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ASSESSMENT OF MODEL PROGRAMS
FOR THE CHRONIC STATUS OFFENDERS
AND THEIR FAMILIES

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AND THEIR FAMILIES

Prepared for the
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CASE STUDY THREE: THE YOUTH SERVICES SYSTEM.

WHEELING, WEST VIRGINIA.

One evening in March 1974, a group of concerned parents and youth service professionals met in a Wheeling, West Virginia high school gymnasium to discuss a serious problem in their community: something needed to be done about "the kids sitting on the bench in front of Judge Spillers' office." Wheeling is a relatively small community, a steel mill town on the banks of the Ohio river in the panhandle area of the state. With a population of around 40,000 and blue collar industries in economic decline, the community, though small, had some big city problems.

The community members gathered at this meeting included a number of people who were to become the core of an exciting and innovative program for kids in trouble. At this point there was no grand master plan, but some individuals in the group hoped that the meeting would be the first step in creating a community-based network of services for troubled youth. "What we envisioned in the beginning," remembers Ronald Klug, now the regional supervisor of youth services for West Virginia's Department of Human Services, "was an umbrella agency with an committed board of directors who were willing to try some innovative services for youth." Ron was one of the original board members of the Ohio County Youth Services System (later shortened to Youth Services System, or YSS), which was organized shortly after this meeting.

At the same time that YSS was forming, Brother Ron Mulholland had been sent to Wheeling by his monastic order to become director of Catholic Social Services for the local diocese. Unfortunately, when he arrived in Wheeling, he discovered that the agency he was

to head had been dissolved and he was out of a job. He took a temporary teaching position at a local private high school with the understanding that when the diocese had finished reorganizing its social services ministry, he would be appointed its director. Meanwhile, he became active in Wheeling's Big Brother program, through which he met Ron Klug and John Nanny, two of the agency's most active and supportive board members who have been with it since its beginnings.

"Back in 1974," remembers Brother Ron, "there were less than 300 residential child care beds in the entire state of West Virginia. This was woefully inadequate in terms of the numbers of kids we were facing. There was not even one bed available for youth in residential mental health services." Mulholland told of one youth from Wheeling who had been placed as a last resort in a state institution and had hung himself shortly afterwards. "This was an unfortunate and tragic demonstration of our lack of resources for both alternative day programming and extensive residential services," he said.

The Ohio County Youth Services System's first major task was to lobby the state legislature for much-needed services in the northern panhandle. The board members felt that their area of the state had been overlooked because of its contiguity to Ohio and Pennsylvania. It was almost as if government officials felt that Wheeling could solve its problems by sending their kids "across the river," and that the need for services was greater in other more poverty-stricken areas of the state. Whatever the reason for the state's benign neglect of its northern corner, the fact remained that it had generally been difficult to attract

state-funded services to the five-county panhandle area, and this was the first problem the board chose to redress.

Shortly after his bishop had reorganized Wheeling's Catholic Social Services and had appointed Mulholland as the agency's director, it was, as Mulholland recalls, completely by accident that he was given as his headquarters a former convent that had 17 furnished bedrooms on the second floor. This entire space was to be occupied by two people: himself and his secretary. He asked his bishop if he could turn the building into some kind of service entity, and without hesitation his bishop gave his approval. Soon afterwards Brother Ron opened a drop-in shelter for adults.

At this point the "Judge Spillers Incident" occurred, which initiated the official partnership between the Ohio County Youth Services System and Brother Mulholland. An eight year old youth was being held in the Ohio County Jail as a chronic runaway, and Judge Spillers, who had heard of Mulholland's work with homeless adults for the diocese, asked Brother Ron whether he "could do something with the kid." Mulholland arranged to have himself named as the youth's foster parent and took the youth into custody. Now everyone realized that they had stumbled upon the obvious solution to the county's lack of services for troubled youth: since there were other services available in the community for transient adults, the Ohio County YSS contracted with Brother Ron to turn his empty convent into an emergency youth shelter, and the Samaritan House, YSS's first system component, was born. "I started separately from the board of directors," Mulholland remembers. "It was only after the kids surfaced that we all came together."

Today, the Youth Services System operates a regional alternative service network for the entire West Virginia panhandle. There are nine agencies operating in close collaboration under Brother Mulholland's and the YSS's supervision: The Samaritan House emergency shelter for boys, started in 1975; the Helinski Emergency Shelter for both boys and girls, started in 1983; the Independent Living Program, started in 1981; the Northern Regional Juvenile Detention Center, started in 1985; the Genesis Alternative School, started in 1977; Aftercare Counseling for teenagers who have completed substance abuse programs, founded in 1983; ONSET--Outreach Network to Sexually Exploited Teenagers-- which began in 1983; the Home Industry Program, started in 1984; and the Female Diagnostic Unit, which was started in 1985. Each of the non-residential "day" programs was initiated in response to the community's growing awareness that, as Brother Ron put it, "bed and board is not sufficient for diversion in these kids' lives," but the residential programs have remained at the core of YSS's services to the community.

"The development of Youth Services System was initially an accident," recalls Mulholland. "In the northern panhandle, there were no facilities that could take kids on an emergency basis. There were two prestigious orphanages, but these agencies were not able to incorporate the kinds of kids we were seeing into their stable population. Then a number of circumstances all conjoined together at one point: a child was locked up in jail, a judge was frustrated because the system couldn't respond to the child, a physical setting was suddenly available, a request, and bingo, we

had an emergency shelter." Samaritan House was the first emergency youth shelter in the entire state of West Virginia.

RESIDENTIAL PROGRAMS

Samaritan House

Samaritan House provides nonsecure emergency shelter for twelve males between 12 and 18 years old. Located in downtown Wheeling not far from the Lincoln Center, headquarters for all of Youth Service System's day programs, the shelter is able to provide a range of services including job skills training, aftercare counseling for graduates of drug and alcohol abuse treatment programs, sexual abuse counselling, and alternative school programming if a youth is unable to attend classes at a local school. Its current director, John Moses, has been working with YSS for eight years.

Moses estimates that the shelter sees about 100 kids per year, most of whom tend to be older youths with an array of problems ranging from alcohol or drug addiction, homelessness, incorrigibility, severely dysfunctional families, truancy, and severe emotional trauma due to physical and or sexual abuse. Samaritan House, like most of the programs YSS operates, is remarkable in that it accepts the kinds of kids who are rejected by other programs. In fact, Samaritan House tends to see most of its clients more than once. The pattern with these kids is a familiar one for those who work with chronic status offenders: as the various solutions to the youth's or the family's problems fail one by one, it begins to appear that the youth is exhausting his or her options. Samaritan House, however, is willing to take on a

kid time after time, no matter how many times the youth fails in a placement or a program.

William Ball, a probation officer for Ohio County, described his relationship with Brother Ron and the Samaritan House as "friendly and professional." "They take on our headaches," he noted with humor. "The judge dumps on me and I dump on them." Like many of the professionals in Wheeling's court services and department of welfare programs, Ball expressed a great deal of respect for Brother Mulholland and his staff members. "They do more than what I would do," he explained. "That's one of the reasons why I respect them."

The claims that Samaritan House makes for its programs are few but significant. It provides youths who are runaways, homeless, or removed from their homes by court order with food and shelter, crisis counseling when they need it, and a caring, nurturing environment. "About 20 to 25 percent of our kids," claims Moses, "come through our doors on their own initiative. We have the grace of being so well thought of in the community that there isn't much hesitancy to walk in and ask for help." For this population, which tends to be hostile and suspicious towards adults--especially those associated with the child welfare system--demonstrating the ability to develop rapport with the kids and make them feel welcome time and time again, no matter how many times they fail, is quite an accomplishment.

Half of Samaritan House's referrals come from the State Department of Human Services. In 1986 Samaritan House sheltered 91 teenagers; 38% of these youths were subsequently returned to their homes after disposition, 12% were placed in group homes, and

7% were placed in drug and alcohol rehabilitation programs. The average length of stay was 45 days, with 226 days being the longest placement period. The average client age was 15 years, and the average daily population was 11.3 youths. Most of Samaritan House's referrals came from Ohio County, but 13 other counties in the state also used Samaritan House for placement. Only five of the 91 youths came from out of state--four from Ohio and one from South Carolina.

Helinski Emergency Shelter

Helinski was opened by YSS in 1983 after the only available placement option for girls in the county, a group home, closed. Located in nearby Marshall County, Helinski's capacity is 17 youths, both male and female, who are between the ages of 12 and 17 years. Like Samaritan House, Helinski offers its residents a range of services including an alternative school, crisis counseling, and all of the day program services at the Lincoln Center in Wheeling. Since Helinski is located only 20 minutes away from Wheeling, Helinski's staff members work quite closely with other YSS programs in Wheeling. The shelter's current director is Ann Hedrick, who has been running the program for about a year and a half.

Hedrick pointed out several differences between Samaritan House and the Helinski Shelter, most of which are related to the Helinski's more rural setting. Because Helinski is located in a state recreation area, the facility has fewer walk-ins. "We are located in a park on top of a hill," Hedrick explained, "so children don't have access to us in the same sense that they do at

Samaritan House." This difference is clear in the facility's intake statistics: 85% of Helinski's referrals for 1986 came from the Department of Human Services, and only three percent came in as self-referrals.

The Helinski Shelter also has, according to Hedrick, "more of a hodge-podge of ages." Youths placed in Helinski tend to be younger than those placed in Samaritan House--about 14.6 years--and they stay for shorter periods. The average length of stay in 1986, for example, was 25 days, and the longest placement was 179 days. In 1986 Helinski housed 152 youths; the shelter's average daily population was 11 residents. The shelter's record of dispositions for 1986 shows that only 33% of its residents were returned home after their stays at Helinski, 23% were placed in group homes, 9% were placed in foster homes, 6% were placed in detention, 5% were placed in drug rehabilitation programs, and 5% were placed with a relative. The most significant difference in dispositions between Samaritan House and the Helinski Shelter in 1986 was the number of youths placed in group homes. For Helinski's population, placement in a group home appears to be more of an option.

Like Samaritan House, Helinski receives youths from counties all over the state, with the largest number of 1986 referrals coming from Marshall (n=44), Ohio (n=52) and Brooke (n=18) counties. In 1986 only three clients came from out of state.

Mike Kotson, probation officer for Marshall county, says that he sends all of his "incorrigibles" to Helinski and Samaritan House, and that all of his caseworkers work pretty closely with staff members in all YSS programs. "Over the long run we see

progress with this type of kid," he observed. "They tend to gravitate back to the programs, and they're always accepted back. Eventually, if they start to get on their feet, they come back just to touch base. They always know that they are welcome." Kotson believes that with this type of youth, no program can really claim to be very successful, since their problems are severe and deep-rooted. He notes that the staff at Samaritan House and other YSS programs certainly don't claim to be able to keep all of the kids in their care out of trouble. But for the most part, according to Kotson, Brother Ron's programs "do what they claim to do."

The Diagnostic Unit

YSS staff members operate this program for the West Virginia Department of Corrections. Located within the Helinski Shelter, the diagnostic unit conducts a sequence of formal evaluations on first-time female offenders who have been adjudicated delinquent by a state circuit court judge. Basically, the judge has asked Helinski staff to evaluate these youth and recommend where they should be placed by the court. The program's intake statistics show that since May 1985, when the program began, 38 females have been evaluated. Out of these 38 young women, only five were recommended for long-term detention or placement in a locked facility. Their crimes ranged from incorrigibility to malicious assault and armed robbery.

Helinski staff members have set aside three beds at the shelter for clients in the diagnostic unit. The unit director organizes separate programming for these girls--i.e., separate

from Helinski's regular services for its shelter population--which includes educational and vocational testing, supervised recreation, daily attendance in the shelter's alternative school, life skills and hygiene instruction, psychological testing and recommendations, a complete medical examination and needed treatment, chemical dependency/abuse assessment, and a social history. The three beds allotted to the diagnostic unit are located in a separate bedroom in order to minimize contact between the unit's population and the shelter's regular clients as much as possible.

Along with the sequence of tests that the girls are given, Helinski's diagnostic unit staff counsel their clients on issues such as goal setting, self disclosure, value clarification, and peer relations. Each staff member who has worked with a unit client is asked to contribute to the final recommendation that is sent to the sentencing court.

The diagnostic unit's present director, Bob Trussel, claims that he has seen a lot of "system failure" in the unit. Consequently, he feels that he has to "come off pretty hard with the kid." By the time a young girl has landed in his program, she has usually been through several placement options, including group homes, foster homes, drug and alcohol treatment programs, and the like. Bob's role, he feels, is to "give these kids the bottom line." He said, "I tell them point blank, 'Everybody's given up on you' so that they will understand how important our evaluation is to their future."

The program is based on the philosophy that a first-time offender is not a hardened criminal and shouldn't be treated as

one. Instead, unit staff members view the youth's problems as basically social in nature. They operate on the premise that first-time offenders can be saved from a life of crime through patient counselling and instruction. As with other chronic offenders, the key in treating such youths is to instill in them a sense of responsibility both to themselves and to others.

In 1986, Helinski accepted 20 youths into its diagnostic unit, for a total of 449 child care days. The shelter's average daily population in 1986 was 1.2 clients; the average length of stay was 22.5 days. The unit evaluations must be completed within a month. Consequently, the longest that a young woman can stay in the program is 30 days.

The Northern Regional Juvenile Detention Center

According to Earl Dunlap, executive director of the National Juvenile Detention Association, there are probably less than half a dozen secure juvenile detention facilities in the country which are operated by private, non-profit agencies. Youth Services System runs one of them. The Northern Regional Detention Center is located on the third floor of a high school which was no longer used by the city of Wheeling. The building, which has been leased to YSS by the city, was renovated in 1986 to provide secure residential care to a total of twelve youths. The school also houses several YSS day programs on the second floor and basically serves as the agency's headquarters.

YSS is under contract with the State Department of Human Services to run the facility for the five county northern panhandle area. In 1985 the State Legislature appropriated

\$350,000 to transform the third floor into a secure detention center. Renovation was completed early in 1987, and the Center was opened on February 10th. Between January and May, the facility has housed a total of 33 youths, both males and females. The average length of stay so far for 1987 has been five days. Youths are brought in on charges ranging from serious personal felonies to property felonies such as breaking and entering and petty larceny.

Brother Mulholland described the opening of the regional detention center as the "ultimate risk we've taken as an agency." Its present director Larry Creech, a veteran YSS staff member who has been with the agency for ten years, described his hesitation to get involved in the business of incarcerating teenagers. "I really don't like detention," he said. "We're basically opposed to locking kids up." But the state had drawn up plans to build a detention facility in the northern panhandle, and YSS staff were concerned about the impact it would have on the community.

It was clear to YSS staff members that there was a need for such a facility. In order to comply with state laws prohibiting the jailing of juveniles, Wheeling police had to transport youths 90 miles to the nearest juvenile detention facility in Parkersburg. If that facility was full, the next closest facility was 180 miles away. It was costing the county money and time to transport these youths to other facilities, and local police departments, especially the smaller ones, resented the transportation system because it often meant "losing" an officer for an entire day.

Mulholland had had opportunities to tour several detention facilities while serving on the West Virginia's juvenile justice advisory group. As a member of its detention facility monitoring subcommittee, he was familiar with what he called the "shortcomings of state-run institutions." So when it became clear that a detention center would soon be built in the panhandle, Mulholland felt that YSS ought to consider running it. "We had a good track record with troubled kids," he explained, "and it was clear to us that if we took it on, we'd be able to run a secure facility within the context of our own system, which not only would allow us to move kids to less restrictive environments pretty quickly, but also provide them with a wide range of services that were available in only a few secure facilities." The challenge, as he and his staff members saw it, was to transform the "down time" of a lock up experience into something constructive and productive.

While it's still too early to tell whether or not YSS staff members have been able to accomplish their goals for the program, it was clear from one comment made by a youth in another YSS program that, at least for him, his stay in the Northern Regional Juvenile Detention Center had not been an entirely negative experience. Comparing YSS's new detention center to others he had been in, he remarked, "It's the only detention center I've been in where the staff members are your friends."

Independent Living

YSS has had a coed independent living component since 1981. Youths who are accepted into the program live together in a

three-story house in Wheeling under the supervision of Jackie Marshall, a staff member who has been with YSS for ten years.

The first stage of the program, which is open to youths who are 17 to 18 years old and who have met specific entrance criteria, lasts from six to nine months. Basically, it is a "pre-independent" phase which involves participating in life skills training, attending weekly group sessions, meeting with YSS staff for individual counseling, and establishing some personal goals. The purpose of this phase is to ease an older youth into adult independence slowly. Under the careful guidance of the house supervisor, residents learn to carry out an array of responsibilities ranging from housekeeping and grocery shopping to paying their rent on time. The program is designed for youths who have exhausted other options in the child welfare system and, for a variety of reasons, cannot be returned to their homes. The building houses a maximum of eight youths.

In the second phase of the program, youths who have proven themselves capable of self management are placed in an "off-campus" apartment for three to six months, where they are supervised by a monitor/advocate who meets weekly with the youth and turns in weekly progress reports to the youth's case manager and the program's director.

"We're going to be much better off after we've finished this program," said one of the residents in the 14th Street facility. "I'd feel pretty insecure right now if I was trying to do this alone." Many of the youths in the program have become involved in drug and alcohol dependency treatment in order to qualify for the independent living program, and they have to participate in

aftercare counseling as part of their "house" responsibilities. Currently YSS staff members are thinking of using the aftercare model as a third phase in their independent living program, where youths who "graduate" from the program continue meeting in weekly support groups to help them adjust further to life on their own and "stabilize" their hard-won accomplishments as emancipated adults.

In 1986 YSS accepted 13 youths in its Independent Living Program. The average length of stay was 103 days, with the longest period of residence being 365 days. Its daily population averaged 3.7 youths.

DAY PROGRAMS

Educational and Vocational Services

The Genesis Alternative School, located on the first floor of the Lincoln Center, provides both accredited school instruction to youths who have been suspended from or are otherwise unable to attend the regular public schools in Wheeling, and G.E.D. instruction for youths who have dropped out of school. The program is a full-time day program, with vocational training in the morning and regular academic subjects in the afternoon. According to Sister Carol Gray, who directs the Genesis Alternative School, most students in the program are two to three years behind in their skills. Consequently, the curriculum focuses on remedial instruction in the various academic subjects and life and job skills training in the vocational track. There are on the average 5 or 6 students in the classroom at any given time, and consequently the classroom teachers are able to give the

youths in the program a great deal of individualized attention, a vital aspect of any alternative school curriculum. The school is staffed with part-time accredited teachers.

Vocational skills instruction is offered through YSS's Furniture Factory, a woodshop located on the second floor of the Lincoln Center in Wheeling. While youths who work in the factory are obviously learning an important set of job skills, according to Gary Farson, director of the program, it is just as important that the program build a youth's self confidence and encourage him or her to be creative and take some risks. To facilitate a youth's learning these "pre-employment" skills, Farson tries to "take as much structure out of the program as possible," since he believes that youths must initiate change on their own in order for it to take root. "The worst thing I can do is walk into the factory and try to push a kid," he explained. Since resistance is familiar territory for them, he lets the youths decide what they want to do in the woodshop, and then helps them master the technical difficulties involved in completing their projects. According to Farson, not feeling pushed around is a new experience for many of these kids. "It's an unknown phenomenon," he said. "They don't know what to do with an adult who will let them just sit in a corner and watch."

The youth who use the woodshop show a great deal of pride in their work, not only because it gives them a sense of personal achievement, but also because they can use their time in the woodshop to make important contributions to the community in several ways. First, the woodshop takes work on a consignment basis. Though the program doesn't make a profit, last year it

sold \$10,000 worth of furniture. If a youth wants to do something to "pay back society," the furniture factory gives him or her an opportunity to do so in an extremely tangible way. Second, much of the furniture in Lincoln Center, the Samaritan House and the Helinski Shelter was been built by residents of the programs, as well as all of the beds, tables, and dayroom area furniture in the detention center. Youths who have found valuable relationships with adults for the first time in their lives can leave something behind to mark the place as "home." Third, youth who don't know how to say thank you to staff members who have accepted them back time after time and who have continued to care no matter what often find the words they need with a hammer or saw in their hands. "We've all got more wall plaques than we know what to do with," commented Brother Ron.

Community Counseling Service

YSS offers several different types of counseling, both formal and informal, to youths in its programs. Emergency crisis counseling is available through all of YSS's residential programs on a 24-hour basis. In addition to crisis counseling, staff members conduct peer group counseling sessions on subjects such as addiction, anger, sexual development, and other issues which seem particularly problematic to the members of the group. These sessions are run on a short-term basis (eight to twelve weeks) at the Lincoln Center.

A more specific counseling program has been developed for victims of sexual abuse and youths who are involved in prostitution. The program is called ONSET--Outreach Network to

Sexually Exploited Teenagers. Currently directed by Jackie McCausland, ONSET works closely with caseworkers from the welfare department and the local public schools. McCausland accepts referrals both from these agencies as well as from within the YSS system itself.

Like other programs for chronic status offenders, YSS staff have noted a high incidence of physical and sexual abuse, alcoholism and drug addiction, mental illness, incest, and other symptoms of dysfunctional families in the case histories of their clients. Many youths using YSS services are also involved in prostitution and/or are homeless "street kids." Though hardly of the magnitude that cities such as New York and Boston must struggle with, Wheeling's problems are just as difficult to eradicate. This past year, for example, McCausland became aware that several of her clients were working for a local child pornographer. After the man was arrested, she noticed that the community's younger prostitutes, who usually worked openly on the streets, had suddenly disappeared. "I know they're out there somewhere," she complained, "but now that they've gone underground, it's ten times harder to get information to them about our services."

Like many other programs for street youth, ONSET has also developed an outreach program for teenagers who are involved in prostitution. Staff have targeted a six-block area of downtown Wheeling called "the meat rack," an area known for male prostitution in particular, where they can make direct contact with the youth and provide information about their services.

The bulk of ONSET's counseling activity, however, is with younger children and teenagers who have come to the attention of school counselors and DHS caseworkers. McCausland accepts a large number of referrals from these individuals herself, but if the child's history of abuse is extensive, or if the child's particular problems warrant it, she will refer the child to a local psychiatrist who specializes in sexual abuse counseling.

The final component of YSS community counseling services is also its newest and perhaps its most exciting program: Aftercare Counseling. Designed for youth who have completed drug and alcohol addiction treatment, the program seeks to provide peer support for youths who are struggling to overcome alcohol and drug addiction. Youths in the program meet weekly in group counseling sessions which are led by staff members who are particularly sensitive to the needs and problems of a recovering addict or alcoholic.

The program was developed when YSS staff members became aware that teenagers feel very out of place in adult aftercare counseling sessions, and they are reluctant to share their feelings or make friends in such a group. Staff members have also discovered that youths with alcohol or drug problems generally do not know how to establish meaningful and satisfying relationships with their peers. During the first series of aftercare counseling sessions, for example, a staff member noticed that not one of the youths had exchanged phone numbers with another member of the group, despite the fact that the group members seemed to enjoy each other's company and all shared a very serious problem and were aware that they needed each other's support. "Relationships

on the street tend to be extremely superficial," the staff member commented. "These kids are used to relating to each other only when they are high, and consequently they don't realize how hollow their interaction with each other is." Aftercare counseling gives these youths an opportunity to establish, many of them for the first time, the kinds of friendships that are supportive rather than destructive.

COMMUNITY SUPPORT FOR YSS PROGRAMS

Most community members familiar with YSS programs, especially members of the professional youth service community, feel that Wheeling is extremely lucky to have someone like Brother Mulholland and his staff on hand to work with this troublesome population. When asked if they thought the program was replicable, the general feeling among the probation officers, prosecuting attorneys and judges that we interviewed was a definite "yes," even despite the fact that Wheeling is a relatively small city to be supporting such a comprehensive array of services to chronic status offenders. "If you get the right people, anything's possible," said probation officer Mike Kotson, "and we're extremely lucky to have the right people."

Judge Spillers cited the law enforcement community's relief over finally having a place to bring youths who are in trouble, but who do not warrant secure incarceration. "Ron Mulholland's programs give us a happy medium between slapping a kid on the wrist and an illegal lock up," he said. In the beginning he thought the program was going to be "too ambitious," but now he

feels that the community is actually "safer for having Youth Services System here."

According to Spillers, the agency's excellent board of directors is another key to the program's success. "The more people you have involved on hand from each agency you have to work with," he said, "the likelier are your chances of success. This program is remarkable for how it has been able to integrate other community agencies into its programs." Earlier that afternoon, an event occurred in the Marshall County prosecuting attorney's office which confirmed Judge Spiller's observations. The agency's board president, Mr. John Nanny, who holds a full time job as Director of Social Services, Attendance and Drop-Out Prevention for Wheeling's Public Schools, opened the office door and a fifteen year old girl who had just been arrested burst into tears of relief: it was obvious that she knew Mr. Nanny and felt relieved to have a friend on hand to help her cope with a humiliating and terrifying experience. The encounter was, for us, clear evidence of the entire organization's willingness to invest itself in the lives of troubled kids.