

**South Carolina
Department of Juvenile Justice**

**Juvenile Probation and Parole Supervision -
More Efficiently Managing Cases during Lean Times**

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**Certified Public Manager Program
Class of 2010**

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Table of Contents

Background	3
Problem Statement	4
Data Collection	5
Data Analysis	6
Conclusions / Recommendations	9
References	10

List of Appendices

Appendix A: Cumulative Impact of Budget Cuts on SCDJJ as of 1/8/2010

Appendix B: Informal Telephone Survey of DJJ County Offices

Appendix C: Survey and Results

Appendix D: Open Space - Topics for Breakout Sessions

Appendix E: Proposal for Educational Module Development

Appendix F: Proposal for Implementation of Use of Educational Modules

Background

The South Carolina Department of Juvenile Justice (DJJ), a state cabinet agency, is tasked with providing rehabilitation and custodial care for the state's juveniles who are on probation, incarcerated, or on parole for a criminal or status offense. DJJ is organized within four divisions and two support offices.

The agency supports the Governor's mission by "*protecting the public and reclaiming juveniles through prevention, community programs, education and rehabilitative services in the least restrictive environment.*" (www.state.sc.us/djj)

The Division of Community Services, one of the four divisions, is responsible for a wide range of programs and services to juveniles and their families. Direct services are provided to juveniles and their families in the community through 41 county offices, who serve all 46 counties in the state. Each of these offices is managed by a county director. Case managers, commonly known as community specialists / probation officers, are involved with juveniles from the moment they enter the system until they complete probation and/or parole. They coordinate case diversion and supervise juveniles on probation or parole.

In 2007 the State of South Carolina, as most states in the nation, hit an extreme economic decline. As this decline began, funding for all state agencies hit a low. DJJ began a downward spiral of funding, which has resulted in two years of an accumulation of 28.24% cuts of our total budget based on data collected by DJJ (Appendix A). As a result of these cuts, in 2008-2009 the agency had to impose 10 day mandatory unpaid furlough on all employees,

'RIFed' approximately 285 employees, and closed 2 dormitories and a wilderness camp. There was elimination or reductions of the following programs: the BRIDGE program (aftercare for the substance abusing offenders leaving DJJ beds), all 19 juvenile employment programs in the community, all Teen After School Centers (TASC) and reduction of funding for the Juvenile Arbitration Programs. In 2009-2010, DJJ has already had to eliminate 50 FTE's by attrition, close 2 additional dorms and a maximum security unit at our long term institution (BRRC) and 16 beds at the Youth Development Center (Appendix A). It is expected that because the economy has not shown evidence of a recovery in South Carolina that other cuts may be coming in the future.

Problem Statement

Due to the past and current budget issues of the state, the SC Department of Juvenile Justice has lost many front line staff that provided direct supervision to juveniles on probation and parole. The loss of staff has negatively impacted the size of caseloads for probation officers, and therefore potentially had a negative impact on the supervision success of our juveniles. If the negative impact is evident, how can caseloads be managed in a more efficient and effective manner?

The Department is statutorily mandated (Section 20-7-6840) to provide supervision and guidance to children placed on probation by the family court or released or conditional released by the SC Juvenile Parole Board. The policy of

the Department requires DJJ through this mandate to supervise juveniles on probation with a minimum of one face to face contact per month. Parole cases and more intensive probation cases often require more contact. Policy also requests that community specialists (CS) assist juveniles through referral to support services and monitor them even if placed in alternative placement. The average probation case may require as court ordered by a Family Court Judge an array of services that may include but not be limited to restitution payment, community service, writing letters of apology, cooperating with alternative placement, MH counseling, drug testing, and other services. All of these services have to be initiated by the community specialist assigned to the case and the CS, while following policy, is to have face to face contact with the juvenile while monitoring all referral progress for each case. With all of the facets of supervision this becomes a difficult requirement with limited staff and high caseloads.

Data Collection

DJJ's Human Resource department reported that of the 285 employees who were directly impacted by the RIF of FY 2008-2009, approximately 2/3 of these employees were a part of the Community Services Division of DJJ. In order to look further into these issues of loss of staff and the impact on supervision, an informal survey was conducted of a sampling (over 25%) of the state's DJJ county offices. All of the counties surveyed noted an increase in staff to client ratio. Only one county attributed that ratio to increased referrals

while all of the others indicated it was due to loss of staff. The average caseload in this snapshot of counties prior to the fall of the budget was 1:38. The current average caseload in these counties is 1:55 staff to client ratio (Appendix B).

A formal ten question survey through SurveyMonkey (Appendix C) was sent to all of the county directors over the 41 county offices via email. The survey collected responses from 68% of those surveyed. The survey asked questions related to the supervision of juvenile cases in their office. Information was also gathered from an Open Space meeting which was held in March of 2009 for the managers of the community division at DJJ. This issue of managing cases more effectively initially surfaced in this particular meeting. The meeting included an open space session with over 100 senior managers of the community division; over 60% of these participants were from the DJJ county offices. Open Space Technology (OST) is an approach for hosting meetings focused on a specific and important purpose or task, but beginning without any formal agenda, beyond the overall purpose or theme. The approach is characterized by five basic mechanisms: (1) a broad, open invitation that articulates the purpose of the meeting; (2) participant chairs arranged in a circle; (3) a "bulletin board" of issues and opportunities posted by participants; (4) a "marketplace" with many breakout spaces that participants move freely between, learning and contributing as they "shop" for information and ideas; and (5) a "breathing" or "pulsation" pattern of flow, between plenary and small-group breakout sessions. (www.openspace.org)

Data Analysis

Based on the collection of data through the DJJ Human Resources Department it is clear that the Community Services Division of DJJ took an enormous hit from the RIF, which directly impacted staff numbers in each county office. The informal telephone survey of over one fourth (26%) of the county offices indicated that the staff to client ratio had increased by 44%. The majority of the county directors related this to loss of staff vs. increased referrals. In essence the caseloads had increased on average by 17 cases per probation officer. The most ideal/ manageable caseload is a well debated issue throughout the field of juvenile justice, but it is agreed that it should be below 1:30 staff / client ratio. As noted in this survey the DJJ community division on average appeared to be above the ideal caseload, but certainly there was a significant increase after the negative impact of the budget.

In analyzing the data of the formal survey of all of the county directors through SurveyMonkey (Appendix C) there were many issues highlighted. The feedback indicated that 63% are not able to meet the policy standards set for case management of probation and parole cases with a minimum face to face contact per month. Of those 63%, half of the responders felt reduced staff numbers negatively impacted the ability to meet the standard. Three-fourths of the responders indicated that the agency needed to look for new tools to assist with case management. Organizational supervision tools recognized by the respondents included managing cases through the excel sheets, matrix, database, staffings, word documents, JJMS (Juvenile Justice Management

System), grids, and calendars. It was noted that over half of the responders used the database developed by DJJ as an organizational tool. This has been a helpful tool for the ISO (Intensive Supervision Officer) program in our agency.

One of the questions captured the variety of contacts / types of supervision that are used by community specialists throughout the agency. These included the standard contact such as home, school, and office visits. Surprisingly telephone contact ranked fairly high for those that regularly use it. Unique tools such as email contact, use of group meetings or special programs were not widely used on a regular basis. Approximately 44% of the respondents had never used email or group meetings to assist with supervision. The limited respondents who had used group meetings as a supervision tool noted it as a successful tool, though there are some draw backs noted such as transportation issues. They often used group meetings in conjunction with programs such as Family Solutions, drug court and Choices groups. These are programs that some county offices offer.

One of the survey questions introduced respondents to the concept of having parents of juveniles to complete monthly updates on their children as a supervision tool. Well over half of the respondents (64%) showed interest in such a tool. Some of comments supported the use of the tool as a way to entice involvement of the parent, using it as a graduated sanction, and noting the positive changes in a juvenile vs. always focusing on the negative. There were also some concerns such as getting parents to complete it, potential dishonesty of parents, and concerns of how to handle information reported.

The final questions of the survey offered the opportunity for the respondents to share ideas about creating more efficient and effective supervision with no cost limitations. The comments were varied and can be seen in Appendix C. Though all of the comments were interesting and have merit some were notable for their uniqueness. These included: electronic case files, instant access to technology in the field, group meetings, eliminate duplication of paperwork, virtual supervision, databases similar to ISO, web based tracking system, electronic online reporting system, and supervision contact via email / texting.

In assessing the information gathered from the past Open Space session, participants created a laundry list of issues to address in response to the theme of "Managing Cases during Lean Times" (Appendix D). Ironically the list created was similar or had common components to the responses of the open questions in the survey. Some of these common components were greater use of technology, supervising using group activities such as educational groups / classes, and parent involvement.

In analyzing the data, it is apparent there is an issue of being able to meet the basic standards of probation / parole supervision outlined in DJJ's policy. Several key elements are highlighted as a way to address the problem of trying to efficiently manage cases during lean times. There was a common theme that appeared in many of the survey responses, which reflected group sessions or meetings and the use of technology. This also was directly reflected in several of

the breakout groups during the Open Space meeting. All of the responses of the survey and Open Space warrant review by the community division's upper management at DJJ.

Conclusions and Recommendations

The South Carolina Department of Juvenile Justice, as many state agencies has suffered over the past two years through some tough economic times. Each department of the agency has been and is continuing to be negatively impacted by the budget reductions. This project has focused on the struggles of the Community Services Division as it relates to the negative impact on caseload supervision.

In examining the results of the surveys, coupled with the information from the Open Space session, there is an assortment of suggestions that may assist with the issue of supervision of high caseloads with limited staff. All of the ideas generated in this project have merit. Some of the ideas are very simplistic and will require limited efforts to be implemented. Others may necessitate some additional study to determine their effectiveness, impact and cost / time implications. The following is a list of recommendations that may still generate some debate but should be considered. For the purposes of this project, additional focus has been placed on one of the recommendations as it is being carried to another level though a pilot process.

The recommendations are as follows:

- It needs to be recognized that DJJ county offices as a whole are **not** able

to meet the standards of the policy related to monthly face to face visits of juveniles on their caseloads. The findings of this project should be shared with DJJ upper management to include the regional administrators (RA) as a vehicle to launch a search for options to assist.

- DJJ county offices should be allowed to use all of the technology tools available, such as email to assist with monitoring their cases. These emails should become a permanent part of the juvenile's file and be considered a direct contact and not have to be duplicated / re-reported in a client service note. If this is accepted the juvenile's file should reflect current email addresses of the juvenile and parent, as applicable.
- An interactive web reporting page should be researched for its effectiveness, security, and cost implications for future use.
- A parent reporting form should be developed to not only assist with supervision, but also encourage parent involvement in their child's case. The form should be presented to the parent by the community specialist and requested to be completed at least once every month. The questionnaire / form will serve as a tool to document the parent's report of their child's successes and struggles over the past 30 days as it relates to supervision and law abiding behavior.
- A pilot project should be considered to launch the use of group sessions using educational modules / competency classes to assist community specialists in supervising their high caseloads. This tool would allow, for example, for a CS to meet with approximately 10 juveniles on their

caseload in a one hour period of time. A sample of modules should be developed and packaged in user friendly power points and facilitator guides. The modules should be piloted in several county offices throughout the state as a supervision tool. Use of the tool should create ancillary benefits to each juvenile as they gain additional skills and knowledge from the experience of each module. Through research there is an array of examples of appropriate topics that may be developed as educational modules (Appendix E). An implementation plan of this recommendation is reflected in Appendix F.

References

- **SC DJJ website** – www.state.sc.us/djj
- **SC Children's Code**
- www.surveymonkey.com
- http://www.essortment.com/lifestyle/etiquetteteens_svps.htm
- ojjdp.ncjrs.gov/pubs/jaibgbulletin/over.html
- www.co.lane.or.us/prevention/juvenile.htm
- www.openspaceworld.org

Appendix A

Cumulative Impact of Budget Cuts on SCDJJ as of 1/8/2010

FY 2008-2009 (Cuts of 10.8 percent, 7 percent and 2 percent)

- Imposed 10-day mandatory unpaid furloughs on all employees
- RIFed approximately 285 employees
- Closed 2 dormitories in the Broad River Road Complex, 5 agency group homes, and 1 wilderness camp
- Eliminated the contract for the Bridge program (aftercare for substance abusing offenders leaving DJJ beds)
- Eliminated all 19 juvenile employment programs in the community
- Eliminated funding for all Teen After School Centers
- Reduced funding for Juvenile Arbitration Programs

FY 2009-2010 (Cuts of 4.04 percent and 5 percent)

- Eliminated another 50 full time positions by attrition
- Closed two additional dormitories within the Broad River Road Complex
- Closed one Maximum Security Unit within the BRRC
- Closing 16 beds at the Youth Development Center – losing one-third of capacity
- With budget cuts to recurring state general funds, DJJ has had to use one-time funds to sustain existing programs, facilities, and staff

(Judge Bill Byars, Director of the SCDJJ)

Appendix B
Informal Telephone Survey of DJJ County Offices

County	Contact	Date	Before		CL	After		CL				
Laurens	J. Clark	messages		2					1	lost		
Anderson	A. Bradshaw	2-Dec	4PO	INT	1ISO	1:38	2PO	2INT	1ISO	vac	1:60-70	JEEP
Newberry	R. Fulmer	messages										
Greenville	H. Mayes	unavailable										
Oconee	A. Murray	2-Dec										
Greenwood	J. Harrison	2-Dec	3 PO		1	1:40	0	1	1		1:70	
Abbeville			1 PO				0					
Union	V. Sarrett	message										
York	A. Bennett	2-Dec	5 PO	5	2	1:50	5 PO	4	2	1	1:55	
				INT	ISO			INT	ISO	vac		
Cherokee	T. Hall	2-Dec	2 PO	1	1/2 ISO		1 PO		1/2	1	1:30	
Spartanburg	M. Smith	reassigned		INT	1:25				ISO	vac		
Pickens	B. McWhorter	2-Dec	2	1	1	1 to 50	1	1	1		1:70	
Tri County	A. Rita	2-Dec	3PO		1ISO	1:28	1PO		1ISO		1:40	

**“Juvenile Probation and Parole – Effectively Managing Cases during Lean Times”
SURVEY**

1. Does your office ALWAYS meet the policy standards set for case management of probation / parole cases of a minimum of one "face to face" contact per month?

Yes 37.0
No 63.0

Comments:

- Scheduling conflicts sometimes come up (with parent or case manager) that causes appointments to be rescheduled. Attempts are made to have it rescheduled during the month.
- Due to high caseloads and shortage of staff, at times we must alternate face-to-face with juveniles. For example, if a juvenile is close to their 18th birthday and has not had an incidents in the community, school and home we do a face-to-face one month and the next is telephone contact
- There are always exceptions, but juveniles are seen 95% of the time as required. A bit of a struggle to get staff to complete quarterly home and facility visits.
- The counselor meet with the juveniles according to policy but it is hard for the counselor to find to time write the notes, due them be always on the go all the time.

2. If you answered "NO" to the question above, what hampers you from meeting the standards set by policy?

Too many cases to manage 16.7%

Not enough staff to manage cases 50.0%

Other:

- Sick leave, Annual leave. It is not often, but it happens
- Per answer in question #1.
- Appointments & visits may be set, but missed appointments or unusual circumstances may occur late in the month & prevent make-up. Visits to juveniles not in the community can be difficult
- Monitoring two counties and not enough staff to schedule as well.
- Also, having to monitor many reports for accuracy, etc.
- Due to the economy a lot of families move or phones are off and have become unable to locate.
- Always is just difficult to say. Sickness-client or CM, emergencies -clients or CM, death of family member of client or CM. Client may reschedule appt from 12th of the month to 27th and fail to show because of transportation. In most cases (monthly) clients are seen as policy requires.
- Juveniles do not come in to meet with PO and then by the time you send out another appointment it is another month.
- Time management and organizational skills of the PO play a huge part in this. Putting out fires takes time from other cases that are typically easy to manage.
- Noncompliance by the child/family. They sometimes no show for appts, fail to alert us regarding their movements, or the child may be on the run.
- Parents and kids not cooperating; no showing for appointments and/or not calling to reschedule.

- illness(juvenile or staff) and transportation problems
- Policy changes and staff get set in the old way of doing things.
- Restrictions as to how to supervise caseloads

3. Does our agency need to look for new tools to assist in more effectively managing probation / parole cases?

Yes 75.0%
 No 25.0%

4. What organizational tools are currently used in your county office to assist in effective case management?

Excel spread sheets 39.3%
 Matrix 25.0%
 Database 46.4%
 Database developed by DJJ 50.0%

Other:

- Quarterly staffings
- Each PO has their own unique way to manage cases to help them. DJJ does not offer anything at this time for case management
- Word documents to keep up with caseloads.
- JJMS, ISO Database, and other Excel spreadsheets/systems devised to fill the gap in need.
- Grid
- Calendars

5. Are your community specialists able to monitor each juvenile on probation / parole with a monthly "face to face" visit?

Always 32.1%
 Sometimes 67.9%
 Never 0.0%

6. What supervision tools (types of contacts) do your community specialists use to manage their probation / parole caseloads?

	Use regularly	Use on Occasion	Never Use	Would like to Use more often
School Visits	78.6%	17.9%	0.0%	3.6%
Home Visits	46.4%	42.9%	0.0%	10.7%
Office Visits	96.4%	3.6%	0.0%	0.0%
Telephone contact	67.9%	32.1%	0.0%	0.0%
Mail contact	26.9%	65.4%	7.7%	0.0%
Email Contact	4.0%	44.0%	44.0%	8.0%
Group meetings	19.2%	42.3%	44.0%	11.5%
Special programs for juveniles	32.0%	44.0%	4.0%	20.0%

7. Has your office ever used group meetings or sessions as a supervision tool?

Frequently	14.3%
Sometimes	21.4%
On occasion	39.3%
Never	25.0%

Comments:

- They are successful for the ones who show up. But transportation is a big issue. We transport kids to an event but we only have 2 vehicles so therefore, we can only transport 8 in total. In the past, we've made several trips rounding up kids across the county due to lack of transportation.
- We sometimes use our weekly Choices group to meet with juveniles on caseload.
- Yes, they are successful. We have used them during drug court meetings, family solutions, etc.
- somewhat/somewhat
- Family Solutions-Very successful
- Yes, in helping insure contacts made during that month.

8. Do you feel it would be helpful to have the parents of our juveniles to complete monthly updates on their children that would then be used as a supervision tool?

Yes	64.3%
No	7.1%
Maybe	28.6%

Comments:

- Maybe now, this was implemented in the past, however the response was not as expected. Parents failed to return monthly updates
- The best means of a successful probation would be with more direct involvement from the parent/guardian.
- Parents are not always truthful
- If the actual tool used focused heavily of the positive changes made it would be good otherwise it may foster negative feelings.
- We have developed a home/school checklist for parents and teachers to report behaviors and concerns both positively and negative. May be best used as a graduated sanction
- Concerns over how to handle the info as it is reported

9. If there were no cost restrictions, what supervision tools would you suggest our agency invest in to assist in more effective case management?

Comments:

- Staff... to lessen the caseworker to client ratio. A Probation Officer should have no more than 30-35 clients. This would increase the effectiveness of case management. This would also strengthen the relationship between the P.O. and client.
- More available services in behavior mgt., tutoring, training for staff in varied areas.
- Local County Behavioral Counselors, to include Sex Offender Treatment and In-House Drug Testing.

- Again, more direct/court ordered involvement from the parent/guardian.
- Continued enhancement of JJMS so that it becomes an electronic case file. Smartphones & laptops w/ mobile broadband access would allow case managers to access email, JJMS, forms, etc. and can complete tasks in the field while the thought is still fresh.
- specialized training for parents to gain parenting skills
- Continue refining JJMS. Expand services that are provided by DJJ rather than always contracting out for services. Provide the ISO with their own car due to their high use.
- Group meetings and programs. Eliminate duplicate paperwork and unnecessary procedures.
- Each client would be placed on EM
- Expand the ISO type of program for strictly probation. Day report schools for those minor how have expelled from school.
- Virtual Supervision when appropriate
- Better front-end training to give them a clearer understanding of how to be an effective case manager. Also a database similar to the ISO database that could be turned in monthly to their supervisor. Lastly, adequate staff!!!
- Case managers - more of them so that caseloads were easily managed and paid well enough that nights and weekends weren't a headache. Case loads should be about 40 -50.
- Laptops
- Additional staff (3 responses)
- An off the shelf web-based user friendly, truly effective case tracking system, with easy query and reporting functions (for POs and Supervisors), proven to be effective in another state would be best as the need is immediate
- Transportation for kids and parents. The web-based supervision tool
- More staff, transportation for juveniles, more community based services, and some type program to assist juveniles to be able to pay monetary restitution, and more community service restitution sites, and more training in crisis intervention. Group sessions, virtual PO for low risk offenders
- Electronic/online reporting system monthly for probations. System to set-up reminders about quarterly home-
- Visits
- Allow more contact via technology such as email / texting etc. Develop a reporting center via the internet

10. If costs were not considered, but new staff could not be hired, how could your community specialists more effectively manage their probation / parole cases?

Comments:

- By continuing to take a group approach. School visits, inviting the Insiders to come speak, guest speaker to talk to the kids about current issues and prevention methods. Again, the issue would be transportation and always having a location for a large group. In a small county facility space is always in use.
- Paid after hours groups.

- Staff would continue to follow policy.
- Probably, through weighted case loads.
- More visits (2-3x month) means unusual events have less impact. More staff means more opportunity for flex schedules and field work while still keeping office hours covered.
- Supervisors will need to carry a caseload
- Prioritizing case load.
- Offer incentives for employees who do well. Find a way to let staff know they are appreciated, part of a team and not on an island. Hold staff more accountable for their actions. Address both problem behaviors and positive behaviors.
- Have the ability to meet w/ multiple clients at one time; less paperwork and administrative requirements
- Effectively manage caseload & not carry cases for number purposes
- Community specialists could benefit from less paper work so that they can focus more on effective case management.
- Training and the use of current technology capabilities
- If we could have enough staff to maintain a caseload of 35-40 each juvenile and their family would receive the service DJJ would like for them to receive. PO's could do all face-to-face visits, school visits and home visits and not be totally stressed. We could WRAP the juveniles with services!! We may actually get a better outcome.
- Groups have always been a good idea. We need to get past the barriers of confidentiality somehow so that we can "process" the clients easier on office visits.
- By increasing their organizational skills
- Additional training in the area of service delivery for PO's to possibly do groups. Giving PO's the ability to flex their schedules to provide add'l supervision in the evenings.
- Every field staff member needs a laptop with wireless internet (to access the system above), cell phone (without so many restrictions on minutes and texting so as to enable them to contact clients as is needed) and access to enough cars to be able to get into the field. Too much time is spent in the office tethered to the desk, hard files, and JJMS
- Be able to do more community work
- Holding parents more accountable.
- no suggestions
- Same as the answer to #9, minus additional staff
- By providing more innovative ways of learning how to manage their caseloads through training, etc.
- Need more time in work day or extension of the work day to catch parents in the home for visits, but with buddy system. Also same example with office visits during times of the day where parents are available. Need more programs to empower our parents to equip them in dealing with high-risk behaviors beyond the designated time frame for intensive services.
- Have all tools updated, be allowed more lat. with technology

Appendix D

DJJ Community Division Managers' Open Space Session "Managing Cases in Lean Times" March 6, 2009

Topics created through Open Space for "Breakout" Sessions

- **Leveraging Community Resources to Enhance Community Based Services and Programs**
- **How to Involve Parents in Planning; Developing Partnerships; Re-integration of Services to Clients**
- **Caseload Management Through the Use of Technology; Specialization Across County Lines; Weighted Caseloads**
- **Community Service Day**
- **Interagency Cooperation and Assisting Juveniles with Assessing Services**
- **Staff Morale and Assisting Staff and Offenders Who May Experience Trauma or Victimization**
- **Truancy**
- **Community Staff and Detention Center Working Together to Increase JRH Placement to Remove kids from Detention**
- **Interdivisional Training and Job Shadowing Programs.**
- **Electronic Databases to Manage Caseloads**
- **Disturbing Schools-"Special Need"**
- **Improving Packet Submission and Placement from the Admissions Unit**
- **Reducing Numbers on the Front End**
- **What We Can Do to Help JCOs Respond More Appropriately Towards Juveniles Behaving Aggressively**
- **Creating Group Modules for Assisting With Supervision**
- **Develop a System for Passing on Knowledge**

Proposal for Educational Module Development

The following are examples of the types of modules that may be developed to be used by the probation officer to assist in supervision. All of the modules should help a juvenile to gain a sufficient understanding of the harm caused by his or her delinquent behaviors and add a sense of responsibility for the consequences of future actions. Based on research it will be imperative that all of the group sessions are well monitored to avoid any spawning of congregated delinquent activity. Each session should focus on a topic that has the potential to assist the juvenile to become a more law-abiding, productive member of society. The sessions may stand alone or be grouped depending on the needs of the juveniles. The modules may not be for every juvenile. Some modules could be one session or multiple sessions depending on the nature of the topic.

Community specialists should be encouraged to involve experts from the community in their classes to help enhance the information shared, involve community, and help juveniles to identify with the topic and the role model. Each model should be packaged with a user friendly power point or other visual tool with the individual session lasting no longer than one hour.

EXAMPLES:

Putting You in the Other Person's Shoes - Victim Impact – The module is an educational program designed to teach offenders about the human consequences of crime. Juveniles are taught how crime affects the victim and the victim's family, friends, and community, and how it also affects them and their own families, friends, and communities.

A Day in the Life of DJJ – This module would explain the DJJ, it's mission, it's interaction with the Family Court and what is like to be on DJJ caseload from charge, court, probation, institution, parole.

Options to Anger - This program would teach skills to recognize when you're "on the road to anger" and how to prevent making destructive decisions when angry. Skills include de-escalating common situations that lead to anger while building on existing strengths. (www.co.lane.or.us/prevention/juvenile.htm)

Teen Fitness – This module would offer tips to a juvenile becoming physically healthy. Using supervision as a vice or wager for becoming more healthy. (<http://www.planetberries.com/fitness.html>)

Giving Back – This module taps into the importance of being a part of civic service. This would reflect the balanced and restorative justice model. (SC DJJ website)

Leaders in Training- This module focuses on the qualities to become a leader and offering a juvenile the ability to believe that they have the ability to grow into a positive leader, regardless of their past.

Responsible Decision Making - This program would encourage juveniles to examine how they make decisions to commit crimes. The program would teach new skills to avoid new crime and criminal peers. (www.co.lane.or.us/prevention/juvenile.htm)

Teen Law 101 - This program would offer basic information about the many laws that have the potential to negatively impact juveniles. Examples of law topics would include disturbing school, alcohol and other drugs, sex offending behavior and others. The lesson would share the various levels of impact such as suspension of driving privileges, having to register as a sex offender, cancellation of the Life Scholarship and others.

Just for Teens – This program would assist juveniles to better understand socially acceptable manners. Though there is less emphasis on manners or social etiquette in the 21st century, it remains a valuable skill for teens that are planning their future. On the job or at college, courtesy is expected as one indicator of a person's maturity. Treating others with kindness and respect is a measure of a teen's preparation for adult-type job duties or personal relationships. (http://www.essortment.com/lifestyle/etiquetteteens_svps.htm)

Appendix F

Proposal for Implementation of Use of Educational Modules

Task	Responsible Party	Additional Info	Timeline
Develop Modules	Training Dept with consult from psychology / community division	Create power points, guides for each module, tools to enhance	May 2010
Training on modules	Training Dept. Community Division	Offered through training calendar for all front line staff	July 2010
Select Pilot Counties / staff	Community Division / RAs	Sell program as a supervision tool	September 2010
Implement Modules	Community specialists	Institute the use of 4-6 modules per county	October 2010
Evaluate success as relates to knowledge gained by juveniles and assistance with supervision	Training Dept. / Community Division	Pre and post test from participants/ survey CS	December 2010
Gather evaluations and assess success and future use	Training Dept.	Consult with Community Division for decision to implement or make available throughout all of the county offices	January 2011