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# 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 detention facility, including a secure unit for crisis residential placement, probation, diversion services and a non-offender unit for truants, at-risk youth, abused and neglected children and CASA/GAL's assigned to dependencies and domestic relations matters.

## **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.

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- 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.
- **SUSPENDED SENTENCE DISPOSITION ALTERNATIVE (SSDA):** This is a 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 detention 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.

## 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 tele-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).

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- 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.

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## 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 Treatment Program (Drug/Alcohol Treatment):

- 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 Adult assessments for the Department of Transportation as requested.

## **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).
- Continue to utilize the "Team Management" approach with staff and in the operation of the department.

### **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.

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- 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 2008. In addition, employees will maintain required certifications and training specific to their individual positions as required.
- **Work to control caseloads to average 50 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 50 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.

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## Accomplishments in 2007

- Continued adaptation to ever-changing state contract requirements.
- Passed DSHS audit of JRA contracts and related programs.
- Continued control of detention medical costs while providing quality services with Family Planning.
- Continued cross training of day and night shift corrections staff.
- One new corrections officers successfully completed the CJTC Corrections Academy.
- 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 and continued development of tracking/ reminding system to ensure future compliance.
- Sent three corrections staff to Train the Trainer who will, in turn, train corrections staff in the use of the state mandated Behavioral Chain Analysis Tool.
- Juvenile Corrections Officer attended the 40-hour Field Training Officer Academy and is assisting in the development and implementation of the Field Training Program in the Corrections Division.
- Continued training of probation staff in "best practices" case management.
- 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.
- Sponsored sixth 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.
- Two employees were certified as Taser Training Instructors and conducted in-house training and recertification in use of Tasers for probation and corrections staff.
- True Star once again passed funding audits with 100% accuracy.
- True Star is utilizing the MACI Mental Health Screen to determine co-occurring disorders in treatment clients in order to provide and/or refer for comprehensive services.
- Youth assigned to Diversion with drug or alcohol charges are referred for a Drug/Alcohol Assessment.
- Continued Aggression Replacement Training for eligible clients. All probation and treatment staff are trained and certified as ART facilitators.
- Continued to provide classes to clients and community on Civic Responsibility.
- Implemented Anger Management classes for court-ordered youth as well as youth referred by the schools.
- Continued recruitment and training of volunteers for various programs.
- Hosted annual Volunteer Recognition Dinner and CASA fundraiser with over 100 in attendance.
- Continued training staff in State Juvenile & Corrections Systems database.
- True Star implemented Family Group Therapy and continues the effort to engage parents and other family members to provide support and understanding of youth in treatment.
- With additional funding began development of a Truancy Program with an assigned Truancy/At-Risk Youth Officer to work in conjunction with the schools to manage/reduce truancy.
- With appointment of a new Sr. Probation Officer and additional staff, reorganize probation/non-offender supervision unit for maximum efficiency and utilization of resources.
- Increase in CASA funding enabled establishment of Volunteer Coordinator positions and increased focus on volunteer recruitment and training.
- A new position of Legal Process Coordinator was created with increased Becca funding to coordinate the varied workload of the court support staff and serve as Site Coordinator as liaison to the State. The

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position vacated by this promotion will serve as additional support for increased truancy filings as well as clerical support for corrections.

- Increased funding for the Secure Crisis Residential Center (SCRC) provided promotion of a Corrections Officer II to a Sr. Corrections Officer to oversee SCRC activity, reporting, and compliance with the State contract; and reinstatement of two Correction Officer II positions as night-shift coordinators previously eliminated due to reductions in funding.

## **Challenges for 2008:**

Challenges for 2008 are positive challenges as increased funding has allowed us to re-implement or develop some additional programs. Budget restrictions have eased a little after the 2007 legislative session and the addition of one corrections officer with county funding. Our department received funding increases for Becca, Secure Crisis Residential Center (SCRC), Court Appointed Special Advocate (CASA), and Consolidated Juvenile Services (CJS) programming. Implementation of staff and programs began in 2007 and will continue into 2008. CASA funding allowed us to add an additional Volunteer Coordinator to our program staff and increased recruiting efforts. As a result, reduced caseloads per volunteer are expected in 2008. With the increase in Becca funding we are developing a Truancy program with Truancy/ARY Probation Officer being added.

Another project that was implemented in the fall of 2007 will continue to be developed in 2008. Peninsula Mental Health and West End Outreach Services were awarded a grant to develop a Juvenile Behavioral Health Team. This department is part of that contract and will work with these two agencies as the gatekeeper for referrals of youth with mental health disorders or co-occurring disorders.

Hiring and replacement of staff continues to be a challenge and we always seem to be a staff or two behind as we try to fill positions. The qualifications for juvenile services positions are very high and require a thorough background check, psychological testing, and a polygraph. Corrections Officers must also pass the physical testing requirements prior to hiring. These high standards for employment help us assure the highest quality staff available to work with our youth.

Caseloads continue to fluctuate and frequent increases mean juggling duties and assignments to best meet the needs of the youth and families. We are anticipating the possibility of an additional grant from the state to re-implement Victim Offender Mediation (VOM) and Functional Family Therapy (FFT).

This next year should prove to be an exciting one as funding has stabilized and new programs and additional staffing are being put into place. Our management team and all staff are prepared for these new challenges.

## Performance Indicators:

	2005 Actual	2006 Actual	2006 Goals	2007 Goals
Review and revise policy and procedures manuals.	Ongoing review and revisions of corrections & True Star manuals ; continued development & drafting of probation manual.	Ongoing review and revisions of corrections & True Star manuals ; continued development & drafting of probation manual.	Ongoing review and revisions of corrections & True Star manuals ; continued development & drafting of probation manual.	Ongoing review and revisions of corrections & True Star manuals ; continued development & drafting of probation manual.
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 online training requirements as well as attended other training.	Staff have completed online training requirements as well as attended other training.	Staff have completed onlinet raining requirements as well as attended other 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: 40 Cases: 4	Prob: 36 CASA Vol: 46 Cases: 4	Prob: 36 CASA Vol: 50 Cases: 3-4	Prob: 36 CASA Vol: 50 Cases: 3-4
Develop and implement tracking system for parental referrals to At-Risk Youth Program:  # of Parents Interviewed # of ARY Petitions Filed	27 126	26 151	25 150	25 150
Juvenile Drug Court coordination and transition – new contracts signed	28	25	30	30



## Workload Indicators:

<b>OFFENDER:</b>	2005* Actual	2006 Actual	6/30/07 Actual	2008 Estimate
New Filings	356	352	164	330
New Supervision Cases*	146	152	74	150
Offender Proceedings Held	4,008	4,144	1,642	3,500
Total Offender Cases Resolved/Disposed*	586	592	291	600
SSODA Average Monthly Population	3	2	2	2
Diversions Processed/Referred	186	262	115	240
Total number of offense referrals (referrals not equal to filings of number of youth involved)	1,512	1,476	742	1,500
Total Community Service work Hours**	3,997	4,932	1,229	3,000
<b>NON-OFFENDER:</b>				
Dependency Filings	71	66	36	70
At-Risk Youth Filings	126	152	60	130
CHINS (Child in Need of Services) Filings	17	18	6	15
Truancy Petitions Filed	512	481	309	600
Non-Offender Proceedings Held	2,216	3,034	1,992	4,000
<b>DETENTION/SCRC:</b>				
Total Annual Detention Bookings	782	814	442	900
Total Bed Days	6,351	6,557	3,109	6,400
Average Daily Detention Population	17.4	17.9	17.0	17.5
Average monthly utilization rate – S/CRC***	3.33	2.91	4.1	3.8

\*Estimated due to migration of data to new data system.

\*\*Actual community service hours completed

\*\*\*Including non-offender contempt cases

## Staffing Level:

	2005 Actual	2006 Actual	6/30/07 Actual	2008 Estimate
Total Staff: Management, Administrative Support, Probation, Detention, Drug/Alcohol Program	37.5	38	38	41
General Fund Positions	20	20	20	20
Grant/Other Resource Positions	17.5	18	18	21
% of Grant/Other Resource Funded Positions	47%	47%	47%	51%

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## Operating Budget

### Revenues:

	2005 Actual	2006 Actual	6/30/07 Actual	2008 Budget
Taxes	0	0	0	0
Licenses and Permits	10,212	9,361	4,692	10,000
Intergovernmental Revenues	710,994	695,045	309,685	1,077,475
Charges for Goods and Services	44,681	46,252	21,137	89,700
Fines and Forfeits	2,554	2,712	1,663	4,100
Miscellaneous Revenues	15,341	14,771	4,603	10,600
Nonrevenues	144,430	0	0	0
Other Financing Sources	0	0	0	0
General Tax Support	1,316,013	1,549,398	861,761	1,620,427
<b>TOTAL</b>	<b>\$2,244,225</b>	<b>\$2,317,539</b>	<b>\$1,203,541</b>	<b>\$2,812,302</b>

### Expenditures:

	2005 Actual	2006 Actual	6/30/07 Actual	2008 Budget
Salaries and Wages	1,529,584	1,521,658	797,750	1,813,772
Personnel Benefits	150,961	230,587	249,910	651,141
Supplies	76,504	78,956	45,046	96,200
Other Services and Charges	145,020	166,829	82,149	186,250
Intergovernmental Services	0	0	0	0
Interfund Payments for Services	342,156	302,036	18,311	47,620
Capital Outlay	0	17,473	10,375	17,319
<b>TOTAL</b>	<b>\$2,244,225</b>	<b>\$2,317,539</b>	<b>\$1,203,541</b>	<b>\$2,812,302</b>

**Agency Structure:**

