

DRAFT MINUTES

JOINT MEETING OF THE MARION COUNTY PUBLIC SAFETY COORDINATING & REENTRY COUNCILS

December 9, 2014, 4:00 PM
Commissioners' Board Room
555 Court St. NE, Salem, OR 97301

***MCPSCC:** District Attorney Walt Beglau*, Ray Byrd, Mark Caillier, Rod Calkins, Commissioner Janet Carlson*, Jayne Downing, Faye Fagel, Don Frederickson, Judge Courtland Geyer, Tamra Goettsch*, Pete McCallum, Chief Jerry Moore, Bob Royer, Mike Runyon, Chief Scott Russell, Tom Sermak, Hitesh Parekh (recorder).

****MCRC:** Patrice Altenhofen, Nancy Cain, Commissioner Kevin Cameron, Dick Withnell

GUESTS: Jan Calvin, Lynne Saxton, Jordain Boland, Christine Kirk, Barb Young

* *Marion County Public Safety Coordinating Council (MCPSCC) members*

** *Marion County Reentry Council (MCRC) members*

A: ADMINISTRATIVE ACTION

Commissioner Carlson called the meeting to order at 4:07 p.m.

Announcements:

- David Ferre, deputy director, Oregon Military Department has resigned from the Marion County Public Safety Coordinating Council;
- Cheryl Roberts, Mike Rideout and Teresa Cox have resigned from the Marion County Reentry Council;
- Reception with state legislators is scheduled for February 18, 2015 from 4:30-5:30 PM at the Capitol, Room 50; and
- A list of resources for the homeless has been placed on the Marion County Community Services Department website.

MOTION: Mark Caillier moved approval of the October 14, 2014 MCPSCC meeting minutes.

Seconded by Jayne Downing; motion carried. A voice vote was unanimous.

Client Fund Approval (Reentry Council action):

- The October 2014 Marion County reentry breakfast event raised over \$17,000, a new record:
 - Funds have been transferred on quarterly basis, as needed, into the Marion County Reentry Initiative Client Support Fund for those needing minor services; and
 - Report shows \$3,470.32 expended in the July-September 2014 period, with a request of an additional \$3,000 transferred to the fund for September-December 2014, (see attached request for fund transfer);

MOTION: Patrice Altenhofen moved approval to transfer \$3,000 to the fund. Seconded by Commissioner Kevin Cameron; motion carried. A voice vote was unanimous.

B: IN-HOME AND RESIDENTIAL SERVICES FOR AT-RISK YOUTH: YOUTH VILLAGES

- Lynne Saxton, executive director, and Jordain Boland, clinical supervisor, made a presentation on Youth Villages services (see attached PowerPoint presentation):
 - Youth Villages is a national organization with a budget of approximately \$189 M and a staff of 2,700 serving over 4,000 youth;
 - Organization treats youth at home and in residential programs;
 - A key component of Youth Villages is the Intercept program:
 - Model conducts intensive in-home services;
 - Highly skilled intervention specialists trained in evidence-based problem solving.
 - Program is holistic, outcome focused;
 - After two years, 75 percent of youth surveyed after receiving treatment reported no trouble with the law; and
 - 89 percent of parents served satisfied with the program.

Council discussion:

- In Oregon, Youth Villages currently contracts with Mid-Valley Behavioral Care Network, the Oregon Youth Authority;
- Youth referred to program from various sources including:
 - The Oregon Department of Human Services, Oregon Youth Authority, and coordinated care organizations.
- Funded from Medicaid and Title IV-E child welfare funds;
- Intercept model currently serving 60 Oregon families:
 - Capacity to add 30-40 families per month.
- Will conduct randomized controlled clinical trials of the Intercept program this year;
- Marion and Multnomah counties created House Bill 2031 which would provide a pilot program, if funded.

C: ELECTION DEBRIEF AND UPCOMING LEGISLATIVE ISSUES (DISCUSSION)

OYA Policy Options

- Christine Kirk, public policy and government relations manager of the Oregon Youth Authority (OYA), distributed copies of the OYA proposed policy option packages for the 2015-17 budget;
- OYA sponsored legislation is a request that the OYA be able to apply for an apprenticeship program for youth; and
- Hillcrest youth correctional facility will be closed at the end of the biennium.

Other Juvenile Bills

- Legislative concepts stemming from the "Juvenile Justice in Oregon" report by French and Foote are reported; however, we have heard the Governor will not be supporting these.

Community Corrections Funding: HB 3194

- Governor's 2015-17 budget includes \$58.5 M statewide set aside for HB 3194; and
- Administrative rules to implement HB 3194 have been finalized.

Technology Workgroup

- Looking at overarching legislation for law enforcement surveillance. (Details still to come.)

Bail Bonds

- District Attorneys and Sheriffs Associations will oppose any commercial surety bail system in Oregon.

Mental Health

- Admissions to the Oregon State Hospital of those unable to “aid and assist” in their own defense of a criminal charge has increased 23 percent in the last two years;
- Governor’s budget includes funding to continue county/local grants awarded 2013-15. In Marion County:
 - Mobile crisis response teams; and
 - Community services for this population.
- Governor’s budget also includes funding for Oregon Health Authority policy option package to fund additional services.

Discovery

- Pertains to district attorneys charging defense fees when prosecuting a case:
 - May not move forward this legislative session.

Marijuana

- Possession, private use and cultivation by those 21 years and older will be legal in Oregon as of July 1, 2015.
- Very complicated law enforcement issues to work out;
- District Attorney and law enforcement focusing on three issues:
 - Youth prevention/enforcement;
 - Legislation around “driving under the influence”; and
 - Marijuana and employment.
- Rob Bovett, legal counsel, Association of Oregon Counties, has developed comprehensive legislative policy around legalizing marijuana;
- Still many unanswered questions:
 - “What will happen to medical dispensaries?”; and
 - “How does law enforcement determine if someone is under the influence?”

Domestic Violence

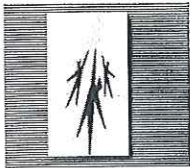
- District attorneys and police chiefs have developed a ten point plan for domestic violence legislation. Plan includes:
 - Elevating restraining orders from a violation to a crime;
 - Law enforcement given the ability to issue on-site (temporary) restraining orders; and
 - Addressing sexual assaults on college campuses.

D. EMERGING ISSUES/OTHER BUSINESS (DISCUSSION)

- Marion County Circuit Courts have transitioned to eCourt Case Information System.

Meeting was adjourned at 6:00 PM

ATTACHMENTS FOLLOW



TO: Marion County Reentry Council

FROM: Craig Bazzi, Transition Services Manager
Community Action Agency

DATE: December 9, 2014

SUBJECT: MCRI Client Support Fund Quarterly Report 7/1/2014 – 9/30/2014

REVENUES	
July 1, 2014 through September 30, 2014	Amount
Starting balance 7/1/2014	\$2,613.94
Online income	\$50.00
Other donations to De Muniz Resource Center	\$0
Returned checks	\$0
Transfer of funds approved by Reentry Council	\$0
Total	\$ 2,663.94

EXPENDITURES		
July 1, 2014 through September 30, 2014	%	Amount
Bus Passes	7%	243.75
Employment Supplies	5%	171.07
Eye exam/glasses	30%	1,038.88
GED	1%	40.00
Oregon Identification Card/Driver License	47%	1,618.87
Birth Certificate	10%	357.75
I.D.-related subtotal = 57%		
Total	100%	\$ 3,470.32
Number of Clients Supported with these Funds (includes individual bus passes)		94

Balance of Funds on Hand 9/30/14 (\$806.38)

Recommendation:

Approve a transfer of \$3,000 in MCRI funds held by Landmark Professional Mortgage Foundation (LPMF) to Community Action Agency, which is the current administrator of the MCRI Client Support Fund.

Note:

In January 2015, the administration of the Client Support Fund will transfer to the Marion County Community Services Department, at which time all accounts will be reconciled and the LPMF account will be closed. The Reentry Council will continue to receive quarterly reports.

Youth Villages - Oregon:

SERVING THE MOST TROUBLED YOUTH, VASTLY IMPROVING OUTCOMES,
AND CUTTING COSTS

A discussion with:

Marion County Public Safety Coordinating Council

December 9, 2014



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Today's Discussion

- An overview of Youth Villages
 - Who we are
 - What we do

- The Intercept program
 - What is it
 - How does it work
 - Who do we serve
 - Continuum Support

- Intercept Outcomes
 - Youth with prior legal involvement

- Discussion

Our Mission and Values

OUR MISSION

Youth Villages helps children and families live successfully.

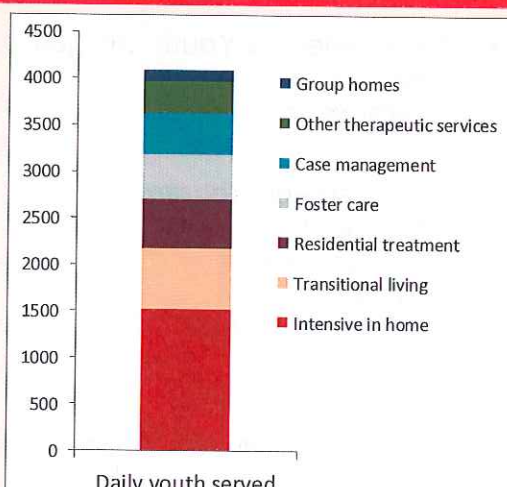
OUR VALUES

Kids needs come first...Always.
 Children are raised best by their families.
 We provide a safe place.
 We strive to achieve positive, lasting results.
 We are committed to our staff.
 We are each responsible for providing the highest level of service to our customers.
 We constantly improve our performance to achieve excellence.
 We create new programs to meet the needs of children, families and the community.
 We do what we say we do.

3

Youth Villages Service Array - Nationally

- **4,090 youth served daily:**
 - Intensive in-home
 - Transitional living
 - Residential treatment
 - Foster Care
 - Case management
 - Other therapeutic services
 - Group homes
 - Statewide mobile crisis
 - Adoption
- **2,700 staff members**
- **\$189 million annual operating budget**



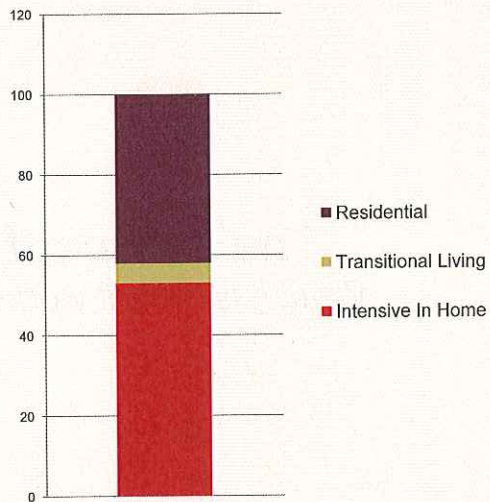
Service Type	Approximate Count
Intensive in home	1,500
Transitional living	600
Residential treatment	500
Foster care	400
Case management	400
Other therapeutic services	300
Group homes	200
Total	4,090

Daily youth served

4

Youth Villages Service Array - Oregon

- **110 youth and families served daily:**
 - Intensive in-home
 - Transitional living
 - Residential treatment
- **160 staff members**
- **\$9 million annual operating budget**



5

Goals of Youth Villages' Services

- 1. Achieve long-term, successful outcomes for youth in the home**
 - Empower families to take responsibility for their children and to resolve problems independently whenever possible
 - Ensure services rendered focus on providing families with the resources needed to address current and future mental health and behavioral issues
- 2. Reduce the overall cost of services through reduced length of stay per youth and treatment in the least restrictive environment**
 - Decrease number of unnecessary out-of-home placements
 - Prevent disruptions from home-based setting resulting in placement in detention centers or hospitals
- 3. Increase the number of youth served by reducing the overall cost per youth**
 - Provide cost effective, successful services to states and localities
 - Increase service capacity to ensure that all children and families have access to the most appropriate level of service they need

The Intercept Program
What it is, how it works, who we serve

7

Program Overview

- Youth Villages developed Intercept to
 - Be structured enough for consistent implementation and positive results
 - While flexible enough to serve a broad population of youth and families
- Used with youth and families involved in Juvenile Justice (and OYA), Child Welfare and Mental health
- Designed to safely ensure youth and family success by:
 - Diverting youth from out of home placements
 - Reunifying youth with families after placement
- Currently available in 11 states

8

Key Components

- Intensive services conducted in the child's home/ community by a *single intervention specialist*
- Caseloads of only 4-5 youth/families per *intervention specialist*
- Family sessions conducted an average of 3 *times per week* (treatment, skills development, accountability)
- 24/7/365 *on call* and in person support to families
- High levels of *staff training and supervision*

9

Key Components (cont.)

- Average 4-6 months per case for diversion and up to 6-9 months per case for reunification
- Involvement in all systems affecting youth and family
- Assistance with concrete needs such as housing, healthcare, and employment
- Promotes reliance on natural support systems
- Masters level Specialists
- Specialists also trained in Trauma Focused-Cognitive Behavioral Therapy, and Collaborative Problem Solving
- Continuous recruitment of Bi-Lingual specialists

10

Typical Referral Issues

- Mood disorders
- Anxiety
- Delinquency
- Depression
- Fire setting behaviors
- Homicidal ideations
- Inappropriate sexual behavior
- Involvement with courts
- History of trauma
- Physical abuse
- Physical aggression
- Runaway
- Self harm
- Substance use
- Suicidal ideation
- Theft/stealing behaviors
- Truancy
- Limited support
- Poor communication
- Family Dynamics/Barriers

11

Systemic Collaboration

The Intercept Specialist works with the referral source, family, and others to assess specific strengths and needs in all systems including individual, family, peer, school, and legal.

12

Systemic Collaboration

Areas of particular focus include:

- Mental health needs such as coping skills, trauma, and Substance use/Abuse
- Family relationship and parenting skill development
- Communication between home and key stakeholders
- Academic performance, behavior/ attendance at school
- Peers, extracurricular activities, and positive pro-social activities
- Compliance with probation agreement and other legal matters
- Rights of the youth and parents

13

Continuum Support

Working with Youth and Families at the highest level of need:

- Sometimes requires Crisis Stabilization in a residential setting
- To ensure safety of youth and those around them before placement (in rare cases during placement)
- Youth Villages provides this continuum support and also works with other providers as needed to:
 - Ensure continuity of care
 - Significantly reduce length of time youth is out of home
 - Improve success rates by continuing to support of families

14

Youth Villages In-Home Outcomes (Nationally)

Includes only youth with prior legal involvement: either on probation or had been in detention prior to program enrollment OR were currently on probation or in detention at program enrollment.

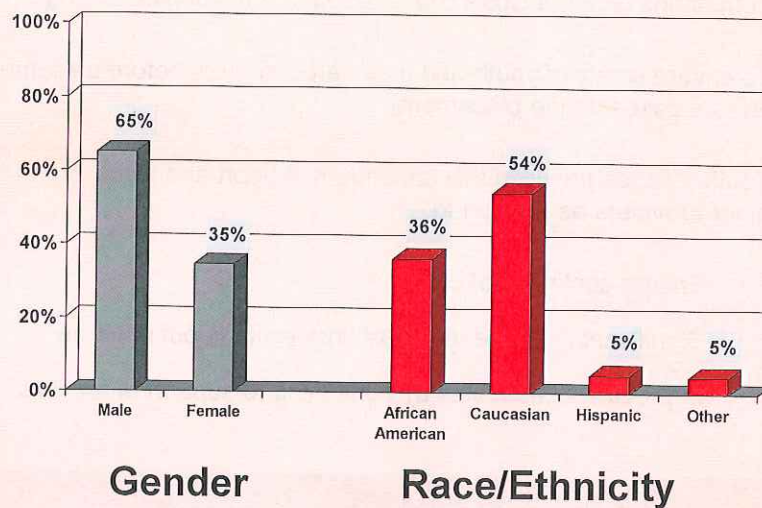
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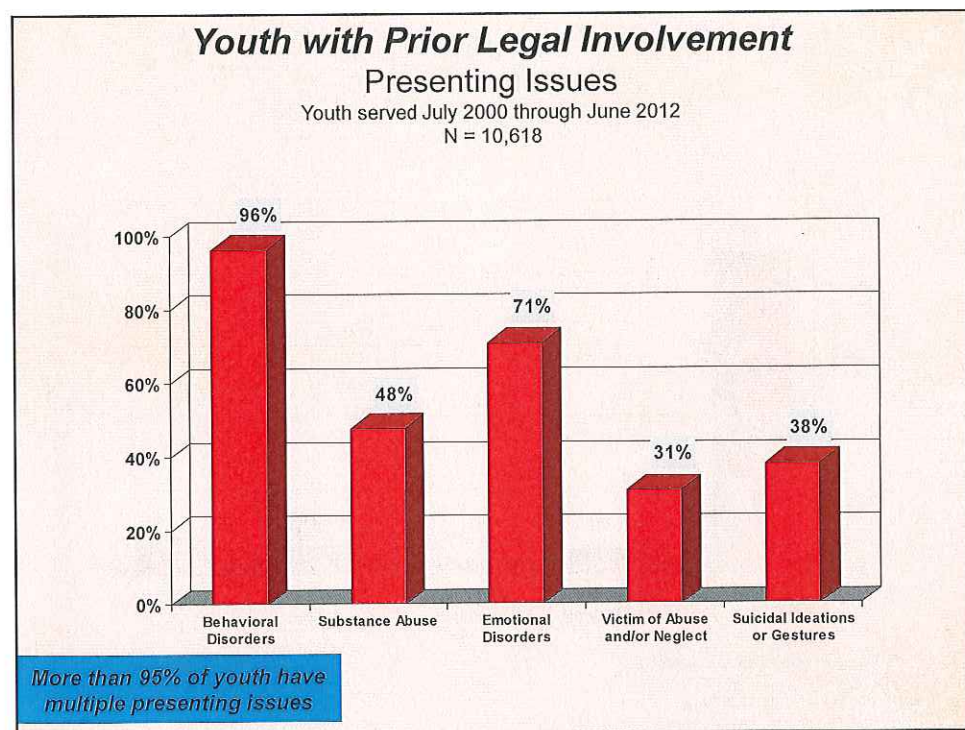
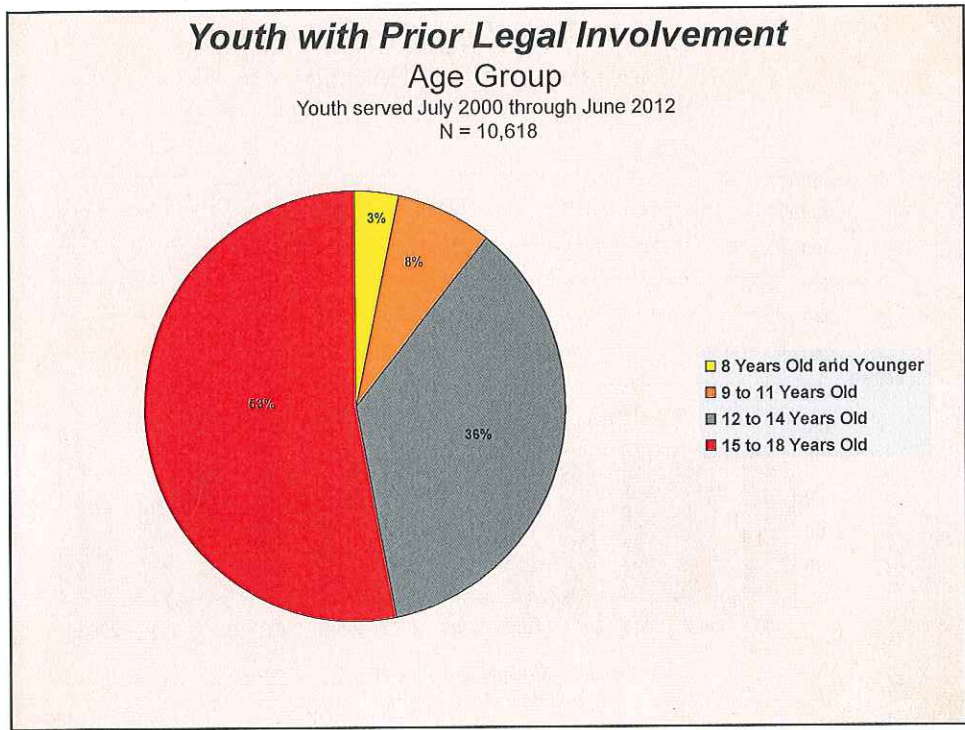
Youth with Prior Legal Involvement

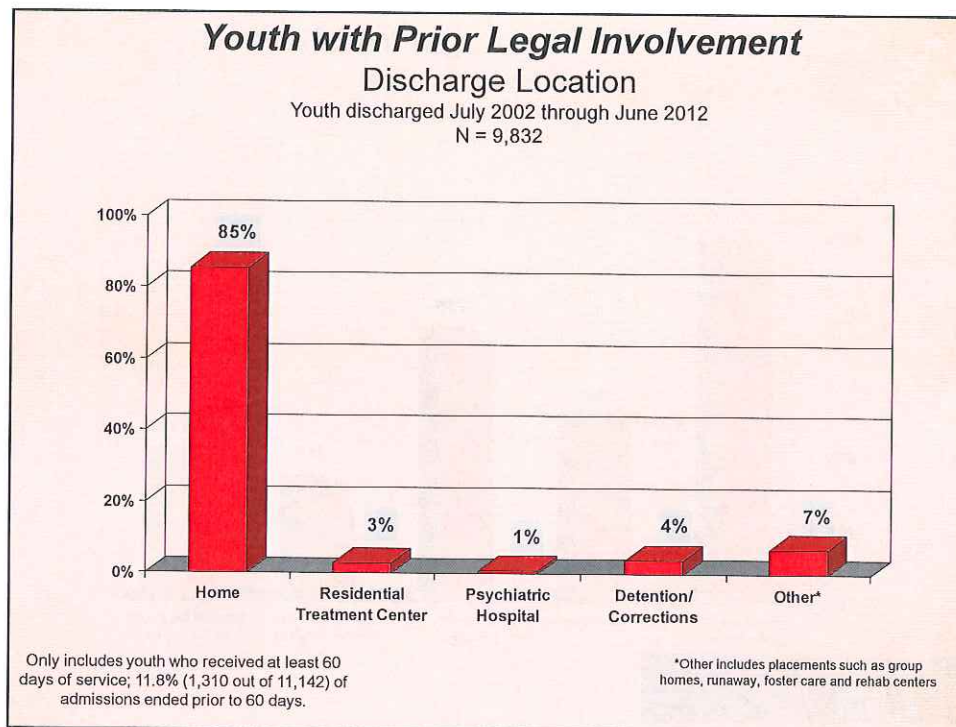
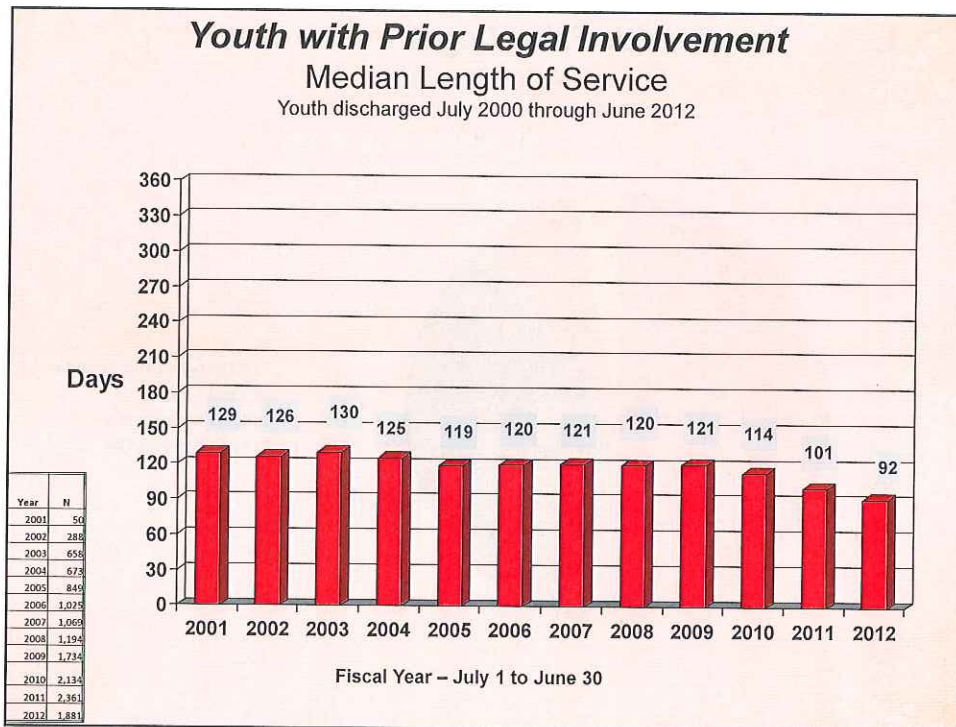
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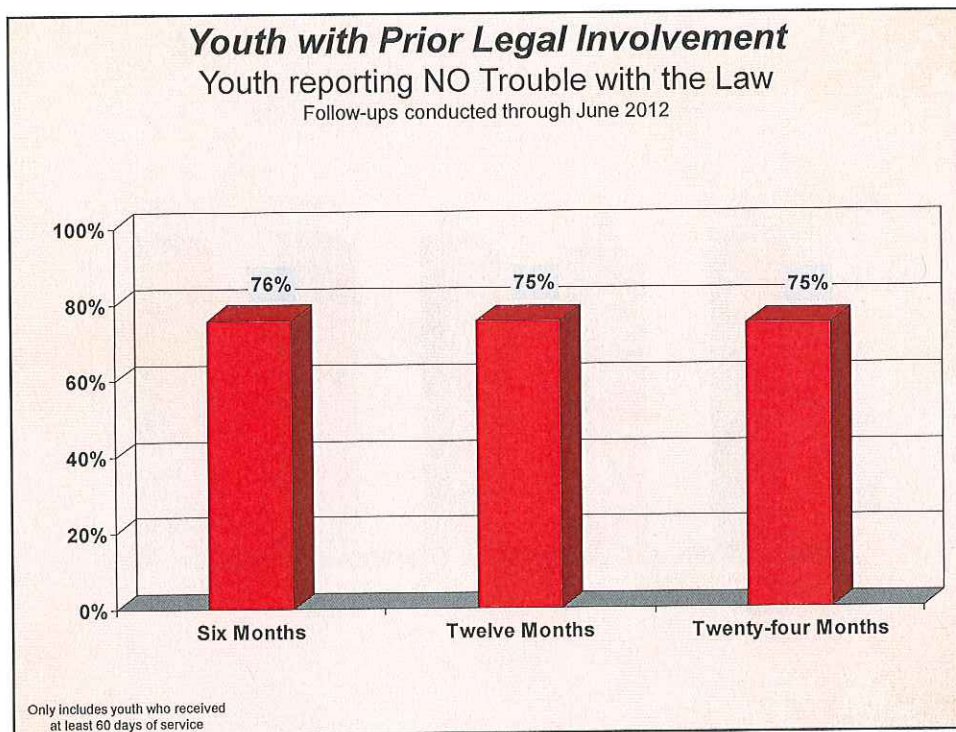
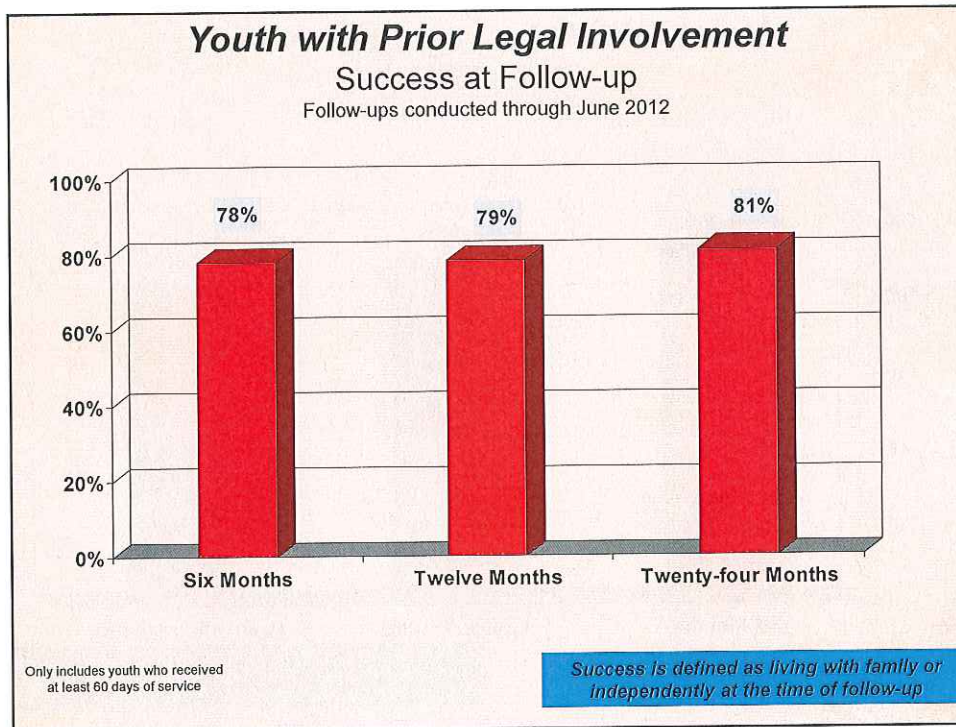
Youth served July 2000 through June 2012

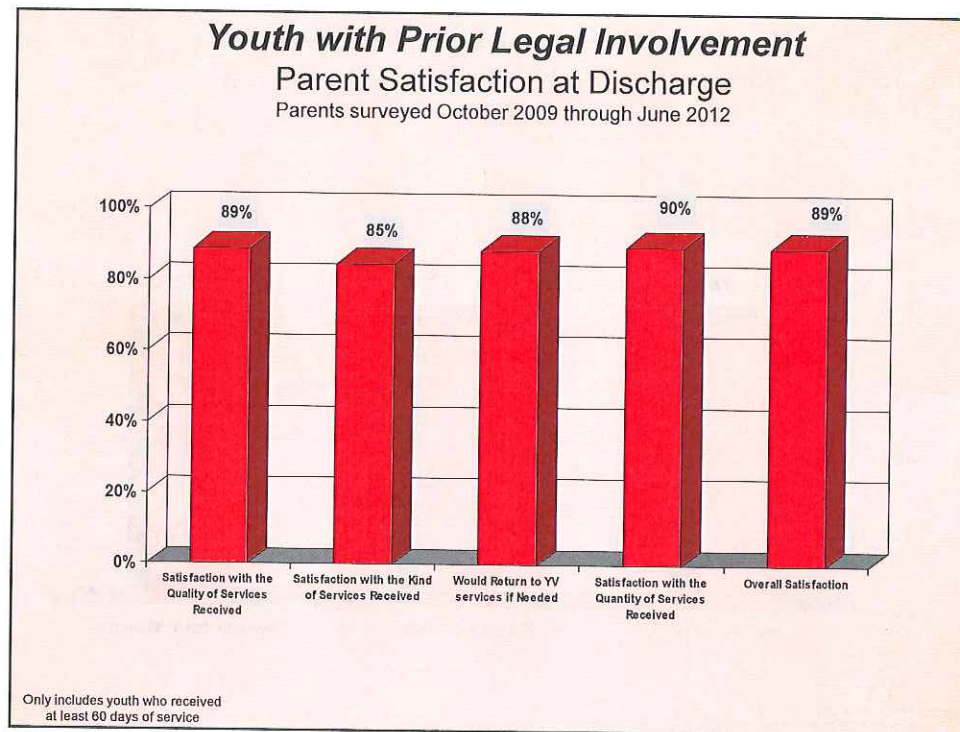
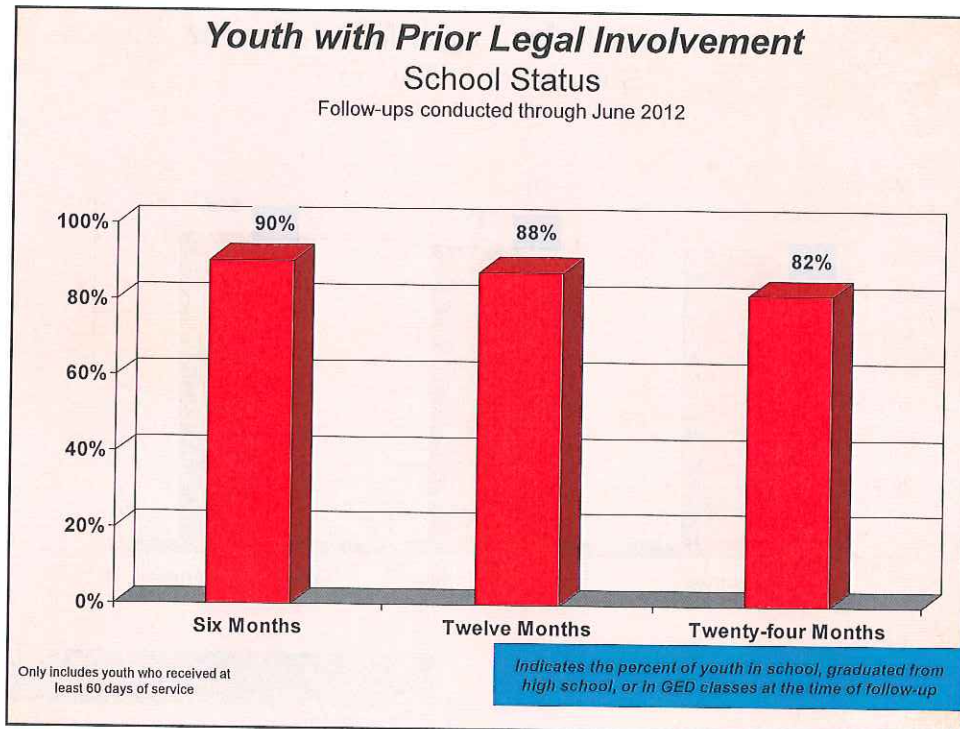
N = 10,618











Thank You!
Please contact us if you'd like more information

Andrew Grover, MPH
 Assistant Director – Oregon Operations
 503-675-2232
andrew.grover@youthvillages.org

Lynne Saxton
 Executive Director
 503-675-2207
Lynne.saxton@youthvillages.org

To make a referral:

Elsa Bailey
 Placement Manager
 503-675-2246
Elsa.bailey@youthvillages.org


25

About our Response Rates

	Surveys through 06/12
Discharge Surveys	65.3% (4,821 out of 7,379)
6-Month Follow-up	60.7% (5,546 out of 9,141)
12-Month Follow-up	53.5% (4,416 out of 8,253)
24-Month Follow-up	45.3% (2,925 out of 6,460)

- Surveys are conducted by research staff via phone with letter surveys to non-respondents.
- Internet search of public records (Lexis-Nexis) is completed to locate accurate contact information
- While no consensus exists regarding adequate response rates, 40% - 60% has been identified as appropriate for surveys of this type and size¹.
- Satisfaction surveys (conducted shortly after discharge) are only conducted with families who were involved in the youth's treatment.
- A new satisfaction survey was introduced in October 2009; figures reflect only responses to the new survey.

- Please note: Surveys are completed with youth/families who have discharged from YV services altogether. If a youth re-enters YV services, the survey cycle is reset and begins again at their discharge.
- Rate of re-entry into YV services:
 6-Month Follow-up – 7.3% (715 out of 9,856)
 12-Month Follow-up – 12.5% (1,183 out of 9,436)
 24-Month Follow-up – 19.2% (1,532 out of 7,992)



Youth VILLAGES
 The force for families | O R E G O N

¹PWGSQ (Public Works and Government Services Canada), (2008). *Advisory Panel on*



More than 80% of youth served by Youth Villages' intensive in-home services programs have remained successfully in the home at least one year after receiving services.

Recognition and Research

NATIONAL RECOGNITION

Edna McConnell Clark Foundation

The New York City-based Edna McConnell Clark Foundation makes grants to help nonprofit organizations that work with youth from low-income backgrounds strengthen their operations and expand their programs to better serve a larger number of young people. After a comprehensive review of Youth Villages, including the quality of the programs, depth of leadership, financial strength and commitment to using data to assess its programs and make ongoing improvements, EMCF stated, "Although relatively unknown in the youth development field, Youth Villages is one of the strongest and most effective youth programs the Foundation has ever seen." Since 2004, the Foundation has invested \$21.25 million in Youth Villages to develop and implement its business plan.

Casey Family Programs

Casey Family Programs is the nation's largest operating foundation entirely focused on foster care. Since 1966, Casey Family Programs has worked to provide and improve — and ultimately prevent the need for — foster care in the United States. After visiting Youth Villages, Peter Pecora, professor and senior director of research services at Casey Family Programs, stated that, "Youth Villages has the largest outcome database of its kind in the nation." In July 2010, Casey Family Programs released a study detailing how Youth Villages had partnered with the state of Tennessee to safely reduce the number of children in foster care by 34 percent over 10 years. Tennessee DCS Commissioner Dr. Viola Miller celebrated these results, saying, "We could not have achieved these gains without the diligence and vision of partners such as Youth Villages. Together, we are helping to ensure the safety and well-being of the children we all serve."

White House Office of Social Innovation

Youth Villages was named by the White House as a nonprofit organization with "promising ideas that are transforming communities."

Harvard Business School

Harvard Business School completed a case study that examines the growth and impact of Youth Villages. The case on Youth Villages was written for inclusion in a new course developed at HBS called "Leading and Governing Highly Effective Nonprofit Organizations." Youth Villages CEO Patrick Lawler and Chief Operating Officer Lee Rone speak to the class each year.

Former Commissioner Page Walley, Alabama Department of Human Resources

In March of 2007, Page Walley wrote a letter to Youth Villages CEO Pat Lawler to express his appreciation to Youth Villages for helping Alabama safely reduce the number of children in out-of-home placements. Walley stated, "The provision of intensive home-based services, such as those provided by Youth Villages, was an important step in Alabama DHR satisfying the terms of the RC Consent Decree."

U.S. News & World Report


In 2006, Youth Villages CEO Pat Lawler was recognized as one of America's Best Leaders by U.S. News & World Report in conjunction with the Center for Public Leadership at Harvard University. He also is one of the select few professionals in the nonprofit sector who have been inducted into the prestigious Society of Entrepreneurs.

American Youth Policy Forum

In a study commissioned by the American Youth Policy Forum in Washington, D.C., Youth Villages was cited as one of eight "guiding light" models in the United States with programs that successfully reduce the incidence of juvenile crime.

The National Coalition for Juvenile Justice

The NCJJ highlighted Youth Villages as a national model in its annual report and calls for states to implement similar programs.



University of Chicago Chapin Hall Center for Children

Youth Villages was cited as “one of the four most innovative programs in the country” in reference to the continuum of care model.

The New York Times Online

Journalist and author David Bornstein featured Youth Villages in two “Fixes” columns, New York Times Online “Opinionator” pieces that explore innovative solutions to social problems.

NATIONAL RESEARCH AND RECOMMENDATIONS

American Psychological Association Task Force on Evidence-Based Practice with Children and Adolescents

This report states that in the most thoroughly tested of the treatment models that focus intervention on multiple levels of children’s social ecology, “therapists work to produce changes in the youth themselves, family members, social relationships and others in the youth’s social world.” In addition, it states that, “As the findings illustrate, evidence-based treatments can improve functioning in youngsters and their families, reduce the risk to others in society and, in some cases, even reduce the cost of care.”

U.S. Surgeon General’s Report on Youth Violence

This report — the first Surgeon General’s report on youth violence — is a product of extensive collaboration. It reviews a massive body of research on where, when and how much youth violence occurs, what causes it and which of today’s many preventive strategies are genuinely effective. Like other reports from the Surgeon General, this report reviews existing knowledge to provide scientifically derived bases for action at all levels of society. Suggesting whether and how the areas of opportunity listed in the final chapter might lend themselves to policy development to reduce youth violence is beyond the report’s purview. This report identified Multisystemic Therapy as one of only four model violence prevention programs for at-risk youth.

University of North Carolina Evaluation Project

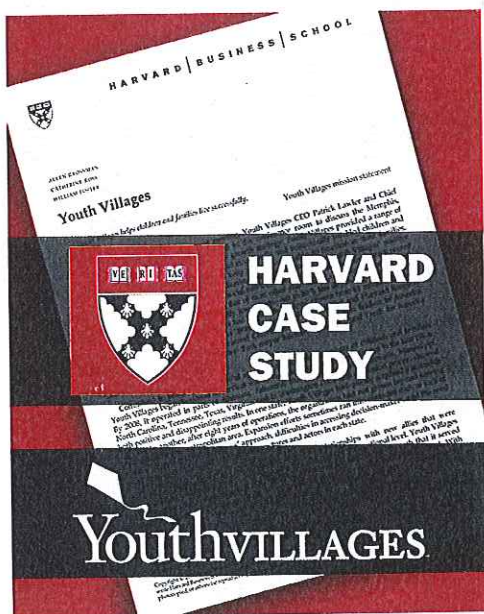
Dr. Richard Barth, formerly of the Jordan Institute for Families at the University of North Carolina Chapel Hill and currently the dean of social work at the University of Maryland, conducted an extensive review of Youth Villages’ outcome evaluation process. He was impressed with Youth Villages’ evaluation process and suggested only a few minor enhancements.



www.youthvillages.org

More than 80% of youth served by Youth Villages' Intensive In-Home Services programs have remained successfully in the home at least one year after receiving services.

Harvard Business School Publishes Case Study on Youth Villages



success rates for the approximately 13,000 children Youth Villages serves in 10 states each year. In 2008, 86 percent of the children who completed their program at Youth Villages were discharged successfully; data consistently show that 84 percent are living successfully in the community two years after discharge.

The case on Youth Villages was written for inclusion in a new course Grossman has developed at the Harvard Business School called "Leading and Governing Highly Effective Nonprofit Organizations." The course teaches what it takes to be an organization that does innovative and highly effective work and explores various challenges those organizations encounter. HBS cases serve as a springboard for class discussion.

"Youth Villages is a highly effective organization with quality leadership and a proven approach that faces a series of challenges and opportunities as it attempts to make its programs available in more states outside of Tennessee," Grossman says. "We wanted to look more closely at the challenges involved in expanding coverage while working primarily within a system of government funding."

Youth Villages Chief Executive Officer Patrick W. Lawler and Chief Operating Officer Lee Rone engaged in extensive interviews for the case study and provided research, financial data and other informa-

tion during class discussions when the study first was presented to students.

"We were pleased that the Harvard Business School and Professor Grossman recognized Youth Villages and the hard work our staff has put into finding and implementing the most effective ways to make a difference in the lives of troubled children and their families," Lawler says. "We firmly believe that successful, effective nonprofit organizations have a responsibility to reach out, to expand their programs into underserved areas. Through his research and teaching, Professor Grossman is helping that cause."

Lawler has led Youth Villages since its founding in the merger of two small residential campuses in Memphis in 1986. The organization has grown from helping 50 children a year to touching the lives of more than 12,000 children and families in 10 states and the District of Columbia in 2008. The private nonprofit organization has grown from an annual revenue of \$1 million in 1986 to more than \$97 million in 2008. In 2006, *U.S. News & World Report* and the Center for Public Leadership at Harvard University's John F. Kennedy School of Government named Lawler one of "America's Best Leaders," along with financier Warren Buffett, New York Mayor Michael Bloomberg and Teach for America CEO Wendy Kopp.

The complete case study is available at www.harvardbusiness.org. More information about Youth Villages is at [The Harvard Business School completed a case study in April of 2009 that examines the growth and impact of Youth Villages, a Memphis-headquartered nonprofit organization that has become a national leader in the field of children's behavioral health in the last decade.](http://www.youth-</p></div><div data-bbox=)

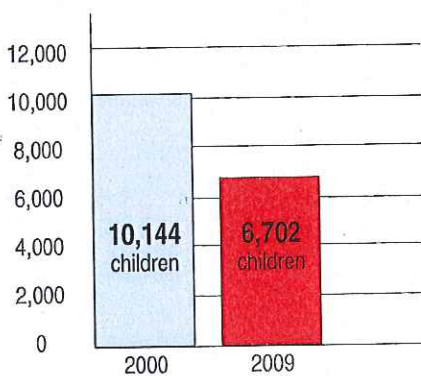
Written by HBS Professor Allen Grossman, Catherine Ross of the HBS Global Research Group and William Foster, a partner at the Bridgespan Group, the case study explores Youth Villages' innovative treatment approach, use of research in program development and targeted growth strategies.

Youth Villages was an early champion of research-based treatment approaches and helping troubled children and families in the least restrictive setting, especially through intensive in-home services. That approach

More than 80% of youth served by Youth Villages' Intensive In-Home Services programs have **remained successfully in the home** at least one year after receiving services.

Summary of
**Tennessee and Youth Villages
Common Knowledge Case Study**
A Project of Casey Family Programs

TRENDS IN OUT-OF-HOME CARE



(Source: NCANDS data from Child Maltreatment Reports and AFCARS data from ndas.cwla.org and the National Data Archive on Child Abuse and Neglect)

In 2010, Casey Family Programs based in Seattle identified the state of Tennessee as a jurisdiction that had achieved a significant and safe reduction of the number of children in the child welfare system. Casey's Common Knowledge Project interviewed officials with Tennessee's Department of Children's Services and Youth Villages, its largest private provider of services, to produce a case study on effective Tennessee reforms.

The number of children in state custody in Tennessee has fallen since 2000 from 10,144 to 6,702 in 2009. In addition, Tennessee has decreased the number of children in long-term foster care, and the rate of children in out-of-home placements is now below the national average. At the same time, recurrences of abuse and neglect in children have decreased, indicating the safety of reform efforts.

DCS is a unified system, encompassing both the child welfare and juvenile justice functions. Reforms – including a continuum of services approach and more recently, performance-based contracting — serve all youth in state custody, regardless of whether they are adjudicated as dependent/neglect or delinquent.

Child welfare in Tennessee (including leadership by the legislature, DCS and the

Brian A. lawsuit monitors/TAC) has been creative and responsive to implementing innovative strategies and supporting them with a performance-based flexible funding structure.

Youth Villages moved quickly to develop and improve programs and practices that matched the values aspired to by leadership in Tennessee child welfare and those seeking to improve that system. In turn, Tennessee child welfare partnered, as well as contracted, with Youth Villages to capitalize on the private provider's expertise.

The creation of an intensive in-home services program under the Tennessee Medicaid waiver program, TennCare, is one example of Youth Villages' work that has positively impacted the child welfare environment in Tennessee. Comprehensive Child and Family Therapy has proven its value to the managed care organizations of TennCare by serving youth with emotional disturbances and complex family problems who are at high risk of entering hospitals, residential treatment centers and state child welfare custody.

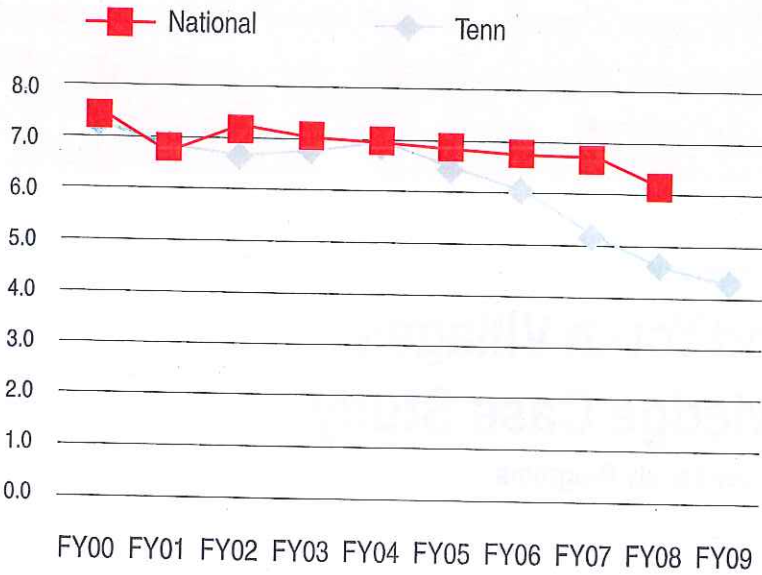
Youth Villages' outcome data continue to demonstrate the positive long-term impact of these programs, including the low rate of entry into expensive out-of-home placements. Two hallmarks of Tennessee

“We could not have achieved these gains without the diligence and vision of partners such as Youth Villages. Together, we are helping to ensure the safety and well-being of the children we all serve.”

— Dr. Viola Miller, commissioner of the Tennessee Department of Children's Services

RATE OF CHILDREN IN OUT-OF-HOME CARE

(per 1,000 children in the population)



(Source: NCANDS data from Child Maltreatment Reports and AFCARS data from ndas.cwla.org and the National Data Archive on Child Abuse and Neglect)

child welfare – the continuum of services and performance-based contracting – are also examples of the symbiotic relationship between Youth Villages and DCS. Youth Villages has been Tennessee's top performer in performance-based contracting. It has increased from \$900,000 in incentives the first year to \$3.02 million in 2009.

Youth Villages has been a catalyst in this environment, but the environment has also allowed and encouraged the organization to be innovative and to expand. The partnership between DCS and Youth Villages has been mutually beneficial, as both organizations have worked toward improving services to children and families to safely reduce the number of children in the child welfare system in Tennessee.

Youth Villages' work in Tennessee has made it one of the country's leading nonprofit organizations, now helping more than 17,000 children each year in 10 states and Washington, D.C. Named one of the Top 50 Nonprofits to Work For by Nonprofit Times, Youth Villages has been recognized by Harvard Business School and U.S. News & World Report, and was identified by The White House as one of the nation's most promising results-oriented nonprofit organizations.

YOUTH VILLAGES SERVICES:

Youth Villages serves young people daily through a variety of programs. Services include:

- intensive in-home services
- adoption services
- residential treatment
- statewide mobile crisis program in Tennessee
- treatment foster care

Youth Villages' intensive in-home services programs are effective because of:

- Small caseloads of four to five families with a single family intervention specialist accountable for treatment
- Collaboration with providers, case workers and courts to formulate a collaborative treatment direction to resolve family problems
- 24/7 on-call crisis intervention services to support families in addressing treatment goals
- Comprehensive treatment approach that includes family therapy, mental health treatment for caregivers, parenting skills education, educational interventions, development of positive peer groups, and extensive help with families to access community resources and long-term, ongoing support
- Family reunification and family searches to assist children in transitioning from out-of-home placements more quickly and more successfully

ABOUT YOUTH VILLAGES:

- Proven track record of keeping the mission of helping children and families live successfully on the forefront while reforming the services provided to children across multiple states
- Works with localities to select programs based on scientifically researched models when possible and to hold agencies accountable for their outcomes
- Called "one of the strongest and most effective youth-serving organizations the Foundation has ever seen" by the Edna McConnell Clark Foundation in 2004
- Cited as a model by such organizations as the American Youth Policy Forum, National Coalition of Juvenile Justice and the United Way of America
- Cited in 2008 Annual Report of the Federal Advisory Committee on Juvenile Justice as a national model for helping troubled youth

Hablamos Español

INTERCEPT[®]

Intensive In-Home Services for Families ...
Permanency for Youth

HELPING FAMILIES STAY TOGETHER

Youth Villages Oregon's Intercept program is an intensive in-home services program that specializes in:

- Providing treatment to troubled children who have emotional and behavioral problems and their families in their own homes at times convenient for the families.
- Diverting youth from out-of-home placements by helping their families safely maintain youth in the home and community environment. These services generally occur over a four to six month period. Currently, Oregon has more than 8,500 youth in foster care, twice the average for states our size.
- Reuniting youth who are in a residential treatment facility, foster home, psychiatric residential treatment facility, hospital or group home successfully with their families in the community. Intercept family intervention specialists are skilled at reuniting families even when the child has been out of the home for an extended period. Reuniting youth who are receiving mental health, juvenile justice or child welfare services.

ABOUT THE INTERCEPT PROGRAM

For almost 20 years, Youth Villages has provided intensive in-home services for more than 20,000 children. We've helped more than 14,000 children and families in the last six years alone in our Intercept program. We have demonstrated 85 percent of the children who receive at least 60 days of service are successful two years after discharge. The program is a proven alternative treatment for children and youth who otherwise would be placed in foster care, residential treatment, detention centers, hospitals or other juvenile facilities.

We provide Intercept services to children and families in Alabama, Florida, Georgia, Indiana, Massachusetts, Mississippi, New Hampshire, North Carolina, Oregon and Tennessee.

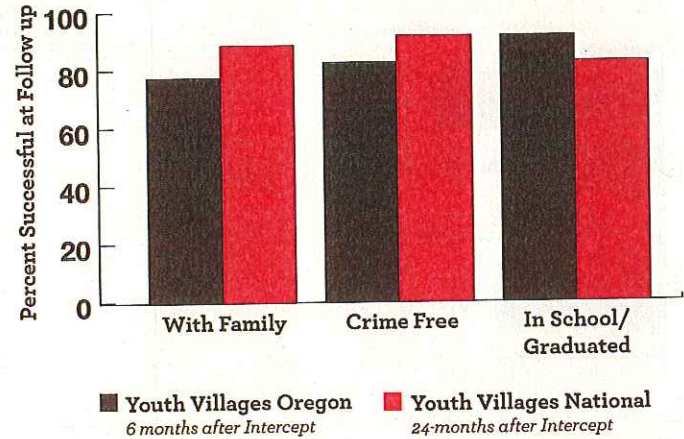
Youth VILLAGES[®]

The force for families | O R E G O N

Success after Intercept

How youth are doing after program completion

All youth followed for two years



Our overall long-term success rate of 80% is twice the national average, and we serve youth at one-third the cost compared to traditional services.

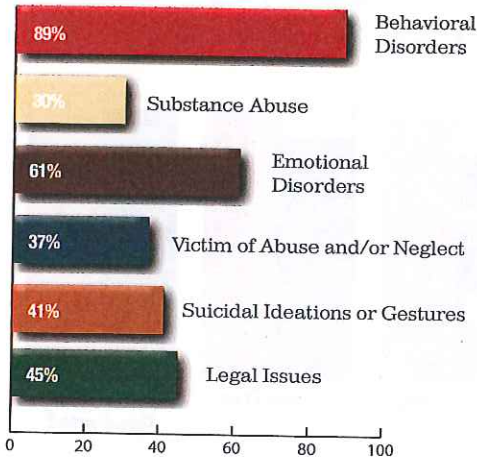


YOUTH VILLAGES INTERCEPT: SUCCESS IN NUMBERS

Data gathered in Tennessee, Mississippi, Alabama, Florida, Georgia, North Carolina, Massachusetts, New Hampshire, Indiana and Oregon

PRESENTING ISSUES

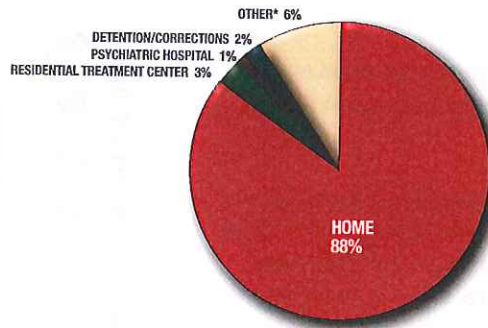
Youth served July 2006 through December 2012
N = 14,257



More than 85% of youth have multiple presenting issues.

DISCHARGE LOCATION

Youth served July 2006 through December 2012
N = 12,050



*INCLUDES PLACEMENTS SUCH AS GROUP HOMES, FOSTER CARE AND REHAB CENTERS, AS WELL AS RUNAWAYS

Includes only youth who received at least 60 days of service; 14.3% (2,011 out of 14,061) of admissions ended prior to 60 days

SUCCESS AT FOLLOW-UP

Follow-ups conducted through December 2012

86% of youth are at home or living independently.

89% are in school, have graduated or are earning a GED.

84% have had no further involvement with the law.

Response Rate:
24-month follow-up 44.0% (2,647 out of 6,011)
Includes only youth who received at least 60 days of service.

YOUTH VILLAGES' FAMILY INTERVENTION SPECIALISTS OFFER VITAL SERVICES THAT INCLUDE:

- **Helping the entire family**, rather than just the identified child or youth.
- Meeting with families and youth at least three times each week and **being on call 24/7** to help the family in case of emergency.
- Working with **small caseloads** — four to six families — focusing on helping the child and family at home, in school and in the community. Youth Villages Intercept supervisors are responsible for four to five Intercept specialists.
- Providing a **comprehensive treatment approach** that includes family treatment, parenting skills education, educational interventions, development of positive peer groups and extensive help for families and children in accessing community resources and long-term, ongoing support.
- Identifying **specific goals and assigning measurable tasks** to the child and family. Family intervention specialists also develop targeted interventions until the family reaches the goals established in the treatment plan.
- **Engaging families** in their role of supervising and supporting their children—including consistency, discipline and communication.
- **Implementing strategies** to address aggression, problem sexual behaviors and other specialized issues.
- **Collaborating with providers, case workers and courts** to formulate a collaborative treatment direction to resolve family and child problems.
- Providing **crisis prevention** and intervention.
- Conducting **extensive family searches**.
- Providing **psychiatric treatment, Trauma-focused Cognitive Behavioral Therapy** and Adolescent Community Reinforcement Approach, an alcohol and drug intervention program for youth (on an as-needed basis for those who qualify).

FOR MORE INFORMATION OR TO MAKE A REFERRAL VISIT WWW.YOUTHVILLAGES.ORG OR CALL 1-888-98ACCESS.



www.youthvillages.org

Founded in 1986, Youth Villages is a leading national nonprofit dedicated to providing the most effective local solutions to help emotionally and behaviorally troubled children and their families live successfully. We help more than 20,000 children and families each year from more than 20 states and Washington, D.C. Youth Villages' Evidentiary Family Restoration® approach involves intensive work with the child and family, a focus on measuring outcomes, keeping children in the community whenever safely possible, and providing unprecedented accountability to families and funders.



Youth Villages is accredited by the Joint Commission.

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RESIDENTIAL TREATMENT

A Safe Setting for Children with Emotional and Behavioral Problems

Youth VILLAGES®
The force for families | O R E G O N

PROVIDING THE STRUCTURE AND SKILLS THAT CHANGE LIVES

For almost 50 years, Youth Villages Oregon has been providing residential treatment for children with serious emotional and behavioral problems. A private nonprofit organization, Youth Villages Oregon's mission is to help children and families live successfully. The program uses clinically proven treatment approaches with the goal of returning children to their families or other less restrictive settings as quickly as possible.

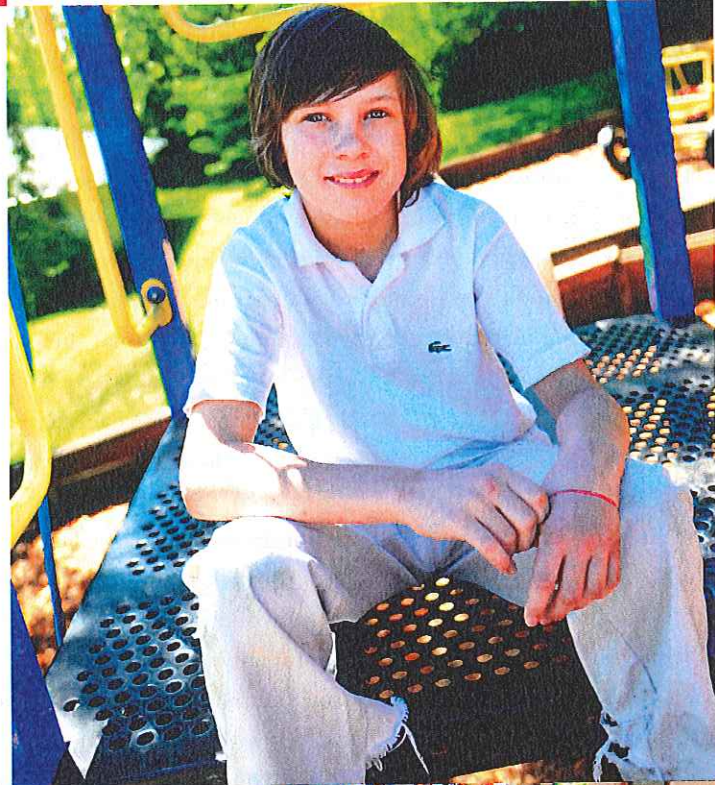
We Offer:

A secure residential campus. Located next to Marylhurst University in Lake Oswego, Ore., the beautifully landscaped Christie Campus offers boys and girls a peaceful therapeutic environment. Among lush evergreens and brightly blooming flowers, the campus features a swimming pool, sports field, tennis courts and a playground for recreational activities.

An individualized treatment approach. With individual cottages accommodating groups of 10-12 youth, children are placed in groups according to age, diagnosis, intellectual functioning level and gender when possible. Master's-level staff provides group, individual and family therapy, and staff also includes child and adolescent psychiatrists and nurses. Teacher-counselors use the Re-ED treatment model to help troubled children focus on the present and learn successful behavior patterns. Youth participate in a variety of recreational activities, including a challenge ropes course, swimming in an outdoor pool and playing on basketball and tennis courts. Campus school programs are staffed with Clackamas Education Service District special education teachers and teacher assistants. In addition, equine-assisted psychotherapy is offered at the spectacular Butte Creek Ranch when clinically appropriate.

Flexible admission criteria. Residential treatment at Youth Villages Oregon is available to both boys and girls ages 6-17. We accept children with IQs of 70 and above. In addition, specialty treatment programs are available for hard-to-place youth.

Residential treatment is part of Youth Villages Oregon's wide array of programs and services, which also includes intensive in-home services and transition services for young adults. For children with more severe issues, we offer the safety and security of intensive, secure and enhanced residential treatment.



To learn more about
Youth Villages Oregon's programs
and to schedule a tour,
please contact:

KIT KRYGER, LCSW
503-675-2234
christopher.kryger@youthvillages.org

MORE THAN 70 BEDS FOR RESIDENTIAL TREATMENT

The Christie Campus features two cottages for intensive residential treatment in a secure environment as well as enhanced psychiatric residential treatment with extra staff and psychiatric support for higher-acuity youth.

The campus also is home to the Cedar Bough Native American Program featuring culturally responsive residential treatment for Native American youth as well as youth who can benefit from a strong cultural and spiritual life program. Guided by a Native American Advisory Council, the Cedar Bough Program provides holistic care incorporating the physical environment and mind/body healing best practices. This program offers youth many traditional experiential opportunities, including powwows, challenge ropes course work, beading, drumming, singing, dancing, regalia making, sweat lodges and smudging.

Situated on 35 acres of pristine evergreens along the Clackamas River in Oregon City, the Clackamas River Campus regularly hosts children receiving help in the Cedar Bough Native American Program. Children participate in many cultural and therapeutic activities on the campus.

In addition, the Clackamas River Campus is home to the family intervention specialists and master's-level staff and leaders in the Intercept intensive in-home program. The campus serves as a home base for staff working intensively with children and their families in their own homes and communities. Some children are able to step down from residential care with the support of the Intercept program.



Financial Considerations:

The intensive, around-the-clock care we provide is not inexpensive, but the cost is competitive with other nonprofits and substantially less than out-of-state or for-profit providers who are similarly accredited. Youth Villages accepts some private insurance and has provider contracts with many state child welfare agencies and mental health organizations throughout the Pacific Northwest.

TO MAKE A REFERRAL: www.YouthVillages.org

888-982-2237

**Youth**
VILLAGES[®]

O R E G O N

www.youthvillages.org

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Youth Villages is accredited by the Joint Commission on Accreditation of Healthcare Organizations.

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