



## Juvenile Services 00100.851.

### Mission Statement

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The Juvenile and Family Services Department is committed to providing quality, innovative, comprehensive, and effective prevention, treatment, and accountability services to youth, families, and the community. We envision a community where every child and family lead productive and fulfilling lives. Our goal is to EQUIP young people with safe opportunities to improve their lives. We provide services focused on our core values of Empathy, Quality, Unity, Integrity, and Professionalism.

EMPATHY: provide real solutions by truly understanding our client's needs

QUALITY: maintain rigorous standards and deliver high-value services

UNITY: many voices, one message: equality, teamwork, and collaboration

INTEGRITY: be gracious, respectful, honest, trustworthy, and responsible

PROFESSIONAL: be competent, reliable, accessible, and approachable

### Function

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The Juvenile and 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 our most vulnerable citizens - youth arrested for criminal activity, children who have been abused or neglected, and those demonstrating high risk behaviors. The Department provides support to the Superior Court, operates a juvenile corrections facility including a secure unit for crisis residential placement, probation, diversion, drug court, non-offender services for truant, at-risk youth, abused and neglected children, and the Child Advocate Program/Guardian ad Litem (CAP/GAL's) program assigned to dependency. True Star Behavioral Health, a licensed and certified agency providing drug/alcohol and mental health treatment, is also operated by the Department.

### Trends

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- 1 Challenging recruitment and retention efforts, currently filling seven vacancies (5 JCO's, 1 PO, 1 MH). Vacancies in Prosecutor's Office impacting juvenile filings.
- 2 Caseloads in many areas returning to end of 2020 levels. Increase in serious offense referrals while misdemeanor offense referrals saw a decrease.
  - a. From 2021-2022 crimes against persons and weapons related offenses nearly doubled (assaults, harassment, theft of firearms, dangerous weapons on school premises), crimes against societies order also increased (criminal trespass, disorderly conduct, malicious mischief).

- b. For the first half of 2023, if the projections continue we will see a slight increase across the board in the most common juvenile offenses in our county (sex offenses, weapons related offenses, assaults, disorderly conduct, harassment, and malicious mischief). Theft offenses were low the past two years but have increased during 2023. Drug and alcohol related offenses have remained steady the past two years.
  - c. During the COVID-19 pandemic, dependency filings slowed as children were isolated from school, day care, and other service providers resulting in lower reports of child abuse and neglect. During that time, legislative changes regarding decriminalizing drug use/possession coupled with changing state policy focused on family reunification reform resulted in HB 1226 which requires "imminent harm" before the state may remove a child and file a dependency. This has resulted in reduced numbers over the past few years and significantly reduced filings as of 2023. Dependency services help young children "up stream", significantly reducing ongoing trauma and build protective factors and resiliency. The outcome of these changes resulting in a lack of state interventions will not be seen for many years.
- 3 Increased focus on providing enhanced and individualized services to youth and families at the local level supporting reunification (Coordination of Services - COS, Ancillary Treatment Services - ATS, Community Prevention Wellness Initiative, ICWA Court, Mental Health Court, HB 1227 - Keeping Families Together).
  - 4 Legislation to reduce or eliminate legal financial obligations for juveniles (ESHB 1169)
  - 5 Legislation to allow more flexibility with Evidence Based funding at the local court level

## Events

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### 1. **Child Advocate Program (CAP) updates**

- a. New therapeutic courts implemented enhancing relationships with tribal community partners through - ICWA Court (Indian Child Welfare Act). Hosted first annual regional ICWA Summit.
- b. Resumed in-house training during 2022, offering two sessions and two additional trainings have been offered as of June, 2023.
- c. With volunteer retention efforts, we have maintained 45 volunteers, gained 5 new volunteers in 2023 yet 5 resigned. We currently have 20 unassigned cases.
- d. Over the past 12 months, we have offered 11 in-service training events for volunteers and have hosted 4 outreach/recruitment events.

### 2. **Detention**

- a. Continued our recruitment and staff development efforts – 52 applicants screened during 2021, no successful applicants hired. 68 applicants screened and vetted in 2022 using NeoGov; 5 hired with 5 new vacancies (3 resignations, 2 due to promotion). 51 applicants screened and vetted so far in 2023; 0 hired.
- b. Renewed our Secure Crisis Residential Center license and the Ancillary Treatment Services (ATS) grant, adding additional funding for wrap-around services.
- c. Expanded training curriculum to include social emotional learning (SEL) and trauma-based training for both youth and staff as part of SCRC/ATS service delivery.
- d. New Juvenile Corrections Manager hired; one JCO II promoted to Senior Juvenile Corrections Officer shift lead position; Two JCO's trained as Field Training Officers.

### 3. **True Star**

- a. Passed Salish BH-ASO fiscal and personnel file audit
  - b. Continue to provide mental health support to Port Angeles School District
  - c. Continue to provide detention based services, SUD (Substance Use Disorder), MH (mental health), and case management through BHAB support
  - d. Ancillary Treatment Services (ATS) provided to youth in our Secure Crisis Residential Center including Youth At-Risk ordered by the court. Case Manager and Clinicians provide wrap-around services, referrals, and supports for youth during stay and upon release, in response to changes in RCW 13.32A.250 (effective 7/1/23).
  - e. Renewed a small grant through the City of Sequim (Liquor Tax & Profit Distribution Fund) and Haller Funds for incentives to acknowledge SMART (Specific, Measurable, Attainable, Relevant, and Time based) Goals toward positive behavior change for youth participating in treatment programming
  - f. Seeking new opportunities to provide needed services for all adolescents, including Functional Family Therapy (FFT) and grant funding opportunities for low income, uninsured and under-insured youth (HCA and SBHO).
- 4.
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5. **Agency**
- a. Continue to restructure teams due to staff vacancies, changing workload, and funding
  - b. Focus on Employee Recognition by coordinating internal recognition of longevity and celebrating employee milestones and accomplishments. All annual evaluations completed on time.
  - c. Renewed Community Prevention & Wellness Initiative (CPWI) Grant through the Washington Health Care Authority (HCA), in partnership with PASD High School to assess, evaluate, and plan prevention activities needed for youth in our community

## Goals

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- 1. Achieve and maintain full staffing and volunteer positions:
  - a. Detention: goal is to recruit enough staff to reach total capacity and increase our retention percentage to over ninety percent
  - b. Increase Child Advocate Program (CAP) Volunteer base to 60 so as to provide a volunteer for all children in Dependency, reflective of current caseloads
  - c. Continue to work with Human Resources to review job descriptions, classifications, salaries, and benefits. Current Personnel Requests Requests pending for vacant Probation Officer and Mental Health positions.
- 2. Continue to adhere to professional standards and training by ensuring all certified staff maintain requirements and ongoing professional and program development.

- a. Probation Officers: Get all Probation Officers certified in the four stages of Case Management and maintain 20 hours of continuing education
- b. True Star Counselors: maintain licensure and continuing education standards annually
- c. Juvenile Corrections Officers: Complete minimum of 40 hours of annual training including all SCRC requirements (24 hours) and Defensive Tactics (16 hours)
- d. CAP Volunteers: Complete 12 hours of annual training in required categories
- e. Legal Process: Ensure timely filing and processing of all legal documents within two business days
- f. Management:
  - i. Director and two managers participated in the Professional Development Academy (PDA) offered through the NACo High Performance Leadership Academy. Juvenile Corrections Manager scheduled to participate in 2023.
  - ii. Obtain Career Level Certification for two Managers and two Sr. Corrections Officers through the Criminal Justice Training Commission
- g. Ensure all staff and volunteers complete required on-line training annually
- 3. Continue to evaluate effectiveness of Juvenile Programs and expand services, use of evidenced-based programs, and increase community partnerships through exploration of new programs and funding options. \*Through the use of expanded EBE funding
  - a. Education & Education Training (EET) – engage 5 youth
  - b. Adolescent Suicide Prevention Training (in-house by True Star) – all staff
  - c. Coordination of Services (COS) – engage 45 families
  - d. CPWI building capacity for Guiding Good Choices (GGC) parenting classes - engage 20 families
- e. Renewing True Star & Port Angeles School District Counseling Services – continue to provide much needed mental health services to elementary and middle schools within Port Angeles. Reviewing needs of Sequim and West End partners.
- f. Program considerations:
  - i. Establish a steady curriculum of social and emotional learning (SEL) and trauma-based training for both youth and staff (starting with Suicide Prevention training)
  - ii. Offer CPR training and Food Handler's class coordination for youth
  - iii. Reinstigate Yoga / Meditation / Mindfulness offerings in detention
  - iv. Continue to develop Community Service Work Crew
  - v. Explore mentor opportunities for youth-at risk, truant, and dependency youth (currently partnering with program for foster youth through Olympic Angels)
- 4. Ensure all staff receive annual evaluation
- 5. Maintain compliance with federal, state, county, and department training, licensing, and audit requirements including the Department of Health (DOH), the Salish Behavioral Health
- 6. Follow all laws, rules, and codes specific to the Juvenile Justice Act and treatment including 13.50 and 13.34.

## Workload Indicators

	2021 Actual	2022 Actual	6/30/23 Actual
<b>OFFENDER:</b>			
New Filings	59	102	45

New Supervision Cases	44	54	38
Offender Proceedings Held	913	890	586
Total Offender Cases Resolved/Disposed	83	84	59
CDDA Average Monthly Caseload	4	1	4
SSODA Average Monthly Caseload	3.0	5.5	2.6
Diversions Processed/Referred	46	72	25
Total Number of Offense Referrals	195	329	215
<b>NON-OFFENDER:</b>			
Dependency Filings	69	71	19
At-Risk Youth Filings	23	25	14
CHINS (Child in Need of Services) Filings	6	9	8
Truancy Petitions Filed	69	142	70
Non-Offender Proceedings Held	2,475	1,965	787
<b>CORRECTIONS/SCRC:</b>			
Total Annual Corrections Bookings	132	205	138
Total Bed Days	1,330	1,958	1,348
Average Daily Corrections Population	3.7	5.5	7.2
Peak Corrections Population	9.0	14.0	14.0
Average Monthly Utilization Rate - SCRC	5.4	3.8	2.8

*\*Dependency filings include guardianships and terminations*

## Grant Funding Sources

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1. Department of Agriculture (Federal)
2. Department of Commerce
3. Salish Behavioral Health Organization (BH-ASO)
4. Managed Care Organizations (*Amerigroup, Molina, United Behavioral Health, Coordinated Care, and Community Health Plan of Washington*)
5. Port Angeles School District
6. Department of Children, Youth, & Families
7. State of Washington Administrative Office of the Courts
8. Washington Health Care Authority

## Revenues

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	2021 Actual	2022 Actual	6/30/23 Actual	2024 Budget
Taxes	1,811,544	1,942,645	908,402	2,107,000
Licenses and Permits	10,465	10,649	5,014	11,000
Intergovernmental Revenues	701,328	848,153	471,400	1,044,920
Charges for Goods and Services	340,914	394,458	253,371	512,371
Fines and Forfeits	13	0	0	300
Miscellaneous Revenues	308	591	250	2,000
Other Financing Sources	0	0	0	0
Transfers In	0	0	0	0
General Tax Support	312,204	-3,793	72,804	294,981
<b>Total</b>	<b>3,176,776</b>	<b>3,192,703</b>	<b>1,711,241</b>	<b>3,972,572</b>

## Expenditures

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	2021 Actual	2022 Actual	6/30/23 Actual	2024 Budget
Salaries and Wages	2,012,558	2,008,699	1,043,511	2,353,469
Personnel Benefits	875,298	858,163	464,804	1,095,460
Supplies	79,449	93,781	45,543	125,700
Other Services and Charges	209,471	197,322	140,059	359,943
Intergovernmental Services	0	0	0	0
Capital Outlays	0	1,883	0	0
Debt Service: Principal	0	32,855	17,324	38,000
Interfund Payments for Services	0	0	0	0
Transfers Out	0	0	0	0
Total	3,176,776	3,192,703	1,711,241	3,972,572

## Staffing

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Full Time Equivalents	36.53	36.53	37.53	35.53