Gunnison County – Managing for Results

Strategic Business Plan
Juvenile Services
Approved February 5, 2019

Gunnison County Vision	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Gunnison County Juvenile Services Department is to provide prevention, collaboration, connection and early intervention services to Gunnison County youth and their families so they can be healthy, resilient, productively involved and connected to their community.
Issue Statements	1. Increasingly, children and families are experiencing aspects of trauma and a corresponding lack of effective coping skills, which are compounded by the emerging trend of new challenges in acquiring available but at times inaccessible support services, which if not addressed, will result in: • Social/Emotional, Mental Health, and behavioral challenges • Higher stress levels • Family disruption • Increased crime and delinquency in our community • Increased cost for residential services (institutional care is estimated to be $100,000 per youth per year) • Increased substance use • Decreased academic performance or lack of success • Decreased self-efficacy 2. Continued over-emphasis on crisis management and deficiencies in building healthy relationships, engagement, and family centered approaches to prevention, intervention and treatment services will result in: • Increased family disruption • Ineffective communications • Lack of connection to community, families, and peers • Increased high risk behaviors • Multigenerational system involvement 3. Children and families in Gunnison County are experiencing greater income disparities and resulting negative impacts of increased poverty as per the State of Colorado's annual Kids Count report, which if not addressed, will result in: • Harmful levels of stress • Behavioral and/or emotional problems • Lower test scores at school and more likely to drop out • Isolation from resources such as jobs, child care and transportation
Department Strategic Results	1. Youth and their families served by Gunnison County Youth Services will demonstrate increased protective factors that build resiliency and connectedness as demonstrated by maintaining these annual averages: 88% of youth served by Early Intervention will not commit a new offense within one year of program completion (2011 baseline); 95% of youth/families participating on a Family Advocacy Support Team (FAST) will not involuntarily enter the Child Welfare or Juvenile Justice systems (2011 baseline); 80% of children and youth have shown improved school attendance rates while involved with FAST (2015 baseline); and 90% of youth in the diversion program meet 80% of the requirements in their youth-parent contract (2015 baseline).

	2. Youth in Gunnison County will exhibit fewer unhealthy high-risk behaviors and reduced use of alcohol and other substances as evidenced by maintaining these annual averages: 88% of youth in 6th – 12th grade will report not using tobacco, alcohol, marijuana and prescription drugs without a prescription (combined) in the last 30 days according to the Healthy Kids Survey (district total of all four substances averaged (2009 baseline); 84% of youth served in 6th – 12th grade report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey (2018 baseline); 90% of youth served in 6th – 12th grade report having someone to talk to when feeling sad, empty, hopeless, angry or anxious according to the Healthy Kids Colorado survey (2018 baseline); 70% of parents with youth in 6th – 12th grade will report having had a conversation with their child(ren), in the past 12 months, about the dangers of alcohol and drugs according to local parent survey data (2015 baseline); and 90% of Choice Pass youth served will meet Choice Pass established targets (2015 baseline).
Department Manager	Janet Reinman
Department Performance Management Point of Contact	Janet Reinman
Program / Activity Structure	Gunnison County Juvenile Services Program • Youth and Family Integrated Services Activity • Early Intervention Activity • Gunnison County Substance Abuse Prevention Project (GCSAPP) Activity
Program	**Gunnison County Juvenile Services**
Program Purpose Statement	The purpose of the Gunnison County Juvenile Services Program is to provide prevention, collaboration, connection and early intervention services to Gunnison County youth and their families so they can be healthy, resilient, productively involved and connected to their community.
Program Key Results	95% of youth/families participating in FAST do not involuntarily enter the Child Welfare or Juvenile Justice systems; 80% of children and youth have shown improved school attendance rates while involved with FAST; 90% of youth in the diversion program meet 80% or more of the requirements in their youth-parent contract; 88% of youth served by Early Intervention do not commit a new offense within one year of program completion; 90% of Choice Pass youth served meet Choice Pass established targets; 84% of youth served in 6th – 12th grade report having an adult to go to for help with a serious problem according to the Health Kids Colorado survey; 90% of youth served in 6th – 12th grade report having someone to talk to when feeling sad, empty, hopeless, angry or anxious according to the Healthy Kids Colorado survey; 70% of parents with youth in 6th – 12th grade will report having had a conversation with their child(ren), in the past 12 months, about the dangers of alcohol and drugs according to local parent survey data; and 88% of youth in 6th – 12th grade report not using tobacco, alcohol, marijuana and prescription drugs without a prescription (combined) in the last 30 days according to the Healthy Kids Survey (district total of all four substances averaged).
Program Manager	Janet Reinman
Activity	**Youth and Family Integrated Services**
Activity Purpose Statement	The purpose of the Youth and Family Integrated Services Activity is to provide collaboration, facilitation and connection services to families, the community and service delivery systems in order to achieve positive outcomes for children and families.

Services that Comprise the Activity	• Community Collaborative Meeting Coordination and Facilitations • Community Parenting Class Sessions • Community Resources Searches and Referrals • Community Training Sessions • Continuous Interagency Collaborations • Continuum of services and support consultations • Crossover Youth Staffings • Family Chosen Individual Service and Support Team (ISST) Meeting Facilitations and Representations • Family Facilitator Training Sessions • Family/Youth Assessments • Grant Applications and Reports • High Fidelity Wraparound Family Meetings • Multidisciplinary Team Case Management Reviews • Multidisciplinary Team Facilitations • Service Delivery Systems Assessments • Service Plans • Youth Alternative Support Groups and Activities Facilitations
Activity Performance Measures (Measures & Target)	<u>Result Measures</u> 🔑 95% of youth/families participating in FAST do not involuntarily enter the Child Welfare or Juvenile Justice systems; 🔑 80% of children and youth have shown improved school attendance rates while involved with FAST; • 75% of the time a mandatory member of the IOG will be present at four required meetings in a fiscal year; • 1 evidence-based or evidence-informed practice will be implemented under the IOG, as reflected in the expenditures section of the annual report; • Cost-sharing is reflected in the expenditures section of the annual report; • 75% of families achieve their self-determined goals; • 80% of children served do not experience an out-of-home placement; and • 90% of FAST youth have no substantiated abuse finding after FAST services begin. <u>Output Measures</u> • 2 children served by a crossover youth practice model; • 12 family Individual Service and Support Teams (ISST) provided; • 16 High Fidelity Wraparound family meetings provided; and • 30 youth served. <u>Demand Measures</u> • 2 children expected to be served by a crossover youth practice model; • 12 family Individual Service and Support Teams (ISST) expected to be provided; • 16 High Fidelity Wraparound Family meetings expected to be held; and • 35 youth expected to be referred for service. <u>Efficiency Measures</u> • $3,486 per family served; and • $ per family who achieve their self-determined goals.
Activity Manager/Lead	Meghan Dougherty
Activity	**Early Intervention**
Activity Purpose Statement	The purpose of the Early Intervention Activity is to provide prevention, diversion and intervention services to Gunnison and Hinsdale County youth and their families so they can, with the help of an advocate, identify and resolve the issues causing their involvement in the justice system and become accountable and responsible for their actions.
Services that Comprise the Activity	• Case Management Reviews • Continuum of Service and Support Consultations • Court Team Recommendations • Crisis Interventions

	• Educational Support Sessions • Family Support Sessions • Fee Collections • Grant Applications and Reports • Legal Information Sessions • Life Skills Training Sessions • Mentoring Services • Multidisciplinary Team Sessions • Restitution and Restorative Justice Services • Screening and Assessments • Team Meeting Facilitations and Representations • Youth Sessions
Activity Performance Measures (Measures & Target)	Result Measures 🔑 90% of youth in the diversion program meet 80% or more of the requirements in their youth-parent contract; 🔑 88% of youth served by Early Intervention do not commit a new offense within one year of program completion; • 92% of youth do not receive additional charges during program involvement; and • 85% of youth will not go to staff secure or secure placement for greater than 60 days. Output Measures • 30 youth in the program. Demand Measures • 30 youth expected to be in the program. Efficiency Measures • $1,800 per youth enrolled.
Activity Manager/Lead	Janet Reinman
Activity	**Gunnison County Substance Abuse Prevention Project (GCSAPP)**
Activity Purpose Statement	The purpose of the Gunnison County Substance Abuse Prevention Project (GCSAPP) Activity is to provide youth and family engagement, education, healthy activities and multi-systems implementation services to youth and their families so they can stay connected with their family and community, make healthy choices, resiliently respond to stress in healthy ways and delay the use of alcohol, tobacco and other drugs.
Services that Comprise the Activity	• Alcohol, Tobacco and Drugs Access Reduction Strategies • Community Education Sessions • Continuum of Services and Support Consultations • Crested Butte Youth Council Meetings • Fact-Based Substance Messages • Family Systems Skill Building Sessions • Gunnison County Substance Abuse Prevention (GCSAPP) Coalition • Healthy Kids Colorado Survey Results Presentations • Leadership Development Community Workshops • Marijuana Use and Disposal Education Messages • Parent and Youth Education Sessions • Schools and Community Substance Abuse Prevention Education Sessions • Youth Alternative Activities Sessions (Choice Pass) • Youth Engagement Sessions • Youth Scoop Publications • Youth-Focused Community Organizations Representations
Activity Performance Measures (Measures & Target)	Result Measures 🔑 90% of Choice Pass youth served meet Choice Pass established targets; 🔑 84% of youth served in 6th – 12th grade report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey; 🔑 90% of youth served in 6th – 12th grade report having someone to talk to when feeling sad, empty, hopeless, angry or anxious according to the Healthy Kids Colorado survey;

	70% of parents with youth in 6th – 12th grade will report having had a conversation with their child(ren), in the past 12 months, about the dangers of alcohol and drugs according to local parent survey data; • The Gunnison County Choice Pass program demonstrates effectiveness in delaying the use of alcohol, tobacco and other drugs as evidenced by a cross comparison analysis of (data will compare total difference and difference by age cohort): 88% of youth in 6th – 12th grade report not using tobacco, alcohol, marijuana and prescription drugs without a prescription (combined) in the last 30 days according to the Healthy Kids Survey (district total of all four substances averaged); and ○ 90% of Gunnison County Choice Pass youth in 6th – 12th grade report not using tobacco, alcohol, marijuana and prescription drugs without a prescription (combined) in the last 30 days according to the Choice Pass survey. • 60% of 6th - 12th graders in Gunnison County and their parents make the 'Choice Pass Pledge' between each other; • <5% of youth taking the Choice Pass Pledge break it; and • Gunnison County youth delay the use of alcohol, tobacco and other drugs as evidenced by longitudinal measurement changes in: ○ A 5% decrease (2012 baseline) in the number of 10th graders who report using alcohol, tobacco or other drugs (combined) in the last 30 days according to the Healthy Kids Colorado Survey (district total of all substances averaged). <u>Output Measures</u> • 370 parent-education sessions provided; • 60 fact-based substance abuse media messages delivered; and • 375 Choice Pass youth attendees at Choice Pass events, educational opportunities and summer youth programs sponsored by GCSAPP. <u>Demand Measures</u> • 370 parent-education sessions expected to be provided; • 60 fact-based substance abuse media messages expected to be delivered; and • 375 Choice Pass youth expected to attend Choice Pass events, educational opportunities and summer youth programs sponsored by GCSAPP. <u>Efficiency Measures</u> • $55.00 per youth in 6-12 grades in Gunnison County; and • $101.00 per youth and their parents who make the Choice Pass Pledge between each other.
Activity Manager/Lead	Kari Commerford