



JUVENILE JUSTICE  
VISION 20/20



**2013**  
**Strategic Plan – Priority Projects Report**

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## **Acknowledgements**

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Strategic planning and ongoing implementation doesn't happen in a vacuum. Rather, it is the reflection of the consistent work of many. The 2013 Strategic Plan- Priority Project document acknowledges the commitment of those who have relentlessly offered their time, talent and expertise toward the improvement of juvenile justice in Michigan.

Consultant Dr. Brenda Wagenknecht-Ivey, PRAXIS Consulting, Inc., is acknowledged for her facilitation of the strategic planning session in which the current Juvenile Justice Vision 20/20 Strategic Plan's priority projects were updated. Her consistent expertise provided the group with guidance and focus.

The Executive Team has devoted countless hours to the efforts of Juvenile Justice Vision 20/20. This Report is a reflection of their collaborative spirit, committed hard work and desire for the continual improvement of the juvenile justice system in Michigan. The membership is as follows:

Jennifer Warner, State Court Administrative Office  
Elizabeth Stomski, State Court Administrative Office  
Bob Nida, 5<sup>th</sup> Circuit Court, Barry County  
John Evans, 44<sup>th</sup> Circuit Court, Livingston County  
Dr. Kathleen Bailey, Grand Valley State University  
Dr. William Crawley, Grand Valley State University  
Patrick Sussex, Michigan Department of Human Services  
Terri Gilbert, Michigan Department of Human Services  
Kevin J. Bowling, 20<sup>th</sup> Circuit Court, Ottawa County  
Sandi Metcalf, Chair, 20<sup>th</sup> Circuit Court, Ottawa, County

In addition, within this Report, a listing of participants for each respective Action Team who attended the strategic planning session is included. They are acknowledged for their contribution and devotion to the ongoing implementation of the Juvenile Justice Vision 20/20 Strategic Plan. They are true champions of juvenile justice and reflect a collective, sincere mission to improve the juvenile justice system for kids, families and communities

Thank you to all who have contributed to the ongoing success of Juvenile Justice Vision 20/20 and more importantly, have contributed to the quality of life and administration of justice for those whom the juvenile justice system serves.

## **Strategic Planning Oversight Team**

\*Indicates members of the Executive Team

Sandi Metcalf, Project Director* 20 <sup>th</sup> Circuit Court – Ottawa County	Diane Melton 7 <sup>th</sup> Circuit Court – Genesee County
Kathy Bailey* School of Criminal Justice Grant Valley State University	Bob Nida* Barry County Trial Courts Michigan Association for Family Court Administration
Heather Blodgett* 20 <sup>th</sup> Circuit Court – Ottawa County	Margaret Olesnavage 25 <sup>th</sup> Circuit Court – Marquette County
Kevin Bowling* 20 <sup>th</sup> Circuit Court – Ottawa County Michigan Association of Circuit Court Administrators	Jody Overall Oakland County Children’s Village
Dan Chaney Juvenile Justice Services - Wayne County	Brian Philson Highfields, Inc. Michigan Federation for Children and Families
William Crawley* College of Community and Public Service Grand Valley State University	Monte Starkweather 8 <sup>th</sup> Circuit Court – Ionia County Northern Michigan Juvenile Court Officers Association
John Evans* 44 <sup>th</sup> Circuit Court – Livingston County	Jennifer Stentoumis Michigan Department of Community Health (CMH)
Judge Mark A. Feyen Ottawa County Probate Court	Elizabeth Stomski* Trial Court Services State Court Administrative Office
Kathy Flack 9 <sup>th</sup> Circuit Court – Kalamazoo County	Jennifer Warner* Trial Court Services State Court Administrative Office
Elvin Gonzalez Berrien County Trial Courts	Jennifer Wood 29 <sup>th</sup> Circuit Court – Gratiot County
Derek Hitchcock* Highfields, Inc.	Tina Yalda School of Criminal Justice Grand Valley State University
Ed Medendorp The Haven Juvenile Justice Association of Michigan	Brenda J. Wagenknecht-Ivey Consultant, PRAXIS Consulting, Inc.

## **Introduction**

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Michigan Juvenile Justice Vision 20/20 is pleased to present the *2013 Strategic Plan – Priority Projects Report*. A companion document to the *2012-2014 Strategic Plan*, this document offers a reflection of the extensive work completed during 2012 and a number of priority projects identified for 2013. Completing the projects listed below will help Michigan Juvenile Justice Vision 20/20 achieve long-range goals and ultimately better serve Michigan's juvenile justice community.

Priority projects are listed for each of the five strategic focus areas as identified as follows:

1. Unique Purpose of the Juvenile Court
2. Effective Outcomes for Juveniles, Families and Communities
3. Juvenile Court Operational Performance
4. Adequate and Sustainable Funding
5. Strong Juvenile Justice Workforce

Five corresponding action teams will work on projects in 2013. Their progress and accomplishments will be monitored throughout the year by Team Leaders and the Executive Team. At the end of 2013, the Executive Team will review the *2012-2014 Strategic Plan* and work with the Strategic Planning Oversight Team (SPOT) and Action Teams to re-establish new projects for the next year.

The 2013 priority projects are consistent with Juvenile Justice Vision 20/20's core tenet, vision and core values, which are as follows:

**Core Tenet:** Court-involved youth shall be treated in an appropriate manner within the least restrictive environment that offers effective treatment and ensures public safety.

**Vision of the Future:** Through a unified voice and collaboration, Michigan's juvenile justice system is a leader in the administration of fair and equal justice; individualized, comprehensive and effective treatment that responds to juvenile delinquent behaviors; and accountability that builds safe, resilient communities.

**Core Values:** Prevention  
Youth and Family Centered  
Integrated and Holistic Services  
Evidence Based  
Outcome Focused  
Compassionate  
Restorative  
Respectful  
Proactive  
High Performance

## Overview

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As a collective organization of juvenile court and stakeholder/partner members, Juvenile Justice Vision 20/20 has made significant strides toward improving Michigan's juvenile justice system during the last year. Beyond the initial strategic planning sessions and launch of the five Action Teams, the Executive Team has monitored the progress of and assisted in Action Team activities. They have reviewed project implementation plans and facilitated quarterly Action Team co-leader meetings; solicited the development of a Juvenile Justice Vision 20/20 logo through a contest among Grand Valley State University's Graphic Arts students; and developed talking points and a Power Point presentation for use during outreach efforts to other juvenile justice organizations.

From December 2011 through September 2012, members of Juvenile Justice Vision 20/20 presented to over 20 different groups, including legislative committees, juvenile justice organizations across the state and others. These efforts were geared toward engaging Action Team membership, educating legislators and others about Juvenile Justice Vision 20/20, and advocating for important juvenile justice issues. Such issues included but were not limited to the following juvenile justice related legislation, which the Executive Team members monitored and/or supported collectively with several of the Action Team members:

- › Advocated for the 75/25 CCF Split proposal
- › Supported MPJA's Expungement Resolution
- › Fought the proposed Administrative Rate increase
- › Analyzed the Indigent Defense Counsel Commission and voiced concern
- › Convened a statewide meeting for MAC Transfer discussion
- › Juvenile Competency

Individually, each Action Team diligently and relentlessly worked toward meeting their goals and objectives as detailed in the *2012-2014 Strategic Plan*, through the completion of the 2012 priority projects. The successes of each Action Team are highlighted below, along with their goals, objectives and newly identified 2013 priority projects.

## **Strategic Focus Area #1 - Unique Purpose of the Juvenile Court**

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<b>Team Member</b>	<b>Court/Organization</b>
Sandi Metcalf (Chair)	20 <sup>th</sup> Circuit Court – Ottawa County
Kathy Flack (Chair)	9 <sup>th</sup> Circuit Court – Kalamazoo County
Linda Edwards-Brown (Chair)	22 <sup>nd</sup> Circuit Court – Washtenaw County
Judge Michael Anderegg	Marquette County Probate Court
Michelle Weemhoff	Michigan Council on Crime & Delinquency
Paul Lindemuth	20 <sup>th</sup> Circuit Court – Ottawa County
Jennifer Wood	29 <sup>th</sup> Circuit Court – Gratiot County
Craig Sewell	48 <sup>th</sup> Circuit Court – Allegan County
Jim Edwards	Johnson Center – GVSU
Gary Walker	Former Prosecutor – Marquette County

During 2012, Action Team #1 focused efforts on identifying key legislators and stakeholders, monitoring juvenile justice specific legislation, and providing education regarding various ways in which such legislation impacts the courts and court-involved youth. In addition, the team worked to identify several core tenets of the juvenile courts and developed a method for educating others about the importance of these core tenets. The *Core Tenet Briefing Book* is slated for completion early in 2013. Finally, Action Team #1 supported the Executive Team's endeavor to develop an Institute for Juvenile Justice, in partnership with Grand Valley State University. Research into other institutes, as well as extensive discussion regarding the purpose and organizational structure of the Institute, served to inform this process. Upon obtaining funds for Institute start up, members of Action Team #1 will continue to participate alongside the Executive Team and GVSU in the development process.

### **Goals and Objectives**

Goal 1: Policy makers in all branches of government and the public understand and support the purpose and functions of the juvenile court system.

Objective 1: Develop a well-defined juvenile court system identity, built around the unique purpose, functions and core tenet of the juvenile court.

Objective 2: Educate all stakeholders on the history, purpose, principles and functions of the juvenile court system.

Objective 3: Create visibility and build support for the juvenile justice system at the local, state, tribal and national levels.

Goal 2: Juvenile justice leaders are actively shaping juvenile justice legislation and public policy.

Objective 1: Establish and build support for a collective identity and voice.

Objective 2: Advocate for juvenile justice priorities.

Objective 3: Educate and build support for juvenile justice matters among legislators, public policy makers, justice system and community partners, and the public, making juvenile justice a priority investment area in Michigan.

Objective 4: Implement public policy and legislation within and across juvenile courts consistently.

**Action Team #1 – Unique Purpose of the Juvenile Court  
2013 Priority Projects**

1. Develop a Juvenile Justice Vision 20/20 intranet and public website.
2. Further define, educate and build support for the unique purpose, functions and core tenets of the juvenile court.
3. Identify legislative juvenile justice advocates; develop a plan to educate legislators and other stakeholders; and work with legislators to pass needed legislation.
4. Assist Grand Valley State University in developing the Institute for Juvenile Justice.



## **Strategic Focus Area #2 - Effective Outcomes for Juveniles, Families and Communities**

<b>Team Member</b>	<b>Court/Organization</b>
Derek Hitchcock (Chair)	Highfields, Inc.
Thom Lattig (Chair)	20 <sup>th</sup> Circuit Court – Ottawa County
Brian Philson	Highfields, Inc./Michigan Federation for Children and Families
Michele Bell	42 <sup>nd</sup> Circuit Court – Midland County
Maureen Winslow	30 <sup>th</sup> Circuit Court – Ingham County
Tina Yalda	GVSU, School of Criminal Justice
Margaret Olesnavage	25 <sup>th</sup> Circuit Court – Marquette County
Jody Overall	Oakland County Children’s Village
Debby Shaw	22 <sup>nd</sup> Circuit Court – Washtenaw County
Jennifer Stentoumis	Michigan Department of Community Health
Cynthia Smith	Wayne County Juvenile Assessment Center
Cindy Spielmaker	20 <sup>th</sup> Circuit Court – Ottawa County

During 2012, Action Team #2 focused its efforts on two primary projects: (1) Suggesting a statewide risk/needs assessment that meets the needs of the juvenile courts; and (2) Developing a model continuum of care. Team members worked diligently to obtain information on all available assessment tools, organize that information, and develop a survey to target use of assessment tools in courts across the state. In addition, Team #2 reviewed national model continuums of care and completed a draft “Michigan Model.” Each of these projects will carry-over into 2013, during which time the team will catalogue this information and make recommendations included in a report of their findings.

### **Goals and Objectives**

Goal 1: Youth and families receive the most appropriate services to meet their needs and protect the public.

Objective 1: Use appropriate and effective assessment tools.

Objective 2: Develop a complete continuum of care.

Objective 3: use evidence-based practices and juvenile justice research findings to treat juvenile offenders and keep the public safe.

Objective 4: Collaborate with partners to provide needed and appropriate treatment and services.

Goal 2: Program decisions are based on quality data and research.

Objective 1: Standardize data collection, terms and variables statewide to improve analysis and comparisons across counties.

Objective 2: Develop consistent methods for assessing and evaluating juvenile programs.

Objective 3: Share and implement best practices.

**Action Team #2 – Effective Outcomes for Juveniles, Families and Communities  
2013 Priority Projects**

1. Complete a catalogue of risk and needs assessments used in courts throughout Michigan.
2. Complete a catalogue of “basic” continuums of care in Michigan.
3. Monitor Datapalooza partnership opportunities.

### **Strategic Focus Area #3 - Juvenile Court Operational Performance**

<b>Team Member</b>	<b>Court/Organization</b>
Jennifer Warner (Chair)	SCAO – Trial Court Services
Diane Melton (Chair)	7 <sup>th</sup> Circuit Court – Genesee County
Bob Nida	Barry County Trial Court
Monte Starkweather	Northern Michigan Juvenile Court Officers Association
Linda Edwards-Brown	22 <sup>nd</sup> Circuit Court – Washtenaw County
Jim Smogoleski	19 <sup>th</sup> Circuit Court – Manistee County
Fred Olmsted	29 <sup>th</sup> Circuit Court – Clinton County
Judge Mark Feyen	Ottawa County Probate Court
Steve Lyon	Department of Human Services
Ted Kilvington	Michigan State Police
Jack Roedema	17 <sup>th</sup> Circuit Court – Kent County
Mark Schmidt	Bizstream

In an effort to improve state and local data collection, Team #3 chose first to focus on Disproportionate Minority Contact (DMC) data. By researching current DMC initiatives and data collection capabilities, the team was able to draft proposed language for a court rule amendment and form change that will lead to better DMC data collection in the future. In addition, Team #3 began to collect various data elements, which in 2013 will be formatted into a data index. Such an index will aid in the identification of the various data elements currently available and will subsequently aid in data extraction and the quantification of proposed juvenile court performance measures.

#### **Goals and Objectives**

##### Goal 1: Juvenile courts provide fair and equitable treatment.

Objective 1: Treat all juvenile offenders equitably and in accordance with the law.

Objective 2: Measure public trust and confidence in the juvenile justice system.

Objective 3: Educate and inform the public about the juvenile justice system.

##### Goal 2: Juvenile courts, including services offered, are user-friendly and accessible.

Objective 1: Provide helpful and understandable resources to court users.

Objective 2: Use technology to increase access and customer services.

Objective 3: Increase information sharing and collaboration with all justice system and community partners.

Objective 4: Ensure physical facilities are safe and efficient.

Goal 3: Juvenile courts are timely, efficient and effective.

Objective 1: Resolve juvenile matters in accordance with time standards.

Objective 2: Streamline processes and procedures.

Objective 3: Use assessment methods to collect and analyze data for decision making.

Objective 4: Use performance measures to coordinate and collaborate with all juvenile justice stakeholders.

**Action Team #3 – Juvenile Court Operational Performance  
2013 Priority Projects**

In collaboration with Datapalooza members, including SCAO, DHS, and the MCJJ Data Subcommittee:

1. Complete the data index.
2. Develop definitions of data, performance measures, etc.

In collaboration with SCAO:

3. Define performance measures as they relate to the juvenile courts.

## **Strategic Focus Area #4 - Adequate and Sustainable Funding**

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<b>Team Member</b>	<b>Court/Organization</b>
John Evans (Chair)	44 <sup>th</sup> Circuit Court – Livingston County
Sandi Metcalf (Chair)	20 <sup>th</sup> Circuit Court – Ottawa County
Bob Nida (Chair)	Barry County Trial Court
Kevin Bowling	20 <sup>th</sup> Circuit Court – Ottawa County
Margaret Olesnavage	25 <sup>th</sup> Circuit Court – Marquette County
Jim Smogoleski	19 <sup>th</sup> Circuit Court – Manistee County
Joe Leary	36 <sup>th</sup> Circuit Court – Van Buren County
Jerry Durkee	48 <sup>th</sup> Circuit Court – Allegan County
Elvin Gonzalez	Berrien County Trial Court
Dan Chaney	Wayne County Department of Children and Family Services
Ben Bodkin	Michigan Association of Counties
Andy Thalhammer	17 <sup>th</sup> Circuit Court – Kent County
Judge Dorene Allen	42 <sup>nd</sup> Circuit Court – Midland County
Heather Rosales	Department of Human Services
Kristen Staley	Michigan Council on Crime and Delinquency

During 2012, Action Team #4 focused on two primary projects: (1) Advocating for the 75/25 Child Care Fund (CCF) Split; and (2) Identifying and educating advocates and stakeholders in the funding process about the needs of Michigan's juvenile justice system. The team collaborated with the Michigan Council on Crime and Delinquency, the Michigan Association of Counties, and others to develop talking points to educate stakeholders about the 75/25 CCF Split initiative, worked to develop and clarify a proposal for legislation, and spoke with legislators and stakeholders about the importance of the initiative to Michigan's juvenile courts. Several members of Action Team #4 continue to participate with a state level CCF Workgroup, which is now charged with studying the CCF during 2013. Throughout this process the complexity of the many funding processes utilized by Michigan's juvenile courts became evident, and spurred the development of a *Funding Briefing Book*, which discusses each of those funding streams, as well as their purpose and functions. The team will finalize and disseminate this document during 2013.

### **Goals and Objectives**

Goal 1: Michigan's juvenile justice system has the funding and resources needed to protect communities, administer fair and equal justice, and help youth and families succeed.

Objective 1: Implement a standardized approach to measuring results, demonstrating outcomes, and taking corrective action as necessary.

Objective 2: Implement and share innovative methods of using existing resources more efficiently and effectively (e.g., consolidating services).

Objective 3: Research new and alternative ways to fund and support Michigan's juvenile justice system.

Objective 4: Use technology to preserve resources and be more efficient and effective.

Objective 5: Educate stakeholders about the needs, priorities and accomplishments of the juvenile justice system.

Goal 2: Juvenile justice funding is predictable and sustainable.

Objective 1: Build support among stakeholders to assure adequate and sustainable funding for the juvenile justice system.

Objective 2: Increase systemic knowledge and use of available funding resources and requirements.

Goal 3: Juvenile justice funding and resources are equitably distributed across the state.

Objective 1: Improve and simplify the funding structure including funding methods and formulas.

Objective 2: Develop a funding structure that allows equitable funding for non-mandated and mandated services.

**Action Team #4 – Adequate and Sustainable Funding  
2013 Priority Projects**

1. Complete the Funding Briefing Book.
2. Identify advocates and stakeholders in need of juvenile justice funding information.
3. Utilizing the Funding Briefing Book and other sources as educational tools, develop a plan to educate stakeholders about the funding process and the needs of Michigan's juvenile justice system.
4. Advocate for the In-Home Care Incentive and other funding alternatives for juvenile justice, as appropriate.

## **Strategic Focus Area #5 - Strong Juvenile Justice Workforce**

<b>Team Member</b>	<b>Court/Organization</b>
Liz Stomski (Chair)	SCAO – Trial Court Services
Kathy Bailey (Chair)	GVSU – School of Criminal Justice
Kevin Bowling (Chair)	20 <sup>th</sup> Circuit Court – Ottawa County
Ed Medendorp	Juvenile Justice Association of Michigan
Ed Dobson	15 <sup>th</sup> Circuit Court – Branch County
Debby Shaw	22 <sup>nd</sup> Circuit Court – Washtenaw County
Lily Marx	Ottawa County Juvenile Detention Center
Peter Stathakis	Michigan Judicial Institute
Deborah McNabb	17 <sup>th</sup> Circuit Court – Kent County
Sgt. Jeremy Brewer	Michigan State Police
Connie Conklin	Department of Community Health
Bernadece Kiogima	Little Traverse Bay Band of Odawa Indians Tribal Court
Greg Brainard	13 <sup>th</sup> Circuit Court – Grand Traverse County
Jocelyn Vanda	Interagency and Community Services
Jodi Latuszek	SCAO – Child Welfare Services
Patrick Sussex	Department of Human Services

During 2012, Action Team #5 concentrated efforts on identifying all juvenile justice specific training available across Michigan and developing a role-specific training curriculum. After creating a rubric of all available trainings, the team focused on juvenile probation officer training specifically, and developed a survey to solicit information about current training needs as identified by probation officers and their managers. The team will expand these efforts during 2013, as indicated in their priority projects listed below.

### **Goals and Objectives**

#### **Goal 1: Juvenile court staff possess the knowledge and skills to perform their jobs.**

Objective 1: Provide employees across the state with consistent, comprehensive, and accessible training and educational opportunities.

Objective 2: Provide opportunities for employees to develop individual talents and strengths (i.e. skill building, management opportunities).

Objective 3: Develop and sustain partnerships to enhance opportunities for knowledge and skill development.

Objective 4: Create and maintain a culturally competent and diverse workforce.

Objective 5: Develop and transfer knowledge and skill to the next generation of leaders, managers, and employees.

Goal 2: The juvenile court work environment is supportive and motivating.

Objective 1: Ensure competent and effective leaders and managers at all levels.

Objective 2: Compensate employees competitively and fairly.

Objective 3: Provide employees with opportunities for professional development and career advancement.

Objective 4: Reward and recognize employees who exceed expectations.

Objective 5: Provide employees with requisite space, technology and resources to do their work well.

Objective 6: Provide employees with well-being opportunities (i.e., free gym, grief counseling, work/family life balance).

**Action Team #5 – Strong Juvenile Justice Workforce  
2013 Priority Projects**

1. Assess juvenile justice educational needs, including the completion of a professional development position paper.
2. Develop a training curriculum, with a prioritized state agenda.
3. Plan and host regional and statewide training in collaboration with the Michigan Judicial Institute and other stakeholders.