
Juvenile Services

Mission Statement:

The Juvenile & Family Services Department is committed to providing quality, innovative, comprehensive, and effective services to youth, families and the community. Clallam County Juvenile & Family Services will provide prevention, treatment and accountability services to youth and families within budgetary limits.

Functions:

The Juvenile & Family Services Department provides comprehensive services to youth, families, schools, the community, and Juvenile Justice System. The Department is responsible for maintaining the balance between community protection, treatment, and accountability for youth arrested for criminal activity, who have been abused, neglected, at risk youth and truant. The Department provides support to the Superior Court, operates a juvenile corrections facility including a secure unit for crisis residential placement, probation, diversion services including Teen Court; a non-offender unit services truants, at-risk youth, abused and neglected children; and CASA/GAL's assigned to dependencies and domestic relations matters. True Star Behavioral Health, a licensed and certified agency providing drug/alcohol and mental health treatment is also operated by the Department.

Offender Unit

Diversion:

- Meets with juvenile offenders who are diverted out of the court system for minor offenses.
- Refers cases to Community Accountability Boards, Teen Court, or a staff for processing.
- Develops conditions of a diversion agreement that may include community service work, fines, restitution, essays, letter of apology, curfew, loss of driver's license, counseling, and/or treatment.
- Monitors compliance of the conditions of the diversion agreement.
- Refers non-compliance youth to the Prosecuting Attorney's Office for formal legal action.

Supervision:

- Interviews juvenile offenders, reviews school and police reports and prepares legal documentation, pre-sentence investigation reports as requested, recommendations and testimony regarding level of risk to the community, appropriate treatment plan, potential for rehabilitation and retention or declination of juvenile court jurisdiction.
- Monitors youthful offenders on community supervision to ensure compliance with court-ordered requirements.
- Administers the risk assessment to identify the areas that place the youth at risk to re-offend, identify the youth's strengths, and develop a case plan to reduce the risk to re-offend.
- Makes regular contact with the youth, family, and schools as needed to monitor progress.

-
- Provides crisis intervention services and makes referrals to other agencies and treatment providers as required.
 - Attends professional staffings on youth and families to assess critical needs of the family to determine possible placement and disposition.
 - Makes recommendations to the court regarding interventions, treatment, and sanctions.
 - Works with and through other agencies to support a youth's progress on probation.
 - Holds youth accountable for their behavior by bringing relevant violations before the court for review.

State-Funded Programs:

- **SSODA:** Disposition alternative for sex offenders with no prior history and who have not committed a serious violent offense as defined by RCW 9.94A.030. The youth is provided with intense community supervision provided by a specially trained Probation Officer, up to two years in a sex offender treatment program, education, and employment. The SSODA disposition may be revoked and the youth committed to an institution for failure to comply with supervision and/or treatment requirements or for a new crime.
- **AGGRESSION REPLACEMENT THERAPY (ART):** Aggression Replacement Training (ART) is a multimode intervention designed to alter the behavior of aggressive youth, reduce anti-social behaviors, and offer an alternative of pro-social skills. ART has been the focus of many research studies and has proven to reduce offending behavior. The intensive ten-week life-skills program is composed of one-hour group sessions three times per week. In these sessions youth learn and practice skills that allow them to solve problems, make decisions, and interact positively in social situations. The ART curriculum consists of the three following components: Structured Learning Training (Behavior Component), Anger Control Training (Emotional Component) and Moral Reasoning (Values Component). The ART program is conducted by Probation Officers who have completed ART Instructor Training and are certified as ART Facilitators.
- **CHEMICAL DEPENDENCY DISPOSITION ALTERNATIVE (CDDA):** Provides qualifying youth with accountability and funding for chemical dependency treatment as an alternative to institutional commitment or as a requirement of community supervision.
- **SENTENCE DISPOSITION ALTERNATIVE (SDA):** This is a suspended sentencing alternative for committable youth that provides a combination of secure confinement and community supervision. Prior to sentencing an assessment is completed to determine program eligibility. Youth sentenced under SDA receive assessments, treatment, and monitoring services. Confining the juvenile in a corrections facility in or near the home community followed by local supervision allows the youth and family to benefit from established support system, local services, continued education, and facilitates a smoother reintegration into the family and community.
- **MENTAL HEALTH DISPOSITION ALTERNATIVE (MHDA):** Similar to the SDA above, this sentencing alternative for eligible committable youth provides supervision, coordination of services, and funding for mental health evaluation and treatment as an alternative to institutional commitment.
- **VICTIM-OFFENDER MEDIATION:** Utilizing the services of Peninsula Dispute Resolution Center, the program helps youth in the Juvenile Justice System to recognize and understand the effects of their actions on the victim(s) and the community at large. The program also assists victims by providing them with an opportunity to express their feelings and needs regarding the offense affirming that the community does care about them.

Corrections:

- Maintain the safety and security of detainees and staff in the corrections facility.
- Coordinate the care, feeding, education, and medical needs of all detained youth.

-
- Provide transportation and security for youth as required.
 - Provide security during daily video-court hearings, school, family visitations, and free-time activities including visiting volunteer programming visiting such as A/A, N/A, and Ministries.
 - Coordinate communication between detainees, probation, attorneys, counselors, and parents.
 - Update and maintain all necessary state and county computer and video records.
 - Supervise, coordinate or complete all housekeeping and janitorial.
 - Maintain staffing at current level (depending on funding).
 - Provide opportunities for staff to work with youth rather than merely monitor.
 - Maintain all annual mandated training requirements.
 - Adhere to all federal, state, and local mandates or policies.

Non-Offender Unit

Dependency:

- Represents abandoned, abused and neglected children by conducting an investigation of each case and preparing written reports and recommendations for court.
- Interviews children, parents and professionals and reviews discovery material to determine the level of risk to the child, assessing the need for foster care placement and developing a service plan to safely reunite the child with the family.
- Monitors the progress of each case by maintaining regular contact with the child, parents and professionals to ensure the family's participation in services and to assess the need for modification of the service plan, such as pursuing termination of the parent-child relationship.
- Works closely with Department of Social & Health Services (DSHS) department of Child Protective Services (CPS) case workers.
- Attends parent-child visitations, professional staffings, and court hearings.
- Supervises Court Appointed Special Advocate (CASA) volunteers.

At-Risk Youth and Child In Need of Services (CHINS):

- Provides intake, screening, and counseling services to parents.
- Assists parents/youth in filing At-Risk Youth/CHINS petitions.
- Creates a case file and schedules court hearings with Juvenile Deputy Court Clerks.
- Prepares all court orders and distributes the orders to all parties.
- Attends all court hearings, including response hearings, fact-finding, disposition, contempt and review hearings. Monitors non-offender clients to ensure compliance with court-ordered requirements.
- Provides crisis intervention services and makes referrals to other agencies and treatment providers as required.
- Makes recommendations to the court regarding interventions, treatment, and sanctions.
- Holds youth accountable for their behavior by bringing relevant violations before the court for review.

Truancy:

- Creates a case file and schedules court hearings for juveniles reported truant by schools.
- Prepares all court orders and distributes the orders to all parties.
- Attends court hearings and presents pertinent information as appropriate.

-
- Assists school personnel with monitoring and compliance of truant youth.
 - Meets with school officials and other collateral agencies involved with youth.
 - Suggests/offers resources to support or accelerate a successful resolution of truancy issues.
 - Provides outreach and prevention programming to schools so as to lower future truancy filings.

Secure Crisis Residential Center (SCRC):

- Provides a safe, secure shelter for runaway and at-risk children aged 12-17 in an atmosphere of care, concern, and respect.
- Identifies services and placement options that will preserve families and reduce the likelihood that youth will come to harm.
- All non-offenders found in contempt (Truancy, CHINS, Dependencies and Youth At-Risk) are held in the Secure Crisis Residential Center living unit. This unit separates non-offenders from offenders.

True Star Behavioral Health (Drug/Alcohol & Mental Health Services):

- Provides a multitude of treatment related services including: Alcohol & drug assessments for youth aged 12-18, CDDA assessments, treatment placements including coordination of inpatient services and/or referral to Drug Court, case management for Drug Court clients, corrections-based group treatment for detained youth, three-phase outpatient treatment, and job referrals when available.
- Alcohol/Drug Information School: This service satisfies the Department of Licensing requirements for alcohol/drug education for youth convicted of driving offenses involving alcohol/drugs.
- Provides coordination of services for clients including coordination with other treatment agencies, probation, schools, and other community services.
- Provides family, individual, and group treatment.
- Provides outreach in the form of a weekly educational group to the homeless youth shelter.
- Provides screening, referral, and treatment for youth with co-occurring disorders including combined drug/alcohol and mental health treatment and family counseling as applicable.

Management Unit

Management Team:

- Current assignment: Director
Court Services Manager
Corrections Manager
Administrative Coordinator
- All management team members continue involvement in appropriate associations and state activities.
- Continue to secure funding from outside sources including state, federal, and private foundations.
- Evaluate, discuss, develop, and implement strategic planning for most effective use of staff and resources to continue needed programming for clients and families.
- Minimum training of 20 hours per year per Manager (or more if required).

Long Term Goals:

- Provide for continued staff training to assist staff in their work with children, youth, parents and the community.
- Reduce the liability of the Juvenile Department and Clallam County by:
 - a) Continuing to improve the immediate and effective intervention of court services involving children who have been abused, abandoned or neglected (dependency) by maintaining the volunteer program thereby reducing the number of youth per caseload of non-offender Court Services Officers.
 - b) Maintaining the number of youth on the offender supervision caseloads to 50 or less by restructuring to lessen impacts of budget reductions.
 - c) Adhering to professional standards and training.
- Continue to evaluate effectiveness of Juvenile Programs and make changes as needed.
- Continue to improve services to youth in corrections through the medical program, treatment options, and referral to other community services as appropriate.
- Maintain compliance with federal, state, county, and department training requirements for all staff as budget can accommodate. Training hours may be increased due to required education for continued certification for some staff.

Short Term Objectives:

- **Policy & Procedures Manuals:**
 - a) Continue to review all policies and procedures manuals and revise as needed.
- **Training for all Departmental personnel for professional development and to minimize/mitigate liability, including but not limited to the following:**
 - a) Continue training for all Probation Officers and Court Services Management in liability mitigation, drug/alcohol education and treatment, and "best practices" case management.
 - b) Continue training for all Corrections Officers and Corrections Management in facility and detainee safety and security, liability mitigation, mental health, academy training and drug/alcohol education, and SCRC requirements.
 - c) All Departmental personnel will attend or complete online training required by the County or by law during 2009. In addition, employees will maintain required certifications and training specific to their individual positions as required.
- **Work to control caseloads to average 40 or less for offender supervision and non-offender caseloads as recommended by the National CASA Association and the Zy'Nyia Nobles Fatality Review Committee.**
 - a) Maintain an average number of youth on offender supervision caseloads at 40 youth or less. The current caseloads are at an average of 36 youth per counselor.
 - b) Maintain the caseloads of CASA by maintaining volunteer participation in the program. The Juvenile Department currently has approximately 4 dependency cases (youth) per volunteer. The National CASA Association recommends 3-4 cases per volunteer and 30 volunteers per supervisor in order to properly

represent children. This ratio is supported by the Zy'Nyia Nobles Fatality Review Committee. Maintaining current caseload ratios is contingent upon continued funding and the willingness of community members to volunteer as Court Appointed Special Advocates for dependent children.

- **Increase efficiency and effectiveness of intervention programs.**
 - a) Continue to track number of parents interviewed.
 - b) Continue to track number of petitions filed.
 - c) Expand treatment program to include best practice intervention programs.

Accomplishments in 2009:

- Minimized State funding for programs that were targeted for reduction and/or elimination.
- Continued adaptation to ever-changing state contract requirements.
- Continued control of corrections medical costs while providing quality services. A new medical contract with a Registered Nurse was implemented along with the hiring of a part-time physician to oversee medical services in corrections.
- Continued use and training of statewide online mental health/medical screening tool for detained youth.
- Ensured all staff training requirements (federal, state, county) were met.
- Staff trained in vehicle radio protocols for use during transports and in emergencies.
- Corrections staff trained in use of cell extraction gear.
- Corrections staff transitioned to a new uniform enhancing visibility and professionalism.
- Corrections made steps toward "going green" with a change to Ecolab cleaning and laundry products.
- The corrections remodel/repair project was completed with the assistance of Building Maintenance and contracted staff.
- Developed a training partnership with the Sheriff's Department to assist in meeting corrections training requirements.
- Conducted several drills to evaluate emergency evacuation plan efficiency.
- Maintained inventory list of department supplies, ongoing evaluation of products, and purchasing practices for efficiency and cost savings including utilizing US Communities for many products.
- Continued training of probation staff in "best practices" case management and developing mental health treatment goals for clients needing these services.
- Retained funding and renewed contract for Victim Offender Mediation (VOM). Services were enhanced to include victim panels, Restorative Justice 101, and Civic Responsibility classes.
- The Hargrove Behavioral Health Team continued working with clients in the Juvenile Justice System who suffer from emotional and mental health issues. A Hargrove grant award was received to continue these services with a collaborative program between Juvenile & Family Services, Peninsula Community Mental Health, and West End Outreach that provided enhanced screening and referral of clients as well as coordination and tracking of program youth and services provided. Juvenile Services also provided co-occurring groups and family treatment for youth and families eligible for services under this program.
- Sponsored eighth annual week-long Rock N' Roll Camp for at-risk youth and foster children.
- Obtained grants and funding from private organizations for clothing, treatment transport, special needs for clients, books for youth, and Rock N' Roll Camp.
- Continued development and revisions of all department policy and procedure manuals and completed Probation Policy & Procedures Manual.
- True Star once again passed all funding audits.

-
- True Star used the MACI Mental Health Screen as well as regular case staffing to determine co-occurring disorders in treatment clients so as to provide and/or refer for comprehensive services.
 - Youth assigned to Diversion with drug or alcohol charges continued to be referred for a Drug/Alcohol Assessment. This added early detection of chemical dependency issues to our prevention goals.
 - Continued Aggression Replacement Training (ART) for eligible clients. All probation and treatment staff are trained as ART facilitators.
 - Continued recruitment and training of volunteers for various programs.
 - Hosted annual Volunteer Recognition Dinner and CASA fundraiser with over 100 in attendance.
 - CASA continued focus on recruitment and retention of volunteers with a media advertising campaign and various awareness efforts including community education and fund-raisers that resulted in the training of 20 new volunteers.
 - Continued training staff in State Juvenile & Corrections Systems database.
 - Teen Court was video taped as part of a documentary by WTV to be used in training and empowering youth to be active in their communities.
 - Teen Court held various fund raisers used to send Teen Court youth volunteers to a "Walk for Justice" in Washington, DC.
 - Continued development of a Truancy Program with an assigned Truancy/At-Risk Youth Officer to work in conjunction with the schools to manage/reduce truancy. Truancy and Youth-at Risk-Officers spent time in the field meeting with schools, contacting youth, and networking with community resources.
 - Continued transition of clerical unit with cross-training staff in diversion and truancy, coordination of workload, and additional support for corrections.

Challenges for 2010:

In light of local, state, and national economic concerns one of the primary challenges for 2010 will be retaining funding and balancing the budget in order to continue to provide a variety of valuable and needed services.

Program development and enhancement of the Hargrove Behavioral Health program will continue through a collaborative agreement with Peninsula Community Mental Health and Westend Outreach. Also the Victim-Offender Mediation program, contracted with Peninsula Dispute Resolution Center, will be adding to the services provided by establishing Victim Panels as well as a Restorative Justice alternatives and Civic Responsibility classes.

Caseloads continue to fluctuate and change within the county communities requiring adjusting and coordinating assignments to best meet the needs of our clients and families.

Juvenile & Family Services staff are committed to meeting the needs of our clients and are willing and prepared to do whatever it takes to continue providing excellent services to youth, families, and our communities.

Performance Indicators:

| | 2007 Actual | 2008 Actual | 6/30/09 Actual | 2010 Goals |
|--|--|---|---|--|
| Review and revise policy and procedures manuals. | Juvenile Corrections Manual Chapters 1, 2, 3, 4, 6, 10, 14, 18, & 20 revised & updated. Continued development of probation manual. | Juvenile Corrections Manual Chapters 18, 19, 20, 24 revised & updated. Continued development of probation manual. | Juvenile Corrections Manual Chapters 1, 2, 3, 4, 7, 8, 9, 11, 14 revised & updated. Probation manual completed. | Continued review and updating manuals as necessary. |
| Train all department personnel for professional development as outlined in Short Term Objectives: Management Probation Officers Corrections Officers Administrative Support | Staff have completed the new online training requirements as well as attended other training. | Staff have completed the new online training requirements as well as attended other training. | Staff are being cross-trained within their assigned units and completing required training. | Continue cross-training of all staff and completion of all required and state mandated training. |
| Maintain caseloads to state average of 40 for offender and as recommended for non-offender: Offender – per Probation Officer Maintain # of CASA volunteers CASA – per volunteer | Prob: 36 CASA Vol: 49 Cases: 4 | Prob: 35 CASA Vol: 45 Cases: 3 | Prob: 35 CASA Vol: 43 Cases: 3 | Prob: 35 CASA Vol: 45 Cases: 3 |
| Develop and implement tracking system for parental referrals to At-Risk Youth Program: # of Parents Interviewed # of ARY Petitions Filed | 50 107 | 51 96 | 27 47 | 50 100 |
| Juvenile Drug Court coordination and transition – new contracts signed | 19 | 23 | 9 | 25 |

Workload Indicators:

| OFFENDER: | 2007 Actual | 2008 Actual | 6/30/09 Actual | 2010 Estimate |
|---|-------------|-------------|----------------|---------------|
| New Filings | 325 | 404 | 266 | 500 |
| New Supervision Cases | 157 | 171 | 78 | 160 |
| Offender Proceedings Held | 3,134 | 3,940 | 1,973 | 4,000 |
| Total Offender Cases Resolved/Disposed | 320 | 306 | 162 | 320 |
| SSODA Average Monthly Population | 2 | 2.7 | 3 | 3 |
| Diversions Processed/Referred | 203 | 250 | 91 | 230 |
| Total number of offense referrals (referrals not equal to filings of number of youth involved) | 1,484 | 1,778 | 848 | 1,700 |
| Total Community Service work Hours** | 2,778 | 2,615 | 484 | 1,500 |
| NON-OFFENDER: | | | | |
| Dependency Filings | 66 | 56 | 29 | 60 |
| At-Risk Youth Filings | 107 | 96 | 47 | 100 |
| CHINS (Child in Need of Services) Filings | 9 | 14 | 6 | 12 |
| Truancy Petitions Filed | 522 | 437 | 235 | 450 |
| Non-Offender Proceedings Held | 3,351 | 2,965 | 1,939 | 3,800 |
| CORRECTIONS/SCRC: | | | | |
| Total Annual Corrections Bookings | 771 | 779 | 360 | 750 |
| Total Bed Days | 5,621 | 6,225 | 3,396 | 6,500 |
| Average Daily Corrections Population | 15.4 | 17 | 18.8 | 17.8 |
| Average monthly utilization rate – S/CRC*** | 3.29 | 2.62 | 1.92 | 2.5 |

*Estimated based on statistics available.

**Actual community service hours completed

***Including non-offender contempt cases

Staffing Level:

| | 2007 Actual | 2008 Actual | 6/30/09 Actual | 2010 Budget |
|---|-------------|-------------|----------------|-------------|
| Total Staff: Management, Administrative Support, Probation, Corrections, Drug/Alcohol Program | 41 | 41 | 41 | 39 |
| General Fund Positions | 20 | 20 | 20 | 18 |
| Grant/Other Resource Positions | 21 | 21 | 21 | 21 |
| % of Grant/Other Resource Funded Positions | 51% | 51% | 51% | 52% |

Operating Budget

Revenues:

| | 2007 Actual | 2008 Actual | 6/30/09 Actual | 2010 Budget |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Taxes | 0 | 0 | 0 | 0 |
| Licenses and Permits | 10,051 | 9,810 | 4,301 | 10,000 |
| Intergovernmental Revenues | 940,317 | 1,163,937 | 548,713 | 1,130,920 |
| Charges for Goods and Services | 61,174 | 73,547 | 39,087 | 79,700 |
| Fines and Forfeits | 3,894 | 3,536 | 2,036 | 4,000 |
| Miscellaneous Revenues | 11,932 | 24,410 | 8,724 | 119,744 |
| Nonrevenues | 0 | 0 | 0 | 0 |
| Other Financing Sources | 0 | 0 | 0 | 0 |
| General Tax Support | 1,497,841 | 1,556,194 | 908,792 | 1,681,820 |
| TOTAL | \$2,525,209 | \$2,831,434 | \$1,511,653 | \$3,026,184 |

Expenditures:

| | 2007 Actual | 2008 Actual | 6/30/09 Actual | 2010 Budget |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries and Wages | 1,623,349 | 1,777,301 | 948,165 | 1,909,872 |
| Personnel Benefits | 551,714 | 640,372 | 340,394 | 688,027 |
| Supplies | 99,714 | 100,606 | 39,647 | 100,200 |
| Other Services and Charges | 180,933 | 257,819 | 149,225 | 277,921 |
| Intergovernmental Services | 0 | 0 | 0 | 0 |
| Interfund Payments for Services | 49,356 | 46,179 | 23,202 | 50,164 |
| Capital Outlay | 20,143 | 9,157 | 11,020 | 0 |
| TOTAL | \$2,525,209 | \$2,831,434 | \$1,511,653 | \$3,026,184 |

Agency Structure:

