

# 1993-94 The DJR Overview

# **Report from the Division of Juvenile Rehabilitation**

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Washington State Department of Social and Health Services

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Printed by the staff and students at Green Hill School.



# **DJR** Mission

The mission of the Division of Juvenile Rehabilitation (DJR) is to provide a continuum of preventative, rehabilitation, residential, and supervisory programs for juvenile offenders that hold offenders accountable for their behavior, protect the public, and eliminate repetitive criminal behavior.

#### Division goals are to:

- maintain institutions, community placements, and community supervision services which provide levels of security commensurate with an offender's risk to public safety;
- provide specific treatment interventions designed to reduce illegal behavior;
- provide academic, social, and health services for offenders to enhance development; and
- promote community alternatives which preclude institutional confinement of less serious offenders.

## **Director's Statement**

Heightened public concern over levels of youth violence has placed an increased demand on the division and its partners in local communities. At such a time it is important we work with these partners to reinforce our commitment of developing programs that are family-focused and build on the strengths of our families and communities. By using the Family Policy principles adopted by the Legislature as our foundation, we have committed to a continuum of services that value diversity, recognize community differences, and meet sound management principles. Our responsibility to protect communities from offenses by youths is tempered by the recognition these youths will eventually return to their communities. For this reason, we promote the development of effective treatment programs and education, in a variety of custodial settings, that will meet the special needs of offenders and lead to effective protection of communities.

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Gerard Sidorowicz, Acting Director Division of Juvenile Rehabilitation

## **Functional Organization Chart**







# **DJR Staffing**



**DJR Expenditures and Staffing** 

# **Population Growth - Projected Needs**

After a decrease in the late 1980's, the average DJR population increased to over 1000 during fiscal year 1993. The Office of Financial Management (OFM) has forecasted continuing increases in population past the year 2000. This trend coincides with OFM's forecast of an increase in the number of youth, ages 10-17, in the general population.



## **Distribution of DJR Beds**

The distribution of DJR beds has changed in the last three years and is projected to continue changing in the future. In 1989, 26 percent of DJR's beds were in the community. In 1995, 41 percent will be in the community.



# **Changes in Population Served**

The county juvenile courts commit the most serious offenders in Washington to DJR. With rare exception, DJR clients have either been adjudicated for at least one violent offense, or a large number of various offenses. In the last several years, the profile of youths sent to DJR has seen several changes. Major population trends include:



# **Youth Corrections Client Flow Chart**

Youths who are arrested and charged with an offense are referred to the juvenile court. Depending on the seriousness of the offense, the age of the offender, and other factors such as the likelihood that the youth will pose a danger to himself or the community, the youth may be held in detention or released to his home. The county prosecutor determines whether the evidence is sufficient to bring the case to trial. If the youth is a minor or first offender, the case may be diverted to a community diversion program and handled informally. If the offense is serious and the youth is older, the court may decline jurisdiction and remand the youth to adult court for trial. Otherwise, the case will be heard in juvenile court.

The juvenile court has a range of dispositional alternatives for youths it finds delinquent. These include (a) ordering the youth to undergo counseling or participate in substance abuse education, (b) levying fines, (c) ordering



Remand to Adult Court

Probation

**Community Sanction** 

Community Service

• Supervision up to 12

months

• Fine

Restitution

payment of restitution to victims, (d) placing the offender on probation under the continuing supervision of the juvenile court, (e) ordering confinement in detention for up to 30 days, or (f) committing the youth to a range of confinement under the supervision of the Division of Juvenile Rehabilitation (DJR). Commitment is generally reserved for the most serious or chronic offenders.

Offenders committed to the division first undergo a diagnostic assessment. As part of this process, a risk assessment is completed to determine the level of security required. Educational, social, and criminal history information is compiled and initial treatment goals developed. This information and the risk assessment are then used to assign the offender to an initial residential placement. The tables below describe several of the treatment options provided by DJR. Once in DJR custody, the security needs of the offender are periodically reassessed and offenders may be moved to less secure settings as treatment progresses. At the conclusion of the term of confinement, offenders are placed on parole supervision. The degree of supervision and term of parole are determined by the length of sentence and committing offense. At the completion of parole, offenders are released from DJR custody and supervision.



#### **Institution Programs**

Five state operated institutions provide maximum, medium, and minimum security programs. These facilities provide complete medical, dental, educational, and treatment programs. The risk level and security needs of youths in institutions are periodically reassessed. Youths assessed as minimum risks to reoffend can be transferred to community programs.

Number of facilities	5
Number of beds	692
Cost per day	\$14.3.50

#### Specialized Treatment Programs

The division offers a variety of specialized treatment programs to youths in its custody. They include:

Sex Offenders — five residential treatment programs plus ongoing sex offender treatment groups coordinated by specialists in both institution and community programs.

Substance Abuse — three inpatient programs, two residential day treatment programs, one aftercare group home, and institutional and regional coordinators.

Mental Health — two 16-bed residential units.

Employment — Jcb Corps, Department of Natural Resources, and pre-vocational programs.

#### Parole

Most offenders committed to the division are released to parole supervision at the completion of their sentence. The length of parole is determined by the length of sentence; the longer the sentence, the longer the term of parole. The maximum term of parole is 24 weeks for non-sex offenders and 24 months for certain sex offenders. Offenders on parole may be required to attend school or seek employment, remain within specified geographical limits, and participate in treatment programs. Violation of the conditions of parole can result in parole revocation and confinement for up to 30 days.

Number of youths on parole 587

Average length of stay 157 days

# **Alternatives to Commitment**

### **Consolidated Juvenile Services (CJS)**

Consolidated Juvenile Services (CJS) is a partnership between the state, county juvenile courts, and the private sector, in which each shares in the cost of providing local comprehensive services to youthful offenders. These pre-commitment services include: diversion, probation supervision, individual and family counseling, drug/alcohol assessment and treatment, alternative education, vocational training, and psychiatric and psychological services. There are CJS programs for at-risk youths in all of the 33 juvenile court jurisdictions representing the 39 counties.

### Special Sex Offender Disposition Alternative (SSODA)

In addition to such early intervention and prevention services, the state also funds two alternatives to standard commitment: the Special Sex Offender Disposition Alternative (SSODA) and Option B. SSODA, for certain first-time juvenile sex offenders, allows the court to suspend the disposition of an adjudicated offender and instead, requires the youth to receive treatment in the community from a certified sex offender treatment provider. Detention time may also be ordered. Should an offender fail to meet the treatment, supervision, and monitoring terms of the SSODA agreement, the court may revoke the suspended disposition and commit the youth to the Division of Juvenile Rehabilitation to serve the standard range of confinement.

### **Option B**

Under the current state of Washington Juvenile Disposition Sentencing Standards, the court may, in lieu of commitment, impose a disposition of community supervision, community service, a fine and/or up to 30 days confinement. This alternative, known as Option B, allows the court to maintain committable youths in their home communities under intensive probation supervision. The components of Option B include assessment, monitoring, accountability, and treatment. Youths may receive services of a tracker, electronic monitoring, and curfew regulations as well as traditional supervision by a probation counselor.

### **Consolidated Contract**

In January 1994, the funds for CJS, SSODA, and Option B will be combined into a single consolidated contract with counties. As such, the funds are tied to a county's use of residential beds, known as a target. If counties exceed their bed targets, fiscal sanctions are imposed.

Also new in the 1993-95 biennium is the requirement that race and poverty level be factored into the formula for distributing funds. In conjunction with the Washington Association of Juvenile Court Administrators, DJR implemented this new formula within the consolidated contract.

# **Community-based Diagnostic Programs**

Diagnostic services are provided in five state-staffed and nine community-based centers contracted with the juvenile courts. The purpose of a diagnostic report is to evaluate the background and behavior of juveniles and determine initial security classification. In addition, diagnostic program staff provide information to juvenile courts for disposition decision-making and assist residential staff in identifying each youth's individual treatment needs.

**Right:** *Diagnostic Coordinator Renee Fenton prepares a newly-committed youth for institutional placement.* 



#### **Risk Assessment**

Youths committed to the division are assessed through the use of a standardized risk assessment instrument prior to being assigned to an initial security level and residential program. The risk assessment instrument assigns youths to one of three levels based on a combination of offense impact and predictors of recidivism. Youths who are more likely to reoffend are placed at high security levels as are youths committing violent offenses.



# **Community Programs**

The Division of Juvenile Rehabilitation utilizes state-operated group homes, contracted private group homes, and county-operated detention beds for many of its residents. Youths can be directly committed to these facilities or can be transferred after a stay in an institution. Transfer to these facilities is frequently used in DJR to facilitate the youth's successful transition back to the community.

There are seven state group homes providing  $\pm 10$  minimum security beds across the state of Washington. There are currently contracts with 18 private group homes for 178 beds. Nine county detention facilities operate Community Commitment Programs (CCP's) with 67 beds.

The division also plans to begin contracting with licensed child placing agencies for proctor homes. These small (1-2 youths) family-based homes provide a final step in the continuum of care as youths transition back into the community. DJR is currently in the process of developing contracts for proctor home beds.

The number of community beds, especially in contracted facilities, has increased considerably over the last biennium. DJR is committed to further expansion of these beds.



Above: Parke Creek Group Home is located in the Kittitas Valley in Eastern Washington. Right: Parke Creek counselor Jodie McCallum helps with a treatment assignment.



# Institutions

The Division of Juvenile Rehabilitation operates five secure residential facilities: three institutions and two forestry camps. These facilities provide secure custody and treatment for juvenile offenders. Green Hill School, Maple Lane School, and Echo Glen Children's Center each maintain maximum and medium security units and provide offenders an academically oriented program. The two camps, Naselle and Mission Creek, provide medium security confinement and offer a work-oriented experience for offenders through the Department of Natural Resources (DNR).

In addition to basic education, vocational, health, offer:se-specific treatment, and recreational programs, the institutions and camps provide offenders with a variety of unique treatment/program alternatives including:

**Green Hill School** - in Chehalis, has a current temporary capacity of 144 youths. It offers older, more serious and sophisticated male offenders basic educational and pre-vocational training.

Maple Lane School - in Centralia, has a current temporary capacity of 160 youths. Maple Lane has traditionally provided an academically oriented program for older serious and middle c...enders. One of the DJR Mental Health Units, and the Omni drug/ alcohol treatment center are located on the grounds.

Echo Glen Children's

**Center** - in Snoqualmie, has a current temporary capacity of 208 youths, including younger males and all committed females. Echo Glen provides an academically oriented



The new Rainier Cottage is located at Maple Lane School.

program with emphasis on special need populations such as female offenders and sex offenders. The second Mental Health Unit, the Exodus drug/alcohol treatment center, and the division's unit for chronic child molesters are located on the grounds.

**Naselle Youth Camp** - in Naselle, has a capacity of 100 youths who are generally younger middle offenders with shorter sentences. Naselle is a medium security facility offering forestry work experience in conjunction with the Department of Natural Resources. Naselle provides both a work and an academic program.

**Mission Creek Youth Camp** - in Belfair, has a capacity of 60 youths and is designed for older middle offenders for whom traditional school programs are not suitable. Forestry work experience is offered in conjunction with the Department of Natural Resources. A remedial school program is also available.

# Special Programs

### Sex Offender

The Division of Juvenile Rehabilitation offers assessment, treatment, and transitional services to all juvenile sex offenders placed under its jurisdiction. In order to meet the varied treatment needs of youthful sex offenders, a continuum of treatment and services is offered which begins at the point of adjudication and follows the youth through discharge from parole. Both individual and group counseling are available. Sex offenders are offered a core treatment curriculum which addresses: Defining and Taking Responsibility, Victim Empathy, Family Support and Education, Social Skills Training, Sex Education, Anger and Aggression Management, and Relapse Prevention.

In addition, treatment is available on an "as needed" basis to address the youth's own, past sexual abuse. Arousal reconditioning is also offered to those youths who require behavioral intervention to reduce deviant sexual arousal.

During residential placement, sex offenders can be placed in one of five specialized sex offender cottages at the institutions or mainstreamed into the general population at an institution or group home where treatment is provided through individual counseling and ongoing sex offender treatment groups. Treatment continues while sex offenders are on parole. Monitoring and supervision of parolees can be enhanced by the use of electronic monitoring and/or staff who have been hired to track the offender's activity.



How do juvenile sex offenders compare to other offenders committed to DJR?

### Drug/Alcohol

Drug/alcohol abuse is a significant problem among youths committed to DJR. The majority of DJR clients are chronic substance abusers.

The DJR substance abuse services have greatly expanded since the first treatment program, Exodus, opened at Echo Glen in 1985. The philosophy behind drug/alcohol treatment is twofold: substance abuse is a significant factor in criminal behavior and chemical dependency is a primary problem, not just a symptom. All youths are screened upon admission for substance abuse. DJR policy requires that those with chemical abuse problems receive appropriate treatment. The continuum of services includes diagnosis, education, pre-treatment, outpatient treatment, inpatient treatment, and continuing care. A Chemical Dependency Coordinator in each institution monitors the services that a youth receives. A division-wide oversight committee coordinates services and makes policy recommendations to the Director.

Seventeen county detention facilities provide structured residential treatment programs for substance abusing youths. There are three, 16-bed, inpatient



treatment programs in DJR: Exodus at Echo Glen, Omni at Maple Lane, and Parke Creek Group Home in Ellensburg. Exodus and Omni are 60-day programs; Parke Creek is a 30-day program. There are two, intensive, outpatient, day treatment programs. Sage at Green Hill School and The Bridge at Naselle are each 60-day programs. All of these programs are state certified drug/alcohol programs.

Drug/alcohol aftercare is provided to youths who have completed treatment. Canyon View Group Home accepts youths who need a recovery house program. State group homes and community residential programs provide or contract for continuing care services. The regional offices have Chemical Dependency Coordinators who oversee continuing care services for parolees.

### Mental Health

Mental health problems are a significant issue among the DJR clientele. A 1990 DJR client profile indicated 28 percent of DJR's population demonstrated mental dysfunction of some type, with mental health treatment recommended for 32 percent of DJR's clientele.

Within the Division of Juvenile Rehabilitation there are two mental health units: The Cypress Program at Maple Lane School, which opened in 1978, houses up to 16 male youths. The program's clients are typically youths who have been adjudicated for a sex offense and have displayed some type of mental dysfunction. The Copalis Program at Echo Glen Children's Center opened in 1986. The program houses up to 16 male and female youths and generally enrolls younger clients with more pronounced psychiatric disorders.

The DJR has experienced increased difficulty in the transition of youths requiring community mental health services. This is largely due to: 1) the aggressive and assaultive behaviors of this clientele, 2) the serious sexual offenders among this population, and 3) the lack of community programs to address such behaviors.

#### **Cultural Diversity**

In response to a comprehensive study co-sponsored with the Commission on African American Affairs and the Governor's Juvenile Justice Advisory Committee, and completed by the University of Washington in December of 1992, DJR is committed to addressing racial disproportionality in the juvenile justice system. In addition, the Department of Social and Health Services has developed a Diversity Initiative designed to address minority, disability, gender, and gay/lesbian issues as well as the tribal state accord. The goals of the initiatives are to improve responsiveness to the specific communities, to strengthen relationships with each community, and to improve our ability to assess and plan for the needs of each community.

DJR has responded to the racial disproportionality study and the minority and disability initiatives by developing a division work plan and local work plans within each region and institution. Aspects of the work plan include addressing translation and interpretation needs of limited-English proficient youths, examining programs for cultural responsiveness, developing programs to meet the facility diversity needs, recruitment and retention of staff who have knowledge and skills in working with youths of color, and walk-throughs of all DJR facilities to assess their level of physical and program accessibility.



### **Employment and Occupational Services**

Many of the juveniles in the DJR system have long histories of failure in school. As part of the treatment and rehabilitation process, youths are enrolled in an educational program operated by local education districts at DJR facilities. Youths entering the system are placed in remedial, high school completion or GED classes.

DJR has placed additional emphasis on preparing youths for employment. DJR and Employment Security Corrections Clearinghouse have developed a program to provide pre-employment and work maturity skills to offenders. The program has increased job opportunities and access to Job Corps programs.



**Above:** A resident participates in Naselle's recycling program. **Below:** In the Naselle commissary, duties include stacking and taking inventory.

DJR and the educational programs at each of the facilities are integrating employability skills into the basic curriculum. This new curriculum will be more appropriate to DJR youths, address specific learning styles, and reinforce the employment, education, and life skills necessary for selfsufficiency.

Future efforts will continue to emphasize basic work place and pre-vocational skills, and increase job placements for youths returning to their home community. Staff will utilize contacts with community-based organizations, statewide job referral listings, and the state job service center network.

### **Department of Natural Resources**



The Division of Juvenile Rehabilitation in conjunction with the Department of Natural Resources (DNR) operates forestry work programs at Mission Creek Youth Camp and Naselle Youth Camp. Offenders are hired and paid by the Department of Natural Resources to thin trees, plant new trees, maintain watershed areas, and clear brush. Additionally, offenders are provided training in fire suppression and are often called to help fight forest fires in the state. Offenders working on DNR crews are afforded the opportunity to earn money, learn valuable work skills, and learn to work as a team member. Money earned often helps reduce their restitution payments.

### **Family Intervention**

The Division of Juvenile Rehabilitation recognizes the involvement of the family as a fundamental resource to DJR clients. Although the division attempts to involve the youth's family in their treatment as early as possible and throughout the continuum of care, additional steps are also taken to address barriers



to family involvement. These would include the geographical location of the DJR facilities, communication with the family about the overall juvenile justice system, and responding to the diverse needs of youths and their families.

In addition, the division is working towards creating outreach opportunities to increase family involvement. Current examples of these efforts are Maple Lane School's Family Visiting Center, Green Hill School's transportation program, and parenting classes at Echo Glen Children's Center and in various communities throughout the state. Additional efforts such as staff training programs, parent skills programs, and other culturally-responsive strategies are being developed to bridge the gaps between DJR staff, facility locations, and families. These types of approaches will enhance and empower the youth's family to identify problems and actively participate in their resolution.



The Division of Juvenile Rehabilitation utilizes both state and contracted county staff to provide supervision of juvenile offenders released from residential programs onto parole. These parole counselors provide structure, monitoring, and support for the youth and his/her family. They also facilitate access to local resources needed to reintegrate the youth successfully back into the community. The length of an offender's term of parole is based on the length of his commitment sentence. With the exception of a mandatory two-year supervision period for certain sex offenders, the length of the parole is limited to 24 weeks.

#### **Goals of Parole:**

- 1. To provide supervision commensurate with the offender's prior criminal history, age, and committing offense;
- 2. To develop and implement offense specific interventions designed to reduce the offender's risk to public safety; and
- 3. To promote participation in community services to enhance the offender's social, academic, vocational, and health development.

# **Critical Issues**

### **Capital Budget**

The Green Hill School and Eagle Lodge at Naselle Youth Camp were major issues facing the Legislature during the 1993 session. They appropriated funds to replace Eagle Lodge at its present location. However, prior to making a commitment on Green Hill School, the Legislature asked the division, in conjunction with the Department of General Administration and other pertinent state agencies, to study possible future uses of the facility or property. The division submitted the report on December 1, 1993.

The options regarding the future of Green Hill School continue to be reviewed. Using funds appropriated by the Legislature, fire safety improvements are being initiated to improve exiting of the residential buildings. Until different direction is provided, Green Hill will continue to operate at the 144-bed level.

In response to current overcrowding and future need for secure space, the division will request additional capital funds to add fire safety improvements in all existing living units at Maple Lane School.

#### Siting of Community Residential Placements (Group Home Beds)

Community Residential Placements are an important and growing part of the DJR residential continuum. In the 1991-93 biennium, DJR nearly doubled its private group home beds, increasing its capacity to a total of 178 beds. During the same period, DJR's overall population increased by 183 offenders. The average daily population is projected to grow at an increasing rate in the next biennium, and DJR will have to continue to expand its community programs to "keep up" with growth in the state's adolescent population. Siting new community beds is an increasing challenge as communities and neighborhoods deal with the increasing concern about public safety.

### **Racial Disproportionality**

While youths of color account for approximately 15 percent of the state adolescent population, they account for 42.7 percent of DJR's population. While the decision to commit offenders rests with the juvenile court, the disproportionate minority representation among DJR's population presents unique issues for DJR. The division has responded by increasing the number of staff of color, training all staff in cultural awareness, and developing interventions tailored to the cultural needs of DJR youth. In addition, the division's Consolidated Juvenile Services distribution formula has been modified to reflect the youth of color population and rate of poverty for each county.

### Alternatives to Incarceration

DJR is committed to assisting local communities to expand the use of alternatives to incarceration through financial support and technical assistance. In this respect, DJR and the Washington Association of Juvenile Court Administrators have jointly developed a new methodology and philosophy for contracting for local services. Within a single contract, each county wil receive funds to provide local programs for juvenile offenders in CJS, SSODA, and Option B. In addition, each county will also receive a proportionate share of the DJR residential bed pool to serve non-serious offenders. DJR will retain sufficient beds to serve serious and restricted offenders. The total bed numbers are based on the projections of residential population developed annually by the Office of Financial Management.

### Overcrowding

Average daily population in DJR institution programs continues to increase, and a revised population forecast suggests steady growth through this decade. Average institution overcrowding exceeded 120 percent in the first eight months of calendar year 1993. In response, the division has opened all remaining living units at Echo Glen Children's Center, requested spending authority to maintain Green Hill School at 144 beds, and is continuing to operate three living units at Maple Lane School which were to be closed after the newly contructed medium security units were opened. In addition, the division will increase siting of community group care facilities throughout the 1993-95 biennium.

### **Federal Funds**

Actions are underway to increase non-state supporting revenue through Title XIX, Title IV-E, and Supplemental Security Income (SSI) sources. This is a new initiative for DJR and is primarily focused on federal matching funds for community programs.



### **Division of Juvenile Rehabilitation Facilities**



## **Resource Directory**

#### HEADQUARTERS

Washington Department of Social and Health Services Division of Juvenile Rehabilitation 14th & Jefferson Street P.O. Box 45720 Olympia, WA 98504

Institutions

Administrative Services

**Community Services** 

Cultural Diversity Program

#### **INSTITUTIONS**

Echo Glen Children's Center 33010 S.E. 99th Street Snoqualmie, WA 98065

Green Hill School 375 S.W. 11th Street Chehalis, WA 98532

Maple Lane School 20311 Old Highway 9 S.W. Centralia, WA 98531-9699

Mission Creek Youth Camp P.O. Box 100 Belfair, WA 98528

Naselle Youth Camp HCR 78, Box 200 Naselle, WA 98638

#### **REGIONAL OFFICES**

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Region 4 500 Fairview Avenue N. Seattle, WA 98109-5506

Region 5 1949 S. State Street Tacoma, WA 98405-2850

Region 6 Capital 5000 Building Olympia, WA 98504

#### STATE GROUP HOMES

Canyon View Group Home 260 N. Georgia Avenue East Wenatchee, WA 98802

Oakridge Group Home 8701 Steilacoom Boulevard Tacoma, WA 98498

Parke Creek Group Home Route 3, Box 1120 Ellensburg, WA 98926

Ridgeview Group Home 1726 Jerome Avenue Yakima, WA 98902

Sunrise Group Home P.O. Box 1093 1421 E. Division Ephrata, WA 98823

Twin Rivers Group Home 605 McMurray Richland, WA 99352

Woodinville Group Home 14521 - 124th N.E. Woodinville, WA 98072

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