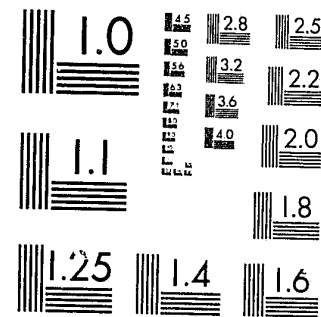


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600 Maryland Avenue, S.W.
Washington, D.C. 20024
202 484-9240

 Arthur D. Little, Inc.

June 12, 1984


Ref: III OJJDP ADL-441

Dear Colleague:

Enclosed herewith is the report of Technical Assistance on Innovative Juvenile Law Enforcement Programs prepared under our technical assistance contract with the Office of Juvenile Justice and Delinquency Prevention, Technical Assistance and Formula Grants Division. This report is the result of a request made to the Office of Juvenile Justice and Delinquency Prevention to provide law enforcement agencies with information on innovative programs for juveniles.

Should you have any questions, please do not hesitate to contact me.

Sincerely,


Pamela Fenrich
Project Director

Enclosure

U.S. Department of Justice
National Institute of Justice

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Innovative Juvenile
Law Enforcement Programs

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June 12, 1984

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I. INTRODUCTION

This document identifies innovative juvenile law enforcement services so as to provide guidance and constructive ideas to those attempting to develop similar programs for juveniles.

Over 200 law enforcement agencies throughout the United States were contacted to provide information on innovative programs. A total of 48 responses representing 19 states and the Virgin Islands were received from this inquiry. Most of the responses were from the East and Midwest.

Programs highlighted on the following pages were selected for their representativeness of currently administered programs. The information on each program was obtained through discussions with program staff and a review of available documentation.

Our review does not include descriptions of prevention-oriented programs since these programs have been well-documented. In addition, this document includes only those diversion strategies which are directly administered by law enforcement agencies or which are closely supervised by law enforcement agencies with follow-up components.

The programs described fall into seven program areas. Below is a brief summary of the major points of interest for each category.

II. PROGRAMS

Juvenile Alcohol and Drug Abuse

There is a wide range of approaches for dealing with juvenile alcohol and drug abuse. Some agencies focus their efforts on the school system for education and prevention programs. Those emphasizing diversion from the formal system focus their efforts on resolution of the problem within the family or counseling services. Others concentrate on identification and prosecution of juveniles involved with drugs and alcohol, based on evidence linking substance abuse with responsibility for a large percentage of crime.

Whereas Jacksonville's SHO/DI Program enhances prosecution and Fulton County's school presentations may influence youngsters to report drug-related activities, Mequon's First Offender Program and Munster's Open Door Policy result in fewer prosecutions. It is important to remember that prosecution is not the issue -- reduction of juvenile alcohol and drug abuse remains the ultimate goal of all these approaches.

Youth Group Violence

Programs dealing with youth group violence have the following common characteristics:

- o The primary effort is to gather intelligence regarding current gang activities, identify gang members, and distinguish characteristics of gangs.
- o Responsibility for investigation of youth group violence is assigned to a specific officer or unit.
- o Deterrence efforts are not limited to the neighborhood. Officers carry out deterrence activities in the schools and contact gang members' families when possible.

Status and Minor Offenders

Because most innovative programs for status and minor offenders are diversionary in nature, there are specifications regarding the type of cases which are eligible. Law enforcement agencies individually determine whether they will divert all first offender cases or only specific types of offenses. The guidelines resulting from these decisions provide patrol officers and juvenile intake personnel with more viable alternatives when dealing with juveniles. Intervention is the natural alternative between options of lecture and release or prosecution.

Policy and personnel factors determine the diversion/intervention strategies in individual law enforcement agencies. Some agencies are able to make contact with all status offenders and others review all reports and contact those where the need for intervention is indicated. Some require the parents to accompany juveniles to the station and actively participate in counseling. Most programs attempt to have youths accept responsibility for their actions. This may involve signing a statement admitting to the offense, or serving a sentence by providing labor toward a community service, or possibly paying restitution. After the first counseling contact with the juvenile it is determined whether referral to a community agency is appropriate.

Some agencies have noted the importance of follow-up in dealing with status and minor offenders who are referred.

Major and Repeat Offenders

Effective programs for juvenile offenders are those which provide appropriate treatment of individuals. The programs described range in comprehensiveness from identification of repeat offenders to disposition alternatives for major and repeat offenders. These options fall into two broad categories: (1) diversion, and (2) prosecution.

Diversion strategies include evaluation of the juvenile, counseling, and possibly investigation. Chances for successful prosecution (where appropriate) are enhanced by programs which emphasize a more thorough, integrated system of identification and investigation.

Schools

Whether a School Resource Officer Program or a School Liaison Officer Program, these programs share a critical commonality--enforcement is an important component of the overall program. Enforcement, as well as officers being stationed directly in the schools, distinguishes these programs from "Officer Friendly" type programs. Programs in schools can be modified to accommodate available manpower and funding.

Other Programs of Note

The Police Anti Vandalism Education program has a remarkably low recidivism rate. This program diverts juveniles from Family Court with the clear understanding that this is the last chance to avoid the imposition of criminal penalties. Involving the parents in the education program and providing referral information also may have an impact on the rate of recidivism.

Children's Investigative Teams provide all involved parties with an improved level of service without additional cost. They combine social work expertise with legal expertise and powers. The programs described are designed for adolescents, but the concept is applicable to other populations.

In summary, the programs presented here offer the law enforcement agency a diversity of responses to a number of juvenile issues. Readers are encouraged to contact program staff for additional program information.

SERIOUS HABITUAL OFFENDERS WHO ARE DRUG INVOLVED (SHO/DI)

Jacksonville, Florida

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Office of the Sheriff, Crime Analysis Unit	Received grant September 1983. Not implemented	<ul style="list-style-type: none">o Identify relatively few individuals responsible for majority of crime and remove from society

Summary of Activities
Brief Description/Staffing

SHO/DI candidates are based on juvenile arrest reports, the Field Contact Report and information from schools. This information constitutes a fortified case file to present to the State Attorney's office for enhanced prosecution, and to judges at the time of sentencing.

No. of Persons
Serviced & How

- o Identified 66 SHO/DI out of city population of 600,000
- o Approximately 352 were arrested 4 or more times within 12 months for violent crimes

Impact/Results

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Problem Areas

--

Documentation
Available

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Contact Person

Gary S. Higgins,
Project Director
904-633-4303

DRUG EDUCATION

Atlanta, Georgia

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Fulton County Police Department Crime Prevention Unit	DUI task force school presentations for 6 months	<ul style="list-style-type: none">o Educate youth to the dangers of drug use and put dealers out of business

Summary of Activities
Brief Description/Staffing

The drug presentation is made annually by an officer in elementary and high school health and history classes. The 1-1/4 hour presentation to groups of 60 or less includes a drug kit showing commonly abused drugs and stresses student involvement in demonstrations. The DUI Task Force presentation consists of a film on alcohol abuse and drunk-driving. Staffing includes two officers working 5 hours per week on the DUI Task Force and one officer working 15 hours per week on the drug presentations.

No. of Persons
Serviced & How

Approximately 3,000 people (including adult groups) viewed drug and alcohol presentations

Impact/Results

- o Youth reported more illegal activities to police
- o Some youth quit drug use

Problem Areas

- o Denial by officials that their school has a drug problem
- o Getting schools to request the program
- o Officers making presentations must be well-educated with technical knowledge and street sense.

Documentation
Available

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Contact Person

Mr. D. L. Mosley
Crime Prevention
404-393-4600

OPEN DOOR POLICY
Munster, Indiana

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department	September 1971	<ul style="list-style-type: none">o Overcome juveniles' fear of police and help parents in determining problems in their families

Summary of Activities
Brief Description/Staffing

Parents who find questionable substance in their child's possession may take it to the police for analysis. Police advise parents what it is, how to deal with it, and what community services are available. Parents and youth can come alone or together to discuss a juvenile's substance abuse problem with a juvenile officer. No records of any type are maintained; hence, all parties remain anonymous. Presentations are made annually to school children grades 5-8. A yearly presentation on substance abuse recognition is provided by a detective to all teachers. Staffing includes two detectives who work shifts covering 8 am - 10 pm on this and other special assignments with a detective sergeant supervisor.

<u>No. of Persons Served & How</u>
<ul style="list-style-type: none">o No records kept since end of first 3-year periodo Approximately 24-40 walk-ins per year

<u>Impact/Results</u>	<u>Problem Areas</u>
<ul style="list-style-type: none">o Juveniles not fearful of approaching patrol officerso As a result of good rapport, information is provided anonymouslyo The percentage of court referrals decreased in past two yearso Community respect for this policy	<ul style="list-style-type: none">o Increasing community awareness of police assistanceo Inability to insure follow through on referral or mandatory commitment

Contact Person

Chief Thomas A. Rhind
219-836-8131

<u>Documentation Available</u>
--

FIRST OFFENDER ALCOHOL AND OTHER DRUG ABUSE PROGRAM

Mequon, Wisconsin

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department	Became formalized February 1984 after informally operating one year	<ul style="list-style-type: none">o Early intervention to identify potential alcohol and drug abuse problems

Summary of Activities
Brief Description/Staffing

Officers have several options upon contact with a first offender: contact or meet with parents; refer to Intake for informal disposition or court referral; or divert first offenders through the performance contract concept in lieu of citation or other court referral. Officers are encouraged to use the performance contract whereby the first offender agrees to meet with a counselor or referral agency and actively participate in the session. The card catalog of first offenders is purged each year.

<u>No. of Persons Served & How</u>
--

<u>Impact/Results</u>	<u>Problem Areas</u>
<ul style="list-style-type: none">o Patrol officers are given more discretiono Records kept in first offender card catalog help to identify repeat offenderso More diversions, fewer juvenile intake caseso Fewer prosecutions due to the performance contract	--

<u>Documentation Available</u>
<ul style="list-style-type: none">o Copy of performance contracto Description of First Offenders Alcohol and Drug Abuse Program

Contact Person

Sgt. Tom Simon,
Community Service Bureau
414-242-3500

GANG UNIT Miami, Florida		
<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Metro-Dade Police Department Community Affairs Bureau	May 1983	o Prevent and reduce gang activity

<u>Summary of Activities Brief Description/Staffing</u>	<u>No. of Persons Serviced & How</u>
The Gang Unit directs its efforts toward intelligence gathering activities such as identifying gangs, members/associates, and gang-related criminal activities. Investigators have developed informants for early warning of gang plans so police can be prepared. Programs for prevention and control are being developed. Police Explorers Clubs (an off-shoot of Boy Scouts) build rapport and provide recreational outlets. School Resource Officers become involved in gang activities, in addition to the two full-time investigators supervised by a Sergeant.	--

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
o Training to patrol officers resulted in greater awareness of gang characteristics, clearer reports, and more information forwarded to Gang Unit	o Funding o Manpower o Requires officer with patience, understanding, and desire to work with juveniles	o Information for development of Field File
o Gang-related crimes investigation shared with the Gang Unit investigators for their expertise		
o Field File developed for keeping records: 3-ring binder with information cards, gang members photographs and cross referencing capability		

Impact/Results (continued)

- o Gang Unit investigator called as expert witness in prosecutions
- o Same Prosecuting Attorney for all gang-related crimes resulted in high success rate of prosecutions

Contact Person

Lt. Walt Donovan
Gang Specialist
Guillermo Blanco
305-547-7496

SCHOOL GANG PROGRAM

Decatur, Georgia

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
DeKalb County Department of Public Safety Youth Unit	Late 1980 was the first evidence of gangs in the form of gang wars, drug use and extortion/ protection schemes in schools. Police responded by making arrests and the problem cleared until school opened in September 1983	o Curtail youth group activities involving violence and drugs

Summary of Activities Brief Description/Staffing

The gang problem moved from the schools to neighborhoods in the form of "social clubs" and "dance groups," making identification of members and their activities more difficult. A full-time investigator handles all gang activities. An intelligence file is kept. Police meet with gang leaders to gather information and communicate the laws regarding drugs and violence. Police contact families of arrested gang members. Five investigators maintain the Youth Unit, under supervision of a Lieutenant.	o 15-20 recognized gangs
--	--------------------------

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
o Nickname file of gang members and others who have committed serious crimes o Making families aware of younger children's involvement in gangs effectively ends that involvement	o Older gang leaders are not in school and accessible o Police efforts hampered by school intervention o Lack of manpower for crisis intervention	---

Contact Person

Lt. Gene Moss
Youth Unit Commander
Sgt. Farley
404-294-2572

NEIGHBORHOOD FOOT PATROL PROGRAM

Ft. Wayne, Indiana

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department	15 foot patrols in Spring 1983	o Increase security and safety of persons and property o Acquaint community with officers to deter crime

Summary of Activities Brief Description/Staffing

Police have enlightened the junior high school administration and staff on gang characteristics. Five foot patrols are located in the innercity where gangs are primarily located. Before expanding the Foot Patrol Program, officers were sent to Flint, Michigan's National Foot Patrol Institute and adapted what they learned for their own use. Patrol officers and some school personnel have received in-service training seminars. There are 18 total foot patrol officers who, along with the motorized patrol, are supervised by Sergeants overseen by Lieutenants.	o 12,000 people living in areas patrolled by beat officers
---	--

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
o Increased personal contact and interaction o Officer becomes liaison between neighborhood and the City o Fewer intakes due to foot patrol	o Hand selection of best officers for foot patrol prohibited by union o New officers prefer more rigorous positions	o Various memos

Contact Person

Thomas R. Engle,
Public Information Officer
219-427-1230

GANG PROGRAM

Flint, Michigan

Agency & Unit	Date Begun	Goals/Purpose
Police Department	1982	<ul style="list-style-type: none"> o Identify gangs, leaders and characteristics o Immediate response to youth group violence

Summary of Activities Brief Description/Staffing

Gang-related activities are a part of the investigative efforts of the city's 11 Police School Liaison (PSL) officers and 64 Neighborhood Foot Patrol officers. Officers meet with gang leaders to establish an understanding of activities which will not be tolerated and to gather information. The Sergeant who supervises PSL and Juvenile Section is in charge of coordinating investigations of youth group violence. He also is a member of the Prosecutor's informal task force which meets monthly to share information on gang members and activities. This issue is a priority in investigation and receives swift handling. Probation, the Court, Prosecutor's Office, and the judiciary are supportive and cooperative. Neighborhood Foot Patrol Officers are utilized for enforcement, their personal knowledge of gang members, collection of anonymous information, and follow-up on all juveniles in their area who are picked up by police.

Impact/Results	Problem Areas	Documentation Available
<ul style="list-style-type: none"> o Centralized responsibility of investigation o Greater access to information helps to deter problems 	<ul style="list-style-type: none"> o Gang activities migrated outside the city limits o Media attention and notoriety entice further gang involvement o Police approaching community groups and agencies to provide summer jobs and activities for youth 	<ul style="list-style-type: none"> o Technical Assistance o Information on Foot Patrol and Police School Liaison (PSL)

Contact Person

Deputy Chief Bruce L. Benson
313-766-7176

STATUS OFFENDER UNIT

Towson, Maryland

Agency & Unit	Date Begun	Goals/Purpose
Baltimore County Police Department Youth Services Division, Counseling Unit	1976	<ul style="list-style-type: none"> o Mediate family problems and perform crisis intervention counseling as needed

Summary of Activities Brief Description/Staffing

This program was begun as part of the Juvenile Offenders in Need of Supervision Program. The program receives all status offender reports an informal phone referrals from police and parents. This unit contacts all status offenders and mediates any identified family problems, implements crisis intervention counseling, provides referral to community agencies, and gathers and processes diagnostic information. Staff include one merit system program leader and two undergraduate student interns.

No. of Persons Serviced & How
<ul style="list-style-type: none"> o 1,421 cases to date, a majority of which are runaways, requiring a simple phone call

Impact/Results	Problem Areas	Documentation Available
<ul style="list-style-type: none"> o Less paperwork for patrol officers o Status Offenders Unit has relieved intake of cases where parents have refused help o Recidivism rate is 10% o Baltimore County's runaway rate has risen only slightly in past five years 	<ul style="list-style-type: none"> o Lack of staff 	<ul style="list-style-type: none"> o Summary of Youth Services Division, Counseling Unit.

Contact Person

Saul R. Katzen,
Management Assistant, Youth
Services Division
301-668-7673

PRE-TRIAL CONFERENCE SCREENING

Wheaton, Maryland

Agency & Unit	Date Begun	Goals/Purpose
Montgomery County Police Department Youth Division	1981	<ul style="list-style-type: none"> o Prevent recidivism through personal contact with the involved juvenile and family o Identify problem areas which may require follow-up assistance o Have juveniles take responsibility for their actions by admission of guilt, payment of restitution and possibly laboring for a specified number of hours

Summary of Activities Brief Description/Staffing

This program serves minor offenders with two or less past offenses who have not had a pre-trial screening in the past year. Any juvenile case not meeting these criteria is submitted to court. For offenses with victims, the victim is contacted and informed of this program. If the victim consents, the youth charged with the delinquency and his family are required to undergo a pre-trial conference screening. The juvenile must admit to committing the offense and sign a contract in order to be accepted into this program. After separate interviews, the screener determines the most appropriate follow-up response (i.e. drug/alcohol abuse program, Alternative Community Services or a counseling program). The referral agency reports back to the Youth Division when juveniles complete their contract terms. The arrest is eliminated from the Arrest Card and a notation made that the youth has successfully completed the program. Breaking the contract results in referral to JSA and possibly to court. Staff include three full-time detectives.

No. of Persons Serviced & How

- o 56% of the total 5,800 juveniles taken into police custody were not referred to JSA due to Pre-Trial Screening

Impact/Results

- o Direct impact due to face-to-face contact. The extensive control and follow-up on diversions requires extra paperwork
- o Noticeably lower rate of recidivism through pre-trial screening than through juvenile intake or other referral programs
- o Approximately 10% recidivism

Problem Areas

- o Initial resistance by officers and higher administrators
- o Not computerized, therefore unable to evaluate this program and the diversion/referral services

Documentation Available

- o Standard Operating Procedures of Pre-Trial Conference Screening

Contact Person

Lt. Robert Hill,
Director, Youth Division
301-946-7900

ALTERNATIVE TO PROSECUTION

Lincoln, Nebraska

Agency & Unit	Date Begun	Goals/Purpose
Department of Police Youth Aid Unit	1983	<ul style="list-style-type: none">o Redirect resources and emphasize good intervention programso Focus on youths committing offenseso Reduce youthful repeat offenders

Summary of Activities
Brief Description/Staffing

A parent or youth is allowed 24 hours from time of occurrence to report a child's involvement in a first-time crime against property to avoid prosecution. Programs being developed to give these juveniles continuous support. For example, ex-firemen "adopt" youth and serve as buddies in the neighborhood fire station. Police have found that this relieves parents and merchants reluctance to report youth. Officers are assigned responsibility for specific areas of the city, including personal involvement in the schools and recreation centers, and follow-up visits to arrested juveniles or runaways who live in their assigned area. Six officers are dedicated to the Offender Program, and seven officers dedicated to Crime Prevention Activities.

No. of Persons
Serviced & How

--

Impact/Results	Problem Areas	Documentation Available
<ul style="list-style-type: none">o Records/Reporting system traces recidivism and dispositionso Patrol officers are encouraged to send youth to the Youth Aid Unit for extensive assistance	<ul style="list-style-type: none">o Existing programs threatenedo Funding and structuring problems of diversion activitieso Problems developing lines of communication, setting up reporting systems and data processing system	<ul style="list-style-type: none">o Information on reporting system and organizational structureo Mission statement

Contact Person

Lt. John J. Baker,
Youth Aid Unit
402-471-7245

DEPARTMENTAL PROBATION PROGRAM

Harrisburg, Pennsylvania

Agency & Unit	Date Begun	Goals/Purpose
Township Police Department Youth Aid Division	1982	<ul style="list-style-type: none">o Youths take responsibility for their actionso Deter delinquent activitieso Provide an informal involvement in the system

Summary of Activities
Brief Description/Staffing

This program is used for first time misdemeanor offenders. Contracts are developed and signed by the juveniles based on parental guidelines of school attendance, curfew, etc. Violation of this contract results in forwarding the case to the juvenile probation office for disposition. Two Youth Aid Officers' spend a small part of their job on this function.

No. of Persons
Serviced & How

- o In 1983, 169 cases handled by Youth Aid: 20 were put on the departmental probation program, 4 of whom were further involved.

Impact/Results	Problem Areas	Documentation Available
<ul style="list-style-type: none">o Patrol officers feel ownership by making referrals to the departmento Provides alternative between dismissal of case and referral to juvenile probation	<ul style="list-style-type: none">o Not enforceable-- status offender can break departmental probation without punishmento Probation officers treat precipitating offense, regardless of juveniles' history with the Youth Aid Division	<ul style="list-style-type: none">o Contact Reporto Probation Contract

Contact Person

Brenda L. Clark,
Juvenile Officer
717-657-5656

YOUTH SERVICES COORDINATOR
Alexandria, Virginia

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department Youth Services Unit	January 1981	<ul style="list-style-type: none">o Prevention and diversion of juvenile delinquency
<u>Summary of Activities</u> <u>Brief Description/Staffing</u>		<u>No. of Persons</u> <u>Serviced & How</u>
All contact forms are reviewed by the Youth Services Coordinator (YSC). Potential problems with misdemeanants who are not being prosecuted come to the attention of the YSC through contact forms, parental requests or school referrals. Evaluation, short term counseling, or referral to an appropriate community agency are the service options. Half of YSC contacts occur at the station, the remaining half at the juvenile's home or school. Many youth initiate contact with the YSC. A civilian Youth Services Coordinator and two investigators who substitute for the YSC as needed, comprise the staff.		<ul style="list-style-type: none">o 162 cases in 1983o 5-10% had further involvement
<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation</u> <u>Available</u>
<ul style="list-style-type: none">o Patrols are more informed on youth issues, YSC activities referral to the Unito Decrease in cases to Juvenile Intake	<ul style="list-style-type: none">o Approval by City Council took 2 yearso Initial resistance to positiono More staff needed for further program development	<ul style="list-style-type: none">o Youth Services Coordinator Annual Report-1981o Abstract of program statistics
<u>Contact Person</u>		
Michael J. O'Brien, Youth Services Coordinator 703-838-4736		

CHILDREN'S INVESTIGATIVE TEAM (CIT)
Louisville, Kentucky

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Jefferson County Police Department Louisville Division of Police, Department of Human Services	July 1981	<ul style="list-style-type: none">o Welfare and protection of the childo Efficient and effective handling of caseso Reduction of duplicative efforts
<u>Summary of Activities</u> <u>Brief Description/Staffing</u>		<u>No. of Persons</u> <u>Serviced & How</u>
Each team is composed of a Youth Bureau police officer and a Child Protective Services social worker. The law enforcement officer is responsible for investigation and determination of need for prosecution. The social worker is responsible for assessing the social service needs of the child and family. They evaluate the risk to the child and take the necessary action, i.e., prosecution, emergency shelter, or voluntary placement of child with friend or family member. In most situations, cases that need on-going services will be transferred to another Child Protective Service worker. Staffing include ten full-time employees with three teams in the city and two teams in the country on shifts of 8 AM - 4 PM and 3 - 11 PM.		<ul style="list-style-type: none">o 2,170 families in 32 months (68 per month)

Contact Person

Sgt. Debbie Hogan
Youth and Family Services
Bureau
703-387-6320

POLICE SOCIAL WORKER (PSW)
Brookfield, Wisconsin

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department	1980	<ul style="list-style-type: none">o Deter existing and potential juvenile offendero Evaluate causal problems of apprehended juveniles and introduce individual courses of rehabilitationo Develop and implement programs to aid the juvenile delinquent and family through counseling referrals and follow-up services

Summary of Activities
Brief Description/Staffing

No. of Persons
Serviced & How

The Police Social Worker (PSW) fills the gap between traditional police functions (assisting the Prosecutor's office) and intervention activities (assistance which the community expects police to provide). PSW provides counseling, referral, and follow-up services, and has the ability to perform a thorough analysis of problems. The result is effective intervention. Staff include one full-time civilian Police Social Worker who devotes 75% of his time to juveniles.

--

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none"> o PSW helps to alleviate patrol officers frustrations o PSW provides insight and advice on the best solution for individual needs o PSW serves as mediator between intake and police o Juveniles diverted from intake to interventions o Fewer prosecutions o Surrounding communities have adopted PSW programs 	<ul style="list-style-type: none"> o Pay scale inequities between police officers o Officers initially resistant to PSW o Need of training funds for PSW 	<ul style="list-style-type: none"> o Job Description of Police Social Worker o Questions and Answers Brochure
<u>Contact Person</u>		
Chief Jerome R. Wolff 414-782-6072		

POLICE SOCIAL WORKER Menominee Falls, Wisconsin		
<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department Community Services Bureau	1981	o Early intervention and prevention
<u>Summary of Activities Brief Description/Staffing</u>		<u>No. of Persons Served & How</u>
The PSW performs assessment with juveniles who have committed one or two minor offenses. Short term counseling, family crisis intervention, and referral are provided by the PSW. The PSW assists field officers and investigators with juvenile matters. Police receive dispositional reports from referral agencies on referred juveniles. One civilian social workers spends 75% on matters of his time related to juveniles.		o In February 1984 PSW had 8 assigned cases, 28 interviews, 14 referrals, crisis intervention, family interview

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none"> o Offices have resource to deal with potential problems situations o PSW maintains own records o PSW diverts juveniles prior to counseling and releasing or referring to community agencies o Success of program and position have made it expandable to work with adults, and drug alcohol problems 	<ul style="list-style-type: none"> o Initial resistance of officers to PSW during counseling sessions o Confidentiality of information often-times is a difficult situation to handle 	<ul style="list-style-type: none"> o Police Social Workers Job Description

Contact Person:

Sgt. John Pledl,
Community Service Bureau
414-251-6060

CAREER CRIMINAL TRACKING PROGRAM

Fort Wayne, Indiana

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department	August 1984	<ul style="list-style-type: none">o Identify repeat offenderso Develop and implement systems of storing and cross referencing data
<u>Summary of Activities</u> <u>Brief Description/Staffing</u>		<u>No. of Persons</u> <u>Serviced & How</u>
This program is in the formative stage and currently is obtaining a small computer, structuring the program, and gathering the data. It will include all offenders over 14 who have committed two or more Index Crimes from January 1, 1983 to the present. Because the program has not begun, staffing has not been decided.		--
<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation</u> <u>Available</u>
--	<ul style="list-style-type: none">o Purchase of hardware and software costly	<ul style="list-style-type: none">o Statement of Purposes and Goalso Program Outline
<u>Contact Person</u>		
Thomas R. Engle, Public Information Officer 219-427-1230		

STRIKE TWO

Towson, Maryland

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Baltimore County Police Department	1982	<ul style="list-style-type: none">o Encourage clients to pursue non-criminal goals (recreational, scholastic, vocational) under supervision of Youth Worker
<u>Summary of Activities</u> <u>Brief Description/Staffing</u>		<u>No. of Persons</u> <u>Serviced & How</u>
First time "violent offenders" are sentenced to Strike Two by the Juvenile Court. Intensive supervision, psychological, neurological, developmental, educational, and medical evaluation are provided to the clients. Formal individual counseling, group and family counseling, also are provided. Clients participate in Project Turnaround, described below. Staff include one merit system program leader, two permanent part-time Youth Workers, and two graduate students, who are civilians.		<ul style="list-style-type: none">o In 1983, 120 cases
<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation</u> <u>Available</u>
<ul style="list-style-type: none">o Counseling Unit works cooperatively with other officers on investigationo Handle more than 100 cases per year formerly handled by Juvenile Intakeo 3.5% recidivism rateo Frequent publicity	<ul style="list-style-type: none">o Extensive referrals result in group work rather than individual work	<ul style="list-style-type: none">o Summary of Youth Services Division Counseling Unito Excerpts from Juvenile Manual
<u>Contact Person</u>		
Saul R. Katzen, Management Assistant, Youth Services Division 301-668-7673		

PROJECT TURNAROUND (PROJECT "T")

Towson, Maryland

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Baltimore County Police Department	1979	<ul style="list-style-type: none">o Show juveniles consequences of delinquent behavior through intimidationo Encourage acceptable social behavior

Summary of Activities
Brief Description/Staffing

This program was adapted from the Scared Straight Program in Rahway, New Jersey. Male juveniles over 13 who have committed an offense which could have resulted in incarceration for an adult visit the Maryland State Penitentiary, are treated as prisoners, talk to inmates, and are debriefed afterwards. The Police Department provides transportation, and staff of the Unit alternate attending these sessions.

No. of Persons
Serviced & How

- o 20-30 youth per month

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none">o Project "T" seen as important component of other programso Unable to determine project effectiveness	<ul style="list-style-type: none">o Survival of Project dependent on Department Correctionso Cannot plan ahead for entrance into the Prison	<ul style="list-style-type: none">o Summary of Youth Services Division Counseling Unito Excerpts from Juvenile Manual

Contact Person

Saul R. Katzen,
Management Assistant, Youth
Services Division
301-668-7673

JUVENILE CAREER CRIMINAL PREVENTION SERVICES (JCCP)

Towson, Maryland

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Baltimore County Police Department Youth Services Div. Counseling Unit	1983	<ul style="list-style-type: none">o Steer youth involved in JCCP away from a criminal career path

Summary of Activities
Brief Description/Staffing

This program developed out of CETA Institutional Alternatives Program. The Police Department retained the counseling activities when funding was cut in 1983. Youth are referred to JCCP by the juvenile court under terms of their probation. Usually they are multiple offenders. The counselor and youth negotiate a contract to pursue individual goals (behavioral, recreational, attitudinal, scholastic, vocational) under intensive supervision. The youth participate in Project Turnaround, described below. Staffing include one Program Coordinator and three permanent part-time juvenile counselors who are all civilians.

No. of Persons
Serviced & How

- o In 1983, 123 Court appointed cases

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none">o Officers able to do more investigationo Decrease in workload for Patrol officers who no longer appear in courto Decrease in time spent by states attorneys office for this type of youtho 17.3% recidivism in 1983	<ul style="list-style-type: none">o Limited by space, time, confidentiality, departmental rules	<ul style="list-style-type: none">o Summary of Youth Services Divisiono Juvenile Manual excerpts

Contact Person

Saul R. Katzen,
Management Assistant, Youth
Services Division
301-668-7673

JUVENILE OFFICER IN NEED OF SUPERVISION (JOINS)

Hagerstown, Maryland

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department Juvenile Division	November 1977	<ul style="list-style-type: none">o Reduce Juvenile Services Administration (JSA) caseload by disposition of first time, nonviolent minor offenderso Deter these juveniles from further delinquent actso Foster an open, healthy relationship between juveniles and the police departmento Provide a satisfactory response (usually restitution) to victims and complainants

Summary of Activities
Brief Description/Staffing

The three main components in the JOINS program are: 1) diversion, 2) in-school programming, and 3) community public relations. In diversion, the juvenile must admit to committing a first time, nonviolent, minor offense. The victim/complainant, police officer and parents must consent to the juvenile's diversion. Options available are warning and release by JOINS officer, short term in-house counseling of both parents and child, referral to community resource, referral to JSA, or community service hours. In-school programs include discussion of the criminal justice system, stressing the consequences of delinquent behavior. Community public relations includes cooperation with referral agencies and public speaking to community groups on deterring juvenile delinquency. The staffing includes one detective who spends one-fourth of his time on JOINS program.

No. of Persons
Serviced & How

- o 528 juveniles have been served through the JOINS program. Of these 113 have been repeat offenders

Impact/Results

- o Cases diverted from prosecution

Problem Areas

- o Maintaining cooperation with Juvenile Services, Social Services, other local agencies

Documentation
Available

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Contact Person

Det. Margaret Kline
Baker, Juvenile Division
301-790-3700

REPEAT OFFENDER SYSTEM

Waukesha, Wisconsin

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department Youth Aid Bureau	Current system and variations have been in practice 4-5 years	o Prevent juvenile delinquency

Summary of Activities
Brief Description/Staffing

All citations issued to juveniles are reviewed by the Youth Aid Bureau. A review of prior records may lead to a void of the citation and referral to juvenile court. The Department of Social Services and juvenile court are furnished a weekly list of juvenile citations to identify those on supervision or pending a hearing. Staff includes one officer who spends 75% of his time processing citations.

No. of Persons
Serviced & How

- o 11% of the total (10,000) school population receive citations
- o 81% of these are repeat offenders

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation</u> <u>Available</u>
o Increase in filed interrogations o Filed interrogations contain more useful information o Schools help to provide information and streamline investigation procedures o More accurate information provided to the Department of Social Services and District Attorneys o Fewer plea bargaining o Greater assurance of appropriate treatment	o Lack of community awareness	o Youth Aid Bureau Data

Contact Person

Chief Thomas H. Stigler
414-544-8444

SCHOOL RESOURCE OFFICER PROGRAM (SRO)

Tallahassee, Florida

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Leon County Sheriff's Department and Leon County School System	1981	o Create more positive concept of the legal and judicial system o Demonstrate proactive and reactive aspects of law o Develop rapport students o Provide counseling and referral

Summary of Activities
Brief Description/Staffing

SROs are uniformed officers assigned to schools full-time. Officers develop student rapport and are able to identify contributing factors to delinquent behavior. SROs are responsible for crime prevention and related information disseminating in schools. A law enforcement resource assistant is provided for school personnel, parents and students. The main duties of the SROs are to: identify and counsel problem youth; divert youths from Juvenile Justice System; and make referrals to appropriate agencies, i.e., drug and alcohol programs, counseling, community service program, etc. A records/reporting system parallel to that for adults was developed, including a Student Contact Card (biographical info, record of disposition), and a Complaint Record form, which outlines the incident each time a juvenile is diverted. Cases taken to court have 80-90% conviction rate due to this record system, whereas the Criminal case solution rate is 67%. Facilities in each school are available to fingerprint and photograph accused juveniles. Staffing includes ten full-time deputies who cover four high schools full time, six middle schools full time, and one full day per month in elementary schools. SRO staff go on patrol from Friday to Saturday evenings to do follow-up investigations based on intelligence information gotten in schools.

No. of Persons
Serviced & How

- o 22,000 students in Leon County School system in school year 82-83. Breakdown of services as follows: 421 Diversions, 132 Student Arrests, 28 Non-Student Arrests, 635 Informational and Walk-in Counselings, 302 Criminal Counselings, 302 Referral Counselings, 1,098 Complaints

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none"> o SRO took over all juvenile investigations, allowing reassignment of four Juvenile Unit staff o Officers opinions and attitudes changed o Juvenile Intakes significantly reduced o Reduction in diversions and recidivism 	<ul style="list-style-type: none"> o Philosophical differences in handling high school versus middle school students 	<ul style="list-style-type: none"> o Daily Activity Form o Monthly Analysis Worksheet o Student Contact Card o Complaint Record Form o Counseling Forms o SRO Runaway Missing Child Checklist o Agreement Form for Referral-Victim and Suspect
<u>Contact Person</u>		
Lt. Lowell McDonald, Crime Prevention & School Resource Officer Units 904-222-4740		

SCHOOL LIAISON OFFICER PROGRAM (SLO)

<u>Mequon, Wisconsin</u>		
<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Police Department and Mequon-Thiensville school district	1978	<ul style="list-style-type: none"> o Reduce delinquent behavior o Better communication between youth and law enforcement o Develop respect for law and order o Obtain assistance to divert delinquent behavior
<u>Summary of Activities</u> <u>Brief Description/Staffing</u>		<u>No. of Persons Served & How</u>
The SLO who has regular office hours at the school is on call at any time, serves as a counselor in non-academic areas, as an instructional resource, and as an advisor to youth, faculty, staff and administrators. Staff include one officer in the high school three days per week and one officer one day per week in each of the two middle schools. Two School Liaison Officers work Juvenile detail when not assigned to school.		<ul style="list-style-type: none"> o In High School of 2,679, 893 individual counselings o In Middle School of 1,732, 468 individual counselings

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none"> o Patrol officers have a better understanding of youth o Good cooperation and working relationship o SLO program yields more accurate account of illegal activities in schools o Officers in schools have discretion in referral to Juvenile Intake 	<ul style="list-style-type: none"> o Schools often dictate an officer's actions o Friction between SLO and other officers if poor communication o Staff burnout 	<ul style="list-style-type: none"> o Police School Liaison Program Development Policy o School Liaison Officer Program Brochure

Impact/Results (Continued)

- o Fewer prosecution cases
- o Better communication between schools, officers and youth
- o Youth often request to see their SLO rather than the arresting officer

Contact Person

Sgt. Tom Simon,
Community Service Bureau
414-242-3500

POLICY ANTI-VANDALISM EDUCATION PROGRAM (PAVE)

Mineola, New York

Agency & Unit

Date Begun

Goals/Purpose

Nassau County Police
Department Crime
Resistance Unit

November 1981

- o Instill the concept that vandalism hurts people, not property
- o Educate vandals and parents about vandalism and its legal/civil penalties

Summary of Activities
Brief Description/Staffing

No. of Persons
Serviced & How

The PAVE program is the last chance for juvenile vandals to avoid the imposition of criminal penalties. Vandals are brought to the Juvenile Aid Bureau, which can recommend attendance at PAVE, release, or refer to Family Court. PACE attendance can be made mandatory in terms of Probation. Two 1/2 hour education programs are held monthly at the Police Department. The PAVE Program includes education concerning the definition of vandalism, statistics, and motives of vandalism. A slide presentation and movie "Not Too Cool to be Arrested" are used in the education program. Parents and vandals divide into separate groups for discussions with counselors, with approximately 10-14 vandals per class. Parents receive a Referral Service manual for their use. Staff include four police officers. Two certified Community Counselors, (8 Counselors rotate) and two experienced volunteers 16-18 years old from Farmingdale Youth Council Anti Vandalism Program at each session.

- o 190 participants as of February 1984
- o 9% recidivism with only 1 repeat offender

Impact/Results

Problem Areas

Documentation
Available

- o Provides intermediate step between release or court
- o Reduces Intakes
- o Fewer cases to Prosecution

- o History, objectives and lesson plan format
- o Participant feedback questionnaire

Impact/Results (Continued)

- o Records provide excellent follow-up and insures equity in second time offenders
- o Only one PAVE participant has recidivated

Contact Person

Det. Lt. Ronand E. Olsen
Juvenile Aid Bureau
516-535-7650

JUVENILE WARNING CITATION

Salem, Virginia

<u>Agency & Unit</u>	<u>Date Begun</u>	<u>Goals/Purpose</u>
Sheriff's Department Youth and Family Services Bureau (YFSB)	July 1979	<ul style="list-style-type: none">o Provide officers an alternative between warning and release and Juvenile Court processingo Involve parentso Identify repeat juvenile offenders

Summary of Activities
Brief Description/Staffing

No. of Persons
Serviced & How

Juvenile Warning Citations are issued to any youth charged with a non-violent misdemeanor that does not involve property damage. Parents must contact YFSB within 72 hours to make an appointment with an officer for parent and child counseling. If contact is not made, Bureau officers will contact parents by phone or in person. The counseling session is voluntary. Citations provide a record of the number of police contacts, thus identifying repeat offenders. A search is made of Court records before the counseling session. If a juvenile is on Probation, the Probation officer is contacted. A second Citation before age 18 results in immediate referral. Staff include one Sargeant who supervises the seven officers.

- o 10-15 per month

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none">o Saves patrolman time and paperworko Officers can spend more of their time on the streeto Increased paper-work for YFSB, however the system is fully integrated into the juvenile justice systemo Officers handle juvenile contacts as thoroughly as those arrests in preparation for court	<ul style="list-style-type: none">o Salary structure not competitive	<ul style="list-style-type: none">o Juvenile Warning Citation

<u>Impact/Results</u>	<u>Problem Areas</u>	<u>Documentation Available</u>
<ul style="list-style-type: none"> o Patrols send more referrals CIT o Coordination of information and reporting o Decreased duplicative efforts o Reduce burn-out of officers o Prosecutors and judges have more faith in teamwork testimony preparation o Fewer children removed from home o Social worker presence lessens threat of police action, encouraging parents' attention to focus on what is best for the child o Improve supervision of follow-up 	<ul style="list-style-type: none"> o Maintaining separate roles o Interagency cooperation with a history of discord among agencies 	<ul style="list-style-type: none"> o CIT information packet

Contact Person

Sgt. R. C. Mathena
Youth Sex Offense Unit
502-588-2111

END