Youth Services	71	26	36.6%
Total	685	234	34.2%

*Includes partially completed surveys

The survey was divided into two parts: "General Customer Service" and a division-specific customer service section. For both sections of the survey, respondents were asked to provide a response to a series of statements using a Likert Scale. Respondents could choose from the following options: "Strongly Agree," "Agree," "Neutral," "Disagree," "Strongly Disagree," or "N/A". Each response on this scale, excluding "N/A," was coded with a value of one (1) through five (5) to calculate the average index score for the agreement with each statement; "Strongly Disagree" was assigned as one (1) and "Strongly Agree" was assigned as five (5). The closer the average score was to five (5), the more the respondents agreed with the statement and the higher their level of satisfaction. Responses of "N/A" were not used toward statement averages.

General Customer Service

In the first part of the survey, called "General Customer Service," all respondents were asked to report how strongly they agreed with eight statements. The first four statements rated ICJI staff's "Courteousness." Statements five through seven rated ICJI staff's "Helpfulness." The final statement

rated the respondent's "Overall Satisfaction." The responses to each statement were coded one through five based on how strongly they agreed with the statement and the average rating was found. The average for each category and comparisons with the previous three years are located in Figure 1.

Division-Specific Questions

Due to the number of subgrantees who have contact with multiple divisions within ICJI, respondents were asked to choose which division (Drug and Crime Control, Substance Abuse, Traffic Safety, Victim Services, or Youth Services) they worked with most often. Based on their responses, respondents were redirected to a division-specific portion of the survey. Once the respondent was redirected to their respective division, questions were asked about the following topics:

- Grant Instructions*
- Grant Terms and Conditions*
- Application and Reporting Requirements
- Reporting Forms
- Application and Report Completion*
- Fiscal Process
- Grant Manager Courteousness
- Grant Manager Response Rate
- Amount of Informational Training
- Training Content
- Grant Administration Process*
- Overall Satisfaction with the Division

Topics noted with an asterisk (*) were not included in the Substance Abuse Division survey section because they did not apply to this division's daily operations.

In addition, subgrantees were asked to describe instances when ICJI staff did not meet, did meet, or exceeded their expectations. Subgrantees were also provided the opportunity to make recommendations for ICJI improvements. Each division director was provided a summarized copy of the results relative to their respective divisions.

Although separated by division, the available responses to the statements regarding division satisfaction were identical. Each division statement response was coded one through five based on how strongly the respondent agreed or disagreed with the statement. Some of the key findings include:

- Overall, general customer satisfaction decreased slightly from 2016 ratings. In 2017, "Courteousness" decreased from an overall score of 4.40 to 4.39, "Helpfulness" decreased from 4.26 to 4.25 and "Overall Satisfaction" decreased slightly from 4.42 to 4.32.
- Drug and Crime Control achieved the highest average rating across all division related questions (4.43).
- Victims Services achieved the lowest average rating across all division-related questions (3.98); this rating represents a slight increase from 2016 (3.92).
- Youth Services, Victims Services, and Substance Abuse divisions tied for the largest increase in average rating from 2016; each division had a 0.06 increase in average rating.

Proportionally, Victims Services had the largest change from 3.92 in 2016 to 3.98 in 2017, or a 1.7% increase.

- Drug and Crime Control’s average rating across all division related questions decreased slightly from 4.48 to 4.43.
- Youth Services increased their average rating from 4.05 to 4.11.
- Substance Abuse increased average ratings across all division-related questions from 4.08 to 4.14.
- The largest improvement for any question across all divisions occurred for Youth Services; amount of informational training and training content questions both increased from 3.60 in 2016 to 3.94 in 2017.
- Traffic Safety had the question with the largest decrease in rating. The question relating to the application and report completion decreased from 4.19 to 3.82.
- Grant manager courteousness was the highest average-rated question with an average score of 4.58 across divisions. All divisions also scored exceptionally high in grant manager helpful (4.45), grant manager accurate response (4.46), and overall satisfaction with division director (4.45) questions.

Comparison Graphs

Figures 1-7 show the comparison of how satisfied respondents were for the years 2015-2017. Additionally, Figures 8-22 display 2017 survey response data across divisions for the various questions. The closer the mean is to five (5), the better the performance.

Figure 1. General Customer Service Satisfaction Mean Comparisons

