

STRATEGIC PLAN 2002

WASHINGTON COUNTY JUVENILE DEPARTMENT

Revised August 2004

BACKGROUND

In 1994 the Washington County Juvenile Department completed a *Master Plan* designed to guide future service planning and implementation. In 1998 an updated strategic plan was developed to incorporate the County's *Juvenile Crime Prevention Partnership Plan*, a state-funded initiative begun in 1999. Both processes involved broad participation from juvenile justice partners and community representatives. The two plans described current services, identified gaps, and set goals toward creating an effective, coherent, and comprehensive array of services. The focus was on results – making a difference for youth, families, victims of crime, and the community at large. Recommendations were rooted in sound research findings on effective practices and on data relevant to Washington County youth and families.

By the year 2000 the key goals of both plans were implemented through increased funding from both the County General Fund and State resources. Among the goals achieved were the following:

- ◆ Establishment of an intensive early intervention program
- ◆ Expansion of secure detention capacity from 6 beds to 26 beds
- ◆ Construction of a new shelter, expanding capacity from 12 to 24 beds
- ◆ Enhancement of victim services and community service programs, adding victim/offender mediation, improving victim support, and increasing restitution to victims
- ◆ Creation of an array of countywide school-based prevention resources
- ◆ Establishment of a juvenile day reporting center
- ◆ Implementation of a comprehensive substance abuse program with a drug court component
- ◆ Increase of counseling and support staff levels in keeping with population growth
- ◆ Enhancement of community partnerships
- ◆ Implementation of organization performance measures

With these accomplishments, the Juvenile Department has in place a full range of coordinated services from prevention through intensive supervision. As a result of these programs and related work of law enforcement, schools, and community agencies, good outcomes are emerging: reduced juvenile crime, lower repeat offending. Given current resources and the apparent results, in the next several years the Juvenile Department will not seek to grow or explore new resources. Instead, **the commitment is to developing, improving, and refining the current service structure.** In pursuing ever higher quality of service, the Juvenile Department is connected to the aspirations of Washington County and linked to Vision West in shaping the future of the community.

VALUES, PURPOSES, AND GOALS

Oregon Law sets the foundation for juvenile services. Chapter 419C.001 of the Oregon Revised Statutes reads as follows:

(T)he purposes of the Oregon juvenile justice system are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to victims and to the community.

The **purpose, values, and goals** adopted by the Juvenile Department reflect and build on the elements of the law. The purpose of the Washington County Juvenile Department is to **increase responsible behavior among youth** in keeping with ten core values:

- Respect for persons
- Public safety
- Responsibility and accountability
- Individual needs of youth
- Parent and family involvement
- Attention to victims of crime
- Prevention and early intervention
- Learning and development
- Partnership with the community
- Research and evaluation

These values translate into ten goals:

- Promote public safety and reduce re-offending
- Ensure a fair and just legal process
- Inform and educate youth, families, victims, and others about the juvenile justice process, and their rights and responsibilities
- Provide sound information and recommendations to the court
- Build individual responsibility toward restoring victims
- Increase youth learning and success
- Strengthen parents and families
- Build community education, participation, and partnerships
- Continue professional development of staff
- Use resources based on sound research and measures of effectiveness and efficiency

SERVICES AND PROGRAMS

Strategies for promoting our values and achieving our goals arise from both research findings and experience. They aim to be comprehensive and connected to each other and to the work of partner agencies – law enforcement, schools, youth service agencies. **Principal strategies** include:

- **Prevention** services to assist youth and families before behavior warrants referral to the Juvenile Department and to reduce repeat offenses.
- **Assessment** of youth in terms of risks, strengths, and needs in order to decide levels and kinds of supervision and services that are appropriate, and as a means of making sound recommendations to the court.
- **Early intervention** with first-time offenders and youth involved in substance abuse to prevent further involvement in delinquency.
- **Accountability**, as demonstrated through restitution and community service, toward building a sense of responsibility to victims and the community.
- **Supervision** at appropriate levels in the community through probation, home detention, or day reporting; or in out of home placement such as secure detention or shelter care.
- **Family involvement** in every aspect of the system to build sustained behavior change and networks of support.
- **Learning and development** activities that help youth and families enhance their capabilities, acquire new skills, solve problems, make good decisions, and form healthy relationships.
- **Partnerships** with state, county, and community entities to strengthen and expand resources and strategies toward achieving the purposes and goals of the Department.

The Juvenile Department carries out these strategies through several core **activities** and **work units**:

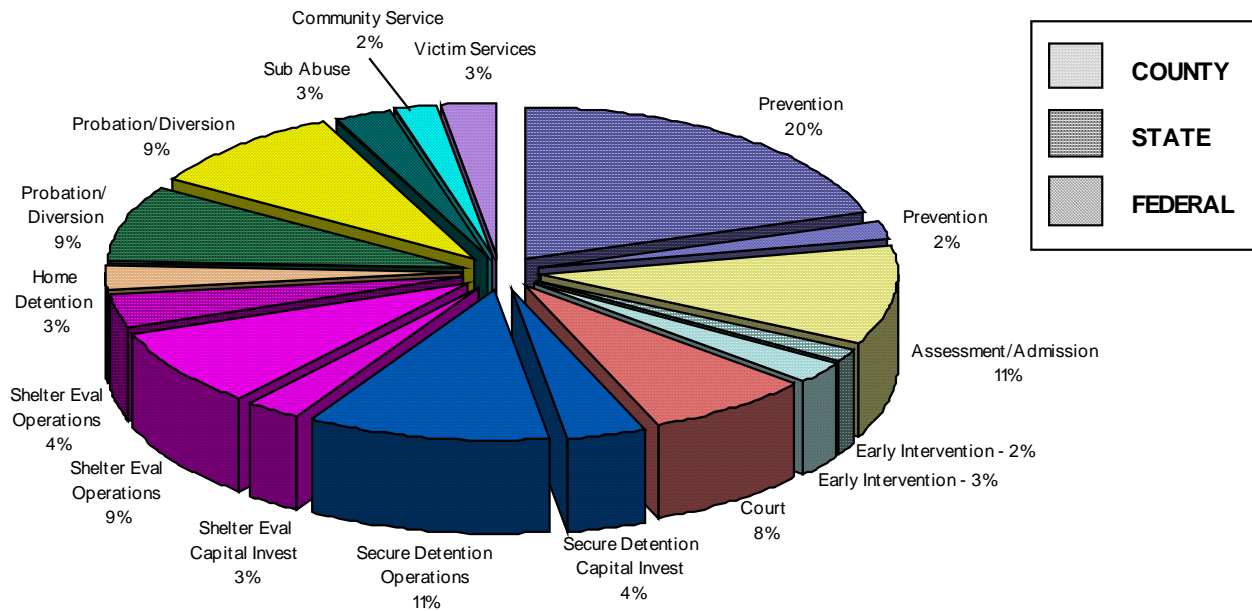
- **Juvenile Crime Prevention:** Services in the Department and the community through contracts with agency providers designed to prevent youth from involvement in criminal behavior: school-based programs in middle and alternative schools and in elementary transition grades, after school programs, mentoring, and juvenile day reporting.
- **Assessment:** Initial point of contact for youth referred – counselors determine the most effective response to the behavior that resulted in the referral.
- **Early Intervention:** Supervision and services for first and second time offenders whose offense and background do not warrant court intervention, but have significant family, school, substance abuse, or behavior problems.

- **Court Unit:** Works with the court, attorneys, victims, youths, and families to gather information, prepare reports, and make recommendations during the court process.
- **Pre-trial Supervision:** Supervision of youths awaiting court decisions – **secure detention** at Donald E. Long Detention Center for youths requiring a locked setting, **shelter evaluation** for youth needing time away from home or awaiting longer term placement outside their homes, and **home detention** to provide daily supervision of youth in their homes.
- **Field Probation, Diversion Team, Breaking the Cycle:** Supervision, sanctions, and services to youth on court ordered probation – the Diversion Team provides intensive intervention for youth at high risk of commitment to a state correctional facility – *Breaking the Cycle* provides specialized intervention for juvenile sex offenders.
- **Substance Abuse Program:** Assessment, education, and treatment, including drug court, for youth referred for possession of alcohol or marijuana.
- **Community Service:** Opportunities for youth to perform community service work at non-profit community sites and on supervised work crews.
- **Victim Services:** Information and support to victims of youth crime – staff accompany victims to court, offer counseling, ensure payment of restitution, and refer victims to other community resources.

The following charts illustrate the percentage of the department's annual budget (approximately \$7 million) allocated to each work unit in fiscal year 2003-04:

	State	Federal	County
Juvenile Crime Prevention	8%	1%	2%
Assessment and Admissions			10%
Early Intervention			3.5%
Court			6%
Secure Detention			
Capital Investment			3.5%
Operations			11%
Shelter Evaluation			
Capital Investment			2.5%
Operations	3%	2%	11%
Home Detention Program			2.5%
Probation Services / Diversion Team	6.5%		9.5%
Substance Abuse Programs		3%	
Community Service			1%
Victim Services			1.5%
Administration and Support			12.5%

Note – the chart on page 5 still reflects percentages for fiscal year 2001-02



LONG RANGE GOALS AND ACTION STEPS (three to five years)

The guiding principle for the coming three to five years is to not seek growth or new resources, but to concentrate on refining and improving services in a period of stability and consolidation. This principle does not imply satisfaction with the *status quo*; it redirects energy and requires active engagement in a different way. In keeping with this direction, the Juvenile Department has identified goals in eleven key areas and will carry out related action steps to achieve them with determination and purpose **[statements in brackets are the County Administrative Objectives to which the Department goals relate]:**

1 Maintain, refine, and enhance current services [Improve Citizen Service]

- ◆ Maintain county, state, and federal resources at current levels with policy direction emphasis on prevention and early intervention
- ◆ If new resources become available, direct them toward expanding and enhancing current strategies rather than developing new initiatives (e.g., expansion of school-based prevention, drug court, etc.)
- ◆ Use performance measures as a guide to refining and improving services
- ◆ Implement the 2000 County Levy in accord with the plan as modified by service needs and funding changes

2 Enhance cultural competency and address minority over-representation [Diversity Program]

- ◆ Develop and maintain effective bilingual recruitment and retention strategies
- ◆ Enhance capabilities to meet the needs of diverse populations
- ◆ Increase cultural competency throughout the organization
- ◆ Contribute to building the success of a diverse community through the Washington County Diversity Consortium and through links to OYA and other community organizations with related goals
- ◆ Conduct studies to determine whether minority over-representation exists and develop effective strategies to address it
- ◆ Implement the actions steps developed by the Department Inclusion Leadership Group

3 Improve safety and security measures [Emergency Preparedness]

- ◆ Review safety and security procedures, distinguish between Department responsibilities and those of other agencies, and develop and implement plans to address problem areas
- ◆ Through a work group chaired by the manager of Admissions, develop and implement appropriate internal safety policies and procedures
- ◆ Work with the Court Security Committee to enhance building safety

4 Refine case planning [Improve Citizen Service]

- ◆ Maintain the risk/need/strengths assessment model in the Department
- ◆ Explore the development of in house resources for skill development, anger management, domestic violence reduction, and related areas
- ◆ Provide specialized intervention for juvenile sex offenders, including bilingual and culturally appropriate services and education for parents

5 Coordinate information systems [Service Analysis, Performance Benchmarks]

- ◆ Implement the detention module in the Juvenile Justice Information (JJIS) as a means of streamlining procedures for reporting on detention use
- ◆ Design and implement a data base for shelter care tracking and reporting
- ◆ Update JJIS policies and procedures annually
- ◆ Implement the JJIS Case Management and Evaluation module

6 Effectively manage use of secure detention [Service Analysis]

- ◆ Develop and implement written secure detention criteria and standards
- ◆ Maximize the use of alternatives to detention through the continued expansion of shelter capacity in keeping with need and resources

**7 *Manage the transition and refine the program at the new shelter facility
[Improve Citizen Service]***

- ◆ Increase the capacity of the shelter program in keeping with need and resources
- ◆ Expand services with parents and families of residents
- ◆ Enhance the shelter education program through the Hillsboro School District and the Education Service District
- ◆ Increase the capacity for GED preparation and testing at the shelter
- ◆ Beginning in 2004, implement the Moral Reconciliation Therapy (MRT) curriculum as a coordinated effort to effect internal changes in youth at shelter, day reporting, and on supervised probation.
- ◆ Beginning in 2004, implement Behavioral Rehabilitation Services (BRS) at shelter to provide financial stability and enhanced services in family and individual counseling, individualized skill building, and gender and cultural specific services.

8 *Promote continuous staff training and development [Training and Development, Employee Communications]*

- ◆ Develop and implement an annual staff training plan for organizational improvement, interpersonal communication, and enhancement of knowledge and skills in relevant job-related areas
- ◆ Maintain and improve on the County Performance Management System as a resource for employee development

9 *Maintain effective use of youth correctional facilities [Improve Citizen Service, Service Analysis]*

- ◆ Maintain the number of youth in correctional facilities at or below the county allocation through coordinated cap management
- ◆ Manage the Diversion Team as an effective alternative to commitment to youth correctional facilities
- ◆ Develop and implement effective strategies for supervising and treating youth sex offenders, including parent orientation and education

10 *Promote partnerships [Improve Citizen Service]*

- ◆ Maintain effective communication and coordination with the Court, Oregon Youth Authority, Oregon Department of Human Services, law enforcement agencies, community youth and family service agencies
- ◆ Build effective mental health services to clients through collaboration with the Washington County Department of Health and Human Services and community mental health providers
- ◆ Review the agreement with the Oregon Department of Transportation that provides community service and restitution with the aim of finding means to directly fund the program through the Juvenile Department

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- ◆ Collaborate with the Commission on Children and Families in implementing the statutory comprehensive plan for children and youth services, and with the County Vision Action Network in enhancing quality of life in the community
- ◆ Maintain and enhance the quality of student internship opportunities
- ◆ Develop and implement a comprehensive community education plan

11 Refine performance measures and research [Performance Benchmarks]

- ◆ Add reporting on *Breaking the Cycle* and enhance reporting in other areas
- ◆ Identify and conduct research in specific areas that can contribute to the overall effectiveness of the Department

CONCLUSION

The goals and activities outlined above are framed in the context of the fundamental purposes of the Juvenile Department. As the *Strategic Plan 2002* is implemented, goals will be reviewed annually and, if necessary, modified in response to changes in the community and the organization. Each activity will be defined in measurable terms so that progress can be tracked and reported.

At every opportunity, the Juvenile Department's *Strategic Plan 2002* will be connected to larger planning processes, such as the Commission on Children and Families Comprehensive Plan and the Vision West Project. In the end, the success of the plan will be determined by the extent to which it moves us closer to achieving our purposes and realizing our aspirations – safe communities and responsible, productive young people.

Reviewed and modified August 2004