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**1994-95**

# **The JRA Overview**

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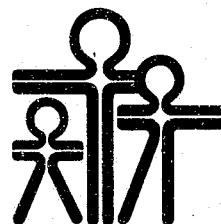
# **The JRA Overview**

## **Report from the Juvenile Rehabilitation Administration**

NCJRS

SEP 22 1995

ACQUISITIONS



Washington State  
Department of Social  
and Health Services

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## **JRA Mission**

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

### **The Administration's goals are to:**

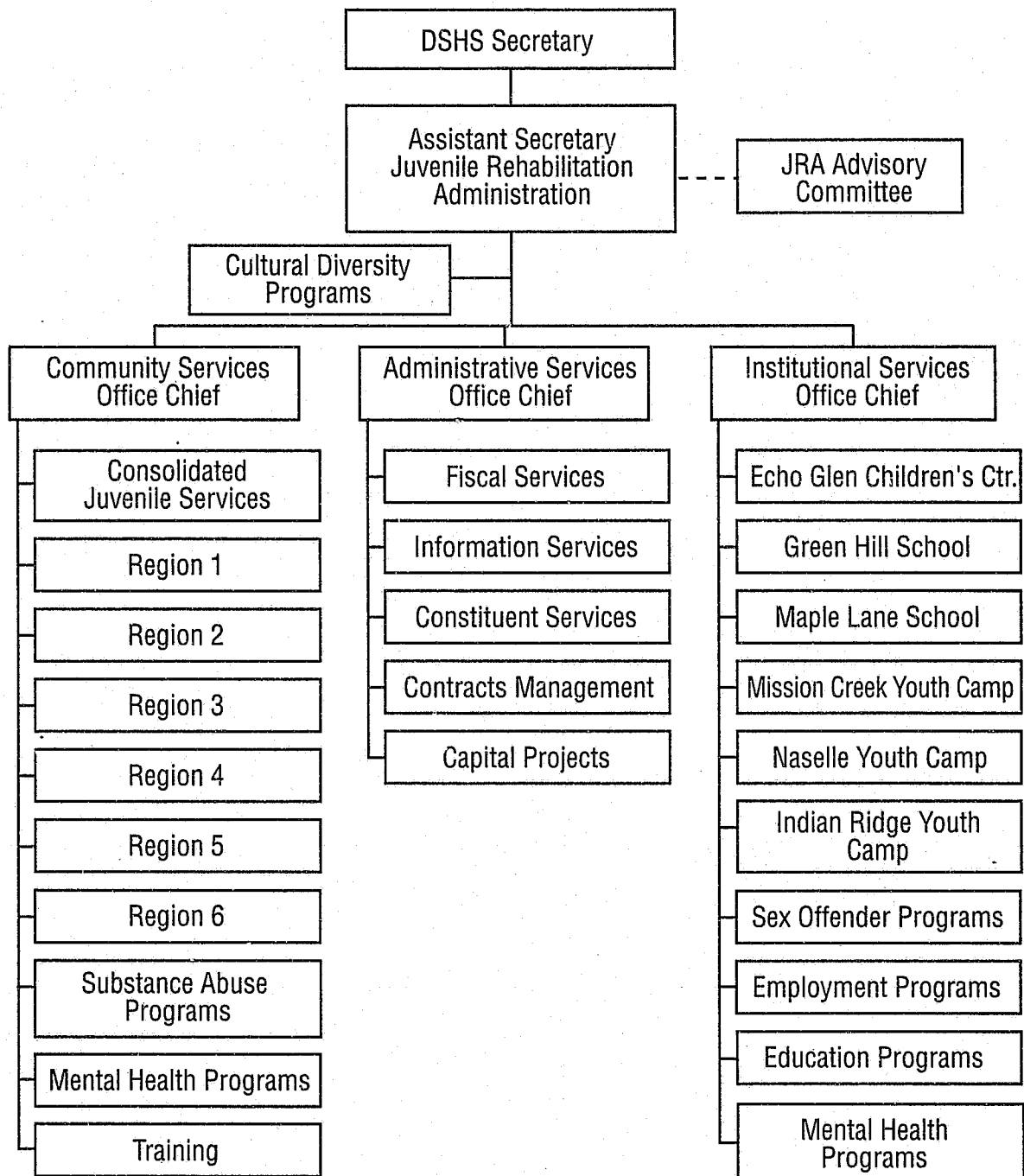
- maintain institutions, community placements, and community supervision services that provide levels of security commensurate with an offender's risk to public safety;
- provide specific treatment interventions designed to reduce illegal behavior;
- provide academic, social, and health services for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

## **Assistant Secretary's Statement**

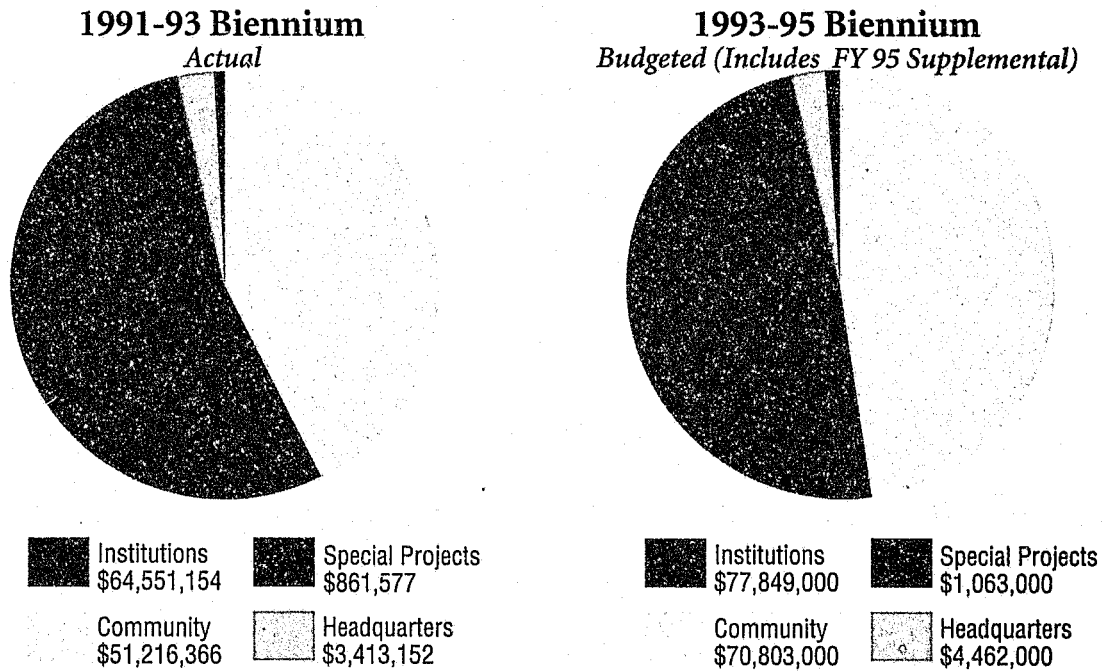
Violence committed against and by youth continues to be a leading topic in public debate. Frustration over repetitive criminal behavior has citizens questioning the effectiveness of strategies used to respond to offenders. This debate demands that JRA and its community partners challenge ourselves to ensure that public safety concerns are addressed while effective treatment and rehabilitative programs are provided to youth. We remain committed to providing those resources in a context that recognizes the strengths of families and communities, that values diversity, and meets sound management principles. We recognize that the best public safety measures prevent crime from happening in the first place, and that well developed rehabilitation and transition programs can divert youth from continuing criminal activity. We believe that the development of Community Public Health and Safety Networks will enable the JRA and its partners to intervene earlier with youth and their families, and to be more creative in helping offenders transition back to their communities.

Gerard Sidorowicz, Assistant Secretary  
Juvenile Rehabilitation Administration

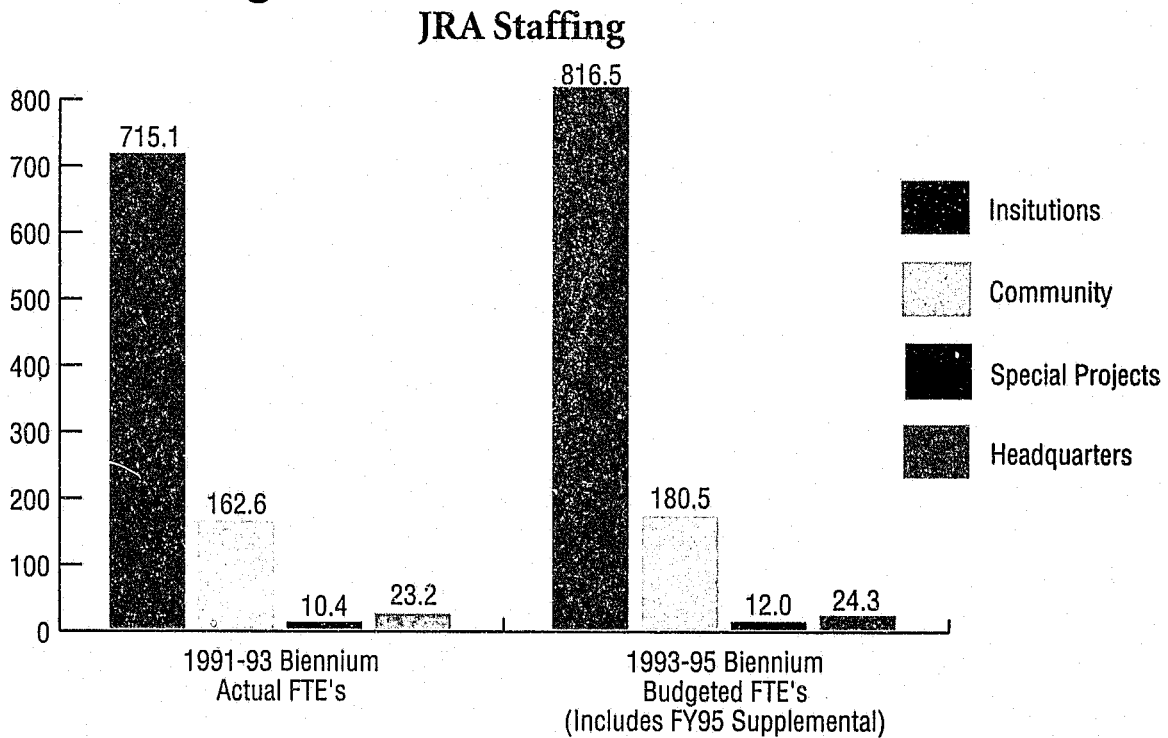
# Functional Organization Chart



# JRA Expenditures and Staffing

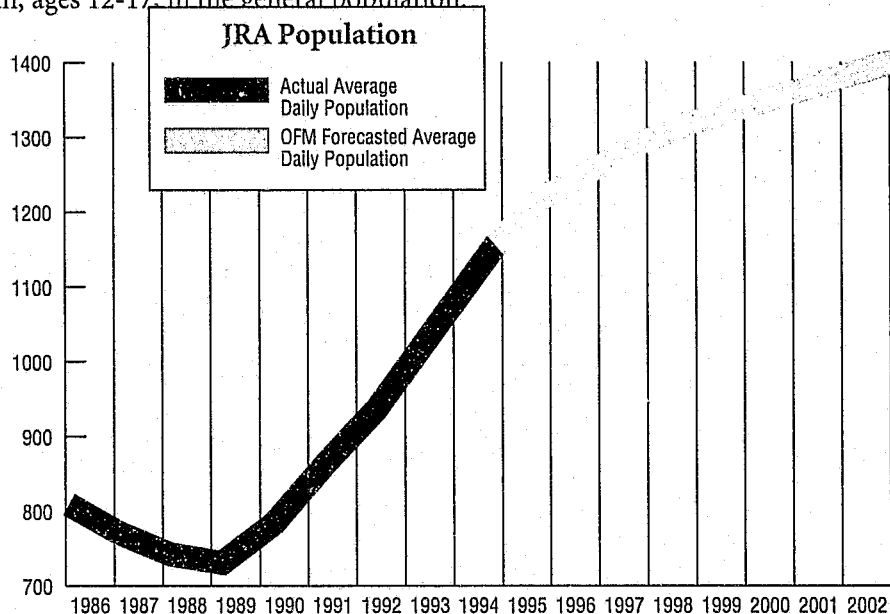


## JRA Staffing



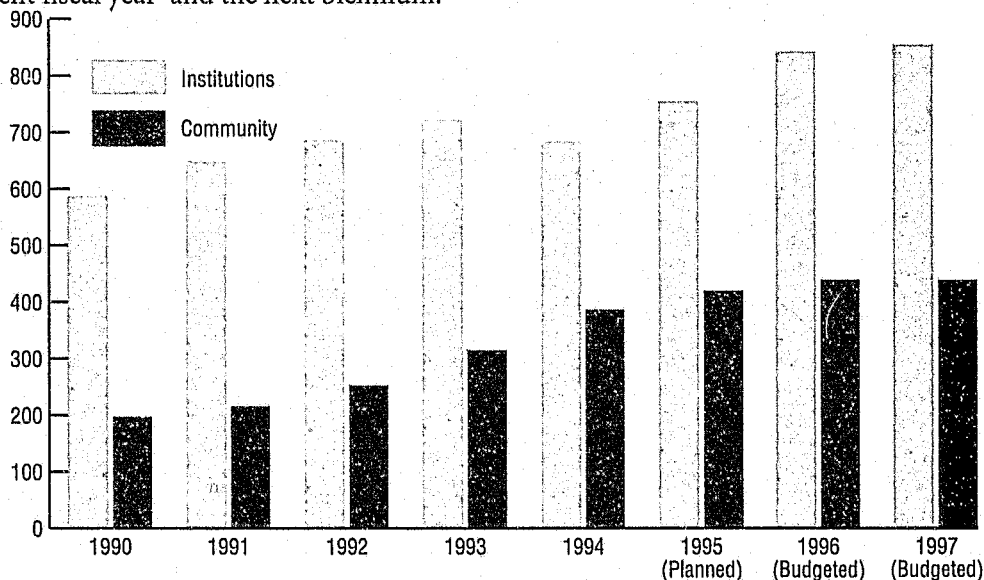
# Population Growth - Projected Needs

After a decrease in the late 1980's, the average JRA population increased to over 1000 during fiscal year 1993 and surpassed 1200 in 1994. 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 12-17, in the general population.



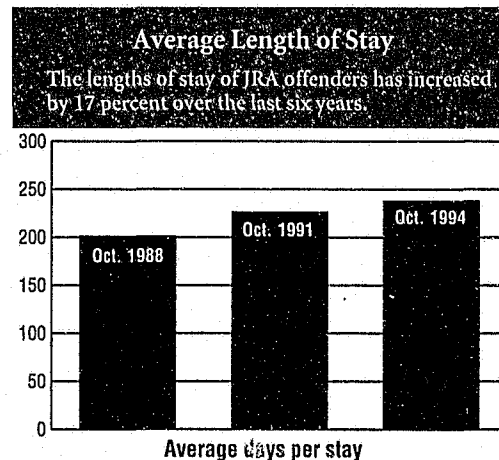
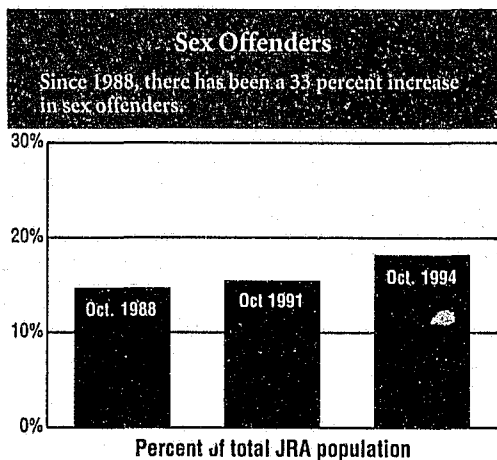
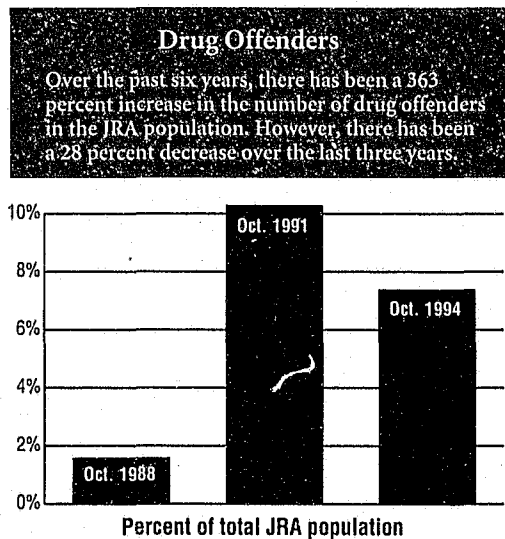
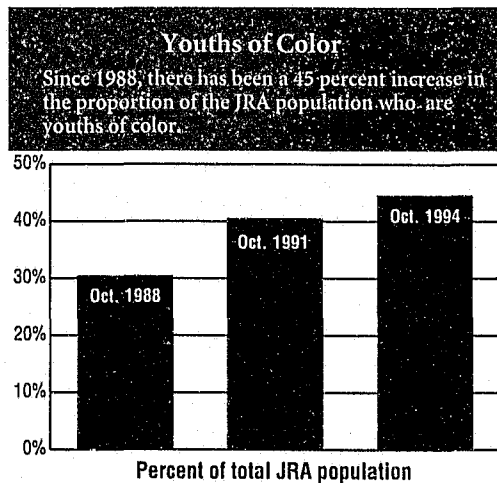
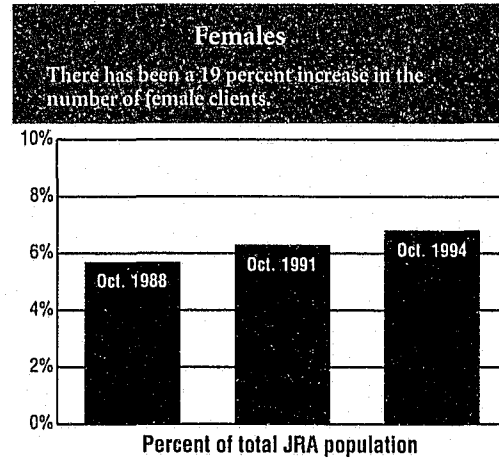
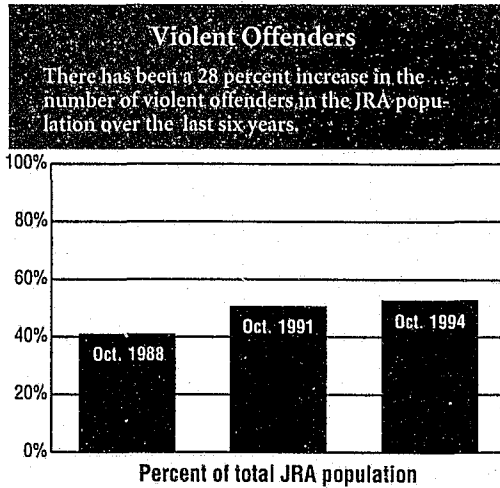
## Distribution of JRA Beds

Over the last several years, there has been a rapid increase in the number of community beds in JRA. However, with the addition of Indian Ridge Youth Camp, a steady increase in institutional beds will occur in the current fiscal year and the next biennium.



# Changes in Population Served

The county juvenile courts commit the most serious offenders in Washington to JRA. With rare exception, JRA 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 JRA has seen several changes. Major population trends include:

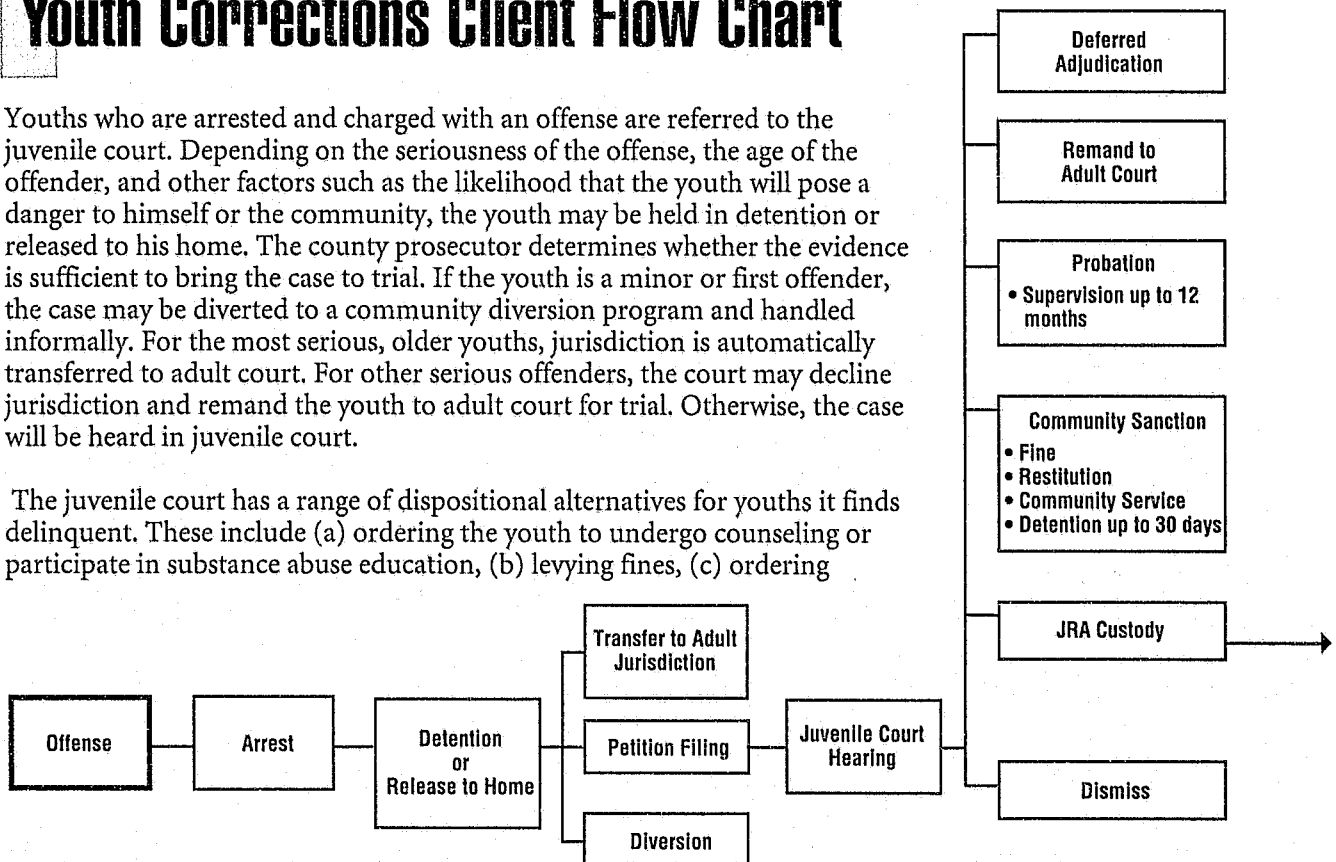




# Youth Corrections Client Flow Chart

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. For the most serious, older youths, jurisdiction is automatically transferred to adult court. For other serious offenders, 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



## Alternatives to Commitment

JRA funds several programs which provide enhanced community treatment while reducing the need for more expensive state residential programs.

**Consolidated Juvenile Services (CJS)** — CJS funds a variety of programs for non-committable youth including diversion, substance abuse treatment, intensive probation, family, and individual counseling.

**Special Sex Offender Sentencing Alternative (SSODA)** — SSODA allows courts to suspend the commitment of certain first-time juvenile sex offenders and provides funds for supervision and treatment in the community.

**Option B** — The juvenile court has an alternative sentencing option to assign community supervision (Option B) to certain offenders who would otherwise be committed to JRA. The Option B program provides funding to counties who utilize this option.

## Community-based Diagnostic Programs

Community-based diagnostic programs provide assessments of youths who have been committed to JRA or who are at high risk of commitment. Some programs provide assessments prior to disposition, others following disposition. Assessments include social history, offense summary, criminal history, initial risk assessment, school records, and psychological assessments. Diagnostic units determine initial placements of youths committed to JRA.

Number of Programs	16
Number of Assessments	1,900

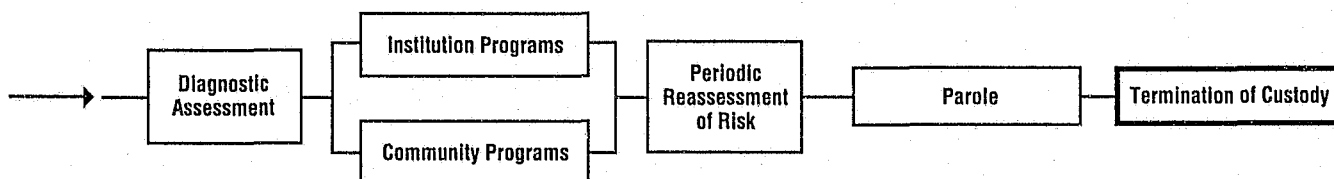
## Community Programs

The JRA operates or contracts for a variety of minimum and medium security residential programs in the community. These programs include state and privately operated group homes and community commitment programs based in county detention facilities. Youths in community facilities typically are able to take advantage of community-based programs including local schools, pre-vocational and vocational opportunities, community colleges, substance abuse treatment, and counseling.

Number of sites	36
Number of beds	372
Cost per day (FY94)	\$102.50

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 Juvenile Rehabilitation Administration. Commitment is generally reserved for the most serious or chronic offenders.

Offenders committed to JRA 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 JRA. Once in JRA 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 JRA custody and supervision.



### Institution Programs

Six 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	6
Number of beds	768
Cost per day (FY94)	\$125.69

### Specialized Treatment Programs

JRA 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 recovery group home, and institutional and regional coordinators.

**Mental Health** — two 16-bed residential units.

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

### Parole

Most offenders committed to JRA 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	731
Average length of stay	147 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 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 sentence of an adjudicated offender and instead order up to 24 months of community supervision and require 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 Juvenile Rehabilitation Administration 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 order to provide greater flexibility to counties, the funds for CJS, SSODA, and Option B were combined into a single consolidated contract starting January 1994. The funds are tied to a county's use of residential beds, known as a target. If counties exceed their bed targets, fiscal sanctions can be imposed. It should be noted that targets are given to the counties for middle offenders only. Serious restricted offenders are considered a state responsibility.

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, JRA implemented a new formula within the consolidated contract.

# Community-Based Diagnostic Programs

Diagnostic services are provided in four state-staffed and twelve 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.

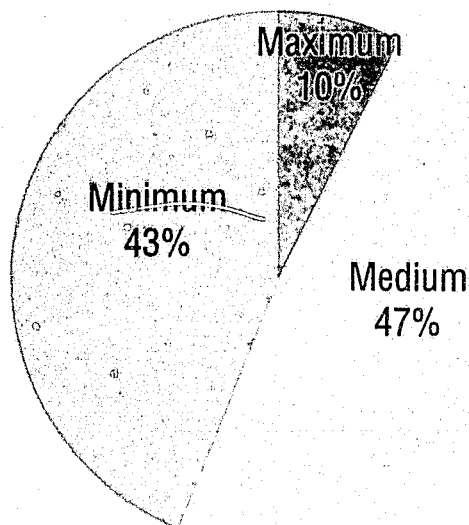
Right: *Diagnostic Coordinator Renee Fenton prepares a newly-committed youth for institutional placement.*



## Risk Assessment

Youths committed to JRA 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 and youths committing violent offenses are placed at high security levels.

**Security Level**  
Percent of JRA Clients in  
Residence on October 1, 1994



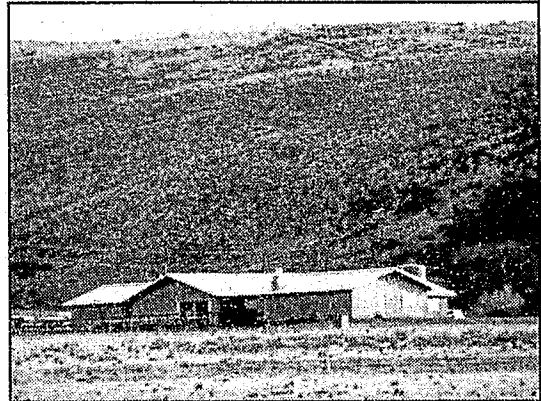
# Community Programs

The Juvenile Rehabilitation Administration 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 JRA to facilitate the youth's successful transition back to the community.

There are seven state group homes providing 110 minimum security beds across the state of Washington. There are currently contracts with 20 private group homes for 200 beds. Nine county detention facilities operate Community Commitment Programs (CCP's) with 62 beds.

JRA 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.

The number of community beds, especially in contracted facilities, has increased over the last biennium and is expected to reach 252 beds by the end of the 1993-95 biennium.



*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 Juvenile Rehabilitation Administration operates six secure residential facilities: three institutions and three 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 three camps, Naselle, Mission Creek, and Indian Ridge, 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, offense-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. The SAGE outpatient substance abuse treatment program is located at Green Hill.

**Maple Lane School** - in Centralia, has a current temporary capacity of 196 youths. Maple Lane has traditionally provided an academically oriented program for older serious and middle offenders. One of the JRA Mental Health Units, and the Omni chemical dependency treatment center, are located on the grounds.



*Rainier Cottage is located at Maple Lane School.*

**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 program with emphasis on special need populations such as sex offenders. A mental health unit, the Exodus chemical dependency treatment center, and a 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. The BRIDGE outpatient substance abuse treatment program is located at Naselle.

**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 as well as a specialist in the area of substance abuse.

**Indian Ridge Youth Camp** - in Arlington, has a capacity of 76 youths. Originally built as a youth camp, this facility was operated as an adult correctional center for the past 20 years. It now houses older juvenile offenders and emphasizes forestry work, prevocational training, and academic school as well as a substance abuse specialist.

# Special Programs

## Sex Offender

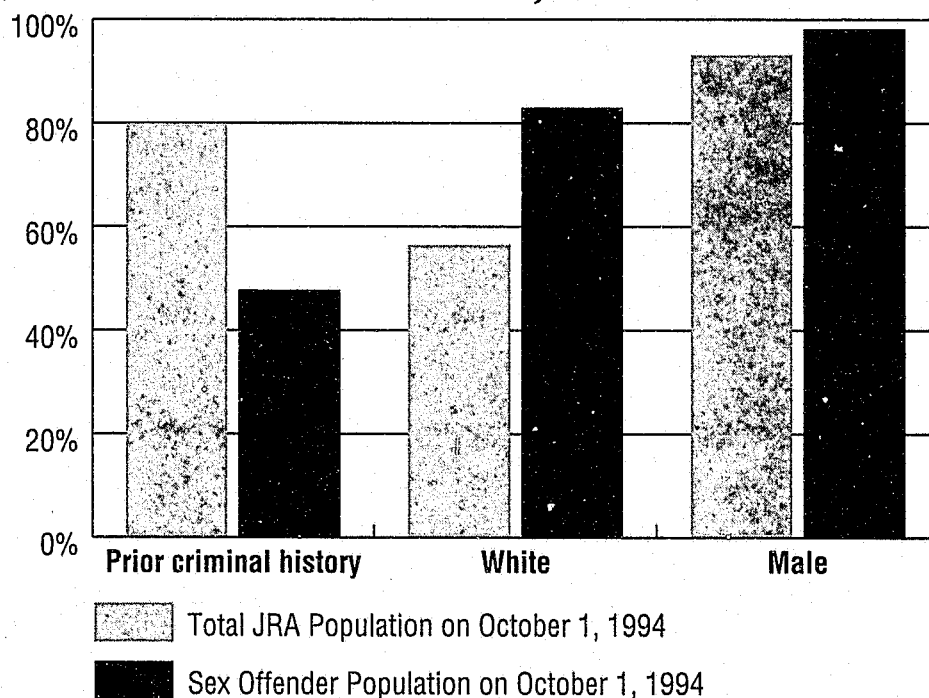
The Juvenile Rehabilitation Administration offers assessment, treatment, and transitional services to all juvenile sex offenders placed under its jurisdiction. In order to meet the varied treatment needs of youthful sex offenders, a continuum of treatment and services is offered which begins at the point 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 six 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 behavior.

On October 1, 1994, 213 sex offenders, ages 11 to 20, were in residential placement serving an average length of commitment of 73 weeks. An additional 300 sex offenders were on parole. Most sex offenders are placed on parole for 24 months.

**How do juvenile sex offenders compare to other offenders committed to JRA?**



## Substance Abuse

Substance abuse is a significant problem among youths committed to JRA. The majority of JRA clients are chronic substance abusers.

The JRA substance abuse services have greatly expanded since the first treatment program, Exodus, opened at Echo Glen in 1985. The philosophy behind substance abuse 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. JRA policy requires that those with chemical dependency problems receive appropriate treatment. The continuum of services includes assessments, education, pre-treatment, outpatient treatment, inpatient treatment, and continuing care. A Chemical Dependency Coordinator in each institution monitors the services that a youth receives. An oversight committee coordinates services and makes policy recommendations to the Assistant Secretary.

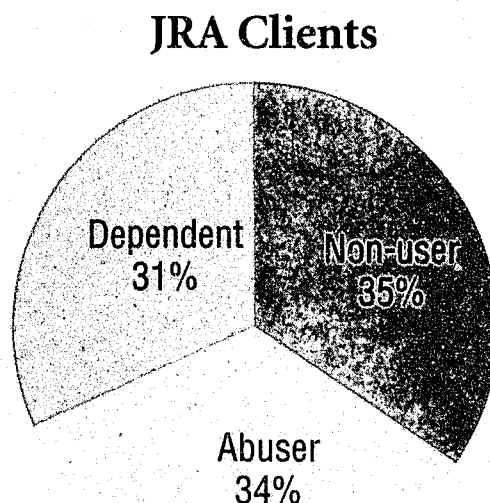
Seventeen county detention facilities provide structured residential treatment programs for substance abusing youths. There are three, 16-bed, inpatient treatment programs in JRA: Exodus at Echo Glen, Omni at Maple Lane, and Parke Creek Group Home in Ellensburg. Exodus and Omni are 60-day programs; Parke 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.

Relapse prevention is provided in continuing care programs to JRA clients. 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 affect many of JRA's clientele. A 1994 study of JRA clients by the consulting firm NBBJ indicated 46 percent of JRA's population had an "essential" need for mental health treatment.

Within the Juvenile Rehabilitation Administration, 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.



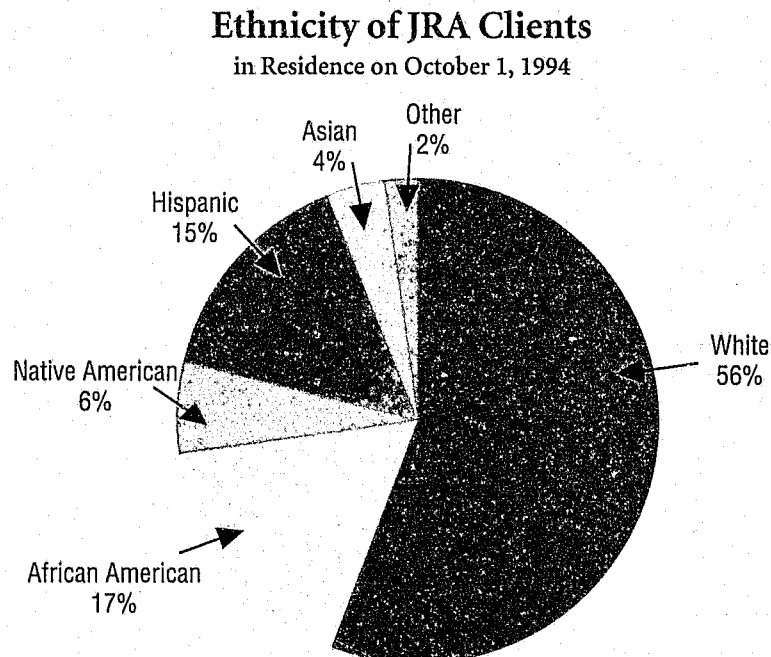


The JRA has experienced increased difficulty in the transition of youths requiring community mental health services. This is largely due to: 1) the aggressive and assaultive behaviors of this clientele, 2) the serious sexual offenders among this population, and 3) the lack of community programs to address 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 1992, JRA is committed to addressing racial disproportionality in the juvenile justice system. In addition, the Department of Social and Health Services has developed Diversity Initiatives designed to address minority, disability, gender, and gay/lesbian issues as well as implementation of the tribal state accord. The goals of the initiatives are to improve the ability of JRA to successfully employ and maintain culturally diverse representation with all programs and levels of service delivery, improve JRA responsiveness to specific communities, strengthen relationships with each community, improve our ability to assess and plan for the needs of each community, and strengthen the affirmative action and equal opportunity monitoring, investigations, and technical assistance capabilities of JRA.

JRA has responded to the racial disproportionality study and the minority and disability initiatives by developing a statewide 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, bilingual certification of staff, examining programs for cultural responsiveness, cultural awareness training and resource development programs to meet diversity needs, recruitment and retention of staff who have knowledge and skills in working with youths of color, and walk-throughs of all JRA facilities to assess their level of physical and program accessibility.



## Employment and Occupational Services

Many of the juveniles in the JRA 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 JRA facilities. Youths entering the system are placed in remedial, high school completion or GED classes.

JRA has placed additional emphasis on preparing youths for employment. JRA 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.

JRA 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 JRA youths, address specific learning styles, and reinforce the employment, education, and life skills necessary for self-sufficiency.

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 Juvenile Rehabilitation Administration, in conjunction with the Department of Natural Resources (DNR), operates forestry work programs at Mission Creek Youth Camp, Naselle Youth Camp and Indian Ridge 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. In the summer of 1994, JRA youth contributed approximately 20,000 hours to fighting fires. 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.



*Above: A resident participates in Naselle's recycling program.*

*Below: In the Naselle commissary, duties include stacking and taking inventory.*



## **Family Intervention**

The Juvenile Rehabilitation Administration recognizes the involvement of the family as a fundamental resource to JRA clients. Although the JRA 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 include the geographical location of the JRA facilities, communication with the family about the overall juvenile justice system, and responding to the diverse needs of youths and their families.

In addition, JRA 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 JRA 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.

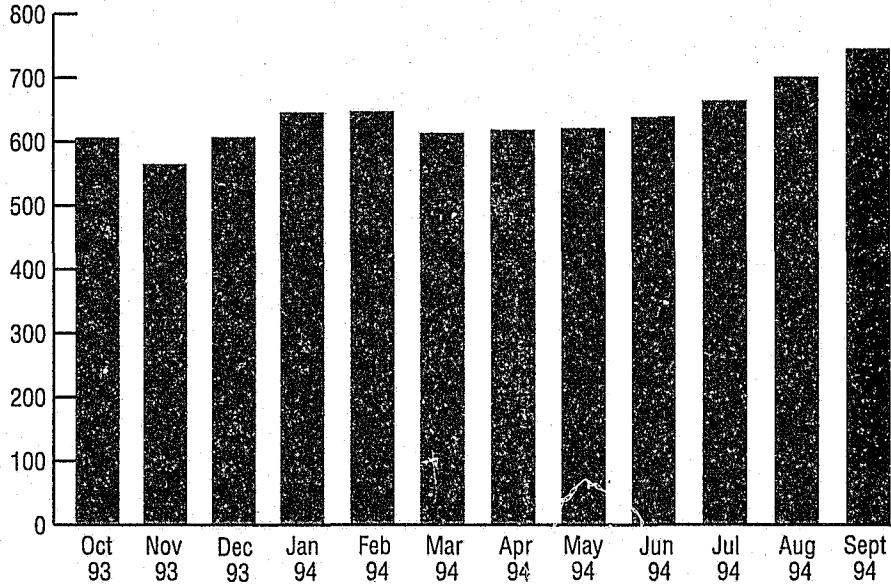
# Parole

The Juvenile Rehabilitation Administration 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.

## JRA Parole Caseload



Average Caseload During Month

# Critical Issues

## Capital Budget

New medium and maximum security capacity is being added with buildings at Naselle Youth Camp (28-bed medium security building) and Maple Lane School (three 24-bed medium security and a 64-bed maximum security buildings. These 164 beds were originally designed to replace current capacity but now are necessary to supplement resources. Existing beds are being upgraded to allow for continued use. Another 75-bed medium security facility (Indian Ridge Youth Camp) was also acquired from the Department of Corrections to help with capacity problems.

To more effectively deal with management of the dynamic issues in juvenile rehabilitation, the JRA has contracted with the Architecture/Design/Planning firm of NBBJ to develop a new Master Program and Facility Plan.

The purpose of the study is:

- Assess existing juvenile offender programs and services for their adequacy and capacity.
- Suggest changes to the existing continuum of care for juvenile offender programs and services.
- Identify the most appropriate and cost-effective methods and facilities for meeting the statewide demand for juvenile offender state programs and services.

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

Community Residential Placements are an important and growing part of the JRA residential continuum. There are currently 200 private group home beds. By the end of the 1993-1995 biennium, 252 beds should be on-line. JRA's average daily population is projected to grow at an increasing rate in the next biennium, and community programs must continue to expand 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 concerns about public safety.

## Racial Disproportionality

Youths of color account for approximately 16 percent of the state adolescent population, yet they account for 43.7 percent of JRA's population. While the decision to commit offenders rests with the juvenile court, the disproportionate minority representation among JRA's population presents unique issues for the agency. The Administration has responded by increasing the number of staff of color and bi-lingual staff. All staff are trained in cultural awareness and in developing interventions tailored to the cultural needs of JRA youth. In addition, the 1993 Legislature provided funds to "evaluate racial and ethnic disparity within county programs under Consolidated Juvenile Services (CJS)" including examination of the effectiveness of county-based measures for reducing disproportionality within the state. The research and evaluation process is being completed by the University of Washington. JRA's Consolidated Juvenile Services distribution formula has been modified to reflect the increasing population of youth of color and rate of poverty for each county.

## **Alternatives to Incarceration**

JRA is committed to assisting local communities to expand the use of alternatives to incarceration through financial support and technical assistance. In this respect, JRA 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 will 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 JRA residential bed pool to serve non-serious offenders. JRA 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 JRA institution programs continues to increase, and a revised population forecast suggests steady growth through the remainder of the decade. Average institution overcrowding has exceeded 120 percent for a large part of the last two years. In response, JRA has opened all remaining living units at Echo Glen Children's Center, requested spending authority to maintain Green Hill School at 144 beds, continued to operate three living units at Maple Lane School which were to be closed after the newly constructed medium security units were opened, and opened Indian Ridge Youth Camp in Arlington. In addition, JRA increased siting of community group care facilities during the current biennium. Despite those efforts, institutions continue to operate at over 120 percent of designed capacity due to rapidly increasing commitments to JRA.

## **Treatment, Education and Work Reform**

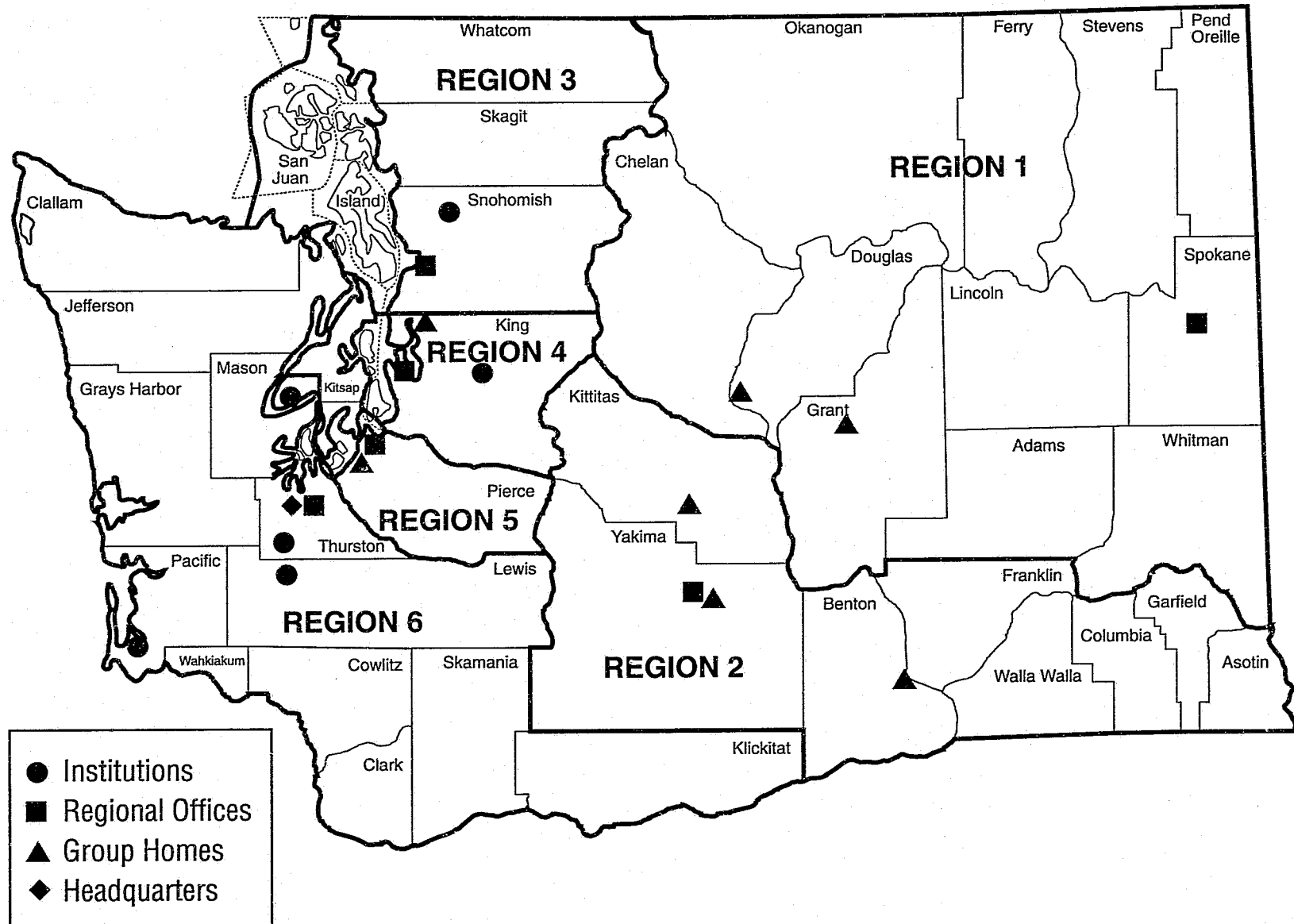
Most juveniles committed to the Juvenile Rehabilitation Administration (JRA) lack academic, vocational and work skills required to successfully transition back to their home communities. Without these skills, youth present a high risk to recidivate. To compound the risk issue, a survey conducted in July 1994 showed that 62 percent of JRA youth have severe substance abuse problems for which treatment is essential. An additional 20 percent have substance abuse involvement for which treatment is desirable. In order to support public safety and rehabilitation, it is critical JRA offer increased programs of substance abuse treatment, vocational education and work experiences across the division. JRA is pursuing development and expansion of these programs in the next biennium.

## **Parole Supervision**

Over the last decade, funding for transition services for JRA youths has not increased in proportion to the increasing JRA population. Budget reductions in parole have reduced parole staff and services, with caseloads increasing from 1:20 (standard) to 1:30. Without adequate changes to the current parole statute and the necessary resources to provide services, the liability to the department and threat to public safety will likely increase. Current JRA research indicates 33 percent of juvenile offenders commit new crimes within six months of release from confinement. A decrease in recidivism would improve public safety and avoid costly residential confinement.

JRA is proposing changes to the current parole statute that will allow JRA to set additional conditions of parole administratively based on a parolee's individual risk and/or needs. In addition, JRA is proposing to enhance current parole services and supervision, e.g., tracker services, electronic monitoring, family counseling, to those JRA offenders who are assessed as high risks to reoffend.

# Division of Juvenile Rehabilitation Administration



# Resource Directory

## HEADQUARTERS

Washington Department of  
Social and Health Services  
Juvenile Rehabilitation Administration  
14th & Jefferson Street  
P.O. Box 45720  
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## ADMINISTRATOR

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Assistant Secretary

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### Institutions

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### Administrative Services

John Brengle

(206) 664-0302

### Community Services

Robin Cummings

(206) 586-2101

### Cultural Diversity Programs

Lorraine James

(206) 753-7076

## INSTITUTIONS

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

Jim Giles

(206) 831-1200  
FAX (206) 831-1320

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

Bob Williams

(206) 748-0131  
FAX (206) 748-2358

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

Carol Porter

(206) 736-1361  
FAX (206) 273-0962

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

Mike Logan

(206) 478-4977  
FAX (206) 275-0377

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

Vacant

(206) 484-3223  
FAX (206) 484-7167

Indian Ridge Youth Camp  
19601 Nicks Road  
Arlington, WA 98223-9515

Don Bonamy

(206) 339-1860  
FAX (206) 339-3906

## REGIONAL OFFICES

Region 1  
2610 Northwest Boulevard  
Spokane, WA 99205

Marty Keeling

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FAX (509) 456-2463



## REGIONAL OFFICES

Region 2  
215A N. 3rd Avenue  
Yakima, WA 98902

Region 3  
1509 California Street  
Everett, WA 98201

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

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