

and

Introduced by PAUL BARDEN

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MOTION NO. 1812

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A MOTION of Intention to Continue Probation
Subsidy Program During 1975

WHEREAS, Chapter 165, Laws of 1969, Ex. Sess., provided that a special supervision program for Juvenile Court probation services would be reimbursed from State funds, and

WHEREAS, the payment of said reimbursement is regulated by the Department of Social and Health Services rules and regulations No. WAC 275.32.010 through 275.32.100, and

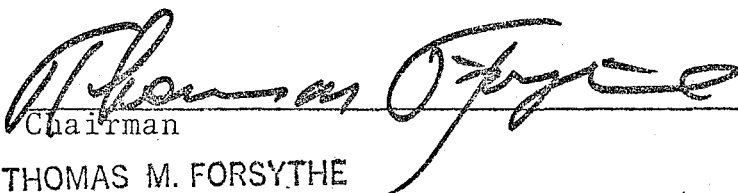
WHEREAS, said laws and regulations require participating counties to notify the State of their intent to continue said program as a preliminary application for funding reimbursement;

NOW, THEREFORE, BE IT MOVED By the Council of King County:

That it is the expressed intent of King County to continue the Juvenile Court Probation Subsidy Program for the fiscal year 1975, and that the budget document entitled "King County Special Supervision Program Budget for January 1 - December 31, 1975, which is attached hereto and by this reference made a part hereof shall be submitted to the Director of the Department of Social and Health Services to insure continued State participation in said program.

PASSED This 18th day of November, 1974.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Chairman

THOMAS M. FORSYTHE

ATTEST:


Clerk of the Council

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1812

COUNCIL OF PLANNING AFFILIATES

107 Cherry Street, Seattle, Washington 98104 — 447-5752

July 25, 1974

RECEIVED
JUL 26 1974

Ms. Ida Gray, Administrator
Probation Services
King County Juvenile Court
1211 East Alder
Seattle, Washington 98122

Dear Ms. Gray:

Enclosed please find two summary pages along with more detailed descriptions of programs which our ad hoc committee on Community-Based Services for Juvenile Delinquents developed since the completion of the Council of Planning Affiliates' study. It is our hope that the addition of these programs through contracts under Juvenile Probation Subsidy will significantly strengthen services for these young people.

As you know, Walter Corwin, Coordinator for Juvenile Probation Subsidy for the Department of Social and Health Services, indicated to the Committee that it would be necessary for any additional program proposals and the corresponding budget items to be forwarded to Olympia as an addendum to the budget for the 1975-77 biennium submitted by your office earlier. The total amount of money for the five programs proposed plus evaluation is \$470,479 per annum.

I hope that the materials will be self-explanatory. It may be important to state that the members of the committee built the proposed budgets on the anticipation that community agencies might reasonably expect to serve approximately forty percent of the young people in the Special Supervision Program during the next biennium.

Members of the Committee appreciated the help given by you and members of the Probation Staff in the course of this work. As you indicated to us, this proposal will need to be taken through a regular process for approval before it is forwarded to Olympia. Please feel free to call on me and other members of the committee if we can assist in the presentation of the proposal before the Board of Managers of the Juvenile Court.

Thank you again for your helpfulness.

Sincerely,

Harold C. Perry, Chairperson
Ad Hoc Committee on Community-Based
Services for Juvenile Delinquents

HP:Kmk
Enclosure

Proposed Programs for Contract under Juvenile Probation Subsidy

Introduction

In order to help adjudicated juvenile delinquents remain in their own homes where possible while receiving needed treatment, to strengthen foster care services and to assure successful interaction between the Juvenile Court (system) and youth with whom it has contact, services additional to those provided by the Court staff are required. These must focus on helping youth function more effectively in his or her family, neighborhood, peer culture, school and community. To achieve that focus, the following program categories are proposed as needed community services for contract under the Juvenile Probation Subsidy Program of the Juvenile Court. The suggested annual budget for each service is shown. Expanded statements for each program are presented on the following pages.

Counseling. The use of the interview process with individuals, groups or families to help them to modify behavior in such a way that they will be perceived as functioning in a socially acceptable manner. A range of counseling approaches are used to fit the needs of different individuals and groups. The counseling method varies from educative through behavioral conditioning to insight producing.

Proposed Budget: \$ 72,000

Family Advocacy. By family advocacy is meant the kinds of help given and intervention done by social workers to supplement the counseling process -- "going to bat" for the young person or the family. Caseworkers frequently find it necessary, first, to give needed support outside the counseling session to clients who are attempting to achieve survival goals through established systems (public welfare, health care, education, the work world, voluntary agencies, etc.); secondly, to make contact themselves with an agency or organization in order to open doors to service and/or change policies or practices on behalf of their clients; and thirdly, to work with the neighborhood or community to achieve change to meet socializing or other needs of clients.

Proposed Budget: \$ 57,600

Supportive Involvement Programs. By supportive involvement programs is meant the range of community sponsored activities through which young people associate together and in the process mature socially, learn the skills of group decision making, build and reinforce their personal and social value systems -- social group work, camping, leadership development, etc.

Proposed Budget: \$ 72,000

Alternative Living Options to meet those situations where juvenile delinquents are unable to live with their own families. A wide range of housing possibilities should be available -- foster homes, treatment foster homes, small group foster homes, group homes, etc. The need for different kinds of living arrangements to meet the different requirements of adolescents not having suitable homes of their own or unable to adjust to their families has been attested to

by workers in the field, by school personnel, and by such studies as CCPA's "Study of Wandering Youth." To expand present housing options, the following programs are proposed:

15 Treatment Foster Care Homes to serve youth who require individualized living arrangements and treatment

Proposed Budget: \$119,724

3 Small Group Treatment Foster Homes each to serve 4 youth

Proposed Budget: \$106,385

Evaluation. It is proposed that evaluation plans be built into programs in order that experience of various approaches can be examined objectively and determination be made about successes and failures as compared with initially stated goals and objectives.

Proposed Budget: \$ 42,770

Counseling of Juvenile Delinquents and Their Families - A component of a proposed "purchase of service" agreement with the King County Juvenile Court Subsidy Program.

The family is still the basic humanizing and socializing influence in American society. It is the purveyor and developer of social standards and values for the child. The family with its internal actions and reactions and its interactions with its external environment serves as a developmental and survival mechanism for its members. In working with families of delinquent children it helps to view them in terms of "systems theory". The family is itself a system or if you prefer, a sub-system within the larger systems of neighborhood, community and society. When one member of a family becomes involved in delinquent or anti-social behavior it is an indication or a "symptom" that suggests the family system is not functioning as it should. Therefore, the problem behavior of that family member cannot be dealt with effectively in isolation from the rest of the members of that particular family system which is causing the delinquent behavior.

Dysfunctioning systems can be altered. Families can be "remodeled" to function more effectively. Family members, through modification of the behaviors of the family system, can be helped to reduce or eliminate behavior which gets them into trouble with society. There are a variety of ways in which this can be brought about. "Counseling", carried out by skilled professionals, is one means for modifying delinquent behavior.

The counseling process itself uses a number of different theoretical and philosophical approaches. These must be applied to fit the needs of each particular delinquent youngster and his family. What works with one individual or family may not necessarily succeed with another individual or family. Counseling approaches vary from the largely educative or demonstrational through behavioral conditioning to insight producing methods. The choice of the method depends upon the needs of the particular dysfunctioning family and the skill armamentarium of the counselor.

Groups of families or individuals might be worked with together because of the value of the input from others outside of the family system who have undergone similar experiences. Single individuals in a dysfunctioning family system may, at times, require individual counseling to handle a specific aspect of the total family problem. Frequently parents may need to be seen without their children to deal with parts of their personal relationship which interfere with their functioning effectively as parents. Generally, the entire family, as the delinquency producing system, needs to confront and work through its problems as a group. For the purposes of this agreement the term counseling covers all of the above.

A number of qualified private, non-profit social service agencies, in conjunction with the Council of Planning Affiliates, believes that total community efforts to remedy or alleviate delinquent behavior can be markedly increased. By using the counseling services of these agencies in support of and in addition to those offered by the Court's subsidy units many more dysfunctioning (delinquency producing) families can be helped to change from anti-social to socially acceptable behavior patterns. We believe that this can be accomplished through the use of funds obtained under the Juvenile Court Subsidy Act to purchase services on a case by case basis.

The counseling done by many private agencies is accounted for in units of hours. An average unit cost for a counseling hour to include actual agency expense plus an allowance incurred for the extra expenses accruing from the higher proportion of outreach interviews which include additional time and travel expense could be established by the agencies. As nearly as possible this should cover full expenses of the agencies but should not exceed the cost of similar services provided by the Court.

The Court would then be free to purchase counseling from whichever agency is best able to serve the needs of the delinquent child and his family with consideration being given to the geographical accessibility of that service to the residence of the family.

Advocacy for Families of Juvenile Delinquents - A component of a proposed "purchase of service" agreement with the King County Juvenile Court Subsidy Program.

Any service program which purports to eliminate or reduce delinquent behavior by dealing only with the delinquent individual and/or his family is doomed to failure or, at the most, limited success. From the "systems theory" point of view the family is a sub-system within a larger network of systems such as neighborhood, community and society. While treatment through counseling or other means might achieve its objectives and family and individual functioning be improved, it is highly unlikely that these improvements in functioning can be maintained if forces in the environment that contributed to the problems of the delinquency producing family continue to work to its detriment. A school system which excludes educable but behaviorally difficult children fails to meet their needs or to carry out its own expressed goals. A welfare system which fails to provide adequate food, shelter, and clothing for children while at the same time it discourages their working and earning money for their own support misses its mark. A medical care system that stresses care of severe illnesses only while failing to involve itself in prevention really lacks effectiveness. Recreational and developmental agencies that provide services only in certain neighborhoods fail to serve many systems and institutions which directly effect the well-being and functioning of families.

Few families today, particularly those dysfunctioning families most productive of delinquent behavior are able to deal effectively with social systems and institutions. Very often it is necessary for social workers to either act as an "advocate" or representative for these families in dealing with overpowering systems. One may have to "fight their battles for them" or spend considerable time teaching families to be able to negotiate for themselves with these systems. Experience in casework or counseling agencies over many years indicates that for each hour spent in direct work with the delinquent child or his family at least one additional hour (more likely two) must be spent in working with that child's community systems. Often no recognition is given to this essential part of the total treatment of the delinquent young person and his family.

This proposal recognizes "family advocacy" as a necessary part of any delinquency prevention program. It is the suggestion of this COA task group and the agencies providing advocacy services in King County that funds be provided for the inclusion of family advocacy services as indicated on a case by case basis at the rate of one hour of family advocacy to each hour of counseling. The established rate of payment should be based on an average of the actual costs of this service as derived from agency budgets. This will probably average about \$18 per hour.

The Court worker will choose the source of this service on the basis of the agencies providing the service and its geographic availability to each delinquent child.

Supportive Involvement Programs -- Social Group Work, Therapeutic Camping, Specialized Recreation, Leadership Development, etc. Supportive involvement programs are those activities in which youth can participate to achieve the following goals:

- A. Improvement of the individual's sense of belonging, sense of power over his or her own life, sense of competence, and sense of personal worth in the peer culture and in the community.
- B. Facilitation of the individual's acquisition and reinforcement of four basic personal skills essential to effective functioning in his or her family, peer or community environments: decision making, pressure handling, responsibility and social relationship skills;
- C. Reinforcement of the positive aspects of youth's overall functioning in regard to his or her peer and community environment, including the development and clarification of personal and social values.

Supportive involvement programs can include but are not limited to camping therapy, specialized recreation with treatment orientation, social group work, leadership development activities, job readiness programs, and community service projects.

The estimate is that one hour of supportive involvement programs are required for each hour of counseling provided. It is anticipated that community agencies would serve about forty percent of the juveniles in the Special Supervision Program, some receiving counseling from community agencies and others receiving casework services from the Court's Probation Staff. On this basis at an average cost of \$22.50 per hour, 20 hours per individual youth, supportive involvement programs for 160 youth would cost \$72,000 annually.

SMALL GROUP TREATMENT FOSTER CARE

Small Group Treatment Foster Care (three homes to serve four juveniles each), designed, programmed, and staffed to effectively respond to the needs of delinquent oriented youth is a desirable and necessary placement option as an alternative to commitment to the State correctional system.

OBJECTIVE:

Provide care and appropriate treatment for a temporary or extended period of time in an agency supervised group foster home for adolescents whose parents are unable to care for them because of social and/or emotional problems of child and/or parents.

Group Foster Care is the preferred placement for:

- .. Adolescents whose life experience has resulted in moderate to severe attitude and behavior distortions which express themselves in anti-social behaviors and require professional intervention, support and guidance.
- .. Adolescents whose psycho-social needs exceed the delivery capacity of the child's own home or that of a "regular" foster home, yet not severe enough to require a residential treatment setting.
- .. Adolescents who have received maximum program benefit from intensive and more structured services but own home or "regular" foster home is not available.

GOALS:

- .. To provide community a viable alternative to recycling with the Juvenile Court System and an alternative to commitment.
- .. To facilitate the treatment plan of a family in acute stress

conflict and crises by temporarily removing the indexed (problem) child on a planned basis.

Small Group Foster Home - defined:

A substitute family group of not more than four (4) unrelated youth, and those adults necessary to properly and fully attend to the physical, social, emotional and academic needs of youth in care. Ideally, the physical home should be agency owned or leased.

Service Elements - (partial list)

- .. Intake study to determine appropriate service, development of plan for service and preparation for placement.
- .. Social work and other professional services in behalf of, or directly with, youth in placement.
- .. Social work service with youth's primary family unit.
- .. Post-placement services as required.
- .. Provision of the essentials of daily living such as protection, support, education, recreation, structure, age appropriate control and discipline.

Basic Staff (3 Units - 4 beds each - 12 beds)

- .. Social Worker - M.S.W. Full time.
- .. Three foster care teams (6 adults)
- .. Secretary at .5 position
- .. Program supervisor at .20 position
- .. Foster care relief team.

ESTIMATED ANNUAL BUDGET

1974

SALARIES

Social Worker (MSW) Range 13	\$ 10,320	
Foster Care Staff (3 couples) Range 7a	31,680	
Foster Care Relief account	7,200	
Clerical - 1/2 position Range 4	2,750	
Program Supervisor 1/5 Range 15	2,688	
Sub-Total Salaries		\$ 54,648
Payroll Tax & Benefits	8,197	
Total Salaries		62,845

DIRECT PROGRAM EXPENSE

0 Professional Fees	450	
0 Supplies (Household-Food-)	8,625	
0 Telephone	900	
10 Postage	30	
10 Occupancy-Utilization-Maintenance-Rent (Estimate)	14,400	
00 Transportation - local	3,600	
00 Assistance to Individuals	3,000	
00 Equipment-Maintenance-Replacement	2,100	
00 Misc.	<u>300</u>	
Total - Direct Expense		51,405
Allocated Expense (Indirect)	10,135	<u>12,135</u>
Program Total	\$ <u>106,335</u>	\$ <u>106,335</u>

Equipment/Furnishings:

Estimate \$1,100 per bed or \$14,400

TREATMENT FOSTER CARE PROPOSAL

Single Placement Homes

Youth Service Center Personnel and private agency representatives who are familiar with community needs have identified treatment oriented foster homes as a major priority in providing community based services for young people who have been adjudged delinquent. It is assumed that these homes will prepare the young person to move back into community care - either his/her own home or foster family care - following placement.

The subsequent document is an attempt to describe some of the components believed by the author to be necessary to accomplish treatment oriented foster family care.

1) Recruitment of high tolerance foster homes

The home that is necessary to deliver such care requires a unique combination of structure, flexibility, sense of humor, and "stick-to-it-tive-ness." Often such people have to be identified and sought out rather than depending on those who traditionally volunteer for foster family care. The modest ratio of clients to social workers in this proposal is designed, in part, to give latitude to allow the workers to do such recruitment.

2) Intensive social work support

It is assumed that these foster homes will be providing care for a population which will tend to generate more than the usual level of crisis. Also, the foster family will need to have available an intense level of problem solving support during the course of the placement. It is anticipated that the social worker will be involved in recruitment of treatment foster homes, casework with the home during placement, recruitment of suitable resources at the termination of treatment and resource development. Further it would seem desirable that a 24 hour a day, seven day a week availability be a component in the job description. Thus, we envision a ceiling of ten children in the worker's load.

3) Mutual support foster parent teams

It is anticipated that the foster families involved would be distributed geographically throughout the county and that they would be linked in teams for mutual support and growth. It has been the experience of those who provide this kind of care that they "burnout" fairly quickly when they do not have others with whom they can talk about their experiences and thus put them in perspective. It might be reasonably assumed that such teams would have the consultation of professional persons in the child care community regarding effective methodologies for providing such care.

4) Training

It is anticipated that specialized child care training would be offered on a regular basis to all persons engaged in treatment-oriented foster family care.

5) Relief foster parents

To alleviate "burnout" which occurs when providing such care the proposal anticipates a minimum of three days a month relief provided by experienced child care staff which would rotate from home to home.

BUDGET

A.	2 social workers Range 14	\$ 22,800
B.	Program supervisor - Range 15 at 40% position	5,400
C.	Secretary Services at 50% position	3,600
D.	Foster Parent Service fee (15)	27,000
E.	Foster Parent Relief (4)	26,400
F.	Specialized Service & Support	12,000
G.	Payroll Tax & Benefits	11,640
H.	Allocated overhead	<u>10,884</u>
	Total	\$ 119,724

Evaluation of Community-Based Services

It is proposed that an amount of money equaling ten percent of the total appropriation for contract services under the Juvenile Probation Program be available for evaluation of these services for juvenile delinquents.

There is need to continue evaluative efforts aimed at examining the effectiveness of services -- the evidence of successes and of failures. It is anticipated that planned, systematic evaluation will contribute important input to future planning of services. Individual agencies often need assistance in order to determine on an objective basis how to adjust programs to achieve greater effectiveness and/or efficient use of resources. Planning agencies have need for objective data. (See the section on "Evaluation Strategies for Community-Based Services for Juvenile Delinquents" in the COPA Study of Community-Based Services.)