



**The South Carolina
Department of Juvenile
Justice**

**Division of
Community Services**

A PLAN FOR IMPROVING SERVICES

**GOALS & RECOMMENDATIONS FROM
FOUR PUBLIC REGIONAL CHARRETTES & FORUMS
WITH YOUTH ACROSS THE STATE**

APRIL, 2007



Dear DJJ Supporter:

Realizing that public input is critical to improving the state's juvenile justice system, the South Carolina Department of Juvenile Justice held a series of community forums, called "charrettes," to receive input from citizens around the state. We touted our effort as an innovative method for change in the way we do business. And your input was an invaluable part of that change.

Participants in these forums expressed many suggestions, recommendations, and genuine concerns. As a result of this input, we have compiled a summary of goals and response strategies that could be integrated into DJJ's overall strategic plan. These strategies are included as part of this report. We anticipate working, through collaborations and partnerships, to implement many new programs and to expand many existing ones based upon the information we received.

The community forums were made possible under DJJ's partnership with Clemson University. Clemson University staff supported and facilitated the forums, including several sessions with more than 500 youth in attendance.

There are areas where we need improvement and the following report will address some of these areas. Additionally, we will detail some specific programs that we are trying to strengthen as we embrace the Balanced and Restorative Justice model; and as we expand our focus on the family, juvenile accountability, victim needs, and community restoration.

We hope that you take the time to review this report and to become involved in community programs that strengthen children and families. This report is also available on the DJJ Website at www.state.sc.us/djj. If you cannot access this site and would like to have additional copies, please contact DJJ's Division of Community Services at (803) 896-9113. Again, thank you for your input and support as we work to better serve South Carolina's at-risk and delinquent youth and their families.

Bill Byars
Director, South Carolina
Department of Juvenile Justice



PROJECT REPORT



A summary of the questions presented at our community forums and some of the concerns and issues that were raised



DJJ CHARRETTES PROJECT REPORT

Introduction

During 2006, DJJ, in conjunction with Clemson University's Institute for Economic and Community Development, conducted a series of community forums ("charrettes") around the state to gather public comments in regards to the role of the South Carolina juvenile justice system. DJJ community supervision county offices are separated by 4 regions; Coastal, Upstate, Pee Dee, and the Midlands. More than 500 individuals participated in Regional forums held in Columbia, Florence, Orangeburg and Greer. Comments were gathered from a diverse group, representing agencies, parents, local and state lawmakers, law enforcement and court officials. Additionally, six separate forums were held to gather input from juveniles in the same four regions of the state.

These sessions were designed to get input from community stakeholders and the juveniles regarding community efforts to address youth issues based on two perspectives:

Are our communities providing adequate services to prevent youth from getting into trouble and ultimately becoming a part of the juvenile justice system?

Are our communities doing an adequate job at reintegrating juveniles into the community after being committed to a DJJ facility, so that recidivism is reduced?

Three related questions were asked in all of the sessions and the answers recorded. These questions were:

1. What are we doing right in our communities to support youth and to reduce recidivism rates?
2. What can we improve upon in terms of youth services to lessen the rates of commitment to DJJ and reduce recidivism?
3. What are we not doing that we should consider as part of this effort?

The following report is an attempt to synthesize the responses, identify the most frequently mentioned ideas and to categorize them to serve as the basis for the development of an action plan. It is organized into two sections: a summary section and a section outlining the specific goals of the program.



WHAT ARE WE DOING RIGHT?

In response to this question six responses seemed to come up most often. The answers to this question should serve to indicate current program strengths (*although, it should be noted, not in all cases*) that can be built upon and act as a guide for those areas where these partnerships do not exist.

1) PARTNERSHIPS

Clearly, DJJ cannot address the needs of many youth without strong partnerships at the local (and state) level. This was evident in the number of people who indicated the value of many types of partnerships:

- * Positive interaction with the Department of Mental Health (DMH)
- * Community Watch Program notices when youth are behaving inappropriately
- * Good relationship with the Department of Social Services (DSS)-early communication, custody changes, placements
- * Partnerships with the Department of Public Safety (DPS) and the Department of Education (DOE)
- * Teen After-School sites (TASC's)
- * Right Step Diversion with Urban League
- * Cops and Community Program
- * Phoenix Center/Keystone (York)
- * Involvement of Faith-Based community
- * Parks and Recreation (Spartanburg) – a pilot site involving physical activity, nutritional training, gardening, character development, etiquette,, anger management, and decision making skills. This is an intergenerational program.
- * NAACP Collaborative/faith based programs
- * “JEEP” juvenile employment program
- * Scouting Programs
- * Teamwork with law enforcement
- * “TIP” Diversion Program – Kershaw County
- * Youth Advisory Council (Greenville) Multiple agencies at the table.

2) WORKING WITH SCHOOLS

One of the partners most frequently mentioned was local schools. It seems obvious that any successful local support for youths must involve the school system. Many specific programs associated with schools were mentioned:

- * After-school programs
- * Juvenile arbitration
- * School Resource Officers (some voiced negatives associated with the SROs which will be mentioned later in this report)
- * Career counseling
- * Referrals for truancy
- * Rural district collaboration (multi-county)
- * Service learning



3) EARLY INTERVENTION

This topic was present in many of the discussions. Several specific successes were mentioned:

- * Diversionary Programs
- * Teen Outreach Programs (TOP)
- * Identifying high risk juveniles for treatment

4) MENTORING PROGRAMS

Mentoring programs were another topic of much conversation in all of the sessions. They seemed to be successful in communities where they are consistently conducted. There were a number of indications that the faith-based community is an ideal partner for mentoring programs.

5) AFTER SCHOOL PROGRAMS

Where they exist, after-school programs were deemed very successful. A couple of these programs were mentioned often:

- * JEEP (DJJ's juvenile employment program)
- * Boys and Girls Clubs

Summary

Clearly, the successes mentioned above represent opportunities for replication and expansion. It is important to understand that while these topics were mentioned as successes, they do not exist everywhere; some of them only exist in a single jurisdiction.

WHAT CAN WE IMPROVE UPON?

There were many ideas expressed as potential improvements to our existing efforts, but four topics were consistently mentioned: Parenting, Communications, Community Networks and Collaboration, and Resources.

1) PARENTING

There is no doubting the importance of effective parenting in the life of a juvenile. But the barriers to improved parenting are many: single parent households, working households, lack of parenting skills, and lack of an emphasis on education and job skill development to name a few. Potential partners for DJJ include the New Carolina Education and Work Force task force and the SC Commission on Minority Affairs in their new parental involvement program. Listed below are some ideas that could lead to more effective parenting:

- * Parental accountability
- * Family resource centers
- * Counselors in the home
- * Encourage parents to be more responsible



- * Home visits by teachers
- * Involve family independent program in prevention
- * Social worker for each school
- * Educate parents on discipline vs. abuse
- * Bring back “Circle Center” program
- * Supervision for children
- * Education about gangs

2) COMMUNICATIONS

Communications was a constant theme in the input sessions. Here are some of the comments on this topic:

- * Better pre-release communications with school districts
- * Make communities aware of local resources
- * Make communities aware of gang issues
- * Language barriers (Latinos)
- * More interaction between agencies
- * Getting information to the public on the impacts of DJJ
- * Improve communications between DJJ and all other agencies
- * Share successes with local officials

3) COMMUNITY NETWORKS AND COLLABORATIONS

Earlier in this report the successes of various partnerships and collaborations were detailed. However, many respondents had ideas about further improving this approach:

- * More church involvement
- * Vocational and faith mentors
- * Holistic approaches
- * Transportation issues that might be helped by collaboration
- * Closer relationships with schools
- * Summer programs
- * Opening schools at night for community programs
- * Team approach on certain issues
- * Facilities for long-term placement with vocational training facilities
- * Partnering with industry

4) RESOURCES

There are never enough financial resources and it is not surprising that this issue received a lot of attention in the forums:

- * Funding at all levels
- * Medicaid funding for prevention
- * Home base Medicaid funded counseling
- * Funding for social workers in each school
- * Money being used more for administration and incarceration than programs
- * Funding transportation needs



- * Excessive caseloads
- * Understaffed agencies and other resources
- * Partnership with Workforce Investment Act (WIA) – through churches
- * Better access to grants

5) DRUG TREATMENT MODEL

The role of drugs in the lives of troubled youths is well documented and there are many programs directed at this problem. Many times during the forums the question was raised as to how DJJ deals with this issue and the level of coordination with appropriate agencies.

Summary: There is much work to be done based on the input of the participants with regard to this question. Addressing issues associated with parenting cannot be solely a DJJ responsibility. The development of community partnerships and the high level of communications required will take a dedicated effort.

WHAT NEW APPROACHES OR PROGRAMS SHOULD WE CONSIDER?

Many of the responses to this question re-affirmed or overlapped ideas brought forth in the other sessions. Again there were 5 responses that tended to be repeated in one form or another.

1) MULTI-DISCIPLINARY TEAMS AT LOCAL LEVEL FOR SERVICE/PLANNING DEVELOPMENT

- * Develop task forces in each community
- * Develop and engage existing community mentors, i.e. Big Brothers, Big Sisters, Boys and Girls Clubs, etc.
- * Develop coalition like Florence
- * Parent, faculty, schools, and community councils
- * Umbrella agency to control accreditation, data base development, parenting skills, literacy, parental involvement programs, etc.

2) EARLY INTERVENTION

- * Get involved with primary schools
- * In-school programs to identify at risk youth under 12 years of age
- * Expand arbitration program
- * Values education at early age
- * Prevention/intervention programs through schools

3) COMMUNITY OWNERSHIP

- * City curfews
- * Explorer programs with law enforcement
- * More church involvement
- * Training for community to handle juveniles upon return



- * Vocational mentors
- * Youth development programs in every county
- * Youth-Adult councils in the community
- * Community based alternatives to incarceration
- * Job training
- * Use school facilities after hours

4) SHARING OF INFORMATION

- * Dual step down placement (DJJ/DMH)
- * HIPPA obstacle
- * Develop a resource guide for all counties
- * Research best practices in other states
- * Better communication with schools

5) FAMILY/PARENTAL EDUCATION

- * More resources for parental involvement/education
- * Engage parents in communities
- * Universal parental education with children of kindergarten age
- * Family counseling with sanctions for those not participating
- * DJJ implemented community programs for children and parents

Summary

There are many great ideas expressed in this section of the report. Many, if not most, will require new financial resources and that, of course, is a substantial separate issue. However, other potential areas of improvement might only require new collaboration between existing agencies, personnel and programs.

OTHER OVERARCHING IDEAS

Throughout all of the sessions, ideas were mentioned that represented the core of an idea that might be more fully developed or apparent best practices that need more exposure or replication throughout the state. Some of these ideas were:

- * Courts (Youth, Drug, Teen, etc)
- * Resume “Back in Control”
- * Wilderness weekends involving 4-H, life skill instruction, parents and children
- * Retirees as mentors
- * Restorative Justice
- * Pilot program with the Department of Alcohol and Drug Abuse (DAODAS)
- * CONNECT Horry

There were also some “cautions” that seemed to come up regularly:



- * School administrators turning simple discipline problems over to school resource officers
- * Officers, escalating a simple disciplinary issue into a court proceeding.
- * The gang issue is growing and can undermine many of the good ideas garnered in this effort
- * Drugs are also an underlying contributor to youth problems and are difficult to deal with as a causal factor (as opposed to a criminal offense).

Summary

While there was a certain consistency in some of the input received from the meetings, it was recognized that what might work in one location may not be effective in another. Also, communities vary widely in terms of their available resources to address the problems indicated in the sessions, which makes program implementation problematic. There is recognition that DJJ, or the “state,” cannot overcome these problems alone. There are some things that only the community can accomplish. However, the underlying message seems to be the increasing need for state and local jurisdictions to work together more closely than ever before.





JUVENILE SESSIONS

**Concerns of DJJ juveniles from detention facilities,
long-term commitment facilities, and community
placement facilities**



JUVENILE SESSIONS

Following the four initial sessions, 6 groups of juveniles were convened from community and statewide programs at the DJJ Midlands Evaluation Center, the DJJ Broad River Road Complex, the Gateway Girls Group Home, the Piedmont Wilderness Institute, and the White Pines Wilderness Camp.

In one sense, these juvenile sessions affirmed and underscored the findings in the four statewide meetings. In another sense, their responses were more direct--less “politically-correct” and easier to summarize. GANGS, DRUGS, AND VIOLENCE were frightening recurring themes. And, proposed solutions were equally common. The need for more recreational opportunities, job training and opportunities, and help in solving the gang problem were cited overwhelmingly.

Listed below is a sampling of some of the juvenile’s responses:

1) What is the community doing right?

- * Church sponsors a youth group
- * Recreation is provided
- * Study halls after school
- * Extra curricular activities after school
- * Drug abuse classes
- * Have a gym to play basketball
- * Urban League – Gear Up programs
- * After-school programs
- * Temporary service to help teens get jobs – earn money legally

2) What does your community do/or not do that makes it difficult for you to avoid trouble?

- * Teen clubs are not supervised adequately
- * Gangs are allowed to develop
- * Guns are available to young people
- * Too few adults to mentor youth, especially young adults who have experienced trouble and turned their lives around
- * Little parental supervision
- * Curfews are not enforced
- * Gang activity, violence, guns, drugs and drug dealers. There is a 9 out of 10 chance that you will be in a gang at a young age.
- * A lot of problems in the school – school is like the streets
- * Police favoritism
- * The juvenile justice system is quick to put you in jail
- * Community does not look for alternative ways for discipline
- * Do not do a good job of preventing gangs
- * Parents need to be more educated about things going on in the community
- * When students talk to the teachers, the teachers talk to the parents making you not want to be open
- * Nothing to do in the community to keep you occupied
- * No jobs in the community for youth



- * Community does not understand what teens need
- * Controlling gangs
- * Some schools are worse than the streets – drugs, fights, gangs

What could your community do that it is not now doing to make it easier for you to avoid trouble?

- * Give you some place to go with something to do
- * Create jobs in the community
- * Provide employment
- * Provide after school programs
- * Community leaders need to be more directly involved
- * More sports activities
- * More positive places for teens to hang out
- * Punishment needs to be consistently applied
- * Have a boys and girls club
- * More anger management counseling
- * Come together to find a way to end the gangs
- * Less police harassment
- * Conduct prison tours
- * More discussions on consequences of actions
- * More trade training and development of employment skills



SUMMARY

It is very difficult to summarize the wildly diverse responses during the adult and youth input sessions. Yet, several themes were repeated:

- * Gangs and their influence on behavior
- * Drugs and their influence on behavior
- * The lack of parental supervision
- * The absence, in many instances, of alternative activities such as recreation, employment, after-school programs, etc.
- * The lack of resources to do what we know we should do
- * The fragmented nature of the service delivery systems
- * The breakdown of discipline in, at least, some schools
- * The need for better communications between agencies
- * Successful programs that need to be replicated, and in some instances revived

OVERALL CONCLUSION

There are dedicated and passionate people in the juvenile justice field that need to be recognized and supported. There is excellent leadership throughout the youth service community. But, for these assets to matter, there must be a “coming together” of all the stakeholders to develop a plan of action that not only consists of strong programs for youth development; but a coordinated, enduring advocacy to advance the priorities for allocation of critical resources to this task.





RECOMMENDATIONS

AND GOALS



A summary of the conclusions reached as a result of the forums and a specific timeline of our new goals



RECOMMENDATIONS AND GOALS

At the beginning of this process a steering committee was developed to plan the “charrette” forums. It is recommended that this steering committee come back together to develop a strategic plan for improving youth services in communities, based on the ideas expressed in this report. Clemson University’s Institute for Economic and Community Development is willing to help facilitate this process in partnership with DJJ.

We also realize that we must pursue a number of goals towards improving collaborations and resources for the youth of South Carolina.

Five key goals were identified during the forums and they are presented in details on the following pages along with timetables.



GOAL 1: EXPAND AFTER SCHOOL PROGRAMS THROUGHOUT EACH COUNTY OF THE STATE AND ENHANCE EXISTING PROGRAMS IN CURRENT LOCATIONS.

Objective 1- Identify and assess existing after school programs in each county.

Action Steps	Responsible	Target Date	Notes
1. Compile list of current after school programs	County Director Community Justice (CJ)	9-15-07	
2. Develop profile of each program	County Director CJ	7-31-07	Profile to include: population, # of participants, funding, transportation, space, staffing
3. Visit site	Cnty Dir. & CJ	8-31-07	
4. Set up meeting for dialogue	Cnty Dir. & CJ	8-31-07	
5. Piggyback program for expansion	County Director CJ	9-30-07	
6. Client selection	Cnty Dir. & CJ	10-31-07	
7. TASC site in every county and 3 sites in metro areas	County Director CJ	2009	
8. Partner with school districts to develop programs and tutoring centers	County Director CJ	On-going	

Objective 2 – Develop after school programs in each county where none currently exist.

Action Steps	Responsible	Target Date	Notes
1. Identify potential community Champions	County Director Comm. Justice (CJ)	7-31-07	
2. Identify potential community partners	County Director CJ	7-31-07	



3. Gather information about programs from each community that would be effective	County Director CJ	7-31-07
4. Identify sites and potential needs to include in-kind	County Director CJ	8-15-07
5. Review and modify curriculum	Cnty Dir. & CJ	11-15-07
6. Identify potential clients/ screening	County Director CJ	12-31-07
7. Client selection	Cnty Dir. & CJ	9-15-07
8. Pay stipend to front line officers for after hours work to coordinate programs, attend programs and keep records	County Director CJ	12-31-08
9. Contact other states to learn what is currently working	Comm. Justice	7-30-07
10. Match up programs with rural or urban areas	Comm. Justice	7-30-07
11. Contact school districts around the country for their success stories.	Comm. Justice	7-30-07

Note: The following overarching issues were identified:

- > *State Coordinator*
- > *Input from juveniles*
- > *Potential for day treatment at summer programs*
- > *Funding*



GOAL 2: DEVELOP AN ARRAY OF SERVICES AND STRATEGIES TO EMPOWER PARENTS

Objective 1- Partner with external resources in local community

Action Steps	Responsible	Target Date	Notes
1. Train internal staff special needs, family dynamics	Educ Services Consultation & Evaluation Svcs	6-30-08 & on-going	
2. Develop tool to aid staff with family assessment and special needs identification	Consult. and Eval Services	10-1-07	
3. Create county-specific resource guide for staff	County Directors & Consult and Eval Services	10-1-07	
4. Implement multi-agency staffing statewide	Regional Admin. (RA) County Dirs.	6-30-08	
5. Utilize DMH counselors on-site in DJJ county offices where possible.	RAs, County Dir. & Communication Services	12-1-07	

Objective 2 – Develop in-house parenting resource guide/manual

1. Identify and utilize parents in development of resource guide	RAs, Consultation & Evaluation Services	12-31-07	
2. Utilize DJJ Public Affairs in development of guide and making it accessible on line	Consultation and Evaluation Svcs.	12-31-07	

Objective 3 – Develop in-house family network/system of care

1. Identify partners/providers for each level of need	Consultation and Eval Svcs.	9-1-07	
2. Increase access to parenting programs by 25%	C & E Svcs County Directors	12-31-07	
3. Implement system of care model	C & E Svcs County Directors	12-31-08	



**GOAL 3: EDUCATE PARENTS, JUVENILES AND COMMUNITY MEMBERS
ABOUT THE NEGATIVE IMPACT OF DRUGS AND GANG AFFILIATION.**

Objective 1 – Collaborate with other Agencies to implement prevention/intervention programs that inspire youth not to use drugs nor join gangs

Action Steps	Responsible	Target Date	Notes
1. Organize gang task force	County Offices	7/1/07	
2. Train parents, teachers, staff and juveniles about gang awareness and prevention	County Offices	9/30/07	
3. Promote use of gang free zones	County Offices	7/01/08	
4. Require training about gangs and intervention among all DJJ staff	DPS & SLED	7/01/08	
5. Make training part of orientation and basic training	Community Services	on-going	
6. All employees must attend 1 training annually	Community Services	on-going	
7. Conduct PSAs – Statewide & locally developed	County Offices	1/2/08	
8. Build internal system within DJJ to document gang involvement statewide	County Offices	1/2/08	

Objective 2 – Work with other agencies to educate youth and their families about negatives related to abuse of illegal prescription and over the counter drugs

1. Develop relationships with Schools & DAODAS	County Offices	8/1/07	
2. Include DAODAS in multi-agency	County Offices	8/1/07	
3. Identify & refer families at risk for substance abuse	Case Managers	7/1/07	
4. Collaborate with local drug commissions to provide drug prevention programs	County Offices	8/1/07	



Objective 3 – Work with other agencies/organizations to develop drug prevention programs for youth in all counties

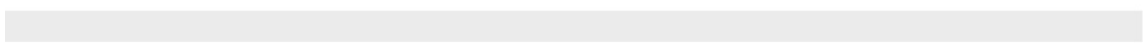
- 1. Develop partnership with DAODAS Director, Community Programs 8/1/07

- 2. All juveniles who test positive should be referred for family intervention programs Case Managers & Consultation and Evaluation Services 8/1/07 and on-going

- 3. Make BRIDGE available statewide State Office 7/1/09

- 4. Use weighted caseloads for juveniles who test positive Case Manager 1/2/08

- 5. Coordinate with existing programs to include schools and local commissions County Office 1/2/08



GOAL 4: CONNECT WITH COMMUNITY STAKEHOLDERS TO GAIN KNOWLEDGE OF THEIR RESOURCES AND SERVICES TO UTILIZE FULLY FOR GREATER SUCCESS

Objective 1 – Identify partners

Action Steps	Responsible	Target Date	Notes
1. Identify resources			
a. provide list of stakeholders and major partners that are common across the state	Senior Managers	8/1/07	
b. Present list to regions	Senior Managers	8/30/07	
c. Add current partners to list	County Director	10/1/07	
d. Identify potential partners to engage	County Directors/ Regional Adms.	10/30/07	
2. Educate partners on DJJ duties, programs/services			
a. Release updated material for power point presentations	At Managers Forum	8/1/07	
b. Provide equipment and & training for media presentations	State Office & Public Affairs Office	1/0/08	need laptops
c. Small group training on developing power point presentations	DJJ Training Office (Staff Dev. & Training)	10/1/07	
d. Develop media format/ presentation of DJJ's mandates and statutes, org charts, etc.	State Office & Public Affairs Ofc.	1/1/08	
e. Training for supervisors and directors on how to have an effective community voice & how to engage the community.	State Office & Community Justice Office	8/30/07	
f. DJJ TOT (train) mandatory for County Directors	Regional Adms. & DJJ Training Office	8/1/07 and on-going	
g. Bring back speakers bureau	Public Affairs & Training Office	9/30/07 and on-going	



3. Improve Network for sharing information with partners
 - a. DJJ Awareness Week - have some type of open house for community and partners Comm. Justice, Public Affairs & Regional Admins. 3/4/08 Utilize FJJ

Objective 2 – Develop fact sheets that describe services and needs for youth in each county

1. Research demographics (Kids Count) local data, chamber, DJJ statistics State Office 12/31/07
2. Maintain list of partners & potential partners and show which ones moved from potential to partners and which ones were lost. List why, if possible State Office 12/31/07

Objective 3 – Implement effective strategy for communicating with partners

1. Work on replacing partnerships lost or dissolved with new potential partners State Office 3/30/08
2. DJJ Awareness Week follow up report back on new potential partners State Office 3/30/08

Objective 4 – Determine and develop partnerships that provide opportunities for juveniles regarding jobs, higher education and community restitution.

1. Develop partnerships with Tech Colleges, HBCU's, Clemson & Other Orgs. State Office 12/30/07
2. Formalize restitution sites & develop statewide document for sharing Comm. Justice, Regional Admins. 12/30/07
3. Develop pilot work/job programs with local corporations/businesses State Office 12/30/07



GOAL 5: ESTABLISH COMMUNITY STAFFING TEAMS IN EACH COUNTY

Objective 1 – Define community staffing teams and purpose

Action Steps	Responsible	Target Dates	Notes
1. Determine purpose of staffing teams based on community need	County Directors or designees	8/01/07	
2. Identify & assess any existing teams to include gaps and overlaps	County Directors	12/31/07	

Objective 2 – Provide framework to create a new team or improve existing team(s)

1. Identify stakeholders who will be part of the team	County Directors or designees	1/15/08	
2. Provide cross training among participants	County Directors	2/15/08	
3. Establish team protocol	County Directors	3/31/08	
4. Incorporate protocol into local procedures guide	County Directors	4/15/08	



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