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## WASHINGTON STATE JUVENILE DELINQUENCY PLANNING STUDY



• FINAL REPORT:

WASHINGTON STATE

JUVENILE DELINQUENCY PLANNING STUDY

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Abstract

ACQUISITIONS

*A brief summary is given on planning activities conducted in the State of Washington under Title I of the Juvenile Delinquency Prevention and Control Act of 1968, State Law and Justice Planning Office Grant #279A*

Washington State Juvenile Delinquency Prevention Project, Law & Justice Planning Office. Funded by The Office of Juvenile Delinquency and Youth Development, Department of Health, Education and Welfare.

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## PREFACE

### SCOPE AND PURPOSE OF STUDY AND THE RELATIONSHIP TO LEAA FUNDING

The scope of this study has been limited to an examination of those LEAA programs which are funded and administered through the Law and Justice Planning Office and supportive committees from the standpoint of determining how the Criminal Justice Program effort fits into the total scheme of Youth and Delinquency planning in the State of Washington.

This approach was taken in the third-year because this funding source appears to offer the greatest opportunity for developing a centralized, integrated thrust in Youth and Delinquency planning. Further, the Criminal Justice Program has established a platform for the development of innovative and advanced concepts which can be extensively tested through demonstration projects.

Future developments and extensions of the State-wide Youth and Delinquency plan must consider the impact of LEAA funded programs because of their comprehensive scope and generally progressive orientation. Youth and Delinquency projects implemented through this Program extend across all functional disciplines contained within the Criminal Justice System and involve numerous departments and elements of government already working in this field. It is essential that these efforts be compatible with existing programs and augmentative in concept.

The amount of funds available through the Crime Control Bill are expected to become progressively larger in the future and the program's contribution will, undoubtedly, extend across a broader base. Therefore, it seems logical to assume that the total planning process for Youth and Delinquency will tend to be influenced and shaped, to some degree, by the content and directional movement of this program.

### OBJECTIVES OF YOUTH AND DELINQUENCY EXECUTIVE COMMITTEE

In order to make the youth and delinquency state-wide planning effort effective, it will be necessary to generate the interest and support of these various Departments, Agencies, Associations and individuals - at relevant points in time - who will be effected by the plan's ultimate acceptance and implementation. If a commitment to the final content and goals of this plan by specific organizations is considered essential, then these same resource groups must be encouraged to participate in the development process.

A primary function of the Executive Committee is to amplify and extend the planning process into involved State Departments, Agencies, communities and specialized groups. This can be best

accomplished by developing practical working relationships with these bodies using the Executive Committee as the central, focal point organization.

The major programmed objectives of this Committee are to:

- Serve as a pilot group for developing and testing specific components of the Youth and Delinquency Plan to assist the permanent organization.
- Establish the Project evolution process.
- Concentrate on the development of methods and procedures for the determination of essential areas of concentration in the Youth and Delinquency field, the allocation of resources and establishment of priorities.
- Identify, review and integrate major state Youth and Delinquency planning efforts.

## PART I

### INTRODUCTION & SUMMARY

During the past three years, the Seattle Atlantic Street Center and the Zaring Corporation of Bellevue have been providing technical assistance to the State Law and Justice Planning Office in the development of a comprehensive plan and planning process for delinquency prevention and youth rehabilitation in the State of Washington.

The program was designed to support the development of a system of planning and management to improve the capabilities of the State of Washington and its local communities to deal with, to ameliorate, and to prevent juvenile delinquency -- pursuant to Title I, Section 101 of the Juvenile Delinquency Prevention and Control Act of 1968. The program structure developed is given by Figure 1.

### FIRST AND SECOND YEAR ACTIVITIES

The principal focus of this effort for the first two years was toward the development of planning, analysis, and management tools which would allow, support, and encourage increased statewide participation in defining:

- (1) a more comprehensive and effective planning process;  
and
- (2) methods for effecting a more rationale allocation of available resources (both public and private) for treating and aiding youth and preventing juvenile delinquency.

The program as designed represented a long-term effort directed toward structuring, developing, and carrying-out a viable, state-wide system for preventing and reducing juvenile delinquency and youth crimes in the State of Washington. In the design and implementation of this program, it was intended to draw from and otherwise employ all available and relevant local, State and National resources and expertise in:

- (1) strengthening our collective understanding of needs and problems of children and youth in our modern and rapidly-changing society;
- (2) improving the capabilities of the social, economic governmental, and political organizations and institutions within our state to respond to the growing unmet needs of our young people (especially those young people in trouble);
- (3) improving laws that adversely or improperly affect the healthy development of our youth; and improving upon the juvenile justice system in the State of Washington.

A description of the structure, tools and processes developed are defined in The State Plan for the Prevention of Youth Crimes and Juvenile Delinquency<sup>1</sup>.

### THIRD YEAR ACTIVITIES

The character of the planning activities changed substantially during the third year: from a project whose principal focus was directed toward program research, investigation, and definition to a program whose principal focus was directed toward interaction and involvement with on-going delinquency

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<sup>1</sup> Law & Justice Planning Office, "The State of Washington Program: Prevention of Youth Crimes and Juvenile Delinquency". Prepared by The Seattle Atlantic Street Center, June, 1971.

PROGRAM BREAKDOWN STRUCTURE

LEVEL 0 Program	LEVEL 1 Program Component	LEVEL 2 Program Category	LEVEL 3 Program Element
STATE OF WASHINGTON PROGRAM FOR PREVENTION OF YOUTH CRIMES AND JUVENILE DELINQUENCY	100  <u>PROGRAM PLANNING</u>  AND  <u>MANAGEMENT</u>  <i>(Key words: general planning, programming, evaluation, program control)</i>	110  GOALS & STRATEGY	111: Problem Definition 112: Goals/Objectives 113: Priorities/Policy 114: Strategic Planning
		120  PROGRAM PLANNING & CONTROL	121: Program Planning 122: Resource Allocation 123: Organization/Administration 124: Monitoring/Control 125: Audit/Evaluation
		130  GENERAL PROGRAM SUPPORT	131: Management/Information Systems 132: Local/National Participation 133: General Program Studies 134: Planning/Man. Upgrading
	200  <u>UNDERSTANDING YOUTH</u>  AND  <u>THEIR PROBLEMS</u>  <i>(Key words: Research, knowledge development, demonstration)</i>	210  PHYSICAL GROWTH & MATURATION	211: Nutrition 212: Shelter 213: Health 214: Recreation 215: Other
		220  ACQUISITION OF INTELLECTUAL AND SOCIAL SKILLS	221: Pre-Natal 222: Infancy 223: Early Childhood 224: Nursery School Age 225: Middle School Age 226: Adolescence
		230  SOCIAL/CULTURAL REQUIREMENTS/CONSTRAINTS	231: Goal/Attainment: Structure 232: Role Assignment 233: Shared Cognitive Orientation/Commun. 234: Socialization 235: Control: Anomie/Disruptive Behavior
	300  <u>PREVENTING YOUTH PROBLEMS AND JUVENILE DELINQUENCY</u>  <i>(Key words: Education, environment, opportunity)</i>	310  IMPROVING SELF-IMAGE & CAPABILITIES OF INDIVIDUAL YOUTH	311: Special Education/Counseling/Training 312: Youth Employment 313: Alternative Living Environment 314: Special Youth Services
		320  STRENGTHENING THE FAMILY UNIT	321: Family Income/Employment 322: Family Health 323: Family Counseling/Training 324: Welfare/Social Services
		330  IMPROVING THE EDUCATIONAL SYSTEM	331: Extended/Remedial Courses 332: Counseling Programs 333: Nutrition/Health Programs 334: Recreational Programs 335: Teacher Quality/Training
		340  COMMUNITY & SOCIETAL IMPROVEMENTS	341: Physical/Cultural Environ. 342: Youth Facilities/Recreation 343: Race Relations 344: Ethics/Religion 345: Youth Medical/Social Serv.
	400  <u>IMPROVING THE LAW AND JUSTICE SYSTEM IN WASHINGTON</u>  <i>(Key words: Law and enforcement, courts, treatment)</i>	410  GENERAL SYSTEM	411: General System Management/Procedures 412: Citizen Participation & Community Support 413: Upgrading Justice System Personnel 414: Crime Research & Analysis
		420  APPREHENSION & PROCESSING	421: Detection & Apprehension of Offenders 422: Processing of Offenders 423: Special Youth Services
430  CRIME PREVENTION & REHABILITATION		431: Crime Prevention 432: Delinquency Prevention & Youth Rehabilitation 433: Correction & Rehabilitation 434: Reduction of Organized Crime	



programs and processes -- especially LEAA planning and programming. Third year activities were directed toward accomplishing the following two tasks:

(1) Continued Development and Improvement of the State Plan, Planning Tools, and Planning Process -- a significant part of the second year effort toward developing a State plan for prevention of youth crimes and juvenile delinquency was expended in attempting to identify and summarize "what is" in the State of Washington, in terms of the numerous and varied Federal and State projects and activities that impact upon juvenile delinquency. Surprisingly, no Federal or State Agency currently even tracks these expenditures, much less makes an attempt to evaluate the utility or logic of these expenditures. A portion of the third year effort was directed toward improving our understanding of "what is" in resource allocation for the various youth-serving projects and activities, in order to identify and develop viable options of what "should be". The major effort, however, was devoted to gaining broader participation by the various State Agencies in:

- (a) Providing a greater contribution to a coordinated Juvenile Delinquency planning effort;
- (b) Assisting in the establishment of a more rational framework for the allocation of funds to new and on-going juvenile delinquency and youth-related programs, especially those projects funded through LEAA.

The most promising development in effecting broad and assertive State Agency support of this program has been the establishment of the State Juvenile Delinquency Executive Committee. This Committee, chaired by Dr. Don Johns, of the State Division of Institutions, was established to serve as a supervisory committee for this project. Members of this Committee include:

Dr. Marge Anderson -- State Office of Public Instruction

Dr. Gordon Ensign --- State Office of Public Instruction

Mr. Kelly Ballard --- Division of Institutions

Mr. Mike Lynn ----- Dept. of Social & Health Services

Dr. Ron Tabor ----- Governor's Commission on Youth Involvement

- (2) Providing Planning and Management Support to State, Regional, and Local Planning Organization -- major effort during this past year was devoted to providing planning and management support to those groups and organizations who are engaged with planning, administration, and evaluation of projects and activities that impact upon youth crimes and juvenile delinquency. This includes providing planning and other technical support for youth-related programs and activities: (a) to the State Law & Justice Planning Staff, the Governor's Law & Justice Committee and associated Technical Advisory Committees; (b) to selected regional and local planning groups and organizations in developing and improving their planning capabilities, in organizing and preparing proposals for action grants, and in monitoring,

evaluating and reporting upon these programs; and  
(c) to other relevant groups and organizations, as  
resources permitted. Through this type of activity  
it is intended to upgrade the utility of State-  
funded youth programs by increasing the quality of  
the planning, management and evaluation and under-  
standing of these programs.

## PART II

### CONCLUSIONS & RECOMMENDATIONS

The end product of this long-term program was to be the development of improved state-wide planning and management processes which would provide the means for effecting a more rational allocation of available resources (public and private) for treating and aiding youth and reducing juvenile delinquency. In some ways the program has been successful; in other ways it has not.

#### FEDERAL STRATEGY AND PLANNING

The dilemma facing any attempt toward developing a logical and comprehensive, state-wide process for juvenile delinquency prevention and control was as follows:

- (1) Money was made available under the Juvenile Delinquency Act for developing comprehensive plans; but there was little, if any, money available for carrying out these plans;
- (2) Federal strategy and planning was seriously lacking in quality as well as leadership.

It is clear that the lack of adequate strategy, planning, and funding policies at the Federal level will continue to hamper the development of useful, serious, and comprehensive youth programs at the state and local levels. It appears that we, as a nation, are still quite a number of years away from developing capabilities for mounting the type of program called out by the Juvenile Delinquency Prevention and Control Act of 1968.

The task is most difficult for (1) our understanding of juvenile delinquency is meager and (2) our planning, management and technical resources across the Nation (Federal, State, Local) are grossly inadequate for this type of planning and programming.

The form of planning that is generally advocated in the realm of Federal Grant-in-aid programs is the conventional approach which seeks to maximize benefits through national choice of means to achieve specific goals. This logical and structured approach has three principal requirements:

(1) The goals and framework upon which the plan is based must be relevant to the problems addressed -- Basic to the effective treatment and prevention of juvenile delinquency and other youth problems is an adequate understanding of the process of the growth and development of youth. Examination of the research to date on the causes of delinquency reveals severe methodological weaknesses in approach and a marked absence of common theoretical base or rationale. We can easily conclude that we have little understanding of what causes youth crimes and juvenile delinquency. As a separate problem, we have little understanding of prevention. We can only assume, in sort of shot-gun fashion, that certain things may help: Improving self-image and capabilities of youth; strengthening the family unit; improving the educational system, effecting certain community and societal improvements; improving the law and juvenile justice system; etc. Since these are all worthwhile objectives in their own right, the only problem is one of establishing priorities among these various approaches. The pragmatic approach is to go where the money is and try to ensure that it is being used in the most efficient manner.

(2) Adequate Management, Organizational, and Technical Skills Must Be Available to Develop and Carry Out The Plan -- The realm of juvenile delinquency has broad and undefined dimensions; it does not fit well into the current patterns of national planning and funding. The types of programs that are required transcend many societal functions and jurisdictional

boundaries; many funding sources and patterns; and many governmental and agency responsibilities;

Part of the Federal dilemma, and consequently everyone's dilemma, is that some youth and delinquency functions come under the Department of Justice; some under the Department of Health, Education and Welfare; some under the Department of Labor; and so on. The States add similar organizational obstacles; and then local governments add theirs. This "organization" requires the assertive participation of three levels of government to partially fund a bewildered community youth service program, and generally such a youth program must look to several sources of such funding in order to develop programming that makes sense.

Our national and local ability to engage in such an esoteric activity as comprehensive social planning is seriously hampered by the fact that we really don't know how. There are few proven planning models and supporting tools upon which such planning and programming processes can be based. Our use of such terms as comprehensive planning belies our national and local capabilities, and perhaps willingness, to engage in such endeavors.

Added to the lack of valid planning tools and models is a severe lack of insight and technical capability at all levels of government to conceptualize, develop, and implement comprehensive, multi-faceted, social programs. There are meager planning/evaluation/management resources available to support the type of program called out by the Juvenile Delinquency Act.

(3) Planning strategies must be compatible with environmental and resource constraints -- The Juvenile Delinquency Prevention and Control Act of 1968 authorized the awarding of grants to states and localities to prepare and carry out comprehensive delinquency prevention and control programs. In summary, the finding and purpose of the Act are:

- ° "The Congress of The United States find that delinquency among youth constitutes a national problem which can be met by coordinating the efforts of public and private agencies ---."
- ° "The purpose of the Act is to help state and local communities strengthen their juvenile justice and juvenile aid systems ----."

As it has turned out, Congress has been willing to appropriate only about one-fifth of that amount that was authorized under the Act. (\$30 million over a three-year period vs. \$150 million authorized). With this level of funding, one must question the seriousness which this complex problem is being attacked. One might conclude that the Congress was really not serious, if it were not for the fact that, on a national scale, what money was spent under this Act was generally spent so poorly. Notwithstanding that the funds appropriated were grossly inadequate for the problems faced, the fact remains that, in general, we at the local level, at State level, and at the Federal level have more money than know-how for effectively carrying out the legislative intent. At the present time the important problem is not so much that there are insufficient resources to carry out any serious delinquency prevention program; the important problem is that we are unable to plan for and

manage those resources we have.

Under the present approach, we cannot deal effectively with the central problems of delinquency until we have solved some of the problems of planning, organization, and management.

Whatever answers or solutions evolve, the following is clear:

- That the mere allocation of more Federal funds into the realm of juvenile delinquency will probably not produce the desired results. Adequate and innovative Federal leadership must accompany such funding. Otherwise we should proceed rapidly to revenue sharing and allow local governments to provide such leadership.
- Long-term commitment to developing our planning and management capabilities must be central to any serious approach. Primary focus should be placed at the neighborhood and community levels.

#### STATE PLANNING

The requirement for comprehensive planning has become a basic tenet of national aid policy, and virtually every important program launched in recent years has included a planning requirement as a condition of eligibility for receiving large-scale federal aid. Paradoxically, the nation has virtually no validated models of good comprehensive planning for socially-oriented programs. In addition, planning resources are scarce; planners with adequate technical capability in these types of programs are virtually non-existent.



Within this framework, it was decided that the initial focus of this program (for the first year or two), would be directed toward defining and developing those types of planning and management tools which would benefit and support a state-wide planning and management process.

Generally speaking, the program has been fairly successful. Our planning structure and processes have been reviewed by two HEW consultants: (1) Public Systems Research Institute, University of Southern California; and (2) American Institutes for Research, Palo Alto, California. Both of these consultants were favorably impressed with the comprehensive nature of our planning and with the viable nature of our process. In addition, the recent White House Conference on Youth adopted our overview statements on juvenile justice and recommended general use of our basic program structure<sup>2</sup>.

Since its inception, there has been either a lack of adequate funds or the lack of knowledge of fund availability through the Juvenile Delinquency Prevention and Control Act of 1968. Viable planning with little or no knowledge of future funding is a difficult matter. However, our planning strategy was based upon the assumption of minimum funding and follow-up through the Juvenile Delinquency Act; therefore, the effectiveness of our planning activities was not too badly affected by this lack of knowledge or follow-up.

The general strategy that evolved for implementing the Washington State delinquency prevention and youth rehabilitation program was based upon the following assumptions:

- (1) that the major funding of programs that can impact on the delinquency problem will continue to come from sources other than those available through the Youth Development and Delinquency Prevention Administration.

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<sup>2</sup> "Report of the White House Conference on Youth", Estes Park, Colorado (U.S. Govt. Printing Office #4000-0267) April 18-22, 1971, p. 180-183.

- (2) that the most effective use of Juvenile Delinquency funds in Washington are for those "high-leverage" activities that have potential for influencing and improving the effectiveness with which other funding resources (Federal, State, Local) are used in ameliorating youth crimes and juvenile delinquency.

It was concluded, therefore, that the best use of Juvenile Delinquency funds would be for the following types of activities:

- (1) properly-structured research, in conjunction with national efforts;
- (2) continuing improvement of state planning, programming, and evaluation capabilities in conjunction with the various on-going Federal, State and Local programs and activities that impact upon youth;
- (3) providing coordination and technical assistance to the various State, Regional and Local planning agencies (public and private) who are involved with programs and activities that impact upon youth.

The program has been generally successful in involving a broad variety of persons in the continuing development program. During the Third -year especially, significant progress was made in involving various state agencies in comprehensive planning through the establishment of the State Juvenile Delinquency Executive Committee.

The program has also been somewhat successful in bringing about the use of modern planning tools and methods by youth-serving agencies. Generally this effort has been more successful at the local levels than at the State level. A number of Seattle agencies, including the City of Seattle, have adopted

and are using some of the planning tools developed in part by and advocated by this project. The Seattle Model City program, for example, is using the project breakdown structure and the associated task matrix as contractual instruments, as well as planning instruments. The Tacoma Model City Program has also adopted some of these tools, as have a number of youth-serving agencies.

The quality of Comprehensive State Plan for Law Enforcement and the Administration of Justice (Multi-Year Plan and 1972 Annual Action Plan) was significantly increased over that of previous plans, due in part to the inputs and technical assistance provided by this project<sup>3</sup>.

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<sup>3</sup> Law and Justice Planning Office. "State of Washington Comprehensive Plan for Law Enforcement and the Administration of Justice". Planning and Community Affairs Agency, Office of the Governor, Dec., 1971.

## PART III

### THIRD YEAR ACTIVITIES

Project activities conducted during the Third Year (July 1, 1971 - June 30, 1972) include the following, in order of effort expended:

- Technical assistance to the State Law and Justice Planning Office and State Agencies.
- Technical assistance to Regional and Local planners.
- Continued development of planning tools and methods.

#### TECHNICAL ASSISTANCE TO THE STATE LAW AND JUSTICE PLANNING OFFICE AND TO STATE AGENCIES

- Financial and Performance Statistics for the State Plan -- A detailed data search was conducted for the State Law and Justice Office in support of their planning activities. Financial and performance data were collected and categorized into the following functional areas: (1) Law Enforcement; (2) Corrections; (3) Adjudications (4) Juvenile Delinquency. These statistics were developed for both municipal and non-municipal areas within each county; and were summarized by planning region. Indices were developed to demonstrate per capita costs for the various functions (Law Enforcement Offences, Juvenile Delinquency Referrals, Adjudication Filings, etc.)

- Regional Needs Survey -- Regional Law and Justice Plans developed under LEAA funding were reviewed and evaluated. Statements of need from these reports were summarized for each Region by the following functions: (1) Law Enforcement; (2) Corrections; (3) Courts; and (4) Youth and Delinquency.
- LEAA-funded Youth and Delinquency Projects -- Detailed information was developed which provides a complete history of the Youth and Delinquency projects funded by the Law and Justice Office with LEAA funds. The format describes projects in terms of general classification, geography, and expenditures.
- Technical Advisory Committee, Youth and Delinquency -- The following types of activities were directed toward the development of better planning and management tools/practices for The Youth and Delinquency Technical Advisory Committee (TAC):

  - A TAC reference book was developed which contained 1972 crime targets and system goals; expressed needs/problems in the youth and delinquency area;
  - More efficient and effective methods for processing and evaluating LEAA subgrants were developed and proposed.
- State Juvenile Delinquency Executive Committee -- One of the objectives of this project was to work toward the development of State Planning and Management methods that would deal with the problems of youth in a comprehensive manner and would involve the various State Agencies that impact upon youth in

this cooperative and long-term process. The State Juvenile Delinquency Executive Committee was thus formed, with membership representing:

- State Office of Public Instruction
- Division of Institutions
- Department of Social and Health Services
- Governor's Commission on Youth Involvement

The activities, accomplishments, and actions of this Committee is being published in a separate document<sup>4</sup> which contains:

- Description and explanation of the Committee's activities;
- A historical review and summary Youth and Delinquency subgrants funded by The Law and Justice Office (LEAA funds);
- The presentation of statistical data and information oriented to projects and classifications established by the Law and Justice Planning Office;
- An analysis of the statistical information and other critical elements and dimensions of the program;
- The results of certain judgments rendered by the Committee and specific areas of analysis;
- Summary of the Committee's recommendations and conclusions.

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<sup>4</sup> Norm Ingersoll, Zaring Corporation, "Analysis of Youth and Delinquency Program Components and Plan Development Process - The State of Washington Program: Prevention of Youth Crimes and Juvenile Delinquency".

## TECHNICAL ASSISTANCE TO REGIONAL AND LOCAL PLANNERS

- Washington State Law and Justice Planning Association -- The project was instrumental in helping to organize and develop the Washington State Law and Justice Planning Association, which is made up principally of Regional, County, and Municipal planners throughout the State who are involved with Law and Justice planning. Project support was provided to the State Law and Justice Staff in developing and carrying out planning workshops for Regional Planners. Three of these workshops were held; each lasting two to three days.
  
- Youth and Delinquency Planning Consultation -- Project staff held consultation meetings throughout the state for planners and planning groups involved in Law, Justice and Delinquency prevention planning. Such consultation involved: Law and Justice Regional Planners, Seattle Youth Division, United Way of King County, State Division of Institutions, Regional Directors of Youth Services, Youth Project Planners, Indian Tribes, Tacoma Model City Program. This included Regional Planners and Youth and Delinquency Project Directors of: Clark, Yakima, King, Kitsap, Pierce, Northwest, Thurston, Snohomish, Walla Walla, Benton-Franklin, Cowlitz-Wahkiakum, Tacoma, Seattle, Stevens/Ferry/Pend Oreille, and Spokane.
  
- Two sets of traveling looseleaf binders of Youth and Delinquency Project evaluation tools and assessments are being completed. These materials will be used by the project director and regional planners to help

facilitate the complex evaluation process. The Atlantic Street Center has agreed to continue gathering and collating such materials for distribution through the Law and Justice Planning Office.

#### CONTINUING DEVELOPMENT OF PLANNING TOOLS/METHODS

Planning orientation during the first two years was directed toward the development of those types of system planning, system analysis and system management tools that would allow, support, and encourage increased visibility of and participation by broader segments of our State on problems associated with juvenile delinquency and youth crimes. Only minor effort was directed toward this activity during the third year. Descriptions of some of these tools and examples of their use were developed in a technical note which has been used as a planning manual<sup>5</sup>. Other planning developments included:

- ° Planning and Evaluation Tools -- A number of different planning and evaluation tools were developed as suggested means of supporting the on-going activities of the State Law and Justice Planning Staff; LEAA Regional Planners; Neighborhood Planners, Advisory Committees, etc. The nature of these types of tools requires trial and adjustment by those using the tools. Our efforts were generally successful.
- ° Delphi Method -- The issues involved in any social program such as juvenile delinquency encompass an incredibly broad spectrum of disciplines and organizational segments of our society. A major problem is the lack of information and communication tools

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<sup>5</sup> B. Salazar, T. Ikeda. "Program and Project Planning in a Socio-Political Environment: A Note on Some Useful Tools". Seattle Atlantic Street Center, Nov., 1971.



to support a rational decision process within this interdisciplinary environment. One tool which we have been looking at with much interest is the "Delphi Method", which provides a systematic means of achieving or identifying some level of group consensus in a structured decision-making process. Under this project we have attempted to use the Delphi Method for developing State planning priorities for Crime and Delinquency. Our Delphi sample included all persons involved in the allocation of LEAA funds: State Law and Justice Committee; Technical Advisory Committees; Regional Committees; State and Regional Planners. Our first sample has been much less successful due to poor participant response.<sup>6</sup> <sup>7</sup> A report of this activity will be submitted at a later date, if sufficient participant response is forthcoming.

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<sup>6</sup> T. Ikeda, B. Salazar. "State Law and Justice Planning, Goals/Priorities Survey: Preliminary Results". Seattle Atlantic Street Center, Oct., 1971.

<sup>7</sup> T. Ikeda, B. Salazar. "Opinion Survey: State Planning Priorities & Budget Allocations for 1973 LEAA Funds". Seattle Atlantic Street Center, March, 1972.



APPENDIX I

ANALYSIS OF YOUTH AND DELINQUENCY  
PROGRAM COMPONENTS AND PLAN  
DEVELOPMENT PROCESS

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THE STATE OF WASHINGTON PROGRAM:  
PREVENTION OF YOUTH CRIMES  
AND JUVENILE DELINQUENCY

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Figure Title:

5.0-1

Rating of Planned  
Accomplishments, 1972-1976..... 45

## 1.0

### INTRODUCTION

#### 1.1 Youth and Delinquency Planning Objectives and Purposes:

The most significant, near-term objectives of Youth and Delinquency planning are designated here as the:

- Establishment of a programmed scheme to effect the maximum delivery of necessary services, at a minimum cost, to youth population strata of the State.
- Improvement of the present efforts being expended by those organizations and agencies that are established and operating in this field.
- Introduction of new, promising concepts to sustain continued technical progress toward the satisfaction and solution of youth needs and problems.

Planning is viewed, in this document, as the primary vehicle to be used in accomplishing these desired end-products. Properly done, it can assume the lead in efficiently strengthening existing services, introducing advanced concepts and optimizing the allocation of resources. Simultaneously, it can provide consistent, positive direction to the development and evolution of an effective, comprehensive Youth and Delinquency program.

#### 1.2 Study Scope and Orientation: Third-Year Approach:

A broad array of services are currently being provided to the youth sector through governmental systems and voluntary/proprietary agencies. The majority of these services are



well defined and standardized.

In contrast, programs and projects administered through the Law and Justice Planning Office have a greater inherent degree of flexibility and application. Under the covenants of the Criminal Justice Program, new concepts in the field of Youth and Delinquency can be funded for development, operational testing and inclusion as improvements to the existing system.

Because of the unique capabilities of this particular area of funding, the Youth and Delinquency Executive Committee (subsequently referred to as the "Committee") and the supporting consultant resource have concentrated their third-year efforts on an examination of the structure and content of those programs/projects administered through the Law and Justice Planning Office. To assist this process, the Planning Office has made available the Youth and Delinquency Co-ordinator for participative support.

Section 2.0 outlines the planning and analysis approach used for fiscal year 1971-1972 and structures the various sections of this document.

## 2.0

### MAJOR STUDY AREAS

#### 2.1 Definition of Tasks:

The tasks necessary to accomplish the third-year goals and objectives of this project are defined by Figure 2.0-1:

Third-Year Youth and Delinquency Plan Development Tasks.

The framework of this study was designed to provide a maximum exposure of relevant information to participating members of the committee. The task structure covers the primary planning dimensions of the Criminal Justice Program and sets up a framework for an analysis of the historical orientation and contribution of the involved programs/projects. This also provides a baseline for assessing the current Program position and describing future recommended actions.

This study outline recognizes the importance of establishing an authentic "super-structure" of Crime Targets and Systems Goals that will govern the derivation of related projects. It is essential that these targets and goals demonstrate a responsive linkage to needs and problems in the Youth and Delinquency area.

The sequenced tasks described in Figure 2.0-1 were laid out to analyze the following program dimensions:

- "Classification" (groupings of like subgrants) alignment and expenditures patterns.
- "Categorical" (subgrants designated by virtue of their type of contribution to the Youth and Delinquency System) distribution of subgrants.

- "Repetitive" subgrant trend review (the tendency of projects to propagate from one year to another).
- Targets/goals, planned accomplishments and other characteristics.

2.2 Task Structure:

Tasks:	Specific Actions:
<p>1. Program Structure Parameters and Components  (Section 3.0)</p>	<ul style="list-style-type: none"> <li>• Preparation of necessary financial displays and trends.</li> <li>• Prepare alignments of major Program elements.</li> <li>• Acquisition of significant information and data.</li> <li>• Complete listing of 1969-1972 subgrants.</li> <li>• Line-up 1972 Crime Targets and Systems Goals.</li> <li>• Display collected statements of expressed needs and problems in Youth and Delinquency.</li> <li>• Provide category definitions for subgrant cataloging.</li> </ul>
<p>2. Statistical Survey and Analysis of Youth and Delinquency Projects  (Section 4.0)</p>	<ul style="list-style-type: none"> <li>• Comparative review of juvenile population and subgrant statistics by Region.</li> <li>• Review of individual subgrant funding by year: 1969, 1970, 1971 and 1972.</li> <li>• Analysis of subgrant funding trends by major classification.</li> <li>• Examination of repetitive, year-to-year subgrant funding trends.</li> <li>• Categorization of subgrants.</li> </ul>

Figure 2.0-1: Project Tasks for Third-Year Plan Development Study

Tasks:	Specific Actions:
<p>3. Summary Assessments and Conclusions</p> <p>(Section 5.0)</p>	<ul style="list-style-type: none"> <li>• Relationship of needs and problems to the State of Washington target/goal structure.</li> <li>• Extracted and rated multi-year accomplishments from the 1972 plan.</li> <li>• Designation of priorities and balance for the following dimensions of the Program: <ul style="list-style-type: none"> <li>• Needs and problems</li> <li>• Classifications</li> <li>• Categories</li> </ul> </li> <li>• Other analytical reviews of Program actions with specific emphasis on: <ul style="list-style-type: none"> <li>• Repetitive funding patterns</li> <li>• Regional benefits/deficiencies</li> <li>• New concept development</li> </ul> </li> </ul>

Figure 2.0-1: Project Tasks for Third-Year Plan Development Study (Continued)

3.0  
PROGRAM STRUCTURE, PARAMETERS  
AND COMPONENTS

3.1 Over-View:

This section concentrates on those components and parameters that best describe the existing Youth and Delinquency segment of the Criminal Justice Program.

The major areas covered are contained under a series of topics, 3.2 through 3.7. In addition, a complete listing of past and present projects is provided to show the historical lineage of all related subgrants approved since the inception of this Program. This material, in composite, establishes the guideline for the subsequent sections of this report.

3.2 Needs and Problems:

The expressed (or identified) needs and problems pertaining to Youth and Delinquency covered by this topic represent a collection of inputs from various sources: e.g., Regional Plans, Technical Advisory Committees and staff members of the Law and Justice Planning Office.

To provide comprehensive visibility, Figures 3.0-1 and 3.0-2 have been included to show a State-wide summary of the most commonly occurring or significant expressions along with detailed inputs on a regional basis.

Needs and problems, when validated, serve the important functions of providing a basis for the establishment of appropriate crime targets and systems goals and the derivative development of program/project solutions.

The listings in Figures 3.0-1 and 3.0-2 indicate that, in numerous instances, direct solutions have been proposed in lieu of describing a need or problem in the framework prescribed by Program guidelines.

### 3.3 Crime Targets and Systems Goals:

The targets and goals shown in Figure 3.0-3: 1972 Criminal Justice Program Crime Targets and Systems Goals, relate directly to Youth and Delinquency. They have been derived directly from the 1972 State of Washington Comprehensive Plan For Law Enforcement and The Administration of Justice.

Crime Targets can be broadly defined as desired actions, or impacts, on specifically identified conditions existing in the area of Criminal Justice.

System Goals are responsive standards that are established on the basis that their achievement will result in the desired corrective actions. Therefore, a definite causal (cause and effect) relationship must exist between each Systems Goal and the related Crime Target(s): e.g., in theory, the successful attainment of a System Goal will impact the associated Crime Target.

### 3.4 Forecasted Accomplishments:

Significant major accomplishments planned in the area of Youth and Delinquency have been outlined in the 1972 action plan.

The specified time-frame for the achievement of these Program milestones is the five-year span beginning January 1, 1972, and terminating on December 31, 1976.

### 3.5 Project Classifications:

Classifications represent collective groupings of like projects in an alignment developed by the Law and Justice Planning Office. Those currently recognized classifications are shown in Figure 3.0-4: Classifications for Youth and Delinquency Projects.

The classification index is used to assemble projects having similar characteristics for the purposes of comparative analysis and performance and resource measurement. This process aids in evaluating the total Youth and Delinquency commitment in any specific year or, cumulatively, over the historical life cycle of the Criminal Justice Program.

### 3.6 Project Categories:

The projects contained in the Youth and Delinquency spectrum provide a broad array of operational programs and potential applications. Successful Program operation is dependent on developing and maintaining an effective, desired balance among the projects awarded during each fund year. The Law and Justice Planning Office has broadly stratified the major areas of project orientation as follows:

- Advancements beyond the current existing system.
- Improvements to the existing system.
- Maintenance of the existing system.

In order to develop a preliminary catalogue on past and current projects in this alignment, definitions have been prepared to describe each category. These definitions are covered in Figure 3.0-5: Project Category Descriptions. At this time, these definitions do not have an official status: they were developed to facilitate the conduct of

trial categorization exercises.

3.7 Subgrant Listing:

Figure 3.0-6 provides a complete listing of Youth and Delinquency subgrants in order of numerical assignment. This array covers the time period from Program inception through March 1972. Brief, individual descriptions are provided for each subgrant by Attachment "A" in the appendices.



## COMPREHENSIVE STATE-WIDE NEEDS/PROBLEMS

- Coordination of all community-based social service agencies.
- Development of comprehensive community delinquency prevention and rehabilitation plans.
- Establishment of community-based delinquency prevention and rehabilitation programs.
- Creation of a broad base of participative support for the new concept of community-based rehabilitation.
- Establishment of neighborhood multi-purpose social service centers equipped to offer comprehensive range of services.
- Development of adequate diversions from the juvenile justice system.
- Providing adequate community-based residential care for youth.
- Intensive training for juvenile justice system personnel.

The above needs/problems are reflected in the 1972 Criminal Justice System State plan. They represent the collective statements developed from multiple input sources.

Figure 3.0-1: Expressed Needs/Problems  
For Youth and Delinquency

## SPECIFIC REGIONAL INPUTS

### San Juan, Island, Skagit and Whatcom Counties (Region 3)

- Increasing the number of specially trained juvenile officers.
- Development of school programs.
- Upgrading court services, officers and social workers.
- Improving physical conditions for juvenile offenders.

### Kitsap County (Region 4)

- Setting up volunteer coordinators for the juvenile department.

### Pierce County (Region 4)

- Undertake comprehensive planning.
- Stem crime by attacking crime's root causes in the prevention area.
- Improve citizen respect for Law and Justice systems and to enlist citizen cooperation.

### Snohomish County (Region 4)

- Shelter and/or Group Homes.
- Citizens council to assist young people.
- Greater parent-youth-police co-operation.
- Greater employment opportunities for youth.
- System for "feed-in" of the problems centering about youth.

### City of Seattle (Region 4)

- Need for expansion of public education for juvenile narcotics.
- Need for a co-ordinated strategy orientated toward both preventing and responding to youth problems.

Figure 3.0-2: Expressed Needs/Problems  
For Youth and Delinquency

City of Seattle (Region 4) (Continued)

- Development of a process for systematic identification, diagnosis and referral purposes.
- Development of an evaluation model capable of considering programs now underway in cost/benefit terms.

Clark County (Region 6)

- No separation of dependent and delinquent youth (lack of space).
- Only limited rehabilitation services.

Yakima and Kittitas Counties (Region 8)

- No juvenile holding facility.
- Only limited group home facilities.
- Probation case loads too high.

Ferry, Stevens, and Pend Oreille Counties (Region 11)

- No juvenile detention facilities.
- Inadequate programs and services.

Spokane County (Region 12)

- Training for volunteer social worker/counselors.
- Development of management system and procedures.

Columbia, Garfield and Walla Walla Counties (Region 13)

- Lack of adequate and uniform records.
- Lack of adequate detention facilities.

Figure 3.0-2: Expressed Needs/Problems  
For Youth and Delinquency (Continued)

## CRIME TARGETS

- Reduce number of crimes committed by juveniles.
- Reduce recidivism through prompt and fair treatment.
- Reduce recidivism through greater attention of court functions to significant cases.
- Reduce damage to private and public property.
- Reduce number of entrants into the Criminal Justice System.

## SYSTEMS GOALS

- All Law and Justice personnel have adequate basic and continued inservice training.
- Adequate standards and program for recruiting, hiring, and administrating personnel consistently applied through the State.
- Appropriate care and detention facilities available for youth.
- Maximum diversion of youthful offenders from the Juvenile Justice System.
- Effective community-based counseling and rehabilitation services.
- Effective means of reporting and communicating between operational elements and for transmitting essential information from computer data banks.

Figure 3.0-3: 1972 Criminal Justice Program  
Crime Targets and Systems Goals

- Youth Counseling

- Group Homes

- Drop-In Centers

- Drug Abuse

- Education

- Delinquency Prevention

- Training

Figure 3.0-4: Classifications For Youth  
And Delinquency Projects

- Advancement of The Existing System:

Those subgrants that show promise of providing advancements of "state-of-the-art" concepts and which would potentially formulate new and innovative methods for use within the Criminal Justice System (e.g., primarily research and development type projects).

- Improvement of The Existing System:

This classification would identify with those subgrants whose accomplishment could result in the expansion and solidification of the existing system in addition to promoting greater operational efficiency.

- Maintenance of The Existing System:

This category would consist of those subgrants that merely provide support to the existing system in order to enable it to maintain the status-quo and avoid deterioration and obsolescence.

Figure 3.0-5: Project Category Descriptions

YOUTH AND DELINQUENCY PROJECTS FUNDED

1969 Thru March 1972

<u>Subgrant Number</u>	<u>Subgrant Agency</u>	<u>Title</u>
029	Dept. of Institutions	Basic Institute - Juvenile Court
061	City of Seattle	Coordinated Youth Outreach Program
068	Thurston County	Prevention of Juvenile Delinquency
086	Benton-Franklin County	School Dropout - Finding and Counseling
107	Dept. of Institutions	Juvenile Delinquency Prevention
115	Dept. of Institutions	Basic Institute - Juvenile Control
143	Kitsap County	Fire and Health Spec. - Group Homes
152	Yakima County	Youth Services Workshop
155	Dept. of Institutions	Transition of Parolees
160	Kitsap County	Youth Outreach and Contact Agency
172	City of LaCenter	Three Creeks Boy's Ranch
173	Chelan County	School Citizenship Program
176	City of Olympia	O.K. Boy's Ranch
195	Snohomish County	KARMA Clinic Drug Abuse Project
203	Okanogan County	Rando Manor Regional Youth Services

Figure 3.0-6: Complete Subgrant Listing

<u>Subgrant Number</u>	<u>Subgrant Agency</u>	<u>Title</u>
207	City of Port Townsend	A Young Look at Crime Prevention
216	Everett Comm. College	Prevention of Juvenile Delinquency
217	Eastern Wash. State College	Camping and Hiking - Juvenile Parolees
219	City of Bellevue	Eastside Youth Services
223	Chelan and Douglas Counties	Project Outreach
224	Snohomish County	Silver Lake Delinquency Detour
241	Clark County	Group Homes
245	City of Spokane	Galland Hall For Girls
246	City of Seattle	Project Service
247	Benton-Franklin Gov't. Conf.	Everyday Law
254	City of Seattle	Coordinated Youth Outreach Program
255	City of Seattle	University District Center
283	DSHS	Youth Guidance Center
288	Spokane County	The Rafters Program
290	Benton-Franklin County	Community-Based Diagnostic and Treatment Project
294	Thurston County	The Third Eye
310	Whatcom County	Ferndale Project on Youth Alienation
313	Spokane County	Vocational Interest Program
318	Pierce County	Fixit Shop
320	DSHS	Manual of Procedures and Operations - Group Homes



<u>Subgrant Number</u>	<u>Subgrant Agency</u>	<u>Title</u>
326	City of Seattle	Open-Door Clinic
331	Univ. of Wash.	Rehabilitation of Delinquents
332	City of Seattle	Personalized Education Project
333	City of Seattle	Group Homes
340	City of Spokane	Good Shepherd Home
347	Snohomish County	Silver Lake Delinquency Detour
360	Asotin County	Youth Counseling and Comm. Develop.
361	Snohomish County	Karma Clinic Drug Abuse Project
367	Okanogan County	Regional Youth Services
369	King County	Friends of Youth Outreach
388	Yakima COG	Multi-Service Youth Develop.
394	Benton-Franklin County	School Dropout - Finding and Counseling
399	City of Pasco	Youth Involvement Center
416	City of Spokane	Center for Youth Concern
417	Skagit County	Volunteers of Probation
425	Yakima County	Police - Park Safety Patrol
442	City of Bellevue	Eastside Youth Services
454	City of Metaline	Youth Human Resources
462	P.C.A.A.	Criminal Justice Training Center
464	City of Seattle	Drug Info. and Resource Center
469	Island County	Whidbey Youth Services Project

Figure 2.2-6: Complete Subgrant Listing

<u>Subgrant Number</u>	<u>Subgrant Agency</u>	<u>Title</u>
471	Benton-Franklin County	Community Based Diagnostic and Treatment Project
475	City of Seattle	KIJANA
476	City of Seattle	Social Agency Referral Program
496	Kitsap County	Youth Outreach and Contact Agency
497	Wash. State Library	Drug Information Program
503	City of Seattle	Rainier Outpost
514	Pierce County	Group Homes
516	King County	Youth Action
519	City of Renton	Renton Rehab. Counseling Committee
536	City of Yakima	Juvenile Parole Learning Center
537	City of Spokane	Juvenile Parole Learning Center
538	City of Everett	Juvenile Parole Learning Center
543	City of Seattle	Juvenile Parole Learning Center
549	City of Tacoma	Juvenile Parole Learning Center
550	Spokane County	The Rafters Program
553	City of Seattle	Project Service
567	Thurston County	The Third Eye
580	City of Seattle	Personalized Education Project
584	Whatcom County	Ferndale Proj. on Youth Alienation

Figure 3.0-6: Complete Subgrant Listing (Continued)

<u>Subgrant Number</u>	<u>Subgrant Agency</u>	<u>Title</u>
591	Spokane County	The Rafters Program
594	DSHS	Comprehension of Juvenile Delinquency Prevention and Control
595	Island County	Whidbey Youth Services Project
601	Benton-Franklin County	Community Based Diagnostic and Treatment Project
606	City of Yakima	Center for Youth Development and Change
613	City of Bellevue	Eastside Youth Services
616	Clark County	Group Homes
617	City of Seattle	Project Service
625	Kitsap County	Youth Outreach and Contact Agency
631	Pierce County	Group Homes
635	City of Seattle	Rainier Outpost
645	DSHS	Probation Subsidy
675	King County	Crisis Intervention for Adolescent Girls
693	City of Tacoma	Juvenile Parole Learning Center
695	City of Everett	Juvenile Parole Learning Center
696	City of Spokane	Juvenile Parole Learning Center
697	City of Yakima	Juvenile Parole Learning Center
698	City of Seattle	Juvenile Parole Learning Center
699	Benton-Franklin County	School Dropout - Finding and Counseling
700	City of Seattle	KIJANA
659	King County	Youth Action

Figure 3.0-6: Complete Subgrant Listing (Continued)

## 4.0

### STATISTICAL SURVEY AND ANALYSIS OF YOUTH AND DELINQUENCY PROJECTS

#### 4.1 Major Elements of Analysis:

The data displays and interpretive comments presented in this section establish the means and measurements for the performance of a historical assessment of the Youth and Delinquency subgrants. Elements of the Program covered by this analytical survey are listed below:

- Geographic distributions and participation levels by the various elements of government. (Topic 4.2)
- Resource allocations by major Youth and Delinquency classifications. (Topic 4.3)
- Demonstrated subgrant repetitive funding trends. (Topic 4.4)
- Subgrant orientation and assignment. (Topic 4.5)

The comments and notations in this section cover only significant highlights derived from the analysis of the subgrants. Further, this portion of the document is not directly concerned with causative factors or potential corrective actions.

#### 4.2 Distribution Patterns:

In Figures 4.0-1 and 4.0-2, the historical dispersion of subgrants can be seen in direct comparison with regional youth populations. The funding distribution tends to approximate the population profile.

Region 4, the major population center of the State, has

received eight (8) percent more than the average funding rate per juvenile. Region 12 (Spokane), however, is almost ten (10) percent below average while Regions 1, 2 and 9 have undertaken no projects to date. The most significant deviation to the population/funding profile has occurred in Region 10 (Benton/Franklin) which is 368 percent above the average. This is due, primarily, to a high level of new program development currently being accomplished in that region.

#### 4.3 Classification Emphasis:

Summary charts (Figures 4.0-3 and 4.0-4) show the amount of funds committed to major Youth and Delinquency classifications on both an annual and cumulative basis. A complete listing of individual subgrants within each classification is provided by Attachment "B" in the Appendices Section of this Document. Allocation trends that have developed during the 1969 to March 1972 time period are clearly delineated.

The classification of "Youth Counseling" has been the major fund recipient (cumulatively, over 50 percent) and has demonstrated a strong, consistent trend throughout the life of the Program. It should be explained here that this classification is interpreted more broadly than others in the list and subgrants of marginal identification are collected under this title. "Group Homes" represent the second largest consumer of funds. The March 1972 value of 5.9 percent is misleading: this classification is expected to reach, and possibly exceed, prior year funding standards during 1972. Group Homes have traditionally experienced the most consistent allocation pattern of all classifications and normally absorb

20 to 25 percent of the available Youth and Delinquency funds.

The "Drop-In Centers" and "Education" classifications are currently showing declining percentage trends despite the fact that absolute dollar allocation amounts have continued to climb during the first quarter of 1972. In contrast, "Training", "Delinquency Prevention" and "Drug Abuse" have not yet generated subgrants during the current year. In the past, these three classifications have recorded inconsistent funding trends and appear to directly reflect changing degrees of emphasis from one time period to another.

#### 4.4 Repetitive Funding Patterns:

In order to thoroughly diagnose the purposes and direction of both planning and program work in the Youth and Delinquency segment, the tendency towards the repetitive (year-to-year) funding of specific subgrants must be viewed critically from the standpoint of this analysis. Hopefully, this particular element of the survey will provide useful information to those organizations and individuals who have the responsibility of shaping and directing this Program.

Figure 4.0-5: Repetitive Funding, illustrates the fact that the amount of funding allocated to continued subgrants has more than doubled with each succeeding year. This trend has been propagated into 1972 and it has been estimated that by year-end more than 60 percent of the Youth and Delinquency allocation will have been assigned to follow-on type projects.

The total Youth and Delinquency allocation has magnified 2.8 times between 1970 and March 1972 period; in the same period, dollar demands for continued projects have increased by a factor of 9.7.

This trend is graphically portrayed by Figure 4.0-6: Repetition vs. Total Funding Comparison. If final forecasted 1972 values are used, the comparative factors for the total Youth and Delinquency allocation vs. repetitively funded projects will be 4.8 and 23.0 respectively in the 1970 through 1972 period. Despite this progressive absorption of funds by repeat projects, the amount of uncommitted funds has still managed to increase by 217 percent during the same time period. A more detailed lay-out is found in Figure 4.0-7: Repetitive Projects, which lists those subgrants which have received one or more extensions.

#### 4.5 Categorization of Subgrants:

Figure 4.0-8 provides a comprehensive table which assigns all past and current subgrants into one of three listed categories. Categorization has been subjectively based upon the assessed orientation and contribution of each individual project to the Criminal Justice System. A series of detailed matrices showing the category placement of individual subgrants are shown in Attachment "C".

This exercise has resulted in a profile which broadly classifies the characteristics of subgrants which have been approved in the past. Project content has played a significant role in imparting directional movement to the Youth and Delinquency Program.

JUVENILE DELINQUENCY STATISTICS  
1969 Thru March 1972

Region	Juvenile Population		LEAA Subgrants		Dollars Spent Per Juvenile
	Number	Per Cent of Total	Dollars	Per Cent of Total	
1	15,191	1.3	\$ 1,978	0.08	\$ 0.13
2	25,363	2.2	--	--	--
3	53,222	4.6	80,012	3.21	1.50
4	652,639	56.4	1,518,337	61.01	2.33
5	49,765	4.3	55,922	2.25	1.12
6	79,409	6.8	124,030	4.98	1.56
7	28,677	2.5	50,025	2.01	1.74
8	58,862	5.1	147,338	5.92	2.50
9	24,707	2.1	--	--	--
10	36,042	3.1	293,107	11.78	8.13
11	9,847	0.8	15,833	0.64	1.61
12	96,488	8.3	186,798	7.51	1.94
13	29,562	2.5	15,102	0.61	0.51
Total	1,159,774	100.0	\$2,488,482	100.00	\$ 2.15
Non-Regional	--	--	856,599	--	--
State Total	1,159,774	--	\$3,345,081	--	\$ 2.88

Figure 4.0-1: Regional Summaries and Comparisons



JUVENILE DELINQUENCY STATISTICS

1969 Thru March 1972

Local Units of Government:				
Region/County	County	City	Other	Total
1: Clallam				
Jefferson		1,978		1,978
Total		1,978		1,978
2: Grays Harbor				
Pacific				
Total				
3: Island	38,620			38,620
Skagit	27,675			27,675
Whatcom	13,717			13,717
Total	80,012			80,012
4: King	175,861	999,012		1,174,873
Kitsap	77,673			77,673
Pierce	75,398	40,360		115,758
Snohomish	109,673	40,360		150,033
Total	438,605	1,079,732		1,518,337
5: Lewis				
Mason				
Thurston	25,922	30,000		55,922
Total	25,922	30,000		55,922
6: Clark	107,310	16,720		124,030
Cowlitz				
Klickitat				
Skamania				
Wahkiakum				
Total	107,310	16,720		124,030

Figure 4.0-2: Funding by Counties and Elements of Government

Region/County	County	City	Other	Total
7: Chelan/Douglas Okanogan	30,300 19,725			30,300 19,725
Total	50,025			50,025
8: Kittitas Yakima	26,301	95,710	25,327	147,338
Total	26,301	95,710	25,327	147,338
9: Adams Grant Lincoln				
Total				
10: Benton/Franklin	228,141	10,000	54,966	293,107
11: Ferry Pend Oreille Stevens		15,833		15,833
Total		15,833		15,833
12: Spokane	39,912	146,886		186,798
13: Asotin Columbia Garfield Walla Walla Whitman	15,102			15,102
Total	15,102			15,102
Local Units of Government Total	1,011,330	1,396,859	80,293	2,488,482

Figure 4.0-2: Funding by Counties and Elements of Government (Continued)

State Agencies:	
Dept. of Social and Health Services	699,742
University of Washington	31,358
Eastern Washington State College	5,500
Everett Community College	19,999
Washington State Library	100,000
State Agencies Total	856,599
State Total	3,345,081

Figure 4.0-2: Funding by Counties and Elements of Government (Continued)

**YOUTH AND DELINQUENCY FUNDING**

1969 Thru March 1972

Major Classification		1969	1970	1971	1972	Total
Youth Counseling	\$	73,704	182,118	503,476	977,065	1,736,363
	%	48.1	38.8	35.7	74.4	51.9
Group Homes	\$	40,029	96,764	324,371	77,310	538,474
	%	26.1	20.6	23.0	5.9	16.1
Drop-In Centers	\$	--	77,423	127,553	153,989	358,965
	%	--	16.5	9.1	11.7	10.7
Drug Abuse	\$	--	38,641	277,765	--	316,406
	%	--	8.2	19.7	--	9.5
Education	\$	31,182	9,943	131,900	105,719	278,744
	%	20.4	2.1	9.4	8.0	8.3
Delin. Prev.	\$	6,547	19,999	26,301	--	52,847
	%	4.3	4.3	1.9	--	1.6
Training	\$	1,620	44,662	17,000	--	63,282
	%	1.1	9.5	1.2	--	1.9
Total	\$	153,082	469,550	1,408,366	1,314,083	3,345,081
	%	100.0	100.0	100.0	100.0	100.0

Figure 4.0-3: Summary by Major Classification

YOUTH AND DELINQUENCY CLASSIFICATIONS  
1969 Thru March 1972

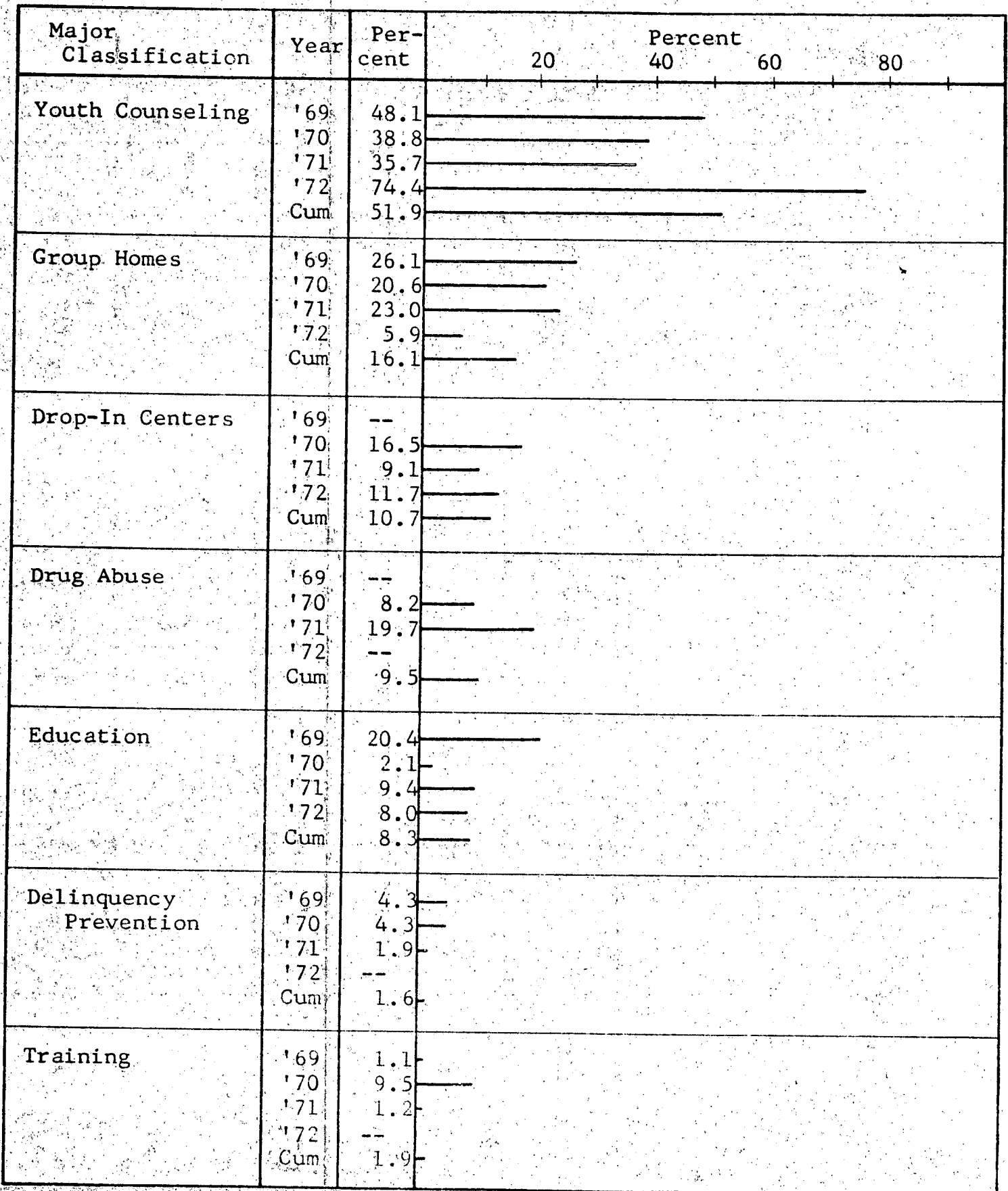


Figure 4.0-4: Funding Patterns by Major Classification

## YOUTH AND DELINQUENCY FUNDING

1969 Thru March 1972

Year	Total Funding	Repetitive Funding	Repetitive As Percent of Total
1969	\$ 153,082	\$ 52	--
1970	469,550	58,252	12.4
1971	1,408,366	343,547	24.4
1972	1,314,083	564,315	42.9
Total	\$3,345,081	966,166	28.9

Figure 4.0-5: Repetitive Funding

# YOUTH AND DELINQUENCY EXPENDITURES

1969 Thru March 1972

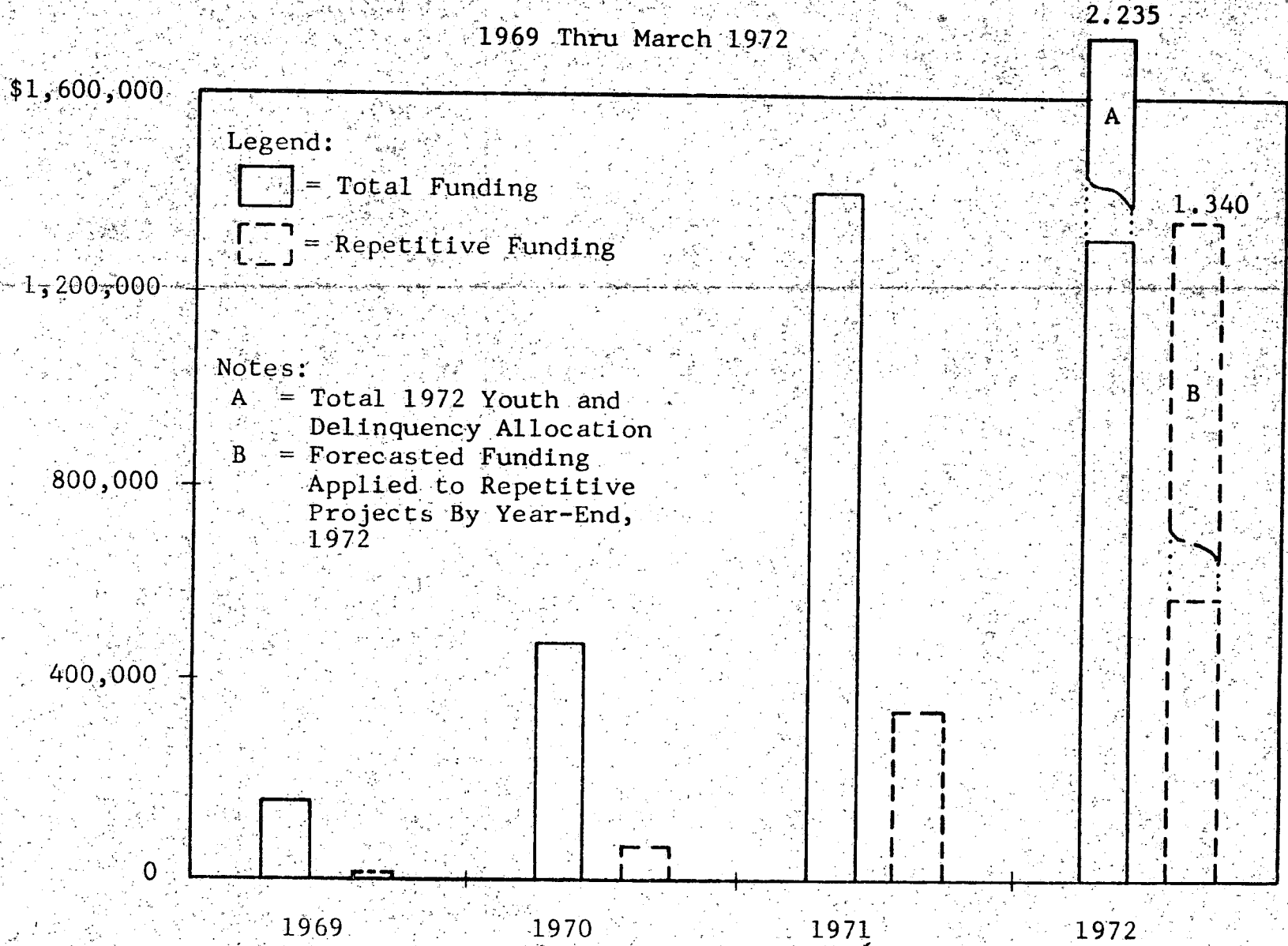


Figure 4.0-6: Repetitive vs. Total Funding Comparison

Total Funding	153,082	469,550	1,408,366	1,314,083
Repetitive Funding	52	58,252	343,547	564,315

YOUTH AND DELINQUENCY SUBGRANTS

1969 Thru March 1972

Subgrant Title	1969		1970		1971		1972		Total	
	S/G No.	\$	S/G No.	\$	S/G No.	\$	S/G No.	\$	Times Funded	\$
Coordinated Youth Outreach	061	33,137	254	46,948	254	12,687	--	--	2	92,772
School Dropout-Finding and Counseling	086	10,316	086	9,871	394	35,627	699	30,107	3	85,921
Youth Outreach and Contact Agency	--	--	160	13,260	496	8,000	625	41,640	3	62,900
Karma Clinic Drug Abuse	--	--	195 361	14,000 3,641	361	47,149	--	--	2	64,790
Eastside Youth Services	--	--	219	41,000	442	20,000	613	94,469	3	155,469
Silver Lake Delinquency Detour	--	--	224	8,097	347	36,826	--	--	2	44,923
Clark County Group Homes	241	22,029	241	7,971	--	--	616	77,310	2	107,310
Project Service	246	30,251	246	11,700	246 553	14,598 12,211	617	57,844	3	126,604
The Rafters Program	--	--	288	12,282	288 550	3,961 2,789	591	17,880	3	36,911
The Third Eye	--	--	294	10,881	294 567	3,869 4,625	--	--	2	19,371
Ferndale Project on Youth Alienation	--	--	310 584	4,010 4,965	584	4,742	--	--	2	13,711
Basic Institute - Juvenile Court	029 115	1,568 52	115	2,698	--	--	--	--	2	4,311

Form 4 0-7. Repetitive Projects

6-11-72



YOUTH AND DELINQUENCY SUBGRANTS

1969 Thru March 1972 (Continued)

	1969		1970		1971		1972		Total	
	S/G No.	\$	S/G No.	\$	S/G No.	\$	S/G No.	\$	Times Funded	\$
Personalized Education Project	--	--	--	--	332 580	13,163 13,095	580	3,059	2	29,317
Youth Services Project	--	--	--	--	469	4,500	595	34,120	2	38,620
Community-Based Diagnostic & Treat.	--	--	290	53,377	471 601	6,671 110,000	601	22,466	2	192,514
KIJANA	--	--	--	--	475	20,000	700	30,000	2	50,000
Rainier Outpost	--	--	--	--	503	15,000	635	26,520	2	41,520
Pierce County Group Homes	--	--	--	--	514 631	6,418 29,125	--	--	2	35,543
Youth Action	--	--	--	--	516	8,203	659	26,240	2	34,443
Yakima Juvenile Parole Learning Center	--	--	--	--	536	20,180	697	20,180	2	40,360
Spokane Juvenile Parole Learning Center	--	--	--	--	537	20,180	696	20,180	2	40,360
Everett Juvenile Parole Learning Center	--	--	--	--	538	20,180	695	20,180	2	40,360
Seattle Juvenile Parole Learning Center	--	--	--	--	543	20,180	698	21,940	2	42,120
Tacoma Juvenile Parole Learning Center	--	--	--	--	549	20,180	693	20,180	2	40,360
Total		97,353		244,701		534,159		564,315		1,440,528

Figures 7-0-7. Delinquent Projects (Continued)

Category	Dollars	Percent of Total
Advancement of The Existing System	611,379	18.3
Improvement of The Existing System	1,996,757	59.7
Maintenance of The Existing System	736,945	22.0
Total	3,345,081	100.0

Figure 4.0-8: Categorization of Subgrants  
1969 Thru March 1972

## 5.0

### SUMMARY ASSESSMENTS AND CONCLUSIONS

#### 5.1 Description of Study End-Products:

This final section summarizes the major elements and dimensions of the Youth and Delinquency Program as it has been defined in this Document. This analysis has the purpose of establishing a "point of departure" for future planning in this area.

Programs and developmental activities oriented to youth are not limited to this funding source: however, it does represent a central locus for comprehensive planning. Based on that premise, this report can potentially serve as a foundational baseline for planning and as a common preliminary framework for the integration of similar efforts.

This section is composed of topics that deal specifically with (1) the structure and alignment of the Program (needs/problems, targets/goals, and planned accomplishments); (2) the current and forecast cross-section of projects (classifications and categories); and, (3) the formulation of parameters for future plan management and direction (repetitive funding, involvement in plan development and operation, etc.). A composite, thorough analysis and assessment of all of these dimensions is considered necessary to support and increase the effectiveness of the planning process.

## 5.2 Needs and Problems:

Authenticated needs and problems represent the origin of annual Criminal Justice Program plan development. The finding of this study is that the existing list is not sufficiently comprehensive in scope. Also, the development process is not adequately disciplined. It is not felt that the concept, or method of expression, of needs and problems is fully understood. Many statements give the appearance of being proposed solutions rather than true descriptions of needs or problems.

Although some misinterpretation of this planning parameter currently exists, a prioritized ranking has been prepared from the 1972 array and is presented here:

Rank:	Need/Problem Statements:
1	Development of adequate diversions from the juvenile justice system.
2	Coordination of all community-based social service agencies.
2	Development of comprehensive community delinquency prevention and rehabilitation plans.
3	Establishment of neighborhood multi-purpose social service centers equipped to offer comprehensive range of services.
3	Providing adequate community-based residential care for youth.
4	Establishment of community-based delinquency prevention and rehabilitation programs.

Rank:

Need/Problem Statements:

4

Creation of a broad base of participative support for the new concept of community-based rehabilitation.

5

Intensive training for juvenile justice system personnel.

Note: In cases of equal ranking of needs/problems, duplicate numbers appear. In these instances, no distinction could be made between the statements with respect to relative priority or importance.

5.3 Target/Goal Structure:

Using Crime Targets and Systems Goals established by the 1972 Criminal Justice Program plan, the following priorities have been developed and are recommended for each level:

	Rank:	Description:
Crime Targets	1	Reduce number of crimes committed by juveniles.
	2	Reduce number of entrants into the Criminal Justice System.
	3	Reduce recidivism through prompt and fair treatment.
	3	Reduce recidivism through greater attention of court functions to significant cases.
	4	Reduce damage to private and public property.
Systems Goals	1	Maximum diversion of youthful offenders from the Juvenile Justice System.
	2	Appropriate case and detention facilities available for youth.

	Rank:	Description:
Systems Goals	2	Effective means of reporting and communicating between operational elements and for transmitting essential information from computer data banks.
	3	Effective community based counseling and rehabilitation services.
	4	Adequate standards and program for recruiting, hiring and administrating personnel consistently applied through the State.
	5	All Law and Justice personnel have adequate basic and continued inservice training.

The existing targets and goals must be aligned and "leveled" into a more compatible structure. In addition, the targets and goals should be thoroughly tested for correlation with the expressed needs and problems.

#### 5.4 Planned Accomplishments:

The Component Programs contained in the 1972 plan provide a detailed lay-out of the major accomplishments programmed for Youth and Delinquency during the period January 1, 1972 through December 31, 1976. While all stipulated accomplishments are considered necessary and important in the framework of planning and operating youth-oriented programs/projects, there are varying degrees of emphasis and near-term priority that can be subjectively assigned to these items.

A matrix has been developed to assess the relative relationship existing among these planned accomplishments. Figure 5.0-1: Rating of Planned Accomplishments, 1972-1976,

segregates these items through the assignment of "high", "medium" and "low" ratings.

This grading system is not intended to connote a lack of importance to individual planned accomplishments. High ratings, for the most part, are meant to indicate the need for alleviation of specific deficiencies in the Youth and Delinquency system in the short-term or to stress the fact that some projects are foundational and must be accomplished before other similar or dependent efforts are undertaken. At the same time, however, a basic planning concept requires that resources must always be considered as potentially limited. From that standpoint, the ratings assigned to the list of planned accomplishments can be viewed as an additional dimension of priority assignment within the planning structure. Since the planning process must be sufficiently flexible and dynamic to maintain pace with the social/economic environment and any re-direction of Program orientation, the relative importance of these milestone activities should be thoroughly reviewed and evaluated in each succeeding year.

#### 5.5 Classifications: Assessments and Forecasted Trends:

The relative degree of emphasis and allocation of resources to the various major classifications of Youth and Delinquency are subject to constant change. This is the necessary result of providing consistent responses to the numerous factors and forces that influence the configuration of this Program. Additionally, a consonant alignment must be evidenced with new developments and applications applied to the Criminal Justice System.

A forecast of planned future classification emphasis is shown in the following table, which also displays historical values extracted from Figure 4.0-3 (section 4.0).

Major Classification:	Percentage Funding 1969-March 1972:	Forecast Degree of Emphasis:
Youth Counseling	51.9	Reduced
Group Homes	16.1	Same
Drop-In Centers	10.7	Reduced
Drug Abuse	9.5	Increased
Education	8.3	Increased
Delinquency Prevention	1.6	Increased
Training	1.9	Increased

These patterns of changing emphasis can be achieved through (1) future allocation exercises which will tend to describe economic limits for the major classifications and (2) cognizance of new directional trends by the responsible Technical Advisory Committee.

With reference to the preceding table, it should be noted that the two classifications slated for future reduction (Youth Counseling and Drop-In Centers) have historically received nearly 63 percent of the available Youth and Delinquency funds. Therefore, increased future allocations can be assigned to the remaining classifications through the following actions:



- Probable, continued increases in block grant funds for Criminal Justice Programs in the foreseeable future.
- Youth Counseling and Drop-In Centers currently represent a significant share of committed funds. Intensive screening of future subgrants can result in the modification and restriction of these efforts on a selective basis without negating the major thrusts of these classifications.

#### 5.6 Category Guidelines for Program Orientation:

Category divisions are an important, but subtle, dimensions of the Youth and Delinquency planning process. They provide (1) constant indicators of project technical orientation and balance, (2) decision-making characteristics of the approval/rejection bodies and (3) general administrative/interpretive concepts of the central organization responsible for the direction and control of the Program. It is felt that this aspect of program analytical measurement should receive increased attention and that the resultant impact on future planning will demonstrate direct, positive benefits.

It is neither feasible, nor desirable, to develop absolute values for categorical allocations: at best, only general guidelines can be established and recommended. A proposed 1973 distribution based upon the category definitions provided earlier by Figure 3.0-6 (section 3.0) are listed below in direct comparison with cumulative historical experience from the 1969 through March 1972 period:

Category:	Historical Distribution:	Recommended 1973 Distribution:
• Advancement of The Existing System	18.3%	25%
• Improvements to The Existing System	59.7%	55%
• Maintenance of The Existing System	22.0%	20%

These standards should be reviewed annually to develop and maintain the desired Program balance with respect to category orientation.

#### 5.7 Repetitive Funding Practices:

The analysis previously detailed in section 4.0 has shown the economic effect of repetitive subgrant funding on Youth and Delinquency annual allocations. The data clearly demonstrates the tendency of recurring projects to absorb ever-increasing percentages of the available dollars. The net effect of this action is the pre-commitment of large amounts of funding prior to the beginning of each year. Consequently, the amount of resources (on a percent of the total allocation basis) available to initiate new projects has been progressively reduced with each succeeding year.

1972 is viewed as a transitional year which will concentrate on an analysis of Program direction and funding alignments. 1973 planning will consider the influence of repetitive funding and attention will be given to determining the appropriate amount of the annual allocations that can be applied to follow-on projects. At the same time, increased

efforts will be made to ensure the inclusion of more projects offering new concept approaches and feasible system improvements.

Repetitive funding of subgrants will, of course, continue as a normal practice in the operation of this Program. In many instances, repeat funding should be viewed as the only practical approach to obtaining maximum benefits from certain types of projects with the result that the planning process should fully accommodate and recognize multi-year requirements.

#### 5.8 Planning Process: Involvement and Growth:

The planning process for Youth and Delinquency is not sufficiently comprehensive at this stage. To fully capitalize on the foundational knowledge and efforts being expended in other State departments, municipalities, and involved agencies, plan development should consider all significant existing and planned youth-oriented programs and systems. Redundant efforts can best be avoided by providing visibility to and soliciting participation from these sources.

Of equal concern is the necessity of establishing limiting dimensions to Youth and Delinquency plan development. In any time frame, a reasonable and realistic relationship must be maintained between Program goals/objectives and the resources available.

Planned Accomplishments	High	Rating	
		Medium	Low
•Training for community based juvenile and adult detention staff, correctional para-professionals and volunteers		X	
•Continuing education on action and responsibilities for crime reduction			
a. In-school programs (demonstration)		X	
b. Citizen education programs		X	
•Drug abuse information	X		
•Establishment of group homes		X	
•Development of group homes manual	X		
•Study and implementation: Alternatives to or need for detention facilities	X		
•Establishment of improvement of comprehensive juvenile counseling and rehabilitation planning and coordinating agencies.		X	
•Establishment and/or improvement of multi-purpose youth counseling and rehabilitation service programs	X		

Figure 5.0-1: Rating of Planned Accomplishments, 1972-1976

Planned Accomplishments	High	Rating	
		Medium	Low
• Define and establish programs to prevent youthful offenders from being referred to juvenile court	X		
• Programs to identify and refer pre-delinquent students in schools		X	
• Development of school programs for drop-outs within public schools		X	
• Establish local/regional diagnostic centers	X		
• Evaluate and redefine the role of State operated diagnostic facilities	X		
• Establishment of appropriate diagnostic methods and techniques	X		
• Establish programs for Criminal Justice research and project evaluation		X	
• Implement capability to evaluate agency projects	X		
• Establish supporting information system	X		

Figure 5.0-1: Rating of Planned Accomplishments, 1972-1976  
(Continued)

ATTACHMENT "A"

SUBGRANT DESCRIPTIONS

## SUBGRANT DESCRIPTIONS

029 Basic Institute - Juvenile Court: Department of Institutions

Funds to support the basic institute for juvenile control which is designed to assist local law enforcement officers in dealing and coordinating their activities with the juvenile system and to enable them to better understand juvenile behavior and the related factors of crimes committed by this age group.

061 Coordinated Youth Outreach Program: City of Seattle

Coordinated "youth outreach" component aimed at actual and potential school drop-outs. Focus on the reintegration of students into the public school system.

068 Prevention of Juvenile Delinquency: Thurston County

Recreation programs for juveniles in the Thurston County area aimed at getting youth off the streets and into constructive after-school and weekend activities.

086 School Drop-Out - Finding and Counseling Project: Benton-Franklin County

Program to help junior and senior high school drop-outs through counseling to realize and understand their problems. Job and educational counseling also offered plus help for psychological and/or drug related programs.

107 Juvenile Delinquency Prevention: Department of Institutions

Improvement of youth-police relations by bringing young people and police together in a social atmosphere.

115 Basic Institute - Juvenile Control: Department of Institutions

Seminar for local law enforcement officers in juvenile crime and control.

143 Fire and Health Specifications - Group Homes: Kitsap County

Enables Kitsap Youth Homes, Inc., to progress from provisional licensing to permanent licensing status in the three group homes in Kitsap County.

152 Youth Services Work Shop: Yakima County

Supported a three-day workshop for members of Yakima County agencies providing law enforcement and protective services for juveniles to work toward improved coordination in the utilization of existing services.

155 Transition of Parolees: Department of Institutions

Funded an experimental program to devise an alternate parole system as a transition for Shelton inmates from institutional life to the open community. Project provided interactional sessions between inmate, leader and family member prior to parole and then for a series of sessions after parole.

160 Youth Outreach and Contact Agency: Kitsap County

Funds allocated for the development of a drop-in center and referral agency to meet problems of alienated youth in the Kitsap County area.

172 Three Creek Boys' Ranch: City of La Center

Funds allocated for the development of a group home for delinquent adolescent boys.

173 School Citizenship Program: Chelan County

Supported regular visits by uniformed officers to fifth and sixth grade students to point out the logic of rules and laws, reasons for obeying laws, and to develop a better understanding between youth and policemen.

176 O.K. Boy's Ranch: City of Olympia

Support for group home, financed and built by the Kiwanis Club, for dependent boys between 11 and 14 years of age.



195 Karma Clinic Drug Abuse Project: Snohomish County

Support for a free drop-in center offering counseling, drug help, medical help, and a referral service for Everett youth.

203 Rando Manor Regional Youth Services: Okanogan County

Provide temporary foster home care for delinquent and dependent youths and determine an Okanogan County approach toward a more permanent solution to the delinquency problem.

207 A Young Look at Crime Prevention: City of Port Townsend

Study and documentation of a successful youth-police-community relations program for possible use by other departments.

216 Prevention of Juvenile Delinquency: Everett Community College

Funds for a parent cooperative pre-school program for low income families in Snohomish County. Permits parents to learn and develop along with the pre-school child so the disadvantaged child can adjust more easily in a regular school environment.

217 Camping and Hiking - Juvenile Parolees: Eastern Washington State College

Provide juvenile parolees with rigorous camping and hiking experience to help build self-esteem, confidence, ability to work with others and increased awareness of the environment.

219 Eastside Youth Services: City of Bellevue

Continuation and expansion of services provided by the Heads-Up Center which include: an inviting place for parents and teenagers to seek help in their relations with themselves and each other; informal, supportive counseling to troubled adolescents; professional counseling help for parents and teenagers relationship problems; referral services; education in the problems of drug abuse and youth identity crises; and an expansion of services to previously unreached youth who are "drifters", including an exploration of the use of group homes.

223 Project Outreach: Chelan and Douglas Counties

Development of informational programs by high school students regarding drug abuse and its effects and to provide an opportunity to determine how adequately such students can prepare programs of this nature for their own peer groups. In addition, provides a drug abuse seminar in the Wenatchee community for all professional personnel who have some responsibility for drug abuse and drug abuse education.

224 Silver Lake Delinquency Detour: Snohomish County

Development of recreational and counseling service for youth in the Silver Lake area. A cooperative effort involving a citizen's council, parks and recreation department and the county school district.

241 Group Homes: Clark County

Development for a six group homes complex for dependent delinquent boys within the Vancouver area.

245 Galland Hall for Girls: City of Spokane

Remodeling of home for pre-delinquent, dependent, adolescent girls to meet fire marshall's standards.

246 Project Service: City of Seattle

Project to reduce or prevent delinquent acts of youth living in the Model City Neighborhood. Youths and families offered counseling and referral services, job finding and financial aid. Also sought to develop model for program planning and management systems in the youth and delinquency project area.

247 Everyday Law: Benton-Franklin Governmental Conference

Introduction of classes concerning everyday law into the public school system and to educate and eliminate misconceptions about our laws and legal system.

254 Coordinated Youth Outreach Program: City of Seattle

Continuation of educational outreach programs established in Subgrant No. 061.

255 University District Center: City of Seattle

Drop-in center for alienated youth in the University District providing information and referral service, professional counseling and other supporting services.

283 Youth Guidance Center (Tacoma): Department of Social and Health Services

Youth counseling and outreach facility located in urban neighborhood with an especially high juvenile delinquency rate. Center staff investigating the causes of delinquent behavior among neighborhood youth and working towards elimination of those causes in each individual case.

288 The Rafters Program: Spokane County

Establishment of a drop-in center for senior high school youth. Identification of youth problems with referral to appropriate community resources.

290 Community Based Diagnostic and Treatment Project: Benton-Franklin County

Planning project to test pre-dispositional hearing diagnostic procedure for juvenile court, identify treatment resources for seriously troubled youth; identify needed physical facilities for juvenile detention, probation, and court services.

294 The Third Eye: Thurston County

Drop-in center modeled after Bellevue's "Heads-Up" program (see Subgrant No. 219). Goal is to provide pre-conflict help and counseling to young people to keep more serious personal problems from developing.

310 Ferndale Project on Youth Alienation: Whatcom County

Exploration of ways community mental health centers can provide services and training programs to aid in the recognition and alleviation of youth alienation. Major program effort directed toward teachers and school administrators.

313 Vocational Interest Program (VIP): Spokane County

Funds provided to buy tools for pre-vocational shop in a group home.

318 Fixit Shop: Pierce County

Production of five 15-minute films presenting concepts and incidents intended to direct young children toward socially responsible behavior and to further their development of a favorable self-image. Emphasis on the role of criminal justice personnel and the need for rational behavior in the societal framework.

320 Manual of Procedures and Operations - Group Homes: Department of Social and Health Services

Study to determine practicability, feasibility, rationale and format of a manual for potential operators of group homes for dependent and delinquent children.

326 Open Door Clinic: City of Seattle

Support for community-based clinic offering mental and medical health and crisis needs to young people and adults in Seattle's University District. Aimed primarily at alienated and disaffected young people who feel financially or emotionally separated from traditional health care facilities.

331 Rehabilitation of Delinquents: University of Washington

Aimed at strengthening juvenile rehabilitation programs and reducing recidivism through employment of modeling and role-playing techniques. Based on concept that a lack of socially appropriate responses contributes to anti-social behavior. Goal is to help institutions set up their own modeling programs and, ultimately, run them without assistance of University teams now stimulating and developing them.

332 Personalized Education Project (P.E.P.): City of Seattle

Aimed at reducing or preventing delinquency through early identification and treatment of children experiencing serious behavioral problems in the classroom. Through part-time placement in special classroom, this program emphasizes individualized educational experience for children, helping them develop academic and social skills providing more access to legitimate areas of success. Also provides coordinated social service programs involving child, family and school.

333 Group Homes: City of Seattle

Project seeking long-range solution and/or reduction to specific youth problems by providing a healthy home environment and professional guidance to youths within their own community. Operates in Model City Neighborhood and focuses on ten-to-18 year-old potential and convicted juvenile delinquents. Six to eight juveniles treated in each of four "group homes" established by the project.

340 Good Shepherd Home: City of Spokane

Expansion of adolescent girls' treatment center.

347 Silver Lake Delinquency Detour: Snohomish County

Continuation of Subgrant No. 224.

360 Youth Counseling and Community Development: Asotin County

Funded for continuance of family and youth counseling services. Project will also establish community action groups for the purpose of developing delinquency prevention programs.

361 Karma Clinic Drug Abuse Project: Snohomish County

Continuation of Subgrant No. 195.

367 Regional Youth Services: Okanogan County

Temporary foster home care in lieu of detention for delinquent and dependent youth in Okanogan County where no juvenile detention facility exists.

369 Friends of Youth Outreach: King County

Funded for the extension of a social service component with emphasis on the self-help motif concept.

388 Multi-Service Youth Development Program: Yakima COG

Development and organization of programs for youth including education, job and personal counseling. Emphasis on self-help aspect of problem solving by both adults and young people.

394 School Dropout - Finding and Counseling Project: Benton-Franklin County

Continuation of Subgrant No. 086.

399 Youth Involvement Center: City of Pasco

A coffee house style drop-in center attempting to bring together the minority, business and "hippie" communities.

416 Center for Youth Concern: City of Spokane

Development of special programs in and around youth centers to address attitudes of alienation through group work processes and through opportunities for active participation in an atmosphere conducive to youth involvement. Programs will include counseling, leadership development, drug education, understanding the law and its enforcers and a "change agent" program utilizing peer group leadership to assist project towards goal attainment.

417 Volunteers in Probation: Skagit County

Support services to juvenile probationers through a community-based volunteer program. Volunteers, backed up by the probationer's regular probation officer and under the direct supervision of a professional volunteer coordinator, are assigned to each client on a one-to-one basis. Program given over-all community support through initiation of community-based advisory committee, coordination with other existing or developing volunteer programs in the community.

425 Police-Park Safety Patrol: Yakima County

Initiation, based on a previous pilot project, of a juvenile police patrol program utilizing pre-delinquents in the 15-18 year-old age bracket. Program paid 33 young persons to patrol parks, for the protection of smaller children against possible molestation, in a dozen communities across the county.

442 Eastside Youth Services: City of Bellevue

Continuation of Subgrant No. 219.

454 Youth Human Resources: City of Metaline

Employment program for alienated, delinquent or potentially delinquent youth in the 16-20 year age bracket.

462 Criminal Justice Training Center: Planning and Community Affairs Agency

Continuation of support for multidisciplinary training center which provides basic, advanced, continuing and specialized training and education for all criminal justice personnel.

464 Drug Information and Resource Center: City of Seattle

Funds provided for the establishment of a drug information program. A drug coordinator to be hired to disperse drug abuse information and to create a drug information system.

469 Whidbey Youth Services Project: Island County

Funded to establish two centers on Whidbey Island to provide counseling and social services for youths.

471 Community Based Diagnostic and Treatment Project: Benton-Franklin County

Continuation of Subgrant No. 290.

475 KIJANA: City of Seattle

Program operates within five public housing districts in Seattle and uses youths from the housing projects to influence other youths in a positive way.

476 Social Agency Referral Program: City of Seattle

This program is a cooperative effort between the Seattle and King County Police Departments, Juvenile Court and the DSHS center for Youth Services, and has been established for the purpose of reducing recidivism. First time offenders are referred to the agency rather than the juvenile court.

496 Youth Outreach and Contact Agency: Kitsap County

Continuation of Subgrant No. 160.

497 Drug Information Program: Washington State Library

Funded to develop a centralized information center from which any State agency or resident can draw timely and accurate information on the affects of drug use.

503 Rainier Outpost: City of Seattle

This program provides an alternative for youths who are school drop-outs and/or kick-outs by providing an accredited school program. The focus is towards eventual re-entry into the public school system. The program also includes recreation and sports programs and places heavy emphasis on multiple offenders.

514 Group Homes: Pierce County

Funds provided for start-up costs and the hiring of staff. Focus will be to use the "inter-personal maturity level" treatment concept.

516 Youth Action: King County

Program similar to the "Rainier Outpost" program (503). Places emphasis on youths within the housing project helping each other.



519 Renton Rehabilitation Counseling Committee: City of Renton

A resource for the Justice Court Judges to use in sentencing drug offenders. Individuals referred receive preliminary diagnosis and referral follow through to opportunities such as counseling, employment, vocational and educational training. Program designed to be an alternative to jail sentences.

536 Juvenile Parole Learning Center: City of Yakima

537 Juvenile Parole Learning Center: City of Spokane

538 Juvenile Parole Learning Center: City of Everett

543 Juvenile Parole Learning Center: City of Seattle

549 Juvenile Parole Learning Center: City of Tacoma

Provides interim educational and pre-vocational opportunities for youths released from State Juvenile Correctional Facilities and youths on the Juvenile Court Probation Program. Project offers an array of individualized academic instructions and pre-vocational counseling and operates within framework of other services available from DSHS Juvenile Parole Program.

550 The Rafters Program: Spokane County

Continuation of Subgrant No. 288.

553 Project Service: City of Seattle

Continuation of Subgrant No. 246.

567 The Third Eye: Thurston County

Continuation of Subgrant No. 294.

580 Personalized Education Project: City of Seattle

Continuation of Subgrant No. 332.

- 584 Ferndale Project on Youth Alienation: Whatcom County  
Continuation of Subgrant No. 310.
- 591 The Rafters Program: Spokane County  
Continuation of Subgrant No. 550.
- 594 Comprehension of Juvenile Delinquency Prevention and Control:  
Department of Social and Health Services  
  
Designed to provide increased effort toward community organization in the field of juvenile delinquency prevention by bringing forces within communities together.
- 595 Whidbey Youth Services Project: Island County  
Continuation of Subgrant No. 469.
- 601 Community Based Diagnostic and Treatment Project: Benton-Franklin County  
Continuation of Subgrant No. 290.
- 606 Center for Youth Development and Change: City of Yakima  
  
Project operates within low income area of the City of Yakima and provides a variety of services including counseling, educational opportunities and recreation to delinquent and delinquency prone youths.
- 613 Eastside Youth Services: City of Bellevue  
Continuation of Subgrant No. 442.
- 616 Group Homes: Clark County  
Continuation of Subgrant No. 241.
- 617 Project Service: City of Seattle  
Continuation of Subgrant No. 553.

- 625 Youth Outreach and Contact Agency: Kitsap County  
Continuation of Subgrant No. 496.
- 631 Group Homes: Pierce County  
Continuation of Subgrant No. 514.
- 635 Rainier Outpost: City of Seattle  
Continuation of Subgrant No. 503.
- 645 Probation Subsidy: Department of Social and Health Services  
Provides financial assistance to the DSHS Probation Subsidy Program whereby Counties are reimbursed for a reduction in commitments to state juvenile correctional institutions.
- 659 Youth Action: King County  
Continuation of Subgrant No. 516.
- 675 Crisis Intervention for Adolescent Girls: King County  
Provides immediate interim short-term residential care for adolescent girls who cannot return home without intervening parental/child problem resolution.
- 693 Juvenile Parole Learning Center: City of Tacoma  
Continuation of Subgrant No. 549.
- 695 Juvenile Parole Learning Center: City of Everett  
Continuation of Subgrant No. 538.
- 696 Juvenile Parole Learning Center: City of Spokane  
Continuation of Subgrant No. 537.
- 697 Juvenile Parole Learning Center: City of Yakima  
Continuation of Subgrant No. 536.

698 Juvenile Parole Learning Center: City of Seattle

Continuation of Subgrant No. 543.

699 School Dropout - Finding and Counseling: Benton-Franklin  
County

Continuation of Subgrant No. 394.

700 KIJANA: City of Seattle

Continuation of Subgrant No. 475.

ATTACHMENT "B"

SUBGRANT LISTING BY CLASSIFICATION

YOUTH COUNSELING SUBGRANTS

ZARLING Corporation

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
061	Coordinated Youth Outreach	33,137	27						
086	School Dropout-Find. & Couns.	10,316	27	9,871	27				
107	J.D. Prevention			14,565	27				
155	Transition of Parolees			1,599	30				
217	Camping & Hiking			5,500	30				
223	Project Outreach			4,800	27				
224	Silver Lake Detour			8,097	27				
246	Project Service	30,251	9	11,700	28	14,598	8		
254	Coord. Youth Outreach			46,948	9	12,687	8		
283	Youth Guidance Center					75,000	8		
290	Comm.-Based Diag. & Treat. Proj.			53,377	21				
331	Rehabilitation of Delinq.			25,661	30	5,697	25		
347	Silver Lake Detour					36,826	8		
360	Youth Couns. & Comm. Dev.					15,102	8		
388	Multi-Service Youth Dev.					23,218	8		
394	School Dropout-Find. & Couns.					35,627	8		
417	Volunteers in Prob.					27,675	8		
454	Youth Human Resources					15,833	8		
469	Youth Services Prog.					4,500	8		
471	Community-Based Diag. & Treat. Proj.					6,671	23		

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YOUTH COUNSELING SUBGRANTS (Continued)

UNIVERSITY OF WASHINGTON

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
475	Kijana					20,000	8		
476	Social Agency Referral					50,863	20		
						2,815	8		
503	Rainier Outpost					15,000	8		
516	King Co. Youth Action					8,203	8		
519	Renton Rehab. & Counse. Comm.					10,950	23		
553	Project Service					12,211	8		
659	King Co. Youth Action							26,240	C2
594	Comprehension of J.D. Pre-vention and Control							100,000	C2
595	Whidbey Youth Services							34,120	C2
601	Community Based Diagnostic & Treatment Project					110,000	23	22,466	C3
606	Yakima Center for Youth Del. and Change							55,350	C2
617	Project Service							57,844	C2
635	Rainier Outpost							26,520	C2
645	Probation Subsidy							500,000	C3
675	Crisis Intervention for Adolescent Girls							30,000	C1
								30,000	C2
								34,418	C3

YOUTH COUNSELING SUBGRANTS (Continued)

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
699	School Dropout-Finding and Counseling							30,107	C3
700	Kijana							30,000	C2
Total		73,704		182,118		503,476		977,065	



GROUP HOME SUBGRANTS

ZARING Corporation

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
143	Fire and Health Spec.s	14,773	28						
172	Three Creeks Boys' Ranch			16,720	28				
176	O.K. Boys' Ranch	3,227	28	26,773	28				
203	Rando Manor Reg. Youth Serv.			9,000	28				
241	Clark Co. Group Homes	22,029	9	7,971	28				
245	Galland Hall			32,725	28				
313	Vocational Interest Program					3,000	9		
320	Group Home Proc. Manual					4,260	9		
333	Group Homes (Seattle)					213,486	9		
340	Good Sheppard Home			3,575	28	27,357	9		
367	Regional Youth Svcs.					10,725	9		
369	Friends of Youth Outreach					30,000	9		
514	Pierce Co. Group Home					6,418	9		
616	Group Homes (Clark County)							77,310	Cl
631	Group Homes (Pierce County)					29,125	9		
Total		40,029		96,764		324,371		77,310	

DROP-IN CENTER SUBGRANTS

ZARING Corporation

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
160	Youth Outreach & Contact.			13,260	27				
219	Eastside Youth Services			41,000	27				
255	University District Center					31,440	8		
288	The Rafters			12,282	27	3,961	8		
294	The Third Eye			10,881	27	3,869	8		
399	Youth Involvement Center					10,000	8		
416	Centers for Youth Concern					42,869	8		
442	Eastside Youth Services					20,000	8		
496	Youth Outreach & Contact					8,000	8		
550	The Rafters					2,789	8		
567	The Third Eye					4,625	8		
591	The Rafters							17,880	C2
613	Eastside Youth Services							94,469	C2
625	Youth Outreach & Contact							41,640	C2
Total				77,423		127,553		153,989	

DRUG ABUSE SUBGRANTS

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
195	Karma Clinic			14,000	27				
326	Open Door Clinic					120,656	26		
361	Karma Clinic			3,641	27	47,109	8		
464	Drug Info. & Resource Center			11,000	7	10,000	27		
497	Drug Info. Program			10,000	12	100,000	26		
Total				38,641		277,765			

EDUCATION SUBGRANTS

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
173	School Citizenship	24,532	7	968	7				
207	A Young Look at Crime Prev.	1,978	7						
247	Everyday Law	4,672	7						
310	Ferndale Youth Alienation			4,010	28				
332	Personalized Education Proj.					13,163	5		
536	Juvenile Parole Learning Center - Yakima					20,180	25		
537	Juvenile Parole Learning Center - Spokane					20,180	25		
538	Juvenile Parole Learning Center - Everett					20,180	25		
543	Juvenile Parole Learning Center - Seattle					20,180	25		
549	Juvenile Parole Learning Center - Tacoma					20,180	25		
580	Personalized Education Proj.					13,095	5	3,059	C3
584	Ferndale Youth Alienation			4,965	5	4,742	8		
693	Juvenile Parole Learning Center - Tacoma							20,180	C3
695	Juvenile Parole Learning Center - Everett							20,180	C3

69

EDUCATION SUBGRANTS (Continued)

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
696	Juvenile Parole Learning Center - Spokane							20,180	C3
697	Juvenile Parole Learning Center - Yakima							20,180	C3
698	Juvenile Parole Learning Center - Seattle							21,940	C3
Total		31,182		9,943		131,900		105,719	

DELINQUENCY PREVENTION SUBGRANTS

ZARING Corporation

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
068	Prevention of Juv. Delin.	6,547	27						
216	Prevention of Juv. Delin.			19,999	27				
425	Police-Park Safety Patrol					26,301	8		
Total		6,547		19,999		26,301			

TRAINING SUBGRANTS

TRAINING CORPORATION

Sub-Grant No.	Subgrant Title	1969		1970		1971		1972	
		Dollars	P/A	Dollars	P/A	Dollars	P/A	Dollars	P/A
029	Basic Institute Juv. Court	1,568	1						
115	Basic Institute Juv. Control	52	1	2,698	1				
152	Youth Services Workshop			2,109	1				
318	Fixit Shop			39,855	7				
462	Criminal Justice Training Ctr.					17,000	1		
Total		1,620		44,662		17,000			

ATTACHMENT "C"

DEFINITION OF SUBGRANTS BY CATEGORY



YOUTH AND DELINQUENCY SUBGRANTS

1969 Thru March 1972

Sub-Grant No.	Subgrant Title	Advancement of The Existing System	Improvement of the Existing System	Maintenance of the Existing System
029	Basic Institute - Juvenile Court		1,568	
061	Coordinated Youth Outreach Program	33,137		
068	Prevention of Juvenile Delinquency		6,547	
086	School Dropout - Finding and Counseling	20,187		
107	Juvenile Delinquency Prevention		14,565	
115	Basic Institute - Juvenile Control		2,750	
143	Fire and Health Spec. - Group Homes			14,773
152	Youth Services Workshop		2,109	
155	Transition of Parolees		1,599	
160	Youth Outreach and Contact Agency	13,260		
173	School Citizenship Program	25,500		
176	O.K. Boy's Ranch		30,000	
195	KARMA Clinic Drug Abuse Project	14,000		
203	Rando Manor Regional Youth Services			9,000
207	A Young Look at Crime Prevention	1,978		
216	Prevention of Juvenile Delinquency	19,999		
217	Camping & Hiking - Juvenile Parolees		5,500	
219	Eastside Youth Services		41,000	
223	Project Outreach		4,800	
224	Silver Lake Delinquency Detour	8,097		
241	Group Homes		30,000	
245	Gillend Hall For Girls			32,725

YOUTH AND DELINQUENCY SUBGRANTS (Continued)

1969 Thru March 1972

Sub-Grant No.	Subgrant Title	Advancement of the Existing System	Improvement of the Existing System	Maintenance of the Existing System
246	Project Service	56,549		
247	Everyday Law	4,672		
254	Coordinated Youth Outreach Program			59,635
255	University District Center	31,440		
283	Youth Guidance Center		75,000	
288	The Rafters Program		16,243	
290	Community Based Diag. and Treat. Project	53,377		
294	The Third Eye	14,750		
310	Ferndale Project on Youth Alienation	4,010		
313	Vocational Interest Program			3,000
318	Fixit Shop	39,855		
320	Manual of Procedures and Operations - Group Homes		4,260	
326	Open-Door Clinic			120,656
331	Rehabilitation of Delinquents		31,358	
332	Personalized Education Project	13,163		
333	Group Homes		213,486	
340	Good Shepherd Home		30,932	
347	Silver Lake Delinquency Detour			36,826
360	Youth Counseling and Comm. Develop.		15,102	
361	Karma Clinic Drug Abuse Project			50,750
367	Regional Youth Services	10,725		
369	Friends of Youth Outreach		30,000	

YOUTH AND DELINQUENCY SUBGRANTS (Continued)

1969 Thru March 1972

Sub-Grant No.	Subgrant Title	Advancement of the Existing System	Improvement of the Existing System	Maintenance of the Existing System
388	Multi-Service Youth Develop.		23,218	
394	School Dropout - Finding and Counseling		35,627	
399	Youth Involvement Center		10,000	
416	Center for Youth Concern	42,869		
417	Volunteers in Probation		27,675	
425	Police - Park Safety Patrol		26,301	
442	Eastside Youth Services		20,000	
454	Youth Human Resources	15,833		
462	Criminal Justice Training Center	17,000		
464	Drug Info. and Resource Center	31,000		
469	Whidbey Youth Services Project		4,500	
471	Community-Based Diag. & Treat. Proj.		6,671	
475	KIJANA	20,000		
476	Social Agency Referral Program	53,678		
496	Youth Outreach and Contact Agency			8,000
497	Drug Information Program		100,000	
503	Rainier Outpost			15,000
514	Group Homes		6,418	
516	Youth Action			8,203
519	Renton Rehab. Counseling Committee	10,950		
536	Juvenile Parole Learning Center		20,180	
537	Juvenile Parole Learning Center		20,180	

YOUTH AND DELINQUENCY SUBGRANTS (Continued)

1969 Thru March 1972

Sub-Grant No.	Subgrant Title	Advancement of the Existing System	Improvement of the Existing System	Maintenance of the Existing System
538	Juvenile Parole Learning Center		20,180	
543	Juvenile Parole Learning Center		20,180	
549	Juvenile Parole Learning Center		20,180	
550	The Rafters Program			2,789
553	Project Service			12,211
567	The Third Eye			4,625
580	Personalized Education Project			16,154
584	Ferndale Proj. on Youth Alienation			9,707
591	The Rafters Program			17,880
594	Comprehension of J.D. Prevention & Control		100,000	
595	Whidbey Youth Services Project		34,120	
601	Comm. Based Diag. and Treatment Project		132,466	
606	Center for Youth Develop. and Change	55,350		
613	Eastside Youth Services		94,469	
616	Group Homes		77,310	
617	Project Service			57,844
625	Youth Outreach and Contact Agency			41,640
631	Group Homes		29,125	
635	Rainier Outpost			26,520
645	Probation Subsidy		500,000	
675	Crisis Intervention for Adolescent Girls		94,418	
693	Juvenile Parole Learning Center			20,180

YOUTH AND DELINQUENCY SUBGRANTS (Continued)  
1969 Thru March 1972

Sub-Grant No.	Subgrant Title	Advancement of the Existing System	Improvement of the Existing System	Maintenance of the Existing System
695	Juvenile Parole Learning Center			20,180
696	Juvenile Parole Learning Center			20,180
697	Juvenile Parole Learning Center			20,180
698	Juvenile Parole Learning Center			21,940
699	School Dropout - Finding and Counseling			30,107
700	KIJANA			30,000
659	Youth Action			26,240
172	Three Creeks Boy's Ranch		16,720	



APPENDIX II

OPINION SURVEY:

STATE PLANNING PRIORITIES & BUDGET ALLOCATIONS

FOR 1973 LEAA FUNDS

# Seattle ATLANTIC STREET CENTER

2103 SO. ATLANTIC ST. • SEATTLE, WASH. 98144 • EA. 9-2050

## WASHINGTON STATE JUVENILE DELINQUENCY PLANNING STUDY



OPINION SURVEY:

STATE PLANNING PRIORITIES & BUDGET ALLOCATIONS

FOR 1973 LEAA FUNDS

March 1972

### ABSTRACT

*Certain information is provided on the existing planning focus and budget allocations for the use of funds available to the State of Washington through the Law Enforcement Assistance Administration (LEAA).*

*Participants who are engaged in this planning and allocation process are requested to provide information regarding their views and priorities on the use of these funds.*

Washington State Juvenile Delinquency Prevention Planning Project:  
Funded in part by the Office of Juvenile Delinquency and Youth Development, HEW, Washington, D. C., through a grant from the State Law and Justice Planning Office.



STATE OF WASHINGTON  
LAW, JUSTICE, AND DELINQUENCY PLANNING  
PRIORITIES/ALLOCATION SURVEY

The Seattle Atlantic Street Center is supporting the State Law and Justice Planning Office and Regional Planners in developing a more comprehensive description of the views and priorities of the various groups and individuals who are participating in the State Planning Process for Crime and Delinquency. These participants are:

- State Committee on Law and Justice Members
- Technical Advisory Committee Members
- Regional Law and Justice Supervisory Committee Members
- Regional and State Staff Planners

As part of this effort, these planning participants are asked to give their opinions on: (1) the most important objectives and approaches that should be taken in State Law and Justice planning; and (2) the allocation of LEAA funds among the several planning categories (i.e., upgrading justice system personnel, crime prevention, etc.).

The following information is provided to aid or give perspective to those providing inputs to this survey:

- LEAA 3-YEAR BUDGET ALLOCATION - - Cumulative LEAA budget allocations for fund years 1970, 1971, and 1972 are presented in the first chart. Graphic as well as numerical distributions of the total \$15.4 million allocated for these three years are shown

LEAA 3-YEAR BUDGET ALLOCATION

Fund Years 1970, 1971, 1972

CATEGORY

Allocation  
in Dollars

Percentage

0 5 10 15 20 25

PREVENTING YOUTH PROBLEMS & JUVENILE DELINQUENCY— 0%

310	Improving Self-Image & Capabilities of Youth	\$ 0	0%
320	Strengthening the Family Unit	0	0%
330	Improving the Educational System	0	0%
340	Effecting Community & Societal Improvements	0	0%

IMPROVING THE GENERAL LAW AND JUSTICE SYSTEM— 32%

411	General System Management/Procedures	1,068,000	7%
412	Citizen Participation & Community Support	606,000	4%
413	Upgrading Justice System Personnel	1,377,000	9%
414	Information Systems and Crime Research	1,862,000	12%

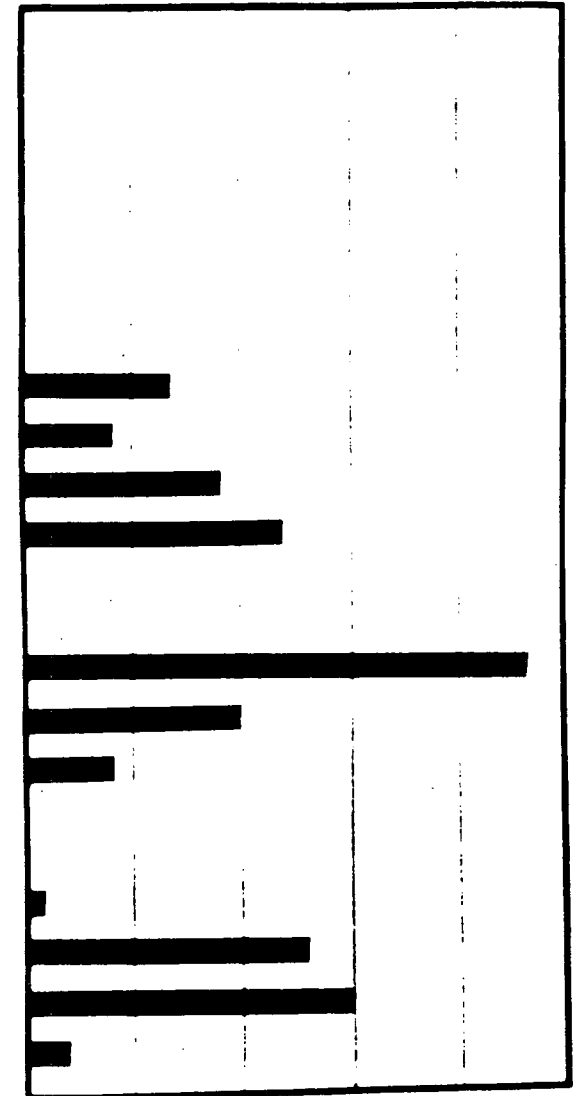
APPREHENSION AND PROCESSING IMPROVEMENT— 37%

421	Detection and Apprehension of Offenders	3,504,000	23%
422	Processing of Offenders	1,649,000	10%
423	Special Youth Services	575,000	4%

CRIME PREVENTION AND REHABILITATION— 31%

431	Crime Prevention	120,000	1%
432	Delinquency Prevention & Youth Rehabilitation	2,080,000	13%
433	Correction and Rehabilitation	2,337,000	15%
434	Reduction of Organized Crime & Public Corruption	250,000	2%

TOTAL \$15,428,000



- RECOMMENDED OBJECTIVES/APPROACHES -- The remaining charts identify objectives and approaches that have been recommended from a variety of sources, including the Washington State Comprehensive Plan for Law Enforcement and the Administration of Justice; Regional Law and Justice Plans; and the following recognized organizations and groups:

<u>Code</u>	<u>Organization</u>
PC-LEAJ	- President's Commission of Law Enforcement and the Administration of Justice
CCC	- Washington State Citizens' Committee on Crime
NCCD	- National Council on Crime and Delinquency
SMCP	- Seattle Model City Program
WHCY-60	- Washington State White House Conference on Children and Youth (1960)
WHC-70	- Washington State White House Conference on Children (1970)
CCD	- Washington State Commission on the Causes and Prevention of Civil Disorder

Those objectives and approaches recommended or endorsed by the above organizations are indicated in these charts by this symbol: ●. Also shown on these charts are the priority distributions that were obtained in a preliminary survey of the Law and Justice planning participants conducted last fall.\*

PARTICIPANTS ARE ASKED TO COMPLETE AND RETURN THE PLANNING SURVEY INPUT SHEET -- THE LAST SHEET OF THIS DOCUMENT. THIS COMPLETED SHEET SHOULD SPECIFY THE PARTICIPANT'S:

- THREE TOP OBJECTIVE/APPROACH SELECTIONS FOR EACH CATEGORY
- RECOMMENDED LEAA FUND ALLOCATIONS

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\* T. Ikeda, B. Salazar, "State Law and Justice Planning, Goals/Priorities Survey: Preliminary Results", Seattle Atlantic Street Center, October, 1971.

The back of the input sheet may be used to clarify your position, identify other relevant objectives/approaches, etc.

Please call Ike Ikeda or Mildred Perkins at the Seattle Atlantic Street Center (EA 9-2050) if you need additional information or clarification.

Attention Committee Members: Please return input sheet to your Regional Planner's office for analysis.

Attention Planners: After completing your analysis, return original input sheets as well as summary sheets to:

SEATTLE ATLANTIC STREET CENTER  
2103 So. Atlantic Street  
Seattle, Wa. 98144

IMPROVING SELF-IMAGE & CAPABILITIES OF YOUTH

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
█					●			●
		●		●	●	●	●	●
█								
		●			●			●
█					●			●
█								
█					●			

Priority Distribution, Previous Survey: 0%

20% 40% 60% 80% 100%

█ -- Percent of Category

LEAA Budget Allocation :

█ -- FY 1970

\$0

|||||

-- FY 1971

\$500,000

█

-- FY 1972

\$1,000,000

**Category :**

320 STRENGTHENING THE FAMILY UNIT

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plans	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
3201 Increased services to help disadvantaged families adjust to a changing environment -- provide for more extensive vocational training, well-baby clinics, visiting nurses, counseling services, mental health clinics; help in problems of domestic management and child care	██████████		●			●	●	●	●
3202 Establishment of a more adequate income maintenance program on a national scale	██████		●			●	●	●	
3203 Expanded family counseling and therapy; guidance and assistance accorded those families that have not achieved economic stability	██████		●			●	●	●	
3204 Establishment of adequate pre-natal and infant-care facilities and services for unwed mothers	███					●	●	●	
3205 Establishment of more free and low-cost birth control clinics and their availability publicized, particularly among youth	████							●	
3206 Specialized prevention-protective community programs to meet the income, treatment, education, and vocational training needs of families and children diverted from or referred by the juvenile courts	███				●	●			
3207 Welfare regulations contribute to keeping the family together	███		●						
3208 Full, feasible employment; gainful work created for unemployed, especially minority groups	██████					●			●

**Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100**  
 -- Percent of Category

**Category :**

330 IMPROVING THE EDUCATION SYSTEM

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

- 3301 Obtain flexibility in school organizations and programs; more adequately meet individual educational and vocational needs; increase diversity of educational experiences; school programs are enriched to give juveniles the sense of being part of society
- 3302 Job placement by schools expanded; youths prepared more adequately for employment
- 3303 Schools provide adequate counseling services to meet the educational, vocational, emotional and psychological needs of students
- 3304 Improvement in the quality and quantity of teachers in the slum schools; combat racial and economic school segregation; teacher education programs include training in teaching the disadvantaged and minorities
- 3305 The school becomes more responsive to community needs and resumes its traditional function as a community and recreational center during off-school hours; expanded and coordinated use of school facilities; cooperation between school and community is improved
- 3306 Remedial services and courses in schools are expanded; more vocational, pre-vocational and extended services for those youth who cannot benefit from the standard scholastic programs; revised programs for students not going to college
- 3307 Schools expand youth counseling services at all levels, including qualified individual counseling and career planning and preparing youth for marriage and parenthood

State Plan	Regional Plans	PC-LEAJ	CCC	NCED	SMCP	WHCY-60	WHC-70	CCD
█	█	●		●	●	●	●	
█	█	●			●			
█	█	●			●	●	●	
█	█	●			●			●
█	█	●			●	●	●	
█	█	●			●	●	●	
█	█	●			●	●	●	

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%  
 ████ -- Percent of Category

LEAA Budget Allocation: \$0 \$500,000 \$1,000,000  
 FY 1971 -- FY 1972

**Category:**

340 COMMUNITY & SOCIETAL IMPROVEMENTS

RECOMMENDED BY →

OBJECTIVES/APPROACHES ↓

- 3401 Communities provide every child the opportunity to participate in satisfying forms of wholesome recreational activity
- 3402 Communities maintain continuous programs of beautification and preservation, in which special effort is made to involve youth and neighborhood residents in planning and execution
- 3403 Community-centered programs for youth include: (1) providing for the useful occupation of youth idle time, particularly in the summer; (2) becoming familiar with community youth and their problems; and (3) providing for youth vocational guidance
- 3404 Children and youth in all communities have access to good library service
- 3405 Establishment of community clinics across the state that provide health and counseling services to youth. Every child and youth has access to medical and dental care
- 3406 Adequate low-cost housing and community recreational facilities; equal access to all housing
- 3407 Widespread participation of residents in decision-making processes within all institutional spheres involving and affecting their community
- 3408 Elimination of destructive racial, socio-economic, age, and other group distinctions that affect advancements or opportunities of groups and individuals

State Plan	Regional Plans	PC-LEAJ	CFC	NCCD	SMCP	WHCY-60	WHC-70	CCD
■		●			●	●		
■	■	●			●	●		●
		●		●	●	●		
■						●		
■					●		●	
■		●			●		●	●
■					●			
■					●			●
■					●			

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100  
 --- Percent of Category

FSA Budget Allocation: \$0 \$500,000 \$1,000,000  
 FY 1971 FY 1972



**Category :**

411 GENERAL SYSTEM MANAGEMENT/PROCEDURES, LAW & JUSTICE SYSTEM

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
4111 Guarantee fairness and credibility of police, adjudication and correctional actions and processes	●		●	●		●			●
4112 Establish alternatives to the criminal justice system for selected types of offenses such as "drunk in public" and other "victimless crimes"	●	■	●	●	●	●			●
4113 Upgrade organization and management of criminal justice agencies; utilize advanced management systems/skills	■		●		●				●
4114 Every police department has a comprehensive program for maintaining police integrity	■		●			●			●
4115 Police-community relations units established by each city police department	■		●	●		●			●
4116 Where appropriate, urban police departments divide basic police functions among three kinds of officers: (1) police officer, (2) police agent, (3) community service aides	■		●	●					●
4117 State maintains coordinating and investigative units in specialized law enforcement functions. These units provide management and technical assistance to local law enforcement agencies	■		●	●	●	●			●
4118 Revised criminal and municipal code and other statutes and procedures; implement bail reform	■	■	●	●					●
4119 Establish criminal justice coordinating councils	■								●

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%  
 ■ -- Percent of Category

LEAA Budget Allocation : \$0 FY 1970 --- \$500,000 FY 1971 --- \$1,000,000 1972

**Category :**

412 CITIZEN PARTICIPATION & COMMUNITY SUPPORT, LAW AND JUSTICE SYSTEM

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

OBJECTIVES/APPROACHES	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
4121 Encouragement of community and citizen efforts for self-protection	●		●						
4122 Improvement of community relations with criminal justice agencies (especially police)	●	●		●	●	●			●
4123 Improved public education and understanding of crime, crime prevention, and the criminal justice system	●	●			●				
4124 Broader citizen involvement in determining policies and programs of the criminal justice system	●		●	●	●	●			●
4125 Develop tasks and identify responsibilities for volunteers and non-professionals	●			●	●	●			
4126 Elements of the criminal justice system appoint citizen advisory committees to speak for the community; to monitor and evaluate agencies' activities; and, as appropriate, to support the agency in gaining appropriations	●		●			●			●
4127 Citizens' advisory committees established in minority group neighborhoods to work with police officials	●		●						
4128 Adequate procedures are established for processing citizen grievances against all public officials	●								

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%  
 ████ -- Percent of Category

LEAA Budget Allocation : \$0 \$500,000 \$1,000,000  
 FY 1970 --- FY 1971 --- FY 1972

**Category :**

**413 UPGRADING JUSTICE SYSTEM PERSONNEL**

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
●	●	●	●	●				●
●		●						●
●		●		●				●
●	●	●						
●		●		●				
●	●							
●		●		●				
●		●		●				
●		●		●				
●		●		●				
●		●		●				
●		●		●	●			

- 4131 Improved basic, continuing, and specialized training and education for criminal justice system personnel
- 4132 Law enforcement officers provided training in human and community relations, crowd control and handling of adolescents
- 4133 Improved and continuing training for prosecutors, defense attorneys and judges
- 4134 Development of criminal justice curricula for colleges and universities
- 4135 Improved criminal justice personnel recruiting, entrance requirements, and personnel practices
- 4136 Development of legal intern and police cadet programs
- 4137 Civil service alters regulations to allow accelerated advancement to the police officer who furthers his education. Ability rates higher than time spent in grade
- 4138 Provide law enforcement manpower pools to replace officers attending training\*
- 4139 Employment of police applicants from minority groups, police officers acquainted with special characteristics of racial, youth, and other specific groups with which they come in contact

\* Not included in previous survey

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%

█ -- Percent of Category

LEAA Budget Allocation :

\$0

\$500,000

\$1,000,000



**Category :**

**414 INFORMATION SYSTEMS & CRIME RESEARCH**

**OBJECTIVES/APPROACHES** ↓

**RECOMMENDED BY** →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
4141 Continuous studies to examine the extent and meaning of reported crimes and the effectiveness of methods to control them	●		●		●				
4142 The development of scientific and technological devices to improve the criminal justice system	■		●						
4143 Development of computerized offender history files, criminal justice statistical systems, and bureau of criminal identification	●	●	●						
4144 Criminal justice research and program evaluation in corrections and operation of the juvenile justice system (major focus at the local and community levels)	●	●		●					
4145 Establishment of research units in major criminal justice agencies with the participation of broadly representative advisory committees	■				●				

\$1,638,000 Total

**Priority Distribution, Previous Survey:** 0% 20% 40% 60% 80% 100%  
 ■ --- Percent of Category

**LEAA Budget Allocation :** \$0 \$500,000 \$1,000,000  
 ■ --- FY 1970 ■ --- FY 1971 ■ --- FY 72

**Category :**

**21 DETECTION AND APPREHENSION OF OFFENDERS**

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
4211 Development and Implementation of improved methods of surveillance, detection and apprehension of criminals	●		●						
4212 Improved police patrol methods	●		●						
4213 Improvement of police radio communications	●	●	●						
4214 Improvement of Investigative capability of law enforcement agencies	●		●						
4215 Establishment of specialized equipment pools for law enforcement agencies	●		●		●				
4216 Consolidation and pooling of law enforcement services and resources	●		●		●				
4217 Modern scientific and technological means are used to update equipment and police operational systems	●		●						
4218 Improved crime laboratory facilities and services; adequate intelligence to law enforcement agencies is provided	●		●						
4219 Authorize wiretapping and electronic surveillance, as authorized by the Omnibus Crime Control and Safe Streets Act of 1968	●		●						
42110 Improved police record systems*	●		●						

\$ 2,221,000 Total

\* Not included in previous survey

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%  
 --- Percent of Category

LEAA Budget Allocation: \$0 \$500,000 \$1,000,000

**Category :**

422

**PROCESSING OF OFFENDERS**

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
●	■	●	●	●	●			
●	■							
●	■	●						
●	■	●	●		●			
●	■	●	■		■			
●	■			●				
●	■			●				
●	■			●				
●	■	●						

- 4221 Guarantee fairness and credibility of adjudication actions and processes; improve uniformity in handing down sentences
- 4222 Screening and diagnostic resources strengthened at every point of significant decision
- 4223 Reduction of unnecessary delay between arrest and final disposition, consistent with fairness to the accused and the public; provide more efficient judicial processing of felony offenders
- 4224 Establishment and improvement of public defender projects; counsel is provided to every indigent criminal defendant who faces a significant penalty
- 4225 Establish and improve local and regional evaluation procedures and intake services for offenders; improve diagnostic services for youth and adults
- 4226 Improve court referral procedures and coordination of services for children and families (family courts)
- 4227 Detention and correctional needs based upon comprehensive and balanced planning
- 4228 Defendants awaiting trial are separated from those committed
- 4229 Improved jail facilities

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%

-- Percent of Category

LEAA Budget Allocation :

\$0

\$500,000

\$1,000,000

FY 1970

FY 1971

FY 1972

**Category :**

423 SPECIAL YOUTH SERVICES, APPREHENSION & PROCESSING

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
●	●	●			●			
●		●						
■		●						
■		●	●					

4231 Establishment of appropriate diversions from the criminal justice system through alternative processes, services, and facilities (youth service bureau); Increase referrals to community agencies

4232 Improve police and court guidelines, referral procedures and coordination of services for children and families

4233 Restrict prehearing detention and provide separate detention facilities for juveniles

4234 Traffic offenses, civil and criminal, should not be handled in juvenile court; narrow juvenile court jurisdiction over non-criminal matters

**Priority Distribution, Previous Survey:** 0% 20% 40% 60% 80% 100  
 ■ -- Percent of Category

\$0

\$500,000

\$1,000,000

**Category :**

431

CRIME PREVENTION

RECOMMENDED BY →

State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD

OBJECTIVES/APPROACHES ↓

- 4311 Reduce opportunities to commit criminal acts and to increase the probability of discovery through public educational programs, improved lighting, communication systems, physical security measures
- 4312 Encouragement of community and citizen efforts for self protection
- 4313 Provide increased alternatives to criminal behavior; more ways to "make it" legitimately
- 4314 Reduction of man's inhumanity to man, social aggression, deprivation
- 4315 Establish family and personal crisis intervention units and training\*

\* Not included in previous survey

**Priority Distribution, Previous Survey: 0%**    20%    40%    60%    80%    100%  
 █ -- Percent of Category

**LEAA Budget Allocation :**  
 █ -- FY 1970    \$0    █ -- FY 1971    \$500,000    █ -- FY 1972    \$1,000,000



2 DELINQUENCY PREVENTION & YOUTH REHABILITATION

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	MHCY-60	MHC-70	CCD
4321 Establishment and improvement of community based delinquency prevention and youth rehabilitation services and facilities; neighborhood youth serving agencies (Youth Service Bureaus)	●	●	●	●	●	●			
4322 Specialized community based residential services for delinquent and dependent youth	●	●	●	●		●			
4323 Mobilize volunteers and paraprofessionals as aides in delinquency prevention and youth rehabilitation programs			●	●		●			
4324 Provide increased alternatives to criminal behavior; more ways to "make it" legitimately									
4325 Early detection and treatment of delinquency-prone children									

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%

█ -- Percent of Category

LEAA Budget Allocation :

\$0

\$500,000

\$1,000,000

▨ -- FY 1970

▤ -- FY 1971

█ -- FY 1972

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CC
4331	●			●	●	●			
4332	●				●	●			
4333	●				●				
4334	●	●		●	●	●			
\$ 1,391,000 Total									
4335	●	●	●		●				
4336	●		●	●		●			
4337	●			●	●	●			
4338	●		●	●		●			
4339	●		●		●	●			

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%

█ -- Percent of Category

LEAA Budget Allocation :

\$0

\$500,000

\$1,000,000

▨ -- FY 1970

▤ -- FY 1971

▧ -- FY 1972

**Category :**

434 REDUCTION OF ORGANIZED CRIME AND PUBLIC CORRUPTION

OBJECTIVES/APPROACHES ↓

RECOMMENDED BY →

	State Plan	Regional Plans	PC-LEAJ	CCC	NCCD	SMCP	WHCY-60	WHC-70	CCD
4341 Establish statewide organized crime and law enforcement system; organized crime prevention and control, including consumer fraud and public corruption investigation and prosecution	●	■	●	■	●				
4342 Reduced drastically the profits to organized crime from illegal gambling	■				●				
4343 Organized crime intelligence units formed in the office of attorney general and local police departments	■		●	●					
4344 Citizens and business groups organize permanent citizen crime commissions to combat organized crime	■		●						

Priority Distribution, Previous Survey: 0% 20% 40% 60% 80% 100%  
 ■ -- Percent of Category

LEAA Budget Allocation : \$0 \$500,000 \$1,000  
 FY 1971 FY 1972

STATE LAW & JUSTICE PLANNING SURVEY INPUT SHEET

Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Occupation: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Program Position \_\_\_\_\_  
 (State L&J Comm., TAC, etc.)

**PREVENTING YOUTH PROBLEMS & JUVENILE DELINQUENCY**

Objectives/Approaches	Ranking			LEAA Budget Allocation		
	1st Choice	2nd Choice	3rd Choice	Existing budget allocation. Total of 3 yrs: FY 1970, FY 1971 & FY 1972	Please make your budget cut	
				Dollars	Percent	Percent
310 Improving Self-Image & Capabilities of Youth	310	310	310	0	0%	—%
320 Strengthening the Family Unit	320	320	320	0	0	—%
330 Improving the Educational System	330	330	330	0	0	—%
340 Effecting Community & Societal Improvements	340	340	340	0	0	—%

**IMPROVING THE GENERAL LAW AND JUSTICE SYSTEM**

411 General System Management/Procedures	411	411	411	1,068,000	7%	—%
412 Citizen Participation & Community Support	412	412	412	606,000	4%	—%
413 Upgrading Justice System Personnel	413	413	413	1,377,000	9%	—%
414 Information Systems and Crime Research	414	414	414	1,862,000	12%	—%

**APPREHENSION AND PROCESSING IMPROVEMENT**

421 Detection and Apprehension of Offenders	421	421	421	3,504,000	23%	—%
422 Processing of Offenders	422	422	422	1,649,000	10%	—%
423 Special Youth Services	423	423	423	575,000	4%	—%

**CRIME PREVENTION AND REHABILITATION**

431 Crime Prevention	431	431	431	120,000	1%	—%
432 Delinquency Prevention & Youth Rehabilitation	432	432	432	2,080,000	13%	—%
433 Correction and Rehabilitation	433	433	433	2,337,000	15%	—%
434 Reduction of Organized Crime & Public Corruption	434	434	434	250,000	2%	—%

Seattle Atlantic Street Center  
 2103 S. Atlantic Street  
 Seattle, Wash. 98144

BES 3/72

TOTAL: \$15,428,000 100% 100%