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.

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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

Superior Court

Board of Managers

Planning & Research Section

Acting Director of Juvenile Svgs.

Acting Asst. Dir. of Juvenile Svgs.

Administrator of Child Care Svgs.

Administrator of Investigation Svgs.

Administrator of Probation Services

Administrator of Staff Services

Judicial Services

RICHARD BUCKLAND
ACTING DIRECTOR
OF JUVENILE SERVICES

IDA GRAY
ADMIN. OF PROBATION SERVICES

STEVE ERHARDT
ADMIN. OF STAFF SERVICES

LARRY YOUB
ADMIN. OF CHILD CARE SERVICES

JOHN LILJEBREN
ADMIN. OF INVESTIGATION SERVICES

DAN DANA
ACTING ASST. DIRECTOR
OF JUVENILE SERVICES
Board of Managers

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 Board might be organized to best serve the people. The management survey reported that a strictly advisory board of from 9 to 12 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 probation 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 summons 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 considerable 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 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 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 volunteer caseworkers. In January, 1975, the Department began a new training program for clerical personnel. An experimental computerized training program for juvenile probation officers was completed.

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 has been 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 experience of probation officers from excessive clerical work.

COMMUNITY LIAISON Efforts to solicit 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 youth 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 role 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.

In March one volunteer began work with our subsidy program employment specialist, and 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 were used to 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.
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 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.

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.
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.

- 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.

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.

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

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' Commission and the prosecutor's office have been working on local court rules designed to speed up the court process and insuring 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.

- 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 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, soccer or the latest favorite game, and rooms for crafts and arts.

- 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.
• 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.

• 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.

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.

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.
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
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.
<table>
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<tr>
<th>REFERRALS TO JUVENILE COURT</th>
<th>1973</th>
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<tr>
<td>Delinquent</td>
<td>3428</td>
<td>3304</td>
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<tr>
<td>Dependent/Dependent/Neglect</td>
<td>344</td>
<td>122</td>
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<tr>
<td>Rebellious</td>
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<td>618</td>
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<tr>
<td>Other Court Services</td>
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<th>ACTION TAKEN ON REFERRALS TO JUVENILE COURT</th>
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<tbody>
<tr>
<td>Diverted</td>
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<tr>
<td>Referred to Conference Committee</td>
<td>983</td>
<td>2068</td>
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<tr>
<td>Referred to Youth Service Bureau</td>
<td>0</td>
<td>152</td>
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<tr>
<td>Referred to Other Community Agency</td>
<td>478</td>
<td>636</td>
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<tr>
<td>Letter of Adjustment</td>
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<td>1590</td>
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<tr>
<td>Counsel and Refer (24 Hour screening, cases not made)</td>
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<td>1620</td>
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<td>Sub-Total</td>
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<td>6991</td>
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<tr>
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<tr>
<td>Counsel at Screening (24 Hour screening)</td>
<td>3069</td>
<td>2790</td>
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<tr>
<td>Special Services</td>
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<td>Letter of Inquiry</td>
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<td>Agency Custody</td>
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<td>Other</td>
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<tr>
<td>*Includes Counsel at Screening</td>
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<td>4044</td>
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<td>Sub-Total</td>
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<td>14834</td>
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<th>ADMISSIONS TO DETENTION</th>
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<td>Delinquent</td>
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<td>Rebellious</td>
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<td>1394</td>
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<tr>
<td>Neglected</td>
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<td>Total</td>
<td>3257</td>
<td>3160</td>
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<td>Total Child Care Days</td>
<td>38109</td>
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<td>Avg. Length Stay, Days</td>
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<td>Avg. Daily Population</td>
<td>96.2</td>
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<td>Highest Population Day</td>
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<td>Lowest Population Day</td>
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<th>CHILDREN COMMITTED TO STATE JUVENILE CORRECTIONAL INSTITUTION</th>
<th>1973</th>
<th>1974</th>
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<tbody>
<tr>
<td>Regular</td>
<td>106</td>
<td>132</td>
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<tr>
<td>* Diagnosic (evaluation and return)</td>
<td>0</td>
<td>23</td>
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<tr>
<td>Total</td>
<td>106</td>
<td>205</td>
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*There were 68 children returned for disposition from diagnostic commitment in 1974. Of these, 39 were returned to institutions for further treatment, 28 were returned to the community, and 4 were in detention at the end of the year.

<table>
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<tr>
<th>COURT HEARINGS</th>
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<tr>
<td>Preliminary Detention Hearings</td>
<td>304</td>
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<td>Fact Finding Hearing</td>
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<td>Decline of Jurisdiction Hearings</td>
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<td>Commitment Hearings</td>
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<td>Disposition Hearings</td>
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<td>Financial Hearings</td>
<td>167</td>
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<td>* Omnibus Hearings</td>
<td>359</td>
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<td>Answer Review</td>
<td>1864</td>
</tr>
<tr>
<td>Total</td>
<td>2387</td>
</tr>
</tbody>
</table>

*Started in May

<table>
<thead>
<tr>
<th>TRAFFIC REFERRALS HANDLED IN 1974</th>
<th>1974</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Division also handles those investigative (INV) cases involving siblings of probationers under their supervision (SUP).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROBATION SERVICE</th>
<th>1974</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cases In</td>
<td>118</td>
</tr>
<tr>
<td>Total Cases Out</td>
<td>112</td>
</tr>
<tr>
<td>Closed</td>
<td>68</td>
</tr>
<tr>
<td>Dept. Institutions</td>
<td>695</td>
</tr>
<tr>
<td>Transfer</td>
<td>38</td>
</tr>
<tr>
<td>Total Cases Handled</td>
<td>173</td>
</tr>
<tr>
<td>Cases Active at year end</td>
<td>61</td>
</tr>
<tr>
<td>Net Gain</td>
<td>6</td>
</tr>
<tr>
<td>Average caseload size at year end</td>
<td>1.6</td>
</tr>
<tr>
<td>Average number of months on probation</td>
<td>9.9</td>
</tr>
</tbody>
</table>

*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.