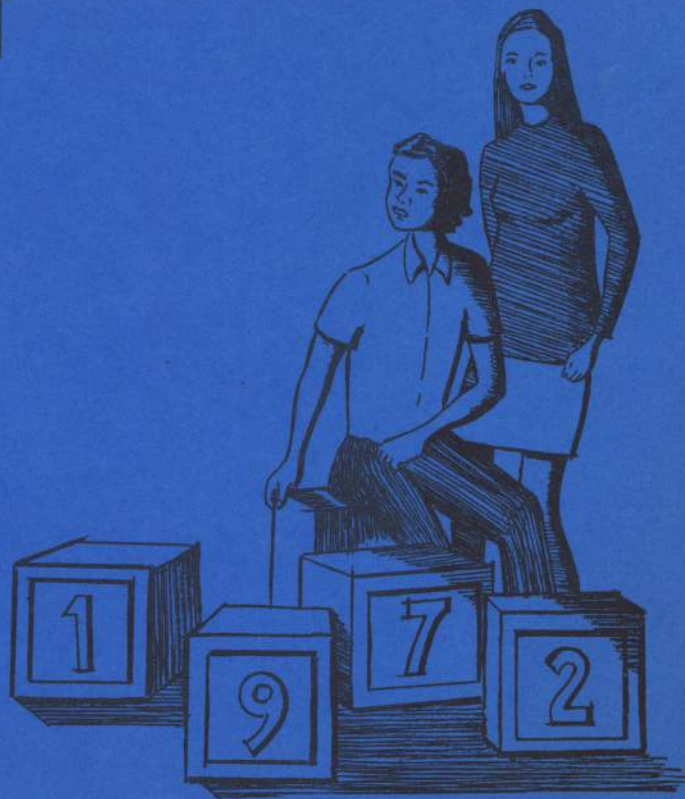


KING COUNTY

JUVENILE DEPARTMENT

ANNUAL REPORT

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ANNUAL REPORT
KING COUNTY JUVENILE DEPARTMENT
TO
THE CITIZENS OF KING COUNTY
1972

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KING COUNTY JUVENILE DEPARTMENT
1211 East Alder
Seattle, Washington 98122

[1374]

FOREWORD

This report documents the work of the King County Juvenile Department for the year 1972.

Obviously it is not possible to describe in complete detail activity for the year; therefore, this report is in essence a summary of department structure and operation, goals and accomplishments. Where essential to understanding, however, considerable detail is provided.

Our objective has been to clearly and concisely portray an eventful year.

Complete statistical tables have been printed separately and are available on request.

To The Board of Managers, King County Juvenile Department

This annual report for calendar year 1972 is respectfully submitted for the purpose of summarizing the many and varied functions and activities of the department staff.

Of primary impact on staff, as well as the children referred to the court, completion and acceptance of the new physical plant deserves special notice. Expanded and considerably more modern facilities provide improved living conditions for children which are comparable to any similar facility in the nation; the same applies to the courtrooms, offices and public areas.

Due to the expansion certain "growing pains" occurred, primarily in the area of support activities and increased needs for staff in those activities. Enlarged child care areas created some problems which generally were solved by minor reorganization within the Child Care Services Division.

The new addition increased the department's ability to involve other community agencies in social services fields to a greater degree through the usage of meeting areas now available. A greater sense of cooperation is apparent with the availability of meeting space on the premises and in proximity to the clients involved.

The investigative and probation activities continue to review and implement innovative programs which predict greater success now and in the near future in providing services for the child in conflict with the established norms of the community.

We note the presence these days of a highly vocal element choosing to disparage the juvenile court system and we believe the voices will be with us for some time to come. An effective public relations system, however, and cooperative search for understanding of our problems and those of the children will, we believe, eventually persuade critics to change their opinions. Although the "road will remain bumpy" in the foreseeable future we can only look forward with optimism, an optimism based upon our view of a department staff dedicated to providing for the needs of the children with whom they have contact. We feel compelled to express our confidence in those experienced and professional people in all functions of this department.

R. C. Buckland
Administrator of Court Services

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iv.

DEPARTMENT ORGANIZATION AND MANAGEMENT



Management

Under the authority of the King County Superior Court, the department's Board of Managers has the administrative responsibility to manage the activities and facilities of the juvenile department. The Board of Managers during 1972 consisted of Judge George H. Revelle who served as chairman; and board members Francis Brownell, John Schermer, Mrs. Dale Mills, and the Reverend Gil B. Lloyd. The day to day authority for management was subdelegated to Carl B. Erickson, Director of Court Services and Richard C. Buckland, Administrator of Court Services.

In November 1972, The Board of Managers implemented a top management plan placing primary responsibility for planning, present and future, under direction of Mr. Erickson. Mr. Buckland was assigned the responsibility for the management of all operational matters and implementation of policy and plans approved by the board.

The implementation of a "planning section" as an integral part of top level management is a unique concept probably not found in juvenile court activity elsewhere in the nation. Upon total implementation of the planning functions, five-year budgeting will be possible and future needs in personnel funds, and necessary capital expenditures accurately identified.

Organization

The Juvenile Department is composed of five basic elements, four of which are operating divisions, with the

fifth element being an administrative component including the offices of the Director and Administrator of Court Services, courtroom management, training activities, volunteer services and maintenance function. The total organization including a number of federally funded positions totals more than 280 staff members.

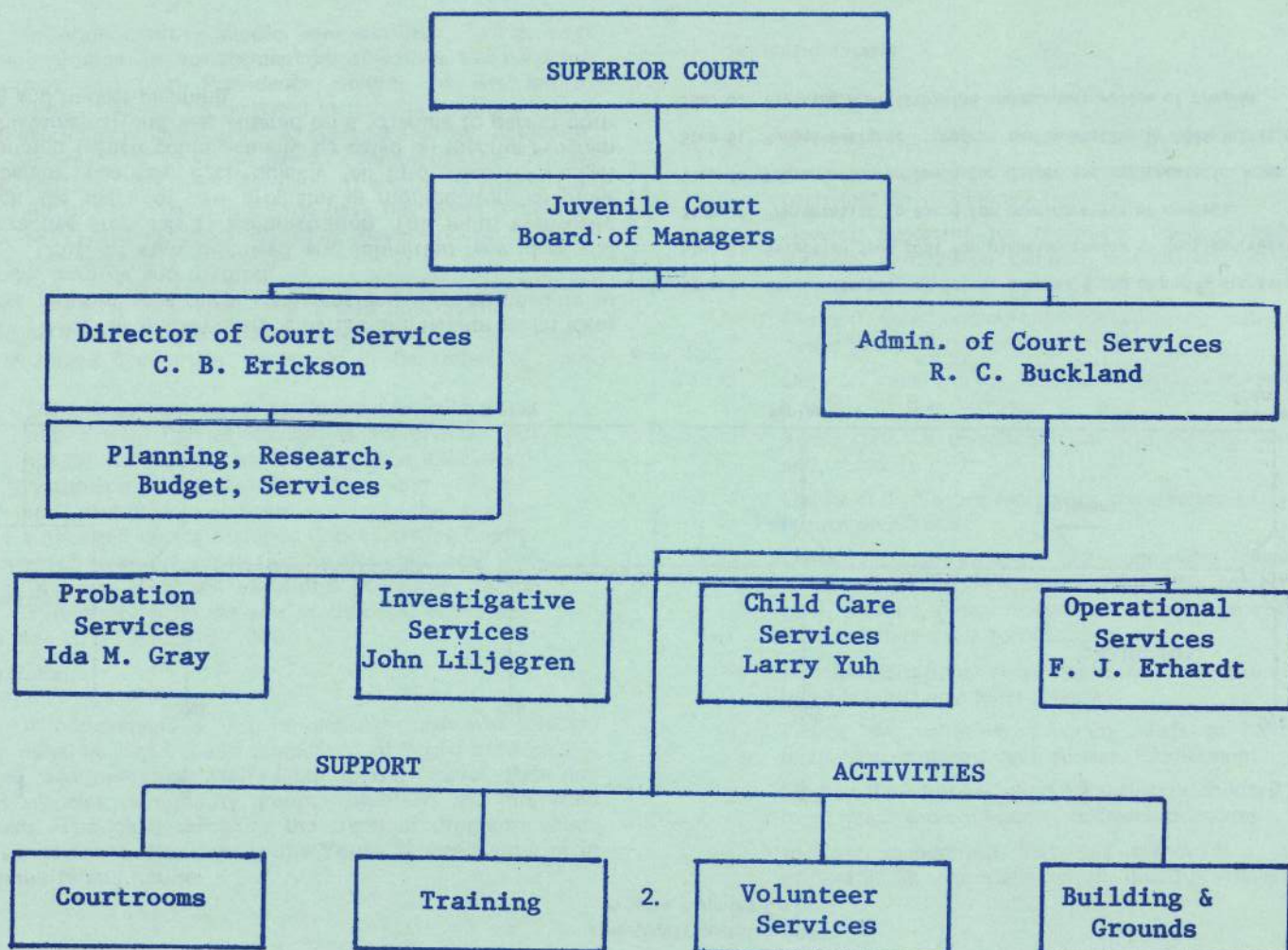
Operating divisions, each headed by a division administrator reporting to the Administrator of Court Services are Probation Services, Investigation Services, Child Care Services and Operational Services. Specific functions of these divisions are described elsewhere in this report. The basic organizational diagram is reflected on the next page.

DEPARTMENT PLANNING

The new planning dimension of court operation, authorized by the Board of Managers in 1972, provides a systematic approach for developing plans for projects and activities from idea to budget. It is intended to and does rely heavily on staff participation for idea input and feasibility checks, and upon line and management information interchange.

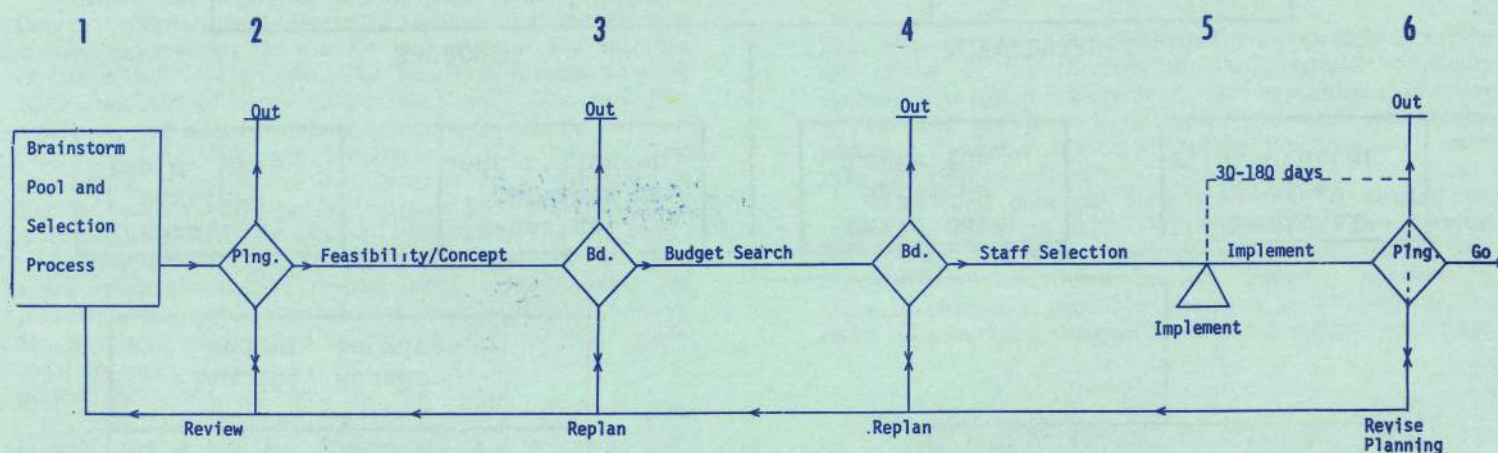
A planning cycle was formulated to provide a timely and reliable process for response to new program ideas. It was reduced to an easy to follow chart as shown on page three.

1.



2.

KING COUNTY JUVENILE COURT
Program Planning Cycle



Next, all known extra activities and new program ideas were reduced to a single statement and then outlined as to scope, purpose and method.

Units of staff discussed and submitted new ideas and corrective proposals to administration. This input eventually took the shape of new programs or modifications of other program proposals. Each quickly fell into place for budget planning (which could actually be based on specific program achievements) and was entered on a schedule to permit costing and budget planning.

- Step 1: Brainstorm pool of ideas, proposals and concepts for selection.
- Step 2: Selection from pool for planning review to consider feasibility.
- Step 3: Presentation to Board for consideration of concept.
- Step 4: Presentation to Board for budget and implementation consideration.
- Step 5: Budget assigned - program implementation by Administration.
- Step 6: Planning/Administration operational review of program.

3.

All administrative people were enrolled in a two week training program in management by objectives and participative management at Providence Heights. In late fall all supervising personnel participated in training seminars in new supervisory techniques and in management by objectives. The Administrator of Court Services completed the first five week Institute of Court Management school in Aspen, Colorado. All of these training efforts have had some impact on work and planning. Many proposals have already been implemented into daily operation.

The Director of Court Services and his planning assistant then developed with staff help a mission statement which could be endorsed by the Board of Managers and the Juvenile Court Judges Committee. Approved in December, it reads:

The mission of the King County Juvenile Court and Youth Service Center is to provide but not be limited to the best available judicial, investigation, child care, probation, and volunteer and professional resources under the policies authorized by the Superior Court for King County which promote protection to the child ages 0 to 18 years, and will encourage protection to the community from the acts of children, as provided by RCW 74.13.010 - .050.

A comprehensive test of planning goals was selected from meetings, reports and suggestions of Board of Managers, judges, administration, staff, labor union, federal, state and local agencies, community groups, volunteers and interested citizens. The goals recognize the trend of programs which are slated for development in the Youth Service Center or in community and nation.

Planning Goals

- Establish a planning cycle.
- Develop participative management by objectives.
- Provide viable and realistic incentives for strong staff participation in planned programs.
- Develop programs for diagnostic training, specialized training, generalized training, orientation training and continuing education training for staff and volunteers.
- Develop local community capability to deliver alternative services to court referral.
- Develop case services manager programs in geographic districts of the county.
- Train staff to effectively use and manage volunteers and students.
- Define and measure recidivism and develop programs to reduce recidivism.
- Define the market and provide expanded management or consultant services to other agencies, foster homes, open shelters, group homes and relevant groups in this field as alternatives to detention.
- Increase liaison and reporting between law enforcement, juvenile court and other agencies.
- Define the volunteer program needs to handle the expanding caseload and service requirement.
- Modify the physical plant to facilitate children's treatment needs and community outreach programs.
- Increase recognition that this agency is a national pacesetter in the delivery of quality services.

- Increase community awareness of services available from this agency.
- Maintain existing programs, with modification, to comply with the defined goals.

At year end the planning section has discussions under way on three or more projects with staff, administrators, cooperating agencies and schools. Planning for one to five years ahead has been initiated and it promises to be a dynamic and reactive process for bringing improvement in court services and in their management. We expect to launch a full discussion of program budgeting in 1973 and to carry these proposals into final budget hearings before the County Council.

COURT PROCEDURE

Actions by the juvenile court judge are preceded by a hearing, where all possible solutions are debated and considered. Hearings are of various types, depending on the court's intended action.

Preliminary Detention Hearings, to determine whether a child should be detained or the conditions of his release, are normally held within twenty-four hours of arrival at the Youth Service Center. At these hearings, the child, parents, his attorney when retained, and the caseworker are present. The judge may appoint counsel for the child if he believes it necessary. Possible temporary care in lieu of detention is appraised and most children released to the family. Neglected children are placed by the State Division of Public Assistance in parents homes or temporary foster care homes when needed.

A **Fact-finding Hearing** is scheduled if allegations or charges are denied or when the child exercises his right to re-

main silent and seek counsel. A deputy prosecuting attorney prepares the petition and presents argument and evidence in such hearings. The judge must apply rules of evidence; proof must be established beyond a reasonable doubt.

A **Decline of Jurisdiction Hearing** becomes necessary when the charge is particularly serious, and the juvenile court considers transfer for trial in adult court. Sufficient facts must be established to constitute probable cause of the truth of the charge before the judge can order such transfer. Among other guarantees, the Kent decision requires the juvenile court to try all available resources before transferring a youth to adult court.

A **Commitment Hearing** is held when the court intends to send a child to the state correctional school. These hearings must provide the same guarantee of due process as fact-finding and decline hearings. We are guided in such hearings by the 1967 United States Supreme Court's decision *In Re Gault*.

Disposition Hearings are held when a judicial consent or decision is required for placement, probation or other corrective treatment. Prior to each, the probation officer evaluates social and family factors, submits a written report, alternative solutions and recommendation and effects agreement with child and parent wherever possible.

Financial Hearings establish parent responsibility for care of children. These hearings involve parental support payments for institutional or foster care and the cost of detention care in the Youth Service Center. Many of these are show-cause matters.

Traffic Hearings may be held on contested traffic charges. Three traffic referees decide all other cases, including those involving negligent driving. In the past few years greater flexibility in dispositions and informal declines of jurisdiction for traffic cases have reduced full court hearings on traffic matters in juvenile court to a negligible volume.

5.

INVESTIGATIVE SERVICES DIVISION

THE INVESTIGATIVE ROLE

For more than a half century one function of the juvenile court has been to investigate the youth charged with delinquency and dependency - those youth referred to the court by police, school, parents, or the youth himself. The role of the probation officer was clearly understood.

In the past several years, the role of the probation officer has followed the growth and evolution of the court system. No longer must the worker determine if sufficient evidence is available to file a delinquency or incorrigibility petition. No longer must the probation officer defend the youth against the charges of an aggressive community. The public defender, legally trained, is available to assume this protective role.

The issue - the struggle - during 1972 (and into 1973) was to clarify a newer and more effective role for the probation officer. Man and child remain imperfect social beings. It is to this highly-charged situation in all its ramifications that the probation officer must address himself. Problems of home, school, and community adjustment must be worked concurrent with the clearing up of legal tangles. Family struggles, medical and emotional problems of one or more family members, learning disabilities/discipline at school are some of the severe problems of adolescence and into each complicated issue the investigation probation officer must put his best effort. There is need frequently to step back for an overview that hopefully will preserve the officer's objectivity and permit him to arrive at a right and proper recommendation at court time.



WORKLOAD

The Investigative Services Division divides its workload between several functions:

- Eight detention screening officers - on assignment seven days a week, 24 hours a day - interviewed over 6,000 youth presented for admission to detention. This staff, in talking with youth, parents, and other interested individuals, must be aware of family dynamics as well as community resources available to families and individuals in need of assistance.

- Three staff members were assigned the multiple tasks of answering telephone inquiries, handling letters of inquiry from other jurisdictions (926 in 1972), military clearances, and routine custody charge matters.

- An average of 5.2 staff members were assigned to the Investigation Intake Unit, handling 3,132 non-detention referrals from law enforcement and other agencies. These probation officers must be skilled in determining the need for continued social involvement or corrective processes in the family.

- A total of 20 probation officers were assigned to three investigation units. These officers dealt with child, parent, deputy prosecuting attorney, public defender, and other interested parties in determining the best possible legal and/or social action to be taken. There were 2,822 case dispositions made by these investigation units during 1972.

6.

— One staff member was assigned to the Agency Custody Liaison function handling dependency situations. During 1972 654 petitions were filed by state, public and private agencies through this department function.

SUMMARY OF SERVICE

Completion of the new court facilities early in 1972 provided the Investigative Services Division with adequate office space for the first time in more than a decade. The division responded by drastically reducing its active caseload: 1,754 at the beginning of the year to 1,390 at the end of the year. The caseload for the individual probation officer at the end of the year was 28.6. With the high volume of referrals in this department, that figure is very low - a credit to the daily efforts of the staff.

The staff employed case aide volunteers regularly and worked with undergraduate and graduate students from the various social science departments of surrounding colleges and universities.

Many caseworkers are active in conference committee work, as well as in liaison with other agencies and institutions.

With detention screening now on a 24-hour schedule, the Investigative Services Division has been able to develop a consistency in the agencies' approach to detention admissions. Few youngsters are currently being presented to detention without appropriate reason.

JUVENILE COURT TRAFFIC CITATION SURVEY

Under Juvenile Court sponsorship a traffic citation survey is being conducted to determine the most effective method of adjudication with emphasis placed on discouraging

recidivism in the young driver. The six-month active district court participation period of the Traffic Citation Survey was completed during the year.

Between February 22, 1972 and September 1, 1972, 11,210 traffic citations issued against juveniles (under 18 years) were separated into three categories and forwarded to the juvenile court referees or to six district courts for disposition:

Category A: 9,917 citations - juvenile court traffic referees disposition. Dispositions based primarily on driving restrictions.

Category B: 408 citations - Renton District Court and Airport District Court adjudicated traffic citations issued against juveniles who reside and were cited with the respective districts. The judges of two districts courts presided as juvenile court judges Pro Tempore and adjudicated within the guidelines of the juvenile court referees or as deemed appropriate by the individual judge.

Category C: 885 citations - Aukeen District Court, Mercer Island District Court, Shoreline District Court, and Vashon Island District Court. All courts adjudicated all citations issued against juveniles residing in and cited within their respective districts. The citations were automatically declined to these courts for adjudication as adults or as deemed appropriate by the individual judges.

To determine the impact of the various approaches will require studying the future driving records of the participants in the survey. It is necessary to find how many juveniles in the survey receive additional citations in the future to gauge the seriousness of the citations.

7.

Areas To Be Covered By The Survey:

In addition to comparing the direct impact of the various methods of adjudication on recidivism, the attitude of the juvenile drivers must be assessed. This must be done to determine if the action of the Courts is only temporary or if the means employed will have a long range effect on the young driver's habits after his 18th birthday. The concept may develop that if more time is spent working with the juvenile driver during his formative driving years, the result will be a safer adult driver with fewer lifetime citations.

Questionnaires will be sent to the juveniles, the parents, police departments, courts and other appropriate individuals to develop opinions, ideas and other data. The first complete report will be released in 1973.

GOALS FOR 1973

Goals for 1973 and beyond are at times difficult to enumerate due to a juvenile justice system in constant change.

Of prime interest is the desire to develop a division that can hastily respond to individual hurts. This will mean continued concentration on separation from the system of those persons not requiring the legal and social services of the court, giving more time for immediate action on those social matters in really desperate need of attention. Greater emphasis must be placed on work with the State Department of Social and Health Services as well as with the many public and private youth-serving agencies.

We also are committed to the continued involvement of volunteers with the client and community on a broadened base. An experiment in the investigation unit of volunteers will begin during 1973.

Over the next few months, mounting pressure for change from a variety of sources must be dealt with so that the child and parents continue to receive the help they need from the most appropriate resource. The Investigative Services Division is committed to insuring that this help is available at all times

CHILD CARE SERVICES DIVISION

CHILD CARE ROLE

The Child Care Services Division task is to provide 24-hour supervision for children detained, offering good physical care and protection for each charge. The work is performed with an eye to maintaining a safe, clean, healthful, non-punitive but remedial atmosphere. Naturally, the work demands on staff are great, requiring patience, intelligence, flexibility with firmness and an ability to handle a variety of situations. Many staff members are college graduates. Others are continuing their college work, often majoring in the social sciences.

In providing its services, Child Care employs programs designed to aid in developing the physical and social potential of each youth. School, crafts, recreation, work, group discussion and the experience of everyday group living constitute a well-balanced environment for any youth. Medical care is available around the clock.

8.

IMPACT OF 1972

Two events of 1972 had tremendous and far-reaching impact on child caring operations.

The first event - eagerly anticipated for five years - was occupation in May of the child care portion of the Youth Service Center addition. Four new "cottages" with 64 beds were made available to the children. Each cottage contains 13 single rooms and one room for multiple occupancy giving the children opportunity for greater privacy, better control and use of their personal effects and a chance to demonstrate their creativity in the care and decoration of individual rooms. More about the units later.

The centrally located new Admissions area boasts the latest in communications gear and is ringed by several support areas for holding and interview, police use and work spaces necessary to house the detention screening personnel of the Investigative Services Division who work closely with Child Care's Admissions staff.

Also now available is additional space for auxiliary programs including school, crafts, gymnasium and outdoor recreation.

A highlight of the new construction is the children's library, considered by professional librarians to be one of the finest of its kind.

The second 1972 event of great import was the reduction for the fourth straight year in the average daily population in the child care facility. Average daily population in 1971 was 124 while in 1972 the figure was only 91.3.

The accompanying table reflects a five-year summary of admissions and child population.

DETENTION ADMISSIONS AND POPULATION		1968	1969	1970	1971	1972
Five Year Comparison						
No. Children Presented for Detention		5,765	5,420	5,430	6,791	6,381
No. Delinquent Admitted		2,493	2,103	1,773	2,041	1,437
No. Rebellious Admitted		1,910	1,752	1,705	1,957	1,600
No. Neglected Admitted		762	364	423	481	227
Total Admitted In Year		1,565	4,219	3,901	4,479	3,264
No. Interviewed, Screened Out for Other Cause	Est.	600	1,769	1,985	2,515	3,117*
Average Daily Population For Year		160	148	136	124	91.3
Average Days Stay		11.7	13.0	12.8	10.2	10.6

* For the first time in 1972 the screened out category neared 50% of the total presented.

9.

OPERATION AND ACCOMPLISHMENT

Child Care Facilities

Assignment to the eight living groups is based on individual requirements - age; degree of physical, emotional and mental maturity; and reason for admission.

Upon opening of the new living quarters, 40 boys who had been sleeping on floors were immediately assigned clean, functional sleeping and living areas. The quarters have also multiplied available options in terms of youngster placement and movement about the campus - from living areas to school, gym, crafts, dining, library, etc. And monitoring and directing of children through corridors from the Admissions office by means of TV cameras and speakers is only one of many modern features now available to the staff.

The Special Program Unit was transformed from a basically physical security unit to an organization oriented toward guiding the rebellious child back to an understanding with his youth center surroundings. An early return to his cottage was the primary goal.

The new dining facilities also made possible the serving of food in a family style atmosphere, which is more conducive to the living experience sought for the children than the cafeteria line. Extensive use of the kitchen and dining facilities by the children to prepare their own meals was encouraged.

Infirmary

The infirmary provides 24-hour nursing service for the children and consultation with a physician is available on a moment's notice. Physical examinations are required for all children in order that medical problems may be discovered

and quickly treated. During the year several psychiatrists worked closely with staff and children, guiding the former on approaches and counseling with the latter. Staffings are held weekly to develop useful programming and direction for children.

School Services

Children admitted to the Youth Service Center continue with their schooling though their stay, on the average, is only of a few days duration. The teaching facility is staffed by the Seattle Public Schools. In 1972 nine teachers were assigned in grades 3 through 12.

Art, homemaking and physical education training are offered as well as remedial and academic instruction. Individual attention, an unobtainable goal in many schools, is a fact at the Youth Center and the quality of this attention can and does have a positive affect on the youth returning to his home and school. Indeed, difficulty in class was probably a contributory cause of his delinquent behavior. Classroom success is not, however, necessarily related to a child's overall intelligence, though it is a fair measure of his stability. As has been noted in previous reports, a third of the youngsters referred to the Youth Service Center are not enrolled, or are enrolled but not attending their respective schools. Many have been suspended or expelled.

Other Programs

In 1972 the Child Care Division Student Placement Program (college) expanded nearly 300%. The program seeks undergraduates desirous of using their skills and training to help youth. They offer instruction and supervision in crafts

work, recreation activity and a host of other endeavors.

More than 248 students spent thousands of child-serving hours at the Youth Center during 1972 on such varied projects as these:

- The Shoreline Student Nurses provided increased child participation in crafts and recreation and have aided in the development of a series of health hygiene courses. Included this year in these activities were two large art murals for the swimming pool, done with the children's aid.
- The Shoreline dental hygienists have examined hundreds of children for dental work needed, and have made possible emergency dental care through a variety of contacts. Their program has laid the foundation for the development of the future volunteer dental clinic that will aid in a more sophisticated child care program.
- Seattle University, through its Community Services Major has placed students whose efforts provide the momentum for many complex programs developed by the staff. The Human Resource Center places students from most other colleges in King County and their aid to the staff in directing unit activities is invaluable.

The College Student Placement Program, while providing benefits to the student and the Youth Service Center, has also played a vital role in developing a growing awareness of the juvenile court and its role in the community.

Volunteers from many walks of life are drawn to the juvenile department to perform all manner of tasks from teaching watercolor to transporting children, answering telephones to assisting caseworkers.

In the enlarged child care facilities there was greater opportunity for the volunteer to serve; calling for attention

were two gyms, library, six craft rooms, photographic dark-rooms, swimming pool and three outdoor playfields.

Although the living units still are equipped with sewing machines, table tennis and pool tables, and other games, the emphasis has broadened. Outside activities are on the increase. Volunteers not only promote use of the entire facility but open up the community beyond through special outings.

Business firms, fraternal and other organizations also contribute goods and services through the year. In 1972 these helped support youth activities:

Amer. Fed. Musicians, Local 776
Coast Mortgage Co.
Amer. Women's Voluntary Svcs.
Royal Canadian Legion Ladies Auxiliary
Camp Fire Girls of America
Chochi Junior Women
Venture Club
Providence Hospital
Overlake Presbyterian Church
Kiwanis International Industrial Club
Women's City Club
First Hill Kiwanis Club
Alpha Xi Chapter, Beta Sigma Phi
Mary Whitman Circle
Quota Club
Pan American World Airways
Pacific Northwest Bell
P. T. A. of Seattle
Sears Roebuck and Co.
White SS Corporation
Carnation Co.
Shoreline School of Nursing
Childrens Service Guild
Shoreline School of Dental Hygiene

11.

Telephone Pioneers of America
Merriweds
St. Stephens Episcopal Church Women
Alpha Delta Kappa
American Baptist Women's Group

GOALS FOR 1973

Foremost in our attempts for 1973 will be the re-modeling of Child Care Division portions of the old building so that living units there match the standards set by the new units. Completion will allow those dependent children to return to their cottage with its open setting, thus eliminating the last major crowding situation.

For 1973 intensification of our program for staff upgrading is in order. Greater care in employee selection and training is a must to ensure a flexible, versatile and educated profile so necessary to each staff member and his success with the children.

PROBATION SERVICES DIVISION

PROBATION ROLE

Probation is legal status that can be granted to a dependent, incorrigible or delinquent child. Purpose of the probationary period is to give the child an opportunity to demonstrate a change in the behavior which resulted in his initial appearance before the court. Because a child's problems are multi-causal and complex the court hires professional social workers to help him and his family understand and cope with their dysfunctional behavior. The probationary period will vary according to the complexity of problems encountered. Each probationer is seen as an individual with individual problems

Last year the Probation Division accomplished the following goals set for itself in 1971.

- Became more heavily involved in the geographic areas to which probation officers are assigned and elicited greater participation from the public and volunteer segment of the community.
- Secured office interview space in nine different areas of the county.
- Graduated two New Careers students into full-time employment with the Probation Services Division.

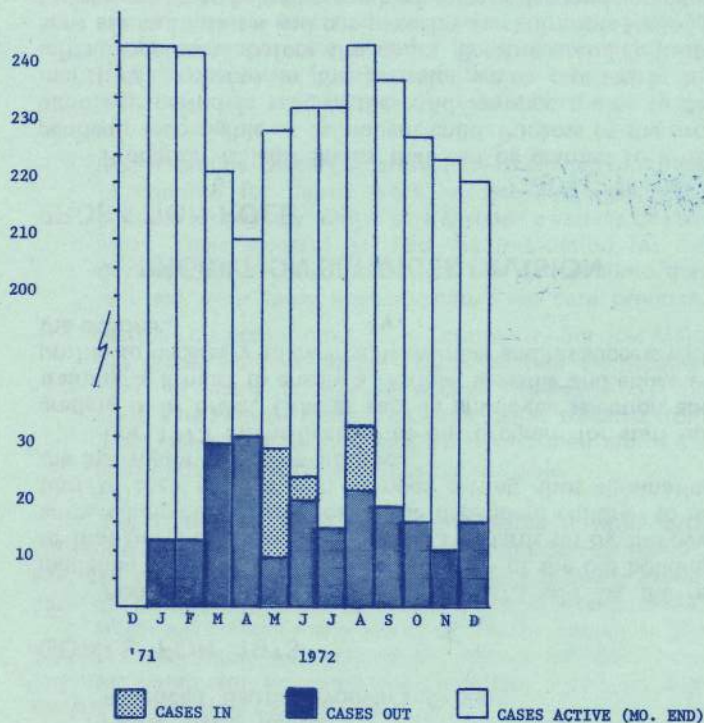
REGULAR PROBATION

In 1972 Regular Probation Services (as opposed to Probation Subsidy) handled 772 cases. With an average of 14.1 workers, this total indicates an average caseload of 25.3 cases per worker. Of these cases, 3% were subsequently sent to the State Division of Institutions, 28% were transferred to other divisions of the court and 54% were discharged as successful.

In carrying out their mandatory probationary duties Regular Probation caseworkers have been involved in a wide variety of other programs within their geographic areas of responsibility. They have devoted much individual effort to coordinating the services of different agencies around the needs of their probationers and they have attempted to usefully extend their talents and knowledge by serving as advisors to community-level organizations and governmental agencies. They have offered family therapy and other aid to non-referred youth of the community and field supervision for the University of Washington School of Social Work relative to retraining personnel in social service employment. In general they have tried to involve themselves in any neighborhood program affecting youth.

12.

REGULAR PROBATION
CASE FLOW - 1972



During 1972, 181 supervision cases were assigned in the two Regular Supervision units, and 205 cases were released from probation. Of these 205, only 12, or 5.9% were due to commitment. The average length of the probation period was 12.3 months, and the average total cases active at one time was 225.

Caseworkers in the division also carry a number of cases that are not specifically in their probation caseloads.

For Regular Probation, these are cases on investigation status, frequently siblings of active probationers. At any one time, the average number of cases in this category was 75. During the year, 106 investigation cases came in and 76 were released, 4 due to commitment.

For the Special Supervision Program (discussed next) these cases are siblings on investigation or probation status. The average number active at one time was 30. During the year, 37 sibling cases became active, and 33 were released, 2 due to commitment.

SPECIAL SUPERVISION PROGRAM

The Special Supervision Program or "Probation Subsidy", completed its third year of operation with the close of 1972. In this program The State of Washington, like many other states, reimburses counties for expenditures on community-based probationary treatment of selected seriously troubled juveniles who otherwise might be committed to state institutions. The objectives of the two unit Special Supervision Program (SSP) are:

- Increased protection to citizens

13.

- More even administration of justice
- Rehabilitation of juvenile offenders
- Reduction of commitments to state correctional institutions

The State Department of Social and Health Services calculates for each county an average (or base) commitment rate based upon pre-statute experience. This rate and current population are used to determine the predicted commitments for each county during the budget year. The law provides for reimbursement to counties of a maximum of \$4,000 x the number of reductions a county achieves under the predicted figure for the year, or the actual expenditures of the county on an approved program, whichever is the lesser. In practice, program planning has been controlled by the amount of funds appropriated by the Legislature for program support and the pro-rata share allocated to each county. For King County this has amounted to about a third of the theoretical allowance calculated under the funding formula in terms of actual reductions achieved. Thus for 1972 the allocation to King County was \$393,781.84 whereas 356 reductions were achieved which would have permitted a program funded at \$1,424,000.

PROBATIONERS IN THE SUBSIDY PROGRAM

1970 - 1972

As would be expected, an increasing number of cases have passed out of the program since its inception - 28 in 1970, 87 in 1971 and 103 in 1972. Proportionately fewer of the terminations have been due to commitment. In 1970 15 of the 28 Cases Out, or 54% were commitments. The respective figures for the following years were 23 of 87, or 26%, in 1971, 10 of 103, or 10%, in 1972. The percentage ratios of cases committed to total cases worked was 11% in 1970, 10% in 1971 and 3% in 1972. The decline reflects the stated goal of the program and can be attributed to several factors.

Statistics point strongly in one instance to a change in philosophy which has resulted in a dramatic increase over the three-year period in the average length of time that committed cases have remained in the program prior to institutionalization. In 1970 these youth averaged 2.7 months in the program prior to commitment; in 1971 the average duration was 7.8 months and in 1972 it was 16.4 months. Since statistics do not

YEAR	CASES IN	CASES OUT				CASES ACTIVE (year end)
		Closed	*Committed	Other	Total	
1970	144	12	15	1	28	116
1971	114	62	23	2	87	143
1972	137	96	10	1	107	173
Total	395	170	48	4	222	
*Sent to correctional school						

14.

point to any significant change in the kinds of youth screened into the program, the pattern of delayed commitment attests to a growing trend to work with the highly-committable child in his own community, to exhaust all community resources before sending him to the last resort - a correctional institution where the lack of familiar surroundings and attitudes delays the behavioral adjustment process.

Though a continued pattern of commitment reduction is projected, it is unlikely that commitments can remain quite so low indefinitely with the King County target population of highly-delinquent youth because projections would seem to indicate ultimate commitment in some cases.

During 1972 a statewide data collection system was implemented for Probation Subsidy. Statistics reported in the following pages were obtained from questionnaires used by that system. In January of 1973, Regular Probation will also use the reporting system, enabling comparative statistics and more elaborate reporting for the entire Probation Services Division in the future.

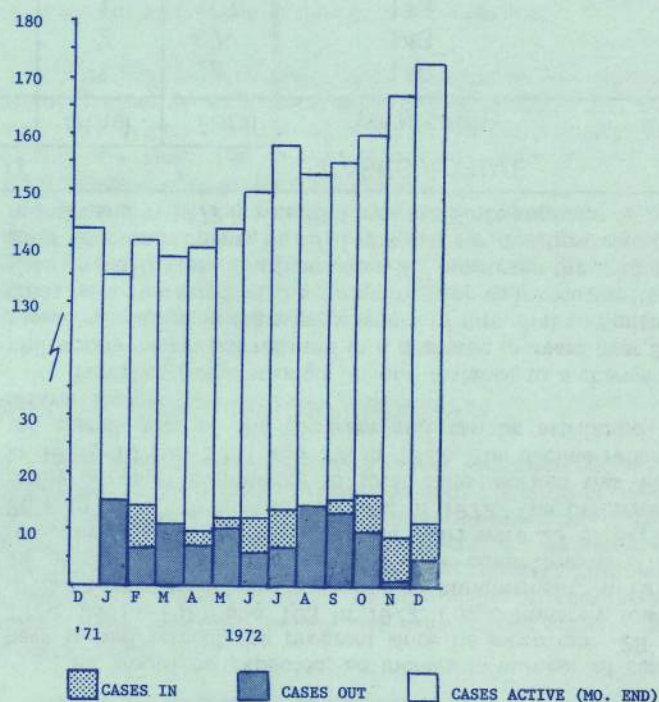
SPECIAL SUPERVISION PROGRAM

CASE FLOW - 1972

One hundred thirty-seven cases were assigned to the SSP in 1972; 104 boys and 33 girls, a three-to-one ratio. The number of prior referrals indicates considerable delinquency involvement in a majority of the cases prior to their placement in the SSP: 10% had one prior referral; 15% had two referrals; 19% had three referrals; and 56% had four or more referrals.

SPECIAL SUPERVISION PROGRAM

CASE FLOW - 1972



15.

These young people have many more of young life's problems than their peers and inevitably are dependent upon a greater number of services or resources. When the child enters into the program, caseworkers complete an assignment report which provides some demographic and case history, as well as a case rating and assessment of the services demanded. For the majority of youngsters, caseworkers indicate that multiple services are a must: 12% of the cases were checked as needing one or two specific services; 18% as needing three; 26% as needing four; and 69% as needing five or more services. In addition to individual counseling, caseworkers most frequently checked the need for intervention in family and school situations resulting in a single SSP case involving the equivalent of two or more additional cases such as parents and siblings. This involvement is not reflected in these statistics.

Percent of Cases Where Need for Service Indicated/Kinds of Services

96%	Individual counseling
62%	Revised educational program
45%	Family counseling; parental counseling; employment assistance
27%	Group counseling, foster home placement, vocational training or counseling, cultural or recreational activity.
20%	Tutoring, volunteer services, medical or dental aid, financial aid.

In 1972, 107 cases were released from the program. The average length of time on probation was 13.4 months, 23% for 13 - 18 months, 18% for 19 - 24 months, and 7% for longer than 24 months.

Caseworkers also complete a questionnaire at the time of the child's release from the program. Eighty-five of these questionnaires have been retrieved so far. Review shows a generally encouraging trend.

The table below, summarized from the questionnaires, cross-classifies Reason for Release by whether or not the juvenile benefitted from the program. Seventy-nine percent were seen as having benefitted from the program. Interestingly, over half of the juveniles who were committed to a correctional institution were seen as having benefitted from the program despite their having been committed.

Reason for Release	Did juvenile benefit:			
	YES	NO	Total	%
Adequate adjustment	43	2	45	53
Maximum age	7	3	10	12
Armed services	4	1	5	6
Commitment to Dept. Of Inst.	6	4	10	12
To adult court	0	1	1	1
Whereabouts unknown	1	1	2	2
Other	6	6	12	14
TOTAL	67	18	85	100%

Two-thirds of the juveniles released from the SSP during the year had subsequent referrals while on probation; 34% had no further referral; 25% had one referral; 22% had two referrals; and 17% had three or more referrals. There were a total of 148 recorded referrals. However, 17 (20%) of the juveniles accounted for 60% of the referrals, meaning that the pattern was one of a trichotomy of low, moderate, and high delinquency activity, rather than an even distribution of delinquent activity among all the participants.

Burglary, auto theft, larceny and drug/alcohol referrals each accounted for 16% of the referrals, robbery/assault and incorrigibility/runaway referrals each accounted for 7% of the referrals; and the remaining 22% involved curfew violations and similar misdemeanors.

Support Services

Overall goal of the Support Services Unit is to provide resources and specialized, individualized services in conjunction with casework planning in the areas of education, employment, foster care, research and use of volunteer workers. Support Services is a heterogeneous unit which serves the entire juvenile department after meeting the priority needs of the SSP units.

During the year 1972, the education specialist played a supportive role in planning and facilitating community-based educational programs for clients of SSP units. Academic, vocational and psychological tests were administered and interpreted for caseworkers as an aid in program planning. Caseworkers were assisted in getting their clients back in school and in making certain that a relevant school program was available for each youngster. Information about school programs, educational resources and available educational scholarships was gathered and disseminated to staff members.

The employment specialist has sought to provide a variety of employment and/or career training information services for probationers. Paid employment for probationers of the juvenile court is seen as a high priority need by the youths themselves as well as by their probation officers. A real job, either full-time or part-time can be a valuable adjunct to casework services and an integral part of rehabilitative planning for these young people. The employment specialist has provided a personalized job search and post-placement follow-up with employer and client, pre-employment counseling regarding application procedures, job interviews, employer expectations and job goals. He also provided liaison with all available youth training/employment programs sponsored by federal, state, county and city, such as Neighborhood Youth Corps, Jobline, Vocational Rehabilitation, etc., and opportunities for on-the-job training in the private sector as well as in public agencies. Included are non-profit organizations such as Seattle Goodwill Industries rehabilitation center.

The volunteer coordinator has sought to meet the goal of expanding services to youth through the use of volunteers. The volunteer coordinator has responded to the needs of staff by recruiting, screening, training, assigning and supervising volunteers who meet those needs.

The foster home/group home specialist has recruited and screened applicants desiring to be foster parents. She has provided foster homes for many youths needing placement outside their natural family. She has assisted the casework staff in locating alternative living situations for youth and regularly visits and secures information about group homes appropriate for our youth.

The research and program analyst provides data collection and analysis for the SSP. She has designed and implemented a research instrument to measure and evaluate the effectiveness of the Young Women's Program and to

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provide a meaningful, complete information system. She initially organized data to use as a basis for planning and developing a specialized program such as this same Youth Woman's Program. She has been involved in lectures, seminars and panel discussions in the community regarding delinquency research and findings of the SSP and King County Juvenile Court and she has begun to integrate SSP statistics with court statistics in a mutually compatible, useful data collection system.

COMMUNITY OUTREACH PROGRAMS

Two new programs have been developed within the Probation Division to provide expanded services for probationers. The probationary staff have also enhanced community involvement by their participation in a variety of community-based activities. The major thrust of these programs is to increase the availability of resources to probationers through cooperation with existing community agencies and creation of new programs designed to meet the specific needs of these children:

SSP Young Women's Program

To counteract the disproportionate volume of institutional commitments among girls, the extraordinary session of the legislature appropriated an extra \$90,000 to juvenile courts throughout the state. King County was allotted \$15,888.88 to work specifically with girls.

A questionnaire survey indicated that a day treatment/milieu therapy approach would provide the best means of reaching the general target population of committable adolescent girls. Thus a day treatment program was developed and implemented in July, 1972.

The program was developed to achieve the following

goals; reduced commitments, improved socialization and interpersonal relationships, growth of personal skills, and acquisition of social awareness.

Program activities and services include a daily therapy group, craft work, recreational and sports activities, field trips, a school program, tutoring and testing, outside speakers and discussions and personal growth sessions.

Transitional Education Center (TEC)

Regular school service for children detained, though successful in its basic mission, is not structured to deal with each of a child's school problems. Many children leaving the center for their homes or foster homes still must face the same classroom conflicts that often were in part responsible for their original referral to the Youth Service Center. Other students - drop-outs, truants, slow learners and those reluctant to meet their peers - who have had contact with department probation officers have similar fears.

To give these children an opportunity to catch up and readjust or prepare for vocational school or employment, the Transitional Education Center (TEC) was established in 1972. Probation staff, teachers and countless individuals in social work outside the juvenile department have long spoken to the need for such a remedial facility.

The TEC is a joint project of the King County Juvenile Department and the Seattle Public Schools. The latter provides two teachers and the project director and the department is responsible for facilities and supplies. Specialists from the community assist where they can in a grand coalition. Special tutors, education specialists and volunteers offer their expertise. And TEC clients who faithfully come to the center for classes have access to resources of much of the community through industrial tours and meetings with craftsmen, artists and career planning experts.

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The record of the TEC impact is not yet complete but all indicators point to definite gains in academic achievement, favorable behavioral modification as well as greater student interest and enjoyment in school work. The chance at a Graduate Equivalency Diploma (GED) is "making it" with the kids.

PROBATION STAFF AND COMMUNITY INVOLVEMENT

- 10 Probation Division staff provided consultation to 6 of the 9 Juvenile Court Conference Committees.
- Assumed field training responsibility for undergraduates and graduate students on block placement at the Court.
- Provided training and supervision for 5 full-time Action Volunteers.
- Gave numerous lectures, seminars (some using ex-clients as paraprofessional co-leaders) and assumed longer term teaching assignments at some educational institutions.
- Assumed leadership in their geographical areas by aiding community agents in establishing resources and several are board members in such agencies as Metro Youth Services, Youth Service Bureaus, Inc. Spot, Mental Health Centers.
- Conducted training courses in specialized treatment techniques to other agencies and clients.
- Planned and began implementing several major projects. Spearheaded the beginning of open facilities in the Youth Service Center for day programming.

GOALS FOR 1973

A number of basic probation goals for 1973 had their beginnings in 1971. Many were realized, were subsequently refined and remain goals. Following are key goals the division intends to meet in 1973.

- Further refine and adjust caseworker assignment by geographical area and involvement of the public sector to insure full participation of the community in solving juvenile problems.
- Extend use of clients as case aides and former clients as co-therapists.
- Expand use of volunteers, especially in tasks of greater depth, when qualified.
- Expand usage of public media (newspapers, radio, TV, etc.) to carry the youth problems story to the citizenry.
- Greater staff participation in planning and decision making to take full advantage of their capabilities and potential and to further good working relationships and morale.
- Establishment of an affirmative action policy and recruitment of probation workers from minority groups to provide well-rounded assist programs.
- Fully integrate services (Regular and SSP) available to ward off fragmentation and subsequent impairment of effectiveness of services to clients.
- Maintain continued flexibility in programming and implementation of services and at the same time insure well-structured guidelines to satisfy both worker and administration.

19.

OPERATIONAL SERVICES DIVISION

ROLE

Operational Services provides business and office services support to the juvenile department. The varied functions include budget management, accounting and financial controls, child transportation, child records, mail, court procedure manual maintenance, etc.

Physical expansion has affected the various functions of the Operational Services Division as significantly as other areas of the department. Consequent expenditures of time and money resulted in the rapid development of revised operating systems and facilities that kept division personnel busy fitting their roles to the growing court. This work has entailed such activities as extending an internal distribution system to ten times its former size and doubling telephone service.

It has been the goal of the division to maintain the best service levels possible and at the same time improve quality by creating an atmosphere of professionalism in each discipline which will serve to encourage staff members. To facilitate this goal selective hirings and training has been initiated.

Key functions within Operational Services are, of course, those dealing with the expenditure and collection of funds.

BUSINESS OPERATIONS

Moving into the new Youth Service Center structure in May of 1972 brought about expenditure and cost factors for which no experience was available. Estimates of expenditures were low in some instances and this was borne out when actual costs were revealed. Expense items such as these were the

culprits: Steam heat, the air-cooled circulation system for the main and first floors; added telephone lines, including a new switchboard to accommodate growth; commercial janitorial service and the manpower costs in preparation for the actual physical move into the new building.

Food costs in the Child Care Division increased sharply though admissions were down; inflation along with handling and preparation costs engendered by decentralization of children's dining areas caused the increase. The total cost per meal in 1972 amounted to \$0.42484, an increase of \$0.0964 per meal over 1971. A total of 135,221 meals were served at a cost of \$57,447.72.

The 1972 department budget was \$2,639,316. Total expenditures amounted to \$2,690,532, an over-expenditure of \$51,216. Included in the overrun was \$43,973 for net salaries and employee benefits brought about by authorization of mid-year salary increases for all regular employees and \$7,243 net, over-expenditures in the various operations and maintenance lines.

FINANCES

The juvenile court is obligated and authorized to assess parents who are able to pay the cost of care of a child placed by court order in a private home or child care institution. The Financial Collections office maintained follow-up and collections procedures on 424 cases and assured that appropriate funds from other sources, such as Social Security or Veterans Benefits, were applied to the child's care. A total of \$238,971 was collected on such child care orders and funds disbursed to the child caring agency.

In addition, when the court finds that detention of a child is necessary, it may assess parents who are able to pay for the cost of detention care. Collections for detention care totaled \$33,028 on 1,034 cases.

COMMUNITY SERVICES



Completion with "Forward Thrust" bond issue funds of the Youth Service Center addition afforded the court an opportunity to open its doors to the community for the first time in many years when five days of open house were conducted in May. An estimated 400 guided tours were made during the day for agencies serving the children of the court. In the early evenings and week-end hours an additional 148 tours for the interested public were conducted. Forty-seven different public and private groups and fifty-four schools primarily from King County, were represented on these tours. The court plans to hold an open house in the fall of each year for the purposes of describing the various programs the new facility has made possible. It is also hoped that the excellent art exhibits contributed or loaned by numerous schools can become an integral part of this open house.

The assignment of probation officers who supervise children to geographic areas (by high school districts) has stimulated greater staff participation in community services in these areas.

Many staff members have become active participants or members of advisory boards in such groups as Model Cities planning task forces, King County Bureau of Youth Affairs activities, City of Seattle Mayor's Youth Division programs. Shoreline school District drug intervention and education program and Southwest King County Consortium. Other organizations to welcome staff members include Queen Anne Consortium, Highline Agency Coordination, Youth Eastside Services in Bellevue, Valley Pulse services in the Auburn-Kent area and other community based programs such as the Inc Spot in Bothell, Sixth Chamber in Auburn as well as school

and other programs throughout King County. A staff member also serves on the Mayor's Youth Advisory Committee in Renton.

Increased participation by staff in county communities has increased the visibility of the Juvenile Court for countless citizens, both parents and children, involved in youth programs. Caseworkers are also working much more closely than in past years with schools, public and private agencies, sponsoring therapy groups for children and parents, or serving as consultants to such groups.

Meeting rooms in the new administration wing of the Youth Service Center have also enabled the court to encourage those agencies serving the children of the court to exchange training and information programs with court staff, allowing the court to offer a more stable and helpful hand to the community.

Future outreach programs of the court will include a monthly "slide Tour" of the Youth Service Center complex with information on program growth. Administration and staff are stressing greater community service at the community level with the court acting as a facilitating agency to share with the people the expertise of a wide variety of staff where it may best be used.

21.

YOUTH COUNCILS AND JUVENILE COURT CONFERENCE COMMITTEES

Over the years several King County communities have developed Youth Councils organized by citizen leadership representing a cross section of service organizations, churches and dedicated individuals. The challenge is to inform the community of its problems, to improve opportunities for its youth by developing local services and programs to assist those in need. These unified efforts to improve the social climate for youth have made significant inroads in the conquest of delinquency.

Several of the established youth councils have requested the appointment of Juvenile Court Conference Committees which have been designed to enable communities to resolve their problems with youth in trouble without outside help.

Citizens and local government are obliged, of course, to maintain their own community councils or service organizations. The Juvenile Court will, however, join forces with them, cooperating as it can with towns and cities in the establishment and maintenance of Juvenile Court Conference Committees.

Local community youth councils have grown from different community needs and have developed various people-helping services. For example, in one area, the conference committee pointed up a community need for a family counseling which the local youth council subsequently established. Later, because the need was greater than the family counseling service could provide, the youth council founded a community psychiatric clinic. In another town, lack of recreational facilities for youngsters was in part relieved when the council set up a teen drop-in center. In all cases community support is vital to conference committee functioning. Sadly, a committee was once forced to suspend operation for lack of support from citizen leaders.

When it is decided to establish a conference committee the selection of committee members begins with nominations of concerned, dedicated citizens by the sponsoring youth council. Prospective members are carefully screened; those accepted are then oriented, trained and eventually appointed by the Juvenile Court. Committees work under the guidance of a court-appointed consultant - a member of the juvenile department. In a sense, the conference committee is an extension of the Court into the community and has proved an outstanding success. The problem remediation record chalked up by the committees for the youth in their areas is impressive.

Key role of the Juvenile Court Conference Committee, as a community service, is to help child and family solve their problems and remedy minor delinquencies before they become serious enough to require official intervention by the county juvenile department. Accomplishment is through informal conferences with parents and child. Most children referred express frustrating behavior that explodes from unresolved family or school problems. All matters considered are held in the utmost confidence, befitting the dignity and rights of all concerned. Referrals or minor delinquencies are made by authorized public agencies including police, school, park departments and other enforcement agencies.

Participation in the program is strictly voluntary, that is, the family has the choice of working with the committee or seeking court adjudication. To date, this demonstration of the court's philosophy that a large number of children can be diverted from the juvenile justice system has been overwhelmingly positive and the work of the committees has borne fruit by successfully eliminating hundreds of referrals to the court through preventative intervention.

The King County Juvenile Court has pioneered in conference committees since 1959 when the first committee was

22.

established in Renton, Washington. Ever increasing community interest coupled with the effectiveness of the work done produced two new committees last year, at Northshore and Shoreline. This year additional teams were added to Renton and West Seattle and our ninth committee was formed in Auburn. We honored 95 committee members during open house at the Youth Service Center in May. This year we presented Distinguished Service Awards to five committee members who had served a total of 35 years in weekly conference committee sessions. One presentation was made by the Board of Managers, Judge William G. Long and juvenile department staff in a special ceremony at the juvenile court. There were committees in Auburn, Bellevue, Federal Way, Highline, Kent, Northshore, Renton, Shoreline and West Seattle.

To help maintain full membership on the committees and establish the new committee in Auburn, seven orientation sessions for 167 nominees were held. Twenty-eight people were subsequently appointed by the presiding judge and we look ahead to a similar effort in 1973, searching for the "Aunts and Uncles" in the community who have so much to offer troubled youth.

Thirty-six community planning and coordinating meetings were conducted by our part-time Juvenile Department Conference Committee Coordinator. Ten court consultants and five volunteers assisted the conference committees. The committees were composed of 114 members, but with periodic changes the number for the year was 90. One committee met every two weeks, five others met weekly and three conducted twice-weekly sessions. Of the nine committees, three took vacation breaks in the summer while the others met throughout the year. Frequency of meetings is determined by the community's need and resultant referrals. The committees counseled two to six cases per session which by year's end resulted in the completion of 841 cases in 326 sessions!

The juvenile department probation staff and the people of King County are deeply indebted to this fine corps of lay volunteers for their extra-ordinary accomplishments.

23.

SUMMARY OF CHILDREN'S CASES COUNSELLED BY KING COUNTY JUVENILE

COURT CONFERENCE COMMITTEES

IN 1972

<u>JUVENILE COURT CONFERENCE COMMITTEE</u>		<u>NUMBER OF MEETINGS</u>	<u>NUMBER OF CASES</u>
AUBURN	(Twice weekly)	13	42
BELLEVUE	(Meets weekly)	32 1	97
FEDERAL WAY	(Meets Weekly)	26	87
HIGHLINE	(Two Committees twice weekly)	81	141
KENT	(Meets weekly)	33	144
NORTHSHORE	(Meets weekly)	46	98
RENTON	(Two Committees, twice weekly)	45	126
SHORELINE	(Meets weekly)	28	64
WEST SEATTLE	(Meets Bimonthly)	22	42

24.

VOLUNTEER PROGRAM

1972 was a year of growth both in our ability to work with volunteers and in the expansion of available services. To maintain a vigorous program involving 300 volunteers a system has been developed that smooths the way for the involvement of people, assures quality assistance to clients and staff and is easily managed. A team of five coordinators work closely with the volunteers and staff to increase services and support the purpose of the juvenile department.

Available volunteer services in 1972 grew both in quality and quantity. New services made possible through volunteers included:

1. An outreach group of volunteers who worked with pre-delinquent youths attending a middle school.
2. Volunteer handling of Saturday morning Administrative Judicial Reviews (deciding whether to detain or release children referred).
3. Increased support to staff through use of part time receptionists, typists and clerical aides.
4. A Driver's Education Program for young traffic offenders.
5. Volunteer driver program laying the base for a county-wide transportation support service.
6. Support to staff as specialized case aides, e.g., foster home finders, job finders, alternative school project researcher, etc.
7. Classroom aides and tutors in the alternative school program, TEC; co-workers in a day treatment program for adolescent girls.

These new services were in addition to those already existing, including case aides and friends to children.

With increased planning and development, the juvenile department volunteer program has become more than ever an integral part of service delivery to children served by the court. 1972 marked a year of positive change and growth; it is hoped the groundwork has been laid for more emphasis on public awareness of the program and the ways in which people of this county can help their children.