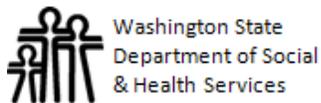


2013-2015 Business Plan

Juvenile Rehabilitation Administration

John Clayton, Assistant Secretary

August 2012



Vision

Safe, healthy individuals, families, and communities

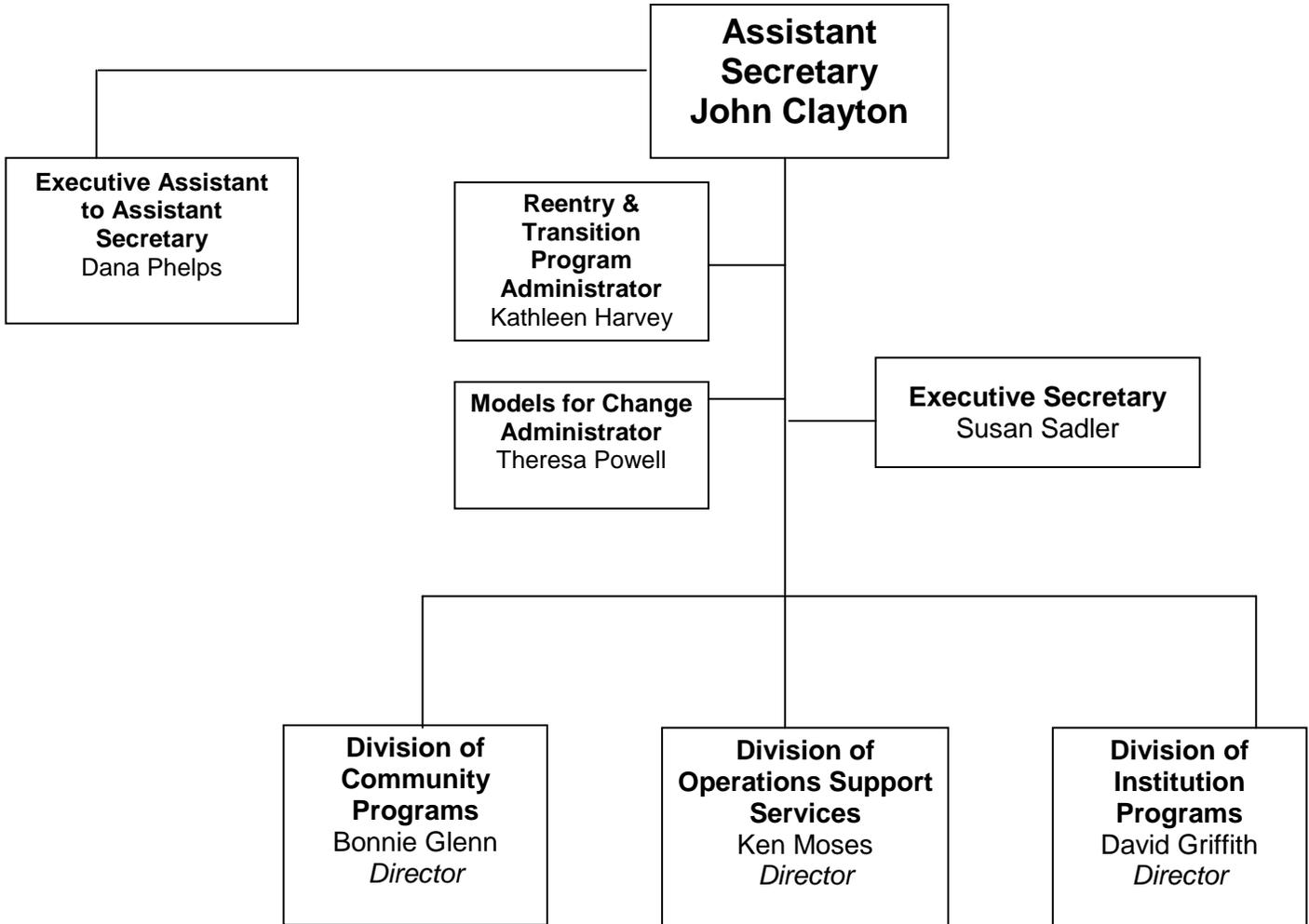
Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability

JRA Organizational Chart



Introduction

The Juvenile Rehabilitation Administration (JRA) is a treatment and rehabilitation agency which serves youth ages ten to twenty-one who have been adjudicated for a criminal offense. Services are provided directly to youth and families in JRA facilities and parole as well as through contracts with county juvenile courts. JRA programming and services are designed to increase the youth's skillful behavior, to prepare youth for productive lives, as well as to assist families as they support youth re-integrating into home and community.

JRA's business plan builds upon the strong foundation created by the use of Dialectical Behavior Therapy, Functional Family Parole, and the other Evidence Based Programs funded through JRA. These models teach youth key skills that improve the likelihood of remaining crime free, succeeding in school and at work, and improving their relationships with their families and other community supports.

The JRA business plan strives to impact:

- Youth Reentry and Transition (Goal 3)
- Youth Education and Vocational Success (Goal 2 and 4)
- Mentoring opportunities for youth (Goal 2, 3, and 4)
- Access to Residential Step Down Programs (Goal 3)
- Disproportionate Minority Contact (Goal 1, 2, 3, and 4)
- Staff and Leadership Development (Goal 5)

In each of these areas, partnership with the community and cross system collaboration will improve outcomes for youth and the community.

To understand how JRA programs and services impact youth, JRA will examine program impacts disaggregated by youth race and gender.

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 1: Improve the health status of vulnerable populations.

Strategic Objectives

- Increase access to coordinated delivery of medical, behavioral health and long-term services and supports to improve the health status of DSHS clients.

Strategies/Actions

JRA works with community partners and other DSHS administrations to improve the care and transition of youth from JRA residential programs to the community with a clear focus on:

- Primary Health Care (Medical and Dental)
- Behavioral Health (Mental Health and Substance Abuse treatment and aftercare as well as developmental disability services when appropriate)

Youth are referred and connected to community services prior to their release to the community. JRA treatment plans and youth skill development are integrated into community based care plans for youth. JRA parole counselors provide in-home, ongoing case management to a portion of youth released from JRA including referrals to health and behavioral health programs. All other youth are connected to community service partners that provide primary health and behavioral health supports.

Interdependencies: Who are our key business partners?

- Regional Support Networks (RSNs), relationship outlined in JRA/RSN MOUs
- Collaboration with local community mental health centers
- Connection to local substance abuse treatment and aftercare programs
- Health care Authority
- Within DSHS - Division of Behavioral Health and Division of Development Disability

Key Performance Indicators

List key performance indicators related to strategies and actions

- % of youth entering JRA that receive a complete physical exam within 7 days of admission
- % of youth connected with DSHS funded medical benefits at time of release from JRA
- % of youth that meet the Mental Health Target Population (assessed as needing community mental health services) that receive services from community mental health centers within 30 days after release from a JRA facility
- % of chemically dependent youth that complete treatment program while with JRA

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status.

DSHS Goal 2: Improve economic stability, employment and self-sufficiency.

Strategic Objectives

- Improve individual and family skills, knowledge, opportunities and their capacity to Increase self-sufficiency through person-centered, strengths-based services.
- Increase service coordination to improve success during life transitions.
- Increase access to job readiness, job search, and employment programs.

Strategies/Actions

JRA will partner with other DSHS Administrations and community based agencies to improve the economic stability of youth and their families with a special focus on:

- youth training in specific vocations and job areas including
 - Accessing Job Corps
 - Onsite vocational training
 - Vocational training and apprenticeship programs in the community
- Youth life skills that are needed to succeed in the workplace
- youth and families being connected with benefits that improve their economic stability –
 - JRA residential and community counselors will review each youth's and family's situation to identify benefits and services that may assist them in maintaining or achieving economic stability
- youth and families having stable housing –
 - JRA will work with local housing agencies and other community partners to identify steps that could improve housing stability for JRA clients

Interdependencies: Who are our key business partners?

- Department of Commerce
- Local Housing Authorities
- Internal to DSHS (Economic Services Administration and Children's Administration)
- Local Food Banks
- Local Charitable Organizations

Key Performance Indicators

- % of youth ages 18 and older that are connected to DSHS programs and services that support their transition into adulthood
- % of (eligible) youth and families receiving DSHS benefits including (TANF, GAU, child care assistance, etc)
- # or % of youth enrolled in vocational training
- % of JRA youth transitioning to employment

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status

DSHS Goal 3: Improve individual and public safety.

Strategic Objectives

Increase public safety through provision of coordinated rehabilitative services.

Strategies/Actions

JRA continues to improve its services with a focus on providing step down opportunities for youth from residential programs to the community. In the coming year, JRA will:

- Increase utilization of beds in community programs
- Seek funding to support improved aftercare and parole programming for all youth leaving JRA
- Improve and strengthen youth opportunities to learn life skills
- Increase involvement with youth, their family, and other community supports including a special emphasis on increasing youth matches with mentors

Interdependencies: Who are our key business partners?

JRA's key business partners are:

- Judges
- Prosecutors
- Juvenile Courts
- Community service partners
- Educational system and Vocational training programs
- Volunteers and Business Leaders
- Legislators

Key Performance Indicators

- *Total # of youth and % of eligible youth served in group homes*
- *# or % of interested youth matched to a mentor*
- *% of youth with transition plans completed on time*
- *% of youth with parole response to transition report*
- *#'s of assaults and escapes compared to previous years*
- *% of youth who complete parole without a parole revocation*
- *Recidivism rates including % of youth who avoid readmission/return to JRA*
- *# of youth served by EBPs (for both juvenile courts and JRA youth)*
- *Changes in youth risk and protective factors*

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status.

DSHS Goal 4: Improve individuals' readiness and ability to succeed in school.

Strategic Objectives

- Reduce the achievement gap for our vulnerable populations.
- Work in partnership with educational systems, educational advocates, and other state agencies to foster student educational readiness.
- Promote stable living situations for children and youth to improve educational success.

Strategies/Actions

JRA will work with its educational partners to increase youth school success with a specific focus on youth improving to grade level in math and reading as well as youth completing credits toward their high school diploma.

Interdependencies: Who are our key business partners?

- OSPI
- Local School Districts and schools
- Community colleges
- Vocational Training Programs
- Employment Security
- Job Corps
- Educational Advocates

Key Performance Indicators

Changes in youth reading scores

Changes in youth math scores

% of youth enrolled in school after release

or % of high school credits earned (compared to entry or to expected gains)

of GED and high school diplomas received

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status. It should also be sorted by youth location and length of stay for the youth in residential programs.

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

Strategic Objectives

- Recruit, develop, and retain an informed, inspired, diverse, and engaged workforce, and maintain a safe working environment.
- Use data, research and analyses to inform practice, policy and budget decisions, to monitor performance and to manage for success.

Strategies/Actions

JRA will continue its efforts to develop the JRA workforce to ensure strong leaders for the future and a workforce that can effectively serve the broad and diverse client population in the juvenile justice system. Efforts will include:

- Implementing a leadership academy for JRA staff
- Continuing staff training and education in culturally competent practice
- Increasing focus on understanding and using data to manage programs including disaggregation of data by youth race and gender to understand potential points of disparate treatment

Interdependencies: Who are our key business partners?

Human Resources Division
Department of Personnel
Criminal Justice Training Commission

Key Performance Indicators

of staff participating in Leadership Academy
Trends in staffing, hiring, and turnover