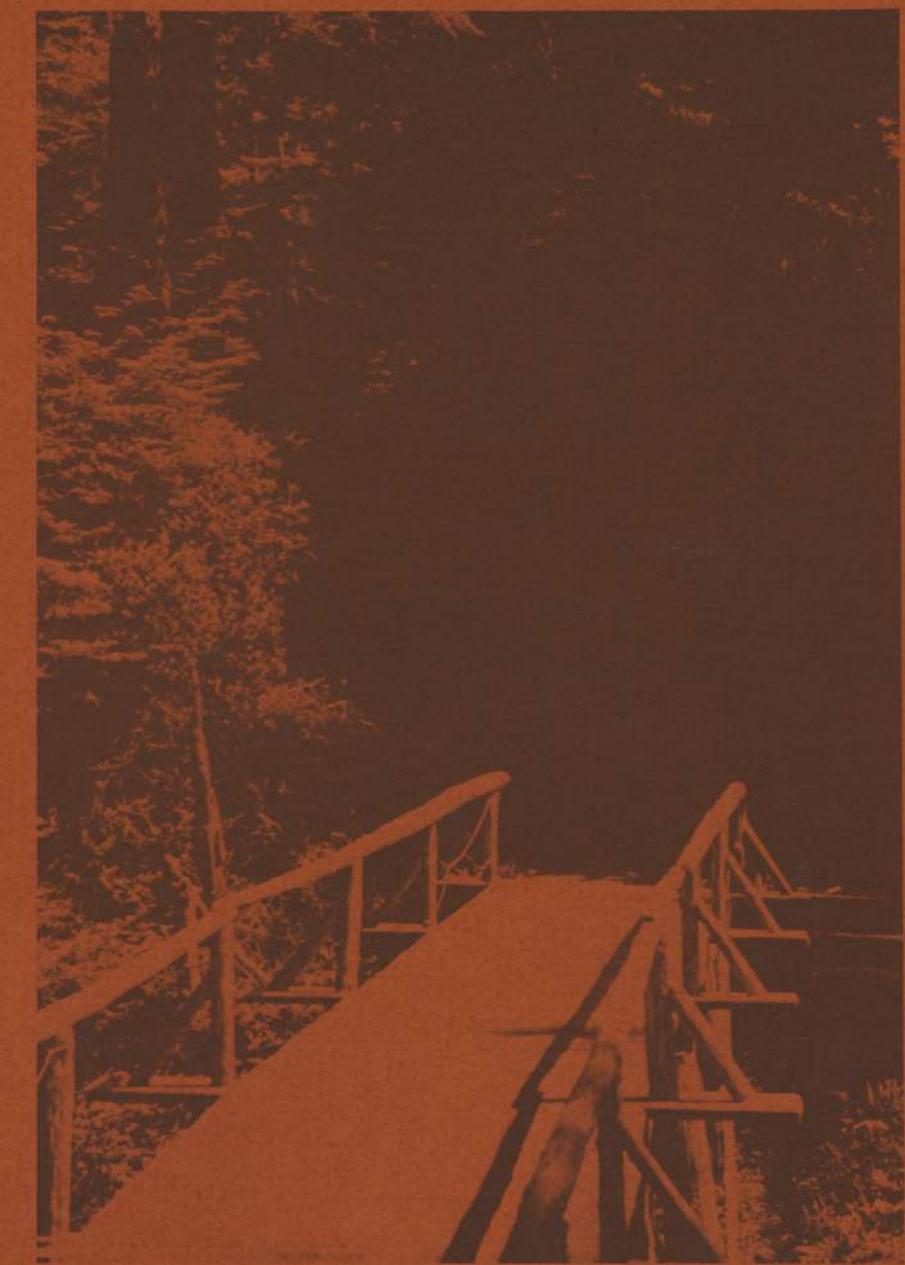


JUVENILE Court
[548]

JUVENILE DEPARTMENT
KING COUNTY



1974

Poet Robert Frost might ask, something there is that doesn't love a bridge and proceed to tell us with rare truth and clarity all there really is to know about bridges.

We can't hope to attain his insight and lyric quality and wouldn't try but this we know: A profound sense of strength is reflected by a bridge, whether a functional cattle crossing of a clear, cool creek in a green meadow or that monumental and graceful span across the Golden Gate.

The act of bridging some piece of physically challenging geography ranks among man's higher technical achievements. And symbolic bridging may be equally impressive . . .

The earth scientist with a literary bent may speak of the bridge between now and the dark and foreboding primeval swamp of eons ago; the poet of a sequined path to promised joys. Old-time clerics urged us to cross over alabaster walkways for our reward.

It seems to us the Juvenile Department is peopled by bridge builders too, who work with mixed up youngsters to put together safe paths between the trying teens and secure adulthood.

Editor



TO

Superior Court of
King County



FROM

Board of Managers,
Juvenile Department

CONTENTS

Message from the Acting Director	1
Juvenile Department Organization	2 - 3
Board of Managers	4
Looking Back	
Administrative Report	5
Children at Court	
What We're Doing	10
Statistics	23

message from the acting director

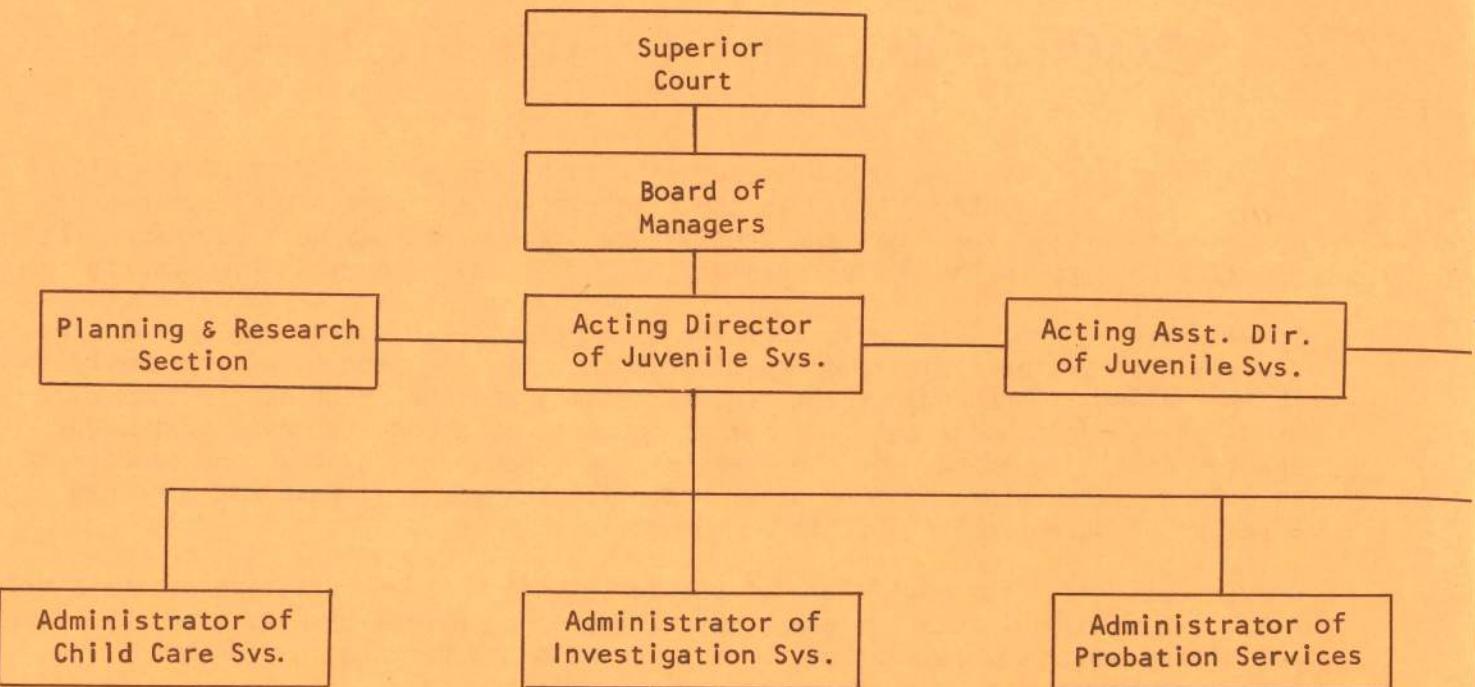
A review of the past twelve months suggests that 1974 was the year of the Big Study. Surveys completed early in the year exposed the workings of our department from several viewpoints and precipitated moves that may well represent the greatest changes in the 70 year history of the juvenile court in King County.

By December a number of conclusions had been reached and survey recommendations concerning court operation and organization were in the process of implementation. Further along in these pages the recommendations and our reactions to them will be discussed in greater detail. For the moment, it should be noted that major changes are being adopted in the areas of court personnel systems and management structure. The future of many other potential changes will rest with the new Director of Juvenile Services to be named early in 1975.

One accepts the "fish bowl" life of public service - is appreciative of the alertness it demands - though the glass may become clouded from time to time. We have not wilted under any revelations of our shortcomings nor the candid shots from other quarters and we take pride in our accomplishments.

But the reader should not assume that 1974 saw us entirely preoccupied and immersed in the "report cards" given us. We were gratified with healthy growth and improvement in so many areas receiving our diligent attention: There are now 45 Juvenile Court Conference Committees operating in 11 areas of the county; probation services now has 21 mini-offices from which probation workers maintain closer contact with their caseloads; and court hearing changes have speeded adjudication, particularly in felony cases.

Our thanks go to the many public and private agencies whose cooperation and assistance was instrumental in meeting what often were common objectives. Within this group are elements of the State Department of Social and Health Services, the various Youth Service Bureaus and group homes, United Way, City of Seattle and other communities of King County, and, of course, other offices of King County government. All of these have helped build those "bridges" mentioned inside our cover.



King County Juvenile Department



LARRY YUH
ADMIN. OF CHILD CARE
SERVICES



JOHN LILJEGREN
ADMIN. OF INVESTIGATION
SERVICES



IDA GRAY
ADMIN. OF PROBATION
SERVICES



STEVE ERHARDT
ADMIN. OF STAFF
SERVICES



RICHARD BUCKLAND
ACTING DIRECTOR
OF JUVENILE SERVICES



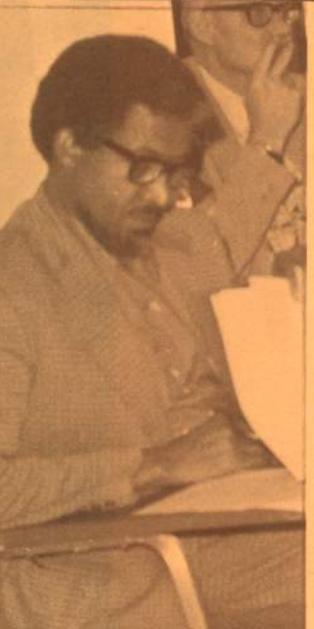
DAN DANA
ACTING ASST. DIRECTOR
OF JUVENILE SERVICES

Board of Managers

Judge James A. Noe
Chairman



Mr. Robert Bass



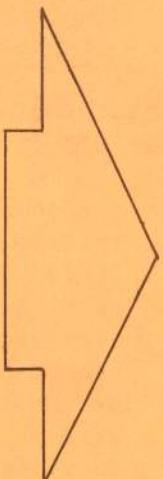
Mr. John Hummel
resigned during the year



Mr. Benjamin S. Asia
Mrs. Dale D. Mills

A year of self-examination with growth and a promise of greater progress is revealed as we ...

look back



MANAGEMENT AUDIT The management consulting firm Booz-Allen & Hamilton was contracted to complete a survey of the Juvenile Department as part of an overall review of the King County Superior Court organization and operation. A final report was presented in July, 1974.

By year end a recommended personnel classification plan was ready for adoption along with a 10-step pay plan. During the course of studying personnel proposals and solutions a significant spirit of cooperation between our management and the union bargaining unit was instrumental in reaching equitable conclusions.

Status of Booz-Allen's major recommendations for management are:

- A recommendation to transfer administrative responsibility for detention (Child Care) services and probation services to the King County Executive after enabling legislation by the state, has been taken under advisement by the superior court and a decision will be made after a one year study. Justification for the realignment suggests stronger overall management will be made available by combining detention and probation functions with similar functions already reporting through the executive; and that the superior court will be relieved of a burdensome administrative load which draws its attention away from its judicial functions.

- Suggested restructuring of the Board of Managers as a King County advisory body is under superior court review to determine how the Board might be organized to best serve the people. The management survey reported that a strictly advisory board of from 9 to 19 members selected through a County Executive/superior court arrangement would tend to encourage citizen participation and increase general public influence in youth affairs. As an advisory body it would also be relieved of the task of administering a complex department as the present board must.

Finally, it would concentrate on dealing with key community policy issues.

- A recommendation calling for unification of authority and responsibility for directing and administering detention and probation functions under one top management position has been approved and the Board of Managers and the superior court have revised the job description of the Director of Juvenile Services. It is intended the director be responsible for internal structuring of the Juvenile Department.
- A recommended interim plan of top management organization, pending passage of enabling legislation, has been generally approved. The new Director of Juvenile Services will be empowered to proceed with direction.

JOB REALIGNMENTS BETWEEN JUVENILE COURT AND SUPERIOR COURT At the end of the year the serving of summonses by juvenile department personnel ceased and the duty switched to a contract service retained by the superior court.

Juvenile department courtroom coordinators were reassigned and now report to the Superior Court Administrator thus placing all courtrooms of the superior court under a single administration.

NEW DIRECTOR OF JUVENILE SERVICES During the interim between the retirement in December, 1973 of Director Carl B. Erickson and the appointment of R. C. Buckland as Acting Director of Juvenile Services in December, 1974, the Department experienced recurring, serious operating difficulties as management—internal and at the superior court level—tried to deal with the disruption of operating continuity. Higher authority, including the Board of Managers, weighed the potential of Booz-Allen & Hamilton reorganization recommendations. By October, 1974, however, the Board moved to recruit a new Director of Juvenile Services and to fill the position by March, 1975.

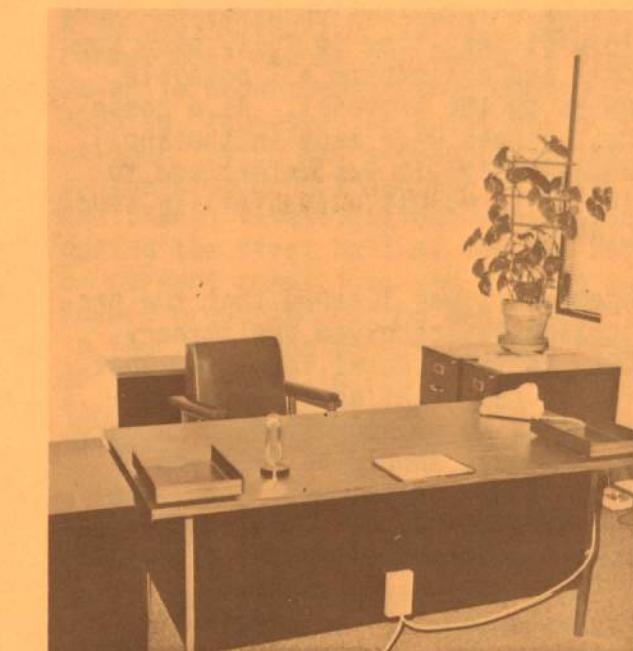
The new director will have broader planning and operational authority than his or her predecessor and will be immediately faced with initiating the bulk of far reaching changes identified to date.

TRAFFIC Back in 1972 the Juvenile Court Traffic Citation Survey, a six-month project, was conducted to find the most effective method for handling juvenile traffic offenses with emphasis placed on discouraging recidivism among young drivers.

Late in 1974 revised procedures for handling these traffic citations were established and a changeover date of January 1, 1975 was set. A King County Superior Court resolution will remand all non-felonious traffic and boating violations by juveniles 16 and 17 years of age to appropriate district or municipal courts of the county. The juvenile will not have the right to a juvenile court hearing and all citations will go directly to the district or municipal court.

The juvenile department will retain responsibility for offenses of a felony nature and offenses in which the operator of a motor vehicle or boat is under the influence of drugs or alcohol and driving violations by children under 16 will continue to be referred to juvenile court.

TRAINING The Department training organization continued to provide regular and specialized training sessions based on need ranging from standard orientation programs for new employees and volunteers to quarterly legal seminars covering court judicial practices and procedures. In between, tours of outside juvenile agencies were conducted regularly; clerical training classes were held as required; conferences—at the court or away—were coordinated; and a major effort was begun to provide defensive driving training to all staff who operate county vehicles in accordance with a directive from the County Executive.



A clean desk for the new Director of Juvenile Services.

On the horizon for 1975 are a formal caseworker training program, courses covering the operations of each of our divisions, first aid training, self-defense training (for child care workers) and a formal training policy statement.

OCTAVIUS Like it or not ours is a world of information conveying paper threatening to inundate us. Not only is there too much, it frequently does not tell us all we want to know when we want to know it In June an LEAA block grant pre-application was sent to the King County Law and Justice Planning Office proposing a project to develop a computer teleprocessing information system for the Juvenile Department. The application grew out of a system developed by the Department called OCTAVIUS (Online Case Tracking and Visual Information User System).

Pressed by an application deadline there was insufficient time to fully plan the proposal and anticipate all possible responses to the proposal. As a consequence, changes were made in the application, notably, it was determined to specifically request a feasibility study of OCTAVIUS.

In December it was learned that the pre-application has received preliminary approval at the federal level. At that time a federal grant application was begun and is to be submitted in January, 1975. Approval should be received by April 1, 1975. In the near future we look forward to having a truly accurate and timely statistical capability and significant savings in paperwork processing which will be especially reflected in the freeing of probation officers from excess clerical work.

COMMUNITY LIAISON Efforts to elicit increased public awareness and involvement have not been limited to the volunteer program, probation staff and others. The Community Liaison function has succeeded in expanding outreach not only to interested individuals from all strata of society who want to help, it has challenged many influential community organizations including the League of Women Voters, Seattle Crime Prevention Advisory Commission,

Rainier District Community Action Council, Seattle-King County Bar Assn. and Seattle Junior League. These and other groups are recognizing their individual and group responsibilities in proposing and supporting effective juvenile programs. And media representatives throughout the county are visiting the court with increasing frequency.

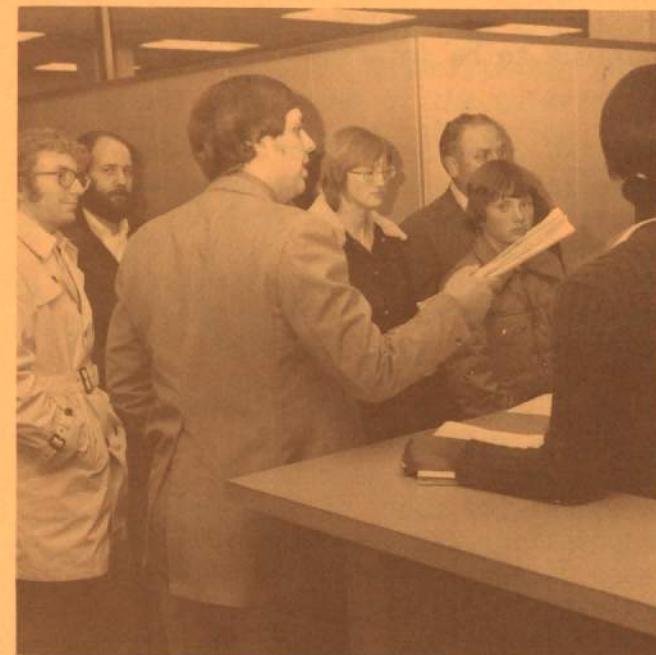
Orientation sessions given by the Community Relations Officer have been especially helpful in bringing people to our doors and holding their attention; of particular impact is a slide presentation which tracks a juvenile through the court system.

Many people visit the court out of ordinary curiosity, of course, while others come to learn and then put their

knowledge to useful purposes. Lately, the slide tour is being given several times a week. Representatives of Rainier District Community Action Council, after an initial tour in late November, will spend weeks learning about court processes which will include the observation of court hearings. The council will come to have an understanding of juvenile problems and doubtless find itself in a position eventually to offer useful suggestions for implementation at the court as well as in its troubled home community.

VOLUNTEER The community's opportunity to play a most direct roll in Department affairs through our volunteer program remains strong. Volunteers were given the chance to exercise their unique talents, often working directly with children, and did so to the tune of more than 21,000 hours in 1974. An average 95 persons were active each month.

Volunteers tutored, were case aides, receptionists, or did research work. They operated the 6-track tape court-room monitoring systems daily for nine months and they were just friends to kids.



Staff member Paul Garrett guides visitors through courtrooms.

In March one volunteer began work with our subsidy program employment specialist, and calling on her previous experience with the state employment security department, she counseled youth desperate for jobs, managing to cajole potential employers so strongly she finished the year with a personal record of nine youths placed in jobs.

The training of volunteers was carefully evaluated in 1974 and steps taken to bring them to a closer relationship with regular staff. Emphasis remains on their service to the court and the children but their inclusion in orientation seminars, monthly training meetings, tours to outside agencies — all available to regular staff — has given them a sense of belonging and aids in their personal growth.

MANAGEMENT BY OBJECTIVES Management by Objectives as a working concept was first considered for adoption by the Department in 1972. Management training and general staff briefings served to uniformly and thoroughly explain the purpose behind establishment of precise operating goals and procedures to insure their realization on schedule.

Early in the educational process a Department statement of mission, or purpose, was composed as a base point. Then in 1974 comprehensive goals and sub-goals for each division of the department were published. Basic sub-goals, though clear and essentially complete, lack detail and the built-in control statements that make Management by Objectives work. Mainly, they stood as intermediate targets to aid in familiarizing staff with the total concept.

It will be the new director's task to refine the concept application in 1975. Goals and sub-goals at the various levels will be prioritized expressions of achievable targets complete with dates for achievement. Means for measuring progress will be available to responsible management.

KING COUNTY AUDIT OF JUVENILE DEPARTMENT Former Chairman of the Board of Managers, Juvenile Department, Judge George H. Revelle, requested an audit of the department which was subsequently completed by the King County Auditor in 1973. Additional investigations were conducted during the first half of 1974 to reflect on current conditions and a final audit report presented to the department late in the year. At this writing a response to the audit is in process and will be included with the former when it is formally published early in 1975.

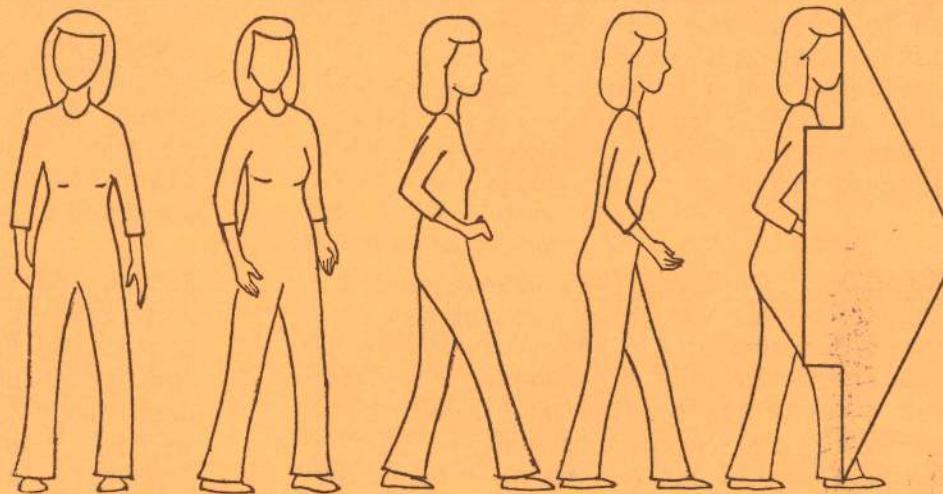
BUDGET AND STAFF Our 1974 budget totaled \$4,426,826.00, \$733,727.00 of which came from the state subsidy program. Our authorized permanent staff stood at 298 persons, 43 of whom worked under the subsidy program.

REBELLIOUS YOUTH PROJECT In 1974 steps were taken by the State Department of Social and Health Services, United Way and other community agencies to solve a problem of increasing concern: service to rebellious/dependent youth. United Community Services sponsored an initial planning process by involved community agencies; partners in the process are seeking funding for a demonstration project to document the extent and type of services, both needed and now available, while coordinating and developing relationships between all existing local service agencies affected.

Overheard in a supermarket parking lot or across a back fence: "What happened to John Jones who was taken to the Youth Center?" or "Why was Mary Smith placed in a Group Home?"

The following pages will answer these and other questions as we talk about...

children at court



YOUTH PRESENTED
TO ADMISSIONS

YOUTH REFERRED
BY LETTER

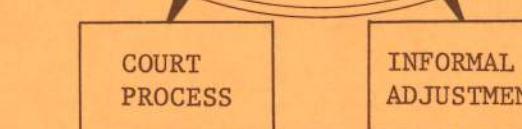
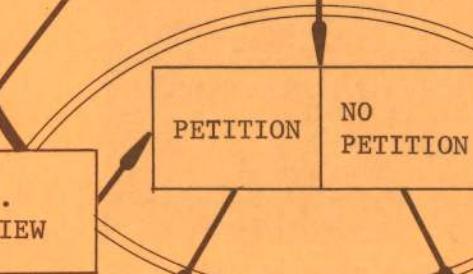
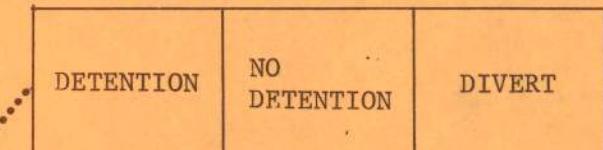
EVALUATE SERVICE
REQUEST

INVESTIGATE,
PLAN &
PROCESS

WORK FOR CHANGE

CHILD CARE

MENTAL HEALTH SERVICE
DEPT. OF INSTITUTIONS
GROUP HOMES
PROBATION
REGULAR
SPECIAL SUPERVISION
YWP
TEC



youth referral

They are sent by police, schools, social agencies or they come on their own . . .

- A police report sent through the mail.
- A letter or telephone call from a social agency, another youth, or a parent.
- A police officer arrests a child and brings him to the facility.
- A Children's Protective Service Caseworker drops in to file a petition.
- A conference committee forwards a request for help that is too serious for the committee to handle.

services to match needs

This has been a year of diversion of youth from the juvenile justice system; use and development of community resources; and partnerships with other agencies. Professional staff working in specialized functions have sought better solutions to the unique problems of their young charges.

A SHORT STORY ABOUT EDDY

Eddy is not typical of today's youth - and not typical of those who find their way to the court. But he needs court supervision.

TWENTY-FOUR HOUR SCREENING

- Requests to place a child in the youth Service Center are handled round-the-clock. Probation Officers interview every family and provide counseling or crisis intervention as needed. Families are referred to community resources such as Youth Service Bureaus or counseling services.



- Only youths requiring the secure structure of detention are admitted. About 6,000 were seen in 1974 of which nearly 55 percent were not detained. On-the-spot planning enables many children to return home or to friends or relatives. Dependent children who cannot return home are placed in receiving (24-hour foster) homes operated by the Department of Social and Health Services.

- Within 24 hours of a youth's admission a judge or court commissioner sees him and his family and decides if he is to remain in detention.

- When a juvenile is effectively diverted from court action and is helped elsewhere, his case is "adjusted" and closed. He avoids the "juvenile delinquent" label.

- Something new is the holding of review boards at the Youth Service Center for parolees placed in detention. If the Juvenile Parole Board revokes parole, the child is quickly returned to an institution. This change provides for better communication between parole services and staff.

- Staff hold weekly sessions with a psychiatric consultant from the University of Washington Child Psychology Clinic to increase knowledge and skills.



A social file is established when a youth is assigned a caseworker.

Youth apprehended in stolen vehicle
A sixteen-year-old Eastside youth was arrested at 11:30 p.m. Friday by police officers who spotted the late model car he was driving as one reported stolen on Thursday.
The youth attempted to elude the officers but was quickly forced to the curb. Some slight damage was done to the car when it brushed a roadside sign.
The youth was taken to the Service Center for depending a complete



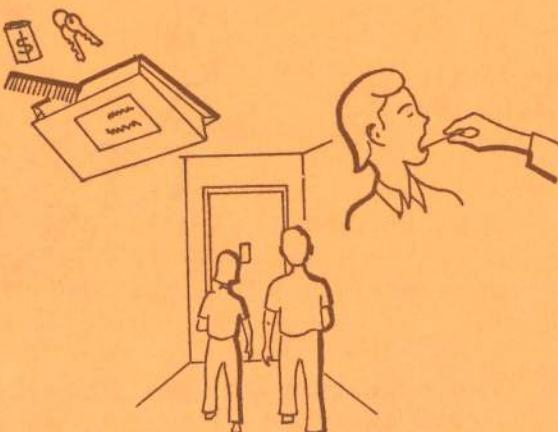
Eddy is brought to the Youth Service Center by police. His parents are called.



A detention screener interviews Eddy and tells him he will be detained.

EVALUATION, DIVERSION, HELP

- Other requests for service are handled in a variety of ways suited to the particular needs of the situation. Emphasis is on diversion to community resources.
- Many are referred directly to a Conference Committee or Youth Service Bureau without further action by the court.
- Referrals for minor infractions and other behavioral problems which do not require court intervention are handled by sending a letter recommending community resources available to the youth and his family.
- For more serious situations the family is interviewed and the problem evaluated. Most problems can be resolved informally without court action. When personal injury or damage or loss of personal property occurs, plans are made for the youth to repay the injured party. The family is told of opportunities for help in their community, placed like Inc. Spot in Bothell, West Seattle Mental Health, Heads Up Center in Bellevue.
- Each request for information from a case record is carefully considered and answered with due consideration for confidentiality. Certain information from case records is provided to government and other agencies having a legitimate interest, the military for example which must check on each inductee.



Eddy's belongings are checked, he is assigned to a living unit, given a medical check and escorted to his unit

- Special staff members assist public and private child care agencies, who are seeking custody of dependent children or termination of parental rights, with the court process. They coordinate legal and social services and act as consultants.

VOLUNTEERS

These workers fill gaps and meet needs by providing tutoring, friendship and guidance to youth. They transport children to appointments; assist staff on gathering information and keeping records. Some are students who seek experience in their field. Volunteers come with various backgrounds, skills and interests which are matched to current court needs.

TRAFFIC

In 1974 each juvenile traffic violator was seen and counseled individually. In the future routine violations will be sent to municipal or district court while juvenile court will concentrate on the more serious traffic violations.

CONFERENCE COMMITTEES

The Juvenile Court Conference Committee Program doubled in size in 1974. Demand increased as word spread about these lay citizen groups authorized by juvenile court to work with minor juvenile problems in their own community. New committees were added to existing groups and new groups formed in other communities.

PREPARING CASES FOR COURT

- A pre-court assessment and recommendation for disposition is prepared for each youth screened into the system. Assessment may include gathering family history information from social agencies who helped the child in the past, school reports and extensive interviews with child and family. The assessment identifies the problems areas so that workable solutions may be sought. Recommendations may include foster or group home placement, special school programs, employment, friendship and guidance from a volunteer, counseling, repayment to victims and supervised probation.

V.I.P. (Volunteer Investigation Program)

A special group of volunteers trained to investigate and prepare cases for court worked under the supervision of a regular probation officer. Emphasis was placed on personal contact in the youth's home and community resources.

KEY CHOICES AVAILABLE

- Cases may be handled informally and "adjusted" when the youth complies with conditions that are acceptable to both him and his probation officer, such as obtaining counseling, or re-enrolling in school; or the formal court process may be initiated by filing a petition.
- An evaluation is made by the prosecutor's office to determine if the facts justify filing a petition alleging the youth to be delinquent, dependent or incorrigible.

Eddy's situation is referred to the prosecuting attorney who determines if a legally sufficient case exists.



- In recent years the juvenile justice system has evolved to a due process model much like that of the adult system. The roles of the prosecutor and the public defender have become more prominent with their increased participation in court hearings. The prosecutor participates in the decisions to "adjust" the more serious offenses or to file petitions.

R.A.M. (Rapid Referral and Monitoring)

R.A.M. provides for early screening of serious referrals by the prosecutor's office to determine if a petition can be filed. Non-petitionable referrals are diverted by the prosecutor from the system back to the referral source while others are investigated and adjusted or a petition filed within 20 days. R.A.M. keeps track of cases and assures they are acted upon on a timely basis.

COURT PROCESS

The court process commences with the filing of a petition. Specific types of hearings address different parts of the process. This year "Omnibus" Hearings were added to improve the efficiency of the process. Verbatim records are made of all hearings.

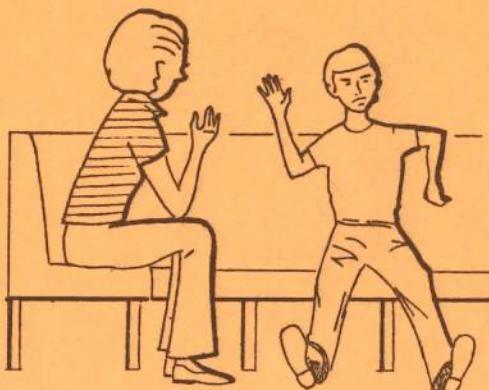
- A PRELIMINARY HEARING must be held for every child in detention or a receiving home within 72 hours of the filing of a petition. The child and his parents must be present. A lawyer is appointed for the child if he wants one and does not already have one. During the hearing a decision is made as to where the child will be placed pending further court action and investigation. If the child is a danger to himself or the community he will be detained.

At the preliminary hearing, or following it at an ANSWER HEARING, the child alone or through his attorney answers the charge, either denying or admitting the allegation.

When allegations are denied an OMNIBUS HEARING is held to determine what issues are disagreed. Some points can usually be agreed to at this hearing thereby avoiding a prolonged fact finding hearing.



- At the FACT FINDING HEARING witnesses are called, the facts are brought out in court through questioning of witnesses and the judge then decides if the allegations are correct. If found not correct, the petition is dismissed.
- A DISPOSITION HEARING is held within 30 days of the time when allegations are found correct at a Fact Finding Hearing or when the allegations are admitted. The probation officer presents a written report containing the results of the pre-court assessment and recommendations. Recommendations of other interested persons may be included along with those of the probation officer. Each person has the opportunity to present his views. Based on this information the court determines what is in the best interest of the youth and enters an order. Disposition might include supervised probation, out-of-home placement, or commitment to a state institution.



Probation officer talks to Eddy and his parents to learn of social and other problems.

- A DECLINE OF JURISDICTION HEARING is a special type of hearing which must be held within 7 days of a Preliminary Hearing to consider if the juvenile justice system should handle the youth or if he should be treated as an adult.

- REVIEW HEARINGS are held to review an earlier order of the court. At the time of review the court may consider such questions as: Should the court modify the previous order or Has the child complied with the conditions of the prior order?

The King County Juvenile Judges' Committee and the prosecutor's office have been working on local court rules designed to speed up the court process and insure timely justice. These rules implemented during the last few months of the year on a trial basis--have helped to eliminate delays. Guidelines in this area have become increasingly important as the court process has become more complex.

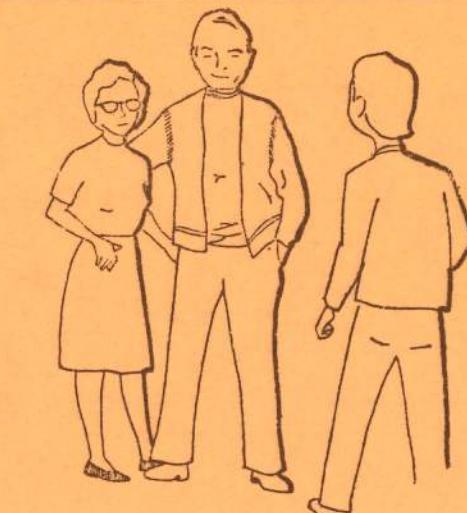
youth in detention

WHAT KIND OF CHILDREN DO WE HOUSE?

Children in a state of crisis They are admitted to the Youth Service Center to prevent further acts against the person or property of others, to protect them from themselves or others, or to prevent them from running away before the court can act.

A PLACE TO STAY

- Seven living units each equipped with a TV, radios, and an assortment of games and reading material are divided between two complexes — Alder and Spruce.
- Each complex or building area has its own recreation center with pool tables, ping pong and bumper pool, a gym for basketball, soccum or the latest favorite game, and rooms for arts and crafts.
- A unique library houses not only hard-cover books, paperbacks and magazines but tapes, records, games, posters, comics, a friend named "Cuddlebumps", and giant cushions to sink into.



All parties agree to informally adjust Eddy's case since it is his first offense. Eddy must make restitution.

Eddy is released to his parents.

- A swimming pool, also used by students from Pacific School, gives each child a chance to learn to swim or improve his skills.

PROGRAM BY DESIGN

- Children are assigned to living units according to age, maturity and needs. A plan is tailored for each child drawing upon the many activities available. They may choose from a variety of recreation activies, like library or a trip to the home economics classroom to bake cookies or pizza. There are opportunities to be alone or to talk with someone when it is time to talk.
- A school program conducted by the Seattle Public Schools offers regular school subjects, grades 1 to 12, and remedial studies. An individual school program is planned according to each child's skills and interests. Classes hold from 6 to 8 students.



Volunteer Linda Hayes works in Child Care Special Services Office.

New Additions '74

- AN ARTISTS-IN-RESIDENCE program supported by King County Arts Commission, Washington State Arts Commission, and Seattle Arts Commission offered children the chance to paint or draw or experiment with dance under the tutelage of a professional artist and a dance instructor.
- THE SHORELINE DENTAL HYGIENE SCHOOL helped begin a dental program providing visual dental examinations and dental hygiene education.
- SPRUCE RECREATION CENTER acquired weight lifting equipment which is used by residents under the direction of an athletic instructor.

Community Participation

- VOLUNTEERS are counted upon for invaluable services. Since July of 1972 one volunteer, Linda Hayes, has given 30-40 hours per week of invaluable help taking care of what needs to be done in the Child Care Special Services office. Others help a busy librarian to make the library a very popular place.
- STUDENTS by the hundreds from nursing, the humanities and other fields carry out field placements at the Youth Service Center where they work directly with children providing art and craft instruction, tutoring, and other services. The Human Resource Center coordinates and assists students from local colleges and universities seeking field placement.

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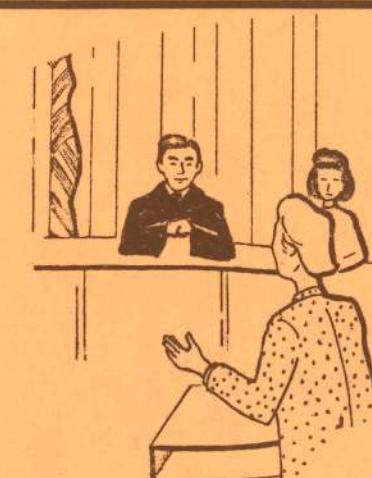
Eddy is arrested again for car theft and returned to the Youth Service Center.

- Many programs are possible only with outside financial support. Contributions from organizations such as Cloud 9, St. Stephen's Church, Alpha XI Chapter of Beta Sigma Phi, and Pacific Northwest Bell have helped purchase pool tables, recreation equipment, art supplies, TV's and school supplies normally provided by a PTSA.

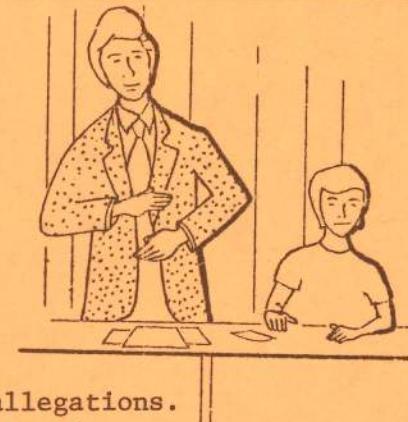
- Probation officers are assigned to geographical areas where they develop close working relationships with community agencies and schools.



The Probation division - Ballard mini-office is not pretentious.



Probation officer requests petition providing a copy to Eddy and his parents; and at a Preliminary Hearing an attorney is appointed for Eddy and an Answer Hearing date set.



At Answer Hearing Eddy denies allegations. A date is set for Fact-Finding Hearing.

helping youth to change

PROBATION

One out of every six children investigated is placed on probation. Services are provided by two similar but separately funded programs - SSP and regular. The Special Supervision Program, funded by the State, is aimed at reducing commitments to state institutions by providing intensive services to youths in their home community. The regular program is funded by the county and offers comparable services to other probationers.

OUT IN THE COMMUNITY

- Twenty-one mini-offices throughout the county provide a place for appointments and meetings, saving juveniles long trips out of their neighborhood to the Juvenile Court. Space is provided by schools, community agencies, businesses, or is rented.

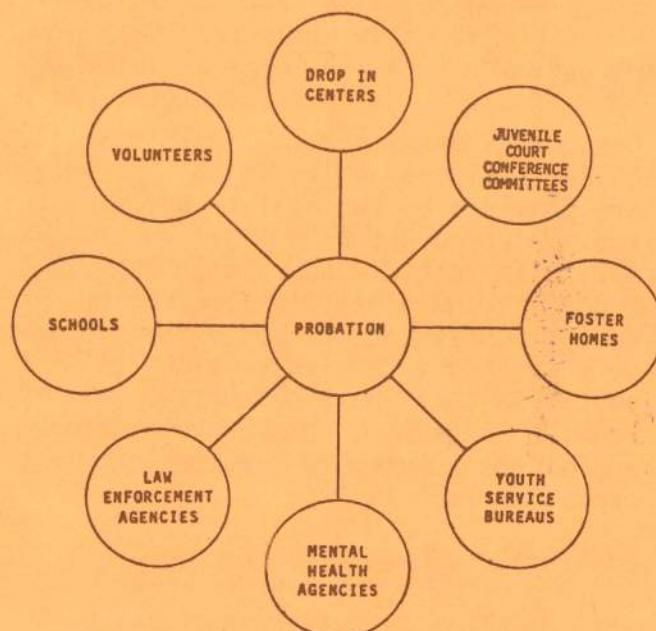
- Some have joined forces with the Youth Service Bureaus or school districts to provide services such as parent groups and adolescent therapy groups for their respective probationers.
- Probation officers provide consultation on cases for other agencies and share resources. Reciprocal sharing makes for the maximum use of available skills and resources in the community.

MANY APPROACHES TO PROBATION

- Different methods of intervention are used—one-to-one, group process, family sessions.
- People with different kinds of education and experience pool their knowledge to diagnose problems and develop successful programs. A "team" may share responsibility for a case, each member making a unique contribution.
- Various resources can become part of the plan for change—like foster care, psychiatric treatment, employment, medical care and the school program. There is no limit. Staff continually look for and test new ways to help.
- Programs are designed to meet specific needs. There are group sessions on alcohol for youth with drinking-drug problems. The Young Women's Program (YWP) offers education, counseling and recreation to a group of girls who can't make it in a regular school. A volunteer may provide the special attention needed by a particular child.

A statistical review of the YWP since its beginnings indicates that of the 41 potentially commitable girls who have participated in this day program only five were eventually committed to institutions, an exceptional record.

Statistics also indicated that a longer period with the program would foster the development of positive relationships, an essential element of the constructive growth process.



At Fact-finding Hearing Eddy is ruled delinquent and his case continued for Disposition Hearing at which time he is placed on probation. He will live with his parents and to overcome some learning problems, attend TEC school.

DELINQUENT

MAKING A CONTRACT

- Youth are placed on probation by a Judge but a plan for change is negotiated between the probationer and probation officer. A commitment to try is essential to success. Together they work out goals and expectations including incentives and penalties.

SUMMER EXPERIENCE '74

- Thirty-six probationers participated in one of two 2-week outdoor learning experiences in the San Juan Islands. This was a product of the joint efforts of the court, Seattle Public Schools and Metropolitan YMCA. Mistakes made in the first session were corrected in the second. Summer Experience was an exciting program that we would like to make one of our regulars. (See p. 22)

TEC

The Transitional Education Center is jointly staffed by the court and Seattle Public Schools. Extra efforts are made to attract and keep in attendance at this special school probationers who have been expelled from or were generally unsuccessful in other school systems.

TEC offers within its overall framework a GED Program which gives 17-year-olds active with the court the opportunity to prepare for and pass the General Educational Development Test (GED). These students are dropouts hard pressed to make up credit deficiencies and equally to gain employment without a diploma or the equivalent GED certificate.



During the 1973-74 school year 24 boys and girls, or 85% of those who prepared in the GED Program passed their tests given at local community colleges.

SPECIALISTS

- Support services essential to the individualized program for each youth are provided by specialists in education, foster care, volunteers, employment and community resources.
- Each specialist can offer a variety of services like the Education Specialist who uses academic, intellectual, personality, and vocational assessments to determine the best education program for a boy or girl. Help is given in enrolling a client in a program. If a program isn't readily available, effort is made to find one. Tutorial programs are planned and consultation offered to volunteer tutors.



An outing in the San Juan Islands is more than a fun-filled interlude away from the city and its problems. Indeed many of the problems are brought along by the participants since a camping trip demands the same social awareness and abilities as daily city life--a cooperative spirit, a sharing of duties and responsibilities and an understanding of others.

Summer Experience '74 placed a small group of youngsters struggling for a responsible place in society on their mettle and gave them an opportunity to succeed.

22

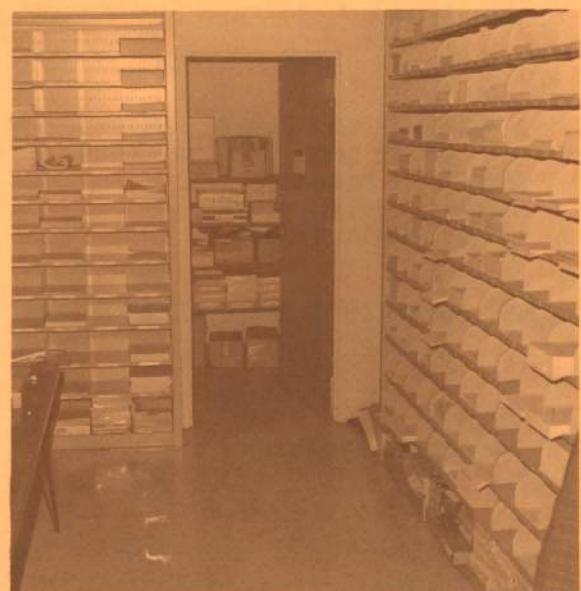


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REFERRALS TO JUVENILE COURT

	<u>1973</u>	<u>1974</u>
Delinquent	3428	3304
Dependent/Negl. Shelter	344	122
Dependent/Rebellious	1047	618
Sub-Total	4819	4044
Other Court Services	9394	10790
Total	14213	14834

ACTION TAKEN ON REFERRALS TO JUVENILE COURT

	<u>1973</u>	<u>1974</u>
Diverted		
Referred to Conference Committee	983	2068
Referred to Youth Service Bureau	0	152
Referred to Other Community Agency	178	661
Letter of Adjustment	1388	1590
Counsel and Refer (24 Hour screening, cases not made)	1434	1620
Sub-Total	3983	6091
Not Diverted		
Counsel at Screening (24 Hour screening)	3069	2790
Special Services		
Letter of Inquiry	618	492
Agency Custody	669	626
Other	1055	791
Sub-Total	2342	1909
Investigated	*4819	*4044
Sub-Total	10230	8743
TOTAL	14213	14834

*Includes Counsel at Screening

ADMISSIONS TO DETENTION

	<u>1973</u>	<u>1974</u>
Delinquent	1438	1663
Rebellious	1665	1394
Neglected	154	103
Total	3257	3160
Total Child Care Days	35109	31831
Avg. Length Stay, Days	11.0	10.3
Avg. Daily Population	96.2	87.2
Highest Population Day		119
Lowest Population Day		53

CHILDREN COMMITTED TO STATE JUVENILE CORRECTIONAL INSTITUTION

	<u>1973</u>	<u>1974</u>
Regular	106	132
* Diagnostic (evaluation and return)	0	73
Total	106	205

*There were 68 children returned for disposition from diagnostic commitment in 1974. Of these, 39 were returned to institutions for further treatment, 25 were returned to the community, and 4 were in detention at the end of the year.

COURT HEARINGS

	<u>1974</u>
Preliminary Detention Hearings	2641
Fact Finding Hearing	750
Decline of Jurisdiction Hearings	81
Commitment Hearings	250
Disposition Hearings	1653
Financial Hearings	157
* Omnibus Hearings	359

Answer	1854
Review	2387
Total	10132

* Started in May
TRAFFIC REFERRALS HANDLED IN 1974 17415

PROBATION SERVICE

	<u>1974</u>
*Inv	118
Sup	713
Total	831
Total Cases In	112
Total Cases Out	427
Closed	68 (61%); 371 (87%)
Dept. Institutions	6 (5%); 56 (13%)
Transfer	38 (34%);
Total Cases Handled	173
Cases Active at year end	1141
Net Gain	1314
Average caseload size at year end	61
Average number of months on probation	292
Average number of months on probation	1.6
Average number of months on probation	21.7
Average number of months on probation	23.3
Average number of months on probation	9.9

*Probation Division also handles those investigative (INV) cases involving siblings of probationers under their supervision (SUP).

Success and failure are difficult to measure. When the probationer's contract terminates, evaluation of goals and objectives frequently reveals both positive and negative results. Will those positive results and experiences be enough to point the way? Or will the youth wobble along passing from the view of the juvenile justice system at age 18 to an uncertain adulthood?

We work to help people solve human problems. This year of study and goal identification will aid us to improve administration for program development and service delivery.

Complex human problems often suggest the trial and error method for discovering solutions. We can only hope that our efforts along these lines motivate youth and capitalize on opportunities that help them find a better path to travel.



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