

**MISSOURI
DIVISION
OF YOUTH
SERVICES**

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MISSOURI DIVISION OF YOUTH SERVICES

FIVE-YEAR PLAN

Section 219.016 RSMo (Revised, 1975) Subsection 2.5

"The Division shall be responsible for the development and administration of an effective statewide comprehensive program of youth services. This shall include, but not be limited to...

"Preparing a master plan for the development of a statewide comprehensive system of delinquency prevention, control, and rehabilitation services..."

NCJRS

AUG 31 1979

ACQUISITIONS

ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

I.	Introduction	1
	Preview	3
	History	5
	Objectives	6
II.	Service Delivery	10
	Introduction	12
	Northwest Region	14
	Southwest Region	17
	Northeast Region	19
	Southeast Region	21
	St. Louis Region	23
	Regional Plans	25
	Fiscal Years 1980/1983 Plans	35
	Administrative Support Plans	37
	Statewide Plans	58
III.	Position Papers	73
	Planning	75
	Affirmative Action	78
	Standards	79
	Purchase of Services	80
	Incentive Subsidy	81
	Deinstitutionalization of Status Offenders	83
	Runaways	85
	Aftercare	87
	Revocation of Aftercare	89
IV.	Appendix	90
	Chapter 219 RSMo	92
	Glossary	100

I. INTRODUCTION

PREVIEW

Prior to 1976 several attempts had been made to do comprehensive agency-wide planning. For the most part, the efforts were embarked upon by an individual or individuals and the resulting plan, however sound, remained with those individuals. In September 1975, the revised statutes, which considerably broadened this agency's responsibilities, mandated planning as an agency responsibility. Since then, the Division has taken this mandate to heart and this, the third year of planning, has been the agency's most organized attempt involving more staff than ever before in the planning process.

In January, 1976, soon after the new mandate went into effect, a committee representative of all areas of program within the Division was appointed. This committee was charged with drafting a comprehensive master plan. The committee spent the better part of four months hammering out organization and content. The first draft was then submitted to the agency's statewide planning body which reviewed every page; adopting, revising, deleting, and delegating. The document that evolved through a consensus seeking process was this agency's first five year plan, fiscal year 1977.

The sequel to that first plan was developed perhaps with less toil, as the Division's statewide planning group submitted action plans and objectives from their respective facilities and regions. In cases where funds did not materialize, continuation objectives were drafted in an attempt to fulfill original plans. Again, all plans were adopted through a consensus seeking process.

In preparing the budget request for fiscal year 1979, in May of 1977, the agency realized that the plan for fiscal year 1979 should be drafted first in order that the budget could be responsive to agency plans. At this time, the Division made its first attempt to utilize management by objectives in its approach to planning. Utilizing the process, the statewide planning group selected from the list of responsibilities in the law those areas that would require funding to adequately fulfill. These responsibilities were then analyzed and objectives were drafted to fulfill these responsibilities. The planning group then arrived at a budget request necessary to accomplish these objectives. The remaining responsibilities were reviewed and likewise analyzed in order to draft objectives which would not require additional funding to

accomplish. At this point, the Division has completed the objectives for its entire agency for fiscal year 1979. The said objectives are contained herein and this document is primarily devoted to delineation of the action plans to carry out those objectives.

The statewide planning group, though representative of every aspect of this agency, decided to duplicate the statewide planning process throughout the state on a regional basis. Regional planning groups have been created and all have met prior to implementation of these plans. The regional planning groups have the responsibility for carrying out the objectives in this statewide plan. The objectives are flexible as evidenced by the fact that the timetables may vary from region to region. The actual vehicle or mechanism and approach to objectives is open to interpretation by these regional planning groups.

Neither the plan nor the planning process to date is seen as the ultimate. The planning process has been very time-consuming and at times confusing. It is quite difficult to plan specifically for two years in advance when the budget has not yet been approved for the upcoming year. Monitoring of plans requires further attention. The agency is still struggling with appropriate action when and if plans are unfulfilled. The time and format that is most useful to staff is still being sought. The very act of writing down objectives and action plans indicating persons responsible and deadlines leaves many people leery of planning.

In light of the fact that the process is not yet perfected, this agency continues to plan. The Division has reaped enough advantages from planning, even in its infant stages, to continue the process. As indicated, the budget is now responsive to plans rather than vice versa. Communication lines are defined through the planning bodies. Staff, all the way down the line, have a mechanism for input into the plans, particularly, as they are carried out in each region and/or facility. The agency's structure and organization is responsive to the plan.

This plan is somewhat different from last year's because the planning process which produced it is slightly altered from that which produced last year's plan. No doubt, the upcoming year will produce another variation via an even further altered process.

HISTORY

Prior to 1945, the juvenile corrections function in Missouri was performed directly by the Missouri Department of Corrections. The 1945 Constitution revised this approach through the creation and establishment of a six-member administrative Board. Though the Board technically remained a part of the Department of Corrections, the State Board of Training Schools was given broad administrative discretion for the correction and training of juvenile offenders. The Board was authorized to employ a director who was responsible for the agency management under Board direction.

The Omnibus Reorganization Act of 1974 again reordered the management of the agency. The six-member Board's role was changed from administrative to advisory; the agency's name was changed to the Division of Youth Services; and the Division was placed within the newly created Department of Social Services under the administrative direction of a director appointed by the Director of the Department.

On July 28, 1975, Governor Christopher Bond signed into law a major revision of Chapter 219 RSMo which considerably broadened the scope of responsibility of the Division, under the guidance of an expanded board of 15 members.

In addition to existing services of reception, classification, group care, foster care, institutional care, academic classes, vocational exposure, rehabilitation, community placement and supervision, the Division's responsibilities were expanded to include prevention services, comprehensive training programs, consultation and information services to non-DYS agencies upon request, technical assistance to local communities, and a statewide data information system. For a copy of Chapter 219 RSMo (Revised 1975) see appendix.

OBJECTIVES (FISCAL YEAR 1979)

RESPONSIBILITY: Master Plan

- OBJECTIVES:
1. To update and monitor the master plan and prepare an annual report.
 2. To complete implementation of a formal comprehensive planning and management process throughout the Division.

RESPONSIBILITY: Classification

- OBJECTIVES:
3. To develop treatment alternatives to assure that 80-90 percent of youth classified are placed in compliance with the classification.
 4. To expand field capabilities to insure that classifications are conducted by qualified classification specialists.
 5. Increase the skill level of classification staff by determining the needs of those staff and providing at least 20 hours of training to each of the staff based upon those determined needs.
 6. Determine the number of youth classified for whom appropriate services were not available.
 7. Evaluate all DYS programs that have an average length of stay that varies significantly from the average agency length of stay.

RESPONSIBILITY: Rehabilitation

- OBJECTIVES:
8. Develop treatment alternatives to enable DYS to serve 80 percent of committed youth within 50 miles of their home.
 9. Increase by 10 percent the number of youth on aftercare who are holding a job, attending school, or receiving job training.
 10. Define the aftercare youth counselor's role by August 30, 1978, and draft specific objectives for aftercare services.
 11. To achieve regionalization through reallocation of existing resources to maintain population at TSB at 150 during FY '79.
 12. By June 30, 1979, R-PAD's and L-PAD's will formulate and implement objectives to improve the quality of existing treatment services to youth and to expand present service capabilities.

RESPONSIBILITY: Training (Outside DYS)

- OBJECTIVES: 13. Offer a minimum of 4000 hours of diversified training to public and private agency personnel involved in delinquency prevention programs and/or delinquency rehabilitation programs.

RESPONSIBILITY: Training (DYS Employees)

- OBJECTIVES: 14. Provide 20,000 hours of diversified training to DYS employees.
15. Assess individual staff training needs in terms of DYS goals and the individual's job duties.
16. Provide orientation concerning the five year plan to all Division of Youth Services staff.
17. Provide a minimum of 24 hours of training to all new child care employees before they assume job responsibilities.
18. Provide a minimum of 8 hours of training which is compatible with DYS goals to each DYS employee.

RESPONSIBILITY: Prevention

- OBJECTIVES: 19. Complete a statewide comprehensive written prevention plan, including but not limited to prevention committee operations, prevention committee objectives, successful prevention programs, DYS priorities, objectives, and action plans.
20. Have prevention committees utilize a uniform systems approach to planning for integration and coordination of prevention efforts and programs.
21. By August 1, 1978, provide all DYS employees with an initial comprehensive explanation of DYS prevention efforts and provide periodic updates.
22. Develop a mechanism for mutual exchange of prevention related information between the Division of Youth Services and other state youth serving agencies.
23. Establish community awareness of DYS's prevention planning through a statewide public information campaign stressing the citizen's role in preventing delinquency.

RESPONSIBILITY: Statistics

OBJECTIVE: 24. Implement a standardized system for the collection and dissemination of statistical information on juvenile delinquency in Missouri.

RESPONSIBILITY: Evaluation

OBJECTIVES: 25. Develop and disseminate a centralized file containing available information regarding name, description, and the reported effectiveness of delinquency prevention and rehabilitation programs in existence anywhere in the U. S.

26. Evaluate the effectiveness of at least one delinquency prevention program and one rehabilitation program within the state of Missouri.

RESPONSIBILITY: Written Records

OBJECTIVES: 27. Develop and implement uniform business practices and record keeping systems in all Division of Youth Services programs.

28. Improve the usefulness of the agency manual.

29. Eliminate errors in case reporting and recording, movement forms, and Title XX.

RESPONSIBILITY: Interstate Compact

OBJECTIVE: 30. Conduct training seminars with 75 percent of all juvenile courts concerning the use of Interstate Compact.

RESPONSIBILITY: Education

OBJECTIVES: 31. Ninety percent of the students entering the educational programs at Sears Youth Center, Training School for Girls, Camp Pa-He-Tsi, and Training School for Boys shall complete a vocational screening, diagnosis, and classification procedure within four weeks after entry into the program.

32. During FY '79 all Title I eligible students at the Training School for Boys and the satellite education programs at Watkins Mill and Camp Avery shall receive remedial education services in reading and GED tutoring.

RESPONSIBILITY: Deinstitutionalization of Status Offenders

OBJECTIVE: 33. To monitor the diversion of all youngsters who are referred to DYS and classified as status offenders to insure that at least 75 percent are diverted into non-institutional programs.

RESPONSIBILITY: Activities

- 34. R-PAD's will develop a systematic procedure to follow when community activities are scheduled for DYS youth.
- 35. During FY '79 all DYS youth will be involved in community-helping activities.
- 36. By the end of FY '79, DYS will develop and implement a plan designed to increase public interaction with DYS.

II. SERVICE DELIVERY

INTRODUCTION

It is the goal of the Division of Youth Services to serve all adjudicated youngsters within their home community. This would enhance the rehabilitative process by allowing the Division to work directly with the youngster, his family, his school, and his home community. To achieve this ideal state, the Division would have to establish every service it provides within each community. Obviously, that is not feasible.

The Division is, however, making a concerted effort to provide services to youth as close to home as possible. The vehicle through which the Division is providing services is a regional service delivery system. Five regions have been identified: Northeast, St. Louis, Northwest, Southeast, and Southwest. The regional service delivery system attempts to utilize those programs established within each region to provide maximum services to youth from that area of the state.

The concept of regionalization as applied by this agency is considered accomplished when each region has the capacity to provide residential care to 80-90 percent of all youngsters committed from within its boundaries. The Division anticipates that the remaining 10-20 percent can appropriately be placed in non-residential programs.

Existing services fall into two broad categories, residential and non-residential. Residential programs operated by the Division include two large institutions, two regional youth centers, four park camps, and sixteen group homes. These are located throughout the state with nearly half the total capacity in the two large institutions.

Non-residential services include aftercare counseling provided by aftercare youth counselors whose offices are located throughout the state. Many AYC's are housed in residential facilities to work closely with each youth and family during the youth's entire stay with DYS. Classification specialists provide classification services in each region. In addition to these services, opportunities are available for placement in various academic and vocational programs outside the Division.

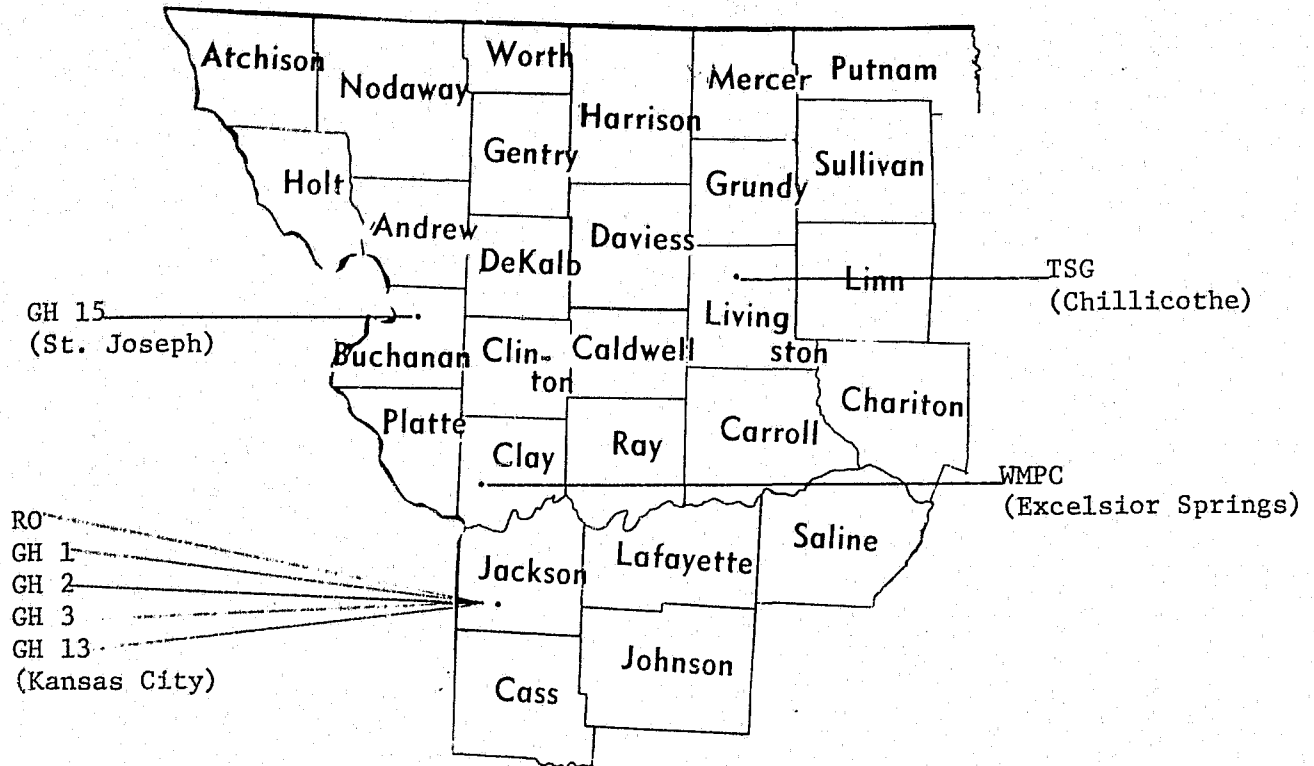
As indicated above, the Division feels that services provided within the community are more effective. In an attempt to promote the development of these services, the Division requested funds to be used for incentive subsidy programs, rather than development of these services directly. For

this reason, there are no plans to increase residential programs this year, rather, plans focus on an equally important area of upgrading the quality of existing services.

Over the time span covered by this plan, the agency proposes to establish adequate services to be regionalized. This may be accomplished through expanding direct services, developing an incentive subsidy program, or some combination of both.

However it is accomplished, the regionalized service delivery system is the heart of this agency's programs. All administrative support systems and planning efforts are directed at improving this system. The objectives adopted for this year reflect that fact clearly. Three categories delineate the focus of all objectives. Regional plans are objectives that apply directly to program. The section delineating regional plans is preceded by a summary of each region's service capacity, commitment trend, and efforts to equate capacity to need. Administrative support plans are objectives to improve and develop further any support functions that assist program in being carried out and allow administrators to evaluate program performance. The section delineating administrative support plans contains a summary of last year's accomplishments in several of these areas. Statewide plans are objectives primarily concerned with establishing agency direction and policy.

NORTHWEST REGION



REGIONAL FACILITIES

GH 1	Group Home #1 for Boys	(8) ¹
GH 2	Group Home #2 for Girls	(8)
GH 3	Group Home #3 for Boys	(8)
GH 13	Group Home #13 for Boys	(8)
GH 15	Group Home #15 for Boys	(10)
TSG	Training School for Girls	(120)
WMPC	Watkins Mill Park Camp for Boys	(30)
RO	Regional Office	

REGIONAL COMMITMENTS

	FY '74	FY '75	FY '76	FY '77	FY '78
TOTAL	228	269	241	250	240
Males	161	200	189	194	175
Females	67	69	52	56	65

¹ Numbers in parentheses indicated budgeted capacity

NORTHWEST REGION

Facilities in this region include five group homes, one park camp, and one female institution comprising a total budgeted capacity of 189 beds located in the Northwest Region. The group homes and the park camp are considered regional facilities, indicating that by far the majority of placements in these facilities are commitments from within the boundaries of the region. The Training School for Girls, however, accepts placements from all regions of the state.

Non-residential services are provided by aftercare youth counselors and a classification specialist. Aftercare workers are located in the regional office, as well as all the facilities of the region.

The chart on the previous page indicates the number of commitments in fiscal year 1978 is quite similar to that of fiscal year 1977. The only variation is a slight increase in female commitments and an increase in male commitments. These commitment rates indicate the Northwest Region should have residential capacity to serve 140 to 158 males and 52 to 59 females in order to be regionalized. The remaining number of commitments, 24 to 48, would need to be served in non-residential programs.

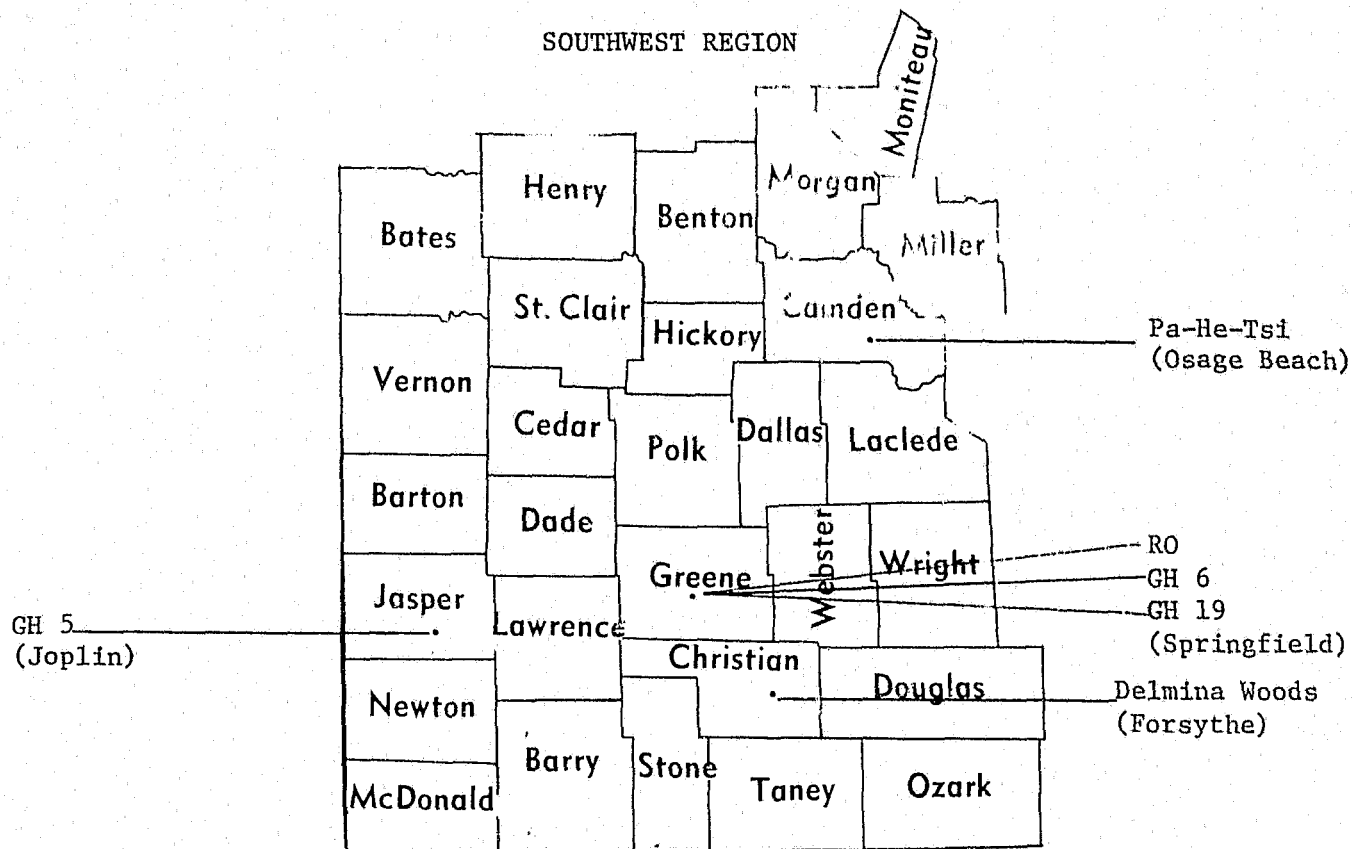
According to the Division's length of stay policy, which sets an average of six months for all facilities, this region could serve 122 males and 16 females in regional facilities in one year. In comparison with the ideal range of 140-158, the capacity for males in this region needs to be increased by 9 to 18.

A total of 16 females can be served in regional facilities in one year. The Training School for Girls could serve 240 females in one year which would obviously be enough space for the remaining 36 to 43 females. However, the question remains whether this is the appropriate placement for the remaining females of this region. The Division will continue to consider the need for additional regional facilities to serve the female commitments of this region.

Last year (fiscal year 1978) the Division had two plans to increase the residential programs of this region. One was to develop a transitional living center - the other, to develop a special facility for high risk youth. Neither of these materialized because of lack of funds.

Northwest Region Continued -

In the area of non-residential services, this region has initiated two new program ideas. These include an aftercare group and establishment of a coalition of youth agencies to refine foster care services. The region also explored the possibility of initiating family counseling and monitored placements to determine areas of program need.



REGIONAL FACILITIES

GH 5	Group Home #5 for Boys	(10) ¹
GH 6	Group Home #6 for Boys	(12)
GH 19	Group Home #19 for Girls	(10)
Delmina Woods	Regional Coed Park Camp	(16 boys - 8 girls)
Pa-He-Tsi	Outdoor Education Program	
RO	Regional Office	

REGIONAL COMMITMENTS

	FY '74	FY '75	FY '76	FY '77	FY '78
TOTAL	63	84	109	107	124
Males	42	70	85	81	100
Females	21	14	24	26	24

¹ Numbers in parentheses indicate budgeted capacity.

SOUTHWEST REGION

Facilities in this region include three group homes, and one regional coeducation park camp, comprising a total capacity of 56. These 56 bed-spaces are regional facilities, and therefore youth from outside this region are rarely placed in these facilities. Though the outdoor education program at Pa-He-Tsi is located within the boundaries, it is not intended to be a regional program. It serves youth from across the state and will be discussed in more detail as a satellite program of the Training School for Boys.

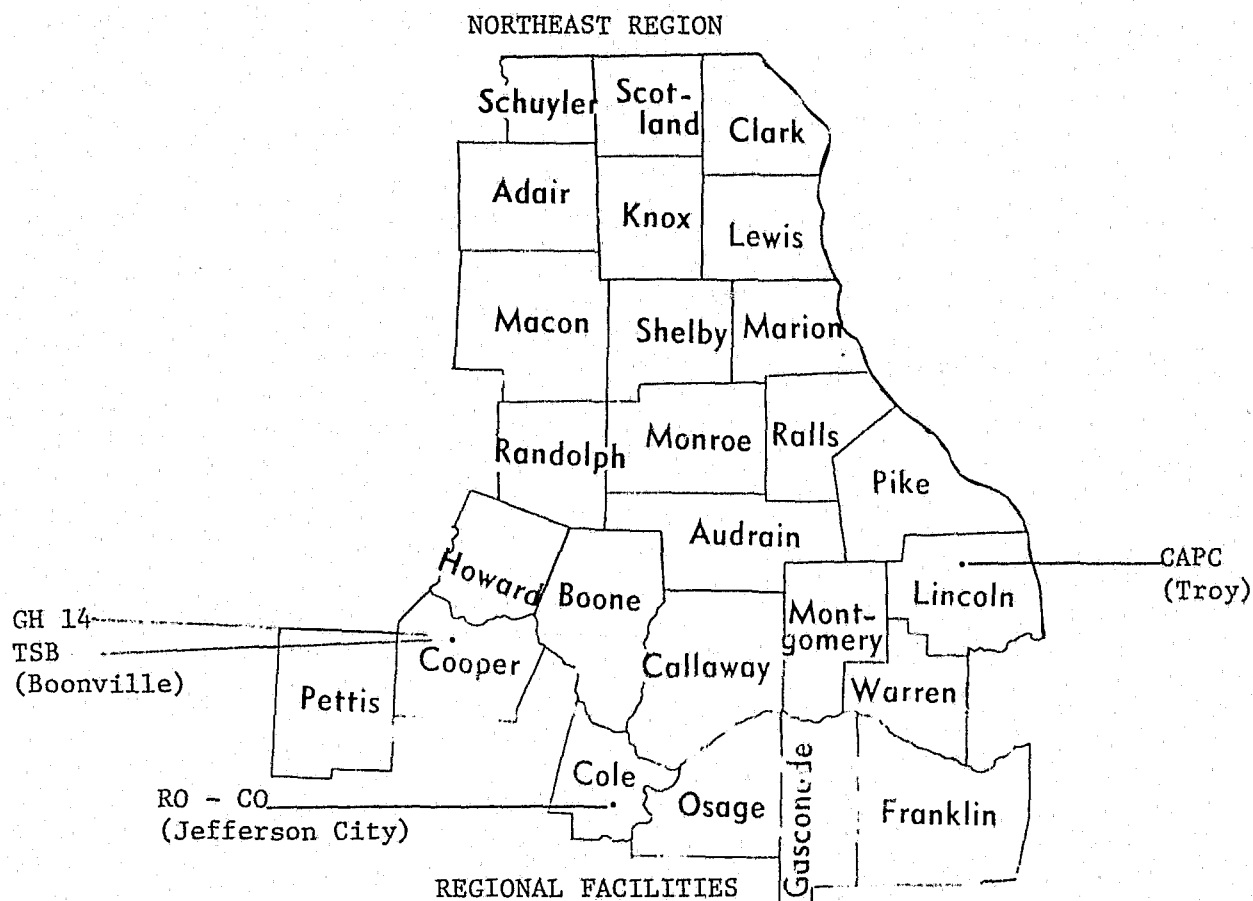
Aftercare youth counselors are located in each of the group homes and at Delmina Woods. One classification specialist recommends placements for commitments from this region. Together these workers provide non-residential care to youth of this region.

The commitment data on the previous page indicates that commitments have increased 16 percent over the rate in fiscal year 1977, reflected almost entirely by an increase in male commitments. According to the most current commitment rates, the Southwest Region should have the residential capacity to serve 80 to 90 males and 19 to 22 females in order to be regionalized. The remaining 12 to 25 youths should be served in non-residential programs.

Given that this region complies with agency policy by maintaining an average length of stay of six months, the regional facilities in Southwest Region could serve 76 males and 20 females. Based on the previous two years' data this would have been adequate residential capacity. However, if the current increase in commitments continues, the Southwest Region will have to increase its bedspace for males by 5 to 10 in order to be regionalized. Female bedspace capacity appears adequate if current commitment rates hold.

Last year the Division's only plan to increase bedspace in this region was to complete the facility at Delmina Woods. While the facility has been constructed for a capacity of 24, 16 boys and 8 girls, an adequate number of staff has not been hired to manage a third group; rather, the facility is currently operating two groups of 10. The Division plans to increase the size of the staff to provide service to a third group during this year.

In the area of non-residential services the Southwest Region initiated a new program consisting of volunteer aftercare youth counselors and an after-care youth group. Other program areas explored include parent groups and family counseling.



GH 14	Group Home #14 for Boys	(10) ¹
TSB	Training School for Boys	(150)
CAPC	Camp Avery Park Camp	(30)
RO - CO	Regional Office - Central Office	
Mexico	Mexico Aftercare Office	
Union	Union Aftercare Office	

REGIONAL COMMITMENTS

	FY '74	FY '75	FY '76	FY '77	FY '78
TOTAL	60	67	77	75	97
Males	45	54	64	61	81
Females	15	13	13	14	16

¹ Numbers in parentheses indicate budgeted capacity.

NORTHEAST REGION

Residential facilities in this region include one group home, one park camp, and one boys' institution comprising a total budgeted capacity of 190 male bedspaces located in the region. The group home and park camp are the only regional facilities because the Training School for Boys accepts placement from all the regions of the state.

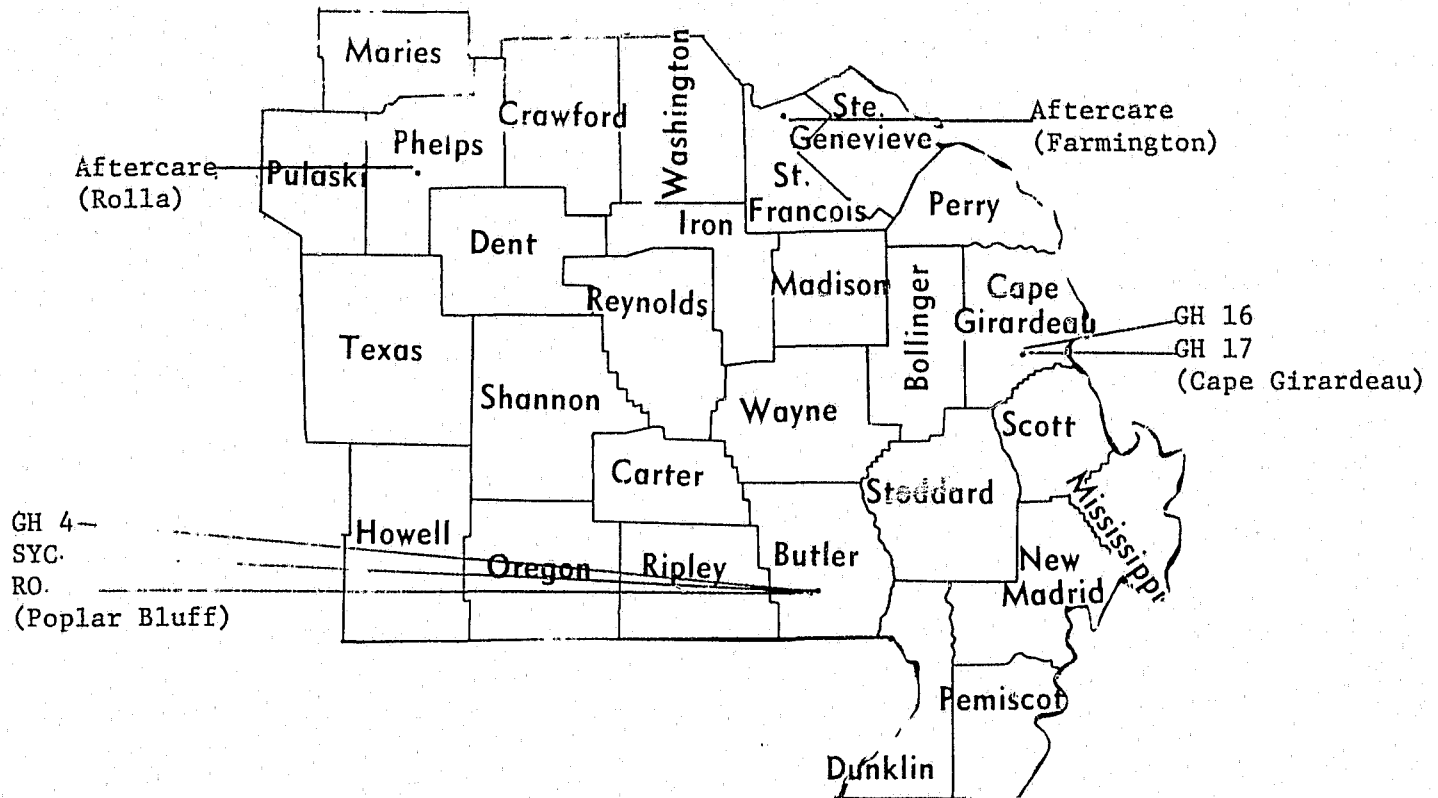
Aftercare youth counselors are located in the regional office, the group home, and two locations within the region. A classification officer recommends placements for youth from this region. Classification and aftercare services provide the bulk of the non-residential services.

The commitment data on the previous page indicate that commitments have increased 29 percent over the rate in fiscal year 1977 reflected by increases of both male and female commitments. According to the most current commitment rates, the Northeast Region should have the residential capacity to serve 65 to 73 males and 13 or 14 females in order to be regionalized. The remaining 10 to 19 youths should be served in non-residential programs.

Assuming the region complies with the agency policy stipulating an average length of stay of six months, the regional facilities in the Northeast Region could serve 80 males. Based on the previous year's data, this would be adequate bedspace for the males of this region. However, there is a need for bedspace to serve the 13 or 14 females of this region.

Last year, when plans were drafted, this region was part of the St. Louis Region. Due to the burden of administering the large territory, St. Louis was separated into its own region; therefore, no plans for increasing the bedspace of this region were made.

SOUTHEAST REGION



REGIONAL FACILITIES

GH 4	Group Home #4 for Girls	(10) ¹
GH 16	Group Home #16 for Boys	(10)
GH 17	Group Home #17 for Boys	(10)
SYC	Sears Youth Center for Boys	(65)
RO	Regional Office	
Aftercare	Rolla Aftercare Office	
Aftercare	Farmington Aftercare Office	

REGIONAL COMMITMENTS

	FY '74	FY '75	FY '76	FY '77	FY '78
TOTAL	94	112	118	140	145
Males	70	84	91	119	120
Females	24	28	27	21	25

¹ Numbers in parentheses indicate budgeted capacity.

SOUTHEAST REGION

Residential facilities in this region include three group homes and one boys' institution comprising a total budgeted capacity of 95 bedspaces located in this region. Sears Youth Center is currently serving some youngsters from other regions, but there is a concerted effort to place youngsters from this region only in this facility.

Aftercare youth counselors are located in the regional office, the group homes, and two additional locations within the region. A classification officer recommends placement for youth from this region. Classification and aftercare services provide non-residential services to this region.

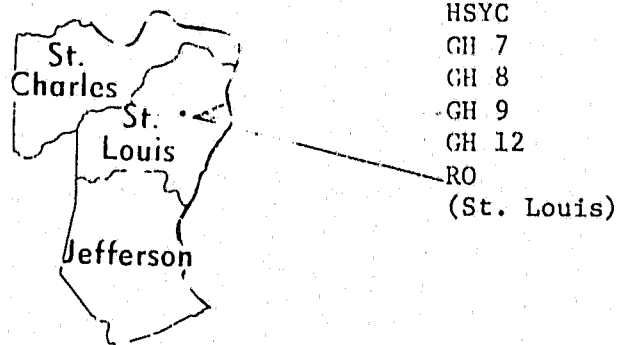
According to the commitment rates shown on the previous page, commitments have increased slightly in the last fiscal year. Current commitment rates indicate the Southeast Region should have the residential capacity to serve 96 to 108 males and 20 to 23 females. Non-residential services should be able to serve 15 to 29 youths.

Assuming this region maintains an average length of stay of six months, the regional facilities could serve 170 males and 20 females from this region. This is more than adequate space for male commitments from this region. Unless a trend upward continues, this region had adequate bedspace for its female commitments.

Last year there were no plans to increase residential bedspace of this region. A feasibility study for development of a transitional living center was initiated. Information gathered was not adequate to make recommendations. This region will continue to collect information on this.

Non-residential services developed new areas of program including new alternative placements in aftercare, counseling resources for parents of committed youth, and case conferences for hazardous placement groups.

ST. LOUIS REGION



REGIONAL FACILITIES

GH 7	Group Home #7 for Boys	(10) ¹
GH 8	Group Home #8 for Boys	(10)
GH 9	Group Home #9 for Girls	(10)
GH 12	Group Home #12 for Boys	(12)
HSRYC	Hogan Street Regional Youth Center for Boys	(40)
RO	Regional Office	

REGIONAL COMMITMENTS

	FY '74	FY '75	FY '76	FY '77	FY '78
TOTAL	379	427	340	285	287
Males	320	361	295	223	223
Females	59	66	45	62	64

¹ Numbers in parentheses indicate budgeted capacity.

ST. LOUIS REGION

Residential facilities in this region include four group homes and a regional institution for boys comprising a total budgeted capacity of 82 bedspaces located in this region. All these facilities are regional facilities serving only commitments from the St. Louis Region.

Aftercare youth counselors are located in the regional office and Hogan Street Regional Youth Center. A classification officer recommends placement for commitments from this region. Both of these components provide non-residential services to this region.

Commitment rates on the previous page indicate only a very slight change in numbers as compared to fiscal year 1977. These rates indicate the St. Louis Region should have the residential capacity to serve 178 to 201 males and 51 to 58 females in order to be regionalized. The remaining number of commitments, 28 to 58, would need to be served in non-residential programs.

The Division's length of stay policy would enable this region to serve 144 males and 20 females in regional facilities in a year. In order to serve its commitments, the St. Louis Region needs to increase its residential capacity for males by 17 to 28 and its female residential capacity by 15 to 19.

Last year the Division had two plans to increase residential programs in this region; one was to develop a transitional living center; and the other to establish a girls' group home. Neither of these programs were initiated due to lack of funding. A needs assessment for an additional 40 bed facility was conducted and a recommendation has been made to establish one.

In the area of non-residential services, this region has initiated several new programs, including a foster parents counseling group, and a reality therapy parent/child participation group.

REGIONAL PLANS

Following are the objectives and action plans for all the regions. Though each region has the same set of objectives, the way the plans are actually implemented is left to the separate groups.

The Regional Planning and Development groups are composed of middle management from each region. Staff serving on these groups include regional administrators, institutional superintendents, facility managers, a training unit representative, at least one representative of group home programs, at least one representative of aftercare counselors, a classification specialist, and a prevention specialist.

The first priority task of the regional planning and development groups is to fulfill the objectives for each region. They may also address any problems that arise within the region. In addition to these, objectives specific to individual regions above and beyond those that are common to all may be adopted.

As is evident from the budget summary, no funding for new programs has been allotted the Division for fiscal year 1979. Necessarily, these objectives focus on improving program by upgrading the quality of program.

TRAINING NO. 1: During FY '79 DYS will provide 20,000 hours of diversified training to DYS employees

CO-PAD

R-PAD

MAJOR TASKS

PERSON
RESPONSIBLE

DATE COMPLETED BY

- | | | |
|---|-----------------|-----------------------|
| 1. Provide assessment format | CTU | May 1978 |
| 2. Establish training needs | R-PAD's/L-PAD's | June 1978 |
| 3. Establish training objectives | R-PAD's/L-PAD's | June 1978 |
| 4. Design programs to meet needs | LTF's/CTU | July 1978 |
| 5. Present training | LTF's/CTU | Aug. 1978 - June 1979 |
| 6. Quarterly review and management action | S-PAD | Quarterly |
| 7. Needs assessment - FY '80 | R-PAD's/L-PAD's | Apr. '79 - June '79 |
| 8. Design programs to meet needs | LTF's/CTU | Apr. '79 - June '79 |
| 9. Establish training objectives - FY '80 | R-PAD's/L-PAD's | June 1979 |

TRAINING NO. 2: During FY '79 DYS will provide a minimum of 8 hours of training which is compatible with DYS goals to each DYS employee.

CO-PAD
R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Assess needs	R-PAD's/CO-PAD	June '78
2. Determine training objectives	R-PAD's/CO-PAD	July '78
3. Design training	LTF's/CTU	July '78
4. Schedule training	RA's/Supt.'s	July '78
5. Conduct training	CTU/LTF's	Aug. '78 - June '79
6. Evaluate training	Person Responsible for training/R-PAD's	Aug. '78 - June '79
7. Monitor	R-PAD	Quarterly

TRAINING NO. 3: During FY '79 DYS will provide a minimum of 24 hours of training to all new child care employees before they assume job responsibilities.

R-PAD

MAJOR TASKS

PERSON
RESPONSIBLE

DATE COMPLETED BY

1. Determine training needs

R-PAD's/L-PAD's

Aug. '78

2. Schedule training

R-PAD's/L-PAD's

Aug. '78

3. Provide for training

LTF's/CTU

Sept. '78 - June '79

4. Quarterly review and
managerial action

S-PAD

Quarterly

TRAINING NO. 4: During FY '79 DYS will assess individual staff training needs in terms of DYS goals and the individual's job duties.

R-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Train S-PAD	CTU	Sept. '78
2. S-PAD group members train middle management supervisors in writing personal objectives	S-PAD	Oct. '78
3. Establish individual training needs	R-PAD/L-PAD	Nov.-Dec. '78
4. Establish priority	R-PAD/L-PAD	Dec. '78
5. Schedule training if available	R-PAD/L-PAD	Jan. '79 - June '79
6. Utilize information in FY '80 needs assessment	R-PAD/L-PAD	Apr. '79 - June '79
7. Quarterly review and management action	S-PAD	Quarterly

REHABILITATION NO. 1: By June 30, 1979, increase by at least 10 percent the number of youth on aftercare who are holding a job, attending school, or receiving job training.

R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Compile number of youth holding jobs, attending school, job training	RA's	July '78
2. Develop regional and local action steps to increase number	R-PAD's	Aug. '78
3. Devise periodic report format/establish procedures	JJB	Aug. '78
4. Monitor reports and take necessary managerial action	RA's	July '78 - June '79
5. Quarterly review and management action	S-PAD	Quarterly

REHABILITATION NO. 2: By June 30, 1979, R-PAD's and L-PAD's will formulate and implement objectives to improve the quality of existing treatment services to youth and to expand present service capabilities.

R-PAD
L-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine existing service quality	L-PAD/R-PAD	Sept. '78
2. Identify service strengths and weaknesses	L-PAD/R-PAD	Sept. '78
3. Formulate Objective to: a. Building upon strengths b. Minimize weaknesses	L-PAD/R-PAD	Dec. '78
4. Implement objectives	L-PAD/R-PAD	Jan. '79
5. Quarterly review and managerial action	S-PAD	Quarterly

ACTIVITIES NO. 1: R-PAD's will develop a systematic procedure to follow when community activities are scheduled for DYS youth.

R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Develop procedure	R-PAD's	July '78
2. Implement procedure	L-PAD's	August '78
3. Monitor effectiveness of procedure	R-PAD's	August ' 78 - June '79
4. Monitor and take necessary managerial action	S-PAD	Quarterly

ACTIVITIES NO. 2: During FY '79 all DYS youth will be involved in community-helping activities. (Information on activities will be shared through the quarterly reports.)

R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Identify present activities	R-PAD	Aug. '78
2. Look for additional activities	R-PAD/L-Pad	Aug. '78
3. Schedule activities (as often as needed to assure each youth the opportunity to participate in at least one activity.)	L-PAD	Aug. '78
4. Report to R-PAD number of youth involved in activities	L-PAD	Quarterly
5. Monitor and take necessary managerial action	R-PAD	Quarterly
6. R-PAD report quarterly to S-PAD	R-PAD	Quarterly

ACTIVITIES NO. 3: By the end of FY '79, DYS will develop and implement a plan designed to increase public interaction with DYS.

R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine number and type of activities currently utilized to interact with the public	R-PAD	Sept. '78
2. Explore new ways	R-PAD	Oct, '78
3. Develop a regional plan that will increase number of interactions	R-PAD	Nov. '78
4. Implement plan	L-PAD	Dec. '78 - June '79
5. Monitor and take necessary managerial action	S-PAD	Quarterly

FISCAL YEAR 1980 PLANS

RESIDENTIAL

1. Assess the need for further residential treatment capability and request funding as needed.
2. Assess the need to expand, reduce, or convert existing residential programs.
3. Review all residential programs to develop objectives for program quality.

NON-RESIDENTIAL

1. Continue to initiate new non-residential programs.
2. Assess the effectiveness of non-residential programs initiated in fiscal year 1979 and maintain, expand, or phase down as needed.
3. Review all non-residential programs to develop objectives for program quality.
4. Evaluate the team treatment approach as used in each region.
5. Request funding for the development or purchase of needed treatment resources as determined by comparison of needs identified through classification procedures and actual treatment resources.
6. Assess the need for specialized diagnostic capabilities in each region.

FISCAL YEAR 1981 PLANS

RESIDENTIAL

1. Develop and implement program plan for any new residential treatment programs funded.
2. Implement any expansion reduction, or conversion of existing residential treatment programs.
3. Continue to develop objectives for program quality.

NON-RESIDENTIAL

1. Develop and implement program plans for new treatment programs funded.
2. Request funding for specialized diagnostic capabilities if indicated by needs assessment.
3. Continue to review all non-residential programs for program quality objectives.

FISCAL YEAR 1982 PLANS

RESIDENTIAL

1. Evaluate any new residential programs funded in fiscal year 1981.
2. Evaluate any changes to existing residential programs implemented in fiscal year 1981.
3. Develop objectives for program quality.

NON-RESIDENTIAL

1. Continue to initiate and evaluate new non-residential treatment programs.
2. Implement program for specialized diagnostic capabilities if funded.
3. Review all non-residential programs for program quality objectives.

FISCAL YEAR 1983 PLANS

RESIDENTIAL

1. Assess the need to expand, reduce, or maintain all residential treatment programs, and take necessary measures to meet the need.
2. Continue evaluation of residential treatment programs.
3. Continue development of program quality objectives.

NON-RESIDENTIAL

1. Continue to implement programs for any treatment needs indicated by classification procedures.
2. Evaluate programs for specialized diagnostic capabilities.
3. Assess the need to expand, reduce, or maintain all non-residential treatment programs.
4. Continue to develop program quality objectives.

ADMINISTRATIVE SUPPORT

The following plans concern administrative support plans. In the past two years plans of this nature have focused exclusively on the area of research and evaluation, staff development, and prevention. The reason for this was that these were new areas of administrative support and were just being developed. Largely due to this amount of attention, these areas of administrative support have grown and improved significantly in a relatively short period of time.

The staff development unit has a staff of four central office trainers with one supervisor. In addition, ten local training facilitators provide training on a half-time basis to regions and institutions. In the last fiscal year the Division's training effort has provided a total of approximately 27,000 man-hours of training to DYS staff in the areas of treatment, management, communications, team building, values clarification, technical training for support staff and outdoor education.

These areas of training were chosen in response to a needs assessment conducted by the training staff. This amount of training was more than adequate to meet all the objectives stipulated in last year's plan. In the upcoming year the Division plans to continue its training efforts to DYS staff and expand its training efforts to other youth serving agencies as mandated by law.

The research and evaluation unit, too, has expanded in the number of personnel, number of programs for information retrieval by computer, and number of program evaluations conducted. The staff in research have grown in number to three research analysts and one evaluation consultant to design studies and train the analysts to conduct research.

Plans for the upcoming year are to collect and disseminate statistical information on juvenile delinquency statewide, to make information available concerning programs in other parts of the United States, and to continue to evaluate our own programs.

The prevention effort of the Division has grown considerably in the past year. A delinquency prevention specialist has been employed in each of five regions in work with communities. These specialists and the delinquency prevention administrator have provided 2,900 hours of technical assistance

to community prevention committees to assist them in conducting meetings, developing programs, and exchanging information. Objectives for the upcoming year continue these same efforts throughout the state.

As the Division's approach to planning broadened its outlook, existing administrative support areas came into consideration for objectives. Evidence of this is seen by our plans to improve written records, increase the understanding of the Interstate Compact, improve classification services, establish standards for our programs, and produce publications on a more timely schedule.

Specifics of these administrative support plans follow.

WRITTEN RECORDS NO. 1: During FY '79 develop and implement uniform business practices and record keeping systems.

S-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Appoint committee to identify areas of need 2. Approve recommendations for new procedures 3. Appoint committee to write procedures 4. Approve procedures 5. Select people to provide training 6. Select people to receive training	FM FM FM S-PAD S-PAD S-PAD	June '78 August '78 August '78 November '78 December '78 December '78
7. Conduct training 8. Quarterly review and managerial action	Selected Staff S-PAD	Jan. '79 - June '79 Quarterly

WRITTEN RECORDS NO. 2: During FY '79 improve the usefulness of the agency manual. (Possible tasks include reorganization, indexing, cross-referencing, eliminating duplications, and inconsistencies, purchasing different binders.)

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Appoint committee	FM	July '78
2. Propose method(s) to be used for improving manual	Committee	Sept. '78
3. Approve method(s)	FM	Oct. '78
4. Compile improved manual	Committee	Nov. '78 - Mar. '79
5. Distribute improved manual	Committee	Apr. '79
6. Review and take necessary managerial action	S-PAD	Quarterly

CLASSIFICATION NO. 1: During FY '79 increase the skill level of classification staff by determining the needs of those staff and providing at least 20 hours of training to each of the staff based on those determined needs.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Training needs assessment 2. Establish training program content 3. Present training 4. Quarterly review and managerial action	KS KS KS S-PAD	Jul. '78 - Aug. '78 Sept. '78 Oct. '78 - June '79 Quarterly

CLASSIFICATION NO. 2: To determine the number of youth classified during
FY '79 for whom appropriate services were not available.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Compile FY '78 findings and report to FM/JH 2. Evaluate reporting system 3. Develop and implement necessary system changes 4. Quarterly review and managerial action	JJB JJB JJB S-PAD	July '78 July '78 - Aug. '78 Sept. '78 Quarterly

CLASSIFICATION NO. 3: To develop treatment alternatives to assure that 80-90 percent of youth classified are placed in compliance with the classification.

CO-PAD
S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Compile report of classification recommendations	JJB	July '78
2. Develop budget request	JH/FM	July '78
3. Present to S-PAD for priority ranking	JH/FM	July '78
4. Follow budget process through Department, Central Office, and Legislature	JH/FM	Aug. ' 78 - June '79
5. Quarterly review and managerial action	S-PAD	Quarterly

INTERSTATE COMPACT: By the end of FY '79 to have conducted training seminars 75 percent of all juvenile courts concerning the use of Interstate Compact.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine seminar content 2. Schedule seminars 3. Conduct seminars 4. Monitor and take necessary managerial action	AS AS AS S-PAD	Sept. '78 Oct. '78 Nov. '78 - June '79 Quarterly

STANDARDS: By 6-30-79 develop standard setting materials relating to state and local prevention, control, and rehabilitation programs.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Appoint standards committee	FM	April '78
2. Determine program areas where standards are needed	Committee Chairman	June '78
3. Assign program areas	Committee Chairman	July '78
4. Submit rough draft of materials to S-PAD	Committee Chairman	Oct. '78
5. Present final draft to S-PAD	Committee Chairman	Dec. '78
6. Develop action plans	Committee Chairman	Dec. '78
7. Promulgate rules	FM	June '79
8. Quarterly review and managerial action	S-PAD	Quarterly

STATISTICS: By the end of FY '79, implement a standardized system for the collection and dissemination of statistical information on juvenile delinquency in Missouri.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine data, then collection method	JJB	June '78
2. Collect data	JJB	June '78 - June '79
3. Develop EDP program	JJB	June '78 - Jan. '79
4. Compile report	JJB	April '79
5. Distribute information	JJB	June '79
6. Monitor and take necessary managerial action	S-PAD	Quarterly

-46-

EVALUATION NO. 1: By 6-30-79 develop a centralized file containing available information, re: name, description, and reported effectiveness of delinquency prevention and rehabilitation programs in the U. S.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Collect existing information	JJB	July '78
2. Develop mechanism for collecting additional information	JJB	Aug. '78
3. Catalog a file	JJB	Sept. '78 - June '79
4. Make topical list of information available to all DYS employees	JJB	Aug. '78 - June '79
5. Monitor and take necessary managerial action	S-PAD	Quarterly

EVALUATION NO. 2: To evaluate the effectiveness of at least one delinquency prevention program and one rehabilitation program in Missouri by 6-30-79.

S-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Select programs to be evaluated	S-PAD	Aug. '78
2. Develop research design	JJB	Sept. '78
3. Conduct research	JJB	Oct. '78 - May '79
4. Compile results	JJB	June '79
5. Quarterly review and necessary managerial action	S-PAD	Quarterly

TRAINING NO. 1: During FY '79 DYS will provide 20,000 hours of diversified training to DYS employees.

CO-PAD
R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Provide assessment format	CTU	May '78
2. Establish training needs	R-PAD's/L-PAD's	June '78
3. Design programs to meet needs	LTF's/CTU	June '78
4. Establish training objectives	R-PAD's/L-PAD's	July '78
5. Present training	LTF's/CTU	Aug. '78 - June '79
6. Quarterly review and managerial action	S-PAD	Quarterly
7. Needs assessment - FY '80	R-PAD's/L-PAD's	Apr. '79 - June '79
8. Design programs to meet needs	LTF's/CTU	Apr. '79 - June '79
9. Establish training objectives - FY '80	R-PAD's/L-PAD's	June '79

* TRAINING NO. 2: During FY '79 DYS will provide a minimum of 8 hours of training which is compatible with DYS goals to each DYS employee.

CO-PAD
R-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Assess needs	R-PAD's/CO-PAD	June '78
2. Determine training objectives	R-PAD's/CO-PAD	July '78
3. Design training	LTF's/CTU	July '78
4. Schedule training	RA's/Supt.'s	July '78
5. Conduct training	CTU/LTF's	Aug. '78 - June '79
6. Evaluate training	Person Responsible for training R-PAD's	Aug. '78 - June '79
7. Monitor	R-PAD	Quarterly

TRAINING NO. 3: During FY '79 DYS will offer a minimum of 4,000 hours of diversified training to public and private agency personnel involved in delinquency prevention programs and/or delinquency rehabilitation programs.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Assess needs	CTU/LTF's	June '78
2. Determine training objectives	CTU/LTF's/PPA's*	July '78
3. Design training	CTU/LTF's	Aug. '78
4. Schedule training	CTU/LTF's	Aug. '78
5. Conduct training	CTU/LTF's	Aug. '78-June '79
6. Evaluate	LTF's/CTU/PPA's*	Aug. '78-June '79
7. Monitor	S-PAD	Quarterly
*Public and Private agencies		

TRAINING NO. 4: During FY '79 DYS will assess individual staff training needs in terms of DYS goals and the individual's job duties.

R-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Train S-PAD	CTU	Sept. '78
2. S-PAD group members train middle management supervisors in writing personal objectives	S-PAD	Oct. '78
3. Establish individual training needs	R-PAD's/L-PAD's	Nov. - Dec. '78
4. Establish priority	R-PAD's/L-PAD's	Dec. '78
5. Schedule training if available	R-PAD's/L-PAD's	Jan. '79 - June '79
6. Utilize information in FY '80 needs assessment	R-PAD's/L-PAD's	Apr. '79 - June '79
7. Quarterly review and managerial action	S-PAD	Quarterly

PREVENTION NO. 1: By June 30, 1979, establish a mechanism for mutual exchange of prevention related information between DYS and other state youth serving agencies.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Compile list of other agencies	GS	July '78
2. Inform other agencies of DYS's prevention efforts	GS	Aug. '78
3. Request contact person	GS	Aug. '78
4. Establish mechanism for mutual exchange of information	GS	Oct. '78
5. Monitor and take necessary managerial action	S-PAD	Quarterly

PREVENTION NO. 2: To have twenty communities (cities and/or counties) utilizing a uniform systems approach to planning for integration and coordination of prevention program efforts by 6-30-79.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Have initial planning effort underway in 10 communities	GS	Nov. '78
2. Have advanced planning effort underway in 10 communities and begin initial efforts in 10 communities	GS	Nov. '78
3. Have systems approach implemented in all 20 communities	GS	June '79
4. Monitor and take necessary managerial action	GS	Quarterly

PREVENTION NO. 3: By 6-30-79 have community awareness of DYS local Youth Development Councils responsible for prevention planning through a statewide public information campaign stressing the citizen's role in preventing delinquency.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Identify topics to be included in a public information campaign	GS	Jan. '79
2. Explore means of conducting the public information campaign	GS	Mar. '79
3. Conduct the public information campaign	GS	June '79
4. Monitor and take managerial action	GS	Quarterly

PREVENTION NO. 4: By 6-30-79 complete a statewide comprehensive written prevention plan, including but not limited to Youth Development Council operations and objectives, succesful prevention programs, DYS priorities, objectives, and action plans.

CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Gather information regarding YDC's operations and objectives	GS	Apr. '79
2. Determine successful prevention programs	GS	May '79
3. Compile information into plan	GS	May '79
4. Publish/distribute plan	GS	June '79
5. Monitor and take managerial action	GS	Quarterly

MASTER PLAN: To update and monitor DYS Master Plan and prepare Annual Report during FY '79.

S-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
MASTER PLAN		
1. Adopt agency objectives - FY '80	S-PAD	Jan. '79
2. Draft narrative for FY '80 plan	DJ	Mar. '79
3. Submit for approval	DJ	May '79
4. Send to Printer	DJ	June '79
5. Distribute	DJ	June '79
ANNUAL REPORT		
1. Draft format and write narrative	DJ	Apr. '79
2. Submit for approval	DJ	May '79
3. Send to printer	DJ	Aug. '79
4. Distribute	DJ	Aug. '79

STATEWIDE PLANS

During the last year the Division's Statewide Planning and Development group has focused at least half of its meeting time on planning. The planning function of this agency has been outlined (see Position Paper) and regional planning groups have been established. The objectives and plans that have been adopted by the statewide group require a group of objective decisions that have policy implications for the entire agency. These objectives and their action plans actually set a schedule for such administrative decisions. Following are the plans that are exclusively for the statewide group to fulfill.

These plans are precluded by a set of position papers that the Division's administration has adopted for the purpose of clarifying to DYS staff and explaining to people outside this agency our stance in regard to areas that have direct effect upon program.

REHABILITATION NO. 1: S-PAD will define AYC's role by August 30, 1978,
and draft specific objectives for aftercare services.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Define AYC role	S-PAD	May '78
2. Appoint S-PAD subcommittee	FM	May '78
3. Develop specific objectives for after care services	Subcommittee	June '78
4. Present to S-PAD for review and adoption	Subcommittee	June '78
5. Implement	R-PAD/L-PAD	July '78 - June '79
6. Monitor and take necessary managerial action	S-PAD	Quarterly

REHABILITATION NO. 2: To develop treatment alternatives to enable DYS to serve 80 percent of committed youth within 50 miles of their homes. (Incentive Subsidy)

S-PAD

MAJOR TASKS

PERSON
RESPONSIBLE

DATE COMPLETED BY

1. Finalize agreements with
juvenile courts

FM

June '78

2. Implement incentive subsidy
program

FM

July '78 - June '79

3. Quarterly review and
necessary managerial action

S-PAD

Quarterly

REHABILITATION NO. 3: By January 1, 1979, define effective treatment as seen by DYS.

S-PAD

MAJOR TASKS

PERSON
RESPONSIBLE

DATE COMPLETED BY

- | | | |
|--|-------|-----------|
| 1. Receive training
(Reintegration vs.
Rehabilitation) | S-PAD | Oct. '78 |
| 2. Determine outline
(brainstorm) | S-PAD | Nov. '78 |
| 3. Assign intermediate
position paper(s)- | S-PAD | Nov. '78 |
| 4. Consider, discuss, and
finalize position paper(s) | S-PAD | Dec. '78 |
| 5. Include in Plan | DJ | June '79 |
| 6. Quarterly review and
necessary managerial action | S-PAD | Quarterly |

REHABILITATION NO. 4: By June 30, 1979, establish program parameters and expectations for care of all youth committed to DYS and develop an evaluation plan for all agency programs.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Review definition of effective treatment and existing program parameters	S-PAD	Jan. '79
2. Define program parameters and expectation	S-PAD	Feb. '79
3. Develop evaluation plan	S-PAD	Feb. '79
4. Disseminate program parameters and evaluation plan to R-PAD's and L-PAD's	S-PAD	Mar. 79
5. Monitor action plan	FM	Quarterly

REHABILITATION NO. 5: To achieve regionalization through reallocation of existing resources to maintain population at TSB at 150 during FY '79.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Select S-PAD Subcommittee	S-PAD	June '78
2. Draft a proposal for how the objective can be met from the alternatives listed, budgets available, and taking into consideration the impact of listed discussion topics	Subcommittee	Sept. '78
3. Review and evaluate subcommittee's proposal	S-PAD	Sept. '78
4. Implement plan	S-PAD	Sept. '78 - June '79

WRITTEN RECORDS NO. 1: During FY '79 develop and implement uniform business practices and record keeping systems.

CO-PAD
S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Appoint committees to identify field problems	FM	June '78
2. Approve recommendations for new procedures	FM	Aug. '78
3. Appoint committee to write procedures	FM	Aug. '78
4. Approve procedures	S-PAD	Nov. '78
5. Select people to provide training	S-PAD	Dec. '78
6. Select people to receive training	S-PAD	Dec. '78
7. Conduct training	Selected Staff	Jan. '79 - June '79
8. Review and managerial action	S-PAD	Quarterly

WRITTEN RECORDS No. 2: During FY '79 eliminate errors in case reporting and recording, movement forms, and Title XX.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine forms and errors that need attention in each region.	JH/JJB/AS	Aug. '78
2. Select staff to provide training	JH/JJB/AS	Sept. '78
3. Select staff to receive training	RA's/Supt.'s	Sept. '78
4. Schedule training	JH/JJB/AS/RA's/Supt.'s	Sept. '78
5. Conduct training	Selected staff	Oct. '78 - Mar. '79
6. Monitor errors and take necessary managerial action	JH/JJB/AS	Apr. '79 - June '79

PREVENTION: By August 1, 1978, provide all DYS employees with an initial comprehensive explanation of DYS prevention efforts and provide periodic updates throughout FY '79.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Draft explanation	GS	June '78
2. Draft procedure for dissemination	GS	June '78
3. Submit explanation and procedure to S-PAD	GS	June '78
4. Implement procedure	S-PAD	Aug. '78
5. Monitor and take necessary managerial action	S-PAD	Quarterly

TRAINING: During FY '79 DYS will provide orientation concerning the five-year plan to all DYS staff.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
<ol style="list-style-type: none">1. Schedule orientation2. Present orientation3. Quarterly review and managerial action	R-PAD/L-PAD Each S-PAD member S-PAD	July '78 July '78 - Oct. '78 Quarterly

MASTER PLAN NO. 1: To complete implementation of a formal comprehensive planning and management process throughout DYS by the end of FY '79.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine extent of agency progress	S-PAD	July '78
2. Take appropriate steps to further implement	S-PAD	Aug. '78
3. Six month review - discuss and evaluate structure	S-PAD	Sept. '78
4. Take appropriate steps to improve structure	S-PAD	Oct. '78 - June '79

MASTER PLAN No. 2: To update and monitor DYS Master Plan and prepare Annual Report during FY '79.

S-PAD
CO-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
MASTER PLAN		
1. Adopt agency objectives - FY '80	S-PAD	Jan. '79
2. Draft narrative for FY '80 plan	DJ	Mar. '79
3. Submit for approval	DJ	May '79
4. Send to printer	DJ	June '79
5. Distribute	DJ	June '79
ANNUAL REPORT		
1. Draft format and write narrative	DJ	Apr. '79
2. Submit for approval	DJ	May '79
3. Send to printer	DJ	Aug. '79
4. Distribute	DJ	Aug. '79

CLASSIFICATION: To evaluate all DYS programs that have an average length of stay that varies significantly from the average agency length of stay.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Determine which programs are to be evaluated	JJB	July '78
2. Schedule evaluations	BR/GN	July '78
3. Determine reasons for variations of evaluation criteria	BR/GN	June 30, 1979
4. Evaluate reasons and make necessary recommendations to S-PAD as evaluations are completed	BR/GN	June 30, 1979
5. Review and managerial action	S-PAD	Quarterly

EVALUATION: To evaluate the effectiveness of at least one delinquency prevention program and one rehabilitation program in Missouri by 6-30-79.

S-PAD
CO-PAD

MAJOR TASKS

PERSON
RESPONSIBLE

DATE COMPLETED BY

1. Select programs to be evaluated

S-PAD

Aug. '78

2. Develop research design

JJB

Sept. '78

3. Conduct research

JJB

Oct. '78 - May '79

4. Compile results

JJB

June '79

5. Review and necessary managerial action

S-PAD

Quarterly

DEINSTITUTIONALIZATION OF STATUS OFFENDERS: To monitor the diversion of all youngsters who are referred to the Division of Youth Services and classified as status offenders to insure that at least 75 percent are diverted into non-institutional programs.

S-PAD

MAJOR TASKS	PERSON RESPONSIBLE	DATE COMPLETED BY
1. Continue to identify status offenders	Classification Specialists	July '78 - June '79
2. Monitor placement of status offenders and report to S-PAD	MIS	July '78 - June '79
3. Evaluate action plan	S-PAD	Quarterly

III. POSITION PAPERS

PLANNING

Planning, for our purposes, is the process of developing an agency philosophy and direction. For an agency that involves a large number of diversified activities and programs, covering a large geographical area and involving a large number of personnel, planning is a very complex process. Planning, in the manner advocated by this agency, has also proven to be an evolutionary process. The Division's efforts in planning have now evolved to the point of complexity that it has become necessary in order to ensure consistency in agency direction to formalize the process through written narrative, which is the purpose of this position statement.

Planning as a function involves a review of what are our responsibilities, what we are currently doing, and the development of steps that make it possible for the agency to move from where we are to where we need to be. The "Management By Objectives" planning and management model has been chosen, and this narrative is intended to describe how the model should function within this agency.

It is important to note that the planning and management model we will use is strictly established as a means to an end. This is important because in some cases organizations will not attempt activities or projects because they do not have the technical knowledge or ability to adapt the activity to the planning model. We will use MBO, but when forced with the possible alternatives of not attempting an activity because it does not fit the model, we will change or abandon the formal MBO model. At this point, the MBO process appears to best meet the agency's needs, and for consistency's sake we will make every effort to utilize it fully. The important consideration, however, is that we do good planning and then follow those plans through to completion, the model used is not of foremost importance.

The agency must attain an attitude of openness and self-scrutiny if MBO or any other planning and management model is to be successful. We must be willing to look at ourselves, analyze our efforts, and talk openly about what we are doing. If we do not do so, it will not be possible to objectively determine our existing situation and make decisions about how we need to improve.

For several years the agency has utilized participatory management, by which managers of major service units have been asked to help establish agency policy and direction. This has been done in order to obtain an agency single-mindedness and in an effort to obtain the best possible decisions through the combined thoughts of the agency's top level managers. At the same time, the agency has adopted team treatment program models in almost all our service units, which utilizes group decision-making and planning at the primary service level. Special temporary committees have also been utilized to resolve or recommend solutions to problems that may need intensive short-term study. Again, this approach to decision-making has been utilized to gain the best thinking of staff to solve either a one-time or highly complicated problem.

While the group decision-making model has been successful in many respects, it has not been complemented with an adequate communication system that runs through all units of the agency. The communication from the various units of the agency has been broken and even when good plans have been developed, they have not necessarily been implemented as intended often because of a poor communication network. Therefore, the rest of this paper will be concerned with description of the communication network and the planning/management model that will be utilized by the Division of Youth Services.

COMMUNICATIONS NETWORK

The Division of Youth Services is managed through and consists of a series of small units. The desired communication network is one that is the shortest from the primary service level to the most central level of administration. Experience proves that the more levels through which a communication must pass the more that is lost in translation and the greater chance of the communication being distorted. The attempt here will be to keep the communication network both short in terms of the number of centers through which a communication must pass and to keep the unit to which it passes narrow enough for all staff to participate in the communication process.

The communication network, in order for it to work in harmony with our supervisory levels of authority, appears to require three communication centers for planning to take place and allow all staff to have an opportunity

to take part. These three communication centers would be a central planning unit, regional planning units, and local planning units. The communication linkages that will allow clear and active communication flow from the central to local, and local to central planning units are those staff positions which overlap membership on the various planning units. While this linkage will provide for a line of communication through the entire agency, a conscientious active effort by the individuals involved will be required for this or any communication network to function effectively.

PLANNING MODEL

The major distinction between the function of each level planning group has to do with the scope of the plans that are developed. The more central the planning body, the more general or more broad in scope the plans will be. In other words, objectives for the central planning unit will be broad to cover the entire state and objectives of local planning units will be much more narrow. It is the main responsibility of the central planning unit to establish statewide agency direction by establishing statewide objectives. The regional planning units will then establish regional objectives in order to meet state objectives, and local planning units will establish local objectives that will ensure the attainment of regional objectives.

The planning process that will be used with this model involves four steps. These are:

1. A determination of program responsibility of the particular unit.
2. An evaluation of where the unit is related to its responsibilities.
3. Deciding on where the unit needs to go related to the responsibilities.
4. Deciding on how to go about reaching or obtaining the objective.

This planning process must be started by the central planning unit, and then expanded to the regional and local planning units. After the process becomes fully operational, it involves a flow of information that moves from central to local, and local to central.

The local planning effort is a key in the whole planning process because it is the location where direct services are provided. Because of this, information must flow to and from the local planning units that indicates the degree of application of the objectives established by the regional and central planning units and to guide the development of future objectives. This will require an active information flow in each direction and a willingness to openly discuss individual and group performance by all levels in relation to established objectives. In so doing, it will be possible to determine if objectives need to be changed or performance improved and at what level.

AFFIRMATIVE ACTION

The Affirmative Action Plan of the Division of Youth Services is a public document, and is prepared for dissemination to interested individuals and organizations including employees, labor and employee organizations, regular sources of applicants for employment (e.g., Merit System office, schools, community agencies, employment services offices, etc.) and area minority groups and women's organizations.

Further, the Missouri Division of Youth Services provides for the elimination of disparity when found in its offices and insures that all individuals eligible to receive benefits of the program provided by this agency, directly or indirectly, shall have equal opportunity to do so by implementing, following and enforcing all state, federal, and local equal opportunity laws, rules, regulations and issuances in regard to equal opportunity programs and equal opportunity employment.

The Division of Youth Services further insures that no recipient of services provided by the Division shall be discriminated against on the basis of age, sex, religion, color, race, national origin, creed, physical or mental handicap or political affiliation, unless such criteria is a legitimate condition for the receipt of such service. Methods of redress for any allegations of denial of service or differential treatment based on any factor listed above shall be promulgated by the Division.

Any employee of the Missouri Division of Youth Services who is found by the Division to be discriminating against recipients of service or employees, will be subject to disciplinary action including termination of employment.

STANDARDS

RSMo 219 (Revised 1975) considerably broadens the duties, powers, and responsibilities of the Division of Youth Services in the area of the development of minimum standards and guidelines. The Division has begun a review of standards which governs the operation of Division of Youth Services programs. The Division is examining and updating its own standards which regulate the space, health, safety, and protection of youngsters' rights in those programs operated by the Division.

Likewise, the Division of Youth Services is updating its standards governing personnel practices and procedures, employee rights, protections, and benefits. The Division is also reviewing job duties and responsibilities as they relate to treatment practices, reporting, management, and administration.

As the Division makes gains in the development and/or revision of standards which govern its programming, it will also attempt to work more closely with other programs, agencies, and organizations which provide care and treatment to youth to encourage that high standards of service be met.

The Division of Youth Services will certainly expect that high standards of quality of service be met in all purchase of service contracts, and it will also take an active role in encouraging the development and enforcement of minimum standards in all child serving programs.

PURCHASE OF SERVICES

The Division of Youth Services embraces the purchase of services concept and presently utilizes, on occasion, purchase of services as the method most appropriately meeting the unique needs of referred youth. The Division recognizes that purchase of services allows more opportunity to differentially serve youngsters without having to significantly change present programs. Purchase of services allows the Division more program flexibility and it avoids the need for the Division to staff and operate a variety of programs which may or may not need to operate at the capacity for which they are developed. Purchase of services tends to be compatible with the Division's objective to serve as many youngsters as possible within 50 miles of their county of residence. Occasionally, youth with special needs may not be able to be served within their community or region because the resources which are needed are not available locally. In such cases, the Division may find it economically more appropriate to send the youth to the service, rather than to bring the service to the youth.

The Division of Youth Services' contractual and other purchase of services functions, such as foster care, will largely be preconditioned by advances in the Division's diagnostic capability and the availability of appropriate non-Division of Youth Services community resources. Appropriate here means designed for and capable of providing treatment services equal to, or more advanced than, those available through DYS programs.

The Division is strongly committed to serving youngsters within their home communities when feasible and purchase of service will be used if and as non-Division services exist and/or evolve. In the absence of such alternatives, the Division is committed to developing and operating the required services though this may sometimes mean abandonment of the Division's plan to purchase services.

Missouri statutes governing the Division of Youth Services and its purchase of services' capability require that the Division set forth guidelines for contracting as well as standards which must be met by the service-providing agent. As controller of the funds for such services, the Division has ample authority and capability to enforce compliance with contract conditions and the delivery of quality services.

DYS staff will continue to use purchase of services over the next several years and will be constantly looking for ways in which services can be more effectively provided.

INCENTIVE SUBSIDY

In attempting to develop the most effective and efficient programs for delinquent youth, the Division believes that regardless of the quality of our programs we cannot hope to have an effective system unless the programs we offer are consistent with the needs of youth received by the Division. At the current time, approximately 70 percent of the youth committed to DYS are from metropolitan areas, while only 29 percent of our current bed space exists in those areas. Also, while only 17 percent of the youngsters committed to the Division last year were committed for crimes against persons, 66 percent of our available bed space was represented by institutional beds. While admittedly these are raw statistics, it is certainly clear that to have effective programs the Division needs to develop more facilities in the metropolitan areas and could develop a greater percentage of community-based programs.

In attempting to solve the problems of where programs are located and the types of services offered, the Division also has to consider several factors. A major one is that we have absolutely no control over the number of youths committed to the Division. For this reason, it is, for all practical purposes, impossible to predict accurately on a long-range basis the types and sizes of the facilities and programs the state needs to operate. Another problem is that even when funding is approved for the Division to develop new residential programs, it is very difficult and sometimes impossible to gain community support for development of programs in new areas and communities. Under these circumstances of little or no community support, even if the programs can be started they start under severe handicap and can only have limited success. Another factor is that there are programs and facilities especially in the metropolitan areas of the state that, because of the major expense to provide services for delinquent youth in such facilities, are not being fully utilized. The state has been unwilling to assume responsibility for operation of these facilities because it has not wanted to assume the financial burden of those youngsters already in the facilities, but at the same time without this happening the counties have been unwilling to have the state operate

the facility since they would also lose the available services for those youth. Attempts have been made to resolve this problem but no past efforts have been successful. Finally, a certain percentage of youngsters are committed to the Division because there is a total absence of local resources available to be used to work with youth on a local basis. It is recognized that while in some cases this is not even desired, in many cases, communities are willing to work to resolve their own problems if given at least some financial assistance.

The Division envisions that if funds are administered as an incentive based on a quota system of commitments, i.e., a certain amount of payment per fewer youth committed, then the Division could gain some control over the commitment rate. There could also be more local commitment to resolution of the delinquency problems since financial resources would be available to operate programs locally. This would especially be true in rural areas where at the current time there are practically no resources available. Finally, such a process could allow maximum utilization of existing local residential facilities by utilizing the state subsidy payment to keep the youngster in a local facility rather than sending the youth to a state operated facility.

The net effect of this approach, if the incentive subsidy program works, would be to reduce the demands on the Division's statewide system and allow it to reallocate the resources we currently have to more appropriately meet the needs of those youth that are committed and to ultimately reduce the amount of direct service dollars needed by the Division.

DEINSTITUTIONALIZATION OF STATUS OFFENDERS

The State of Missouri is committed to comply with the guidelines of the Juvenile Justice and Delinquency Prevention Act of 1974 with regards to the deinstitutionalization of status offenders. This act states that juveniles who have committed offenses that would not be criminal if committed by an adult shall not be placed in juvenile detention or correctional facilities. Furthermore, juveniles alleged or found to be delinquent shall not be detained or confined in any institution in which they would have regular contact with adult criminals.

The deinstitutionalization of status offenders has been a goal of the Division of Youth Services for the past two years. Specifically, the Division's objective is to divert 75 percent of its status offenders from institutional placement. The Division's goal to eliminate placement of status offenders in correctional institutions stems primarily from its efforts to comply with this law.

There are, however, several additional reasons why the Division supports deinstitutionalization of status offenders. The Division of Youth Services believes that status offenders should be separated from non-status offenders, and that treatment programs should be developed to meet their needs. A status offender's action is not considered criminal if committed by an adult. Status offenders typically have difficulty relating to social institutions which results in further adjustment problems in our institutional programs. Aside from the issues of injustice and inappropriateness, institutional placements oftentimes result in the status offender learning worse behavior, and suffering negative labeling.

In addition to inappropriate placement for the youth, institutional placement of status offenders has several adverse effects upon our institutional programs. The length of stay for these offenders has been longer than other offenders, increasing the chances of their becoming dependent upon institutions. This factor makes treatment more expensive, since institutional care is the most costly. The presence of status offenders also detracts from the Division's ability to provide treatment to other offenders, since they do not respond to the institutional program.

In order to overcome the disadvantages of institutional placement for status offenders, the Division of Youth Services has devised a number of alternatives. Among the most drastic measures available to the Division is to discharge status offenders as soon as they are committed. Another possibility is to place these offenders directly into aftercare upon commitment. Either of these alternatives may be implemented on an experimental basis as a control group in comparison with status offenders who have been institutionalized. Other alternatives the Division is willing to pursue include the development of specialized group homes for status offenders and/or purchase of services, i.e., close-ended, outdoor education programs such as ONOS or Darrow Hall.

DYS also supports several long-range strategies which would lead to deinstitutionalization of status offenders. An incentive subsidy program, which would allocate to communities a certain amount of payment per fewer youth committed to the Division, could be implemented with an emphasis on the reduction of status offender commitment. DYS could help communities set up and operate prevention programs which would identify potential status offenders in order that they may be diverted from commitment to DYS. Finally, a law which would prohibit committing status offenders to DYS could be established.

The deinstitutionalization of status offenders is not an issue concerning solely this agency. The Division is currently seeking input from other branches of the state that have an impact upon its success.

RUNAWAYS

The purpose of this narrative is to establish an agency position statement with regard to the emphasis or importance that should be placed on the activity of youngsters running away from one of our facilities or supervision.

This agency is responsible for providing programs to youth that are not only effective in terms of treatment results, but also that provide sufficient program structure to not allow youngsters to run away. Youth have run away from DYS programs in the past and have not only hurt themselves, but also in some cases have hurt other people. When a youngster runs away from one of our programs, it is viewed as a very serious event and is not to be ignored or considered less than a serious event by program staff. However, it is stressed that the decisions and actions taken by the staff after a run occurs often has an impact on the treatment program and its effectiveness.

Experience has shown that when runs occur and staff react by instituting more program structure, or in other words more security, such action has a tendency to, among other things, create a challenge for the other youth in the facility. As a result, more runs occur and program effectiveness declines. As this spiral increases the programs will deteriorate to a level of pure custody and security program is not only totally ineffective, but is also an impossible task. Such a program not only does not allow youngsters an opportunity to get help on their problems, but by its very nature causes them to be hurt in many other ways. Such a program will not be tolerated by this agency.

In contrast, when youth run away from one of our facilities, the objective should be for staff to determine why the youth ran and what the staff can do in working with that individual student to stop the youth from running away in the future. The staff should also review and discuss the procedures that were being followed at the time of the run. They should determine whether or not staff were following program guidelines or did they deviate from established program policy. In other words, this discussion should be a combination of a problem-solving and training session. In the past, some facility staff have over-reacted to runaways by changing the program structure, when in fact there was nothing wrong with the structure. In cases like this, the staff on duty have not known what they were

supposed to do. They may not have understood how to do it, or, in some cases, they have known and understood the program but have chosen to ignore the program rules or guidelines, or, in fact, the run was unavoidable. These are the issues that should be discussed in each case and only as a last resort, with good detailed planning, should the program structure be changed.

There are many instances in the Division in which youngsters are transferred to a more structured program for running away. This per se is not a valid reason for transfer, because experience has shown that when the staff is working together as a team in developing the treatment plans for each youngster and then working as a team to implement those plans, all within the framework of the program structure, runaways will be minimal in number.

Staff should not worry about losing their jobs when runaways occur unless they have been grossly or continually negligent in their duties. Facility staffs are encouraged to constantly work to reduce runaways with the framework outlined earlier in this position statement, and to request assistance from other facilities' staff in an effort to get new or fresh ideas.

The number of runaways from the various facilities will be monitored on an agency basis. Programs that have larger (in percentage terms) numbers of runaways may receive questions regarding their efforts to reduce runaways. Also, personnel from other parts of the agency may be asked to review the program to provide an analysis of what is causing the problem and to help find and suggest some solutions. Each program can request this same type of assistance. It is extremely important that programs be self-critical and accept critical analysis if they are to reduce or maintain a low number of runaways, and, more importantly, have continual program improvement. To ensure accurate monitoring of runaways, reports are to be submitted to Central Office on each runaway. Failure to submit a runaway report (DYS-5) on each runaway will be considered a falsification of Division official records, and those individuals responsible for the submission of the reports will be subject to reprimand and/or disciplinary action.

AFTERCARE

Aftercare, as a treatment program, is an integral part of the total continuum of the rehabilitative services provided by the Division. The primary goal of these services is the youth's reintegration into community life in a law-abiding manner.

Aftercare provides the continuation in the community of supervision and treatment begun at the institution or facility. Aftercare consolidates the gains made in the facility, continues, evaluates, and modifies the treatment, and prepares the youth for the time when all restrictions are removed (discharge from DYS custody).

The belief that youth become less delinquent as they become more mature has important implications for aftercare. Youths, behaviorally speaking, are the least predictable of all classes of offenders. Therefore, we must realize that each youth in aftercare needs an individually tailored treatment program.

Youthful offenders need to be given new directions in life. They cannot be released and expected to develop on their own new social and occupational patterns. They require extensive counseling and vocational/educational opportunities. Many require close upervision and cannot be expected to readjust when participating in a program where their only supervisory contact is an infrequent "report in."

Some youths would gain little from intensive supervision and may actually be hampered in their personal development by deterrents to independence. In designing the program for the individual youth consideration should be given to his "risk" potential (likelihood of committing further offenses). "Risk" potential is determined by such factors as nature of offense, stability of family relationships, personal and psychological problems, behavioral characteristics, attitudes toward himself, the community and criminal behavior, his own expectations and goals, his educational background and work experience, etc. Youths with "high risk" potential require more frequent contacts while "medium" and "low" risk youths require minimum contacts. The practice of having a youth report by telephone or letter is discouraged. Personal contact is essential to ensure adequate supervision.

Youths should be given some responsibility and choice in the development of their personal aftercare program, i.e., he should be encouraged to express

what his goals and problems are and where his interests lie, so that the program can focus on these aspects. By encouraging the youth to have a voice in developing an individual program, the youth is assisted in maturing and in accepting responsibility for his behavior.

The goals for aftercare should consider four factors: counseling, limit setting, assistance, and liaison.

Counseling services should include both individual and group counseling and should be available both to the youth and his parents. Counseling services should be geared to the individual needs of the youth and to some extent allow the youth to decide what type of counseling he feels he needs. An effective counseling program should be voluntary insofar as is possible or practicable. Counselors should be available to their clients on a 24-hour basis or the youth should have access to someone he can call at all times. When feasible, counseling efforts should include the parents or other members of the youth's family.

The Division recognizes the need for limit-setting, but such limitations should not be excessive nor so unrealistic as to impede the rehabilitation process. Insofar as feasible these parameters should be developed in consultation with the youth and his parents. Each should be evaluated in light of the individual youth, his needs, what type of risk he is, his maturity, his desires, both socially and vocationally. The counselor is obligated to advise the youth in writing of the limitations placed upon him.

Counselors must have the ability and means to assist youth under supervision in obtaining an education, vocational training, employment and other services to meet the youth's needs. This may mean working with the parents to get them to assume their responsibilities, utilization of existing community resources, or purchase of services by the Division.

Aftercare cannot function in a vacuum. The work of aftercare is closely interrelated with the prevention and rehabilitative efforts of the police, the juvenile court, the schools, and social welfare agencies. The Division's goals include interagency work with each youth under supervision to ensure that he is being adequately assisted with all of his problems whether legal, social, medical, economic, or educational.

Of prime importance to the success or failure of the aftercare program is community support. Even with the best of services the Division may provide, whether or not the primary goal is achieved, is dependent upon the willingness of the community to accept the youth and cooperate in his/her reintegration. Thus, the underlying goal of the agency and aftercare is to serve as an agent of community change through public relations and community development.

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REVOCATION OF AFTERCARE

The Division, in its administrative rules, has provided a hearing process to be followed in the revocation of aftercare supervision. To have a better understanding of the total process, it is necessary that certain basic concepts regarding revocation be considered.

It is not expected that every violation of aftercare conditions would lead to a recommendation for revocation. The youth would be counseled to correct his behavior and, if advisable, the individual treatment program modified to better meet the youth's needs. Only if the violations are serious or continuing so as to indicate that the youth cannot continue to be treated in aftercare without further involvement in antisocial activity would revocation be recommended. Thus, the decision to recommend revocation is necessarily predictive and discretionary. It involves the application of expertise by the AYC, and all involved in the revocation process, in making a prediction as to the ability or inability of the individual to live in the community in a law abiding manner.

While presumably it would be inappropriate for an AYC never to recommend revocation, the whole thrust of aftercare is to keep the youth in the community, working with his adjustment problems there, and using revocation only as a last resort when treatment has failed or is about to fail. Revocation involves the informed use of discretion to insure that neither the youth's liberty is unjustifiably taken away nor the safety of the community imprudently compromised.

Needless revocation is not only economically wasteful, but more importantly, may seriously impede the youth's development.

The Division and the community have an overriding concern for the exercise of fairness in the process in not having aftercare revoked because of erroneous information or because of an erroneous evaluation of the need to revoke. Fair treatment in revocations will enhance the chance of rehabilitation by avoiding reactions to arbitrariness.

IV. APPENDIX

Chapter 219

YOUTH SERVICES

Sec.

- 219.011. Definitions.
- 219.016. Responsibilities of division of youth services.
- 219.021. Child may be committed to division, when—division to operate training schools—day release and vocational training programs authorized.
- 219.026. Release on aftercare supervision authorized—procedures authorized when child violates conditions of release—termination of supervision, when.
- 219.031. Director of division, how appointed, compensation and expenses.
- 219.036. Employment of division personnel—merit system—annual report—master plan—written policy required—director of division to be agent of state to deal with federal government.
- 219.041. Incentive subsidy program authorized—advisory committee, how appointed—juvenile judge to submit report, contents of—inspections by director—notice of noncompliance, how given—county to select services, costs how paid.
- 219.046. Board—number, qualifications, terms, oath, duties.
- 219.051. Right of petition—duty of director on receipt of petition.
- 219.056. Health care standards to be established by division of health—educational standards to be established by department of elementary and secondary education.
- 219.061. Aiding runaway, penalty—peace officers, duty of—records confidential, exceptions, penalty for divulging—division may sue for damages.
- 219.066. Medical and dental treatment authorized, when.
- 219.071. Children to be segregated from criminals.
- 219.076. Children, how transported, transportation expenses, how paid.
- 219.081. Division may be relieved of custody, when, procedure.
- 219.086. Transfer of child to another state, when—expense of transfer, how paid.

219.010.—(Repealed L. 1975 S. B. 170 § A)

219.011. Definitions.—1. As used in sections 219.011 to 219.086, unless the context clearly indicates otherwise, the following terms mean:

- (1) "After care supervision", treatment and control of children in the community under the jurisdiction of the division;
- (2) "Board", the state advisory board of youth services;
- (3) "Child", a person as defined in section 211.021, RSMo;
- (4) "Commit", to transfer legal and physical custody;
- (5) "Community based treatment", a treatment program which is locally or regionally based;
- (6) "Department", the department of social services;

(7) "Director", the director of the division of youth services;

(8) "Division", the division of youth services.

2. When consistent with the intent of sections 219.011 to 219.086, the singular includes the plural, the plural the singular and the masculine the feminine.

(L. 1975 S. B. 170 § 1)

219.016. Responsibilities of division of youth services.—1. The division is responsible within the terms of sections 219.011 to 219.086, for the prevention and control of juvenile delinquency and the rehabilitation of children.

2. The division shall be responsible for the development and administration of an effective statewide comprehensive program of youth services. This shall include, but not be limited to:

(1) Providing for the reception, classification, care, activities, education and rehabilitation of all children committed to the division;

(2) Administering the interstate compact on juveniles;

(3) Collecting statistics and information relating to the nature, extent, and causes of, and conditions contributing to the delinquency of children;

(4) Evaluating existence and effectiveness of delinquency prevention and rehabilitation programs;

(5) Preparing a master plan for the development of a statewide comprehensive system of delinquency prevention, control and rehabilitation services;

(6) Providing from funds specifically appropriated by the legislature for this purpose, financial subsidies to local units of government for the development of community based treatment services;

(7) Developing written instructional, informational, and standard setting materials relating to state and local delinquency prevention, control and rehabilitation programs, as herein provided;

(8) Cooperating with and assisting within the scope of sections 219.011 to 219.086, other public and voluntary agencies and organizations in the

development and coordination of such programs; and

(9) Upon request:

(a) Assist local units of government in the development of community based treatment services; and

(b) Provide technical assistance and consultation to law enforcement officials, juvenile courts, and other community child care agencies.

3. The division shall be responsible for carrying out all functions, duties, and responsibilities pertaining to the prevention of juvenile delinquency as may be assigned to it by the director, including, but not limited to:

(1) Comprehensive planning and provision of technical assistance for statewide and local programs for the diversion of children from the juvenile justice system, to the extent that diversion can be safely accomplished with due regard to the safety of the community and the well-being of the children involved;

(2) Developing programs for the training and development of professional, paraprofessional, and volunteer personnel in this field;

(3) Cooperating with and assisting other agencies serving children and youth; and

(4) Promoting the strengthening and expansion of those programs which have been shown to be effective in reducing juvenile crime.

4. The division shall cause to be made and maintained full and complete written records of all studies and examinations and of the conclusions and recommendations based thereon; of all major decisions and orders concerning the disposition and treatment of every child with respect to whom the division provides, or arranges to have provided, care, treatment, and supervision pursuant to sections 219.011 to 219.086; and to maintain records of all business transactions necessary for proper conduct and maintenance of the division.

5. The division is authorized to enter into arrangements with the federal government for the receipt of federal funds to carry out the purposes of sections 219.011 to 219.086 and, for the achievement of that objective, may enter into contracts and agreements with and submit such plans and reports to the federal government as may be required and which are not contrary to the provisions of this or any other act.

6. The division, pursuant to regulations promulgated by it, shall establish comprehensive training programs for persons employed by it or to be employed by it in carrying out the provisions of sections 219.011 to 219.086 and for persons employed or to be employed by agencies and or-

ganizations, both public and private, engaged in activities relating to the prevention of delinquency and the provision of care and treatment to delinquent children. Provided, however, that any rules or regulations made pursuant to this authority shall be submitted to the general assembly within the first thirty days of each annual session and any such rule or regulation may be rescinded by the general assembly by concurrent resolution. Failure to submit the rules and regulations as provided herein shall render said rule or regulation void.

7. The division may provide the costs of stipends and tuition, allowances for travel and subsistence expenses and, with respect to employees of the division granted leave to undertake approved training, continuation of the salaries and other benefits of such employees.

8. The division may, at the request of the circuit court, provide or supplement juvenile court services for children in that circuit, the extent of the services to be specified by written agreement between the division and the court. Children who receive such services shall remain under the supervision of the juvenile court and shall not be committed to the division without full and proper hearing as provided under subdivision (1)* of section 211.171, RSMo.

9. Upon the request of the division, with the written consent of the director of the department, the office of administration shall draw a warrant payable to the business manager of the division or any of its facilities, in an amount to be specified by the director of the department, not to exceed, however, the sum of four thousand dollars for each such facility. The sum shall be administered by the business manager as a revolving fund to be used in the payment of incidental expenses of the facility for which he has been appointed. All expenditures shall be made in accordance with rules and regulations established by the office of administration.

(L. 1975 S. B. 170 § 2, 3)

* Should be subsection 1.

219.020.—(Repealed L. 1975 S. B. 170 § A)

219.021. Child may be committed to division, when—division to operate training schools—day release and vocational training programs authorized.—1. Except as provided in subsection 2 of this section, any child over twelve years of age may be committed to the custody of the division when the juvenile court determines a suitable community based treatment service does not exist, or has proven ineffective; and when the child is adjudicated pursuant to the provisions of paragraph (d) of subdivision (1) of section 211.031, RSMo, or is found to have behavior injurious to his welfare or the welfare of others. All children committed to the custody of the division shall be

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committed for an indeterminate period of time except that the division shall not keep any child beyond his eighteenth birth date.

2. No child who has been diagnosed as having a mental disease or a communicable or contagious disease shall be committed to the division; except the division may, by regulation, when facilities for the proper care and treatment of persons having such diseases are available at any of the facilities under its control, authorize the commitment of children having such diseases to it for treatment and training in such institution. Notice of any such regulation shall be promptly mailed to the judges and juvenile officers of all courts having jurisdiction of cases involving children.

3. When a child has been committed to the division, the division shall forthwith examine the individual and investigate all pertinent circumstances of his background for the purpose of facilitating the placement of the child in the most appropriate program or residential facility to assure the public safety and the rehabilitation of the child.

4. The division may transfer any child under its jurisdiction to any other institution for children if, after careful study of the child's needs, it is the judgment of the division that the transfer should be affected. If the division determines that the child requires treatment by another state agency it may transfer the physical custody of the child to that agency, and that agency shall accept the child if the services are available by that agency.

5. The division shall make periodic reexaminations of all children committed to its custody for the purpose of determining whether existing dispositions should be modified or continued. Reexamination shall include a study of all current circumstances of such child's personal and family situation and an evaluation of the progress made by such child since the previous study. Reexamination shall be conducted as frequently as the division deems necessary, but in any event, with respect to each such child, at intervals not to exceed six months. Reports of the results of such examinations shall be sent to the child's committing court and to his parents or guardian.

6. Failure of the division to examine a child committed to it or to reexamine him within six months of a previous examination shall not of itself entitle the child to be discharged from the custody of the division but shall entitle the child, his parent, guardian, or agency to which the child may be placed by the division to petition for review as provided in section 219.051.

7. The division shall operate the state training schools at Boonville and at Chillicothe as training schools or as regional facilities, and is hereby authorized to establish, build, repair, maintain and operate, from funds appropriated or approved by

the legislature for these purposes, facilities and programs necessary to implement the provisions of sections 219.011 to 219.086. Such programs may include, but not be limited to, the establishment and operation of training schools, maximum security facilities, park camps, regional facilities, group homes, family foster homes, aftercare, counseling services, educational services, and other such services as may be required to meet the needs of children committed to it. The division may terminate any program no longer needed to meet the needs of children.

8. The division may institute day release programs for children committed to it and shall establish rules and regulations therefor. The division may arrange with local schools, public or private agencies, or persons approved by the division for the release of children committed to the division on a daily basis to the custody of such schools, agencies, or persons for participation in programs.

9. The division may establish and offer on the job vocational training to develop work habits and equip children committed to it with marketable skills. Such training shall not exceed eight hours per day. The division may provide for the payment of reasonable wages or allowances for work or tasks performed by a child committed to the division. For any work performed by a child committed to the division in any state park or park work camp, the state park board is hereby authorized, out of appropriations made to it, to pay wages not in excess of fifteen dollars per month to each child. All funds paid to the child in accordance with this section shall be deposited with the director and not less than one-half of this amount shall be paid monthly to the child. The balance of such funds shall be held in trust by the director for payment to the child at the time of his release from a facility.

(L. 1975 S. B. 170 § 4)

219.026. Release on aftercare supervision authorized—procedures authorized when child violates conditions of release—termination of supervision, when.—1. The division is authorized to release on aftercare supervision children committed to its control; to impose conditions upon which aftercare supervision is granted; to revoke and terminate aftercare supervision; and to discharge from legal custody. With respect to any child who has been placed on aftercare supervision, if in the opinion of the child's aftercare supervisor or a designated employee of the division the child is in substantial violation of the terms and condition of his release, such employee may

(1) Notify the child and his parents or guardian of a hearing to determine if there is reasonable grounds to believe the child has violated the conditions of his release; and may also

(2) Take the child immediately into custody and place him in an appropriate residential child caring facility or detention facility or other appropriate program until a prompt determination as to the child's future care and treatment is made by the director, if the employee has reason to believe that permitting the child to remain in his own home would be dangerous to him or to the community or that the child is about to flee the jurisdiction of the court.

2. The hearing hereinabove referred shall be heard by an employee designated by the director, but not the employee requesting the hearing, and shall afford the child and his parents or guardian and their legal counsel, if any, full opportunity to be heard and to present any information as may be deemed relevant and shall be held as near as practicable to the child's county or residence.

3. The child or his parents or guardian may request a rehearing before the director as provided in section 219.051.

4. When called upon by any designated employee of the division, all peace officers shall assist in taking a child into custody pursuant to the provisions of this section.

5. All law enforcement agencies shall detain, upon request, children alleged by the division to have violated the conditions of aftercare supervision pending return of the child to the division. Detention of the child shall be in an appropriate facility and until a hearing is held, but in no event, longer than ten days.

6. The division shall terminate the supervision of any child placed on aftercare supervision upon determining the child is no longer in need of supervision or upon his eighteenth birthday. The division shall immediately notify in writing the child, his parents or guardian and the committing court of the termination of its supervision over the child.

(L. 1975 S. B. 170 § 5)

219.030.—(Repealed L. 1975 S. B. 170 § A)

219.031. Director of division, how appointed, compensation and expenses.—1. The division shall be administered by a director who shall be appointed by the director of the department.

2. The director shall be a resident of the state of Missouri while serving as director. The director shall have broad experience and demonstrated expertise in the development, operation, and administration of programs for children and shall be selected for his recognized ability, character and integrity.

3. Before entering upon his duties, the director shall take an oath of affirmation to support the Constitution of the United States and of the state of Missouri and to faithfully perform the duties of

his office; and shall enter into good and sufficient corporate surety bond, conditioned upon the faithful performance of his duties, said bond to be approved by the attorney general as to form, and by the governor as to sufficiency; the premium on the bond to be paid by the state.

4. The director shall devote full time to his official duties.

5. The director shall receive as his total compensation an annual salary in an amount to be determined by the department director and shall be entitled to reimbursement for actual and necessary expenses incurred in the performance of his official duties.

(L. 1975 S. B. 170 § 6)

219.036. Employment of division personnel—merit system—annual report—master plan—written policy required—director of division to be agent of state to deal with federal government.

—1. The director subject to the supervision of the department director, shall employ all employees, as provided in chapter 36, RSMo, and is authorized to employ in any appropriate capacity any person qualified under the provisions of sections 219.011 to 219.086 even though such person has previously been convicted of a crime.

2. The director shall set forth the duties and responsibilities of all employees of the division.

3. The director shall prepare and update a master plan covering a period of not less than five years outlining the structural, legislative, and program and facility changes necessary for improvement of services to children committed to it.

4. The director shall also prepare an annual report which shall consist of a description of progress made toward the achievement of objectives contained in the master plan; a statistical analysis of juvenile delinquency in Missouri, including, but not limited to, the number and rates of juvenile arrests, juvenile detentions, juvenile court referrals and court dispositions for the entire state and within the jurisdiction of each circuit.

5. The master plan and each subsequent annual report shall be transmitted to the governor, the legislature, the director of the department, the juvenile courts, and upon request, to other interested persons and agencies.

6. All officers and employees of the state and of every county and city shall furnish to the director, on an annual basis, such statistics and other information within their knowledge and control as the director deems necessary or proper to be collected pursuant to the provisions of sections 219.011 to 219.086.

7. The director shall establish written policy and procedures for the administration of the divi-

sion and shall promulgate necessary rules and regulations which, together with any amendments thereto, shall be kept on file at the principal office of the division, shall constitute a public record and be subject to the inspection by any person at all reasonable times. Rule and regulation making power shall be subject to the provisions of section 219.016, subsection 6.

8. The director is hereby authorized to enter into contract with any qualified individual, agency, or institution for the purchase of services required to meet the needs of children committed to the division's charge, when it can be shown that the purchase of such services is more economical, effective or practical than for such services to be provided directly by the division. No contract shall be made under sections 219.011 to 219.086 contrary to the provisions of article 1, section 7 or article IX, section 8 of the constitution of Missouri.

9. The director is authorized to serve as an agent of the state in entering into agreements with the appropriate agency of the federal government to provide care and treatment for a child found by a federal court to be delinquent and committed to the custody of the Attorney General of the United States pursuant to the provisions of 18 USC 5031-5037, inclusive, as amended. Such agreement shall be upon such terms and conditions and shall provide for such compensation as may be mutually agreed upon between the division and the appropriate agency of the federal government. Funds received as compensation under such agreement shall be placed in the state treasury and shall be used, upon appropriation, by the division for carrying out the purposes of sections 219.011 to 219.086.

(L. 1975 S. B. 170 § 7)

219.040.—(Repealed L. 1975 S. B. 170 § A)

219.041. Incentive subsidy program authorized—advisory committee, how appointed—juvenile judge to submit report, contents of—inspections by director—notice of noncompliance, how given—county to select services, costs how paid.—1. To encourage the development of community based treatment services, the director is hereby authorized to administer an incentive subsidy program to assist local units of government in the development, implementation, and operation of community based treatment programs including, but not limited to, preventive or diversionary programs, probation services, community based treatment centers, and facilities for the detention, confinement, care and treatment of children under the purview of chapter 211, RSMo.

2. The director shall, pursuant to the administrative procedures act, chapter 536, RSMo, promulgate rules establishing standards of eligibility

for local units of government to receive funds under sections 219.011 to 219.086. Rule and regulation making power shall be subject to the provisions of section 219.016, subsection 6.

3. In determining the purposes for which funds will be expended by the juvenile court judge, he shall appoint an advisory committee representative of the county's population. The committee shall actively participate in the formulation of plans for the proper expenditure of funds and shall cooperate and assist in the implementation of these plans. Members of the advisory committee shall receive no compensation.

4. The juvenile court judge shall submit to the director a written report containing a program description, method of implementation, and budget of all projects proposed to be funded under this provision. Upon approval of this report by the director, the county shall be eligible to receive subsidy.

5. The director shall visit or cause to be visited each program and facility funded by this provision, the purpose of such visits to be the examination of facilities, programs, books, and records. He shall make written recommendations for needed changes or improvements.

6. When the director shall determine that there are reasonable grounds to believe that a county is not in compliance with the operating standards established pursuant to subsection 2 of this section, at least thirty days' notice shall be given the county and a hearing shall be held to ascertain whether progress has been made toward compliance. The director may suspend all or a portion of any subsidy until the required standard of operation has been met.

7. Any county may purchase selected services from the division by contract as provided in sections 219.011 to 219.086. The director shall annually determine the costs of providing such services and all charges shall be deducted from the subsidy due and payable to the county concerned, provided that no contract shall exceed in cost the amount of subsidy to which the participating county is eligible.

8. Participating counties shall not diminish or reduce their level of spending for juvenile correctional programs in order to remain eligible to receive subsidy for the specific program being subsidized.

(L. 1975 S. B. 170 § 8)

219.046. Board—number, qualifications, terms, oath, duties.—1. The board shall have such specific authority and responsibility as defined in sections 219.011 to 219.086 and the general authority to advise the director, the legislature and the general public on all matters pertaining to the purposes of sections 219.011 to 219.086 and the

operation of the division. The board shall consist of fifteen members who shall be appointed by the director of the department.

2. The membership shall be comprised of public officials, professionals, and representatives of the general public who possess knowledge and experience in health, education, social, correctional, or legal services for children. The membership shall be representative of the various geographic regions and socioeconomic population of the state. Members of the board shall be residents of the state of Missouri. Not more than eight members of the board shall be from the same political party. The members of the board holding office on September 28, 1975, shall continue in office until the expiration of the term to which they were appointed. The director of the department shall appoint those members to be appointed after September 28, 1975, for staggered terms so not more than one-third of the terms of the board members shall expire in any one calendar year. The terms of the members first appointed after September 28, 1975, shall commence on July 1, 1976. As the terms of office of the members in office on September 28, 1975, and of the members appointed after September 28, 1975, expire, their successors shall be appointed for a term of four years.

3. Before entering upon their duties, members of the board shall subscribe to an oath of affirmation to support the Constitution of the United States and of the state of Missouri and to faithfully perform the duties of their office.

4. The board shall meet with the director a minimum of four times each year for the purpose of reviewing the activities of the division. The board or a committee thereof shall visit each facility of the division as frequently as it deems necessary and shall file a written report with the governor, director, director of the department and the legislative library regarding conditions they observed relating to the care and treatment of children assigned to the facility and any other matters pertinent in their judgment.

(L. 1975 S. B. 170 § 9)

219.050.—(Repealed L. 1975 S. B. 170 § A)

219.051. Right of petition—duty of director on receipt of petition.—1. Any child committed to the division and the parent or guardian of such child shall be informed of their right to petition the director in accordance with promulgated rules and regulations for a hearing with respect to:

(1) The failure to examine such child in accordance with the provision of subsection 3 of section 219.021;

(2) The failure to reexamine such child within six months after a previous examination, in accordance with the provisions of subsection 5 of section 219.021;

(3) Any placement decision required to be made by the division pursuant to the provisions of sections 219.011 to 219.086;

(4) A request to the director for a rehearing from a determination of violations of the terms and conditions of a child's aftercare supervision, as provided in section 219.026; and

(5) The taking of such child into custody for violations of the terms and conditions of his aftercare supervision as provided in section 219.026.

2. The director shall within thirty days of the receipt of such petition, afford such child or his parents, guardian, or legal counsel an opportunity for a full and fair hearing, and render a decision on the petition within five days after the conclusion of such hearing.

3. Pending the determination by the director with respect to a petition for review filed pursuant to the provisions of subsection 1 of this section, the authority of the division to take such action, in accordance with the provisions of sections 219.011 to 219.086 with respect to such child, shall in no wise be affected.

(L. 1975 S. B. 170 § 10)

219.056. Health care standards to be established by division of health—educational standards to be established by department of elementary and secondary education.—1. It shall be the duty of the division of health to set standards of health care in the facilities operated by the division, to inspect buildings from the standpoint of health, and to make periodic inspections and reports in writing to the director as to the conditions of health and sanitation in the facilities under the jurisdiction of the division. Any findings considered by the division of health to be detrimental to the health or welfare of a child committed to the division shall be immediately reported to the director and the director of the department with the date by which such condition must be corrected or eliminated.

2. It shall be the duty of the department of elementary and secondary education to set standards of education and school attendance in the facilities of the division, make periodic inspections and prepare evaluations of curricula, and to have such authority over the educational programs as the department has in its administration of the public school system. Reports of all such inspections and evaluations shall be sent to the director, the director of the department and the advisory board.

(L. 1975 S. B. 170 § 11)

219.060.—(Repealed L. 1975 S. B. 170 § A)

219.061. Aiding runaway, penalty—peace officers, duty of—records confidential, exceptions, penalty for divulging—division may sue for

damages.—1. Any person who knowingly permits or aids any child to run away from an institution under the control of the division or conceals the child with intent of enabling him to elude pursuit is guilty of a misdemeanor, and upon conviction, shall be punished as provided by law.

2. It shall be the duty of every law enforcement official, and any official who is designated by the division, to detain, with or without a warrant, any child who shall have run away from a facility and to hold him subject to the orders of the division.

3. Disclosure of any information contained in the records of the division relating to any child committed to it shall be made only in accordance with regulations prescribed by the division, provided that such regulations shall provide for full disclosure of such information to the parents or guardians, or if they be out of this state to the nearest immediate relative of such child, upon reasonable notice and demand. Any employee or officer of the division who shall communicate any such information in violation of any such regulations may be subject to immediate discharge.

4. For all damages to the division or to any property, real or personal, belonging thereto, actions may be maintained in the name of the division as such, and all damages levied in such actions shall be paid into the state treasury and, upon appropriation, shall be used by the division. (L. 1975 S. B. 170 § 12)

219.066. Medical and dental treatment authorized, when.—1. Except in case of emergency, the division shall not authorize or permit any major surgery to be performed upon or general anesthetic to be administered to any child committed to the division unless specific written consent thereto shall first have been obtained from the parent or guardian of such child, or, in the absence of such consent, from the court which vested legal custody of such child in the division or any court that has jurisdiction.

2. Upon the recommendation of an attending physician, psychiatrist, surgeon or dentist, the division may authorize medical, psychiatric, surgical, or dental care and treatment as may be required by the child. If the care and treatment is contrary to the religious tenets and beliefs of such child, the treatment of the child may be authorized by the division only upon the specific written consent of the parent or guardian of the child, or, in the absence of such consent, upon the specific written order of the court which vested legal custody of the child in the division or any court that has jurisdiction.

3. When the child has been placed by the division in a residential child caring facility, other than one administered by the division, the person or persons administering such facility shall have the authority to provide the child with necessary

medical, psychiatric, surgical, or dental care only to the extent that such authority has been delegated to such persons with respect to particular children and subject to the same limitations as are applicable to the division under sections 219.011 to 219.086.

(L. 1975 S. B. 170 § 13)

219.070.—(Repealed L. 1975 S. B. 170 § A)

219.071. Children to be segregated from criminals.—No child committed to the division and awaiting transfer to the custody of the division or who has been detained in accordance with subsection 5 of section 219.026 shall be transported or detained in association with criminals or vicious and dissolute persons.

(L. 1975 S. B. 170 § 14)

219.076. Children, how transported, transportation expenses, how paid.—In all cases in which children are committed to the division, the juvenile officer, or such person designated by him, shall deliver the children to the facility designated by the division and shall be allowed the necessary expenses incurred in such delivery for himself and the child and in returning therefrom, to be paid by the county.

(L. 1975 S. B. 170 § 15)

219.080.—(Repealed L. 1975 S. B. 170 § A)

219.081. Division may be relieved of custody, when, procedure.—The division may, at any time, if it finds the child committed to it is in need of care or treatment other than that which it is equipped to provide, apply to the court which committed such child for an order relieving it of custody of such child. The court must make a determination within ten days and the court shall be vested with full power to make such disposition of the child as is authorized by law, including continued commitment. A copy of the order shall be immediately sent to the director.

(L. 1975 S. B. 170 § 16)

219.086. Transfer of child to another state, when—expense of transfer, how paid.—Whenever it shall appear to the division that plans for the rehabilitation of any child committed to it have been made by an appropriate agency of another state, the division may with the written approval of the director of the department and the child's parents deliver the child to the appropriate agency of such other state and authorize the payment of expenses incurred in connection with sending the child to such state.

(L. 1975 S. B. 170 § 17)

219.090, 219.100, 219.110, 219.120, 219.130, 219.135, 219.140, 219.145, 219.150, 219.160, 219.170, 219.180, 219.190, 219.200, 219.210, 219.220.—(Repealed L. 1975 S. B. 170 § A)

219.230.—(Repealed L. 1975 S. B. 170 § A

(1974) Held constitutional as not denying due process.
O_____ H_____ v. French (A.), 504 S. W. (2d) 269.

219.240, 219.250, 219.260, 219.270, 219.280,
219.290, 219.300, 219.310, 219.320, 219.330,
219.340.—(Repealed L. 1975 S. B. 170 § A)

GLOSSARY

FACILITIES:

CAPC	-	Camp Avery Park Camp
CO	-	Central Office
GH	-	Group Home
HSRYC	-	Hogan Street Regional Youth Center
RO	-	Regional Office
SYC	-	Sears Youth Center
TSB	-	Training School for Boys
TSG	-	Training School for Girls
WMPC	-	Watkins Mill Park Camp

PERSONNEL:

AS	-	Al Saucier	-	Special Services Administrator
BR	-	Bob Robinson	-	Group Home Consultant
DJ	-	Diana Jones	-	Planner/Facilitator
FM	-	Fred McDaniel	-	Director
GN	-	George Norman	-	Institutional Coordinator
GS	-	Greg Shields	-	Delinquency Prevention Administrator
JH	-	Jim Hair	-	Assistant Director
JJB	-	John Bonnot	-	Program Development Administrator
KS	-	Keith Schafer	-	Staff Development Administrator

OTHER:

AYC	-	Aftercare Youth Counselor
CO-PAD	-	Central Office Planning and Development Group
CTU	-	Central Training Unit
DYS	-	Division of Youth Services
FY	-	Fiscal Year
L-PAD	-	Local Planning and Development Group
LTF	-	Local Training Facilitators
MIS	-	Management Information Section
R-PAD	-	Regional Planning and Development Group
RA	-	Regional Administrator
RSMo	-	Revised Statutes of Missouri
S-PAD	-	Statewide Planning and Development Group
Supt.	-	Institution Superintendent
YAC	-	Youth Advisory Commission

END