

# Multnomah Embrace

Department of Community Justice  
Multnomah County, Oregon

Application

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Application for support from  
The Reclaiming Futures Initiative  
Robert Wood Johnson Foundation  
August 24, 2001

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## Executive Summary (3 pp.)

*What we're currently doing; how Multnomah Embrace is unique and innovative.*

Multnomah County, Oregon, is home to 64,000 youth between the ages of 10-17. Of the 3,400 youth referred to juvenile justice last year, 1,690 were diverted, monthly probation figures averaged 700, and 87 were committed to state correctional institutions. Their use and abuse of substances is high: 53% of youth arrested in Multnomah County last year tested positive for illicit substances. Yet our system fails to refer a significant portion of these young people to treatment (of 1,152 youth in treatment last year, only 394 were referred from the justice system); nor does it successfully engage enrolled clients – especially minority youth.

*Embrace* offers a response that is coordinated to an unprecedented degree. We will work with multiple partners to effect changes in the culture of probation and treatment that support strengths-based practices, create -- for the first time outside of juvenile drug court-- integrated case management for youth on probation, involve families, youth, and community in program design, implementation, and evaluation; and continue to address disproportionate minority representation. Perhaps most importantly, project partners will develop a strategy that mobilizes the community at large and reinvigorates it with the hope and belief that individuals can make a difference in the lives of the teens around them.

*What specific target population Embrace plans to serve, how many to be served and where they fall on the juvenile justice system continuum.*

*Multnomah Embrace* will target juveniles in the justice system aged 12-18 who have significant substance abuse issues. It will serve 240 of these youth per year, or 960 between the years 2003-2006. Eight hundred (200 per year) will be on diversion, probation, and parole throughout the County; two pilot sites will serve 160 (40 per year).

*Core partnerships and what each will be providing to the project.*

Since *Embrace* is focused on three different aspects of improving operations and culture change respectively, it's difficult to describe the core partnerships succinctly. The partnerships described below are at the heart of *Embrace*, but are not all-inclusive.

Juvenile probation, community-based treatment providers, and family/youth representatives are the key partners needed to implement best clinical practices, with crucial input from oversight agencies at the County and State level.

Launching integrated case management will take the additional assistance of County mental health, local schools, and state child and adult welfare agencies. To improve our implementation of Balanced and Restorative Justice principles, and our work on disproportionate minority representation, we've secured the commitment of the judiciary, District Attorney, defense bar, and probation. The regional Addiction Technology Transfer Center will help with culture change while the County Public Affairs Office and volunteer professionals will craft media/marketing strategies for *Embrace's* several audiences.

*Community ownership/involvement.*

The vision and strategies for *Embrace* were created by representatives from 39 community-based organizations, including: five County-funded, licensed providers of substance abuse treatment for adolescents; large community service providers; and grassroots community service providers for cultural and ethnic minorities. An additional community partner is the Citizens' Crime Commission – an active and influential advocate sponsored by the Portland Chamber of Commerce.

*Level of institutional commitment.*

Diane Linn, Chair of the Multnomah County Board of Commissioners, and Chief Family Court Judge Elizabeth Welch have fully committed Multnomah County and the Judges of the Family Court of Multnomah County Circuit Court to *Embrace*. Directors of two County departments have committed significant staff resources to *Embrace*. Community Justice, for example, has committed administrative staff and managers of juvenile probation, training, evaluation, information services, and its community justice initiative. The state Office of Alcohol and Drug Abuse Programs, and the Oregon Youth Authority will also be active partners.

*Substance abuse treatment and related resources for juvenile offenders and plans to improve and expand services.*

During fiscal year 1999-2000, the County's Department of Community and Family Services provided \$2.4 million in funding for youth in treatment, which includes 17 County-funded residential beds (capacity 33) and 131 outpatient slots. There were 1,152 youth in treatment that year, of whom 394 (34.2%) were referred from the criminal justice system. Five licensed community-based agencies deliver most publicly-funded substance abuse treatment services for youth. Together with the County, they also offer culturally specific treatment for Latinos, Asian youth, Native Americans, and African American teen males. Substance

abuse and mental health screenings and referrals are offered at over 50 sites across the County. Homeless youth can get screening, assessment, and outpatient treatment downtown.

Community Justice funds additional treatment through the Juvenile Treatment Court and a 15-bed, secure residential setting for youth with substance abuse issues and co-occurring disorders. Thirty-six families a year can receive Multi-Systemic Therapy, and community treatment specialists now offer Functional Family Therapy.

*Embrace* will improve this system through increased strength-based practices, integrated treatment planning, and improved community involvement in aftercare to increase youth resilience. Given the increasingly multi-cultural character of Multnomah County, high priority will be given to cultural competence in treatment and aftercare. Treatment services will be increased as the County is able to access federal dollars to offset County General Fund commitments.

*Judicial leadership and commitment for participation in judicial leadership fellowship.*

Judge Elizabeth Welch, Chief Family Judge for the State of Oregon, 18<sup>th</sup> Judicial District, chairs the multi-disciplinary Juvenile Justice Council, which will serve as the policy oversight body for *Multnomah Embrace*. She will participate in the Judicial Fellowship program of Reclaiming Futures.

*What your project intends to demonstrate, a brief overview of the proposed systems change, what the project intends to accomplish by the end of the project period.*

This project assumes that if the community *embraces* youth who have trouble with substance abuse and the law by addressing their needs in a coordinated fashion, recidivism will drop and rates of engagement in treatment will climb.

To do this, we'll improve operations and change the culture. Operations can be improved by: implementing best practices (e.g., further implementation of strength-based and Balanced and Restorative Justice practice, team-based case planning for youth involved in juvenile justice, and enhanced cultural competency of all partners); further work redressing disproportionate minority representation; and increased and re-allocated treatment funding.

Culture change will mean improving the "ecology" within which treatment occurs, so that strength-based practice is supported, family, youth, and community are involved, and we inspire widespread recognition that treatment works and that everyone in the community has a role to play in the success of young people.

*Plans for sustainability.*

Sustaining *Embrace* will require funding and commitment. We anticipate that staff positions assigned to *Embrace* will be absorbed by Multnomah County at grant's end. The County's commitment is evident in the significant staff time it has deployed to support *Embrace*.

## Proposal Narrative

### 1. Statement of Need and Objectives to Meet the Needs (1 page)

**Vision:** *Multnomah County embraces youth who need help with the law and with substance abuse. Community members from all walks of life – from County government to the average person on the street – will accept responsibility for the health of these youth. They will contribute directly or indirectly to obtaining the same, high-quality resources they'd seek for their own children.*

*Briefly discuss the needs the project will address. How does the proposed project address the problem? Discuss what the project hopes to accomplish. Clearly state the specific objectives to be accomplished and discuss how these objectives relate to best practices in juvenile justice and substance abuse treatment. These explicit statements will form the basis for judging the relevancy and feasibility of the proposed project.*

Unfortunately, it's no surprise that youth in an urban area like Multnomah County have problems with drugs and alcohol. The National Institute of Justice's annual ADAM study found that the number of juvenile arrestees in Multnomah County who tested positive for drugs quadrupled from 12% in 1992 to a record level of 53% in 2000.<sup>1</sup> A 1999 survey of youth on probation revealed that 34% used alcohol or drugs 3 or more times per week, and 23% used them daily.<sup>2</sup> Yet the treatment system is not adequate. One example: sixteen (20%) of 81 youth committed by the County to state secure custody in 1999 were sent there because they could not access local alcohol and drug treatment or mental health services – or because appropriate local services didn't exist.<sup>3</sup> *Multnomah Embrace* will strengthen the treatment system for *all* adolescents but ensure that youth in the justice system with serious drug or alcohol problems receive the

best-quality care. Its three goals are to guide system change, improve operations, and change the culture. Service objectives are straightforward: (1) Implement model program practices, including strength-based approaches, Balanced and Restorative Justice principles, integrated case management, and culture/gender-appropriate treatment & aftercare.<sup>4</sup> (2) Redress disproportionate minority representation among youth in diversion as well as those committed to the state. (3) Increase funding to improve services. (4) Finally, create a culture where family, youth, and community take part in reclaiming the lives of young people.

## **2. Target Population (.5 page)**

*Describe the target population to be served, including the area's ethnic composition, social services infrastructure, and political context. Include projections of the specific number of juveniles in the justice system to be served under the proposed project (by year and in total). Discuss how the projected number of juveniles to be served impacts the need in your area. Please try and help the reader understand the particular juveniles in the justice system, family and community **needs** within the area, as well as the potential **strengths** upon which the project can build.*

About 64,000 youth aged 10-17 live in Multnomah County (see Appendix C, p. 6). In 2000, 1,690 youth were diverted; roughly 700 were on probation any given month. *Embrace* targets juveniles in the justice system aged 12-18 with significant substance abuse issues and will serve 960 between 2003 and 2006, or 240 per year. Eight hundred (200 per year) will be on general caseloads in diversion, probation, and parole, and 160 on probation from two pilot sites (20 youth per year, each). Based on criminal referral data, 26% of these youth will be African American, 59% Anglo, 4% Asian, 8% Latino, 1% Native American, and 2% Other. (Note: the area's Latino youth population is expanding rapidly and youth served at one of the pilot sites will likely be largely Latino.) To put the total in perspective, 240 youth per year is equal to 34% of the youth on probation each

month, or 21% of the 1,152 youth in publicly-funded substance abuse treatment last year.

The County delivers some social services directly while a diverse pool of non-profit community providers does the rest. Publicly-funded treatment services are provided by a network of eight licensed, community-based and HMO providers. Youth needing mental health services obtain them or are referred there from these subcontractors.

**Needs.** Family members and youth surveyed in a recent focus group asked for assistance with transition and aftercare. Community partners called for family participation in decision-making, services at convenient times and settings (ideally home-based), and making services appropriate to gender, culture, and language.

**Community strengths:** a history of successful collaboration (e.g., detention reform, an anti-truancy initiative, and community services delivered in schools after hours); active “consumer” advocates; commitment to evidenced-based practice; a juvenile justice system recognized nationally for its programming; treatment providers implementing best-practices; and a system-wide drive toward cultural/linguistic/gender competence.

### **3. Proposed Service Delivery Strategy (9 pages)**

Provide a detailed description of the proposed project, directly relating this information to the specific objectives of the initiative. Clearly convey your specific approach to implementing your concept so that reviewers are able to gain an understanding of what services will be delivered how, where, and to whom.

**Guide System Change.** Draw on *The Change Book: a Blueprint for Technology Transfer*. Hire new staff, and include all stakeholders on coordinating committee. Research the current system, agree on goals, perform strategic planning; draft an implementation plan.

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**Improve Operations.** *Best Practices: Strength-Based Practice.* Provide technical assistance and intensive coaching to probation and treatment providers to support strength-based work. Implement Youth Competency Assessment – a strength-based assessment tool for probation youth now being piloted in Multnomah County.

*Best Practices: Balanced and Restorative Justice (BARJ).* Continue to integrate BARJ principles into juvenile justice. Retool existing restitution and community service programs to provide meaningful work skills and increase community and victim involvement.

*Best Practices: Integrated Case Management.* Create multi-disciplinary case management for probation youth. Include family, schools, probation, treatment, legal counsel, behavioral health experts, and others; adapt the County's Management Information System as needed. Link youth to a range of services and supports not currently a part of case plans.

*Best Practices: Individualized Treatment & Aftercare – Culture/Gender Appropriate.* Partner with cultural and gender-specific resources in the community to develop or enhance aftercare. Survey linguistic competence in the workforce; set goals for improvement. Work with providers to enhance our respective cultural competency plans and improve retention of diverse staff. Work with area higher education to build a diverse treatment workforce.

*Disproportionate Minority Representation.* Continue work with the judiciary, prosecution, defense, and juvenile probation to redress minority under-representation among the 1,700 youth on diversion and over-representation

among those committed to the state.

*Funding.* Meet with Department of Community and Family Services, the state, and insurance providers to improve how we allocate/blend funds; continue work to maximize the County's ability to draw down federal dollars, freeing up dollars for treatment.

**Change the Culture.** *Organizations:* identify readiness for change; craft strategies accordingly. Provide interdisciplinary training to support collaboration; identify and recruit opinion leaders to inspire change.

*Involve family, youth, and community* at every level, from oversight to the treatment teams for youth on probation. Recruit and train family members to advocate in the justice and substance abuse treatment systems, using a similar program in our mental health system as a model. Schedule regular focus groups, create a support network of and for family members, seek out new community partners, and build formal agreements with existing partners.

*Community Change.* Work with local publications, treatment providers, Reclaiming Futures staff, and community partners to communicate key concepts to target audiences, including our own staff and the general public. Educate legislators and the public about the connection between substance abuse and juvenile crime.

**Pilot Sites.** Focus on two geographically-specific pilot sites to synergize with other initiatives, make the goals achievable, and build impetus for change elsewhere. Two sites make sense for *Embrace*: the Cully Area, and Downtown (see maps in Appendix pp. 7-8). Both are working with the County's

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Community Justice Crime Prevention Initiative to capitalize on existing social assets to address root causes of delinquency.

*Cully Area.* This 56-block site is centered on Northeast Cully Avenue, around NE 72nd and Killingsworth, where poverty, crime, and prostitution are common. Last year, 30 youth from this small area generated 47 referrals to the Juvenile Court. Still, the vicinity boasts a County-funded Family Service Center (which provides alcohol and drug prevention, assessment, referral, and case management, among other services). Many Cully youth attend Whitaker Middle School, a SUN School<sup>5</sup> and host to a school health clinic.<sup>6</sup>

*Embrace* will assign a juvenile probation officer to all youth on probation from the Cully Area. They will receive strength-based assessment and case planning – the latter provided by a multi-disciplinary team. The probation officer will work intensively with County staff, schools, parents, and non-traditional local community partners to create a strong set of relationships and connections to support youth on supervision.

*Downtown Portland.* An estimated 3,000 homeless youth lived downtown last year. Alcohol and drug use is a way of life for them. They receive services from the Downtown Homeless Youth Continuum, which was just funded by the Robert Wood Johnson Foundation for a three-year project to address lack of treatment access for homeless youth, competing philosophies between the homeless youth agencies and treatment providers, and lack of systems integration – each of which overlaps *Embrace's* goals. *Embrace* will collaborate with the Continuum to: facilitate cross-agency training; develop agreements on how to

coordinate services to homeless youth who abuse substances and are involved with the justice system; develop pro-social opportunities for youth to get them sober and off the streets; and develop a communications plan to advocate for services for these youth.

*Substance abuse and related treatment capacity: discuss the range of services to be provided.*

Five licensed community-based agencies deliver most publicly-funded substance abuse treatment services to youth. With the County, they offer 17 County-funded residential beds (capacity 33), 15 beds in secure treatment, and 131 outpatient slots. Substance abuse and mental health screenings and referrals are offered at over 50 sites across the County.

At least a third of the youth in the County's justice system require mental health treatment. They obtain assessment and treatment from community providers under County contract. The County also has two mental health consultants for youth in detention and operates, with a community provider, two secure programs (a 16-bed, 30-day psychosocial assessment program; and a 15-bed, 6-month program for sexually-offending juveniles).

*Embrace* proposes treatment enhancements along the juvenile justice continuum. First, Portland Police Bureau has committed to work with *Embrace* to ensure that officers are educated about substance abuse and its effects on brain chemistry, treatment efficacy, and local resources. The police will also link youth to pro-social activities, such as the Police Activities League, and police mentors. Second, all youth who are referred to the juvenile justice system will receive an alcohol and drug use screening; those who need one will receive an evaluation.

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Youth sent to diversion will receive a strength-based assessment and case plan with family input, and improved oversight to ensure smooth referrals and treatment engagement. Adjudicated youth will also receive a strength-based assessment and case plan with family input; harm restoration and victim reparation will be part of this. Youth on probation who are high-risk to recidivate and who have significant substance abuse issues will receive integrated case planning from an interdisciplinary team and have the benefit of improved aftercare links, especially to culturally/gender-appropriate resources. They will participate in accountability activities, skill-building groups (with family members where appropriate), and community restoration. Third, for youth committed to the state, coordination between juvenile probation and Oregon Youth Authority will be enhanced to ensure that aftercare is strength-based and families are involved. Finally, Judge Welch will lead the effort to eradicate disproportionate minority representation among youth sent to diversion and to the state, so that all youth can equally engage in culturally appropriate treatment instead of penetrating the justice system.

*Juvenile, family and community outcomes as well as why those outcomes have been chosen.*

Multnomah County develops and evaluates services based on a set of statewide and local benchmarks. *Embrace* outcomes address these and the initiative's vision and goals.

**Juvenile Outcomes.** Reduce recidivism (defined by the state of Oregon as no new law violations within one year); and the number of juveniles committed to the state for lack of appropriate local treatment resources. Increase the

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percentage of youth referred to treatment from juvenile justice; and who engage in or complete treatment.

**Family Outcomes.** Increase percentage of families participating in probation case planning; and those who report satisfaction with probation supervision on annual survey.

**Community Outcomes.** Increase community understanding of delinquency, substance abuse, and juvenile justice system; increase capacity to engage youth in pro-social activities in Cully neighborhood, based on SUN Schools Community Capacity Survey; and its capacity in downtown site (survey instrument to be developed).

*Briefly describe your juvenile justice system and how treatment is delivered to youth there.*

**Police Contact/Detention.** Youth are cited and released or taken to detention. Officers divert youth unlikely to meet criteria for detention. Intake workers administer a risk instrument to those who are brought to detention, to ensure it's appropriate. Youth receive preliminary hearings within 24 hours or the next business day.

**Diversion.** Youth not detained are summoned to preliminary hearings. Low-risk youth diverted from adjudication receive an administrative hearing and are sent to Family Service Centers, where they're screened and receive substance abuse treatment as needed.

**Adjudication.** Adjudicated youth are screened and linked to on-site evaluators as needed. Families are involved in preparing a plan for the court; graduated sanctions and appropriate services are key. The court reviews the plan and orders

a disposition. Most youth are sentenced to probation.

**Probation.** Probation counselors assess youth and develop a case plan to insure that youth abide by the terms of their probation and are linked to services, including alcohol and drug evaluations and treatment. They provide low, medium, or high levels of supervision, and monitor youth treatment progress. Youth who violate conditions of probation and are recommended for commitment to the state are screened by a multi-disciplinary committee. Commitment is not considered until all other options are exhausted.

**Parole.** Oregon Youth Authority supervises youth returning to the community, who are linked as needed to evaluations and treatment.

*Briefly describe how funding is appropriated for treatment in your community specifically for youth services and your community's continuum of care.*

The majority of funding for alcohol and other drug treatment in Multnomah County is provided by the State Office of Alcohol and Drug Abuse Programs from federal and state funding sources. The money is allocated to counties; Multnomah County matches out of County General Fund and uses subcontractors to provide most alcohol and drug treatment services. Additional funds are obtained from other resources to fill service gaps and pursue strategic priorities.

*Describe how family-provider collaboration will be assured and how community involvement will be achieved.*

Thirty-nine community partners shaped the vision of *Embrace*, including: five providers of substance abuse treatment for adolescents (including NARA, the Native American Rehabilitation Association); large community partners such as Boys and Girls' Aid Society, Catholic Charities, Lutheran Family Services, and Volunteers of America; grassroots providers for cultural and ethnic minorities,

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such as the Asian Family Center, APANO (for Asian and Pacific Islanders), IRCO (for international refugees), the Northeast Coalition of Neighborhoods, Oregon Council for Hispanic Advancement (OCHA), Out Front House (for African American teen males) and Self Enhancement, Inc. (for African American families). All partners will assist in project planning and building service links.

Family collaboration in treatment is a priority at the state level, County level, and for treatment providers. The latter offer family nights, family treatment planning, Functional Family Therapy, and family groups. Also, family members of youth in the justice system will be involved in overseeing *Embrace*, participating in multi-disciplinary case planning, and in transition planning with Oregon Youth Authority – in each case, alongside treatment providers. To help them advocate effectively, we will provide them with training.

*How will youth and families access services through your project?*

*Embrace* will be transparent to its users. All youth and families will benefit from system-wide efforts to support strength-based services, cultural/linguistic competence, and individualized aftercare. Consistent screening and strength-based assessment for youth entering diversion or probation will ensure that youth and families will be identified at every point in the system for appropriate services.

Juveniles in the justice system referral process: discuss how juveniles will be informed of and selected for your project and their point of entry into the proposed services.

To youth in the system, *Multnomah Embrace* will be transparent.

<b><i>Multnomah EMBRACE</i></b>	<b>Diversion</b>	<b>Adjudication (intake)</b>	<b>Probation</b>	<b>Commitment to Youth Authority</b>	<b>Parole</b>
Integrated Case Management	Improved networking between juvenile justice and Family Service Centers to ensure treatment referrals and engagement.	All youth receive statewide risk screen for substance use, peer violence, family functioning, mental health, and school success (also available in Spanish). Substance use evaluations on-site as needed.	Multi-disciplinary case planning for youth evaluated as needing intensive outpatient or residential substance abuse treatment and whose risk to recidivate is medium or high.*		African American and Latino youth get advocacy, connection to culturally appropriate programs, and personalized case management from OYA minority overrepresentation transition project.
Individualized Treatment & Aftercare		N/A	New resources and better links to cultural/gender-appropriate treatment.	OYA and probation officer plan aftercare.	See above. Juvenile probation takes part in aftercare planning.
Strength-based Practice	All youth receive strength-based assessment and case plan.	Family, youth involved in plan presented to court.	All youth receive strength-based assessment and case plan.	Youth and family involved; resources identified by youth and family.	
BARJ	All youth receive strength-based assessment.	Harm restoration considered, victim contacted where possible.	Youth participate in accountability activities, skills groups, and community restoration.	N/A	Accountability and links to skill-building emphasized.

\*Team members may include the probation officer, a family member, and representatives from mental health, the defense bar, the District Attorney, the schools, the community, Oregon Youth Authority, Services to Children and Families, and/or Adult & Family Services. Cully (and possibly Downtown) will have an assigned probation officer who will serve all youth referred from that site.

*Collaboration: Specifically discuss the disciplines to be involved in all aspects of the project, including treatment providers, volunteers, coordinators, juveniles in the justice system, specialists, and their level of commitment.*

<b>Key</b> L = Leader P = Partner A = Advocate	State Court	Juvenile Probation	AOD Treatment Providers	County - Addiction Svs. & Mental Health	Defense Bar	District Attorney	County Health	Family/Family advocate	Schools	Law enforcement	Youth	State Office of Alcohol & Drug Abuse Programs	Addiction Technology Center	Oregon Youth Authority	County staff*	Network Manager	Public Affairs Coordinator
<b>Guide System Change</b>																	
- Oversight, System Analysis	L	L	L	L	P,A	P	A	A	P	P	A	L	L	L	P	L	L
- Interdisciplinary training	P	L	L	L	P	P	A	A	P	L	A	P	L	P	L	L	
<b>Improve Operations</b>																	
<b>BEST PRACTICES</b>																	
- Integrated Case Management	A	L	L	L	A	A	A	A	P	P	A	A	A	P	P	L	
- Individualized Treatment	A	P	L	L	A	A	A	A	P		A	A	A	P	P	L	
- Strength-Based Services	A	L	L	L	A	P	A	A	P		A	A	A	P	P	L	
- Balanced and Restorative Justice	L	L			L	L	A	A	P	P	A			P	P	L	
DISPROPORTIONATE MINORITY REPRESENTATION FUNDING	L	L			A	L				P				L	P	L	
<b>Change the Culture</b>																	
- Organizations	A	L	L	L	P	P	A	A	P	P	A		L	P	L	L	P
- Family, Youth, & Community	A	L	L	L			A	A	P	P	A	A	L	P	P	L	P
- Community Change	P	P	P	P	P	P	A	A	P	P	A	A	L	P	A	L	L
<b>Site Specific</b>																	
- Cully	L	L	L	P	P	P	P	P	P	P	P	A		P	L	L	P
- Downtown	L	L	L	P	P	P	P	P	P	P	P	A		P	L	L	P

Chart refers to planning as well as implementation.

\*\*"County staff" refers to Department of Community Justice staff in charge of the Community Justice Crime Prevention Initiative, training, evaluation, information services, and administration. Homeless Youth Providers would also be leaders in planning and

implementation for Downtown site.

<b>WORK PLAN</b>	<b><u>Completed</u></b>
<p><b>1. Guide System Change</b></p> <ul style="list-style-type: none"> <li>◇ Assemble planning team; begin team-building &amp; cross-disciplinary training; set initial action plan in motion. Identify additional partners.</li> </ul>	<p>March, 2002</p>
<p><b>2. Improve Operations</b></p> <ul style="list-style-type: none"> <li>◇ Complete study of system gaps, strengths; profile youth, families; survey community; refine vision, encourage creativity.</li> <li>◇ Schedule cross-disciplinary training of staff of partner organizations.</li> </ul> <p><i>Best Practices</i></p> <p><u>Strength-Based Practice</u></p> <ul style="list-style-type: none"> <li>◇ Provide technical assistance on strength-based forms, protocols, and 10 months of coaching for clinicians and probation officers.</li> <li>◇ Deploy strength-based assessment for probation youth in <i>Embrace</i>. (For all probation youth by 2006.)</li> </ul> <p><u>Balanced and Restorative Justice (BARJ)</u></p> <ul style="list-style-type: none"> <li>◇ Discuss inclusion of juveniles in Community Court.</li> <li>◇ Develop plan to increase community and victim involvement with youth in restitution and community service programs; increase opportunities for youth to gain skills.</li> </ul> <p><u>Integrated Case Management</u></p> <ul style="list-style-type: none"> <li>◇ Identify/address confidentiality issues (federal, state, and organizational) that block information-sharing.</li> <li>◇ Create team-based, cross-agency management for youth on probation. Link youth to new range of services and supports.</li> <li>◇ Improve MIS system to accommodate information-sharing.</li> <li>◇ Develop new partnerships with community-based supports/services.</li> </ul> <p><u>Culture/Gender-Appropriate Treatment &amp; Aftercare</u></p> <ul style="list-style-type: none"> <li>◇ Survey current cultural, linguistic, and gender competence; finalize enhancement objectives, strategies, and provide technical assistance.</li> <li>◇ Map culture/gender-specific aftercare system; work with partners to fill gaps and build competencies; identify new partners.</li> </ul> <p><i>Disproportionate Minority Representation</i></p> <ul style="list-style-type: none"> <li>◇ Develop tools to eliminate biased decision-making for youth sent to diversion or OYA; develop evaluation plan.</li> </ul>	<p>August 2002</p> <p>July 2002</p> <p>January 2003</p> <p>Dec. 2002</p> <p>Nov. 2002</p> <p>October 2002</p> <p>August 2002</p> <p>Dec. 2002</p> <p>January 2003</p> <p>Sept. 2002</p> <p>Sept. 2002</p>
<p><b>3. Change the Culture</b></p> <p><i>Involve family, youth, and community</i></p> <ul style="list-style-type: none"> <li>◇ Recruit and train family members to be advocates in the</li> </ul>	<p>June 2002</p>

<p>justice and substance abuse treatment systems; develop support network.</p> <ul style="list-style-type: none"> <li>◇ Involve parents in team-based case planning for youth on probation.</li> </ul>	<p>Dec. 2002</p>
<p><b>Pilot Sites</b></p> <ul style="list-style-type: none"> <li>◇ Assign juvenile probation officer to Cully Area youth; investigate appropriateness of doing the same for downtown homeless youth.</li> </ul>	<p>Spring 2002</p>

#### **4. Training/Experience (1 page)**

*Discuss the adequacy of the training and/or experience of the project staff. If applicable, discuss additional training that is planned for the project staff, other providers, volunteers etc... with whom the staff will interrelate, and the community at large. Discuss examples of three most critical areas of training or technical assistance you would need to effectively launch your Reclaiming Futures Initiative.*

A Systems Change Manager and a Public Affairs Coordinator will staff the project. The Systems Change Manager will have experience with multi-disciplinary collaboration, strategic planning, and organizational change. This person will be a “boundary spanner.” The Public Affairs Coordinator will be experienced at developing media strategies, networking with print, radio, and television media, and marketing to internal and external audiences. Both may require additional training in such areas as best practices with adolescents and in treatment, systems change theory, and facilitation.

Planned training: cross-training and team-building for the committee coordinating *Embrace*; systems change theory for *Embrace* staff and partners; strength-based assessment and case planning for probation officers; coaching for clinicians in strength-based practice; technical assistance to develop forms and protocols that support strength-based practice.

Top three training priorities, as chosen by 39 project partners: **Strength-Based Approach.** Technical assistance for treatment providers on creating strength-based forms and protocols, performing strength-based assessments, and coaching/role-playing. **Collaboration.** How to create successful collaborations between agencies with different purposes, develop formal working agreements, share information, and power. **Pro-social Opportunities.** How to create pro-social communities.

## **5. Key Stakeholders (2.5 pages)**

*Please describe collaborative work or partnerships in which your organizations have been involved that would provide your project with the kinds of linkages that might be important to implementing Reclaiming Futures.*

The Department of Community Justice's (DCJ) strategic plan, created with over 225 partners, is emblematic of the County's commitment to collaboration.

Other examples:

**Juvenile Detention Reform.** In 1991, Multnomah County launched juvenile detention reform, with aid from the Annie E. Casey Foundation. The Portland Police, judiciary, City of Portland, prosecution, defense, Citizens' Crime Commission, Portland Public Schools, Oregon Youth Authority, DCJ, and the County Commissioners instigated a paradigm shift to keep youth out of lock-up and deeper entanglement in the system.

**School Attendance Initiative.** Provides outreach and case management services to truant students grades K-9 and their families, increasing high school completion. Partners include all seven County school districts, agencies representing youth of color, Family Service Centers, and DCJ. Last year, 5,000 youth were referred to the program.<sup>7</sup>

**Gang Prevention and the Community.** Under a program developed by the District Attorney, Portland Mayor's Office, Gresham Police, and United States Attorney's Office, DCJ works closely with churches and grassroots agencies that provide outreach to gang-affected kids, intervene in "hot spots," and prevent gang violence.

**Drug Courts & Family Involvement Team.** The County launched an adult drug court in 1990 and one for juveniles in 2001. The Family Involvement Team, which Judge Welch helped found, teams children's protective services with

welfare, county services, and seven treatment providers to serve addicted parents of abused/neglected children.

*What kind of experience does your organization have in building relationships with non-traditional partners such as the media, economic development initiatives, community development corporations, or grass-roots community building organizations?*

The Department of Community Justice (DCJ) partners with: Northeast Gang Outreach, a coalition featuring church-sponsored outreach to African-American, gang-involved youth; community development corporations to house offenders and their families; a grassroots coalition of concerned citizens and organizations in Northeast Portland formed to take their neighborhoods back from drugs and crime, called Hope and Hard Work; and Friends of Trees on tree-planting projects. DCJ is also involved in Take the Time, a local grassroots initiative involving thousands - young and old - that draws on the resiliency research done by the Search Institute to foster healthy youth development.

*Describe how the following disciplines plan to participate in your project ...*

**Prosecutors** will continue to work with justice-system partners on minority overrepresentation issues, explore alternatives to adjudication and community reparation, family involvement, and strength-based approaches. Likewise for **Defense Attorneys**, who will also participate in team-based case planning for youth on probation. **Probation** will participate in cross-training, integrate the strength-based Youth Competency Assessment into case planning, and implement team-based case planning for target youth. A probation officer will be assigned to the Cully pilot site (and downtown, if appropriate). **Parole** officers will build *Embrace* into transition planning for youth with substance abuse issues who are leaving state institutions. **Portland Police Bureau** will educate its officers about addiction,

the effectiveness of treatment, and local treatment resources. It will also work to build links for *Embrace* youth to police mentors or pro-social activities like the Police Activities League. **Communications/Media Experts** will develop marketing/advertising strategies in conjunction with *Embrace's* Public Affairs Coordinator and the County Public Affairs Office. **Substance Abuse Treatment Professionals** will be involved in analyzing system strengths/gaps, training on strength-based practice, team-based case-planning, improving cultural competence and diversifying the workforce, and collaborating with probation to mutually improve relationships. **Mental Health Professionals** will play a key role in interdisciplinary case planning and cross-training. Substance abuse treatment providers will provide co-occurring disorder treatment on site and by referral. The County is redesigning its mental health system. **Families and Family Advocacy Groups** will be involved in team-based case planning. Parents will be recruited and trained as advocates. **School representatives** will take part in team-based case planning, improvements in information-sharing, and keeping probation youth in school. **All disciplines** will participate in the planning, design, implementation, and evaluation of the initiative.

**6. Organizational Leadership and Commitment (1 page)**

*Describe the readiness of the lead organization to provide leadership to the project and to assume responsibility for ensuring the implementation of the project. Describe the leadership team and the lines of authority as they pertain to the proposed project. Discuss the institutional interfaces among organizations, if partners are involved in the project.*

Multnomah County Department of Juvenile Community Justice (DCJ) will lead *Embrace*. Staff will report to Joanne Fuller, Deputy Director of the DCJ; collaboration with the Department of Community and Family Services can be formalized in an interdepartmental agreement.

DCJ's work on detention reform demonstrates its ability to drive change. Many of the same individuals who led that reform will lead *Embrace*, including Judge Elizabeth Welch, Chief Family Court Judge, and Joanne Fuller, mentioned above. The County's standing Juvenile Justice Council, chaired by Judge Welch, will oversee *Embrace*. It provides coordinated, cross-system oversight for numerous issues, including detention reform, minority overrepresentation, and treatment initiatives involving the justice system. Representatives from numerous disciplines participate, including the County Commissioners, juvenile justice, public schools, child welfare, Oregon Youth Authority, prosecution, defense, Citizens' Crime Commission, evaluation, and law enforcement. Substance abuse treatment providers have also participated. The Council will be expanded to include all key *Embrace* partners; *ad hoc* subcommittees will do the work and report back to the larger Council. We have already involved approximately forty other partners -- each has a role in the initiative. Formal agreements will be developed as needed.

*In what areas could you be a leader in helping the other 9 sites and possible future sites to be successful?*

The County is a model site for detention reform; we've also had impressive success with minority overrepresentation, strategic planning, collaboration, implementing blueprint programs, and building community safety through community organizing.

**7. Judicial Statement (2-3 pp.) (to be completed by the participating judge)**

*Statement of Judicial Commitment of the Judges of the Family Court of Multnomah County Circuit Court, State of Oregon, prepared by the Honorable Elizabeth Welch, Chief Family Court Judge, State of Oregon, 18<sup>th</sup> Judicial District.*

Judge Welch chairs the multi-disciplinary Juvenile Justice Council, which can serve as the policy oversight body for *Multnomah Embrace*. She will

participate in the Judicial Fellowship program of Reclaiming Futures and may share leadership with another judge.

There are seven Circuit Court Judges and five Juvenile Court referees in the Family Court. They are responsible for a broad spectrum of family-related proceedings, including all juvenile court dependency, delinquency, domestic relations, adoptions, probate, guardianships, civil commitments and the administration of the Family Abuse Prevention Act as well as the administration of a diversion program for domestic abuse misdemeanors.

In the past several years this Court has initiated numerous programs and system changes. Some of those changes include:

**Swift Resolution.** An expeditious calendaring system allows the Juvenile Court to resolve delinquency cases in 30 days, on average.

**Consistency.** A system of one judge-one family in all Family Court matters.

**Integrated Case Management.** The Family Involvement Team provides, at the time of the first shelter hearing, comprehensive intervention and treatment placement for parents in juvenile dependency cases who suffer from drug and alcohol abuse.

**Strong Judicial Oversight.** A series of mandated hearings in juvenile dependency cases, featuring the most advanced thinking in the nation on how to process those cases – e.g., second shelter hearings, mandatory Judicial Settlement Conferences, and regular reviews. Highlights include a system of hearings in termination of parental rights cases, court-administered mediation in a hearing, and mandatory pre-trial conferences.

**Juvenile Treatment Court.** This court accepts youngsters without regard to the presenting offense; it uses standard drug court processes to monitor treatment compliance.

**Family Probation Project.** A judge is assigned all the new juvenile dependency cases in which one of the parents is on active probation, and becomes both the reviewing judge on the dependency case and the probation judge for the criminally-involved parent.

**Deferred Sentencing Program for Misdemeanor Domestic Violence Cases.** Through this well-established program, the Court has been able to coordinate various aspects of the handling of families caught up in the cycles of domestic violence.

**Participation in the Annie E. Casey Detention Reform Initiative.** The juvenile justice system has worked together over many years to establish a system of detention admission standards and detention alternatives that are a national model. They exemplify the virtues of collaborative planning and problem-solving, and the effectiveness of objective standards in measuring danger to the community and likelihood that youth will appear for hearing.

Our capacity to achieve significant systems change comes from the strong commitment of all members of the Court to improve family services, to protect the rights of individuals, to meet the needs of vulnerable and at-risk youth, and to learn from the experience of other Courts and communities regarding successful intervention strategies.

As important as the cohesiveness of the Court in seeking and implementing

improvements, the juvenile justice system of this community has a strong and well-established tradition of collaboration, mutual problem-solving and shared decision-making.

The Judges of this Court are committed to supporting treatment alternatives for youth and for drawing together the various youth oriented services in the community to deliver the best possible intervention for the youth and the youth's family. We believe that being Juvenile Court Judges is not limited to hearing and deciding cases but commits us to taking on a variety of challenges in our shared effort to reduce recidivism and develop healthy and successful young people.

**8. Communication of the Project (.5)**

*Discuss whom you view as your "audiences" and how the project and its results will be communicated to them. Discuss how the project will handle media relations and strategic communications planning and whether the project has a communications partner.*

A half-time Public Affairs Coordinator will work closely with the County's Public Affairs Office, and with community experts to craft media plans for internal and external audiences. (Erin Hubert, Senior Vice President for Sales & Services at the Portland Trailblazers, has agreed to work with *Embrace* to develop a media plan to counter negative images of youth as well as to link *Embrace* youth to the positive, pro-social programs already working with the Trailblazers.) Audiences for *Embrace* include staff of all our core partners as well as social service agencies, leaders of culturally and ethnically diverse communities, neighborhood organizations, city government, legislators, and the general public.

**9. Sustainability of the Project (.5)**

*Discuss prospects for the project's sustainability, assimilation within the system or community, or durable change after Foundation funding ends.*

We propose a system-wide shift in values and in practice – an amorphous but potentially profound goal. Foundation funding will provide impetus, but to continue beyond 2007 will take more than money – we must have success. As we begin to experience the culture shift we aim for, the momentum of the organizations, communities, and individuals involved will be sufficiently strong that sustainability won't be a question, but a given.

Multnomah County is nearly unique in implementing a similarly ambitious change project – detention reform. True, it required startup funding for many programs now funded by the County. To sustain change, however, took willingness system-wide to change policy, organizational structure, and train and re-train key staff. (The County still funds 1.5 FTEs devoted to carrying detention reform forward.) *Embrace* will require no less.

**10. Time Line (1 page)**

*Discuss the specific amount of time required to complete the project as a whole. Describe the major activities to occur within that time frame, listing due dates for those activities.*

<p><b>1. Guide System Change</b></p> <ul style="list-style-type: none"> <li>◇ Judge participates in Judicial Leadership experience.</li> <li>◇ Hire Systems Change Manager, Public Affairs Coordinator</li> <li>◇ Assemble planning team; begin team-building &amp; cross-disciplinary training; set initial action plan in motion. Identify additional partners.</li> <li>◇ Include families and community in planning, implementation, and evaluation.</li> <li>◇ Create network management structure, plans for governance, and establish partner accountability guidelines, complete 4-year plan.</li> <li>◇ Multnomah County evaluation team discusses objectives with</li> </ul>	<p><b><u>Completed</u></b></p> <p>ongoing</p> <p>February 2002</p> <p>March 2002</p> <p>ongoing</p> <p>Dec. 2002</p> <p>June 2002</p>
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Robert Wood Johnson representatives; adjusts <i>Embrace</i> plan accordingly	
<b>2. Improve Operations</b>	
◇ Profile/interview youth & families, hold focus groups, and survey community re: satisfaction with services and ideas for improvement; plan for their regular input. Refine vision; identify objectives.	August 2002
◇ Schedule cross-disciplinary training of staff of partner organizations.	July 2002
◇ Provide strength-based coaching for clinicians and partners.	January 2003
◇ Deploy strength-based assessment for probation youth in <i>Embrace</i> .	Dec. 2002
◇ Begin development of local training on strength-based practice.	Oct. 2002
◇ Explore increased community and victim involvement with youth in restitution and community service programs; build links to work skills; and family involvement in skill development groups	Nov. 2002
◇ Create team-based, cross-agency management for youth on probation, address confidentiality. Link youth to new services and supports.	Dec. 2002
◇ Improve MIS to accommodate information-sharing.	Dec. 2002
◇ Partner with area institutions of higher-ed re: curricula, programming and funding to build a diverse workforce in treatment.	Dec. 2002
◇ Map culture/gender-specific aftercare system; survey current cultural, linguistic, and gender competence; finalize enhancement objectives, strategies, and provide technical assistance; identify new partners.	January 2003
◇ Identify overrepresentation issues, develop tools to eliminate biased decision-making; develop evaluation plan.	Sept. 2002
◇ Organize forums to increase community ownership and financing of youth success after exit from treatment and justice systems.	Dec. 2002
◇ Meet with state and County partners to increase and streamline funds; prepare legislative strategy, explore private endowment.	Dec. 2002
<b>3. Change the Culture</b>	
◇ Develop plan for managing change within key organizations. Identify their readiness for change; recruit opinion leaders.	April 2002
◇ Provide interdisciplinary training to support collaboration.	Spring 2002
◇ Recruit and train family members to be advocates.	June 2002
◇ Develop support network of and for family members.	Sept. 2002
◇ Involve parents in team-based case planning for youth on probation.	Dec. 2002
◇ Work with local publications and Reclaiming Futures staff to communicate key ideas to target audiences.	Ongoing

**11. Impact of the Project (1 page)**

*In summary, describe the potential impact /importance of the proposed project and how the approach is innovative. Describe the extent to which the proposed project will leverage broader change in the delivery of substance abuse treatment and other services for juveniles in the justice system involved in the juvenile justice system.*

At a minimum, *Embrace* will provide individualized, holistic care over four years for nearly 1,000 youth in Multnomah County – and reclaim youth who could otherwise be lost to lives of drugs and crime. If we can institute a strength-based culture, then we can increase the number of youth engaging in treatment and reduce the number recidivating; if we can reduce disproportionate minority overrepresentation, we can redress a long-standing, fundamental injustice; if we can allow families to partner with us in their struggle to keep their children from lawlessness, we'll gain a powerful ally; and if we can convince members of the general public that they can and do have a role to play in reclaiming youthful offenders, then we'll have created hope where there was only despair.

Many of the elements of *Embrace* are familiar to Multnomah County. What's new is the opportunity to apply them in a coordinated way, and to attempt a shift in the surrounding culture. None of what we propose is possible without disparate parties agreeing to rethink basic assumptions and to share information and power for a common goal. The impact of that agreement is difficult to describe, though no less real: individuals see opportunity where once they saw obstacles. Timely information from more partners means better decisions and better outcomes.

**12. Proposed Systems Change (2 pages)**

*Please describe the plan for integrating youth back into the community from a variety of levels of juvenile justice systems involvement to include (but not be limited to) residential placements, short-term detention facilities, and long-term confinement with services. The systems change should not merely improve services for non-institutionalized youth in the juvenile justice system, but all youth along the continuum from least- to most-restrictive environments who*

*have a substance abuse problem and have come from, reside in or will be returning to your community.*

**Detention.** Youth held in local detention will receive alcohol and drug screening, case planning, and referral to treatment upon return to the community.

**Probation.** Youth entering treatment will work with their family and multi-disciplinary case-planning team to develop an aftercare plan. The team will make efforts to find caring, responsible adults who can act as mentors, link youth with opportunities to explore their interests and develop pro-social competencies.

**Parole – Post institutionalization.** Oregon Youth Authority already has a minority overrepresentation transition team that plans for aftercare and reintegration for institutionalized youth. Transition teams call together a multi-disciplinary team including juvenile probation and foster parents. Housing, employment, and culturally-appropriate connections are emphasized.

*Please tell us about any funding that is currently earmarked for substance abuse treatment for juvenile offenders in your community and how it is currently being used.*

In addition to County funding aimed at all youth, the Department of Community Justice has committed funds to its Juvenile Treatment Court, which serves approximately 40 youth a year, and to the Residential Alcohol and Drug (RAD) unit, a 15-bed, secure treatment alcohol and drug abuse treatment program.

*Describe any pending or existing policies, regulations, or appropriations that will ensure that your proposed project will succeed.*

Two crucial service systems are reorganizing. First, Oregon’s Department of Human Services is combining adult welfare, child welfare, and treatment services so that clients with multiple needs don’t have to “shop” for services. The new system will feature comprehensive client assessment and a single,

comprehensive plan for each client across disciplines. Also, it will merge the state mental health agency with the alcohol and drug program office to improve service coordination. Second, the County is reorganizing its mental health system; it's committed to system-of-care principles for children's mental health and to age- and culturally competent services for all.<sup>8</sup> Both reorganizations could result in benefits for *Embrace* and the youth it will serve.

*Describe how funding is appropriated for treatment in your state and/or local community.*

See pp. 8-9.

*How do you plan to engage elected officials into your project?*

The Chief Family Court Judge and the District Attorney will be intimately involved in planning *Embrace*. The County Board of Commissioners supports our application and we will update the Chair's Office as the project progresses. We will brief the Portland Mayor's Office and the City Council, which oversees the Office of Neighborhood Involvement, a key partner in our planning. Finally, *Embrace* will form a core element of the legislative agenda we prepare for the 2003 session of our biennial Legislature.

*How do you plan to blend funding to assure a broad complement of services to the target population that you will be serving?*

The Children's Mental Health Partnership, (formed over ten years ago with a grant from the Robert Wood Johnson Foundation for the "Partners" project), pools money from the schools, the County, and service providers to fund mental health services. *Embrace* would develop a similar shared pool of "flex funds" for youth receiving integrated case management services. Meanwhile, as the state Department of Human Services reorganizes, mental health services and alcohol

and other drugs monies will be blended.

**13. Creative first person/family/community impact statement (1 page)**

*Utilizing a creative first person format, describe in three brief statements how the experience of encountering and experiencing your juvenile justice and alcohol and drug treatment network will be different five years from now than it is before you began your initiative. This requires an ability to project your project vision five years in the future and imagine how others will directly benefit from the changes you propose. Three distinct perspectives should be included: a youth in the juvenile justice system; a family member of such a youth; and a community member or victim of crime*

**Youth.** I didn't think I had a drug problem. But my probation officer got me and my family to see this evaluator, and he got me thinking. Now I have a team of people who care about me and who hook me up with things to do in my neighborhood, like construction, art, sports, Parks & Recreation activities, job stuff, and even tutoring. My family helped me too. My probation officer and treatment counselor didn't let me get away with anything but I know they care, too. The best part? These people see me as someone with potential. **Family member.** I have someone I can call any time to get services for my family. There's a group of experts who help plan things for my kids so they're held accountable. But my kids are also learning skills they can use, and they get to be with other people who show them how to live right. I got a lot of help from other parents when I started. They knew the system, and spoke up for me when I couldn't. Now I do that for other families. **Community member.** I used to think the only thing we could do with these kids was to lock them up. Treatment? A waste of time. Now I know that treatment works, and I've learned that I can help – in fact, that I *have* to, that the system can't take care of these kids the way the community can. I've signed up to be a mentor. **Victim.** I felt powerless until I met the girl who did it and saw she was scared to death. I'd thought she had no remorse, but she did – she was still just a kid. I got to help craft a sanction that fit the crime. It

restored my faith in the community. I wanted things to be different for her, and I got more involved with kids in my community to keep them from ending up like her.

#### **14. What would you like us to know about you? (1 page)**

The biggest barrier *Embrace* faces may be the fact that service systems are organized for their employees' convenience, not their users'. *Embrace* will train and problem-solve with core partners so that parents can participate in case planning meetings at times convenient to the families, in a culturally and linguistically appropriate fashion – in short, so that parents can be comfortable working with a committee of strangers to save their children from lives of drugs and crime. Tough? Yes – but worth trying.

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<sup>1</sup> Regional Drug Initiative, *Drug Impact Index*, 12<sup>th</sup> edition, Portland, Oregon, July 2001.

<sup>2</sup> Keir, Scott, PhD, Thach Nguyen, *Alcohol & Drug use by Juveniles on Probation at DCJ*, Multnomah County Department of Community Justice (DCJ), January 1999.

<sup>3</sup> Keir, Scott, PhD, Michelle Allen, *Study of Dept. of Community Justice Youth Committed to the OYA Correctional Facility*, Multnomah County Department of Community Justice, October, 2000.

<sup>4</sup> See *Breaking the Juvenile Drug-Crime Cycle: a Guide for Practitioners and Policymakers*, U.S. Department of Justice, May 2001, NCJ 186156 and *Strategies for Integrating Substance Abuse Treatment and the Juvenile Justice System: a Practice Guide*, U.S. Department of Health and Human Services, June 1999, NCADI Pub. No. BKD349.

<sup>5</sup> Schools Uniting Neighborhoods (SUN) is a joint project of the City of Portland, the County, Portland Public Schools, and neighborhoods. School buildings are opened to meet community needs every day (over weekends and summer, too). Education is integrated with social services, recreation and community involvement.

<sup>6</sup> Whitaker was closed in August because of toxic mold in its air system. Sixth-graders will be dispersed to other middle schools, but the seventh- and eighth-graders -- the majority of the youth from served in juvenile justice -- will move to a vacant school nearby, also housing the health clinic and SUN School.

<sup>7</sup> DCJ has an excellent relationship with area schools and has sited probation officers in several schools.

<sup>8</sup> Resolution 01-109, "Providing Policy Direction for the Acute Care Crisis Action Plan," August 9, 2001.