
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 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).

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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.
- 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 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 outreach in the form of a weekly educational group to the homeless youth shelter.

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 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 2008

- Continued adaptation to ever-changing state contract requirements.
- Successful audit and re-licensing of the SCRC Program by DSHS, the State Fire Marshal, and the State Health Inspector.
- Continued control of detention medical costs while providing quality services with Family Planning.
- Since this report last year, five new corrections officers successfully completed the CJTC Corrections Academy. Two officers were promoted and successfully completed the CJTC First Level Supervision 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.
- Second Juvenile Corrections Officer attended the 40-hour Field Training Officer Academy. Development and implementation of the Field Training Officer Program in the Corrections Division launched and in practice.
- Purchased, installed, and implemented TimeKeeping Systems "The PIPE" room checking tool.
- 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.
- Accepted the retirement of Court Commissioner Bill Knebes and successfully transitioned a new Court Commissioner and a new Judge into the Juvenile Court process.
- Increased efficiencies during offender calendar hearings by having all in-custody youth appear at the beginning of the court calendar.
- Implemented Victim Offender Mediation (VOM) and Functional Family Therapy (FFT) programs in January, 2008. VOM has helped youth involved in offenses to recognize and understand the effects of their actions and has served the victims by helping them recognize the community cares about them and acknowledges their feelings and needs. FFT has helped the families involved to improve their communication and wellbeing as a family.
- The Hargrove Behavioral Health Team began working with clients and continued to evolve as a resource for Juveniles and families within our system to address emotional and mental health issues. In addition, it is a resource for staff to better understand, address, and serve the needs of youth on our caseloads.
- Sponsored seventh 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.
- True Star once again passed all funding audits with 100% accuracy.
- 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 and certified as ART facilitators.
- Continued to provide classes to clients on Civic Responsibility.
- Continued Anger Management classes for court-ordered youth as well as youth referred by the schools.
- Continued recruitment and training of volunteers for various programs.

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- Hosted annual Volunteer Recognition Dinner and CASA fundraiser with over 100 in attendance.
 - CASA increased focus on recruitment and retention of volunteers with a media advertising campaign and various awareness efforts including community education and fund-raisers.
 - Continued training staff in State Juvenile & Corrections Systems database.
 - Teen Court held various fund raisers to be used to send teen volunteers in the Teen Court program to the Walk for Justice in Washington, D.C, in April 2009.
 - True Star continued Family Group Therapy and made consistent effort to engage parents and other family members to provide support and understanding of youth in treatment.
 - 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 training new staff in diversion and truancy, coordination of workload, and additional support for corrections.

Challenges for 2009:

Challenges for 2009 will return to that of balancing the budget and continuing to provide the greatest level of service we can. While funding sources remain fairly stable or with some small increases, the costs associated with the operation of the juvenile facility continues to rise. Utilities, food for juveniles in detention, and supplies are all up considerably as each of us is experiencing on a personal basis.

Continuing into 2009 are the programs that were developed in conjunction with Peninsula Mental Health and Westend Outreach. Throughout the past several months these treatment programs have been developing and plans for improved services and coordination are under discussion. Westend Outreach and our department will be working together to get more agencies involved in a coordinated service effort regarding youth and treatment needs and case management services.

Hiring and replacement of staff continues to be a challenge and we seem to be operating with a staff or two short as we strive to fill open positions. The qualifications for juvenile services positions are very high and require a thorough background check, psychological testing, and a polygraph. Juvenile 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 adjusting and coordinating duties and assignments to best meet the needs of clients and families. The expected approval of grant funding came through in 2008 and Victim Offender Mediation (VOM) and Functional Family Therapy (FFT) programs were implemented. We will continue to monitor and develop the positive application of these programs in 2009.

The Family Therapeutic Court began in August 2008. After several months in the development stage, this new court will undoubtedly go through transitional changes in 2009.

We look forward to another challenging and exciting adventure in 2009. Juvenile Services in Clallam County has excellent management and staff and as issues arise we are prepared to face them and work to the betterment of our agency and community services. We are all 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 community.

Performance Indicators:

	2006 Actual	2007 Actual	6/30/08 Actual	2009 Goals
Review and revise policy and procedures manuals.	Ongoing review and revisions of corrections & True Star manuals; continued development & drafting of probation manual.	Juvenile Corrections Manual Chapters 1, 2, 3, 4, 6, 10, 14, 18, and 20 continued development & drafting of probation manual	Juvenile Corrections Manual Chapters 1, 13, 17, 21 and 22 SCRC Manual – full revision prior to review drafting of probation manual	Juvenile Corrections Manual – remaining chapters updated; finalize 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 new online training requirements as well as attended other training.	Staff are current with their online training requirements and have attended other training.	Staff have completed the new online training 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: 46 Cases: 4	Prob: 36 CASA Vol: 49 Cases: 4	Prob: 36 CASA Vol: 43 Cases: 3	Prob: 36 CASA Vol: 60 Cases: 3-4
Develop and implement tracking system for parental referrals to At-Risk Youth Program: # of Parents Interviewed # of ARY Petitions Filed	26 151	50 107	27 64	50 110
Juvenile Drug Court coordination and transition – new contracts signed	25	19	15	28

Workload Indicators:

OFFENDER:	2006 Actual	2007 Actual	6/30/08 Actual	2009 Estimate
New Filings	352	325	143*	315
New Supervision Cases	152	157	79*	160
Offender Proceedings Held	4,144	3,134	1,190*	3,820
Total Offender Cases Resolved/Disposed	592	320	255*	510
SSODA Average Monthly Population	2	2	2	2
Diversions Processed/Referred	262	203	112	225
Total number of offense referrals (referrals not equal to filings of number of youth involved)	1,476	1,484	762	1,500
Total Community Service work Hours**	4,932	2,778	1,661	3,325
NON-OFFENDER:				
Dependency Filings	66	66	20*	45
At-Risk Youth Filings	152	107	64	130
CHINS (Child in Need of Services) Filings	18	9	7	15
Truancy Petitions Filed	481	522	267	525
Non-Offender Proceedings Held	3,034	3,351	1,996*	3,975
DETENTION/SCRC:				
Total Annual Detention Bookings	814	771	478	800
Total Bed Days	6,557	5,621	3,223	6,460
Average Daily Detention Population	17.9	15.4	17.7	17.7
Average monthly utilization rate – S/CRC***	2.91	3.29	4.49	3.89

*Estimated based on statistics available.

**Actual community service hours completed

***Including non-offender contempt cases

Staffing Level:

	2006 Actual	2007 Actual	6/30/08 Actual	2009 Budget
Total Staff: Management, Administrative Support, Probation, Detention, Drug/Alcohol Program	38	41	41	41
General Fund Positions	20	20	20	20
Grant/Other Resource Positions	18	21	21	21
% of Grant/Other Resource Funded Positions	47%	51%	51%	51%

Operating Budget

Revenues:

	2006 Actual	2007 Actual	6/30/08 Actual	2009 Budget
Taxes	0	0	0	0
Licenses and Permits	9,361	10,051	4,773	10,000
Intergovernmental Revenues	695,045	940,317	588,754	1,178,729
Charges for Goods and Services	46,252	61,174	35,312	79,900
Fines and Forfeits	2,712	3,894	1,818	3,400
Miscellaneous Revenues	14,771	11,932	18,221	15,000
Nonrevenues	0	0	0	0
Other Financing Sources	0	0	0	0
General Tax Support	1,549,398	1,497,841	762,375	1,843,118
TOTAL	\$2,317,539	\$2,525,209	\$1,411,253	\$3,130,417

Expenditures:

	2006 Actual	2007 Actual	6/30/08 Actual	2009 Budget
Salaries and Wages	1,521,658	1,623,349	881,043	1,962,845
Personnel Benefits	230,587	551,714	311,998	704,117
Supplies	78,956	99,714	53,537	97,500
Other Services and Charges	166,829	180,933	134,678	271,205
Intergovernmental Services	0	0	0	0
Interfund Payments for Services	302,036	49,356	23,195	55,200
Capital Outlay	17,473	20,143	6,802	39,280
TOTAL	\$2,317,539	\$2,525,209	\$1,411,253	\$3,130,147

Agency Structure:

