

NCJRS

JUL 15 1977

ACQUISITIONS

*No Man Stands  
So Tall As He  
Who Stoops to  
help a Child*

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**SURVEY  
OF DENVER JUVENILE COURT**

**December 1976**

This survey of Denver Juvenile Court is published in commemoration of the progress made in judicial administration by the Colorado State Judicial Department since its inception in 1970.

Denver Juvenile Court appreciates the assistance given to this Court in its efforts to produce a modern, efficient and effective specialized Juvenile Court capable of the awesome task of meeting the needs of our troubled youth. Our Court is extremely grateful to Chief Justice Edward E. Pringle and State Court Administrator Harry O. Lawson for their support.



MALE... AGE 15... BROKEN HOME... SCHOOL, NOT ATTENDING AND BELOW GRADE LEVEL... DEFIES AUTHORITY...  
POOR SELF CONCEPT... BURGLARIZES HOMES

Profile of a Delinquent

## PRESIDING JUDGE'S STATEMENT

Denver Juvenile Court was established in 1903 as a separate court to encourage, assist and rehabilitate troubled children and to treat the juvenile offender as a child rather than charging him and punishing him as an adult criminal. To assist the child in becoming a responsible, productive adult, the Court must offer guidance, counseling and opportunities for the child to realize his fullest potential. All of these services cannot be offered by a single court but must be achieved through a cooperative endeavor of the community, the social institutions, the schools, the Denver Department of Social Services and private agencies. Only through this cooperative social endeavor can the child's needs be met—his need for an individualized education, his need for job training and job placement, his need for guidance in achieving responsible adulthood. However, the Juvenile Court must not forget that in order to achieve responsible adulthood a child must learn that he is accountable for his own actions, both

legally and socially, and he must learn to make the appropriate choices. Nor can the Juvenile Court forget its equally important responsibility to protect the Denver community when certain youth endanger the community. The Juvenile Court is not only a court with a social charge and obligation, which can only be achieved by cooperative endeavors of social agencies and the enlightenment of the Denver community, but it is now a court of law where the legal and constitutional rights of the children and adults appearing must be protected and which is achieved through a fair trial and fairness in the law. The ultimate goal is a speedy and fair trial and if the child is found guilty, that an appropriate treatment plan is formulated and carried out, recognizing his and his family's individual needs, in order to rehabilitate and to produce a responsible adult. If the Denver Juvenile Court fails in its charge, it has graduated one more adult criminal to prey on society.

**MALE OR FEMALE . . . AGE SIX MONTHS . . . HOSPITALIZED WITH A FRACTURED ARM AND BRUISED BODY . . . PRIOR MEDICAL HISTORY OF FRACTURES . . . INJURIES BELIEVED TO BE NON-ACCIDENTAL AND INFLICTED BY THE PARENT**

**Profile of an Abused Child**

The law sets minimum standards of conduct for a parent in his relationships with his own child. Then, and only then, does the law intervene with the privacy of the family relationship and the obligations of parenthood. The Juvenile Court is charged with the responsibility of protecting the physical well being of the infant child and assisting the child's family in becoming responsible parents.

The law provides that the family unit should be preserved and that family ties be strengthened whenever possible. A child is removed from the custody of his natural parents only when his welfare and safety would otherwise be endangered. When the Court determines that it is necessary to remove a child from his home after a full adversary hearing, the child is placed in a foster care home or other specialized facility. When it is safe for the child to return to his own natural home, custody will be restored to the natural parents under Court supervision. However, if the Court determines that the child's own home will never be safe, or that the parents' course of neglect or abandonment will in all probability continue in the future, then the rights of the parents will be terminated. If parental rights are terminated, the Court must secure for this child the necessary care, guidance and discipline to assist him in becoming a responsible adult. Thus the Court undertakes to provide permanency, a new home for the child, preferably through adoption. Often the child who has suffered physical or emotional trauma at such a tender age is permanently scarred and his adult caretakers must be much more understanding and loving; therefore, extreme caution must be taken in securing appropriate adoptive parents.

Some states have tried to abolish specialized juvenile courts and incorporate them as a part of the larger general court system, usually adding a domestic relations caseload to an already strained juvenile court work load. Often added to this burden is the annual rotation of judges through the social and legal complexities of a juvenile court.

It has been my experience after several years of work in the juvenile justice system as a Deputy District Attorney, a Court Referee, and since 1973, as the Presiding Judge of the largest Juvenile Court in Colorado, that specialized juvenile courts are essential and need dedicated and committed judges who are permanently assigned to this very important segment of the judicial system. Denver, with a record of having 45.1% of its most serious crimes committed by juveniles, and the Denver Juvenile Court processing one-half of the state's most serious juvenile offenders, must maintain a separate, specialized juvenile court within the state judicial system.

I dedicate this survey of Denver Juvenile Court—past, present and future—to the youth of Denver as it reflects one court's attempt at meeting head-on our youth crisis of today to provide better citizens for tomorrow.

**Orrelle R. Weeks**  
Presiding Judge



Orrelle R. Weeks  
Presiding Judge



Jon L. Lawritson  
Judge

**DENVER  
JUVENILE COURT**

**Judges and Referees**



Morris E. Cole  
Judge



William H. Ward, Jr.  
Referee



Frederic B. Rodgers  
Referee



Robert M. March  
Director of Court Services

## DIRECTOR'S STATEMENT

The Director of Court Services is committed to the overall administrative planning and directing of the Denver Juvenile Court in order to carry out the goals of the Court.

After some sixteen years of experience in both adult and juvenile criminal justice systems, I have found the juvenile justice system to be a critical component of any community. Denver is blessed with a specialized Juvenile Court system which includes a Probation Department, Psychological Services Unit and a volunteer program—JOIN (Juvenile Offenders in Need).

In the City and County of Denver, out of 12,560 juvenile arrests recorded during calendar year 1975, 45.1% were made for serious offenses such as murder, rape, robbery, aggravated assault, burglary, larceny and auto theft. During this same time period a juvenile was arrested every 42 minutes. Also, in 1975, juveniles in Denver accounted for 57.5% of all burglary arrests and 66.8% of all auto theft arrests.

Denver Juvenile Court has experienced the greatest increase in juvenile court filings of all courts in the State of Colorado. Comparison of the filings over a four-year period from 1972-73 to 1975-76 reveals a per cent increase for the Court of 83.2% (without any additional increase in Judges or staff). Denver Juvenile Court handled 24.8% (1,648) of all juvenile delinquency petition filings (6,640) in the State of Colorado during fiscal year 1975-76. This is more than twice as many filings as the next highest juvenile filing rate in the state of 13% (864) in Jefferson County.

Denver's large urban youth population, unparalleled legal and processing problems associated with a major urban environment requires special consideration. In spite of the above factors the Court has attempted to allocate its staff in the most efficient and effective manner possible. A recent study indicates the effectiveness of our probation staff in that from 1972 through fiscal year 1975-76, recidivism among our more serious probationers was reduced from 70% to 32.9%, a remarkable reduction of 37.1%. Our latest cost benefit study for 1975-76 estimates that Denver Juvenile Court operations result in an overall net savings to the State of Colorado in excess of **\$3.9 million**, yet our budget totals only \$1.9 million (see Cost Benefit Analysis in Appendix).

In order to deal with the problems faced by Denver Juvenile Court, a series of goals and objectives are being implemented by the Court. One major goal of the Court is to produce a model juvenile court organization which enhances the juvenile justice system's ability to protect the community while effectively impacting on troubled youth. In order to accomplish this goal, the Court has formed an administrative team of specialists who work in concert with concerned judiciary and a professional probation staff to produce what can become a national model for juvenile courts.

The Court was reorganized in July of this year in order to accomplish the following objectives:

- Enhance the ability of staff to recommend meaningful treatment plans which consider the total needs of youth

- Provide youth with innovative and comprehensive treatment programs
- Provide efficient systems designs for an automated information system to support the Clerk and Trial Court operations and the Probation Department
- Encourage communication among all levels of the organization, while maintaining a cohesive structure
- Create a system for efficient movement of cases while maintaining accurate administrative data
- Continue to establish clear lines of authority and responsibility
- Establish community based probation offices in every area of the city where probation staff can be more effective by working with the youth in his own neighborhood and environment

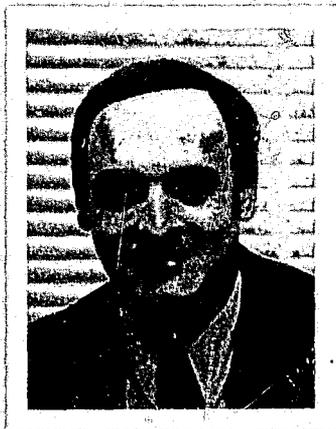
- Promote close community contact with all government and private youth serving agencies to coordinate our efforts to more efficiently serve both the community and youth

Denver Juvenile Court is fortunate to have one of the most accomplished professional staff to support Judges and Referees, as well as truly affect the lives of Denver's youth in a positive manner.

Denver Juvenile Court is not merely a legal oriented entity; it is a caring youth service agency, an arm of the State Judicial System, funded by the Colorado General Assembly for the express purpose of serving youth. It is to this purpose we of Denver Juvenile Court dedicate our time and talents.

**Robert M. March**  
Director of Court Services

## ADMINISTRATION



**Richard M. Arlessohn**  
Chief Probation Officer



**Timothy J. Turley**  
Court Administrator



**Robert M. March**  
Director of Court Services

# HISTORY

Until the end of the nineteenth century, the laws of this country affecting children were drawn from English Common Law. Children fourteen or older who violated the criminal laws were treated the same as adult criminals. They received retribution, punishment and imprisonment with adults. A child between the ages of seven and fourteen was presumed incapable of committing a crime, but this was a rebuttable presumption which could be overcome by evidence to the contrary. A child under the age of seven was considered incapable of committing a crime.

The attitude of treating children the same as adult criminals began to change around the turn of the century. Reformists realized that children should not be treated as adult criminals, that children's problems were distinct from those of adults and that children should be treated by specialists. The social experiment to "save the children" and to end the jailing of children became known as the **Juvenile Court**.

The first juvenile court was established in Chicago, Illinois, in 1899. Judge Richard S. Tuthill was selected to be the first juvenile court judge in Chicago because of a long abiding interest in the life and problems of juveniles. Soon after, in 1903, the country's second juvenile court was formed in Denver under Judge Ben Lindsey, who became known as the "Father of Denver Juvenile Court." During his tenure as the sole Juvenile Court Judge in Denver from 1903 through 1927, Judge Lindsey did much to spread the philosophy of a juvenile approach to law—not only in this country but in Europe as well. He was flamboyant, colorful, a one-man band traveling nationwide to "save the children." Although his career on the bench was marked by stormy and controversial opinions, nevertheless, Judge Lindsey persevered with his ideal of juvenile justice for children.

During the next thirteen years and through the 1930's three judges served in the Denver Juvenile Court, none on a permanent basis—Judge Robert W. Steele serving from 1927 through 1931, followed by Judge Stanley Johnson from 1931 through 1935, who was succeeded by Judge Eugene J. Madden from 1936 through 1940.

In 1940, Judge Philip B. Gilliam was elected, serving thirty-three years until his retirement in 1973. During Judge Gilliam's tenure the City and County of Denver grew and prospered as did Denver Juvenile Court, which achieved nationwide prominence and recognition as a model juvenile court. In the early 1960's, it became evident that one judge could

no longer carry on the important work of the Juvenile Court. Judge H. Ted Rubin was elected in 1964 with the Court now being presided over by two judges. Judge Rubin served until January, 1971; Judge John R. Evans was appointed to succeed Judge Rubin and he served as Presiding Judge of the Court until his untimely death in April, 1973. Judge Evans was succeeded by Judge Orrelle R. Weeks, the current Presiding Judge.

Also, during 1973, a third judgeship was created to carry on the ever expanding workload of Denver Juvenile Court and Judge Jon L. Lawritson was appointed. After Judge Gilliam's retirement in 1973, he was succeeded by Judge Morris E. Cole. In addition to the three present Judges, the Court also has two Referees, William H. Ward, Jr. and Frederic B. Rodgers.

As the legal workload of the Court increased through the years, there were also an increasing number of youth who needed to be provided with supervision by the Court during their period of probation. In order to assist the Presiding Judge in the administration of the clerical and probation functions of the Court, a Director of Court Services position was formed in 1970 with the appointment of Mr. Rudy Sanfilippo, who served the Court until 1972. Dr. Donald Fuller served as the Director until late 1974, at which time he was succeeded by the present Director, Mr. Robert M. March.

Effective January 1, 1970, the State of Colorado assumed funding responsibility for all courts of record in Colorado except the county courts in the City and County of Denver and municipal courts. In order to administer the Judicial Department statewide, the position of State Court Administrator, authorized by the Constitution and created by statute in 1966, was more fully utilized.

The Judicial Department of the State of Colorado consists of the Supreme Court, an intermediate Court of Appeals, District Courts, and County Courts. In addition, the City and County of Denver has separate Probate and Superior Courts, as well as Denver Juvenile Court.

When juvenile courts were first created in the United States in the early 1900's, the legal philosophy of the Court was *parens patriae*. This philosophy was adopted from the English Common Law—a concept that the king of the realm was also the father for the protection of property rights of fatherless children. The concept as adopted by juvenile courts emerged as the judge acting as a "benevolent father" to help wayward children. The juvenile court was charac-

terized by informal proceedings, secrecy and a predominant philosophy that the court would assist the troubled family and the wayward child. As a result of abuses, the "juvenile law revolution" swept the country in 1967 with the United States Supreme Court decision **In Re Gault**, 387 U.S. 1, 87 S.Ct. 1428, which established that the constitutional standard of due process of law applies to juveniles, that the juvenile and his parents are entitled to adequate notice of the proceedings, that the juvenile has a right to an attorney, that the juvenile has

the right to confrontation of witnesses and that the juvenile has the constitutional privilege against self-incrimination. Again, Colorado was a leader in juvenile court reform and anticipated the holding of the **Gault** decision by enacting the Colorado Children's Code in 1967, prior to the actual decision. Juvenile Courts have emerged as courts of law with the guarantee of legal rights and constitutional safeguards to all juveniles and adults. Since **Gault**, juvenile cases continue to be appealed to the United States Supreme Court with juvenile law being clarified and in constant significant change.

## RECENT DEVELOPMENTS

### Organizational Changes in Denver Juvenile Court — 1975-76

Denver Juvenile Court was reorganized in July 1976 in order to correct inequities resulting from some aspects of the Court's previous organizational structure. The new structure provides the following strengths:

#### Overall Structure

- Clearer lines of authority
- Greater autonomy of operations
- Greater accountability by having two Supervisors II with distinct areas of responsibility
- Responsibilities are delegated more to Supervisors and line staff than previously occurred, thereby permitting greater independence and accountability in the performance of duties
- Greater efficiency results from the separation of duties into specialized areas of responsibilities such as intake, community services, placements and administrative services
- Clearer delineation of responsibilities of all staff
- Delegation of greater management and supervisory responsibilities to Supervisors I and Probation Officers III
- Availability of specialized positions in the probation department provide opportunities to persons with varied skills and expertise. For instance, intake gives a person experience in preparation of investigations and reports, while field work allows a person to gain experience in having more direct contact with people. Administrative experience and an additional opportunity for advancement are now available within the organization due to the two Supervisor II positions and probation administrative service positions

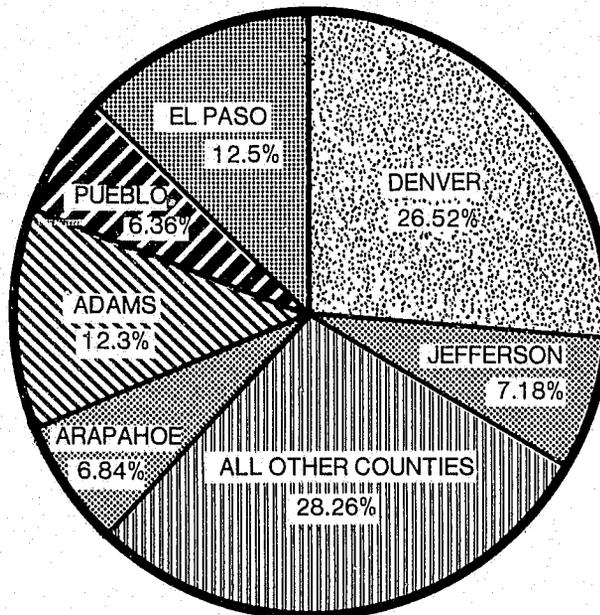
#### Creation of Probation Community Services Division and Admissions and Special Services Division

- Improved efficiency in the delivery of services to youth
- Assignment of personnel to emphasize court proceedings and field supervision while maintaining, in the most efficient manner possible, the specialized functions of intake, detention admissions and special services
- Creation of internal "floater" positions for staff vacancies and balancing of caseloads in every area of the city without reassignment of personnel or changing of caseload boundaries to facilitate independent operations and flexibility while keeping disruptions of staff assignments to a minimum
- Centralization of placements to provide uniform treatment of youth placed outside of their homes, as well as close monitoring of the effectiveness of the services being provided by the group home, boys' ranch or other type of placement facility
- Community locations for field services increase community awareness and identification while reducing costs to the Probation Department in terms of both Probation Officer travel time and expenses
- Less paperwork is required of field staff and supervisors
- Decentralization of area office operations

# PERCENT OF NEW JUVENILE FILINGS by County

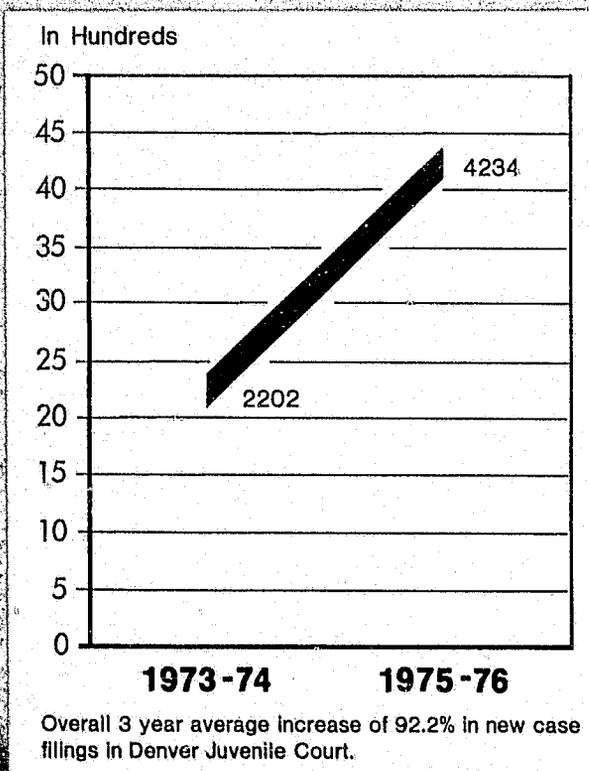
TOTAL CASELOAD

FISCAL 1975-1976

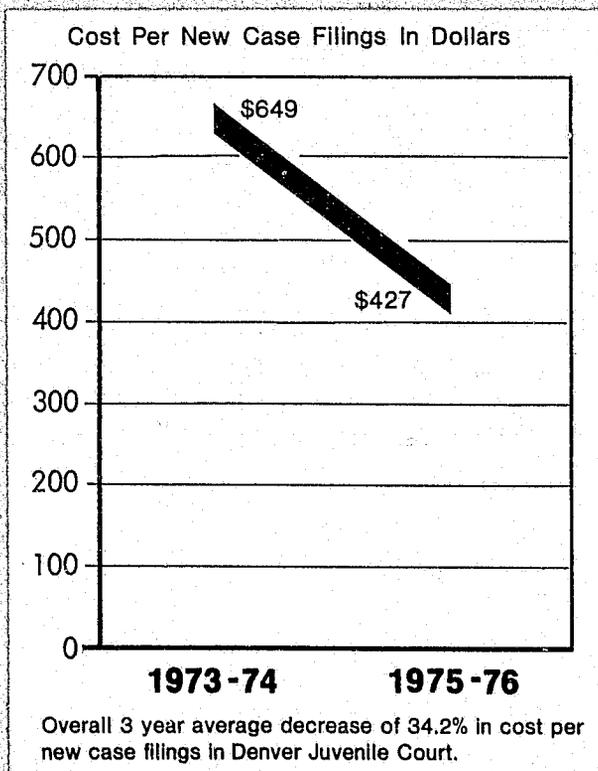


## DENVER JUVENILE COURT

### NEW CASE FILINGS

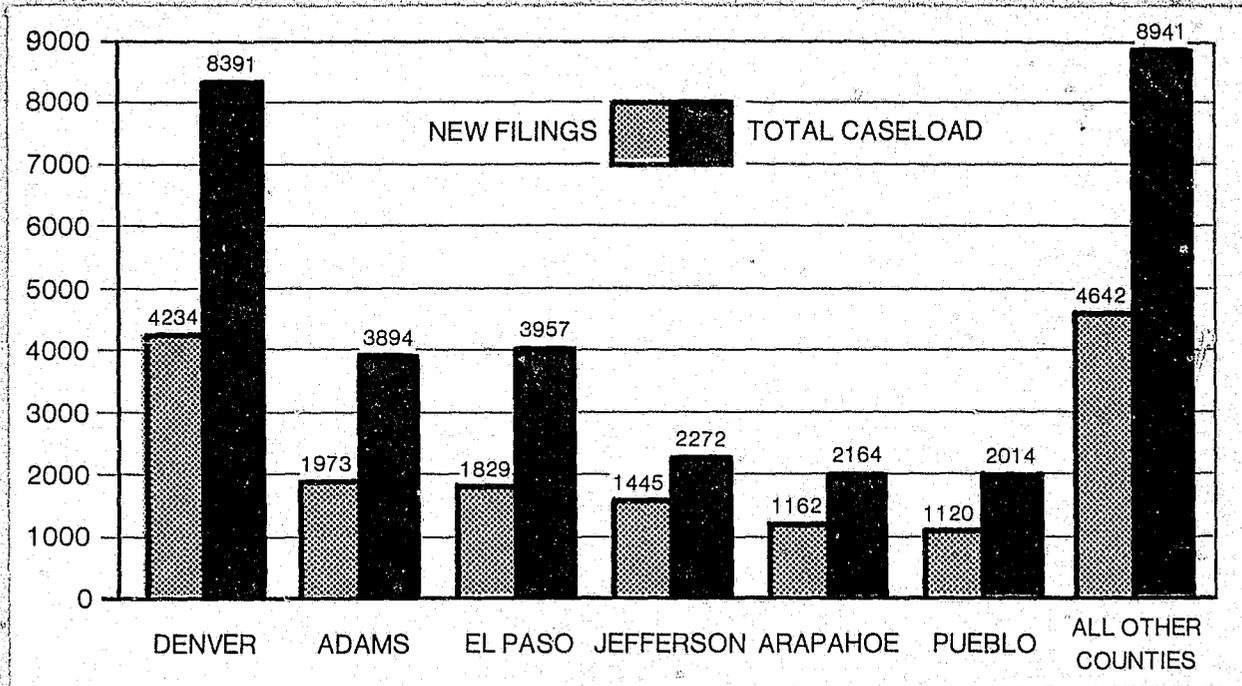


### BUDGET EFFECTIVENESS

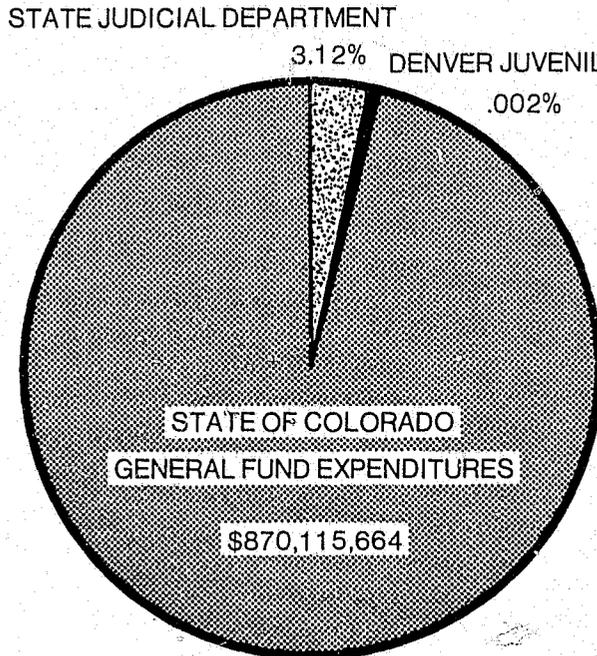


# CASELOAD by County

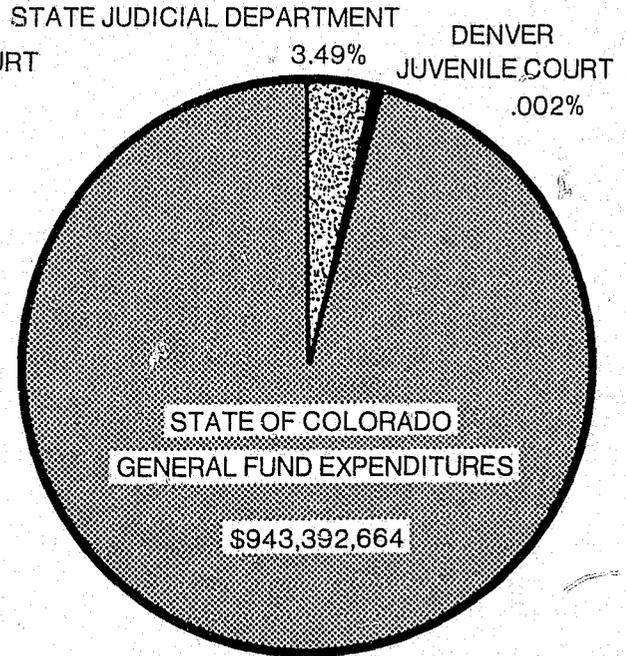
FY 1975-76



# DENVER JUVENILE COURT - BUDGET



FISCAL YEAR 1975-1976



FISCAL YEAR 1976-1977

# CLERK AND TRIAL COURT OPERATIONS



Timothy J. Turley  
Court Administrator III

## Description

The Denver Juvenile Court is a court of record with limited jurisdiction. The exclusive, original jurisdiction of the Court includes jurisdiction over delinquency, Children In Need of Supervision, child abuse/neglect/dependency, relinquishments, adoptions, support and paternity, and judicial consent to marriage of minors.

The Clerk and Trial Court operations division is responsible for the orderly operation of the Court, the processing of all documents and maintaining the official records of the Court. The Registry of the Court, which is charged with receiving all monies paid in the form of fees, fines, support and restitution, is part of this division, as are the adoption and relinquishment departments.

## Clerk's Office

Duties of the Court staff have been reorganized to increase efficiency and to effect accountability. Procedures for the rapid processing of documents have been improved.



## Microfilming

Microfilming has been instituted to record terminated files. This allows the Clerk's office to destroy its extremely old case filings and to create needed additional space.

## Automated Data Processing

On May 12, 1976 automated data processing was implemented. All new cases are entered on the computer terminal when they are filed. From this point forward, the registry of action (Court index of all cases) on a case is also entered in the terminal. Active cases filed with the Court before the advent of the computer have also been placed on the terminal. The processing of all support cases has been converted to the automated system with a resultant savings in time and processing costs and increased accuracy and efficiency. It is estimated that approximately 40% of the time previously expended in the manual receipting and disbursement of support monies has been eliminated. This freed time permits fiscal summaries to be processed and sent to the Court Administrator's office on schedule. Further time can now be devoted to identifying monies being held for payment when the location of the payee is unknown. Eventually all accounts, including restitution, fines, filing fees and attorney fees will be processed through the computer.

## Relinquishment Department

The relinquishment department is charged with the duty of handling the Court procedures necessary to legally free, through voluntary relinquishment, a child for the purposes of adoption. The Denver Juvenile Court has exclusive jurisdiction in all relinquishment proceedings held in the City and County of Denver.



The law requires that the petitioner be thoroughly counseled as to her legal rights in the matter, understand the options available to her other than relinquishment, and the finality of the Court's decision.

This assignment requires a sensitive, caring person who can ease the emotional stress on the relinquishing mother which is associated with relinquishment of parental rights for purposes of freeing a child for adoption. The Court, through cooperation with numerous social agencies, insures that the mother's decision to give up the child is made only after long and careful consideration. The mother's obligation for and claim to the child ceases after the final court hearing and the child is placed by court order in the custody of an authorized agency with permission to place the child for adoption. The counseling and legal process is designed to protect the mother, adopting parents and, most important, the child.

#### **Adoption Department**

The adoption department processes several different subtypes of adoption matters including step-



parent, agency, foreign, out-of-state placement, adult and relative adoptions.

A growing number of Korean, South American, Vietnamese, Filipino and out-of-state adoptions have been filed in the recent past. The legal procedures of each individual state and country must be reviewed to determine that the subject child is free for adoption, either in accordance with the laws of that particular state or country, or in accordance with the laws of Colorado.

After all pertinent information has been gathered and considered by the Court, a hearing is held. If the Court finds that a suitable home is available and the best interests of the child can be served by the adoption, the Court will grant a decree of adoption. The Court exercises full caution and care to assure a stable family life for the adoptive child.



#### **Goals for 1976-77 for the Clerk and Trial Court Operations**

- Increase efficiency of document processing
- Reduce the time legal jackets are out of file
- Prepare and issue a procedures manual for all staff
- Improve verification procedures for data entered into automated system
- Reorganize evidence inventory and storage system for quick retrieval and systematic returning of evidence or destruction of evidence
- Improve and increase speed of case flow and docketing procedures
- Reduce time spent by attorneys, witnesses, probation officers, and clients waiting for hearings
- Automate printing of judicial dockets

# PROBATION DEPARTMENT



Richard M. Ariessoehn  
Chief Probation Officer

## New Chief Probation Officer

Denver Juvenile Court is pleased to announce the selection of Mr. Richard M. Ariessoehn as its new Chief Probation Officer. Mr. Ariessoehn comes to his new position with a wealth of professional experience which is excellent preparation for the position of Chief Probation Officer. He recently resigned his position as Superintendent of the Descanso Adult Honor Camp in San Diego County, California to accept the appointment with Denver Juvenile Court. Prior to that assignment, he served as Division Director of Juvenile Services in San Diego County. He has supervised 72 Probation Officers performing a wide variety of intake, investigation and supervision functions for the San Diego County Juvenile Probation Department. During the six years that Mr. Ariessoehn has worked on the administrative side of probation, he has had extensive experience in personnel, budget, training and solving administrative problems.

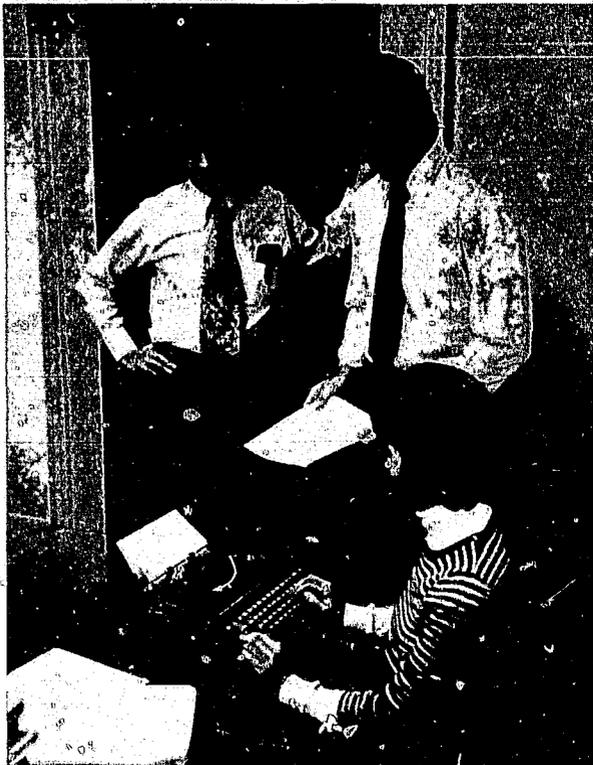
He has four years of university teaching experience and holds two masters degrees in fields relevant to the work of juvenile probation. Since 1971, Mr. Ariessoehn has written articles which have been published in such journals as the **California Youth Authority Quarterly**, **Juvenile Justice** and other corrections periodicals. In addition to providing professional enrichment for those in the field, these articles have also found their way into colleges across the country as part of required reading for curriculum in the field of crime prevention and criminal justice administration.

Mr. Ariessoehn's well rounded background in probation and administration is a definite asset to Denver Juvenile Court and his presence will enhance the professional growth of the Probation Department—Welcome aboard Dick!



## Probation Department

The Probation Department of Denver Juvenile Court is divided into three major divisions: the Admissions and Special Services Division, the Community Services Division, and the Administrative Services Division. The purpose of the Probation Department is to evaluate and supervise youth under the jurisdiction of the Court to effect rehabilitation of the juvenile offender. In order to accomplish this purpose, the responsibilities have been divided among three main divisions of the department.



Denver Juvenile Court probation staff have increased their effectiveness with probationers since 1972 when a baseline recidivism rate of 70% among probationers was recorded by the Denver Anti-Crime Council. In the Community Outreach Probation Experiment (C.O.P.E.) final evaluation for fiscal year 1975-76, a recidivism rate of 32.9% (recidivism being defined as referral to the court) for youth supervised by probation officers was recorded. Therefore, over the past four years, the Court's probation officers have effectively reduced the recidivism rate of their probationers by 37.1%. This has been possible with the redistribution of caseloads among staff and by restructuring the Probation Department into a more efficient organization.

#### **Probation Administrative Services Division**

The Chief Probation Officer is assisted with his various administrative duties by two probation officers. These officers free the Chief Probation Officer for planning and directing the overall operations of the Probation Department.

These two probation officers receive special administrative assignments from the Chief Probation Officer which include the preparation and updating of the policy and procedural manual, and preparation of special reports covering various problems in the daily operations of the Probation Department. In addition, each of the two officers carries 40 to 50 cases requiring minimum supervision (informal adjustment, continued petition, youth over 18 years old and cases where only fine or restitution remain to be paid). Transfer of such cases from the Community Services Division to the Probation Administrative Services Division allows Community Services Division officers to provide more intensive supervision for more serious cases. These officers also act as backup relief to the two main probation divisions for vacancies due to sick and annual leave or for caseload imbalance.

#### **Probation Division Heads**

Assisting the Chief Probation Officer in the actual supervision of the two main components of the Probation Department are two Supervisors II—one in charge of Admissions and Special Services, and the other in charge of Community Services Division. These individuals have parallel responsibilities in their respective divisions and are immediately supervised by the Chief Probation Officer. The two Supervisors II meet regularly with the Chief Probation Officer to evaluate the overall progress and problems of daily operation of the Probation Department.



# ADMISSIONS AND SPECIAL SERVICES DIVISION



Betty White  
Supervisor II

## Introduction

The Admissions and Special Services Division was established by the July, 1976 reorganization. The Supervisor II in charge of this Division coordinates daily operations of the Division and serves as the primary liaison officer for the Probation Department with the District Attorney, Denver Department of Social Services, the Consolidated Diversion Programs, and other agencies involved in the initial stages of a case filing or diversion from the formal court process.

The Admissions and Special Services Division specializes in diversion of youthful offenders out of the detention center and away from the formal Court system, preparation of preliminary investigations upon request of the District Attorney, legal processing of juveniles who enter the system up to determination of guilt or innocence and monitoring of child abuse/dependency/neglect cases. The probation officer must be able to quickly assess the family and child's situation and be sensitive to both the needs of the child and the interests of the community.

## Admission and CHINS Unit

### Description: Admissions and CHINS Responsibilities

The Admissions Unit reviews and evaluates all juveniles who are placed in Juvenile Hall (Gilliam Detention Center) by law enforcement officers. A decision is made by the probation officer according



to guidelines set by the judges whether to hold or release a juvenile admitted to Juvenile Hall which prevents unnecessary detention of youth. Therefore, youth detained are appropriate for detention as they constitute a danger either to themselves or to the community. Detained youth are eligible for bond, with the probation officer initiating the bonding procedures. The probation officer conducts further investigations on all detained youth necessary for detention hearings which must be held within 48 hours.

The probation officer also investigates out of state, out of county, and out of town runaways to arrange for the youth's return home as soon as possible. At least one probation officer is physically present at Juvenile Hall at all times, 24 hours a day, every day of the year. The twenty-four hour duty officer, in addition to preliminary investigation and detention decisions, closes out-of-date probation cases.

During 1975-76, 5,876 requests for admission to Juvenile Hall were processed by this Unit. It is esti-



mated that 68% of all children brought to Juvenile Hall were released within 24 hours as a result of the CHINS Unit's efforts. Throughout the rest of Colorado, the length of time which a child is detained averages four days. The cost to detain one child each day in a state institution is \$34.50. Our Court, in a comparative per detained youth cost benefit of juvenile detention throughout the state, estimates that the screening work by these probation officers results in a total savings for the state of approximately \$490,176 per year (see Cost Benefit Analysis in Appendix).

#### **Description: CHINS Responsibilities**

Many children brought to Juvenile Hall have not committed criminal offenses but are taken into custody for status offenses, such as runaway, beyond the control of their parents, for behavior which endangers themselves or others, or truancy. These "Children in Need of Supervision" (CHINS) are diverted from detention to shelter placement and receive crisis intervention services. CHINS, who are not in custody, are also referred by the schools or parents at which time the probation officer conducts a preliminary investigation and diverts from the formal court process three-fourths of the youth to community agencies or programs for service rather than filing a CHINS case in Court. In 1975-76, approximately 2,200 CHINS and their families were interviewed by the Probation Department with only 55 CHINS petitions being filed in Court.

#### **Probation Admissions and Special Services Division Goals for 1976-77**

- Continue to reduce the length of time a youth is detained at Juvenile Hall, to prevent unnecessary detention of youth and to detain only appropriate youth
- Continue diverting status offenders from formal court process

## **Special Services Unit**

### **Description**

Special Services has three major functions:

- Central Intake
- Review and monitor child abuse/dependency/neglect cases
- Children in Placement Project sponsored by the National Council of Juvenile Court Judges

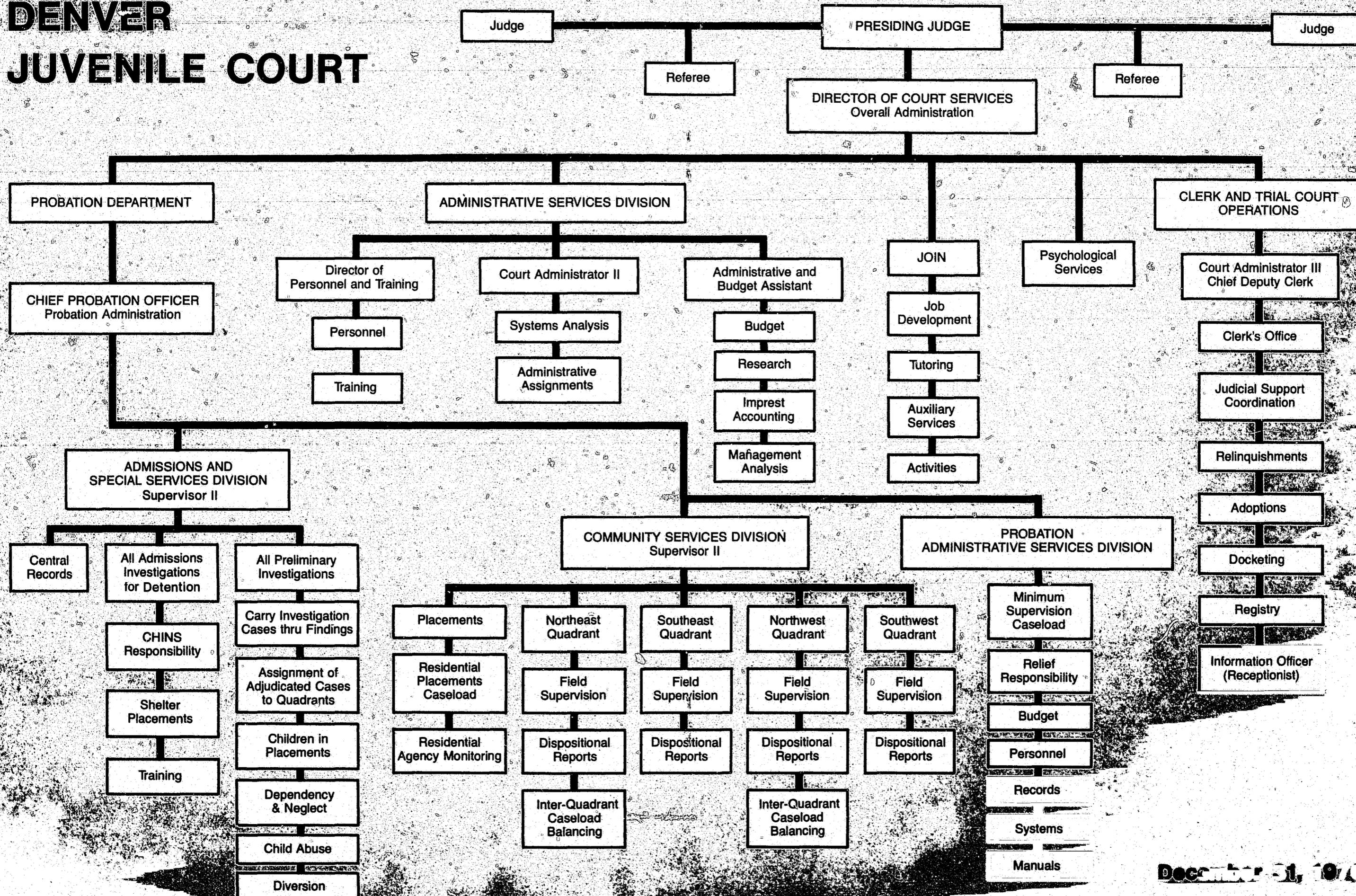
### **Central Intake**

Five line probation officers investigate all delinquency complaints referred by the Denver District Attorney's office. The preliminary investigation includes contact with the victim of the offense, contact with the child and parents, contact with Denver Public Schools regarding school attendance and performance, and contact with any other agency with which the child may have had prior association. As a result of the preliminary social investigation, the probation officer may recommend to the District Attorney that he proceed with a case filing in court, informal adjustment (deferred prosecution) or that the youth be diverted to a community program with no further legal action. During 1975-76 the probation officers successfully diverted 1,950 or 40% of all juvenile referrals to the Court and the other sixty percent were filed as delinquency actions with the Court. Not only were youth served by diversion to community resources but the preliminary investigation also resulted in an estimated savings to the state of \$970,338.24. (See Cost Benefit Analysis in Appendix).



The Central Intake Probation Officer follows the delinquency case filed in Court until there is an actual Court determination of guilt or innocence. The initial preliminary investigation serves as resource information for an appropriate dispositional determination prepared by a Community Services Probation Officer for the Court with emphasis on an effective treatment plan for each individual child.

# DENVER JUVENILE COURT



## Goals For 1976-77

- To reduce time parameters for preparation of the preliminary investigation without a reduction in the quality of the investigation and services provided to youth

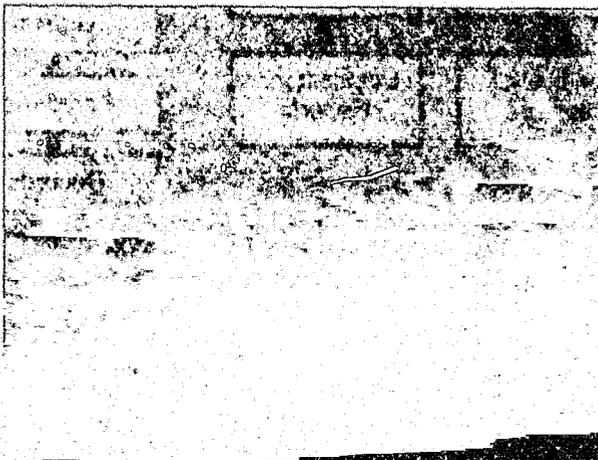
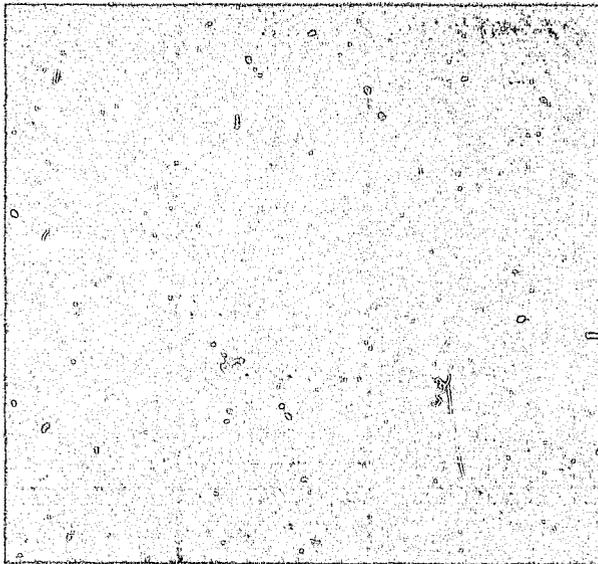
### Child Abuse Function

Pursuant to C.R.S. 1973, as amended, 19-10-103, one member of the Denver Child Protection Team is a representative of Denver Juvenile Court designated by the Presiding Judge. All reported cases of child abuse must be reported to the Juvenile Court within 72 hours of the initial report. Police reports and Denver Department of Social Services reports on child abuse cases are sent to the Court and reviewed daily before the weekly Team meetings. The Child Protection Team meets one afternoon per week to review all new abuse referrals and any prior referrals that have been scheduled for reassessment.

### Review and Monitoring of Child Abuse/Dependency/Neglect Cases

Every child who has been removed from the custody of his natural parents whether by abandonment, neglect or child abuse has the right to permanency—that is a family and home that is his own. For years the Denver Juvenile Court, and courts across the nation, failed to review the status of children who had been placed outside of their own homes in foster care or some other specialized facility. Young children were moved from one foster care home to another and had no permanent planning for their future. Children whose parental rights had been terminated were placed in foster care homes rather than being placed for adoption. Too many children were "lost children in the system" and were suffering from governmental neglect by the Denver Department of Social Services and by the Court.

In April, 1974, a probation officer was assigned to review all open child abuse/dependency/neglect cases dating back to 1958 so that all children under the age of eighteen would have their case reviewed by the Court. The current status of each child was ascertained, permanent planning was made for the child and the case was set for review before a Judge of the Court. Steps were initiated to terminate parental rights on children who would otherwise be adoptable and steps were taken to find adoptive homes for the older "unadoptable" children. The subsidized adoption statute had never been utilized prior to the Court instituting its review of child abuse/dependency/neglect cases. Now children are being placed in adoptive homes where the adoptive parents cannot assume the full financial responsibility for the rearing of the child and through





a subsidized adoption they receive financial assistance from the State of Colorado. Permanency is being achieved for these children. The Court has ended the substitution of government neglect for parental or family neglect. Since 1974, 3,129 cases have been reviewed.

#### **Children in Placement Project**

Since the Court had already initiated the review of child abuse/dependency/neglect cases in 1974, Denver Juvenile Court was one of twelve courts selected nationwide for participation in the **Concern for Children in Placement Project** sponsored by the National Council of Juvenile Court Judges. To increase the effectiveness of the review of cases, community volunteers were recruited and trained to assist and additional probation staff time was devoted to the program. Twenty community volunteers were recruited from Denver Law Wives and the Denver Junior League who began reviewing children's cases and tracking the child from both Court records and the records of the Denver Department of Social Services. Court availability to hear the cases was increased by the permanent assignment of one Judge, assisted by one Referee, to devote their full time and attention to child abuse/dependency/neglect cases. In addition, the Court initiated review procedures on all relinquishment cases where a parent had given up his child but the child had not been placed for adoption. The Court has uncovered many, many instances where an older child of eight or ten years has been in permanent foster care, often being moved from home to home, rather than being adopted. The Denver Department of Social Services has cooperated in reviewing the circumstances of these children and is now assuming its responsibility for permanent planning for the children. Finding the lost child in our system and making appropriate planning for this child also saves thousands of dollars in the cost of foster and residential care, but more important, a child has been salvaged and given a permanent home.



# COMMUNITY SERVICES DIVISION



Cecilia Mascareñas  
Supervisor II

## Description

To provide a more direct, specialized and intensive approach to the work of probation supervision, the Probation Department was divided into a Community Services (field) and an Admissions Division (intake) in the reorganization which became effective July 1, 1976. The Community Services Division was formed to serve all juveniles under the supervision of the Court.

A Supervisor II manages the overall operation of the Community Services Division as well as serving as the primary liaison person for the Probation Department with interquadrant based community agencies and programs. The Supervisor II regularly reviews the work of subordinates regarding personnel and workload problems affecting the delivery of service to youth and the community.

## Quadrant Supervision

To facilitate the supervision of cases referred to Community Services, the City and County of Denver has been divided into quadrants. Each of these quadrants is under the leadership of a Supervisor I who is directly responsible to the Supervisor II of



Community Services. The Supervisor I is in charge of line probation officers in their respective quadrants who provide ongoing formal case supervision of juveniles on probation or who are otherwise placed under supervision (informal adjustment and continued petition) by the Court.

Probation officers in the Community Services Division are responsible for providing intensive to moderate supervision for an average of 45 youth per officer.

The cases are transferred to the various quadrants from the Central Intake Division after adjudication (finding of guilt), and prior to disposition. The Community Services Officers must formulate a treatment plan, depending upon the perceived needs of the youth, for each juvenile. The probation officers prepare a dispositional report in which they recommend the treatment plan for the youth and present the case to the Court at the dispositional hearing. At the dispositional hearing the treatment plan is evaluated and one or more of the following dispositional alternatives is ordered by the Court:

- Probation (court supervision)
- Continued petition (a form of deferred judgment)
- Out-of-home placement
- Fine
- Restitution to the victim
- Commitment to the Department of Institutions
- Jail sentence if minor is 18 at time of disposition

The Community Services Officers are expected to provide ongoing supervision for juveniles on probation, continued petition, in out-of-home placement and informal adjustment.



Probation officers provide direct contact with youth placed under supervision by the Court. Each probation officer works closely with the youth in the community to establish a good relationship and to expose him to non-criminal positive experiences. Through this effort, the criminal behavior of the youth can be altered and his behavior influenced in a positive manner. The probation officer must be experienced in dealing with people and have wide knowledge of community resources to develop a treatment plan which can successfully alter the path of a child's life.

### Placement Unit

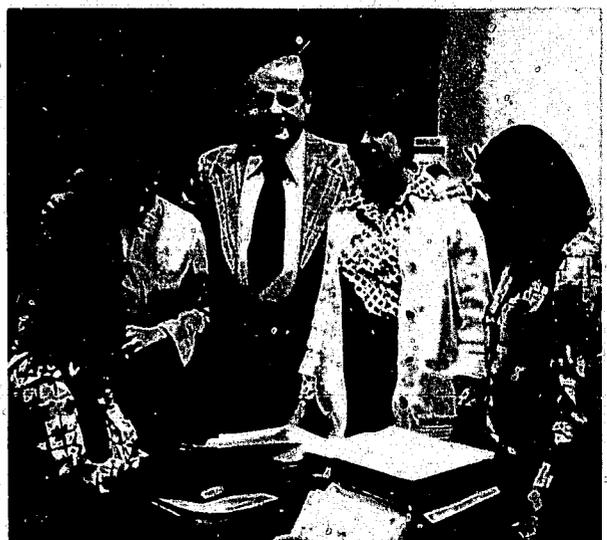
The Placement Unit is also in the Community Services Division and supervises all juveniles who have been referred for out of home placements for over thirty days. The Placement Unit provides specialized supervision for youth who have had difficulty in dealing with problems in their home and fulfilling the ordinary requirements of probation;

consequently, they have been placed outside their home in residential care facilities located throughout the state. In addition to supervising juveniles in long term placement, it is the responsibility of the probation officers in the Placement Unit to monitor the activities of all placement facilities used by the Court. The placement facilities are assigned probation officers on a geographical basis in order to reduce travel time and cost involved in supervising youth and monitoring the facilities. The primary advantage of the Placement Unit is that no longer do four or five officers have to visit youths in distant placements. All juveniles in a particular placement, regardless of the distance from the Denver metropolitan area, have the same officer who can regularly visit each placement facility and contact all Court youth at the facility.

If problems arise with the juvenile at a particular placement, officials have to notify only one officer from the Court. This has improved the working relationship with the Court, not only with youth in placement, but also with officials of the various placement facilities, Department of Social Services and Denver Police Department.

### Probation Community Services Goals for 1976-77

- Improve the quality of work of the Community Services Division by becoming a more visible and viable force within the Denver community
- Decrease the size of individual caseloads so that probation officers may be able to provide more intensive supervision of juveniles who are both multiple and serious offenders
- Provide a unified treatment plan for youth placed under supervision by the Court
- Reduce interquadrant caseload distribution inequalities



# ADMINISTRATIVE SERVICES DIVISION



Robert M. March  
Director of Court Services

## Description

The Denver Juvenile Court Administrative Services Division provides overall administrative assistance to all areas of the Court including the Judicial Divisions, Clerk and Trial Court Operations and the Probation Department. Services are provided



primarily by three people in the division in the following areas:

- Personnel and training
- Systems analysis and administrative assignments
- Budget, research and management analysis

Each of the specialists provide information to all areas of the Court and coordinate the administration of all non-judicial activities of the Court. Overall services for the Court are provided in the areas of personnel, training, budget, research, computer development and management evaluation of personnel and program effectiveness. The Administrative Services Division provides valuable support services for all of Denver Juvenile Court.



Larry Hone  
Director of Personnel and Training

## PERSONNEL AND TRAINING UNIT

## Description

The Personnel and Training Department of Denver Juvenile Court is responsible for the overall design of staff development efforts, management of all personnel functions and occasional periodic administrative/management studies. The program

involves planning professional growth opportunities and handling personnel operations for a staff of 113 employees.

A comprehensive Personnel and Training Manual was written during 1975 which included many innovations in the personnel operation. Since March of



1973, over 1500 hours of training were provided for the professional development of Juvenile Court staff.

#### Personnel and Training Unit Goals for 1976-77

##### Personnel

- To recruit, screen and hire highly qualified ap-

plicants for employment within Denver Juvenile Court

- To fully implement the concepts developed in the new Denver Juvenile Court Personnel and Training Manual
- To be sensitive and aware in meeting the personnel needs of Juvenile Court staff at all levels within the organization
- To continually assess the new personnel procedures and make changes where appropriate

##### Training

- To develop interest and enthusiasm in personal and professional growth among Juvenile Court employees
- To design meaningful learning experiences which enhance the professional competence of staff members at all levels within the organization
- To provide an opportunity for employee input into assessment, planning, implementation and evaluation of staff development efforts

## SYSTEMS ANALYSIS AND DEVELOPMENT UNIT



James VanZandt  
Court Administrator II

#### Description

The Administrative Services Division of Denver Ju-



venile Court performs a variety of roles in the area of Automated Data Processing (ADP):

- Interface between State Judicial ADP and Denver Juvenile Court staff
- Analysis of present operating systems and procedures and the effective integration of ADP systems into Denver Juvenile Court
- Systems analysis and design, testing, conversion and implementation and scheduling for all aspects of Denver Juvenile Court's operations
- Preparation of an internal manual and automated information operations control and monitoring
- Staff training

## Systems Analysis and Development Unit Goals for 1976-77

### Court Operations

- Finalization of Court minute order programs design and implementation
- Complete full conversion of all cases to ADP utilization
- Prepare a plan, including tasks, procedures and time schedules for converting to an automated docketing system
- Retrain division staff and court clerks in use of ADP input codes to insure conformity of the data base, thereby producing quality statistics
- Develop control and verification procedures so as to insure accuracy of ADP input and establish effective case monitoring and control

### Probation Operations

- Complete testing and analysis of State Judicial's automated probation system and of the impact of an automated probation system on

probation staff and operations in Denver Juvenile Court

- Develop a conversion plan for implementation of an automated probation system and the integration of that system into probation operations
- Train probation staff in the utilization of the automated probation system

### Courtwide

- Formulate, with staff, operational responsibilities for ADP including data input, equipment problems, ADP liaison, case control and staff training
- Design ADP statistical and management reports needed for management, budget, operational and public information purposes for use in the Clerk and Trial Court and Probation operations
- Develop data input and case monitoring control procedures

## BUDGET AND RESEARCH UNIT



Maryann Motza  
Administrative and Budget Assistant

### Description

The responsibilities of the Budget and Research Unit include assisting the Director of Court Services in all budget and fiscal preparation and control functions for the Court. In order to facilitate control over both statistics and the budget, the half-time statistician for the Court and the Imprest and Payroll Accounting Clerk II are assigned to this Unit.

The Budget and Research Unit also initiates and conducts administrative studies that analyze all fiscal systems of the Court, makes recommendations concerning the efficiency and effectiveness of those systems, and implements and monitors the recom-

mendations which are approved by the Director of Court Services. The Budget and Research Unit also makes procedural recommendations to the Director of Court Services based upon studies which review and analyze methods, systems, procedures and paper flow to determine possible areas for management improvement.

The Budget and Research Unit focuses primarily upon fiscal operations of the Court as well as structuring a data base for the collection of statistics which are used for both monitoring the budget and assessing total workload of the Court and Probation Department.



#### **Budget and Research Unit Goals for 1976-77**

- Provide a uniform, centralized data center for all statistical needs of the Court
- Perform management analyses designed to assess effectiveness of operations, programs, procedures and policies

- Continually assess, evaluate and provide information for the Director of Court Services regarding present and projected status of the budget to facilitate control of expenditures and efficient, effective utilization of funds
- Coordinate, supervise data collection activities throughout the Court
- Design statistical data base for the computer system
- Supervise imprest and payroll operations in the Court
- Prepare management reports monthly regarding vacancy savings, operating, travel and contract service expenditures
- Prepare guidelines for budget request preparation and justification in line with goals and objectives of the Court
- Evaluate operations and activities within the Court as necessary

## **JOIN, INC.**

#### **Description**

JOIN, INC. is Denver Juvenile Court's first experience with an "in-house" resource center functioning primarily through volunteer manpower. The program is an outgrowth of a research effort conducted by the Junior League of Denver, Inc. in early 1974 with the assistance of Denver Juvenile Court. The Denver Junior League is a local chapter of a national organization which has been promoting volunteerism through development and support of service projects nationwide since the early 1900's.

Julie Snyder  
Volunteer Coordinator



The purpose of the program is to use volunteers to further the general welfare of youth who are under the jurisdiction of Denver Juvenile Court. The JOIN program is unique in that it uses volunteers to provide a variety of services, rather than just matching volunteers and clients for counseling. Specifically JOIN attempts to relieve Juvenile Court probation staff of many non-counseling duties by coordinating certain needs of juvenile offenders with community resources, and, in some cases, by providing direct services.

In March, 1976, JOIN became incorporated as a non-profit corporation. A Community Board composed of 14 representatives from the Junior League and various community concerns is now responsible for program supervision and fund raising efforts.

Services provided directly to the Court by JOIN volunteers include tutoring, job development, counseling and placement, and college student support to staff through Internships. Other services provided through the use of existing community resources include recreation, transportation, clothing, vocational education, emergency services, babysitting and medical services.

A Volunteer Services Coordinator, supervised by the Director of Court Services, directs all volunteer efforts. The Coordinator and the JOIN Board have identified a number of areas in which volunteer support is valuable. A task force approach was devised to channel volunteer efforts into the following areas of need:

**Job Development**—Employment continues to be a major need of the youth population and more difficult to obtain for juvenile offenders. The job development project was initiated in August, 1976, under the direction of a half-time coordinator. Additional private funds have been received and this position will become full-time on January 1, 1977. The Job Developer actively seeks employment opportunities for youth under the jurisdiction of the Court, and trains the youth on methods for obtaining and keeping jobs.

**Education**—The JOIN education program deals with the educational needs of Court youth by providing volunteer educational assistance on an intensive basis. Most youth referred to the program are enrolled in school, so the relationship with a JOIN tutor is a supplementary, rather than an alternative, type of educational experience.



**Court Internships**—The court intern project provides direct support and assistance for probation staff through the use of college students. Initiated in September, 1976, this project involves recruitment of students from Denver area colleges and universities, student screening, placement, training and evaluation. Court interns are directly responsible to and under the supervision of probation staff. In addition to 9 hours of training prior to placement, students receive orientations to their specific assignments and in-service training on a monthly basis along with college credits for their service.

**Resource Development**—All other JOIN services made available to Court youth by matching needs with community service agencies, are provided through the resource development task force. These services focus on basic needs of youth, such as clothing, food, transportation and medical assistance.

**Support Services**—A number of support services are necessary to maintain JOIN operations. These include fund raising, grant writing, public relations, recruiting, volunteer training and placement.

#### **Accomplishments**

Although JOIN is little more than two years old, a number of accomplishments have been achieved. As of November 1, 1976, some of these include:

- Provided services to nearly 1,000 Court youth
- Generated more than \$10,000 in contributed materials and services for Court youth and JOIN
- Filled 92% of all requests for services from Court staff
- Recruited, trained and placed 215 volunteers who contributed nearly 16,000 hours of services
- Created a Volunteer Services Coordinator position in Denver Juvenile Court
- Successfully sought private grant funds to hire a full-time Job Development Coordinator and establish a job development program

#### **JOIN, Inc., Goals for 1976-77**

JOIN's goal is to increase use of volunteers to assist Denver Juvenile Court staff by coordinating the needs of youth under the jurisdiction of the Court with available community resources and by providing certain direct services

# PSYCHOLOGICAL SERVICES



Walter Nickelson  
Court Psychologist

## Description

Psychological Services, consisting of two full time staff psychologists, one part-time psychologist and one part-time consulting psychiatrist, provides evaluations of youth who display unusual behavior problems or patterns, assists placement of youth by providing appropriate assessment, coordinates mental health referrals including hospitalization and referral of cases to other appropriate agencies for specific kinds of evaluation or treatment. Evaluations are prepared by the Psychological Services Division when probation officers are unable to fully assess the emotional status of a youth. Often juveniles are referred to the Psychological Services Division for testing and evaluation.



Extensive research is being done to determine the relationship of educational and emotional deficiencies to delinquent behavior. In conjunction with this research, as youth are tested, the results with recommendations for corrective treatment, are made available to the Court in order that our Judges can tailor dispositions which will truly take the youth's emotional and educational handicaps into consideration.

In addition to providing assessments of youth by staff members and referral services to other agencies, the Psychological Services staff provides consultation to probation officers, administrators and Judges.

## Psychological Services Goals for 1976-77

- To increase the number of assessments and evaluations of youth with behavioral, emotional, learning and social adjustment problems
- To provide a better understanding of the unique problems these youth display and experience
- To further refine the recommendations for treatment and remedial alternatives for these problems
- To be familiar with the mental health facilities and opportunities available in the community

# DIVERSION PROGRAMS

Denver Juvenile Court utilizes many diversion programs in the Denver community in order to better serve the youth under its jurisdiction. Specific programs include the following:

## Consolidated Denver Diversion Programs

The philosophy of diversion is based on the concept of separating youngsters from the formal justice system at different levels in order to secure

specialized services designed to address identified needs for youth. To this end, seven diversion programs were state funded for fiscal year 1976-77 to serve the needs of Denver youth at the cost of approximately \$1 million. The General Assembly saw the need for such diversion programs and allocated the necessary funds, since previous federal funding from LEAA sponsored Impact Cities monies was depleted.

## Central Denver Youth Diversion Program

The Central Denver Youth Diversion Program, funded by LEAA and becoming operational in April of 1977, will divert at least 1200 multiple offenders from the juvenile justice system over a three year period. Only youth who are subject to adjudication as delinquents will be diverted, although diversion will take place at three different levels over the three year period:

- Police Department.....150
- Denver Juvenile Court .....900
- District Attorney.....150

All youth diverted to the Central Denver program will be offered needs assessment and diagnosis in the areas of: academic abilities or disabilities, job aptitudes, social adjustments, effects of negative labeling, i.e. "chronically truant" or "school drop-out", and learning disabilities.

## JUVENILE JUSTICE PLANNING AND ADVISORY COMMITTEE

Due to past misunderstandings and miscommunications among the criminal justice agencies, a Juvenile Justice Planning and Advisory Committee was established to act as a cooperative policy-making committee to arrive at solutions to mutual problems and to improve the efficiency of the juvenile justice system. This committee meets as needed, and is composed of representatives from the Denver Police Department, District Attorney and Juvenile Court. This committee occasionally meets with other agencies to arrive at mutually agreeable solutions to problems facing Denver's Juvenile Justice System.

## JUVENILE JUSTICE DIVERSION SCREENING COMMITTEE

An operational screening committee composed of one representative of each of the following juvenile justice agencies has been formed: Denver Police Department, District Attorney and Juvenile Court. The Screening Committee was organized in order to coordinate, in a cooperative manner, all referrals to the various diversion alternatives currently available or which are expected in the near future. The Screening Committee will meet twice weekly and screen all police referrals to the District Attorney after the preliminary investigations have been prepared on each case by the central intake unit of Denver Juvenile Court. Through this cooperative effort, all referrals will be coordinated, and thereby more efficient use of the diversion alternatives will be possible.

## COMMUNITY OUTREACH PROBATION EXPERIMENT (C.O.P.E.)

Project C.O.P.E., funded in April of 1973 through LEAA Impact Funds, was developed to provide intense supervision for probationers involved in impact offenses. The project utilized street-oriented paraprofessionals to work intensively with probationers by making at least three contacts per week with the child and his family with the streetworkers being supervised by probation officers. The goals of C.O.P.E. were to:

- Reduce recidivism for target offenses, e.g., robbery, burglary, rape and assault by 20%
- Increase community involvement, relationships and awareness

- Intensify treatment contact and prevention among target offenders

The project was refunded in 1974 with LEAA funds by Impact Cities and again in 1975 by the State Division of Criminal Justice.

Through intensive contact by the paraprofessionals, a reduction in recidivism of 30% was achieved regarding those probationers involved in the project. Store front offices were opened in seven areas of the city, thus increasing community contact and

awareness. A staff of twelve paraprofessionals were teamed with probation officers in each quadrant of the city. These paraprofessionals were from the neighborhoods where they were assigned, and were very familiar with the youth and the problems in these communities.

Federal funds ceased in 1975 and the Court sought state funding to continue this vital, specialized and successful program. Due, however, to budgetary constraints which faced the Legislature in 1976, funding was not forthcoming and the project was terminated in July of 1976.

## **PARTNERS COURT PROJECT**

Since 1968, Partners has provided the Court with ancillary and diversionary services. Partners' philosophy is to effect changes in the lives of youth through matching the youth on a one-to-one basis with a stable adult. Partners provides numerous support services to a unit (youth and volunteer) in the form of counseling services, a wide range of recreational activities and an educational program (alternative school).

Partners originally was funded by a variety of federal grants and private community support involving both money and in-kind services. Partners later developed a managing partner concept involving the corporate community. The concept is based on a

Corporation's needs to be responsible in the community by donations and Partners' responsibility to be accountable by having an executive from the corporation sit on the policy board. This concept has proven to be an innovative and functional avenue to responsible and accountable funding as well as providing management expertise to Partners.

The Court, recognizing the valuable contribution Partners makes to the youth of Denver, obtained state funds for a purchase of services agreement to finance 25% of Partners' costs. During the current fiscal year, Partners will match 235 Court referred youth with senior partner volunteers.

# APPENDIX

## Workload and Caseload

Statistics from fiscal year 1975-76 are helpful in terms of providing an overview of the workload of the Court. The following is a brief summary of the 1975-76 statistics in the following areas:

### Probation

#### Detention Admissions

- The detention admissions office at Gilliam Center (Denver Juvenile Hall) had contact with a total of 5,876 youth during 1975-76. Out of that total, 4,736 were detained (booked in)

#### Child Abuse

- The Child Protection Team, on which one of our probation officers serves, reviewed a total of 1,430 children from July 1975 through May 1976. This involved 622 new complaints, each of which may include more than one child. In addition, the Team found it necessary to review 520 cases for continued treatment planning

#### Intake Investigations

- The Central Intake Special Services Unit reviewed a total of 1,825 dependency/neglect cases during 1975-76, involving cases back to 1958. Out of the 1,825 a total of 258 cases were set for hearings to make permanent plans for the children
- The Intake Officers processed a total of 3,598 complaints in 1975-76
- Informal adjustments processed were 202 in 1975-76
- Unofficial handling cases processed were 1,243 in 1975-76

### Youth Placed under Probation Supervision

- A total of 584 youth were placed on probation in 1975-76 as compared to 395 in 1974-75, or an increase of 47.8%. Currently, the Court averages 1,278 youth under Court supervision per month
- Also placed under temporary supervision of the Probation Department although on continued petitions (deferred judgment), were an additional 247 youth. This reflects an increase of 59.4% over the previous year's 155 total
- A total of 460 youth completed their probation in 1975-76 for an increase over last year's 342, or 34.5%

### Placements

- Court ordered placements of youth outside their homes were up slightly in 1975-76 to 193, for an increase of 4.3% over the 185 youth placed in 1974-75. Out of the 1,278 youth on probation supervision, 15.1% were placed outside their homes

### Clerk and Trial Court Operations

- Total new petitions filed during 1975-76 amounted to 4,012. The new Delinquency and CHINS filings came to 1,546 in 1975-76
- Petitions to revoke probation totaled 219 in 1975-76
- Trials to jury totaled 68 in 1975-76
- Trials to court increased from 59 in 1974-75 to 71 in 1975-76, or up 20.3%
- Total youth committed to the Department of Institutions during 1975-76 was 147, up 9.7% over the 134 committed during 1974-75

## COST BENEFIT ANALYSIS 1976-1977

### Direct Operations

#### Probation Community Services Division

**Cost**—The average field probation caseload is 45 cases per probation officer. Therefore, the cost per year per case under supervision is \$588.76 (determined by multiplying the average cost per employee of the Probation Department \$20,336.20 times the number of employees engaged in Community Services operations 37 divided by the average supervision caseload 1,278).

**Benefit**—Benefits accruing to the Court and community as a result of field supervision include:

- Reduction in the rate of recidivism if more intensive supervision is provided to each child on probation through a lower probation officer client ratio
- It costs \$12,593 per year to incarcerate one youth in a Colorado State institution and only \$588.76 to supervise a youth on probation, for a savings of \$12,004.24 per case
- The recidivism rate for probationers in 1975 was 32.9%, with 67.1%, therefore, not reoffending

- According to a recidivism study conducted by the Denver Anti-Crime Council and completed in 1975, the number of prior arrests is one of three variables which have the most influence on determining whether or not the offender's sentence involves incarceration. Therefore, the 67.1% which did not reoffend constitute a cost saving to the state

Based on Denver Juvenile Court data, a cost saving estimate was developed involving a comparison of probation cost per individual with incarceration cost per individual. The procedure is:

- Take the number of persons committed during 1975-76 as a percent of the total petitions filed (new and revocations) which constitute the percent of persons committed last year (9.2%)
- Multiply the 67.1% non-recidivism rate by the average Community Services Division caseload total (1,278) to arrive at the number of youth who did not recidivate (858 youth)
- Multiply the 858 by 9.2% to arrive at a total number who would potentially be committed if that 67.1% had recidivated (79 youth)

- Multiply the 858 by 90.8% to arrive at the total additional cost to the court if the remainder of those 67.1% had recidivated, been processed through the court and placed on probation (779 youth)
- Multiply the 79 potential commitments by the cost to incarcerate a youth each year in a state institution, \$12,593 (\$994,847)
- Multiply the 779 by the cost per year per case for each probation field supervision, \$588.76 (\$458,644.04)
- Add the cost of the potential commitments (\$994,847) to the cost of the potential field supervision cases (\$458,644.04)

Therefore, the field probation unit's supervision of children last year saved the state a total of \$1,453,494.04. Our cost benefit figures indicate that probation field supervision annual costs are \$752,439.40. Consequently, the operation of the Community Services Division of the Probation Department saves the state an estimated \$701,054.64 annually.

At the present time, the total savings to the Denver community cannot be accurately estimated. However, with the reduction in the number of juvenile offenders through the Court's efforts as indicated above, the Denver community has realized a substantial savings not only in hard tax dollars, but also in reduced victim losses due to juvenile crime.

#### **Probation Admissions and Special Services Division-Central Intake Unit**

**Cost**—The average monthly caseload currently involves approximately 45 cases per month per Intake Probation Officer. It costs \$67.82 to process each complaint through Central Intake (arrived at by multiplying the average cost per employee of the Probation Department \$20,336.20 times the number of employees engaged in preparation of preliminary investigations completed in 1975-76 12 divided by the number of investigations 3,598).

**Benefit**--Operation of the Intake Unit of Denver Juvenile Court is required by the need for extensive social investigations on each child referred to the Court by the Denver District Attorney, since the District Attorney only looks at the child's arrest record where probable cause exists that the child committed the offense alleged and has requested that the social investigation be performed by probation staff.

Each preliminary investigation completed by Central Intake costs \$67.82. The investigations can result in recommendations that a child not be processed through the formal Court system but, rather, diverted into informal or unofficial programs for handling the problem. As a result, the costs to process a case through the Court are saved on all non-filed (unofficial handling and informal adjustment) cases or 1,950 cases last year.

The average total cost to process a case through the Court is \$384.42 (arrived at by adding the total cost of all staff and operations of the Court and Probation Department, \$1,954,772 divided by total number of staff 113 divided by average caseload per probation officer 45) or \$749,619 for the 1,950.

In addition, Denver Juvenile Court records show that 52% of all new delinquency and CHINS filings (1,648) result in children being placed on probation or on continued petition, or 857 in 1975-76. Out of the 1,950 unofficial and informal cases, 1,014 would potentially be placed on probation or continued petition. At a cost of \$588.76 per child per year under Community Services supervision, the savings to the state amounts to \$597,002.64. Operation of the Central Intake Unit costs \$244,034.40 at present or total savings of \$1,102,587.24.

The total savings to the state by Central Intake was based on diverting the cases away from Court processing and from probation. This reflects the savings just for recommending that certain children be placed in diversionary programs; this does not reflect the additional responsibilities of the unit which also result in cost savings to the state. This does not include the savings realized by the community if those children do not reoffend.

An additional savings is realized on the Court hearings which are prevented as a result of this diversion. An average of 4.91 hearings are held on each delinquent youth filed on over a one year period. The average cost per hearing is \$127.13 or \$624.20 per case (total Denver Juvenile Court budget \$1,954,772 divided by the number of Court hearings 15,376 multiplied times 4.91 hearings). Therefore, the 1,950 cases which were not filed on nor processed through the formal Court system resulted in a savings of \$1,217,190.

#### **Probation Admissions and Special Services Division—Admissions/CHINS Unit**

**Cost**—During 1975-76 the cost per probation officer for performance of each detention admission was \$44.99.

**Benefit**—It is estimated that 68% of all children brought to Juvenile Hall are released within 24 hours as a result of the CHINS Unit's efforts. Throughout the rest of Colorado, the length of time which a child is detained averages four days. The cost to detain one child each day in a state institution costs \$34.50.

Therefore, in Denver, due to the CHINS Unit's efforts, it costs the Department of Institutions \$103.50 per youth less than in other districts. The total savings for the state per year is an estimated \$490,176. (Total detained youth, 4,736 multiplied times the savings per youth). The cost to operate the CHINS Unit is \$264,370.60. Therefore, the net savings is \$225,805.40.

Through the direct operations of Denver Juvenile Court in overall estimated savings is realized for the state of \$4,507,481.68.

#### **Indirect Operations.**

Indirect cost savings are also realized by the state as a result of Denver Juvenile Court activities.

Denver Juvenile Court provides funds directly to the state through the Registry. Various fines and fees are collected and paid to the state including those associated with civil actions handled by the Court, copy work and certification, jury fees, partial attorneys fees paid by an indigent defendant, and felony and misdemeanor fines. The Registry deposits approximately \$948 each month with the State Treasurer or approximately \$11,376 per year.

In addition, the Registry receives and disburses support payments to the Welfare Department and to private individuals pursuant to Court orders. The Registry pays an average monthly total of \$35,149.49 as support or **\$421,793.88**. This activity constitutes an estimated savings to the state in that the funds are not provided out of state revenue.

A further cost savings is realized by the state through the diversion of children out of the state detention centers and into temporary shelter facilities and group home placements.

The cost per day for temporary shelter care for each child is approximately \$13.33 or \$400 per month. Each child placed in temporary shelter remains for an average of 33 days. It therefore costs the state \$439.89 on the average, for each child in temporary shelter. Current statistics indicate that each month approximately 31.75 children are placed in temporary shelter, or 381 per year. The total yearly cost for such care is, therefore, \$167,598.09.

Conversely, if these 381 children were held in a state detention center the cost per day per child would be \$34.50, or \$1,138.50 per child for the average 33 day stay in shelter. The total yearly cost for detention of the 381 temporary shelter placements would be \$433,768.50. On a comparative basis, temporary shelter placement of these youth constitutes a direct estimated cost saving to the state of **\$266,170.41** per year.

Even the relatively more expensive, long term placement of children in group homes provides savings to the state. Group home placements average \$560 per month per child or \$18.67 per day. The length of time each child is in a group home averages one year for an average cost per placement of \$6,814.55. During 1975-76 Denver Juvenile Court ordered 193 children into such facilities at a cost to the state of \$1,315,208.10. If these 193 children were held in a juvenile institution the cost per child per year would be \$12,593, a total of \$2,430,449. Therefore, the Court-ordered placement of these children in a group home saves the state approximately **\$1,115,240.90**.

Placement in foster homes costs \$280 per child per month. Currently approximately 800 children are in foster homes in Denver, of which one percent (8 children) are Court placements. The total cost per month is \$2,240.00 as compared to the cost in detention centers of \$892.20 per month per child, or a total of \$7,137.60 for a savings of **\$4,897.60** per month or **\$58,771.20** for the year.

While it can be argued that all of the children in foster care, temporary and long term placements would not be held in a detention center, it must be noted that those frequently cannot or should not be returned immediately to their homes due to, for example, family conflicts. In addition, such facilities are better staffed and equipped to deal with any problems encountered by the youths than are detention centers. If not held in a placement or detention center, the child would have to be returned to the home and environment which created the problem initially.

In summary, Denver Juvenile Court saves the state a total of **\$4,426,062.07** through both its direct and indirect operations. The total savings by each area are as follows:

Gross Savings .....	\$	6,380,834.07
Minus Denver Juvenile Court Budget .....		<u>1,954,772.00</u>
Denver Juvenile Court Net Savings to State of Colorado .....	\$	4,426,062.07



*"The Court alone cannot solve the problems of youth that face us. Social agencies alone cannot do it. Nor can public-minded citizens working alone. We work together.*

*We must all direct our planning so that the next fifty years will see a continuance of the Court's services to the community and a greater fulfillment of our heritage."*

*Philip B. Gilliam  
Denver Juvenile Court Judge  
1940 - 1973*

*Every Time  
a Boy  
Goes Wrong  
a Good  
Man Dies*

