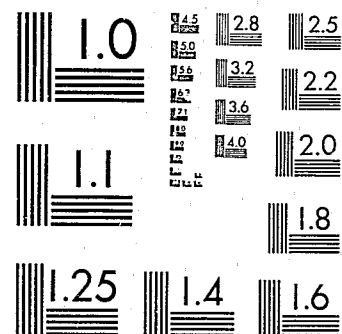


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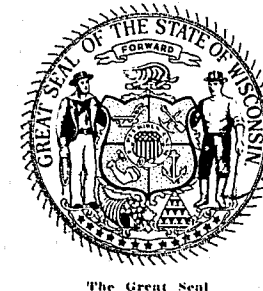
National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

8/3/83

EXECUTIVE SUMMARY
OF THE
REPORT TO THE SECRETARY
DEPARTMENT OF HEALTH AND SOCIAL SERVICES

CHILDREN'S SERVICES INITIATIVE
TASK ASSIGNMENT #2.15

PROBATION SUPERVISION AND AFTERCARE
SERVICES FOR DELINQUENT YOUTH



SUPERVISION AND AFTERCARE SERVICES COMMITTEE

NOVEMBER, 1981

19888

U.S. Department of Justice
National Institute of Justice

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INTRODUCTION

The delinquency service system is in a period of transition because of major changes in statutes, Departmental policy and the availability of specialized state funds at the local level. First, the Children's Code, which became effective during November 1978, established specific criteria regarding youth whose custody is transferred to the Department for placement in a secure correctional institution. Resultant changes in the institution population produced corresponding changes in the aftercare population as well as in the delinquent population continued in community programs. Second, the Department provides direct services only to delinquent youth who are in Department custody either in a juvenile correctional institution or on aftercare status. Finally, the Community Youth and Family Aids Program (Youth Aids), fully implemented beginning CY 1981, offers local officials the option to provide locally services to delinquent youth who formerly may have been placed with the Department for correctional services.

Children's Services Initiatives Task Assignment #2.15 (Supervision and Aftercare Services) was established to provide a framework for studying issues and concerns and for formulating an implementation plan and strategy. Its objectives were (1) recommend options for providing probation/supervision services to delinquent youth, to delineate policy alternatives, and to develop appropriate standards, and (2) determine options for providing aftercare services, delineate policy alternatives, and develop appropriate standards.

To assure participation of a broad-based coalition of people to complete these objectives, representation was obtained from a variety of county agencies, state departments and divisions, advocacy groups, and private provider agencies. The full committee membership is listed in the main report.

It should also be noted that the committee developed a plan to ensure efficient and comprehensive implementation of this report. (See Appendix A of this report). As well, a survey of juvenile court judges, county workers and supervisors, and Division of Corrections personnel was conducted for the committee report. (See Appendices D and E of this report.)

CRITICAL ISSUES

As is generally true with any system, sub-parts of that system are more essential than others. This is true in regard to the supervision and aftercare systems. The Supervision and Aftercare Services Committee has identified a number of issues relative to many parts of those systems. In order to highlight aspects of the system which involve issues of a more critical nature, this section has been prepared for ease of review and as an indicator of the general report content. Therefore, this paper should not be read in lieu of the full report but as an introduction to it.

A. What are the purposes of supervision and aftercare services?

The Committee believes that the supervision and aftercare programs and services have several purposes, both general and specific, that may be described as follows:

1. To assist in the reintegration process when a youth has been removed from the home community.
2. To encourage the development or redevelopment of family relationships and to strengthen the capacity of both parents and youth to act on their own behalf and to function effectively as a family unit.
3. To provide to (or arrange for) the youth and family the services required for both normal and special needs.
4. To arrange, when necessary, for an out-of-home placement for youth, recognizing the least restrictive philosophy of the Children's Code and reflecting the needs of both youth and the community, and to provide services resulting in the earliest possible return of the youth to the family.
5. To prevent further family disintegration.

(Please refer to the Introduction and Chapters One, Three, Five, Six and Seven of the report for more detail.)

B. What is the most effective and efficient system for collecting and transferring information about delinquent youth to ensure delivery of individualized services?

Presently, there are three separate and distinct processes for collecting basic social history information on adjudicated delinquents: (1) County department staff or court-attached workers prepare "Court Reports" (Section 48.33, Wis. Stats.) for the juvenile court to use during dispositional hearings; (2) the Division of Corrections agent prepares the "Admission Report" for the institutions; and (3) the institution social worker prepares the "Reception Center Admission Report" for the Joint Planning Review Conferences. Each of these three reports contains basic social history information which is essentially repetitive.

The Committee examined the problem of triplication in the juvenile justice system in the collection and transfer of basic social history information on youth. It concluded that this triplication should be eliminated. It is not only inefficient but is also an imposition on the youth, family, and all agencies involved with the youth, e.g., schools.

The Committee examined several options for the Department and counties to eliminate this triplication of effort. It established a standardized format and content for the court report to include basic social history information required by juvenile correctional institutions. This information would then be provided to the DOC agent and institutional staff if the youth is subsequently committed to Department custody.

The Committee concluded that the county department staff or court-attached worker preparing the court report would be the person in the best position to prepare the basic social history during the preparation of the court report. It made the following recommendations:

The Department should immediately recommend that all county agencies designated under s.48.069 (Wis. Stats.) begin to use the standardized format and content (outlined in Chapter Two) for all court reports, and the Department should require use of the standard format and content for all youth recommended for commitment to Department custody. The content should include all basic social history information required by the Department for the Reception Center Admission Investigation. If the youth is committed to Department custody, the court report should be provided to the DOC agent and institutional staff. The Department should inform the county agencies that if the required information is provided, the initial Joint Planning Review Conference should occur as soon as possible, preferably about three (3) weeks after the youth enters the reception center.

The Committee's conclusion that the county should collect the information through the court report is based on the supposition that the initial Joint Planning Review Conference would occur within three (3) weeks of the youth's arrival at the institution. This supposition is supported by Recommendation One of the Children's Services Task Assignment #2.13 (Youth Aids), Objective #6. (Please refer to Chapter Two of the report for more detail.)

In addition to the recommendation regarding the court report, the Committee concluded that "case management/service coordination" should be an integral part of a good service delivery system in that it emphasizes a fixed point of contact for obtaining and coordinating all services provided to a youth and family. The Committee-endorsed objective of case management/service coordination is: to generate better, more accurate, and more timely client-specific information regarding service availability and quality. Case management/service coordination should provide all involved parties with all of the required information. (Please refer to Chapter One (Section F) of the report for more detail.)

The Committee also concluded that all social/human services agencies, on both county and state levels, should develop internal information systems to assist in ensuring a positive continuity of services. It further concluded that state and county agencies which provide services to maintain records on youth should merge all appropriate information systems and should employ a uniform and consistent reporting process. (Please refer to Chapter One (Section M) of the report for more detail.)

C. What criteria should be employed in order to ensure that supervision and aftercare services are of a level sufficient to provide the most effective and efficient services?

In the initial charge to the Committee, the Department expressed a desire for the development of a model supervision and aftercare services system. After much study and deliberation, however, the Committee determined that the various county departments are so varied in structure, size, and procedures that development of one model would not be appropriate. As a result, the Committee developed a number of components which contribute to development of an effective and efficient system regardless of the model employed.

The following program or system components are among those which should be adopted by both the Department and county departments.

1. Youth Involvement
2. Involvement of Family and Other Significant Persons
3. Individualized Service
 - a. Diagnosis
 - b. Individualized Service Plan
 - c. Assessment
4. Structure and Expectations
5. Placement Criteria
6. Case Management/Service Coordination
7. Program Evaluation
8. Community Support and Coordination
9. Support Relationships
10. Advocacy
11. Education
 - a. Academic
 - b. Vocational/Employment Training
12. Staff Motivation and Training
13. Records, Reporting and Information Systems

Within each component, the Committee recommended specific standards and provided narrative discussion on those standards. (Please refer to the "Appendix" of this Executive Summary for a listing of the standards and to Chapter One of the report for the narrative discussion on the standards.) In addition to the program components and related standards, the Committee made the following two recommendations regarding academic education.

That the Department work with the Department of Public Instruction (DPI) to develop training programs on the juvenile justice process for school personnel, both administrators and teachers. In-service training programs should provide an opportunity for schools and other agencies to discuss their various roles and responsibilities. The Department should also work with DPI in encouraging county agencies and school districts to meet at least semi-annually to discuss issues of mutual concern.

That the Department and DPI cooperatively address issues and financial responsibility for the provision of education to youth in treatment programs (i.e., child caring institutions and day treatment). This is to include consideration and development of a policy to share costs of education.

(Please refer to Chapter One (Section K) of the report for more detail.)

In addition to the program components and related standards, the Committee reviewed results of contemporary research. One recurring finding was that skills development in youth is one of the keys to successful intervention in the juvenile justice system. The Committee concluded that skills for living, learning, and working enable youth to assume responsibility, succeed, and feel confident, competent and worthwhile. The Committee made the following recommendations designed to implement a skills-based model:

The Committee recommends that the Department, in conjunction with county representatives, develop a two-year pilot project to develop skills-based programming for community supervision and aftercare programs.

(Please refer to Chapter Five of the report for more detail.)

- D. What possible options exist as to which agency(ies) should provide supervision services?

The Committee recognized that problems exist within the juvenile supervision system in Wisconsin. The Committee, like the John Howard Association report (March, 1977), identified a number of weaknesses and the variation of treatment and services among the seventy-two counties in Wisconsin. The Committee recognized that one of the primary problems associated with supervision by the county is provision of such services to youth who have been placed in substitute care facilities outside the county.

In general, the Committee concurred with current Department policy not to "provide investigative or supervision services to children awaiting a disposition hearing ... or to children where the court requests such service." The Committee concurred with the Department's belief that services should be provided on the local level whenever possible. On the other hand, the Committee was also aware that occasionally circumstances present are not conducive to providing optimal services solely through the local system. As a result, the Committee makes the following recommendation regarding the provision of supervision services:

The Committee recommends that supervision services remain the primary responsibility of the county system, either through provision or purchase of services (from other counties or private providers). In addition, the Committee recommends that when unusual or special circumstances are present the Department consider providing such services.

As part of the above recommendation, the Department may wish to develop a policy describing the method of approval for such requests and to establish criteria for granting such approval.

(Please refer to Chapter Three of the report for more detail.)

- E. What possible options exist in regard to which agency(ies) should provide aftercare services?

The Committee delineated six basic options for the provision of aftercare services:

- Option 1: All Counties Provide All Aftercare (Under this option, the Division of Corrections would not provide any aftercare services anywhere in the state)
- Option 2: The Division of Corrections Provide All Aftercare Everywhere (Under this option, no county would provide any aftercare services)
- Option 3: Counties Provide Aftercare on a Case-Selective Basis (Under this option, the county would decide early in the planning process whether they would provide aftercare services to a specific youth)

- Option 4: Both County and State Provide Aftercare (Under this option, each county would decide if it chose to provide aftercare services for all youth. Such a decision could be re-evaluated on an annual/biennial basis.)
- Option #5: County or State Contracts for Aftercare Services (Under this option, the counties or the state would contract with private providers for the provision of aftercare services.)
- Option #6: Both Counties and State Provide Aftercare Services Depending on the Location of the Youth (Under this option, the county would provide services to youth residing within the county and the DOC would provide services to youth residing out-of-county.)

In addition, the Committee discussed an option which is more system-impacting in that it requires development of an entirely new agency arrangement.

All of the options noted above have various strengths and weaknesses (pros and cons). The Committee weighed those various factors and recommended that Option #4 be adopted. It made the following recommendation in regard to the provision of aftercare services:

The Committee recommends that aftercare services be provided by both the County and State. The counties should decide whether they will be providing all or no aftercare services to youth. That decision may be re-examined annually/biennially and incorporated into and reflected in the county Youth Aids plan, beginning with the 1982 plan.

The Committee believed that this option was the most beneficial for a number of reasons. Of greatest importance is the fact that this option allows counties the greatest flexibility for decision-making in terms of both program and budget without forcing them to make a long-term decision that may prove to be detrimental to quality service provision. In addition, this option allows the Division of Corrections to plan anticipated caseloads on a fairly consistent data base.

That the statutory language regarding revocation remain unchanged and that counties be notified that they do not have revocation authority.

The Committee noted that any decision regarding the provision of aftercare services is difficult in that provision of such services by county departments is, in some cases, a new venture. It recognized that at some future date a major change might be made in the manner in which such services are provided and, indeed, in which the organizational structure is formed.

As a result of this uncertainty and in an attempt to prepare for such major changes, the Committee made the following recommendation:

That the Department establish a committee to examine the feasibility of development of Cooperative Social/Human Service Agencies or other means by which the juvenile population might best be served in areas where such population is so limited as to preclude efficient operation of appropriate programs and services on the local level.

(Please refer to Chapter Four of the report for more detail.)

F. What is the role of the Department when counties provide aftercare services?

Since the decision by some counties to provide aftercare services, there have been questions and concerns regarding the role of the Department, particularly DOC field agents. The Committee believed it crucial that the Department play some role in the county relationship changes as a result of Youth Aids.

The Department must develop and maintain, at a minimum, the potential for providing technical assistance when needed. In addition, a state-wide perspective on resource availability must not be lost. Counties may be more familiar with local programs and resources but, in many cases, they may not have in-depth experience in utilizing resources on a state-wide basis.

As a result, the Committee made the following three recommendations in regard to the role in the provision of technical assistance:

1. The Department should work jointly with the counties to develop local resources for youth.
2. The Department should develop and maintain a state-wide information bank on services to delinquent youth, including group homes, child caring institutions, correctional facilities, and other public and private resources and administer a referral network of out-of-home placements for youth.
3. There should be at least one juvenile specialist in each region who is knowledgeable in and responsible for the areas noted above.

(Please refer to Chapter Six of the report for more detail.)

CONDITIONS OF JUVENILE SUPERVISION AND AFTERCARE

As part of the Committee's process in developing the components which contribute to the development of an effective and efficient system, it examined the current "Conditions of Juvenile Supervision" (Form C-215) and recommended changes. The Committee believed that the revised form fulfilled the purpose of a written statement of rules but does so in a more positive manner. In addition, the Committee believed that such a format would be more conducive to active youth and parent involvement in treatment and service and that it would place the responsibility (as so stated) on the youth rather than simply to state "thou shalt not" as is currently the case with many such stated rules.

As a result, the Committee recommended the following:

The Committee recommends that county agencies responsible for the provision of supervision services adopt the "Conditions of Juvenile Supervision and Aftercare" form in this section (Appendix C of the report). The Committee also recommends that this same form be adopted for use by the Department (Division of Corrections).

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ADDENDUM

LIST OF STANDARDS

The Committee developed a number of components which contribute to the development of an effective and efficient supervision and aftercare services system regardless of the model employed. The program or system components (listed previously) are among those which should be adopted by both the Department and county departments.

Within each component, the Committee recommended specific standards for each of the components and provided narrative discussion on all the standards. Following each standard is a classification of "Essential," "Important," or "Optional." The definition of these classifications is as follows:

ESSENTIAL - Critical to the success of the program and within the implementation capacity (authority) of the affected agency (county departments or the Department).

IMPORTANT - Critical to the success of the program but not necessarily within the implementation capacity of the affected agency.

OPTIONAL - Important to the success of the program and may or may not be within the implementation capacity of the affected agency.

The following are the standards for the program or system components which were developed by the Committee:

- 101 Youth should be involved in both the initial plan development meeting and all subsequent plan review sessions and should be encouraged to participate as an active member in those meetings. (ESSENTIAL)
- 102 In order to maximize youth impact on policy, Department and county agencies should involve youth in an advisory capacity for projects and programs targeted for this population. (ESSENTIAL)
- 103 Youth should have well-defined and specific input in consumer participation activities such as the local Title XX planning process in conjunction with the County Social Services Boards and/or the Community Mental Health Boards, the ongoing local Health System Agencies' Program Review Committees, and the Youth Aids planning committees. (IMPORTANT)
- 104 All county departments, community youth service bureaus and the Department should establish a policy which states that all institutions and program which affect youth must involve youth as active participants in the decision-making process. (IMPORTANT)
- 105 Families of youth in placement out of the home or on community supervision should be involved in all major decision-making regarding the youth. Only if the case manager determines that it is in the best interest of the youth should the family not be involved. (ESSENTIAL)

- 106 The County Department of Social/Human Services or other agency should offer, in writing, appropriate, needed and available services to the families of youth in placement out of the home or on community supervision. Such an offer of services should be repeated on a regular basis until it is accepted or unquestionably rejected. (ESSENTIAL)
- 107 If family therapy/counseling is needed, the County Department of Social/Human Services or the agency made primarily responsible for the provision of such services by a court order should involve the family in such a way as to encourage positive and voluntary cooperation. (ESSENTIAL)
- 108 Diagnosis should be a thorough and comprehensive social analysis of the youth designed to discover the youth's needs. (ESSENTIAL)
- 109 Youth should be provided treatment and services in accordance with their individual needs. (ESSENTIAL)
- 110 Within thirty (30) days of receipt of a case the individualized service plan should be developed and should include the youth and family. (ESSENTIAL)
- 111 The worker, the youth and family, and other significant parties should jointly develop a service plan which includes the stated goals and objectives, the proposed intervention strategy, and a projected date of termination. (ESSENTIAL)
- 112 Behavioral objectives described in the plan should be measurable in nature. Other issues should be defined as specifically as possible. (ESSENTIAL)
- 113 The goals and objectives should be developed with the intent of assisting the youth to develop and utilize his/her own resources. (ESSENTIAL)
- 114 The program should be specific and goals and objectives should be tied to the factors related to the youth's offense and other delinquent behavior so that subsequent offense behavior may be eliminated. (ESSENTIAL)
- 115 The youth (and family, as appropriate) should be involved in both the initial plan development meeting and all subsequent plan review sessions and should be encouraged to participate as an active member in those meetings. (ESSENTIAL)
- 116 Any goal or objectives established for and with the youth and family should be clearly explained to both parties. (ESSENTIAL)
- 117 If a youth is to be placed in an out-of-home setting or is to be transferred from one out-of-home placement to another, the staff of the out-of-home placement facility should become involved in plan development and review as soon as possible. (IMPORTANT)

- 118 The individualized service plan should be designed in such a way as to accommodate changes in the youth and in the youth's needs. The staff dealing with the youth should also be flexible in order to accommodate those same changes. (ESSENTIAL)
- 119 The service plan should include provisions for full-time programming, including attendance at school, employment, a combination of both or other structured activities. (ESSENTIAL)
- 120 Each service plan should be reviewed by the worker and the worker's supervisor initially and then at least every six (6) months to determine the appropriateness of continued service delivery. (ESSENTIAL)
- 121 The worker, the Juvenile Offender Review Program, or other responsible agency should formally review each individualized service plan at least every ninety (90) days. Should modifications be made, the plan should be so amended and included in the case file. (ESSENTIAL)
- 122 The initial JPRC should take place within three weeks of the youth's arrival at the Reception Center when the court report information has been submitted to the institutions within five working days after the youth arrives at the institution. A formal JPRC shall be scheduled every six months thereafter, as long as the youth remains in the institution. All committee representatives [JORP, county, institution, and field (when appropriate)] are expected to be present at those times. (ESSENTIAL)
- 123 Routine time intervals of ninety (90) days should be used for plan review sessions. Each agency or individual having responsibility for implementing the service plan should prepare a progress review report fifteen (15) days in advance of the ninety day review date. A copy of the progress review report should be sent to each JPRC participant, the youth, and the family by the author of the report. (ESSENTIAL)
- 124 The first 90-day review should be conducted by JORP, unless any member of the JPRC requests a formal conference. A 90-day review following a formal conference should be conducted only by JORP, unless any member of the JPRC requests a formal conference. (ESSENTIAL)
- 125 The "Action Needed Request" form should be submitted within five (5) working days of receiving the progress review. The request should describe the problem or issue to be addressed by the JPRC and recommend a possible solution for the JPRC to consider during its deliberations. (ESSENTIAL)
- 126 If a request is made for a special formal conference, it should be scheduled within two weeks of receipt of the request. (IMPORTANT)
- 127 The criteria for requesting an extension of a dispositional order for a juvenile to continue in a secure correctional institution shall be that of continuing to be a danger to the public. Requests for extensions of dispositional orders for juveniles in correctional

- institutions should be initiated no later than 60 days prior to termination of the original order. The criteria for requesting an extension order for a juvenile to be placed in or continue in an aftercare program shall be that of needing a specific treatment program to prevent the juvenile from reverting to being a danger to the public and in need of restrictive custodial care. Requests for extensions of dispositional orders for juveniles on aftercare status should be initiated 90 days prior to the exploration of the original order. (ESSENTIAL)
- 128 Any conference participant should be allowed to appeal a release decision to the Secretary or the Secretary's designee in writing within five working days of the Joint Planning Review Conference where participants were unable to reach consensus on the release of a youth to aftercare. The Secretary or designee will prepare a written response within five working days. (ESSENTIAL)
- 129 Assessment of the youth should be an ongoing and regular process. (ESSENTIAL)
- 130 A family and community assessment should be made to determine both the feasibility of reintegration and the chances that it will ultimately be successful. Such an assessment should be continuously updated and reviewed and should weigh both the positive and negative characteristics of the family and community. (ESSENTIAL)
- 131 The county department and the service provider (and the youth and family, as appropriate) should enter into a written service agreement at the time the youth is placed in substitute care or will receive services. (ESSENTIAL)
- 132 The youth and family should participate in the development of the Purchase of Service Agreement and be parties to validation of the agreement when possible. (IMPORTANT)
- 133 The referring agency, substitute care facility or other providing agency, and the youth and family should review progress under the plan on a regular basis depending upon the circumstances of the cases, but at a minimum of every three months. (ESSENTIAL)
- 134 Supervision and aftercare programs should provide the youth with an appropriately-structured environment based upon logical and sensible rules, and realistic and reasonable expectations and restrictions. (IMPORTANT)
- 135 Supervision and aftercare program staff should explain all rules and expectations and should provide the youth with a written copy of those rules and expectations. (ESSENTIAL)
- 136 The rules and expectations should reflect the purpose of supervision and the purpose and structure of each type of out-of-home placement, promote the youth's health, safety and welfare, and assure effective and efficient operation of the program. (IMPORTANT)

- 137 Written rules and expectations (conditions of supervision) should ensure that the youth is provided no more control than needed. (IMPORTANT)
- 138 The first staff contact should communicate to the youth how he/she is expected to behave. This contact should occur within five days of the youth's placement on supervision. (ESSENTIAL)
- 139 The youth and his/her parents should acknowledge in writing their receipt and understanding of the conditions of supervision. (ESSENTIAL)
- 140 Prior to the recommendation of a disposition, the staff completing the court report should weigh the appropriateness and importance of each of the following non-prioritized placement criteria: (ESSENTIAL)
1. Youth's age, sex, and level of maturity;
 2. Youth's physical, emotional, and mental health;
 3. Treatment/rehabilitation needs and the degree of those needs;
 4. Prior services provided;
 5. Level of structure and restrictiveness needed;
 6. Potential for reintegration into the family;
 7. Availability of resources;
 8. Pattern of runaway behavior;
 9. Community protection needs;
 10. Prior placement history;
 11. Youth's attitude;
 12. Pattern of physical aggressiveness;
 13. Prior offenses and offense pattern;
 14. Nature and severity of present offense;
 15. Use of weapons.
- 141 The decision to remove a youth from his/her own home should be made only after appropriate intervention strategies designed to strengthen the family unit and provide a positive family structure have been considered. (ESSENTIAL)
- 142 The placement of a youth in any substitute care facility (whether pre-institutionalization or aftercare) should be based primarily on the needs of the youth and the best use of limited resources. An appropriate placement may be one which is the most economic yet

- which is consistent with the needs of the youth and family. The placement should be characterized by acceptable program quality without unnecessary cost. (ESSENTIAL)
- 143 Once the youth is placed, the success of the placement must be carefully and constantly monitored by the placing agency in order to determine the most appropriate time for reintegration into the family to occur. (ESSENTIAL)
- 144 Consistent with the "least restrictive commensurate with need" orientation of the Children's Code and meeting the youth's individualized needs, the following out-of-home placements should be considered: (ESSENTIAL)
1. Independent living arrangement
 2. Home of a relative
 3. Foster home
 4. Group home
 5. Child Caring Institution (residential treatment)
 6. Juvenile correctional institution.
- 145 Youth residing in foster care should receive the same basic services as any youth living with his/her parents. Special treatment needs should be met on out-patient basis. (IMPORTANT)
- 146 In-house services in out-of-home placements should include food, shelter, clothing, recreation, security, and social interaction. (ESSENTIAL)
- 147 In addition to individual and group counseling, residents of group homes should also have access, as their needs require, to services available in the community. (IMPORTANT)
- 148 A youth placed in a child caring institution (residential treatment center) should receive intensive, specialized treatment designed to meet his/her individual and specific needs. An earlier assessment must have been made that such needs could not have been adequately met in any less structured setting. (ESSENTIAL)
- 149 Written agency policy should be developed specifying the amount and type of information to be used in making a case decision to place a youth outside of the home. (ESSENTIAL)
- 150 Youth should be familiarized with types of out-of-home placement and placement goals. (ESSENTIAL)
- 151 Youth should be informed of the frequency of and methodology used in reviews of the youth's placement. (ESSENTIAL)

- 152 Once it is determined that a youth has met the goals of placement, the release or transfer should occur as quickly as possible, commensurate with his/her best interests. (IMPORTANT)
- 153 Each local and state agency and the court should establish written policy that when a youth has achieved the goals of placement/supervision, he/she will be released to a less restrictive setting or terminated from services. Youth and parent(s) should receive written notifications of release from supervision and/or placement and a copy should become a permanent part of the case record. (ESSENTIAL)
- 154 That trial visits of youth (from the institution to an aftercare facility or the home of a parent or relatives) should never exceed thirty (30) days, and, in most cases, should not exceed fourteen (14) days. (ESSENTIAL)
- 155 All known information on the youth should be studied so that the most appropriate continuum of services may be determined, based upon past services and needs, present needs, and availability of appropriate service options. (ESSENTIAL)
- 156 Counties should establish case management/service coordination systems in the Departments of Social/Human Services. (ESSENTIAL)
- 157 The court order should identify a lead agency so that coordinated service planning and delivery will be provided. This lead agency should have case management responsibility. (IMPORTANT)
- 158 The lead agency designated for case management responsibility should identify an individual within that agency to have primary responsibility for service planning and provision. (ESSENTIAL)
- 159 The case manager/case coordinator, in conjunction with the parents, youth, and other appropriate individuals, should assume responsibility for coordinating the linkage of services provided to youth, and providing or arranging for, and/or monitoring services in such a way that continuity is guaranteed and duplication and conflict are avoided. (ESSENTIAL)
- 160 The court report, court order, service plan, and service agreement for each youth should be kept on file by the case manager and reviewed or updated at least every three months. The file content, including modifications, should be communicated in writing to each agency or service provider involved with the youth or family. (ESSENTIAL)
- 161 Each county or multi-county service area should be allowed to develop its own mode of case management implementation consistent with general guidelines and state policy, and local and client needs. Flexibility in terms of interdisciplinary assessment, specific coordinating mechanisms, multiple service delivery models, and individual service options for youth and families should be encouraged. (IMPORTANT)
- 162 A process evaluation of social/human service programs should be reported to the county department director in writing at least

- quarterly and should be employed in decisions to modify, continue, or use the programs. (ESSENTIAL)
- 163 All applicable programs should be evaluated on two levels (1) outcome evaluation as measured by recidivism and (2) process evaluation that emphasize measurement of more immediate and short-term objectives. (ESSENTIAL)
- 164 The administrators and staff of substitute care facilities together with other appropriate individuals should work to establish community support relationships with community leaders, elected officials, school personnel, neighbors, and other citizens. The joint goal would be to provide facility residents with nurturing, concerned and involved environments, and supportive relationships. (IMPORTANT)
- 165 Each county should take appropriate action to establish effective working relationships with the major social institutions, organizations and agencies of the community, including the following: (IMPORTANT)
1. Employment Resources
 2. Educational Resources
 3. Social Services Resources
 4. Law Enforcement
 5. Other Relevant Groups and Organizations
- 166 Each county department should develop and distribute a compendium describing all social service programs and services available within or to the county social services agencies. (ESSENTIAL)
- 167 The staff of a substitute care facility, institution, or other supervising worker should establish supportive relationships on which the youth can depend. (IMPORTANT)
- 168 Aftercare staff of the county department and the Division of Corrections who will work with the youth after release from the juvenile correctional institution should visit and communicate with him/her and the family as often as possible while the youth is in the institution. (ESSENTIAL)
- 169 Staff of substitute care facilities where youth will be placed on aftercare status should visit and communicate with those youth and the family as often as possible while the youth are in the institution. (IMPORTANT)
- 170 The juvenile justice system should provide the youth with a voice in conflicts with systems (such as school, social services, and law enforcement) in which the youth may experience problems and should ensure that the youth's position is stated, clarified, and heard. (OPTIONAL)

- 171 Supervising workers and the staff of substitute care facilities and juvenile correctional institutions should work with the youth and the school system and, if necessary, advocate with the school system in order to provide the most positive opportunity for youth to succeed in the school setting. (ESSENTIAL)
- 172 Supervising workers and the staff of substitute care facilities and juvenile correctional institutions should work with educational specialists and youth to develop the most appropriate traditional or alternative academic program based upon an assessment of the youth's specific needs, talents, and attributes. (IMPORTANT)
- 173 The school and the agency providing services should develop a process of communication. (IMPORTANT)
- 174 When educational goals are identified in the service plan, the agency responsible for service provision should contact the school in person at least once a month to review progress and to coordinate implementation of service plans. (ESSENTIAL)
- 175 The service-providing agency should encourage schools to provide a full range of supportive services for all youth, particularly those experiencing adjustment problems within the regular school program and structure. (IMPORTANT)
- 176 The service-providing agency should encourage schools to initiate methods and techniques for enriching the potential of the home (or other residence) as a learning environment. (IMPORTANT)
- 177 The service providing agency should encourage provision of educational services at the regular community school for all youth when possible. (IMPORTANT)
- 178 Educational programs in residential facilities should be geared directly to the reintegration of youth into the community. (IMPORTANT)
- 179 The specific needs, talents and attributes of individual youth should be assessed and should form the basis for determination of the most appropriate area of vocational training. (IMPORTANT)
- 180 Youth should understand that the responsibility for obtaining a job ultimately rests with themselves and that the skills necessary to acquire a job are more important than any one particular job. (IMPORTANT)
- 181 Training should be an ongoing process which includes the following: (IMPORTANT)
1. Updating on current literature in the field;
 2. Topical in-service sessions relevant to the worker's specific responsibilities;

3. Frame of reference education in relevant areas of youth development; and
 4. Information on preserving a positive self-image which may minimize the pressures inherent in working with delinquent youth and families.
- 182 Training for any worker providing direct or support services to delinquent youth should be a clear requirement and expectation of the agency. (ESSENTIAL)
- 183 Each worker should be provided the opportunity for forty hours of training per year. Such training should be available to all workers and should include at least some professional development content. Training should be selected on the basis of the needs identified by a worker assessment. (IMPORTANT)
- 184 The nature and type of training received by each worker should be dependent upon the worker's educational level, skills, proficiency level, prior training, and the scope and nature of the worker's job responsibilities. (IMPORTANT)
- 185 Staff should be adequately trained in the development of an individualized, prescriptive service plan. (ESSENTIAL)
- 186 The Department, both central and regional offices, and county departments should cooperatively develop an annual training plan which should utilize in-state expertise and be provided at the lowest possible cost to participants. (ESSENTIAL)
- 187 A reasonable professional salary should be paid by each agency and substitute care facility commensurate with job responsibilities and type of clientele. (IMPORTANT)
- 188 Data should be collected only if the potential benefits from its use outweigh the potential injury to confidentiality considerations. (ESSENTIAL)
- 189 Data should be collected only as the result of a formal event in the juvenile justice system. (ESSENTIAL)
- 190 A system of verification should be included in the design of information systems. Entries should be checked to verify accuracy and completeness to the extent reasonably possible. (ESSENTIAL)
- 191 The state and counties should cooperatively develop a uniform and standardized reporting process and information systems. Any terms, categories and other information should be uniformly defined and applied. (IMPORTANT)
- 192 Each component agency of the juvenile justice system should maintain its own files. Agencies should cooperate to provide information to other component agencies whenever such information is needed for the

- requesting agency to perform its current duties with regard to the youth as he/she proceeds through the juvenile justice system. (IMPORTANT)
- 193 Each component agency which provides information to other agencies within the juvenile justice system should maintain a catalogue of the agencies receiving information, the name of the requesting individual, and the identity of the record from which the information was taken. (IMPORTANT)
- 194 All requests for information regarding a particular youth should be given to the individual with case management or lead responsibility for provision of services to that youth. (ESSENTIAL)
- 195 Persons providing information on youth within the system should be allowed access to aggregate, non-personalized information, commensurate with need and confidentiality requirements. (ESSENTIAL)
- 196 All appropriate and applicable data and other information regarding a youth should be recorded and documented. (ESSENTIAL)
- 197 The case manager should complete a progress report each time that the service plan is revised and should write a summary report on each youth at least every six (6) months. These reports should be included in the youth's file. (ESSENTIAL)
- 198 The worker should maintain a case file on each youth. (ESSENTIAL)
This case file should contain at least the following:
1. Court report.
 2. Court order.
 3. Treatment/service plan.
 4. Statement of the conditions of supervision or supervision contract signed by the youth.
 5. All subsequent reviews, including progress reviews.
 6. Notification of release from supervision.
- 201 A uniform and comprehensive court report should be completed by the agency designated under s.48.069. The structure and content of the court report should be based upon the following tenets: (IMPORTANT)
- 202 Immediately after the dispositional hearing (within five working days), the court order, the court report, and any other appropriate written background information shall be given by the court to the appropriate agency involved in the court order. For juveniles committed to correctional facilities, the information shall be given to the reception center. (ESSENTIAL)

- 203 In the situation where the worker made a verbal court report and the court disposition order was for placement with the Department, the county court worker must submit a complete written court report to the Department as soon as possible but no longer than ten (10) working days after the issuance of the court order. (ESSENTIAL)
- 204 In a situation where the court report recommendation was in-home supervision and the court order was for placement outside the home, the preparer of the court report must submit any required additional information to the service provider as soon as possible but no longer than ten (10) working days after the issuance of the court order. (ESSENTIAL)
- 401 When a youth in Department custody is approved for release to an aftercare placement in a substitute care facility, the county worker should complete the AFDC-I eligibility form. (ESSENTIAL)
- 501 The youth and family should have the opportunity to learn many forms of communication skills. The written plan should consider speaking, listening, reading, writing, observing, reconciliation, and mediation skills. (IMPORTANT)
- 502 The youth and family should have the opportunity to learn living (survival) skills. The written plan should consider such skills as self-discipline, setting priorities, legal, financial, employment, and independent living skills. (IMPORTANT)
- 503 The youth and family should have the opportunity to learn social skills. The written plan should consider relationship skills with friends, peers, strangers, adults, co-workers, and supervisors. (IMPORTANT)
- 504 The learned skills should be applied in the "real world" and in the problem setting. (IMPORTANT)
- 505 Youth should be held accountable for using the skills. (IMPORTANT)
- 701 The worker should request a transfer of legal custody from the parent(s) for placement in a substitute care facility only when there is serious interference, noncooperation, or inability on the part of the parents in implementing the service plan. (ESSENTIAL)
- 702 A worker designated by the court should explain and clarify the legal proceeding to the youth and family when the custody of a youth is transferred from the parent(s). (ESSENTIAL)
- 703 Upon a youth's release from a juvenile correctional institution, counties providing aftercare services should consider transferring custody of the youth to the family whenever appropriate and beneficial. Such a custody transfer should be considered except in instances when circumstances present a situation antithetical to the treatment goals and needs of the youth. (IMPORTANT)

704 The court shall employ, in the revision order, language which will allow some flexibility in the effective date of the revision order to allow and account for unavoidable time lags which may present themselves. That the effective date of the court order be at least two weeks from the date of the revision of the order unless the delay in effecting the court order seriously hinders the implementation of an appropriate aftercare plan for a youth. (ESSENTIAL)

Please refer to the report for the narrative discussion on the standards.

10-26-11/38k

END