

BEFORE THE BOARD OF COUNTY COMMISSIONERS

MULTNOMAH COUNTY, OREGON

In the Matter of Submitting)
a 1993-95 County Diversion)
Plan in order to Receive State)
Funds to Provide those Services)

RESOLUTION

93-87

WHEREAS the Children's Services Division in accordance with ORS 420.017 and 420.019 invites counties to receive state funds beginning July 1, 1993, to provide services to delinquent youth identified as diverted from the State training schools; and

WHEREAS the Children's Services Division is required by ORS. 420.017 to develop an annual state-wide plan that includes the services to be provided by all those counties participating; and

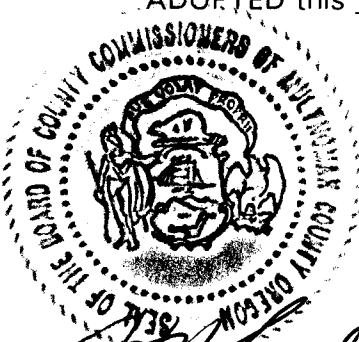
WHEREAS each county must submit to the state no later than 5:00 p.m. March 12, 1993 a plan; and

WHEREAS said plan shall be received by and submitted for approval to the Board of County Commissioners, the local Community and Children Youth Services Commission, and the presiding Juvenile Court Judge; and

WHEREAS Multnomah County Juvenile Justice Division has prepared such a plan and submitted it to the above mentioned groups for review and approval;

NOW THEREFORE BE IT RESOLVED that the Multnomah County Board of County Commissioners approve the plan as submitted by the Juvenile Justice Division.

ADOPTED this 25th day of March, 1993



~~Gladys McGowan, Chair~~ Gary Hansen, Vice-Chair
Board of County Commissioners
Multnomah County, Oregon

Lawrence Kressel, County Counsel
for Multnomah County, Oregon
H. H. Lazenby, Jr.



MULTNOMAH COUNTY OREGON

DEPARTMENT OF SOCIAL SERVICES
JUVENILE JUSTICE DIVISION
1401 N.E. 68TH
PORTLAND, OREGON 97213
(503) 248-3460

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
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March 11, 1993

Mr. Rick Hill
Acting Director
Juvenile Corrections, CSD
Human Resources Building, 2nd Floor SW
500 Summer Street, NE
Salem, Oregon, 97310-1017

Dear Rick:

Enclosed please find Multnomah County's Diversion Plan for the 1993-95 biennium. I believe it reflects the Division's continued commitment to coordinate resources and services for youth at risk of commitment to the training schools. This plan continues the past three year's relationship between your agency and the Juvenile Justice Division.

Although the plan is complete in it's submission, it does not contain approval from the local Community and Children's Youth Commission or the Board of County Commissioners. Due to the inordinate amount of work assigned to my staff, with budget and other projects, I was not able to coordinate all the required review and signature processes prior to the due date. Both of these review process will begin as soon as possible with needed documentation forwarded to your agency upon receipt. I apologize for this delay.

I can only hope for the continued success of this model as we move forward into the next biennium. Please feel free to contact me if you have any questions or need any further information.

Take care,

Harold Ogburn, Director
Juvenile Justice Division

cc: Dwayne McNanny
Lorenzo Poe

MULTNOMAH COUNTY
JUVENILE JUSTICE DIVISION

submission for

Children's Services Division
Diversion Plan

1993-1995

March 12, 1992

County Representative in negotiations:

Mr. Harold Ogburn
Juvenile Justice Division
1401 NE 68th
Portland, Oregon 97213

(503) 248-3578

Authorized Signature:

Ms. Gladys McCoy, Chair
Multnomah County Board
of Commissioners
1120 SW 5th, Room 1410
Portland, OR 97204

(503) 248-3308

1. Describe predispositional evaluation services including assessment of educational/vocational needs for youth that are at risk of commitment to the State Training Schools.

A. COURT SUMMARY: (Attachment A) The court summary is the basic document used in all court hearings to assist the Judge in determining the outcome of a dispositional hearing. This is a standard document for all Probation Counselors in communicating pertinent information to the Judge or Referee.

B. OFFENSE SPECIFIC CASE MANAGEMENT REPORT: (Attachment B) This report is used on all youth who are placed on probation by the Multnomah County Juvenile Justice Division. This report outlines problem areas as well as goals the Probation Counselor intends to achieve during the probationary period with their client.

C. ASSESSMENT, INTERVENTION, TRANSITION PROGRAM (AITP) REPORT: (Attachment C) A large percentage of Multnomah County youth who are committed to the State Training Schools go through the AITP program. This 30-day program evaluates youth from a closed custody, group living perspective. The program includes a school component, over 100 group and individual sessions, mental health resources, and other services as identified for each youth during the evaluation period.

D. RISK ASSESSMENT; (Attachment D) This form outlines the seven (7) factors that are the greatest indices in predicting juvenile delinquency. The risk scores are intended to offer the Probation Counselor and Court another tool in determining the "risk" each youth has of re-offending in the community.

E. PSYCHOLOGICAL EVALUATIONS: As youth appear to need psychological evaluations and as Counselors gather information which may warrant a third party formal assessment, this resource is utilized. These are typically done by conducted by a third party professional under contract with the Juvenile Justice Division.

F. OTHER REPORTS PRESENTED TO THE COURT: In addition to the above formal evaluation tools, other information from various agencies (i.e. CSD, school counselors, Drug and Alcohol Counselors, social service agencies) is contained in a youth's "social file". This file offers supporting and collateral information which plays an integral role in supporting recommendations to the Court.

2. Describe the County's plan to complete the standard diagnostic and evaluation information requested in Section 2.2, B. for youth to be placed at the training school or camp.

The Multnomah County Juvenile Court and Juvenile Court Assessment Center (JCAC) at MacLaren have come to an agreement that the Court Summary (Attachment A), accompanied by the Admission Summary (Attachment E) will serve JCAC requirements for admission to the state training schools. These documents are accompanied by pertinent police reports, AITP summaries, and psychological evaluations in the social file. This information assists MacLaren and Hillcrest staff in placing the youth in the most appropriate program to meet their needs. The Admission's summary includes suggestions by the Probation Counselor as to which program they believe will best meet the identified needs of the youth.

Additionally, because Multnomah County is participating in the House Bill 3438 Pilot Project, the Juvenile Justice Division has available a Transition Coordinator who participates in Close Custody Review Board Hearings for each Multnomah County youth. The Transition Coordinator works with staff at the State Training Schools and camps to transition youth from close custody placements into community placements. This approach allows for juvenile parole services to be coordinated between State and County assuring both a consistency and continuity of services. This participation leads to increased input from all parties in an effort to better meet the needs of the youth.

3. How disposition of parole violators (parole revocations) will be handled.

Parole revocation hearings (Attachment E) are heard by the Supervisor of the Adjudication Unit at the Juvenile Justice Division. In his absence, the Lead Worker of the Adjudication Unit serves as the Administrative Hearings Officer.

These hearings are held when a parole officer seeks to bring a parolee before the Administrative Hearings Officer for any parole violation. The hearings are taped and held under the standards of *Morrissey v. Brewer* established in 1972.

If it is determined a parole violation has occurred, the Administrative Hearings Officer may decide to impose sanctions ranging from a warning, to a community sanction (community service), to detention at the Donald E. Long Home, to revocation of parole and return to the training school.

These hearings are scheduled within 24 working hours if the youth is held in detention, but will be scheduled at a parole officer's request if the youth is placed in the community.

4. Describe the type of community programs that the County will use to maintain its training school capacity.

The Division's comprehensive gang model offers a multitude of resources targeted at addressing the needs and integrating a diverse continuum of services for this population. Contained within all program alternatives are the following objectives:

- Address internal/external communication between the Division, community placement resources, and law enforcement relative to youth gang members under the Court's jurisdiction;
- Increase the Division's ability to implement gang intervention strategies, programs and activities, particularly in conjunction community based and law enforcement agencies charged with dealing with the population;
- Develop coordinated services and treatment plans that are gang specific and focus on decreasing involvement in illegal gang activities and behavior;
- Develop and implement gang-specific intervention curriculum that focuses on reducing gang involvement, and maximize community resources in providing positive alternatives to gangs;
- Develop and implement specific intervention/curriculum for gang involved youth held in detention facilities.

ALTERNATIVES TO SECURE CUSTODY

I. INTERNAL DIVISION RESOURCES

A. Gang Resource Intervention Team (GRIT)

GRIT is the cornerstone of gang services offered by the Division. Since 1989, resources have been directed to staff a separate unit of probation counselors specifically for offering intensive counseling and support services. Counselors within GRIT are able to specialize, as well as intensify, services because of a smaller caseload.

This model was expanded in 1992 to extend services to Southeast Portland. As gang activity grew beyond the confines of North/Northeast Portland, resources were identified in other areas. Southeast Portland saw a severe increase in gang activity within these neighborhoods, so a SE GRIT Unit was created to meet this need.

B. Assessment, Intervention, Transition Program (AITP)

The AITP is a secure detention program located at the Multnomah County Juvenile Detention Facility. The facility, including AITP, is overseen by the JJD Director, the Detention Superintendent, the Program Administrator and the Program Supervisor.

The Mission Statement of AITP is as follows:

Provide each youth with a behavioral and mental health assessment of strengths and needs;

Stabilize the youth's behavior and continue the process toward skill development and treatment needs;

Facilitate the transition of youth to appropriate community resources.

AITP is composed of the following components:

Security/safety policies and procedures;
Social skills development;
Behavioral management;
Cognitive restructuring;
Mental health assessment, intervention and treatment;
Transition and placement facilitation;
Family services; and
Alcohol and drug services.

Ultimately, a multi-disciplinary "team approach" is the program's goal. This approach provides the best opportunity to impact youth and families in a positive manner. The hope is that AITP graduates are successfully provided with the correct skills, accountability, information, assessments, interventions, and placement resources necessary to succeed on probation and in the community.

For a twelve month period covered in FY 1991-92, the AITP program served 199 clients. The demographic breakdown is as follows:

Female	18.2%
Male	81.2%
Afro-American	35.8%
Hispanic	3.2%
Native American	4.3%
Caucasian	47.1%
15-16 years	51.3%
17-18 years	21.4%

Additionally, for the same period, the table below reflects the amount of service provided by the staff of the AITP unit:

DATE	HOURS
July 1991	4069
August	3995
September	3624
October	4117
November	3369
December	4277
January 1992	3611
February	3456
March	4444
April	4556
May	4580
June	2563

C. Close Supervision

As a pre-adjudicatory detention alternative, upon order of the Court, the Division may conditionally release a youth, who otherwise is eligible for detention. For this purpose, the Division operates a staff monitored structured release program called Close Supervision. This program's primary purpose is to assure a child's appearance at a Court hearing. The program consists of a staffed team which initiates random and periodic calls, as well as home and school visits. The team is available 24 hours a day, seven days a week. Due to increased supervision, the program also reduces instances of further delinquent behavior between the initial referral and disposition. Between 1989 and the spring in 1992, this program had served a total of 1,448 juveniles for a daily average of nearly 25 youth.

D. Electronic Monitoring Program

This program, contracted through Clackamas County, utilizes five Electronic Monitoring units for juveniles who are otherwise eligible for detention and whose Court date is approximately 30 days from placement in the program. The Electronic Monitoring program is administered through the Close Supervision unit and with the success thus far, will be continued in the next biennium.

E. Probation Assistance Weekend

Some youth are judicially ordered to spend time in detention following violations of their terms of probation. Usually this time is served over a number of weekends. Because of this, the weekend population frequently reaches the allowable capacity and represents unique management problems to staff.

Consequently, the Division created a structured alternative to weekend detention which serves both as a consequence for some probation violations as well as an opportunity to promote and obtain accountability for juveniles while on probation. The program assists juveniles to succeed on probation by providing a positive, successful skill development weekend experience. Juveniles sleep at home, but spend a full weekend schedule engaged in positive skill building and social experiences from Friday afternoon through Sunday evening.

The Division started testing this program on June 21, 1991 and can serve between eight and twelve juveniles at a time. As of the spring of 1992, this program had served 80 youth.

F. Detention Alternative Program

The Detention Alternative Program runs a work crew during work days for juveniles that are court ordered to complete Community Service in lieu of detention time. This program is also used as a sanction alternative for juveniles who have violated their probation and would otherwise be placed in detention. The Division also operates a Saturday Work Program with two work crews to increase the availability of this option.

G. Automatic Report

Some juveniles have great difficulty in succeeding while on probation and exhibit behaviors that repeatedly cause them to be in violation of their probation agreement like missing school, compliance with curfew, etc. Such chronic probation violators benefit from a judicially ordered weekly appearance before a judge and need the opportunity of a shorter more tangible time frame to experience success on probation. For many juveniles this is accomplished through weekly reviews before a judge.

Prior to the establishment of this program, such juveniles would repeatedly serve time in detention following probation violations. While some juveniles do in fact continue to be ordered into detention following placement on Automatic Report, the Division feels that this program has been successful in reducing the post-adjudicatory detention population.

H. Street Law

Street Law is a law-related education program designed to increase the ability of youth to think critically and to identify and learn the responsibilities incurred in being a law abiding citizen. Street Law curriculum is taught to youth on probation who have been gang identified, to youth participating through a diversion program, and to youth in a middle school setting.

Selected youth from the GRIT are referred for the probation Street Law program. The course lasts twelve weeks and culminates in a "mock" trial and an award ceremony.

Gang youth are also served in an abbreviated Street Law program through AITP. The Street Law Coordinator has developed course work which addresses a shorter duration of services.

The last two areas, diversion and middle school youth, have been served at the request of the community and as a pilot project with youth not as deeply involved in the juvenile justice system.

II. COMMUNITY BASED DIVISION RESOURCES

A. Early Service and Intervention - (ESI)

ESI provides screening, referral, and client tracking services for chemically affected delinquent youth. A 30-minute interview is designed to elicit an individual's drug and alcohol use history, its effect on their involvement with the Juvenile Court, and information regarding the client's patterns of use, social history, family dynamics, genetic predisposition, and cultural specificity. In addition, referral for treatment is made only after considering the child's economic resources, school involvement, and legal history. Youth receive services as a referral from their Probation Counselor, the Juvenile Court Judge and/or Referee, or while they are in detention. Youth who are referred for further treatment are monitored and tracked for a minimum of three months; many are tracked for up to six months.

ESI has served over 450 youth in Fiscal Year 1991-92. These services have included Screening and assessments, treatment placement and follow-up services as well as education and ongoing assessment groups.

B. Genesis Program

The Genesis Program is an alternative school program located in Northeast Portland which serves high-risk, predominately gang-involved youth. The Juvenile Justice Division has overseen the contract with this agency since October of 1990 when the CSD/Downsizing contract allowed for the transfer of this component of service. For FY 1992-93, The Juvenile Justice Division's contract award for this agency is \$191,892 with an additional \$300,000 from Portland Public School for overall program services.

Genesis accepts all referrals from the JJD and in FY 1991-92, 41 youth were served. The demographic information included:

Male	95.0%
Female	5.0%
Asian	4.9%
African American	60.9%
Hispanic	2.4%
Native American	2.4%
Caucasian	29.0%
12-13 yrs	19.5%
14-15 yrs	63.4
16 and older	17.1%

Most all youth (80.5%) were referred from Juvenile Court or Law Enforcement while the remaining youth (19.5%) were referred through school or other agencies. Each youth had an average of three offense allegations at the time of referral.

The youth receive intensive services through this program. The program model highlights a comprehensive service package including needs assessments, recreation, support services and case coordination. The following table shows the monthly service levels provided by Genesis:

DATE	HOURS
July 1991	2002
August	1040
September	1913
October	2217
November	2542
December	2024
January 1992	2593
February	3100
March	2250
April	3075
May	2800
June	2512

The relationship between the Juvenile Justice Division and the Genesis program continues to be a healthy and rewarding one. The advocacy, instruction, and overall support this program offers to the students is central to maintaining these youth in the community.

C. Portland House of Umoja

The Portland House of Umoja is a residential program for gang-involved males ages 13-17. The program utilizes a model based upon traditional African values and culture to create a supportive environment with an extended family structure. This program, modeled after the Philadelphia House of Umoja, has been in operation for nearly three years. Portland House of Umoja accepts youth who are unable to remain at home and offers counseling, employment training and support services, educational assistance, social and recreational activities, and coordination of services between the juvenile justice system, community agencies, the schools and the family. Additionally, the Portland House of Umoja offers outreach into the community to gang-impacted youth in an attempt to offer them opportunities to break away from the gang culture.

D. Yaun Youth Care Center

The Juvenile Justice Division contracts with Yaun Youth Care Center for one residential bed space and outpatient mental health services for gang-involved youth. These services include liaisons with family and community, family counseling, drug and alcohol counseling, educational support services, and general support groups. These services are provided to youth involved with the juvenile justice system, especially those youth transitioning from the State Training School back into the community. The intent is to offer youth comprehensive services that will assist them in maintaining in the community and avoiding probation or parole violations.

E. Minority Youth Concerns Action Program (MYCAP)

This contractor also provides outpatient mental health services. These services include counseling for anger and behavior control, depression, grief and loss, skill building and self-esteem, and social skill building and improved community integration.

F. Mt. Sinai Community Baptist Church, Christian Counseling Center, and Emmanuel Community General Services

These three organizations provide outpatient mental health services as do Yaun Youth Care Center and MYCAP. These agencies each serve one to two youth per month and assist those youth in maintaining within the community to avoid violations that would place them back in Detention or the State Training School.

G. Annie E. Casey Foundation Support

Multnomah County, through the Juvenile Justice Division, is currently working with the Annie E. Casey Foundation to develop policies and community based programs to reduce the reliance on secure custody at the Detention Facility. Through the Foundation's Detention Reform Initiative, the JJD is currently involved in a nine-month planning phase (see application, Attachment G) which will culminate in August of 1993 with the creation of a plan to implement changes that will increase the opportunities to place youth in the community, rather than locking them up in the County's secure juvenile facility. A strong focus of these efforts is to reduce the over-representation of minority youth in the County facility by fostering community programs.

5. Describe backup services to be provided as described in Section 2.2, D.

When the aforementioned community resources are not effective in addressing behavior changes or continued probation violations occur, the primary resource for the Probation Counselors is the use of detention services at the Donald E. Long facility. These services, along with the coordination of other Court sanctions, offer Probation Counselors, in conjunction with community placements, secure facility back-up services.

6. Describe the placement decision process to be used to control placement and length of stay in the training schools. Included shall be a process for how the County shall make recommendations to the Division regarding parole of youth from the Training School.

Placement at the State Training Schools is ordered by the Judges and Referees at the Multnomah County Juvenile Court. The Juvenile Justice Division makes recommendations to the Court about the placement and what the Division hopes to gain from such a placement. Recommendations of commitment normally note 'placement at MacLaren for drug and alcohol treatment and anger management'...or other program needs as identified.

Before the Juvenile Division Counselor makes such a recommendation to the Court he/she will have reviewed the case with their Supervisor. This case review explores any community options which may be available for the youth and explores community safety needs.

Multnomah County sends a Transition Coordinator to the State Training Schools for Close Custody Review to follow up on the plan for the youth while in close custody. The Transition Coordinator monitors the youth's progress through treatment at the training school and in conjunction with the Parole Officer. The Transition Coordinator also initiates plans for the youth's transition back to the community some sixty days before release.

D. Write a statement of positive results expected by the County which meet or exceed the expectations listed in Section 2.3 above. The statement should include a description of methods which will be used to evaluate the results.

As the Juvenile Justice Division does not have absolute control over the cap, there is a working agreement between MacLaren and Hillcrest and the Juvenile Justice Division to work together to manage the cap to our mutual advantage.

Using the Transition Coordinator, who visits the campus once a week, monthly case reviews, regular contact with parole officers and parole and institution administration, we have established a list of youth who are 'next up' for leaving close custody. It is our goal to administratively manage the cap and at the same time make sure youth receive the programs, in their entirety, while in close custody.

The cap management process is monitored on a regular basis both by the Multnomah County Juvenile Justice Division and Juvenile Corrections (Parole).

Daily lists are generated by the Parole Unit showing the cap numbers. This information is shared between the parole supervisor and the Juvenile Justice Division staff and discussed several times a week.

Additional Information

Attachment H illustrates the continued commitment of the Division's Director and staff to the growth of cultural diversity, both in staff hiring as well as in the operation of the Division. This plan represents the dedication of the organization as it strives to better meet the needs of the ever changing population of youth it serves.

Attachment I offers a historical representation of the last five years of commitment history at the Juvenile Justice Division. The numbers reflect youth sent to Hillcrest or Maclaren for each of the five calendar years.

E. The Annual Operating Budget

The following pages reflect the annual budget as required for submission of this application. All questions should be directed to the Financial Operations Officer, Marie Eighmey (248-3550).

PROPOSED BUDGET – COUNTY DIVERSION
CHILDREN'S SERVICES DIVISION SUPPORTED PROGRAM

ATTACHMENT B
Budget Form 1

COUNTY MULTNOMAH

Begin Date: 7-01-93

End Date: 6-30-94

APPROVED BY Harold Ogilburn DATE: March 11, 1993

AGENCY	PROGRAM SERVICES	SUPPORT SERVICES	TOTAL
REVENUE			
4000 Contributions/Donations			
4700 United Way			
5010 Children's Services Division	634,833	93,043	727,876
5020 Other Gov't (attach detail)	49,479	10,793	60,272
6000 Other Income (attach detail)			
TOTAL REVENUE	684,312	103,836	788,148

EXPENDITURES			
7000 Salaries (from Salary Detail page)	217,539	59,324	276,863
7100 Employee Benefits	34,116	7,050	41,166
7200 Payroll Taxes	58,143	15,855	73,998
TOTAL PERSONNEL	309,798	82,229	392,027
8000 PROFESSIONAL FEES			
8002 Psychological/Psychiatric	1,840		1,840
8010 Consultation (attach detail)	5,000		5,000
8013 Audit			
8014 Other Prof. Fees (attach detail)	6,510		6,510
TOTAL PROFESSIONAL FEES	13,350	0	13,350
8100 SUPPLIES			
8101 Medical	1,510		1,510
8103 Recreation/Craft			
8104 Food	520		520
8105 Laundry/Linen etc.			
8107 Duplicating Materials	4,602	1,223	5,825
8111 Other Supplies (attach detail)	36,423	3,067	39,490
TOTAL SUPPLIES	43,055	4,290	47,345
8200 TELEPHONE	20,866	5,547	26,413
8300 POSTAGE AND SHIPPING			

PROPOSED BUDGET – COUNTY DIVERSION
FOR THE PERIOD OF: 07/01/93 – 06/30/94
PAGE 2

Multnomah County Juvenile Justice Division, con't.

EXPENDITURES continued	PROGRAM SERVICES	SUPPORT SERVICES	TOTAL
8400 OCCUPANCY			
8401 Rent	500		500
8403 Property Insurance			
8405 Utilities			
8409 Care of Buildings/Grounds			
8413 Maintenance			
8415 Other Occupancy (attach detail)			
TOTAL OCCUPANCY	500	0	500
8500 RENT/MAINTENANCE OF EQUIP.	1,000		1,000
8600 PRINTING/PUBLICATION			
8700 TRAVEL	11,108		11,108
8800 CONFERENCES/MEETINGS	6,983	977	7,960
8900 SPECIFIC ASST. TO IND'S			
8908 Clothing Service	3,500		3,500
8909 Client Travel	10,513		10,513
8910 Recreation Service	2,500		2,500
8911 Financial Assistance			
8913 Foster Care Payments			
8917 School/Education costs	163,039		163,039
8918 Other Costs (attach detail)	576		576
TOTAL SPECIFIC ASSISTANCE	180,128	0	180,128
9000 ORGANIZATION DUES			
9400 MISCELLANEOUS	49,479	10,793	60,272
9500 DEPRECIATION			
9900 CAPITAL EXPENDITURES/CSD Funds (Approved by CSD)	48,045		48,045
9901 CAPITAL EXPENDITURES/Non CSD Funds			
TOTAL EXPENDITURES	684,312	103,836	788,148

MULTNOMAH COUNT

Budget Form 2

POSITION	*FTE	PROGRAM SERVICES	SUPPORT SERVICES	TOTAL
Office Assistant 2	2.00	38,659	7,124	45,783
Word Processing Operator	1.00	17,701	3,262	20,963
Data Analyst	1.00	24,789	8,262	33,051
Juvenile Counselor	3.00	93,886		93,886
Pgm Dev Specialist/Lead	1.00	18,279	18,279	36,558
Fiscal Supervisor	1.00	21,712	21,712	43,424
Temporary (back-up for sick leave, vacations)	0.00	2,513	685	3,198
SUBTOTAL	9.00	217,539	59,324	276,863
TOTAL SALARIES	9.00	217,539	59,324	276,863

***Full Time Equivalents**

PROPOSED BUDGET – COUNTY DIVERSION
FOR THE PERIOD OF: 07/10/93 – 06/30/94
Supplemental Notes To Budget

Multnomah County Juvenile Justice Division

REVENUE	
5050 Other Gov't Indirect Cost coverage support provided by Multnomah County.	60,272

EXPENDITURES	
8010 CONSULTATION Development of policies regarding youth & youth employment.	5,000
8014 OTHER PROF. FEES Electronic monitoring services, an alternative to Detention for Court-ordered adjudicated youth.	6,510
Doctor & dentist medical services for youth.	5,000
8104 FOOD Refreshments for youth attending street law, anger management, and other skill-building sessions.	1,510
8111 OTHER SUPPLIES Detainees mattresses, pillows, other furnishings, shampoo, soap, toothbrushes, toothpaste, & other toiletries.	520
Computer & LAN network software, montitors, printers, network interface cards, diskettes, printer ribbons, toner cartridges, paper and cables.	39,490
Staff & program operating supplies.	10,128
8401 RENT Room, space facilities or other rentals needed for youth programs.	14,759
8500 RENT/MAINTENANCE OF EQUIP. Typewriters & other office equipment.	14,603
Computers, printers, & peripheral devices.	500
8700 TRAVEL Staff local mileage reimbursement, based upon union-- negotitated vehicle maintenance at \$30/month and an additional \$.28/mile mileage reimbursement.	1,000
8800 CONFERENCES/MEETINGS Staff personal computer & network training.	11,108
Staff professional attendance at workshops, conferences, seminars, and classes.	6,883
8908 CLOTHING SERVICE Clothing purchases for juveniles to replace gang-identifiable colors or to provide clothing suitable for school or employment for those youth who cannot afford clothing purchases.	3,500

ATTACHMENTS

- A - Court Summary
- B - Offense Specific Case Management
- C - AITP Report
- D - Risk Assessment
- E - Admission Summary
- F - Parole Revocation
- G - Casey Application
- H - Diversity Plan
- I - Commitment Risks

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED] DOB: 01/21/74 NO. 73666A

HEARING DATE: Friday, September 27, 1991

TIME: 10:00 a.m.

COURT INFORMATION

1. Reason for Hearing: The child is before the Court on a petition dated September 10, 1991, alleging two counts of Robbery in the First Degree, Unauthorized Use of a Vehicle, and Unauthorized Use of a Weapon. The child is before the Court today to enter a plea to the charge of Unauthorized Use of a Vehicle. The two count of Robbery in the First Degree are set for a remand hearing. The call date on the remand hearing is October 3, 1991.
2. Referral Information: According to Portland Police Bureau case #91-78957, on September 8, 1991, at approximately 5:20 p.m., [REDACTED] approached Judge Philip Abraham in the upper parking lot of Fred Meyer's at 3805 SE Hawthorne. [REDACTED] displayed a semi-automatic handgun and demanded the victim's car keys which the victim surrendered. [REDACTED] and codefendant [REDACTED] then left in the victim's vehicle in an unknown direction. The victim's vehicle was located the following day.

On September 9, 1991, at approximately 4:28 p.m., [REDACTED] summoned police to a parking lot at 2875 SE Powell Blvd. where he stated he wanted to turn himself in for armed robbery. [REDACTED] then directed police officers to bushes located near SE 24th and Franklin where a .32 caliber, semi-automatic handgun was located. Also found at this location was an empty magazine for the above weapon, a box of .32 caliber ammunition and two gold chain earrings.

3. Child's Statement: [REDACTED] told this Writer that he had been on the run from home for two days when this happened. He stated that he has quit his job of ten months and his girlfriend of a year and a-half had broken up with him. Further, he had been in trouble at home for testing house rules and was resistant to the curfew that had been imposed. [REDACTED] stated that he was "trying to impress everyone at once while trying to please myself." [REDACTED] stated that he obtained the handgun from an individual on the street but provided no further information. He stated that he was not immediately forthright with Portland Police in identifying the codefendant in that [REDACTED] has a record and [REDACTED] wished to protect him. [REDACTED] has accepted responsibility for all aspects of this incident and states that he does not know why it occurred other than he was feeling tremendously pressured and things just "blew up." He told police that he was attempting to locate the Judge's residence in that he wished to turn in the vehicle and make his apologies.

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 01/21/74

NO. 73666A

4. Victim Information: The victim in this matter is Philip Abraham. He has requested restitution in the amount of \$250 for the deductible he paid on his insurance claim for damages done to his vehicle. A description of these damages was not supplied but [REDACTED] stated that they had slept in the victim's car the night of September 8. They stated that the car was parked in a driveway and that when they left at 6:15 in the morning the rear of the vehicle was dented when he bumped into a parked car.
5. Plea Agreement:
6. Referral History: This is the child's first referral to the Juvenile Court on a criminal matter. There have been no referrals for status offenses. [REDACTED] first came to the attention of the Juvenile Court on June 12, 1981, on charges of inadequate care and neglect by his family. This matter was referred to Children's Services Division. On June 14, 1985 [REDACTED] and his siblings; [REDACTED] and [REDACTED] were made Wards of the Court and temporary commitment was given to Children's Services Division. At the time of the original referral Children's Services Division identified that the boys' mother had a severe alcohol problem and was delegating the care of [REDACTED] and [REDACTED] to then ten-year-old [REDACTED]. There was no adequate place for [REDACTED] or the younger boys to sleep, there was little food and irregular meals for the children. [REDACTED] then age four months, was severely undernourished and identified as a failure to thrive child.

[REDACTED] was referred to the Casey Family Program in November of 1987. He was accepted into that program in early March 1988. Temporary commitment to Children's Services Division was terminated on October 5, 1988, and the Casey Family Program was appointed legal guardian for [REDACTED].

FAMILY INFORMATION

[REDACTED] in the natural child of [REDACTED] and [REDACTED]. As previously stated he has been in foster care for many years due to his mother's neglect, alcoholism, and inadequate care. Extensive Court records contained in the social file indicate the mother's inability to follow through with Court ordered treatment and attempts to intervene in her family's situation. This Writer has met with [REDACTED]. She stated that she and [REDACTED] father were married approximately one year and that she married a second time to [REDACTED] when [REDACTED] was approximately a year old. This marriage lasted a year with the couple being divorced when [REDACTED] was two. This relationship was described as being extremely violent not only by [REDACTED] but by her brother [REDACTED]. One of

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 01/21/74

NO. 73666A

[REDACTED] has three siblings; [REDACTED] who is 21 years old, married and has a baby. [REDACTED] has contacted this Writer and was very concerned about her brother's welfare. She stated she had lost contact with him over the last two and a-half years but would do anything she could to help him. [REDACTED] is now ten-years-old. He has been in the Perry Center for Children for the past three to four years. Court records show that when removed from his mother's home in the early 1980's [REDACTED] was abused in one foster home and then witnessed the death of his infant brother [REDACTED] while in placement at a second foster home. [REDACTED] drowned on June 17, 1988, while under Children's Services Division care. Certain members of the [REDACTED] family insist that this was not a drowning, this was neglect and murder.

CHILD INFORMATION

7. Resides With: [REDACTED] has resided with his paternal aunt and uncle, [REDACTED] and [REDACTED] since 1985. The Casey Family Program has been his legal guardian since October 1988. Also residing in the [REDACTED] home are several younger cousins. [REDACTED] describes his relationship with his aunt and uncle as being strained during the last two years. He's acknowledged that he had challenged some of their house rules and felt defeated because they would not allow him to rebuild trust. The family acknowledged that [REDACTED] has been testing their authority. They state that this manifested itself primarily in the area of being unaccountable for how he spent his time. They felt that this problem was worse prior to this incident. [REDACTED] has been in custody on this matter since his preliminary hearing on September 10, 1991. It was initially agreed that he would not return to the family home immediately, all parties being so distressed by what had occurred that time was needed for the family situation to stabilize and for initial planning to occur.
8. Health/Mental Health Issues: Child appears to enjoy sound physical health though has trouble with his knees due to football injuries. Regarding mental health behavior, he was described as being a sweet boy when younger and never any trouble. Regarding mental health issues [REDACTED] stated that lately he had not been in touch with what his feelings are or how to communicate them. He stated that he was very depressed but not currently suicidal. He admitted one incident of suicide ideation prior to this incident. This Writer confirmed this report with several friends and family members. [REDACTED] states that he has a problem with his temper and his usually mode of expressing anger is to withdraw. [REDACTED]s aunt and uncle concur that he had been very depressed. They stated regarding his testing of their authority his behavior had been manipulative and that he had been minimizing his lack of accountability. They describe [REDACTED] as being by and large a "good kid and hard worker." The major

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE [REDACTED]

DOB: 01/21/74

NO. 73666A

complaint they had regarding his behavior was that he had been breaking curfew and lying to them about how late he was getting off work. [REDACTED] was referred for counseling through the Casey Program approximately nine months ago. His therapist was Donald Mann. The purpose of the therapy was to allow [REDACTED] to begin to get his feelings out. He described himself at that time as being "confused and messed up." [REDACTED] did not adequately engage in counseling and withdrew from same as issues got too personal. This Writer had contact with Donald Mann. He stated [REDACTED] was in treatment with him between May and December of 1990. He described [REDACTED] as a cooperative but reluctant client with low investment in working on his problems at that time. Mr. Mann felt very strongly that something was inhibiting [REDACTED] from exploring his feelings and strongly suspected that [REDACTED] had been sexually abused. He also strongly suspected that there were repressed childhood experiences that [REDACTED] was avoiding dealing with. He acknowledged that [REDACTED] at that time was having difficulty grasping responsibility for his behaviors. Mr. Mann stated to this Writer he would be willing to work with [REDACTED] in therapy again. He strongly felt that this was a positive young man with a lot of issues that were addressable.

9. Leisure Activities/Interests: Child enjoys age appropriate activities. He was actively involved in varsity football through his eleventh grade year and has been described by school administrators as a star athlete. This summer was the first summer he would not be participating in interscholastic sports. [REDACTED] also participated in the Pacific Rim Space Flight Academy in 1989, an experience he enjoyed very much. [REDACTED] states he becomes easily bored when not in structured activities.
10. Drug and Alcohol: [REDACTED] stated he began drinking alcohol last summer and that he drinks an average of one time every three weeks. He states that when he drinks he usually consumes half of a 40 ounce beer or two rum and cokes. He stated that he has smoked marijuana at a rate of approximately one time every six weeks off and on for the past two years. He stated that he tried cocaine one time two years ago and a substance known as Ice one time a year ago. [REDACTED] comes from a birth family with an extensive history of substance abuse.
11. School History: [REDACTED] would be in the twelfth grade this year at Cleveland were he not in detention. [REDACTED] did attend school during the first four days of this academic year. He reports that he needs three or four more classes to graduate. [REDACTED] attended Cleveland his ninth through eleventh grade years. During his ninth and tenth grade year his behavior was appropriate and his academic progress was average. His guardians state that he was having trouble applying himself and that he was not working up his full potential. During his eleventh grade year he began skipping school.

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 01/21/74

NO. 73666A

He states that he was often grounded and would skip in that school time was the only social time he could build in. He was suspended one time in the last three years for writing graffiti. Cleveland has submitted academic reports. [REDACTED] grades show within average range but with potential to earn top level grades. Records further denote that he had a tendency to be disruptive in class during the 1989/90 school year. [REDACTED] attended middle school at Hosford. His grades were all in the A or B range. His teacher reports were positive.

12. Sexual Development: N/A
13. Peer Associations: [REDACTED] describes his peers as being mostly the same age. He states he is closest to his cousin [REDACTED]. [REDACTED] states that he dabbled in gang behavior during his freshman and sophomore years and that he was rolled into a set known as MCM or Making Cash Money. It was during this time that he was suspended from Cleveland for writing graffiti on the wall. [REDACTED] became involved in a close personal relationship approximately a year and a half ago and according to family and teacher this Writer has talked to most of his peer activities were greatly reduced. He was spending almost all his free time with his girlfriend.
14. Additional Parent/Guardian Concerns: The guardian's primary concern has been to address the depression that they have seen on a sporadic basis and that appropriate counseling services be made available to [REDACTED]. They strongly want him to complete his education and then develop a structured plan for emancipation such as Job Corps or placement in the Youth Progress Program. Casey Family concurs with the need to work toward emancipation and all parties are in agreement that [REDACTED] does best when his time and activities are highly structured.
15. Employment History: [REDACTED] quit his job at Kentucky Fried Chicken several days before this incident occurred. He had held that position for ten months. He is described by all parties as being a hard, reliable worker when employed.
16. Prior Out-of-Home Placements: The child has been placed out of the home since 1985.
17. Prior Utilized Community Resources: The only community resource utilized to date has been counseling with Donald Mann between May and December of 1990.

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 01/21/74

NO. 73666A

18. Response to Interventions: Counselor feels that the child did not make an appropriate adjustment to Counseling in that he did not engage in therapy. Regarding his response to detention the child has displayed exemplary behavior both in the Unit and in the classroom since being taken into custody.

RECOMMENDATIONS

19. Risk Assessment: Eight, with two points being accrued for an out-of-home placement (foster care), two points for occasional use of marijuana, one point for occasional use of alcohol, one point for school problems being handled at a school level and two points for negative peer contacts.
20. Impressions/Assessment: [REDACTED] will be 18 years old at the end of January 1992. Based on physical appearance he could already be mistaken for an individual in his early 20s. In conversations with this young man he presents himself in a quiet manner. He has been extremely upset about what he did and shows appropriate remorse and accountability for his behavior. [REDACTED] presents himself as a young man who is deeply depressed and whose life was coming undone for a variety of reasons. He was not going to be playing football and lacked structured activity, he was experiencing difficulty with the rules of his guardians and wishing to test his independence and gain more free time, he lost his girlfriend and primary companion for the last year and a half and resigned his job of the past ten months. [REDACTED] recognizes that none of these circumstances justify his involvement in this matter. He seems fully prepared to accept whatever consequence he receives, including that of a prison sentence if remanded.

It is this Writer's impression at this time that retaining the child in detention is not least restrictive to conform behavior nor least restrictive to ensure appearance at future Court proceedings. It is also this Writer's wish that we prepare [REDACTED] for ongoing therapy. His family background clearly indicates extensive abuse, violence, and neglect. It is amazing that this young man has not had personal and legal difficulties prior to this time. It is strongly felt by this Writer, his friends, family, and other professionals who have worked with him that this incident stems in part from [REDACTED] no longer being able to repress some of these memories and feelings. It is perceived that he is treatable. This Counselor wishes to transition [REDACTED] to the 30-day AIT Program to have further assessments done before taking a firm position on remand. This Writer further wishes to have the child released on probation following successful completion of the AIT Program to return to school and engage in individual and family therapy again. The educational plan for this young man according to Cleveland High

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 01/21/74

NO. 73666A

School Administrators is that he will be transitioned to either Lincoln, Wilson, or Marshall. Long-range planning for this young man would include an assessment at four to six months into his probation as to how he has responded to therapy with plans then being initiated for placement in either the Youth Progress or Job Corps program.

21. Recommendations:

A. Community Protection: It is recommended that the child be placed on one year formal probation on the charge of Unauthorized Use of a Vehicle and that he receive the standard conditions. Additional conditions include all those pertaining to school. Further it is recommended that the child be ordered to have no contact with codefendant [REDACTED] with the victim Judge Philip Abraham

B. Accountability: It is recommended that the child be ordered to complete 40 hours of community service and to pay restitution to the victim in the amount of \$250 by January 1, 1992.

C. Skill Building: It is recommended that the child be ordered to cooperate with and successfully complete the AIT Program, to cooperate with a drug and alcohol assessment and all required treatment, to cooperate with any and all psychological testing and treatment as deemed necessary and to cooperate with skill building services as recommended by the Court Counselor.

William G. Morris
Casework Supervisor

Kathleen C. Brennan
Juvenile Court Counselor

KB4394.cs

09/26/91

C O P Y

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: ██████████ DOB: 05/03/76 NO. 65,848-A

11/13/91 - On the aside date the above case was transferred to the undersigned Counselor for probation supervision. ██████████ was placed on probation on November 6, 1991, on the charge of UUMV. An Offense Specific Case Management Interview was completed on December 30, 1991, the following of which is derived:

A. Offense Pattern: ██████████ indicates that the incident occurred but she could not remember exactly when. According to the police report it occurred on October 7, 1991, and it involved a friend, Kathy, age 15 or 16. She indicated that they wanted to get some money in order to get high, so pretended to be prostitutes on 82nd Avenue. Apparently, a man stopped, they took a knife, held it on him, stole his car and made him buy them alcohol. Apparently, later the guy managed to get away, contacted the police, and the police arrested her soon, thereafter. She said at the time, she would go to any length in order to get drugs and indicated that she was in a drug and alcohol program, but felt that it was a dishonest program. She thought that she would be going to Hillcrest, but indicated that she wasn't really thinking about consequences.

B. Drug/Alcohol Use: ██████████ indicates that she first used drugs and alcohol at the age of 10 or 11 and says that she drinks every night now when she can. She indicates that her preference is St. Ives or Old English Malt Liquor, that she usually does drink until she becomes drunk. She indicates that she likes the taste of alcohol, that she's passed out three times, and that she's been sick at her stomach five times from drinking. She indicates that she's had blackouts a few times and first tried marijuana at the age of 13. She indicates that depending upon the strength of the marijuana she can get high on a couple of hits or a gram if it's home grown. She says that her father is a drug addict and indicates that she does have a problem with drugs and alcohol. She denies, however, that she's unable to control her use but says that she chooses to do so. She indicates that the drugs that she has used are cocaine, which is her drug of choice, crank, that she has also sniffed glue, used speed and acid. She has been referred to Mainstream for a current evaluation. Tisha prior has completed DePaul, and been in several drug and alcohol treatment programs.

C. Family Assessment: ██████████ indicates that she has been in CSD placements for five or six years, having left the family home because of sexual abuse on the part of her brother, ██████████ who is presently 18 years of age. She indicates that ██████████ sexually abused her for a year and a half and has never been prosecuted for his crimes. She says that she has a relationship with her mother where they visit each other, but her mother does not want her back and she does not want to return home, because she feels that her mother has abandoned her and protected her brother. She indicates that her mother was upset when she heard about her getting into trouble. When she lived at home she says they never

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 05/03/76

NO. 65,848-A

talked, mostly they watched TV and that when she started getting into trouble, her mother was scared for her. She indicates that they were very close five years ago, and if they had disagreements they tended to scream at each other, pull hair, hit with fists or her mother sometimes hit her with a belt. She says her stepdad kicked and punched her and her real father hit her one time. She says she was emotionally abused by her dad, primarily by him being not available for her and he also lied to her. She says her stepdad emotionally abused her by calling her bitch and other derogatory terms that lowered her self-esteem. She indicates that on one occasion she attempted suicide seriously by taking 150 pills, but her grandfather found the empty container and had her hospitalized and her stomach pumped. She indicates that she was in the hospital five days on that occasion. She indicates that she slit her wrist at age 12 and that if she choose to commit suicide she would do it with a gun. She says that she often thinks about suicide and the last time she thought about it was last weekend.

[REDACTED] indicates that she has run away 50 times or more, and that usually she runs away in order to manipulate people. She says that she handles her anger by using drugs or sometimes yelling at people or hitting walls. She indicates that her brother, stepdad, dad, mom, cousin, uncle, aunt, and two stepmoms (who were prostitutes who killed themselves), all have been arrested. She says that in her family she is closest to her baby brothers, [REDACTED] and [REDACTED] who are three and six years of age and her half brothers who live with her mother. She also says that she is close to her mother. In terms of violence in the family she says that she has seen her stepdad slap her mother and hold her down, this happened two or three years ago and is not aware of other violence in the family.

D. Peer Assessment: She indicates that her best friends are Dominique, who is a young lady she met in treatment, Kai age 17, Jason age 19, and Bonnie age 17. She says that the last time she did something with friends is when she vegged out with Jason. She says that all of her friends she's met a year and a half ago and friends that she's met in treatment. She likes to play video games with friends, go to movies, or go out for coffee. She also likes to go in fast cars and do exciting things with friends. With family, when she lived with them, she liked to go bowling, with other friends when she's not been in treatment she likes to do drugs and steal with them.

E. Skills and Strengths: [REDACTED] indicates that she is best at manipulating people, that other things that she has done are, she took piano lessons, she played baseball for five years, and was involved in the Pass club. She says that her mother goes to church weekly, however, she is not involved in any church group.

MULTNOMAH COUNTY OREGON
Juvenile Justice Division

In RE: [REDACTED]

DOB: 05/03/76

NO. 65,848-A

F. Goals: [REDACTED] indicates that she is presently not in school and last attended Lent's Education Center. She indicates that she would like to go on to college, but isn't sure what she would like to do with her life. Her job history has included working for Dairy Queen, Poncho's as a busperson. She presently is ninth grade level, however, is not attending any school having been suspended from Lent's Education Center.

[REDACTED] indicates that if she were to put her finger on one thing as the cause for her getting into this trouble it was her use of drugs. She indicates that her worst thing that could happen to her would be for her to get back involved in gangs, and that if she could have any wish it would be for her friend Dominique to be her mother.

Based upon the social information presented by [REDACTED] in this interview and the information in the file, offense factors were identified and which include:

1. Parents or other family member model illegal behavior, violence, or sexual abuse.
2. [REDACTED] uses drugs to escape emotional pain, or reduce inhibitions, also to alter depression, self-concept, and maybe addicted to them.
3. Not in school or work, too much free unsupervised time.
4. No alternatives for handling failure, fear of failure, frustrating experiences, depression, anger, rejection and abuse.

Based upon these factors a case plan will be derived which will include:

1. Drug and alcohol treatment.
2. School adjustment.
3. Adjustment in her living situation.
4. Completion of Community Service work. Tisha's been signed up to complete Community Service through the Saturday work program.
5. Counseling to deal with issues of past abuse.

The case will remain open for active supervision.

Phil Lingelbach
Juvenile Court Counselor

**AITP Comprehensive Assessment
Juvenile Justice Division
Multnomah County
Portland, Oregon**

NAME: [REDACTED] **DOB:** 01/21/74 **CDR:** 73666
ADDRESS: [REDACTED]
PROGRAM ENTRY DATE: 09/27/91 **TRANSITION DATE:** No later than 10/27/91
DATE OF ASSESSMENT: 10/20/91 **AUTHOR:** Lon Cook
COURT COUNSELOR: Brennan **CSD WORKER:**
FAMILY COUNSELING: Casey Family Services
PARENT/LEGAL GUARDIAN: [REDACTED]
ADDRESS: [REDACTED] **PHONE:** [REDACTED]
FOSTER PARENT: None
ADDRESS: **PHONE:**

COPIES FURNISHED TO: Kathleen Brennan

REASON FOR REFERRAL

[REDACTED] was sent to the AIT Program for Assessment Intervention and Transition services relating to several felony charges relating to a robbery incident that occurred on approximately 09/08/91. It should be noted that [REDACTED] has an extensive history with the Court that is of a dependency nature. It should also be noted that this is [REDACTED]'s first delinquency referral to this Counselor's knowledge. It is this Counselor's understanding that only a portion of the charges have been dealt with to date and that pending charges will be handled sometime in the near future.

SIGNIFICANT PSYCHO-SOCIAL INFORMATION

1. FAMILY:

- A. **Significant History:** See existing Court Summary documentation done by Kathleen Brennan on 09/26/91 also the Psychological Evaluation approximately 10/18/91 by Dr. Charelton from Portland.
- B. **Current Status:** This Counselor will not repeat information contained in the Court Report by Kathy Brennan. This Counselor will attempt to update and comment on present experiences with this family. On 10/13/91 at 1:00 PM a family meeting was held. The meeting was attended by [REDACTED]'s uncle, [REDACTED]; his aunt, [REDACTED]; the [REDACTED]'s daughter, [REDACTED] age 14; another daughter, age 11, named [REDACTED] and a younger son named [REDACTED] age 8 1/2. The family presented as alert, informed, well groomed, stable, and open to all discussions regarding the current situation of [REDACTED] behavior and legal status. This Counselor spent approximately an hour and a half working with this family and noted them to be easy going, happy, and universally supportive of [REDACTED]. Throughout the discussion it became apparent that [REDACTED] and [REDACTED] want positive things for [REDACTED] but at the same time are very willing to be very straightforward with him in expressing their expectations and intentions to

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 2 of 8

see that he follows through in a positive way on all expectations of the Court as well as family rules and regulations. [REDACTED] appeared to relate very, very positively with all members of this family. In separate discussions with both the aunt and the uncle, this Counselor noted that the family very strongly wants counseling for [REDACTED] regarding his issues of anger and a tendency to withdraw and be passive and non-expressive. The family clearly stated that most of the time [REDACTED] is a happy, open young man and is occasionally overwhelmed by issues relating to past traumas as well as present day to day anger-related issues. The family also expressed their desire for [REDACTED] to return to their home with a very strictly designed probation services packages and also that he should be placed on suspended commitment so as to realize the severity of his situation with respect to his crime. The family's concerns are similar to those historically expressed in as much as they expect [REDACTED] to obey curfew, and to spend more time with the family instead of delinquent friends. The friends also strongly expressed the desire for [REDACTED] to be more open to discussions about his feelings and to have a strong commitment to his present goals of understanding the origin of his anger better. The family stated that [REDACTED] is not a hurtful or cruel person in and around their home.

Overall, the family clearly presented as warm and supportive toward [REDACTED] with a strong expectation that he conform more appropriately to family expectations. During the course of the family meeting, this Counselor observed [REDACTED] to be clearly uncomfortable and disturbed by the stress he was placing upon this family.

2. PSYCHOLOGICAL/PSYCHIATRIC:

A. Significant History: See existing dictation.

B. Current Status: While in the AIT Program [REDACTED] completed a Jesness Inventory Profile on 10/02/91. The results of this profile were that overall [REDACTED] scores were not of a highly delinquent nature. His highest score was in the area of manifest aggression with second highest score in the area of social anxiety. The profile subscales of repression and denial were low indicating a valid profile at this time.

Young people with this profile typically have an awareness of unpleasant feelings especially of anger and frustration. [REDACTED] may have a tendency to react readily with these emotions in an obvious discomfort concerning the presence and control of these feelings. While it may seem reasonable to assume that a high score in the area of manifest aggression would be associated with anger outbursts of temper and hostile aggressive behavior, no close relationship should be assumed because it is likely that some persons are highly concerned about the control of their feelings and may display unusually conforming over-control

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 3 of 8

behavior. Manifest aggression as used here means simply the perception of unpleasant feelings, especially of anger and discomfort concerning their presence and control. Young people having this tendency may express disappointment with others, feel frustrated in efforts to understand and feel comfortable with themselves, and may exhibit conforming over-control behavior for fear of losing control.

Young people with this profile also may demonstrate a conscientious emotional discomfort in getting along with people. The profile suggest that [REDACTED] may feel nervous tension, self-consciousness, sensitivity to criticism, may be unduly shy and have a tendency for self-blame. The profile also suggest that [REDACTED] may at times be a loner, feel depressed, and may have an inability to play and work effectively in groups.

[REDACTED] very slight elevation in the area of Social Maladjustment suggests that he may have a negative self-concept, feel at once misunderstand, unhappy and worried, distrust authority, and may often be aware of and bothered by feelings of hostility which he has trouble controlling. This portion of the profile also suggests that [REDACTED] may be sensitive to criticism, exhibit aggressive behavior and demonstrate a lack of personal responsibility for his actions.

[REDACTED] profile subscale in the area of immaturity scored at appropriate levels for a 17 year old male at the time of this testing.

While in the AIT Program [REDACTED] completed an incomplete sentence blank which yielded the following statements:

"If I were older I would go to work;" "Girls are my choice;" "Boys are my friends sometimes;" "My teachers are pretty cool!"; "If my mother would only give me more privileges;" "my mother and I always seem to disagree;" "I wish that I could get what I always want;" "When I'm of age I want to get a real job;" "My father should know that I smoke;" "I think brothers are cool;" "Sisters can be cool;" "young children in the family are very observing;" "older children in the family are looked up to;" "What I want most is for things to be back to good;" "friends are there most of the time;" "I can never see enough of a particular girl;" "I'm always thinking of her;" "If I had my way I'd get the hell out of here and take back what I did;" "my trouble is letting my feelings out before I blow up;" "When I was little I saw and learned a lot that I shouldn't have;" "I know I should be the best I can;" "what I want is to be trusted again and be set free;" "most important to me is that I get help and be with society again;" "I hate being locked up;" "why must I get so upset and do stupid things;" "I wish I could be real smart and very successful;" "kid brothers are cool;" "a big sister is alright;" "I like best to go out with a girlfriend;" "right now things seem really messed up;" "I'm ashamed of what I did;" "ten years from now I want to be very successful;" "I could do better in school if I put my mind to it;" "my father never sees me that

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 4 of 8

much;" "It always seems as though no one really understands where I'm coming from;" "If I could just prove myself again;" "things would be better if I could have another chance;" "I don't know why I took the Judge's car;" "I would never hurt anyone;" "A big brother should always show an example;" "A little sister should listen to older brothers;" "I should like to be like my uncle;" "I want to be a construction worker;" "dating can be very fun;" "I am most afraid of losing things or people;" "the worst that could happen is if I were to lose the people that mean a lot to me;" "Every since I could remember my aunt and uncle have been there for me;" "I need to my act together;" "I could do best without always having to prove myself to people;" "taking test like this kind of bother me".

Overall this Counselor's observation of [REDACTED] participation in the AIT Program would suggest that the above testing profiles and narrative are consistent and accurate with respect to how [REDACTED] conducted himself in AIT Program. This Counselor would further add that [REDACTED] seems to be a passive, quiet young man in most situations until he understands what is expected of him in a structured environment. Having gained this understanding, [REDACTED] immediately excels brilliantly in all aspects of a program such as the AIT Program. It should be noted that [REDACTED] tends to be attracted to older more aggressive peers. It should also be noted that in the AIT Program [REDACTED] very successfully confronted and was instrumental in changing the negative attitudes of older aggressive peers with whom he associated from day to day. This Counselor is not sure that this same circumstance would occur on the streets where the lack of program structure would make it more difficult for [REDACTED] to consistently conform to his positive goals. Overall, [REDACTED] presented at all times in the AIT Program as a likeable, charming, creative, and expressive young man. [REDACTED] succeeded most highly in these areas when prompted by staff. Most staff prompting occurred when [REDACTED] was observed to become quiet, withdrawn, and somewhat confused.

At no time did [REDACTED] exhibit obvious signs of hyperactivity or attention deficit issues. [REDACTED] did tend to exhibit a mildly withdrawn and depressed state at times during his participation in the AIT Program.

3. MEDICAL:

- A. Significant History: See existing dictation.
- B. Current Status: While in the AIT Program [REDACTED] did not demonstrate any obvious medical need.

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 5 of 8

4. EDUCATIONAL:

- A. **Significant History:** See existing dictation.
- B. **Current Status:** While in the AIT Program [REDACTED] participated successfully in all portions of the school program as well as the extensive written component of AIT. [REDACTED] had no behavioral incidence whatsoever.

While in the AIT Program [REDACTED] took part in informal academic testing. The testing results were that [REDACTED] scored at a high school level on the Slosson Reading test. [REDACTED] scored at grade 8.5 on the Wide Range Achievement Math test. These grade equivalent scores are significantly higher than the average young persons scores who participates in the AIT Program.

While [REDACTED] participated successfully in all aspects of academics, he consistently was most easily motivated in projects involving his creativity and artistic abilities.

5. SEXUALITY:

- A. **Significant History:** See existing dictation.
- B. **Current Status:** While in the AIT Program [REDACTED] exhibited age appropriate and respectful attitude towards sexuality. At no time did [REDACTED] engage in inappropriate sexual behaviors;

6. ALCOHOL AND OTHER DRUGS:

- A. **Significant History:** See existing dictation.
- B. **Current Status:** While in the AIT Program [REDACTED] took part in an initial Mainstream alcohol and drug assessment dated 10/01/91. The results of the initial assessment were that [REDACTED] reported first using alcohol at age 5 when he drank from his mother's drinks. He said he currently drinks one 12 ounce beer once or twice a month. [REDACTED] stated that his last alcohol use was early August of this year. [REDACTED] says that he feels depressed while under the influence of alcohol. [REDACTED] stated that he first tried cannabis at age nine, and currently smokes one hit anywhere from twice a month to twice yearly. [REDACTED] states his last use of cannabis was also early August of this year. [REDACTED] states that he tried cocaine one time only at age 15 and denies use of any other mood altering chemicals. [REDACTED] insists that he was absolutely not under the influence of any drugs or alcohol during when doing the crime for which he is now doing detention. The alcohol and drug statement is that since [REDACTED] is at high risk for substance abuse because he comes from such an extensive family history of chemical dependency that [REDACTED] should join the six week ongoing assessment

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 6 of 8

group done one week by Mainstream ESI here at the Court. (This Counselor's understanding is that the Mainstream Counselor is referring to [REDACTED] biological parents who are no longer involved with him, and that the A and D Counselor is not referring to the aunt and uncle currently involved with [REDACTED].)

PROGRAM INFORMATION/INTERVENTION

7. **Behavioral Stabilization:** Behavioral stabilization is defined as achieving a consistent level of behavioral patterns, and assessing the dynamics of the child's behavioral strengths and weaknesses. This assessment is based on: Incident Reports, program point system, individual and group counseling, time-outs, room locks, staff and peer review in community meetings, written assignments relating to behavior, and daily staff debriefings. Additionally, the assessment reflects the overall attitude and reaction of the child toward the program intervention process.

Upon entry into the AIT Program [REDACTED] required no efforts from program staff to achieve behavioral stabilization. At no time was [REDACTED] destructive of property, assaultive of peers, or disrespectful to staff. At all times [REDACTED] conducted himself in a peaceful and respectful manner. Behaviorally [REDACTED] initially presented as shy and somewhat withdrawn while being somewhat passive. After the first week [REDACTED] began taking on a stronger and stronger leadership role in the community with respect to his own and other peoples' behavior. [REDACTED] presented behaviorally at all times as age appropriate and consistent.

It is interesting to know that on the positive side [REDACTED] consistently succeeded in helping older aggressive peers to modify their aggressive behaviors and to subsequently become more positive community members in the program. On the negative side it should be noted that [REDACTED] usually associated with older aggressive peers to begin with. It should also be noted that these older aggressive peers easily respected and followed [REDACTED]'s lead after [REDACTED]'s initial week of passive presentation. Staff confrontation regarding [REDACTED] consisted primarily of the need to motivate him towards more peer association rather than permitting him to passively isolate as he sometimes tended to do.

8. **Program Interventions:** Program interventions consist of work on treatment issues as defined by the child, Court Counselor, and AITP treatment staff; multiple daily skills groups based on the themes of MAKING RESPONSIBLE CHOICES, RESPECTING YOURSELF, AND LIVING WITH OTHERS, centered on the program philosophy of "IT'S YOUR LIFE;" daily community meetings containing staff and peer review of treatment issues; individual counseling; and community-based educational groups conducted by Mainstream Alcohol and Drug Program, Street Law, PIC Employment Program, Multnomah County Public Health Services, and Salvation Army Pastoral Services.

[REDACTED] participated above average to excellently to all aspects of the AIT Program. It immediately became evident that [REDACTED] has a strong awareness of his feelings of

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 7 of 8

anger, but little understanding as to the origin of his feelings and what to subsequently do to effectively deal with his feelings of anger. The program primarily focused on helping [REDACTED] to understand those situations where his anger is becoming an issue for him and then to subsequently identify and practice assertive coping skills. [REDACTED] proved readily willing to approach his problems and to continue working on them. The program staff agree with this Counselor in saying that [REDACTED] appears to have a strong need for mental health counseling rather than a strong corrections intervention at this time. Obviously protection of the community and accountability issues are prominent in as much as this young man has committed a serious crime. However, [REDACTED] issues tend to come out of his anger related issues rather than a desire for going against social norms.

[REDACTED] responded well to intervention in individual counseling, group counseling, and peer confrontation as well as confrontation from adult authority. IT SHOULD BE NOTED THAT WHILE [REDACTED] DEFINITELY RESPONDED IN A POSITIVE MANNER AND CONSTRUCTIVE MANNER TO ALL PHASES OF PROGRAM INTERVENTIONS, THAT [REDACTED] WILL DEFINITELY NEED FURTHER COUNSELING AROUND THESE SAME ISSUES AFTER LEAVING AIT.

9. **Family Orientation Meeting:** Please see Section 1. FAMILY of this document.
10. **Transition Planning Meeting:** A transition meeting will be held on 10/21/91 at 3:45 PM. Obviously for the need of dictating this document prior to the transition meeting so as to have this document available for the remand hearing process, the input and notes from the transition meeting cannot be contained in this document. However, this Counselor will record here the recommendation that will be made from AIT Program at the orientation meeting on that date. This Counselor's opinion regarding the transition process is that [REDACTED] should return to the home of his aunt and [REDACTED] and [REDACTED]. The overall family identity seems to be intact, strongly supportive, and direct with respect to the issues at hand. The family certainly conducted as open and receptive to all input from this Counselor. This Counselor's opinion would be that [REDACTED] should participate in a strongly monitored drug/education treatment program and also that [REDACTED] should attend school and work so as to occupy his time and focus him towards positive events in the community. It is also this Counselor's opinion that [REDACTED] should PARTICIPATE IN AT LEAST WEEKLY COUNSELING SESSIONS AND/OR GROUP ORIENTED SESSIONS, SPECIFICALLY, REGARDING THE ISSUES OF ANGER AND ITS ORIGIN IN THIS YOUNG MAN.

SUMMARY AND RECOMMENDATION

11. **Projected Plan and Placement:** Home with strong probation support package containing alcohol and drug education, mental health counseling, attendance of probation support groups, employment and education.

AITP COMPREHENSIVE ASSESSMENT

NO: 73666

Page 8 of 8

12. Overview of Treatment Issues: Overall, testing and program involvement suggest the following themes and recommendations for [REDACTED] at this time.

It is this Counselor's strong opinion that it would not be to the advantage of either [REDACTED] or the community that this young man be remanded to Adult Court at this time. His participation in the AIT Program suggests that he would best benefit from a strong probationary package and intensive mental health counseling regarding family of origin issues relating to trauma of both a physical and emotional nature. [REDACTED] strongly needs to understand and practice skills that would help him deal with his anger related issues that involved his family of origin, problems relating abandonment, abuse, neglect, and loss.

[REDACTED] can best be described at this time as an intelligent, articulate, and artistic young man with a high degree of potential should the system correctly address his issues at this time. The severity of his behavior is strong enough to merit a strong probation package, but this Counselor strongly feels that efforts by the Court should be focused on counseling and mentoring interventions rather than classical corrections such as confinement in an institution. [REDACTED] participation in the AIT Program are seen as very positive and successful at this time. [REDACTED] presents as motivated and willing to receive information and intervention by the Court system at this time. [REDACTED] family appears to be alert, intact, and supportive of him at this time. Overall, [REDACTED] presents as a somewhat passive, naive and confused young man who is struggling with issues of anger and frustration which he has little insight into.

This Counselor's strong opinion would be that, because of his age and potential for future risk of harming society and himself, [REDACTED] be placed on suspended commitment and have a very firm, strongly monitored probation services package. It is also this Counselor's strong opinion that if [REDACTED] motivation falters and he subsequently is referred on criminal charges in the future that [REDACTED] be committed to MacLaren in order to protect the community. However, such commitment to MacLaren would be inappropriate at this time in this Counselor's opinion.

Lon Cook
Juvenile Court Counselor

LC2640.ca
October 21, 1991

C O P Y

DATE: _____

Client Name	(last)	(first)	(m.i.)	DOB

Select the highest point total applicable for each category

AGE AT FIRST ADJUDICATION

- 0 = 16 or older
- 3 = 14 or 15
- 5 = 13 or younger

PRIOR CRIMINAL BEHAVIOR

- 0 = No prior arrests
- 2 = Prior arrest record, no formal sanctions
- 3 = Prior delinquency petitions sustained;
no offenses classified as assaultive
- 5 = Prior delinquency petitions sustained;
at least one assaultive offense recorded

INSTITUTIONAL COMMITMENTS OR PLACEMENTS
OR MORE

- 0 = None
- 2 = One
- 4 = Two or more

DRUG/CHEMICAL ABUSE

- 0 = No known use or no interference with
functioning
- 2 = Some disruption of functioning
- 5 = Chronic abuse or dependency

ALCOHOL ABUSE

- 0 = No known use or no interference with
functioning
- 1 = Occasional abuse, some disruption of
functioning
- 3 = Chronic abuse, serious disruption of
functioning

PARENTAL CONTROL

- 0 = Generally effective
- 2 = Concerned but inconsistent and/or ineffective
- 4 = Little or none

SCHOOL DISCIPLINARY PROBLEMS

- 0 = Attending, graduated, CED equivalence
- 1 = Problems handled at school level
- 3 = Severe truancy or behavioral problems
- 5 = Not attending/expelled

PEER RELATIONSHIPS

- 0 = Good support and influence, loner
- 2 = Negative influence, companions involved
in delinquent behavior
- 4 = Gang member

TOTAL

ADMISSION SUMMARY
Multnomah County

[REDACTED] JCS#

Court # 8609-81382

IDENTIFYING DATA:

COMMITTED:	Hillcrest	JUDGE:	Connie Isgro
ADMITTED:	06/26/91	ETHNICITY:	African-American
COMMITMENT EXPIRES:	06/26/96	HEIGHT:	5'5"
AGE:	14	WEIGHT:	130
BIRTHDATE:	09/05/76	EYES:	Brown
BIRTHPLACE:	Multnomah County	HAIR:	Black
ADDRESS:	9437 N Portsmouth	BUILD:	Medium
RELIGION:	N/A	SOC.SEC.:	Unknown

DELINQUENCY HISTORY:

Commitment Offense:

- A. April 26, 1990, Theft I - [REDACTED] knowingly received stolen property while living at St. Mary's Boys' Home.
- B. June 6, 1991, Theft III - [REDACTED] stole a carton of cigarettes from a gas station.

PROGRAM RECOMMENDATIONS:

I recommend that [REDACTED] receive drug and alcohol treatment, education and a skill building package. While being on probation, I observed [REDACTED] illness with alcohol and drugs. [REDACTED] hasn't fully gone to school for about two years. So, he is behind in his education. [REDACTED] is an intelligent young man but the lack of structure in his life doesn't permit him to mature. Also, [REDACTED] is a very angry young man who needs to learn how to deal with his anger.

If [REDACTED] is paroled, [REDACTED], his mom, [REDACTED] and his mom will need family counseling. [REDACTED] enables her son in maturing and accepting responsibility. If mom doesn't change, parole, to mom, would be detrimental to Stephen's maturity. I also believe [REDACTED] should participate in either the Male Responsibility Program or MYCAP after serving his time at Hillcrest. These two programs will help cater to [REDACTED] problems.

John Ashford
Juvenile Court Counselor

Attachments

JA232.as
July 10, 1991

1. Name of Parolee Steven Robinson
2. Date of Parole 7/14/92
3. Parole Officer Hanan Jones
4. Date of recommended parole revocation 12/29/92
5. Name of person recommending revocation _____
6. Date parolee was returned to the Training School 12/29/92
7. Date and place of Preliminary Hearing 12/29/92 Mult. Co. Juv. Dept.
8. Parties present at Preliminary Hearing Steven Robinson, Hanan Jones

9. Alleged parole violations:

Assault Tanya Triplett
Rob 1 x 2 coercion
Rob 2 x 4
Kidnap 1
UUU

The student (is) (~~is not~~) requesting a Formal Revocation Hearing.

Student's statement when a Formal Hearing has been requested:

denies charges

10. Summary of information supporting alleged parole violations available at the hearing:
(Attach all documents) Police rpts

11. Hearings Officer's Determination: The Hearings Officer finds that there (is) (~~is not~~) probable cause to believe that the parolee violated his parole for the reason that:

Rob 1 x 2	coercion	} no finding on charges of assault against Tanya Triplett
Rob 2 x 4		
Kidnap 1		
UUU		

12. Hearings Officer's Recommendation: The Hearings Officer recommends that:

parole be revoked: Return to institution pending charges being tried.

Date of Report: 12/29/92

CC: Jones

B. Morris

Hearings Officer

County-operated and community-based alternatives to detention, the Board of County Commissioners decided on the following capacity for the new facility:

DETENTION CAPACITY - NEW FACILITY	
128	Total Beds
- 32	<u>Treatment Beds</u>
96	
- 20	<u>Regional Beds</u>
76	
- 16	<u>Shelter Care Beds</u>
60	

Since the intention to use only 60 of the planned beds for pre-adjudication represented no change in current pre-adjudicatory capacity, this configuration was predicated on the Board's commitment to continued funding of existing alternatives to detention, including Close Supervision, Electronic Monitoring, Probation Assistance Weekend, and a Detention Alternative Program.

While the Board of County Commissioners, the Juvenile Court Judges, the District Attorney, the youth service provider community, and the business community are approaching consensus on a vision for alternatives to detention and appropriate detention policies and programs, the County's future looms under reduced revenues threatened by the property tax limitation measure. If the focus does not remain on alternative programming and development, the County could again be forced into an over crowding issue and the need to construct more beds in the next five to ten years. Currently inappropriate or unnecessary uses of detention can be grouped into two categories: a lack of alternatives to detention and the overall system displacement of youth as "tougher" youth are squeezed out of group home and shelter facilities and placed in detention as the "least restrictive" alternative.

CHILDREN'S SERVICES DIVISION
JUVENILE CORRECTIONS PROGRAMS

ELECTION ON FORMAL REVOCATION HEARING

I, Steve Robinson, understand that I have the following rights:

- (1) the right to see in writing the charges against me;
- (2) the right to a hearing in front of people (the board) who did not bring the charges against me and who will be fair to me;
- (3) the right to know about why the charges have been brought against me;
- (4) the right to tell my side of the story and bring all paper (letters, etc.) and anyone who can tell about my side of the story;
- (5) the right to question anyone at the hearing who talks in favor of ending my parole. I understand that some people who are in favor of ending my parole may not be at the hearing because the hearings board decided that there are good reasons for not letting me talk to them;
- (6) the right to see in writing the decision the hearings board might make with all the facts and reasons for their decision;
- (7) the right to hire a lawyer at my own expense, or request one at the State's expense if I don't have enough money to afford my own.

If I decide that I do not want the above rights to a hearing and that I will follow the decision at the first hearing (preliminary hearing), then I reject the right to a hearing:

X X Signed _____ Date _____

If I do want this hearing and all the rights listed above, I will sign here:

X Signed Steve Robinson Date 12/29/92

Signature of Hearings Officer B. Morris

JUVENILE CORRECTIONS PROGRAMS

COTTAGE: _____

IN THE MATTER OF THE REVOCATION OF THE
State Parole
 PAROLE/FOSTER CARE/CHILD CARE PLACEMENT OF

INSTITUTION FILE: 23129
 COUNTY OF COMMITMENT: MULT
 DOB: 9-15-76
 PAROLE OFFICER: JONES
 DATE PLACED: 7-14-92

A JUVENILE TRAINING SCHOOL STUDENT

TO: Steven Robinson PURSUANT TO ORS CHAPTER 420, AND CHILDREN'S SERVICES
 DIVISION PROPOSED ADMINISTRATIVE RULE, ENTITLED, "PAROLE REVOCATION PROCEDURES," YOU ARE
 HEREBY NOTIFIED THAT A PRELIMINARY REVOCATION HEARING WILL BE HELD AT :

DONALD E. LONG ON THE 29 OF Dec, 1992
 (DAY) (MONTH)

TO DETERMINE:

(1) IF THERE IS PROBABLE CAUSE TO BELIEVE THAT YOU HAVE VIOLATED THE CONDITIONS
 OF YOUR COMMUNITY PLACEMENT IN THE FOLLOWING PARTICULARS:

Assault allegation on Tanya. ~~Top~~ Triplett.
New Charges 2 cts of Robb I - Acts of Robb II -
Kidnapp 2 - UVV and Coersion.

DATE

STAFF RECEIVING REVOCATION INFORMATION

PER: _____

OR, (2) IF CONTINUATION OF YOUR PLACEMENT WOULD NOT BE IN YOUR BEST INTERESTS OR
 THE BEST INTERESTS OF THE COMMUNITY FOR THE FOLLOWING REASONS:

YOUR RIGHTS AT THE PRELIMINARY HEARING ARE:

- (1) TO APPEAR AND PRESENT EVIDENCE IN YOUR BEHALF
- (2) TO RECEIVE COPIES OF THE WRITTEN EVIDENCE TO BE USED AT THE HEARING

AT THE CONCLUSION OF THIS HEARING THE HEARINGS OFFICER WILL DETERMINE WHETHER THERE IS
 PROBABLE CAUSE TO CONTINUE TO DETAIN YOU FOR A FINAL DECISION ON REVOCATION, BUT THE
 HEARINGS OFFICER IN ANY CASE MAY RECOMMEND A FORMAL HEARING BE HELD.

IF IT IS DETERMINED THAT THERE IS PROBABLE CAUSE, YOU MAY

- (1) REQUEST A FORMAL REVOCATION HEARING FOR THE PURPOSE OF CONSIDERING
 CONTESTED RELEVANT FACTS AND WHETHER THE FACTS AS DETERMINED WARRANT REVOCATION, OR
- (2) ADMIT THAT REVOCATION IS WARRANTED AND WAIVE YOUR RIGHT TO A FORMAL
 HEARING.

I DECLARE THAT A TRUE COPY OF THIS NOTICE WAS GIVEN TO AND EXPLAINED TO THE ABOVE-NAMED
 STUDENT BY ME ON THIS DATE.

Havan Jones 12/29/92
 PERSON PRESENTING NOTICE DATE

ORIGINAL - INSTITUTION FILE

CC: PAROLE FILE, STUDENT, HEARINGS OFFICER

J(P #1 8/79

**DETENTION REFORM INITIATIVE
ANNIE E. CASEY FOUNDATION
MULTNOMAH COUNTY, OREGON**

September 1992



GLADYS McCOY, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204
(503) 248-3308

September 10, 1992

The Annie E. Casey Foundation
One Lafayette Place
Greenwich, CT 06830

Dear Casey Executives:

On behalf of the Multnomah County Board of Commissioners, I am pleased to submit for your review the attached application for the Annie E. Casey Foundation Detention Reform Initiative. I wish to designate Dr. Gary Nakao, Director of the Department of Social Services, as the County's liaison for this initiative. The Juvenile Justice Division will be the lead agency for the project: Mr. Harold Ogburn, Director, will be your contact person.

The Board of County Commissioners supports policy change and development in accordance with that proposed by the Casey Foundation Initiative. It is a strong commitment of the Board to support policy reform which will help ensure the reduction of reliance of detention and focus on community-based alternatives. The Board strongly endorses program development designed to keep youth located in the community, when appropriate, rather than housing them in the detention facility. The Casey Foundation's support of detention reform parallels the direction Multnomah County has taken in recent years and would welcome the opportunity to expand our comprehensive system-wide reform efforts.

As you are well aware, the County detention facility has come under scrutiny as we have attempted to make capital improvements and address inadequacies in current programming. Current efforts to address the problems associated with the detention facility and juvenile delinquency included a commitment to build a new facility by the Fall of 1993. I look forward to hearing from the Casey Foundation. Please contact me if I can be of any further assistance.

Sincerely,

Gladys McCoy
Multnomah County Chair

GM:nrm
9361G

I. Problem Description and Analysis

Multnomah County operates a regional secure juvenile detention facility to primarily house youth who are taken into temporary custody pending investigation and disposition. Secondly, the facility is also used for short term, judicially ordered, post dispositional placement. Over the last several years, utilization of detention has increased significantly, causing severe overcrowding in a rapidly decaying facility. Additionally, despite the County's aggressive efforts in developing diversity among juvenile justice staff, a commitment to fair and just sanctions, and culturally-specific programming, minority youth continue to be over-represented in the numbers detained and the length of stay.

Financial restraints imposed on the State due to the passage of a property tax limitation measure have dwindled state-wide treatment and intervention resources and contributed to an increase on the demand for local solutions to juvenile delinquent behavior. This, coupled with the national phenomenon of escalating numbers of youth exhibiting extremely violent behavior and motivated by or entrenched in gang lifestyles, has made the burden on the county-wide juvenile justice system and alternative programming is swell beyond the system's ability to appropriately respond.

These circumstances have caused great concern throughout the community. Three recent Grand Jury reviews, a Program Review conducted by nationally known consultants, the formation of a citizen's committee (the Children's Justice Citizen's Action Committee), and a law suit which found unconstitutional conditions in the facility prompted the County to take a serious look at its juvenile detention facility and practices.

The County, after a failed bond measure attempt in the spring of 1990, decided to construct a new detention facility through a Certificate of Participation process and via a Resolution, expressed a commitment to fund additional alternatives to detention. After a great deal of study regarding the characteristics of detained youth and utilization of both

County-operated and community-based alternatives to detention, the Board of County Commissioners decided on the following capacity for the new facility:

DETENTION CAPACITY - NEW FACILITY	
128	Total Beds
- 32	<u>Treatment Beds</u>
96	
- 20	<u>Regional Beds</u>
76	
- 16	<u>Shelter Care Beds</u>
60	

Since the intention to use only 60 of the planned beds for pre-adjudication represented no change in current pre-adjudicatory capacity, this configuration was predicated on the Board's commitment to continued funding of existing alternatives to detention, including Close Supervision, Electronic Monitoring, Probation Assistance Weekend, and a Detention Alternative Program.

While the Board of County Commissioners, the Juvenile Court Judges, the District Attorney, the youth service provider community, and the business community are approaching consensus on a vision for alternatives to detention and appropriate detention policies and programs, the County's future looms under reduced revenues threatened by the property tax limitation measure. If the focus does not remain on alternative programming and development, the County could again be forced into an over crowding issue and the need to construct more beds in the next five to ten years. Currently inappropriate or unnecessary uses of detention can be grouped into two categories: a lack of alternatives to detention and the overall system displacement of youth as "tougher" youth are squeezed out of group home and shelter facilities and placed in detention as the "least restrictive" alternative.

A. Causes and Consequences

1. Causes: Lack of Alternatives

●As was identified in the 1992 Youth Action Plan, there is a serious lack of appropriate and problem-specific shelter care in this community. A desired range of services in Multnomah County, including culturally appropriate placement alternatives and 24-hour staff-secured treatment, as well as the detention facility, is incomplete. The last two years have seen the residential treatment facilities shift in the youth they are willing to serve. Currently youth are more violent, have more complex problems, and are more gang-involved than these treatment facilities were established to serve. Planning efforts to address this system shift have not been adequate to date. Youth with sexual offense or fire setting histories cannot be admitted to existing staff-secure shelters, therefore, the primary resource option becomes secure detention.

●The policy of downsizing services for delinquent youth from State institutions has continued to be a focus in Oregon. This has resulted in the placement of more youth in community alternatives and has forced each link in the chain to absorb the strain from serving a more difficult, serious, and violent youth. Community operated alternatives include a 10 bed staff secure facility, a four bed foster home and a system of volunteer homes certified to provide short term shelter. Over the last ten years, the profile of youth in these shelters has become increasingly violent and difficult. Emergency shelter is so inadequate that on occasion children who are victims are placed with children who are offenders. The system is currently running at capacity and many programs have criteria which screen out many difficult-to-place youth. It is believed that this system is turning away two youth for every three which it serves.

●When youth become violent in these treatment settings, staff have no other

option but to refer a youth back to the Court for placement in the detention facility until the situation is resolved. The Multnomah County Juvenile Justice Division (MCJJD) has seen an increase in these cases as the population detained increasingly contains more gang involved and violent offenders, although sufficient long term data is not available to further analyze this issue. The Court and Probation Counselors also use detention as a back-up tool. Currently there are approximately 60 counselors serving 800-1,000 adjudicated youth. When youth consistently violate probation, the Court through State Statute, can use detention as means of last resort when no other options exist.

●The detention facility operated by the MCJJD serves a disproportionate number of minority youth who are also detained significantly longer than Caucasian youth. Below is a table which depicts the average length of stay for each group in detention (1991):

<u>RACE</u>	<u>% OF TOTAL</u>	<u>AVERAGE # OF DAYS SERVED</u>
Caucasian	59.4	9.3
African American	29.1	16.5
Hispanic	5.6	15.9
Asian	3.0	10.0
Native American	1.7	8.9
Other	1.1	6.2

For many African-American youth involved in the juvenile justice system, culturally appropriate shelter services are unavailable. Staff in available shelter facilities often lack understanding of culturally-specific issues involving communication, family structure, and personal interaction. The growing number of Southeast Asian and Hispanic youth served by the system are also in need of referral/shelter services that can accommodate their needs. Problems such as language barriers with the traditional family unit and services that are respectful of cultural differences are often evident. Interwoven into working with each of these ethnic minority groups is the issue of gang involvement. Community-based programs, both residential and other alternative programs, are often hesitant to work with

gang-involved youth or simply lack skills to effectively understand and interpret this phenomenon.

- The inappropriate/unnecessary use of detention in the MCJJD facility is, in part, related to an unwillingness on the part of parents to supervise the youth brought to the facility. Through data collected for the YAP report, it was revealed that for youth in detention at the time of the survey, 91.4% had parents who were unwilling/unable to assume responsibility for them. Because of the lack of secure shelter alternatives in this community, these youth are detained for two to three days until parents assume responsibility or the Court orders them released to other appropriate custody.

- Lastly, another cause of the inappropriate or unnecessary use of detention is the public's perception of detention as a "jail" and our inability to provide information and garner public support for the intended function of detention. The community perceives the use of detention for juvenile offenders as the only means of securing public safety. Effective alternatives have not been aggressively promoted and developed. The result has been an inability to locate less secure facilities for appropriate pre- and post-adjudicatory youth in the community, or to gain public support or secure funding.

2. Causes: Overall System Displacement

- Recent reductions in close-custody beds have resulted from State public policy changes. This trend will likely continue due to a philosophical commitment by legislators, policy makers, and service providers that community-based alternatives are effective means of treatment. Combined with this are the effects of Oregon's Ballot Measure 5, a property tax limitation approved by the electorate in 1991 which has, and will continue to, reduce the State's financial resources over the next four years, thus affecting the funding available to State programs serving youth and families. Beginning July 1, 1992, the State

Children's Services Division (CSD) began significantly reducing the number of beds available to each county. This impact is, and will continue to be, felt in many ways. No fewer than 80 beds will be lost by June 30, 1992 across the state. Additionally, this plan will cause the MCJJD to have up to 30% fewer discretionary beds in the State System. This may also cause youth to be moved through the State system at an accelerated pace to accommodate more youth in less time. Parole services to youth leaving the State Training Schools will also be reduced.

The result of this that the MCJJD is currently one of several Oregon Counties involved in a pilot project to assume juvenile parole services, formerly provided by the State CSD. Although this will ideally result in a greater continuity of services for youth moving through the system from local detention to the State Training Schools and back to the local system for parole services, it again is an example of the local system's need to address diminishing resources by providing more services. All things considered, these changes ultimately increase the pool of youth who may require the services of MCJJD alternative programs and the detention facility.

- Multnomah County is an urban county that deals with gang-related activity and increasingly serious crimes. The YAP identified that 40.7% of youth held in detention had been adjudicated for a felony offense in the past twelve months, 52.8% had been referred for a felony offense in the last twelve months, and 49.7% were gang involved. With population growth predicted to increase it is anticipated that a corresponding increase in delinquent behavior will cause continued need for secure detention.

- Currently the Detention Facility has 60 pre-adjudicatory beds available for the detention population. Due to the lack of adequate and appropriate placement for post-adjudicatory youth, many of these pre-adjudicatory beds are utilized for post-adjudicatory

youth. If appropriate resources for detention alternatives were available for post-adjudicatory youth, 60 beds would adequately serve the pre-adjudicatory population. The new facility, once completed, will continue to maintain 60 pre-adjudicatory beds. It is the County's hope that in expanding detention alternatives for post-adjudicatory youth, those 60 pre-adjudicatory beds will be ample.

3. Consequences

- Current census data states that African-American adolescents between the ages of 12-18 represent 15% of the population for that age group in Multnomah County. Comparatively, of that same age group in 1991, 41% of the youth admitted to the detention facility were African American. This over representation of minority youth in the justice system is intolerable.

- The law suit brought against the County for the unconstitutional conditions in the detention facility resulted from unacceptable living conditions. The longstanding need for a new building was exacerbated by the lawsuit. Although Oregon Statutes are restrictive concerning admission criteria, consistent decision-making in admitting youth to detention is not always assured. There is variability on a case-by-case basis. As a result of the suit, a maximum population capacity of 92 youth was set. Subsequently, a Capacity Management System (CMS) was developed to assist in preparing for the "planned releases" of youth if capacity is reached. The missing part of the equation has been the lack of secure shelter alternatives to transfer youth to in the event of a "planned release" and the lack of ability to further develop probation programs. The current practice is that youth are released directly back into the community if no other resources can be found.

- As crimes become more violent and more gang-motivated, public perception continues to demand that violent youth be "locked up". This perception has contributed to

limited resource allocation for detention alternatives because of public desire to "not have any delinquent youth placed back in the community." The County is placed in a tenuous position because of its need to address public concern and public safety while maintaining community resources to effectively treat youthful offenders.

B. Obstacles, Barriers, and Favorable Circumstances

- The fact that there has been little opportunity to do long range planning to address current and future needs is a theme that runs through much of what the MCJJD has done in recent years. Although the MCJJD has a strong commitment to developing diversion programming, the limiting factor in implementing this programming has been the obvious lack of resources to implement planning efforts.

- Another significant element that has precluded the MCJJD from developing effective solutions to the overuse of detention is an adequate means of collecting and analyzing data. The ability to plan for and develop alternative programming or improve service within the detention facility is restricted by the inability to collect data. This is due, in part, to a lack of financial resources. The MCJJD does not currently have a database capable of containing all information about youth referred to detention, admitted, on probation, and referred to existing community agencies and programs.

Associated with the lack of a comprehensive database is the difficulty in accessing youth records within the system. Staff working in intake have limited information about youth available to them on the current computer system. Detailed information is kept in each youth's actual file and these files are not always accessible to night intake workers. Therefore, decisions about detaining a youth are often made with little case history information.

- Coordination with community providers and strategic planning has been a low

priority for the MCJJD as other concerns have taken the forefront. This includes planning efforts between the Police, the Court, the District Attorney, detention and probation staffs, as well as community agencies serving this high risk population. As a result, policies and alternatives are less effective because they lack a comprehensive focus.

●Conversely, there are several factors that create a favorable environment for detention reform in Multnomah County. The Board of County Commissioners has indicated support through the authorization for construction of a new detention facility to be complete by the fall of 1993. The Board recognizes a preference for detention alternatives which support their commitment to maintaining the same number of pre-adjudicated beds in the new facility as currently exist, thus requiring detention alternatives, which include 60 and 90 day secure treatment placements, to be developed.

●Another favorable circumstance is the attention and awareness that has currently been focused on minority youth. Because Multnomah County has been aware of this situation for the past two years, detention alternatives, as well as community resources, do attempt to integrate culturally diverse staff and culturally appropriate service models. This will continue to be a commitment as the MCJJD looks to broaden detention alternatives.

●Another favorable condition is related to the Consent Decree resulting from the recent lawsuit. Under the terms of the Consent Decree, the detention facility to date has been held harmless throughout significant budget cuts in the past two fiscal years.

●Lastly, due to the above issues, Probation and Court Counselors look for opportunities to serve youth in the community instead of detaining them. This "mind set" is carried with the Adjudication Counselors as well as Probation Counselors. Therefore, continued policy and programming reform would be easily integrated into the current staff

development.

The MCJJD has the momentum to initiate reform. Efforts are being made to develop a long-term youth plan for the County. The community has been made aware, primarily through the lawsuit and the intention to construct a new facility, of the increasing need to create alternative programming. Community providers are also aware of the need to address a growing youthful population who are committing increasingly violent crimes.

C. Opportunities Resulting from Foundation Initiative

The Foundation Initiative will offer the MCJJD the opportunity to develop and implement a Management Information System to better serve the detention facility and satellite offices in case coordination, access to client information, and current client case status. To initiate any long term planning efforts to implement policy change and develop alternatives, the MCJJD requires a more adequate database with information about youth referred to detention, those detained, the services they receive, and outcome indicators. There currently exists no comprehensive and consistent method of analysis.

Related to an enhanced database would be the ability to further develop intake and Capacity Management System assessment tools. Evaluation of the tools currently in use is necessary to decide, for example, if race and nature of crime have any impact on disposition. Policy development is also needed in the area of probation violation consequences. As alternatives continue to be developed, and as detention becomes less an option for probation violators, policy discussion is necessary to rank consequences according "least restrictive" criteria. This policy development will require a better system be developed to track the outcome of consequences imposed by the Court for probation violators.

●This initiative would allow the MCJJD to engage in **proactive** efforts at policy change and program development. In recent years the MCJJD has been forced to **react** to Grand Jury Reviews, a lawsuit, increasing gang activity, and a rapidly increasing juvenile delinquent population. This initiative would allow the MCJJD to take the lead in addressing the needs of high-risk youth in this County.

D. Goals and Vision Versus Current Realities

As identified in the YAP report (1992):

As the eligible detention population has increasingly exceeded available bed space, the MCJJD has been diligent in developing its own alternatives to secure detention as well as utilizing community alternatives.

The MCJJD operates a variety of alternatives to detention to reduce both the need for pre-adjudicatory custody as well as the need for detention as a consequence for probation violations or conditional release violations.

Although there has been an effort to reduce the reliance on post-adjudicatory detention and a commitment to developing alternatives, there is still a serious lack of community-based alternatives to the locked secure detention facility. This is especially true in the case of ethnic minorities, girls and young women, those with a history of running away or a failure to comply with conditional release requirements, and those youth who are difficult to place because of specific treatment needs. Until alternatives are developed and internal policies changed, many youth who meet the criteria will continue to be detained for a lack of more appropriate alternatives.

Additionally, Oregon Statute allows for the use of up to eight days in detention as a consequence for probation violators. Until this legislation is addressed and the public is made aware that there are appropriate and effective alternatives to a locked secure facility, detention will remain the last "best choice" for a large number of youth who could be effectively served in other types of facilities.

The MCJJD's mission statement includes commitment to community protection, holding youth accountable, imposing sanctions in a fair and just manner, and providing skill building opportunities so youth may become productive members of the community. Included in this is the MCJJD's commitment to honoring diversity and providing culturally appropriate services. Although there has been a great deal of progress made towards actualizing these goals, there still exists a gap between the goals and the services the MCJJD is actually able to provide. Unfortunately, the need to respond to national and local investigations into the facility's conditions and the Consent Decree has taken precedence over policy and program development to create and implement alternatives. Included is the unfortunate reality that the facility continues to detain a disproportionate number of minority youth.

Although there exists a strong network of service providers in Multnomah County who serve high-risk youth, the MCJJD has been unable to coordinate policy development intended to reduce the number of youth referred to detention. It is necessary to integrate detention policy with individual program policy to allow for better services to adjudicated youth and to reduce the number of youth who are refused community shelter placements when more appropriate options are available.

II. Proposed Approach

A. Internal Systemic Components

Components to be Examined in Planning Phase

- **Treatment of Minority Youth.** Although the MCJJD has actively sought to enhance services to all minority youth served, the numbers in detention still reflect a process that funnels more minority youth than appropriate into the detention facility. Also, as noted earlier, a length-of-stay disparity exists among various ethnicities. It will be

necessary to examine intake procedures for racial bias and to develop and implement culturally appropriate community-based alternatives.

●**Management Information System.** The way in which referral, demographic, and case history information is electronically managed internally and between community agencies that serve adjudicated youth is in need of examination and improvement. Currently the data is available on an antiquated database managed outside of MCJJD. The criminal history is accessed electronically through a system not managed by the MCJJD. Social File information is not managed through any electronic means. Satellite offices and community providers have access to these records only when they utilize the system located at the Detention Center. There is no standard means of collecting information on all youth served under the MCJJD.

●**Capacity Management System.** The CMS has the potential to serve as an assessment tool which could divert youth from detention admission, rather than the current function as a tool for planned release in the event the facility's capacity is reached and one or more youth must be released. The CMS needs systematic analysis to determine its validity and further development for use as an admission tool. It also must be examined to determine if it produces discriminatory results based on race, sex, or criminal allegations. Additionally, use of this assessment tool at the time of referral for admission may also aid in keeping the new facility below capacity by providing a more reliable means of referring youth to alternative programming.

Additionally, a commitment exists to examine the way detention intake staff is managed under two different units and to analyze those who are detained versus those who are not detained. Analysis and further development of intake staffing, procedures, and criteria may reduce the reliance on detention by making the process more consistent

and removing possible biases based on race or nature of crime.

●Conditional Release Options and Detention Alternatives. Outcome indicators for Detention Alternative Program, Close Supervision, Electronic Monitoring, and Probation Alternative Weekend must be examined to determine overall effectiveness and effectiveness with specific populations of youth. A more comprehensive understanding of these options will increase their effectiveness through an understanding of what type of youth is best served by each option.

●Legislation. Current Oregon Statute recognizes the use of detention as a "punishment" for violating terms of probation. This is in contradiction to Casey Foundation's legitimate use of detention for pre-adjudicatory means. MCJJD's intended plan would be to explore the possibility of changes to the Statute to focus on detention alternatives rather than "jail time" for probation violators.

●Training. The MCJJD is committed to consistent training for all staff. As new information is obtained which identifies additional needs, training sessions will be established to address those areas. For example, if it is determined that night-time intake procedures do not fully scrutinize available resources, management is committed to providing training to discuss and develop the use of the system's alternatives.

●Docketing. Examination and analysis of the docketing process may identify the need for additional judges and referees to expedite the process youth must go through, thus reducing the time youth spend in detention if it is deemed the most appropriate option. Expediting the process will mean a shorter time lapse between the preliminary hearing and the hearing to determine guilt or innocence. This may make less restrictive options available for some youth and will also reduce the length of stay in detention.

B. Alternatives to Detention

●**Current Alternatives.** Close Supervision is currently the only pre-adjudicatory detention alternative readily available, aside from very limited shelter care. This program currently serves between 50 and 70 youth with a staff of four and is at maximum capacity. Close Supervision's use of Electronic Monitoring will soon be implemented and focus on youth who pose a higher risk of violating the terms of their conditional release.

Probation Alternative Weekend (PAW) is a highly structured day treatment model with an emphasis on skill development instead of two days in detention. This program, with a capacity of eight youth per weekend, serves youth who have probation violations such as curfew violations, school non-attendance, and a failure to keep treatment related appointments while allowing them to return home at the end of each day.

The Detention Alternative Program (DAP) allows youth the opportunity to complete Community Service hours in lieu of time in detention. This program, with a capacity of eight youth daily Tuesday through Friday and up to 24 youth on Saturday, also serves those youth with technical probation violations.

●**Insufficiency and Ineffectiveness of Current Alternatives.** As indicated in recently released FBI data, there is a current shift indicating an increase in the severity of crimes committed by juveniles. This is representative of the juvenile crime trends in Portland. The lack of alternative shelter care facilities results in detaining youth at the detention facility because of the threat to the community. Data analysis, which could be done during the planning phase, may indicate that a significant number of 24- to 48-hour holds are youth who pose too much risk to release directly back to the community, but for which no other options, except detention, currently exist.

As mentioned throughout this application, culturally appropriate alternatives are also

very limited. Because no other options exist and necessary training to work with many of these youth is not available, culturally diverse youth end up being held in detention. Close Supervision, PAW, and DAP are all currently operating at maximum capacity and the increasing rate of referrals to detention only compounds this problem. Too few programs, internally and in the community, are being asked to treat ever increasing numbers of increasingly troubled youth.

●Changes to Current Programs or Practices and Additional Alternatives.

First and foremost, we need to evaluate current alternatives to assess their effectiveness. Based on this information, program enhancement or expansion can take place or new alternatives can be developed. Included will be the development of culturally appropriate alternatives that meet the specific needs of the youth currently served by the juvenile justice system, both pre- and post-adjudication. An analysis of demographic information, legal history/arrest records, and outcome indicators will allow for the development of services that will target those youth most likely to be referred or re-referred to detention.

It is the MCJJD's intention to develop the Capacity Management System as an intake screening tool that will allow youth to be referred to less secure shelter care, rather than admittance to detention, if appropriate. This tool will also aid in "planned releases" when needed.

In terms of pre-adjudicatory youth, and related to more efficient intake screening, is the need for more shelter care options. The creation of day reporting centers would become an extension of the Court's Automatic Report procedures. Adding a day treatment component to these centers would be an extension of the PAW program by creating weekday programming, thus increasing the menu of alternatives.

As the law currently reads, the MCJJD can compel non-adjudicated youth to

participate in alternatives to detention prior to a Court Order if there is probable cause. An admission to detention is used as punishment for the failure to comply with an alternative placement. Alternative placement or programming does not exist at this time.

Additionally, the use of such an alternative as home detention would require the mechanism by which a petition is currently filed to be changed. The preliminary hearing, held within 48-hours of admission to detention, is the catalyst for the filing of a petition. If youth are under "home detention" a petition would not necessarily be generated, therefore another mechanism will need to be created.

C. Records and Accessibility

The physical files containing records of youth subject to the jurisdiction of the Juvenile Court are separated into two distinct classes. The first type is the legal file and the second is the social file.

Contained in the legal files are original documents filed with the Clerk of the Court and entered in the register of referrals which have been or are going to be adjudicated. The files for youth born in 1974 and since are stored in a records room maintained by the State at the Juvenile Court, 1401 NE 68th Avenue, Portland. The files for youth born between 1966 and 1973 are stored and maintained by the County Archivist for Multnomah County in the Ford Building, 2505 SE 11th Avenue, Portland.

Contained in the social files are stored reports and documents of interest to the counselor(s) assigned to the youth by the Juvenile Justice Division on all referrals, adjudicated and non-adjudicated. The files for youth born in 1973 and since are stored in a records room maintained by the County at the Juvenile Court. The files for children born between 1966 and 1972 are stored and maintained by the County Archivist in the Ford Building.

Each detention unit keeps a file on the youth while they are detained which contains behavior/progress reports and medical information. This file is incorporated into the social file when the youth is released from detention.

Access to the legal and social files for planning, implementation, and evaluation purposes is governed by Oregon Law, Chapter 419.567. The consent of the judge is required to access these files.

Juvenile data is maintained in a database residing on the County's mainframe computer outside the facility. The Tri-County Juvenile Information System is a case tracking and on-line records management system. Access to these records may be authorized by Harold Ogburn, Director, Multnomah County Juvenile Justice Division.

D. Agency Collaboration

The MCJJD is dedicated to an integrated approach using other County resources during the planning phase. As noted throughout this document, and especially highlighted in the Planning Process flow chart, outside agency oversight and input is strongly encouraged and allowances are made to ensure this is an integral part of the process. Every major institution is recruited to participate either through an oversight committee or through a scheduled focus group session. These groups include the police, District Attorney, the Defense Attorneys, Public Defenders, Judges and Referees, schools, mental health professionals, CSD representatives, shelter care and other community agencies. Each agency represented will also have opportunity to review draft documents as they are produced. Public testimony will also be utilized to glean other input not received through the above methods. The Project Coordinator will be central in the maintenance of this collaborative effort, as well as maintaining proper input from various ethnic groups that are impacted by detention reform.

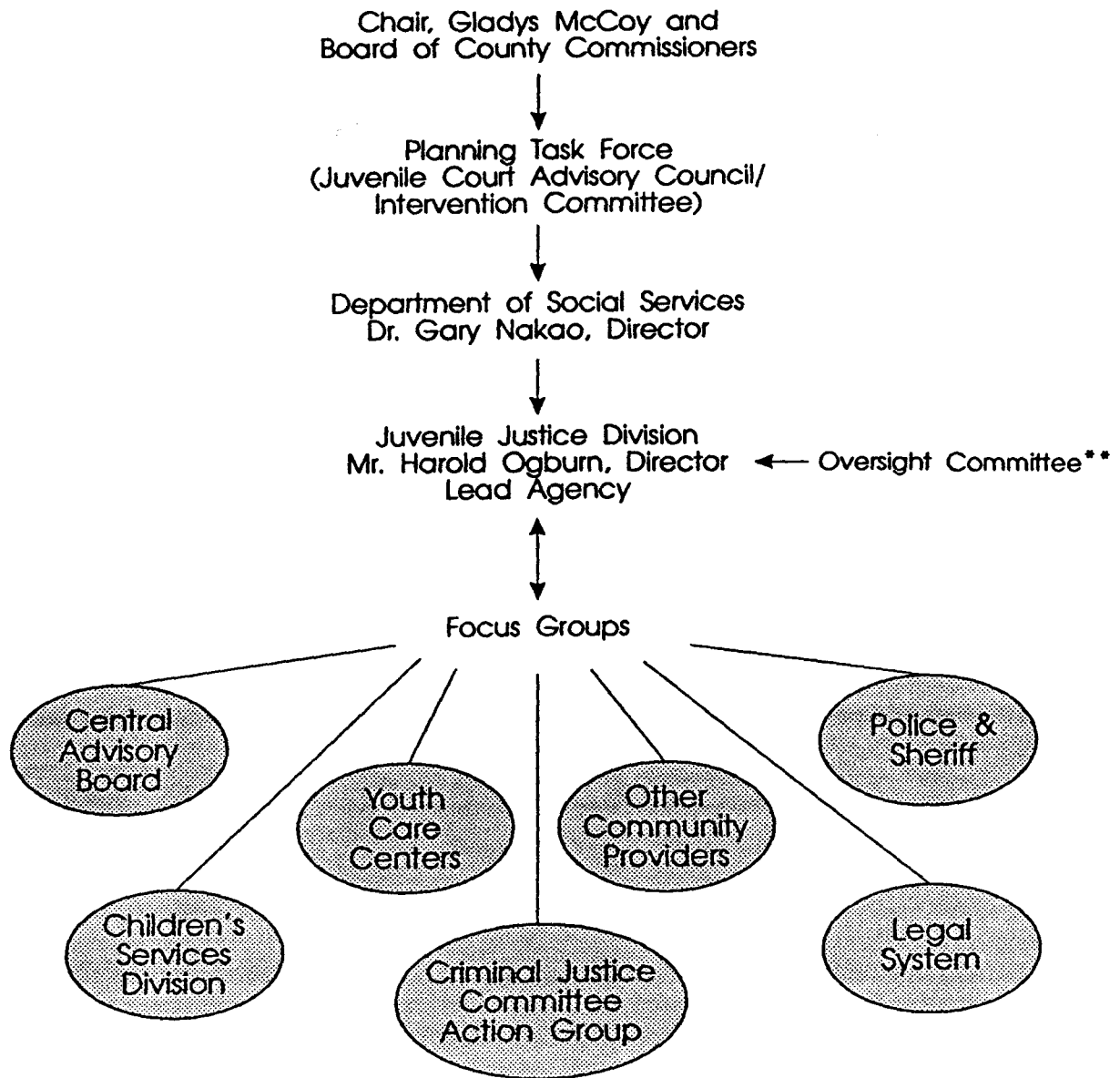
E. Detention Reform Affects on Public Funds

It is the Board of County Commissioner's strong policy to maintain no more than 60 pre-adjudicatory beds in the detention facility. This will continue to hold true with the construction of the new facility. Directly related to this commitment is the need for continued alternative programming to maintain detention eligible youth in community placements when appropriate. The relationship thus becomes one of planned dependency. Continued commitment to detention alternatives is required to maintain less than a 60-bed utilization rate. Currently, diminishing public dollars also restrict the development of detention reforms. With major system's players involved in the development of a plan another successful outcome may be committed public funds being less susceptible to cuts. An informed decision-making base, along with advocacy from the community and major segments of the system will be strong allies for continued funding.

III. Planning Process

A. Advisory Group

The Juvenile Justice Division, as part of the Department of Social Services, will be the lead agency for the planning phase of this initiative. The Chair will have ultimate oversight responsibility and will be advised as to the progress of the planning phase by the Planning Task Force. The Oversight Committee will offer public input and support. The chart on the following page depicts the organizational structure for the planning phase.



Planning Task Force *

Juvenile Court Advisory Council
Intervention Committee

Oversight Committee**

Citizen's Crime Commission
Chief Juvenile Court Judge
Sheriff & Police Bureau
District Attorney
Portland Public School
Youth Care Administrators
African American Community
Asian Community
Latino Community

B. Major Accomplishments During Planning Phase

●Identify Management Information System Needs. It is the MCJJD's intent to formulate a plan to further develop the current MIS to enhance the ability to gather enhanced information and allow for better analysis of youth served in detention, on probation, and involved in diversion programming. A more comprehensive MIS, specifically a more extensive database, will allow the MCJJD and the detention facility to alter policy and practice based on enhanced information.

●In-depth Analysis of Youth Served. Using the current MIS, an analysis of youth served will be conducted. This analysis of the utilization of detention for various groups such as ethnic minorities or girls, will enable the MCJJD to facilitate the development of policy and programming to better serve these various groups. For those programs which are not tracked using the MCJJD MIS, data will be gathered and analyzed manually. This analysis will allow policy development concerning detention use and the effectiveness of currently existing alternatives.

●Community Input. Throughout the planning phase the MCJJD will conduct Focus Groups comprised of professionals in the community that use the detention facility, those that serve adjudicated youth, those who serve high-risk youth in general, those who provide shelter services, and members of citizens groups concerned about juvenile crime and public safety. The purpose of these Focus Groups will be to gain input on the planning process for the development of community-based alternatives that meet the comprehensive needs of the community.

This collaboration with state and local agencies, as well as with community groups, will ideally work towards reducing the number of youth referred to detention and begin to change public perceptions about the benefits of alternative programming.

● **Analysis of Assessment Tools.** As discussed previously, assessment tools currently in use such as Intake Criteria and the planned CMS need to be analyzed and further developed to increase the reliability and reduce bias. This will allow the MCJJD to make more accurate decisions about whether to hold youth and, if necessary, who to release.

● **Policy Development Regarding Least Restrictive Criteria.** As the MCJJD begins to develop further alternatives to detention, policy development must be initiated to rank alternatives in terms of the "least restrictive" criteria. Such policy development will allow for more objectivity in utilizing the alternatives to detention already available and those implemented in the future.

● **Initiate Public Debate about Statutory Provisions.** Establish a process for public debate about statutory provisions regarding the utilization of detention. Public debate will include examination of the costs associated with locked secure detention versus community based alternatives. In this public debate will be discussion of the use of eight-day detention holds for a failure to comply with probation criteria versus the creation of alternative placement programs. It is the MCJJD's belief that this public debate can help initiate the process to narrow the criteria under which detention can be used and encourage the appropriation of funding for community-based alternatives. Additionally, it will help ensure the new facility will provide adequate bed space in future years.

C. Anticipated Technical Assistance Needs

The MCJJD will need to design and implement an enhanced Management Information System compatible with the existing system. Training and consultation from the Casey Foundation will be necessary to accomplish this task.

Specific Needs

●Development of data collection tools and the coordination of the data collection process for current detention alternative programs is needed. Minimal data is currently gathered and what is gathered is done manually or on independent MIS systems.

●Statistical programming design and analysis with existing in-house resources as well as other resources provided through Casey Foundation.

●Consultation regarding existing software that could be compatible with current MCJJD system and the subsequent integration of new software to enhance MIS capabilities.

●Use of NCCD for data analysis beyond capabilities of current system.

●Assistance in gathering and analyzing demographic information, criminal and referral histories, and case plan information for the following groups or programs:

- Current detention alternatives including PAW, DAP, Close Supervision and Electronic Monitoring;
- Pre- and post-adjudicatory detention populations;
- 24- and 48-hour holds;
- Releases to legal guardians;
- Various ethnic groups served by the facility;
- Placements of day and night intake admissions;
- Probation violators;
- Community placement re-referrals to detention;
- Others, as identified.

With adequate information on the above populations, initial analysis of effective detention use as well as inappropriate or biased detention use will be possible. From this information, systems development and integration with current capabilities will occur within MCJJD.

D. **Listing of Letters of Support-**Please see attached.

E. Benchmarks and Timeline for Planning Phase

● ASSURE PUBLIC POLICY ADDRESSED REGARDING DETENTION CRITERIA AND ITS APPLICABILITY TO MULTNOMAH COUNTY

- Identify Focus Group participants and Juvenile Code Reform Committee members. Month 1
- Convene and staff work sessions. Month 1-3
- Produce draft detention criteria reform policy. Month 4
- Gain consensus of work group regarding proposed policy reform. Month 5
- Market product to affected parties and policy makers. Month 6-8
- Approach Board of County Commissioners regarding resolution for approval. Month 8-9
- Develop legislative strategies to begin statewide discussions. Month 8-9

● DEVELOP MORE EFFECTIVE PROGRAM DESIGN AND OUTCOME EVALUATION METHODS

- Develop technical assistance needs and request. Month 1-2
- Identify and analyze current alternative programs. Month 1-3
- Identify, gather data, and assess needs on targeted populations. Month 1-4
- Analyze current MCJJD information systems. Month 2-6
- Research and analyze program alternatives for targeted populations (NCCD data, site visits, national models). Month 2-6
- Implement needs assessment for targeted populations. Month 3-4
- Analyze and refine the current intake tools a Capacity Management System. Month 3-8
- Develop more accurate means of collecting data. Month 4-7
- Create outcome indicators for alternative programming. Month 6-8
- Develop proposal for integrated program design and Capacity Management System allowing data collection and outcome measures. Month 8-9
- Complete implementation plan addressing programming alternatives, including data analysis, needs assessment, program alternatives, national models, analysis of Capacity Management System, and outcome measures. Month 9

● DEVELOP CULTURALLY RELEVANT PROGRAMMING ALTERNATIVES AND RESOURCES

- Create a work group to focus on cultural issues. Month 1
- Assess needs of minority youth in detention. Month 2-4
- Evaluate current alternatives using needs assessment tool. Month 3-5
- Research and evaluate culturally relevant models. Month 4-7
- Gain consensus on proposed diversity models. Month 8
- Complete implementation plan for culturally relevant programming alternatives and resources, as well as a strategy to insure public and community support. Month 9

F. Budget

The proposed budget for this \$75,000 grant application includes \$63,720 for contractual services, consisting of project coordination, technical data support, and a facilitator for focus groups; \$2,758 supplies for statistical software to enhance current system capabilities; \$6,950 travel to fund a Florida site review visit for four people; and \$1,572 county indirect cost. Following is the detailed budget:

CONTRACTUAL SERVICES:

PROJECT COORDINATOR. **\$38,500**

- Oversees coordination of 9-month planning phase.
- Analyzes and interprets findings.
- Facilitates the process of integrating information gathered.
- Produces final document.

DATA CLERK. (1,560 hours, @ \$12/hour). **\$18,720**

- Provides technical assistance to Local Area Network, Lotus, and Word Perfect.
- Collects data for existing detention alternatives.
- Enters data.
- Installs software and hardware.
- Assists in the analysis of database programming.

FACILITATOR. **\$ 6,500**

- Coordinates and facilitates Focus Groups.

SUPPLIES **\$ 2,758**

- Statistical packages to enhance current client data systems.

TRAVEL **\$ 6,950**

- On-site review visit to Florida for 4 people.

INDIRECT COST **\$ 1,572**

- Multnomah County rates:

Contractual Services = $\$63,720 \times .7\% = \$ 446.$

Supplies + Travel = $\$9,708 \times 11.6\% = \$1,126.$

TOTAL BUDGET **\$75,000**

County resources contributing to the planning process include project oversight and review by the Juvenile Justice Division Director, Harold Ogburn, 5%; by the manager of Resource and Development, 5%; by the Information Systems manager, 5%; by fiscal and clerical staff, 5%; and by program development specialist staff, 10%. The County also will provide on-site space as needed for meetings with Focus Groups and contractual staff; computer hardware and current client tracking software; data collections resources; and copies and distribution of the final report.

Attached Letters of Support

- Dr. Gary Nakao, Director, Department of Social Services
- David A. Boyer, Finance Director
- Pauline Anderson, Multnomah County Board of Commissioners
- Billi Odegard, Director, Health Department
- Judge Linda Bergman, Chief Juvenile Court Judge
- Tom Potter, Chief of Police
- Michael Schrunk, District Attorney
- Fred A. Stickel, Chairman, Children's Justice Citizen's Action Committee
- Nan Waller, Chair, Juvenile Court Advisory Council
- John E. Bierwirth, Superintendent, Portland Public Schools
- Ron Herndon, Black United Front
- Gale Castillo, Hispanic Youth Advocate
- Dennis L. Morrow, Executive Director, Janis Youth Programs, Inc.
- Dr. Mary DuPain, Director, Garrington Center
- Helen Richardson, Executive Director, Mainstream Youth Programs, Inc.
- Jamie Tillman, Executive Director, Court Appointed Special Advocates



MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
421 S.W. FIFTH AVENUE, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3782
FAX: (503) 248-3828

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GARY HANSEN • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

September 9, 1992

The Annie E. Casey Foundation
One Lafayette Place
Greenwich, CT 06830

Dear Casey Executives:

I am writing on behalf of the Department of Social Services offering my strong support and commitment to the Casey Foundation's Detention Initiative. As Department Director for the Lead Agency submitting this application, I have designated the Juvenile Justice Division as the County's Lead Agency in this effort and believe they are a strong candidate for the receipt of this award.

Throughout the last 18 months the Department and the Division have been involved in reviews, inquiries, and a law suit all related to the conditions of the detention facility. The Department has endorsed and executed the County's direction of developing program alternatives for delinquent youth. As we continue to analyze necessary alternatives, other resources that will be required, and how to best implement these alternatives, I want to personally commit the resources of my staff and the Department to support this continued effort at detention reform.

Sincerely,

Gary Nakao, Ph.D., Director
Department of Social Services



MULTNOMAH COUNTY OREGON

GLADYS MCCOY
COUNTY CHAIR

EMPLOYEE SERVICES
FINANCE
LABOR RELATIONS
PLANNING & BUDGET
RISK MANAGEMENT

(503) 248-5015
(503) 248-3312
(503) 248-5135
(503) 248-3883
(503) 248-3797

(503) 248-5170 1100

PORTLAND BUILDING
1120 S.W. FIFTH, 14TH FLOOR
P.O. BOX 14700
PORTLAND, OREGON 97214

PURCHASING, CONTRACTS
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

September 9, 1992

The Annie E. Casey Foundation
One Lafayette Place
Greenwich, CT 06830

Dear Foundation Executives:

As the Chief Financial Officer for Multnomah County, I am pleased to learn of the application to the Annie E. Casey Foundation for the Detention Reform Initiative. It is my understanding that this application is for a nine month planning grant that may lead to further monies over multiple years dedicated to detention policy and program reform.

If these monies are actualized I can assure Foundation Executives that the County will commit to investigating internal resources for further funding beyond the duration of the grant. Additionally, I will work with the Department of Social Services and the Juvenile Justice Division to secure the necessary funding to continue the efforts begun through Casey Foundation support. I look forward to hearing more from the Foundation.

Sincerely,

David A. Boyer
Finance Director

2766F/DAB/ts

PAULINE ANDERSON
Multnomah County Commissioner
District 1



1120 S.W. Fifth, Suite 1500
Portland, Oregon 97204
(503) 248-5220

September 8, 1992

Dear Casey Foundation Executives:

I appreciated the opportunity to meet with you when you visited Multnomah County to explore forming a partnership with us in addressing crucial needs of our youth. I liked the thoroughness of your approach and believe your vision fits well with what we have been trying to achieve in our County.

I am writing now in support of our Division's application for a Casey Foundation planning grant. As a Multnomah County Commissioner for the past seven and a half years, I have witnessed a growing need for strategic, long-term planning to address the needs of our youth and the conditions at the Donald E. Long home.

The recent settlement of the lawsuit and the Board's commitment to fund a new facility have dealt with part of our dilemma. However, a support system for keeping our youth from going or returning to detention remains chronically underfunded and in need of tighter coordination. This continues to undermine our effort to help these kids.

I believe your effort can supply needed focus, expertise, and dollars to lead to policy reform within our county and state. I look forward to joining in a partnership with you and assure you that the Board will be with you.

Sincerely,

Pauline Anderson _{BF}

Pauline Anderson
Commissioner



MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT
426 S.W. STARK STREET, 8TH FLOOR
PORTLAND, OREGON 97204-2394
(503) 248-3674
FAX (503) 248-3676
TDD (503) 248-3618

BOARD OF COUNTY COMMISSIONERS
GLADYS MCCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GARY HANSEN • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

September 9, 1992

Dear Casey Executives:

I am pleased to support the Juvenile Justice Division in its application for a Casey Foundation grant for Detention Reform.

Many of our programs/efforts within the Health Department are severely impacted by multiple issues which affect our youth. The development of competent alternatives to detention is consistent with my personal belief, and those of our Health Department, that we should all strive for successful interventions to troubled youth, many of whom are caught up in the judicial system.

Health Department programs and employees will continue to work cooperatively with employees and programs under the auspices of the Juvenile Justice systems. We are supportive of continued development of collaborative systems.

The Health Department supports the Juvenile Justice Division's continued commitment to the development of detention alternatives, as well as strategic policy reform and implementation.

Sincerely,

Billi Odegaard, Director
Health Department
Multnomah County



CIRCUIT COURT OF OREGON
FOURTH JUDICIAL DISTRICT
MULTNOMAH COUNTY COURTHOUSE
1021 S.W. 4TH AVENUE
PORTLAND, OREGON 97204
September 1, 1992

LINDA L. BERGMAN
JUDGE

DEPARTMENT NO. 11
[503] 248-8041

Dear Casey Foundation Executives:

As the Chief Juvenile Court Judge in Multnomah County for the last five years, I have watched the population of youth become more violent, more seriously troubled, and more gang involved. Additionally I have witnessed a lack of resources for detention alternatives continue to swell to the point of unmanageable terms. I have also witnessed the Juvenile Justice Division struggle with alternative programming so that the detention capacity is maintained at an appropriate level.

In spite of the Division's efforts, the problem continues to grow. We see daily outbreaks of violent crime with which the Probation Counselors must deal. And, I see resources so lacking that locking these youth up becomes the only alternative. Under the terms of the consent decree, we are now bound to maintain a population capacity through the implementation of a matrix and determine those youth at "least risk to the community" who can be released. These efforts are reasonable constitutionally. They will become more reasonable programmatically as other programming alternatives and policy guidelines are established to allow appropriate sanctions to be consequenced to these offenders. The Casey Foundation offers us an opportunity, with your leadership, to address these programmatic and policy issues and guide comprehensive detention reform in this County.

I further am willing to grant access to both the social and legal files of these youth in supporting the Foundation's efforts in the development of policy reform and planning efforts. I am excited about the opportunity that the Foundation's effort will afford Multnomah County Juvenile Justice Division.

Sincerely,

LINDA BERGMAN
CHIEF JUVENILE COURT JUDGE



CITY OF
PORTLAND, OREGON

BUREAU OF POLICE

J.E. BUD CLARK, MAYOR
Tom Potter, Chief of Police
1111 S.W. 2nd Avenue
Portland, OR 97204

September 10, 1992

Dear Casey Foundation Review Committee:

It is with great pleasure that the Portland Police Bureau offers its support to the Casey Foundation's detention reform plan. The escalation of violent youth crime has caused the citizens of Portland, as well as my staff, great concern. In an effort to address a coordinated approach to this tragic problem I have dedicated resources and reconfigured districting so that a "community policing" effort can broadly serve and protect our neighborhoods.

As this county moves towards a new detention facility it is no one's desire to utilize the projected 128 beds. To those ends, the Bureau's commitment to community policing, the Foundation's efforts at policy and program reform, and the Division's commitment to quality service are a tremendous investment.

I strongly endorse your efforts in enabling Multnomah County to participate in this worthy reform.

Very truly yours,

TOM POTTER
Chief of Police

TJP/ckf

CaseyFed.TJP



"POLICE AND COMMUNITY: SHARING THE VISION, BUILDING THE FUTURE"
SEPTEMBER 23-25, 1992



MICHAEL D. SCHRUNK, District Attorney for Multnomah County

600 County Courthouse • Portland, Oregon 97204 • (503) 248-3162 • FAX (503) 248-3643

September 9, 1992

Dear Casey Foundation Review Committee:

It gives me great pleasure to endorse Multnomah County Juvenile Justice Division's application for the Casey Foundation Detention Reform Initiative.

Multnomah County has seen a dramatic increase in violent crime committed by juveniles. This has greatly stretched our already overburdened resources and stretched our ability to respond appropriately. The Casey Foundation offers a unique opportunity to impact our most precious resource, the young people of this community. The Multnomah County Juvenile Justice Division and other members of the Criminal Justice System have worked in a collaborative effort in the past to solve problems in the Juvenile Justice System. I, and members of the District Attorney's Office, strongly endorse the Juvenile Division's application for the Casey Foundation Detention Reform Initiative.

If there are any questions please do not hesitate to contact me.

Very truly yours,


MICHAEL D. SCHRUNK
District Attorney

MDS:jlb

Oregonian Publishing Company

PORTLAND, OREGON 97201

FRED A. STICKEL
PRESIDENT AND PUBLISHER

September 4, 1992

To Whom It May Concern:

For the past two years, I have served as Chairman of the Children's Justice Citizen's Action Committee. This Committee was formed to advise the Multnomah County Board of Commissioners concerning the need for a new juvenile justice complex. The Committee's deliberations included a thorough review of the juvenile justice systems in Multnomah County, along with issues and problems confronting our community.

One of the issues that was discussed is the use of detention alternatives. Our Committee strongly supports the development of appropriate detention alternatives. However, we believe it is very important to develop a comprehensive youth plan that includes the use of secure detention beds for those youth who are dangerous and to have a variety of alternative services that will meet the individual needs of youth served in the juvenile justice system.

I am personally encouraged that the Anne E. Casey Foundation initiative would provide an opportunity to continue planning and later to promote this opportunity to assist our community in developing the necessary alternatives.

Our Committee is willing to use this extensive knowledge we now have by participating in the planning process. I have been asked to spearhead this effort and am happy to do so. Additionally, I am willing to chair a planning oversight committee comprised of leaders from the community.

On behalf of the Children's Justice Citizen's Action Committee, I fully endorse Multnomah County's participation in the initiative.

Sincerely,



Fred A. Stickel
Chairman
Children's Justice Citizen's
Action Committee

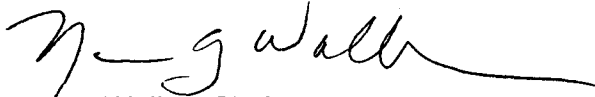
September 1, 1992

Dear Casey Foundation:

As one of four Referees reviewing cases on a daily basis at the Juvenile Court, I have seen a continued escalation of violent youth referred to this jurisdiction. These youth, with more complicated problems, have a strong need for more complex services. Multnomah County has been hampered in its ability to adequately meet the needs of this population.

Additionally, I serve as Chair of the Juvenile Court Advisory Council-Intervention Committee of the local Community and Children's Youth Service Commission. In that role I continue to see limited resources stretched beyond acceptable levels. The detention facility is antiquated and unable to meet the needs of the youth or the community for which it serves. It is our duty as committed care providers to assure adequate, appropriate, and quality levels of service. Much preliminary work has been completed to guide Multnomah County in its involvement with the Casey Foundation. On behalf of the the Juvenile Court Advisory Council-Intervention Committee, I commit the services of this Committee in the planning efforts Task Force and will support the planning efforts in any way possible. I commend the Foundation's efforts and the Division's intent.

Sincerely,

A handwritten signature in cursive script, appearing to read "Nan Waller", with a long horizontal flourish extending to the right.

Nan Waller, Chair
Juvenile Court Advisory Council
Intervention Committee



PORTLAND PUBLIC SCHOOLS

501 North Dixon Street / Portland, Oregon 97227

Telephone: (503) 249-2000

Mailing Address: P.O. Box 3107 / 97208-3107

OFFICE OF THE SUPERINTENDENT

John E. Bierwirth
Superintendent

September 8, 1992

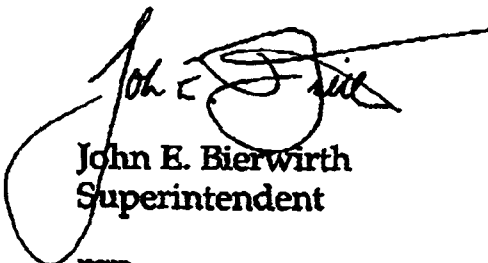
To Whom It May Concern:

As Superintendent of the Portland Public School District I understand the need for alternative means of serving an increasingly troubled adolescent and young-adult population.

I support the Juvenile Justice Division's application for this Casey Foundation Award to reform the detention system. It is my understanding that through the planning efforts associated with the grant, the Juvenile Justice Division will facilitate collaborative efforts to create programming along an entire continuum of service needs. The school system is an integral part of the service continuum, and we recognize the need for and applaud community-based service efforts as well as adequate and appropriate detention options. When all of the various service providers cooperate to meet the holistic needs of these young people, the Portland community will benefit from having an educated and competitive workforce as we move closer to the year 2000.

I offer my support and commitment to the Casey Foundation's efforts and believe that Multnomah County is able to benefit greatly from the opportunities your organization offers.

Sincerely,



John E. Bierwirth
Superintendent

JEB:sac

BLACK UNITED FRONT

"Now Is The Time"

P. O. Box 3976
Portland, OR 97208

September 1, 1992

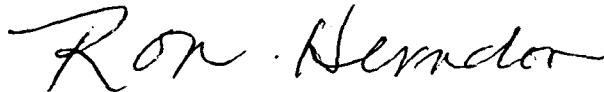
Dear Gentlemen:

The Black United Front supports all efforts to increase service alternatives to minority youth in the Portland community. Additionally, the Front understands the lasting impact policy reform will have on the system. From the information I have received concerning the Annie E. Casey Foundation's Detention Reform Initiative I strongly endorse what it purports to achieve.

My organization is linked to a number of key provider agencies in the Northeast community. On their behalf, the most severe need for our youth today requires a comprehensive plan from kindergarten through college. The Multnomah County Juvenile Justice Division has dedicated staff and resources in an attempt to support comprehensive service plan initiatives directed to the Northeast community. Although a perfect world would contain adequate services from birth on, our community is far from perfect. The system has failed and continues to fail especially as it attempts to meet the needs of high-risk, gang-involved youth.

I believe this application is one more attempt to address the inadequacies of the service continuum. We strongly endorse the Juvenile Justice Division's potential involvement with the Casey Foundation. We believe in the ability to create alternatives to detention that will meet the needs of our youth.

Sincerely,



Ron Herndon

GALE CASTILLO
5750 S.W. ALFRED ST. • PORTLAND, OR 97219
(503) 243-6662

September 9, 1992

RE: Casey Foundation grant for Retention Reform

Dear Sir/Madam,

As an advocate for Hispanic youth in Multnomah County, I support the efforts for detention reform for juvenile court. As a volunteer on many community organization boards, I am committed to the continued success of youth programs and youth programming for our community's Hispanic children.

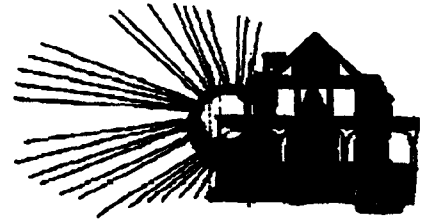
The Juvenile Justice Division of Multnomah County has attempted to focus some resources on Hispanic youth throughout the last two years. These efforts, although they are commendable, have not always been completely successful. For example, many undocumented youth are held in detention in excess of what is an appropriate length of time. This is due primarily to a lack of culturally specific resources for Spanish speaking youth.

I believe all efforts targeted at reforming the current system of service for Hispanic youth must be supported. To that end, I believe that Casey Foundation can aid Multnomah County in its dedication to detention reform.

Sincerely,


Gale Castillo

Janis Youth Programs, Inc.



738 N.E. Davis • Portland, OR 97232 • (503) 233-6090

Dennis L. Morrow
Executive Director

A United Way Agency

September 1, 1992

To Whom It May Concern:

As the Executive Director for Janis Youth Programs, Inc., I am writing to express support for the Multnomah County Juvenile Justice Division's proposal to work with the Casey Foundation to reform juvenile detention in this community. Janis Youth Programs operates the only volunteer shelter facilities in the Portland community for runaway and displaced youth. These shelters are often called upon to accommodate youth not necessarily appropriate for detention, but for whom there are no other options. These shelter programs are consistently full to capacity and continue to be expected to operate on an ever decreasing pool of financial resources.

Last winter and spring I worked with the Youth Action Plan Task Force to develop a proposal, presented to the Board of County Commissioners, outlining the projected needs for shelter care in the community. Our proposal, based on the intended construction of a new detention facility, suggested various shelter care options differing in the degree of security.

I look forward to the opportunity to continue to work with the Juvenile Justice Division in developing long range plans for improving the diversity and quantity of shelter care. I am ready to take an active role in analyzing the needs of the population to be served, developing new program options, and ultimately implementing new programming. I will also lend whatever support is possible in terms of providing statistical information and case studies to guide the process of developing appropriate alternatives.

Sincerely,

Dennis L. Morrow
Executive Director
Janis Youth Programs, Inc.

casey-gr. ant
no bu

Adjudicated Youth Services • Alternative Education Services • Harry's Mother/McCormack Youth Services
Mental Health Services • Shelter Evaluation Services • Youth and Family Services • Washington County Services • Willamette Bridge Programs

September 1, 1992

Dear Casey Foundation Review Committee:

As the Director of Children and Family Services at the Garrlington Center as well as a Commissioner on the local Youth Commission, I strongly endorse the Multnomah County Juvenile Justice Divisions's application for the Casey Foundation Detention Reform Initiative. As a committed care provider to the youth of this City, such a reform is needed and timely.

This City has seen an increase in violent, uncontrolled, and gang related crime. This has caused an overburdened system, from the community provider to the Court Justice, to respond through reactive measures. This cannot continue if we are to effectively impact the young people of this community.

The Casey Foundation offers many resources toward meeting this goal. A strategic planning effort will allow for targeted and analyzed services to better meet the needs of this population. Collaborative policy reform will allow and invite key players to focus their resources on new alternatives. Continued service programming will enhance and expand those areas which are currently under funded.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary DuPain". The signature is fluid and cursive, with the first name "Mary" and last name "DuPain" clearly distinguishable.

Dr. Mary DuPain
Director, Children and Family Services
Garrlington Center



September 1, 1992

To Whom It May Concern:

Mainstream Youth Program, Inc. is dedicated to providing alcohol drug services to the youth of the Portland community. Our agency has worked closely with the Juvenile Justice Division for the past three years providing treatment and support services in an office at the Donald E. Long Home. Many components of Mainstream's programming are specifically designed to serve African American youth and we have just implemented a component to serve Hispanic youth detained at the Donald E. Long Home.

Our staff work closely with the Adjudication, Probation, and Detention Units. There has been an ongoing commitment, from Mainstream and the Juvenile Justice Division, to improve programming available to criminally involved youth, especially in the detention units.

As Executive Director for Mainstream, I strongly endorse the Juvenile Justice Division's application for funding from the Casey Foundation. The Division has a strong commitment in improving the level of service they provide to youth as well as a strong commitment to developing appropriate alternative programming.

I am ready to lend support as an Advisory Committee Member to help facilitate the process of developing alternatives to divert youth from the detention facility. I am also willing to lend support as the Division continues to address the issues of the over representation of minority youth detained at the facility. Mainstream has an extensive data base and I will provide statistical information about juvenile justice system involved youth served by Mainstream, should that be necessary.

Again, I strongly endorse this application.

Sincerely,

Helen Richardson,
Executive Director
Mainstream Youth Programs, Inc.

CASEYLTR.MYP



United Way

4531 S.E. Belmont • Portland, Oregon 97215 • (503) 234-3400

CULTURAL DIVERSITY PLANNING GROUP

FIVE YEAR WORK PLAN/GOALS

TO FURTHER OUR UNDERSTANDING OF DIFFERENT BEHAVIORS, TRADITIONS AND LIFE EXPERIENCES OF VARIOUS CULTURAL, ETHNIC, RACIAL, GENDER AND OTHER COLLECTIVES BOTH WITHIN THE WORK FORCE AND CLIENT POPULATION IN ORDER TO:

- 1. Foster an environment that attracts, retains and promotes a diverse and multicultural staff.**
- 2. Facilitate and encourage cross-cultural communication within the Division.**
- 3. Ensure the development and implementation of cross-cultural diversity, knowledge, empathy and respect in policy, planning and service delivery systems within the Division.**
- 4. Provide bold and innovative leadership by advocating for diversity and cross-cultural knowledge, empathy and respect in partnership with the service provider community and in the community at large.**
- 5. Seek and receive knowledge, information and resources from the community. Improve our knowledge, empathy and respect of the various community collectives.**

DEFINITIONS

DIVERSITY - Various differences in groupings of individuals by race, color, ethnicity, physical characteristics, values, economics, experiences and preferences.

COLLECTIVES - Grouping of individuals sharing similar needs, characteristics and/or preferences.

CULTURE - The sum of the characteristics, values, behaviors, beliefs and traditions typical of a group of people.

CROSS-CULTURE - Demonstrating literacy and competency of more than one culture.

A decorative border with stylized leaves and flowers surrounds the text.

Mission Statement

*The Multnomah County Juvenile Justice Division
is committed to:*

Protect the community.

Hold youth accountable for their actions.

Impose sanctions in a fair and just manner.

*Assist youth in developing skills to become
contributing members of a diverse community.*

*We are further committed to the protection of children
who are abused, neglected, or abandoned.*

*We recognize and honor diversity, demonstrate
bold and innovative leadership in the community
and provide staff with a work environment
conducive to personal growth and development.*

JUVENILE JUSTICE DIVISION
VALUE STATEMENTS

DIGNITY

"Believing in self and others"

We are committed to establishing and maintaining an environment that promotes excellence, honors and protects cultural diversity, recognizes merit, ensures propriety and values the contribution each individual is capable of making.

LEADERSHIP

"Guiding our future"

We provide positive direction through commitment to and communication of our values and mission. We promote an atmosphere which encourages action and provides the opportunity for new ideas to come forth and be acted upon.

SERVICE

"Making a difference"

We are committed to provide programs and interventions that are sensitive to a diverse cultural population and assist youth and families to prevent further juvenile delinquency and abuse and neglect.

ACCOUNTABILITY

"Measuring our progress"

Management and staff accept the responsibility to aggressively pursue the values, mission and goals of the organization through implementation of measurable outcomes and expectations.

DIVERSITY

"Valuing individual differences"

In order to provide our culturally diverse community with the highest level of service, we are committed to the creation and fostering of a culturally diverse and competent staff.

IDEALISM

"Dreaming what can be"

To establish and maintain a visionary environment that encourages the opportunity for accomplishment, recognizes achievement and challenges each individual to strive for perfection.

JUVENILE JUSTICE DIVISION
CULTURAL DIVERSITY PLANNING
FIVE YEAR WORK PLAN/GOALS

GOAL ONE: PROMOTE AN ENVIRONMENT WHICH ATTRACTS, RETAINS AND FOSTERS A DIVERSE AND
MULTI-CULTURAL STAFF

OBJECTIVE A - ATTRACT	Who	Activity	When	Date Completed
Work at making the agency more visible in the community.	Director Section Managers	Involve County Public Relations officer in JJD public information effort. Seek out opportunities to present JJD program descriptions and achievements to a wide variety of community groups. Provide press releases to print and electronic media in an effort to highlight the importance of our programs and our accomplishments.	Immediate	
Use our own staff to recruit new employees (essentially by "word of mouth" recruitment.)	Section Managers	Provide advance notice to all JJD staff of position vacancies, position prerequisites, and application deadlines.	Immediate	
Publicize the Division's commitment to "treatment" and skill development.	Administration and Staff	At every opportunity, JJD management and all staff will promote our Mission Statement with the treatment community and the community at large.	Immediate	
Take more practicum students.	Deputy Director	Assign to a supervisor or staff person the responsibility of developing a practicum program with a variety of colleges and universities. The practicum program should serve the needs of the JJD and our clients as well as the student.	01/93	
Work with Employee Services Division to remove barriers to obtaining a diverse staff (look at the testing, recruiting and interview process.)	Director	Create a committee to identify barriers to recruiting and retaining a diverse staff. The committee will then develop and assist in implementing strategies to remove those barriers.	10/92	

OBJECTIVE B - RETAIN	Who	Activity	When	Date Completed
Continue to provide meaningful training opportunities to staff.	Training Committee	The training committee will do an annual training needs assessment of all JJD staff. The training committee will then develop "in house" in-service training opportunities by drawing on the expertise and specialized skills of our staff.	01/93	
Recognize and acknowledge the value of employees and supervisors.	Section Managers Supervisors	Continue to acknowledge and highlight JJD staff achievements in the monthly report. Create a monthly or semi-monthly newsletter to highlight staff accomplishments. Establish an employee recognition event for all JJD staff.	10/92	
Provide feedback, encouragement and support.	Administration	Provide JJD managers and supervisors with management training to include strategies to involve and motivate staff. Establish and encourage a workplace climate where peer support and teamwork is an expectation.	01/93	
Agency should be supportive of opportunities for continuing education by offering flexible schedules and financial support.	Administration Training Committee	Provide opportunities for all staff by identifying educational training opportunities in community as well as funding sources.	01/93	
Encourage promotion of diverse individuals in the Division, County, and the State and other employment opportunities. (Go beyond just posting the job announcement.)	Director Section Managers	Strengthen lead worker positions and provide lead workers and other staff interested in career advancement with management training opportunities. Establish a mentoring program and encourage career development by publicizing promotional opportunities.	06/93	

OBJECTIVE C - RETAIN	Who	Activity	When	Date Completed
Staff must feel they are an important part of the agency and that they are truly involved in carrying out the Mission.	Administration	In developing JJD policy and procedures, involve staff at all levels.	Immediate	
Remove perceived barriers and hierarchy (i.e. "work classism") by cross training Groupworkers, Counselors, Administration, Information Services, etc.	Section Managers Training Committee	Establish an annual Cross Training plan which provides every staff person interested with at least one cross training opportunity per year.	01/93	
Art and photographs in the lobby that reflect the value of culture.	Cultural Committee	Continue and expand the celebration of diversity by displaying art and photographs in the lobby and around the building that reflects the value of diverse cultures.	Immediate	

GOAL TWO: FACILITATE AND ENCOURAGE CROSS-CULTURAL COMMUNICATION WITHIN THE DIVISION

OBJECTIVE A - PROMOTE STAFF INTERACTION	Who	Activity	When	Dated Completed
Brown Bag lunch "Information Exchange"	Cultural Committee, Skill Enhancement Committee	Set up brown bag lunches for special presentations. Work with other Division committees to plan lunch time events.	Starting immediately On-going	
Make multi-cultural case assignments to encourage Counselors to consult with one another.	Deputy Director, Counseling Supervisors,	Send a memo from the Cultural planning group to Counseling Manager and Counseling supervisors asking them to consider doing this.	Oct. 1, 1992	
Assign culturally literate staff as resources.	Section Managers, Supervisors	Include this in the memo to Counseling Manager and Supervisors. Create a resource list.	Oct. 1, 1992	
Promote informal consultation between staff.	Administration, Cultural Committee, Skill Enhancement Committee	Set up brown bag lunches. Encourage potlucks and other informal social opportunities for staff. Consider doing "staffings" on youth.	On-going	
Revisit Team Counseling	Deputy Director, Counseling Supervisors,	Include this in the memo to Counseling Manager and Supervisors.	Oct. 1, 1992	
Talk to each other about cross-cultural issues.	Cultural Committee, Skill Enhancement Committee	Brown bag presentations. Plan informal social events. Luncheon cultural events.	Starting immediately, On-going	

OBJECTIVE A - PROMOTE STAFF INTERACTION (Cont'd)		Who	Activity	When	Date Completed
Plan for diversity in office assignments.	Administration	Bring it as an issue to management - that when the opportunity arises for office assignments that diversity be considered.	New Building		
Encourage new staff to become involved in various committees and work groups.	New Employee Orientation, Supervisors	Recommend that a list of Division committees be circulated during orientation and that new staff be encouraged to participate. Ask that Supervisors encourage Division wide participation on committees.	The next orientation		
Remove perceived barriers and hierarchy, (i.e., "work classism") by cross training Counselors, Group-workers, Administration, Information Services, etc.	Supervisors, New Employee Orientation	Include cross-training in the initial orientation, discuss with management team, and look at other groups that have already done it.	Immediately, On-going		
Encourage individuals who receive training to share their experiences with other staff.	All Supervisors, Skill Enhancement Committee, Cultural Committee, Training Committee	Memo to Managers and Supervisors asking that they remind people to share their training experiences.	Oct. 1, 1992		
Skill group facilitators need to be diverse.	Section Managers, Supervisors	Memo to Supervisors	Oct. 1, 1992 On-going		
Promote diversity in committees and work groups.	Policy Committee, All Chairs of Division committees.	Need to have this included in policy and sanctioned. Each chair needs to help assure representation of the collectives.	Immediately, On-going		
Utilize talent within Division for training.	Skill Enhancement Committee, Cultural Committee, Training Committee	Compile a resource directory. Ask skill enhancement to consider organizing lunch presentations.	Immediately, On-going		

OBJECTIVE B: CULTURAL RECOGNITION		Who	Activity	When	Date Completed
Cultural experiences: Dragon Dance, Cinco de Mayo, System de Mai, St. Patrick's Day - other culturally specific events.	Art and photographs in lobby to reflect value of culture.	Cultural Committee	Provide cultural presentations. Send hand-outs to staff explaining special events.	12/01/92	
	Utilize talent within Division for training.	Cultural Committee	Establish a separate committee to pursue this.	Sept. 1, 1992	
		Skill Enhancement Committee, Cultural Committee, Training Committee	Compile a resource directory. Ask skill enhancement to consider organizing lunch presentations.	Immediately, On-going	

OBJECTIVE C: RESOURCE DEVELOPMENT		Who	Activity	When	Date Completed
Make multi-cultural case assignments to encourage counselors to consult with one another. Assign culturally literate staff as resources. Promote informal consultation between staff members.	Make multi-cultural case assignments to encourage counselors to consult with one another.	Supervisors	Team Counseling, Include in memo to Counseling Manager and Supervisors	Oct. 1, 1992	
	Assign culturally literate staff as resources.	Section Managers, Supervisors	Create a multi-cultural resource directory list.	Oct. 1, 1992	
	Promote informal consultation between staff members.	Section Managers, Supervisors, Cultural Committee, Skill Enhancement Committee	Brown Bag lunches. Encourage potlucks and other informal social opportunities for staff. Consider doing "staffings" on clients.	Immediately, On-going	
Revisit team counseling		Deputy Director, Counseling Supervisors	Memo to counseling managers and supervisors.		

OBJECTIVE C: RESOURCE DEVELOPMENT		Who	Activity	When	Date Completed
Translate Division information Handbook, etc., into "Major Languages".	Cultural Committee	Signs in building. A.T. & T.			
Translate the Mission Statement into the "Major Languages".	Cultural Committee	Wait until the Mission Statement has been finalized. Select 3 languages to translate it into first.	May, 1993		
Develop a resource directory on Staff who are knowledgeable of languages, cultures, etc.	Cultural Committee	Contact staff for possibility of being on the resources list and suggesting outside agencies that are willing to act as resources.	January, 1993		
Encourage individuals who receive training to share their experiences with other staff.	Training Committee, Supervisors, Skill Enhancement Committee	Through "brown bag" lunches. Pot-luck luncheons. Copy and make hand-outs available in staff library. Encourage staff to share at staff/unit meetings.	By fiscal year, 1993-1994		
Develop a Resource Library that contains training materials on various cultures.	Skill Enhancement Committee	Purchase training materials that are culturally specific. Store hand-outs that staff get at trainings that are culturally specific.	On-going		
Skill group facilitators need to be diverse.	Section Managers, Supervisors	Memo to Supervisors	Oct. 1, 1992 On-going		
Utilize the talent within the Division for training.	Skill Enhancement Committee, Cultural Committee, Training Committee	Compile a resource directory. Ask skill enhancement to consider organizing lunch presentations.	Immediately, On-going		

OBJECTIVE D: ABSENCE OF MALICE		Who	Activity	When	Date Completed
Continue to provide cross-cultural training and education.		Cultural Committee	Continue to provide required all staff trainings. Invite guest speakers to make presentations.	On-going	
Communication informal and formal, discussions, policies, etc.			Staff Meetings Question box for staff. Potlucks Develop a resource directory on staff who are knowledgeable of languages, cultures, etc.	On-going, Sept. 1, 1992	
Utilize the talent within the division for training.		Skill Enhancement Committee, Cultural Committee, Training Committee	Compile a resource directory. Ask skill enhancement to consider organizing lunch presentations.	Immediately, On-going	
Talk to each other about cross-cultural issues.			Multi-cultural employees resource directory. Encourage unit supervisors to use team counseling in case management planning. Encourage unit supervisors to plan diversity in office assignments.	On-going	
Cultural experiences, i.e. culturally specific events. Dragon Dance, Cinco de Mayo, etc.		Cultural Committee	Dance presentation. Holiday Celebrations Theatrical Performances.		
Encourage new staff to become involved in various committees and work groups.		Section Managers, Supervisors	Include committee and work group discussions during new employee orientation. Have committees periodically circulate membership lists.		

OBJECTIVE D: ABSENCE OF MALICE	Who	Activity	When	Date Completed
Promote diversity in committees and work groups.	Cultural Committee, Skill Enhancement Committee, Training Committee	Monitor the collectives in committees and work groups when assignments are given.		

GOAL THREE: ENSURE THE DEVELOPMENT AND IMPLEMENTATION OF CROSS-CULTURAL DIVERSITY, KNOWLEDGE,
EMPATHY AND
RESPECT IN POLICY, PLANNING AND SERVICE DELIVERY SYSTEMS WITHIN THE DIVISION.

OBJECTIVE A - POLICY	Who	Activity	When	Date Completed
Written expectations for cultural diversity from each section.	Section Managers	Each section manager will appoint a group representing various collectives to develop a cultural diversity "section policy statement."	Six months	
Continue to provide orientation for new staff.	Section Managers	The Division will enhance the employee orientation package to emphasize the Division's strong commitment to cultural diversity.	By the next orientation	
Continue to provide ongoing training.	Training Committee	The Division will provide for a minimum of one major training event per year which focuses on cultural diversity issues and will further encourage an awareness, appreciation, and celebration of various cultural holidays.	Ongoing	
For policy and program planning that is within the Division Director's authority, the "collectives" should be represented.	Division Director	The Division Director will establish a policy requiring varied collective representation in the formulation of policy and program planning.	Three months	
Policy and Program plans will be measured against the Mission.	Division Director Section Managers	Division policy makers and program planners will consider the Division Mission when developing policy, and will further create a committee within each section to review current policy to assure that it is consistent with the Division Mission.	One year & Ongoing	

OBJECTIVE A - POLICY	Who	Activity	When	Date Completed
In recruiting, focus on individuals who are culturally literate or have the "ability" to become so.	Section Managers	Division Managers will endeavor to recruit new staff from diverse cultural communities; and where structured interviews are used in the screening process, a question or series of questions will be presented in an effort to determine cultural literacy.	Immediate	
Assessment, case plans and treatment will reflect cultural factors.	Section Managers	<p>The Counselor Predisposition Report, the OSCM interview, case plan formats and other assessment instruments will be modified to include a "cultural factors" section which will identify factors relevant to the effective delivery of treatment and/or service to the client and family.</p> <p>Each Section Manager will develop a plan with Staff involved in conducting skill groups and Staff providing treatment, to teach our youth and their families an awareness and respect for their own culture as well as other cultures.</p>	One year	
Interpretation services will be available to staff.	Cultural Committee	<p>The Cultural Diversity Committee will designate an individual or committee to develop a directory of Division (or all Multnomah County employees) with special language skills. The Division will assure adequate funding for access to language bank interpreter services. Moreover, selected Court documents, the Mission Statement, and certain other written Division materials will be translated into various languages common to our client population.</p>	One year	

OBJECTIVE A - POLICY		Who	Activity	When	Date Completed
In planning, be aggressive in pursuing funds for the expansion or development of services for the diverse collectives we serve.		Division Director	Incorporate within an existing position or create a new position with the responsibility to aggressively pursue funds for the expansion or development of services for the diverse collectives we serve.	One year	

OBJECTIVE B - PLANNING		Who	Activity	When	Date Completed
For policy and program planning that is within the Division Director's authority the "collectives" should be represented.		Division Director	The Division Director will establish a policy requiring varied collective representation in the formulation of policy and program planning.	Three months	

OBJECTIVE C - SERVICE DELIVERY		Who	Activity	When	Date Completed
Continue to provide orientation to new staff.		Section Managers	The Division will develop a new orientation package to emphasize the Division's strong commitment to cultural diversity.	Six months	
Continue to provide on-going training.		Training Committee	The Division will provide for a minimum of one major training event per year which focuses on cultural diversity issues and will further encourage an awareness, appreciation, and celebration of various cultural holidays.	Six months	

OBJECTIVE C - SERVICE DELIVERY	Who	Activity	When	Date Completed
Assessment, case plans and treatment will reflect cultural factors.	Section Managers	<p>The Counselor Predisposition Report, the OSCM interview, case plan formats and other assessment instruments will be modified to include a "cultural factors" section which will identify factors relevant to the effective delivery of treatment and/or service to the client and family.</p> <p>Each Section Manager will develop a plan with Staff involved in conducting skill groups and Staff providing treatment, to teach our youth and their families an awareness and respect for their own culture as well as other cultures.</p>	One year	
Assure that the role of the parents or significant others is included in the case planning and sensitive of the cultural importance of the parent/child relationship. In implementing the Division's policy of family involvement, cultural factors will be taken into consideration. (Family should include extended and significant others.	Section Managers	<p>The Counselor Predisposition Report, the OSCM interview, case plan formats and other assessment instruments will be modified to include a "cultural factors" section which will identify factors relevant to the effective delivery of treatment and/or service to the client and family.</p> <p>Each Section Manager will develop a plan with Staff involved in conducting skill groups and Staff providing treatment, to teach our youth and their families an awareness and respect for their own culture as well as other cultures.</p>	One year	

OBJECTIVE C - SERVICE DELIVERY	Who	Activity	When	Date Completed
Provide cross-cultural skill development to youth/families we work with.	Section Managers	The curriculum for existing skill groups facilitated by Division staff will be reviewed to be certain that it is culturally sensitive and, further, it will be modified so that it promotes an awareness and respect for diverse cultures.	One year	

GOAL FOUR: IN PARTNERSHIP WITH THE SERVICE PROVIDER COMMUNITY AND IN THE COMMUNITY AT LARGE , SEEK AND RECEIVE KNOWLEDGE, INFORMATION AND RESOURCES FROM THE COMMUNITY TO IMPROVE OUR KNOWLEDGE, EMPATHY, AND RESPECT OF THE VARIOUS COMMUNITY COLLECTIVES.

OBJECTIVE A - SEEK AND RECEIVE	Who	Activity	When	Date Completed
Develop methods of discovering available resources in the community.	Task Force comprised of management core group from division's units plus others when and as needed.	Send out surveys and questionnaires. Establish liaison with community colleges and public schools, tapping into and expanding research and data and expanding networkings.	By Dec. 31, 1992 On-going	
Ask for community input - review for policy/program development	Task Force comprised of management core group from Division's units plus others when and as needed.	Identify and apply for grants jointly with named other agencies. Hold public forums and conferences (ethnic forums, addressing certain minorities; coordination of international conferences...) Hold annual forums with our providers to learn what they see as their strengths or additional needs, to share information, and to learn what services might be offered differently for different minority groups.	On-going 1993 forward 1993 forward	

OBJECTIVE A - SEEK AND RECEIVE	Who	Activity	When	Date Completed
		<p>Expand collaborative efforts with/to additional community agencies, such as Community Development, Portland Development Commission, police, Outside-In, medical community (teen health clinics and mental health), neighborhood associations and others.</p>	On-going	
		<p>Expand concept of diversity by identifying major issue(s) within each county, and conducting regional forums among our peers to share information on diverse culture populations. (Example: Meet with Washington, Clackamas and East Multnomah County staffs regarding Hispanic issues, Southeast Asian or other, newer ethnic immigrant issues.)</p>	On-going	
		<p>Identify individuals from the community and invite them to provide training via informal via "Brown Bag" lunches. (Training Committee: Develop and recommend JJD system process for use in holding these meetings.)</p>	1993 forward	
		<p>Sit down with other youth service agencies to identify gaps in services and develop joint policies to address services to diverse client populations.</p>	On-going	

GOAL FIVE: PROVIDE BOLD AND INNOVATIVE LEADERSHIP THROUGH ADVOCACY FOR DIVERSITY AND CROSS-CULTURAL KNOWLEDGE, EMPATHY AND RESPECTIVE IN THE SERVICE PROVIDER COMMUNITY AND IN THE COMMUNITY AT LARGE.

OBJECTIVE A - EFFECTIVE LEADERSHIP	Who	Activity	When	Date Completed
Include cultural training in training requirements for contractors.	Resource and Development staff	Develop Division-wide policy regarding the giving of additional money to contractors for specialized multi-cultural training.	1993	
	Training Committee	Develop and recommend policy for selection of contractors. Provide "scholarship" opportunities for contractors to join Division-wide cultural training sessions.	1994 forward	
	Resource and Development staff	Require ongoing contractors to provide us with a Cultural Diversity plan for their next contract year.	1993-94 forward	
Outline expectations in contracts relative to culturally competent services.	Resource and Development staff	Request contractors to identify for us any "in-kind" cultural diverse opportunities they offer their staff, our clients or the community.	1993-94 forward	
		Request contractors to notify JJD of contractors' activities in securing/providing multi-cultural training.	1993-94 forward	

OBJECTIVE A - EFFECTIVE LEADERSHIP	Who	Activity	When	Date Completed
Encourage cultural diversity and cultural competence in agencies with which we contact.	Section Managers, Resource and Development; Counseling staff	<p>Provide contractors with the process by which they report to us evidences of staffing representation and other indicators of their cultural diversity and competence.</p> <p>Encourage both services and providers to reflect cultural diversity by the manner in which RFP's are written to select contractors for various services.</p>	<p>1993-94 forward</p> <p>Each year in which RFP's are processed.</p>	
Advocate with Youth Care Associations, state and local contractors to encourage cultural awareness/competence as a goal for all agencies.	<p>Section Managers, Resource and Development; Counseling staff</p> <p>Director, Section Managers and others</p>	<p>Identify statewide organizations and special education advocacy groups with which to align our advocacy efforts.</p> <p>Encourage contractors to advocate for cultural diversity.</p> <p>In collaboration with the community, develop and distribute a resource handbook of statewide, culturally diverse agencies for use by clients and community staff.</p> <p>Expand the number of Division resources written in languages addressing diverse populations.</p>	<p>1993</p> <p>1993-94 forward</p> <p>1996</p>	
	Section Managers, Supervisors	Encourage community agencies to make written and other resources available in languages addressing diverse populations we serve.		

OBJECTIVE A - EFFECTIVE LEADERSHIP	Who	Activity	When	Date Completed
	Section Managers, Supervisors	Increase Division's role in advocating for and impacting others' use of funds and resources to develop and expand culturally diverse services	On-going	
	All JJD Staff	Provide technical assistance in program and fiscal development to new or small agencies seeking to provide culturally diverse and competent services to youth.	On-going	
	Director, Section Managers	Provide cultural training and advocacy opportunities to Advisory Board members.	On-going	
	Resource and Development Staff, Community and Court Staff	Include JJD counselors in on-site program monitoring assessments of contractors who provide service to counselors' clients.	1992 forward	
	Director, Section Managers	Include diversity in JJD staffing selected to represent the Division in external activities. Number and diversity of staff and number of events reported monthly to Director.	On-going	

MULTNOMAH COUNTY

COMMITMENTS TO MACLAREN/HILLCREST TRAINING SCHOOLS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
1988	10	10	16	14	10	6	10	10	12	13	12	7	130
1989	8	8	9	7	14	10	6	14	8	12	11	13	120
1990	11	10	6	12	11	14	9	2	3	4	0	5	87
1991	6	4	3	8	8	6	9	6	6	10	7	2	75
1992	11	8	7	5	5	7	13	4	8	9	5	7	89