

# MISSOURI'S DIVISION OF YOUTH SERVICES



Programs and Services

## **Vision and Mission**

**Vision**—The Division of Youth Services envisions a productive life for Missouri youth working with the family and community to give them the ability to fulfill their needs in a socially responsible manner.

**Mission**—The mission of the Division of Youth Services is to improve communities by providing appropriate services to youth and their families. This balanced approach to juvenile justice relies on community partnerships for the development and enhancement of services for the prevention of delinquency.

## **Management Philosophies**

**Organizational Commitment**—In order for the organization to be effective in fulfilling its mission and meeting its goals, the organization's members must believe in and strive to achieve the stated goals.

**Planning**—A planning process must exist in order for the organization to be effective.

**Flexibility**—The organization must continually adjust goals, policy, procedures, and services to meet the needs of individual youth, their families, and communities.

**Diversity**—We all live and work in a diversified environment. Diversity in the workplace and in programs is valued and strengthens creativity, good decision making, and desired outcomes. Agency goals and planning efforts must allow for an adaption to the unique needs of the youth, families, and communities we serve.

**Training**—Staff at all levels of the organization must receive the training necessary for them to perform their job duties in a high quality and professional manner.

**Systems Theory**—The agency is a system connected to, and dependent upon, various other systems. Decision making and planning at all levels of the organization must reflect the interrelationships of these various systems.

**Growth and Change**—Change is a natural and valuable process that should occur at a rate that is manageable and appropriate to the organization's needs.

**Integrity**—Management with integrity is essential. Management practices must reflect a commitment to organizational goals and demonstrate concern for the accomplishment of tasks as well as agency personnel.

**Leadership**—Leadership must support and encourage the goals of the organization. This support and encouragement must occur at all levels of the agency—central, regional, and local. This will include support of the agency's goals, philosophies, and policies.

## Missouri Division of Youth Services

The Missouri Division of Youth Services operates programs for the more than 1300 youths committed by the court each year for delinquency. The division has developed a wide array of services to meet the needs of youths from the metropolitan and rural areas of Missouri. This diversity creates a challenge to provide rehabilitative services for its youths. Services include prevention, community-based interventions, and residential care. A balanced approach emphasizes accountability and responsibility in an ethnically sensitive environment. At the same time, youths are helped to develop self esteem and make positive behavioral changes in their lives.

### History —

Like many other states, Missouri's Division of Youth Services (DYS) began with a large rural training school system. Two facilities—the Boonville Training School for Boys and the Chillicothe Training School for Girls—housed 800 youths. In the early 1980s, the division began establishing smaller, regionally-based facilities. Youths could be served closer to their homes, involving their families in the treatment process.



*Youth who have passed their GED or graduated high school while in DHS are recognized at a DHS graduation ceremony.*

Because of a significant increase in commitments during the late 1980s, Missouri brought in several national consultants to evaluate DHS programs and make recommendations for

improvements to the existing system. During this process, key executive, legislative, and judicial leaders, along with DHS staff, visited juvenile justice systems in other states. This resulted in the implementation of new services, including a case management system and community-based services. This project was made possible through assistance from the Center for the Study of Youth Policy, the Annie E. Casey Foundation, the Edna McConnell Clark Foundation, and the American Correctional Association.

The passage of the Juvenile Crime Bill in 1995 created a dual jurisdiction provision for youths standing trial as adults, allowing them to be accepted by the division. The bill also eliminated the lower age limit and authorized the division to request extended jurisdiction to age 21. That year, a statewide referendum approved by Missouri voters authorized the construction of 200 beds in several facilities across the state. These beds provide the division with the necessary resources to meet its goal of keeping youths close to their homes in small 20-, 30-, and 40-bed facilities.

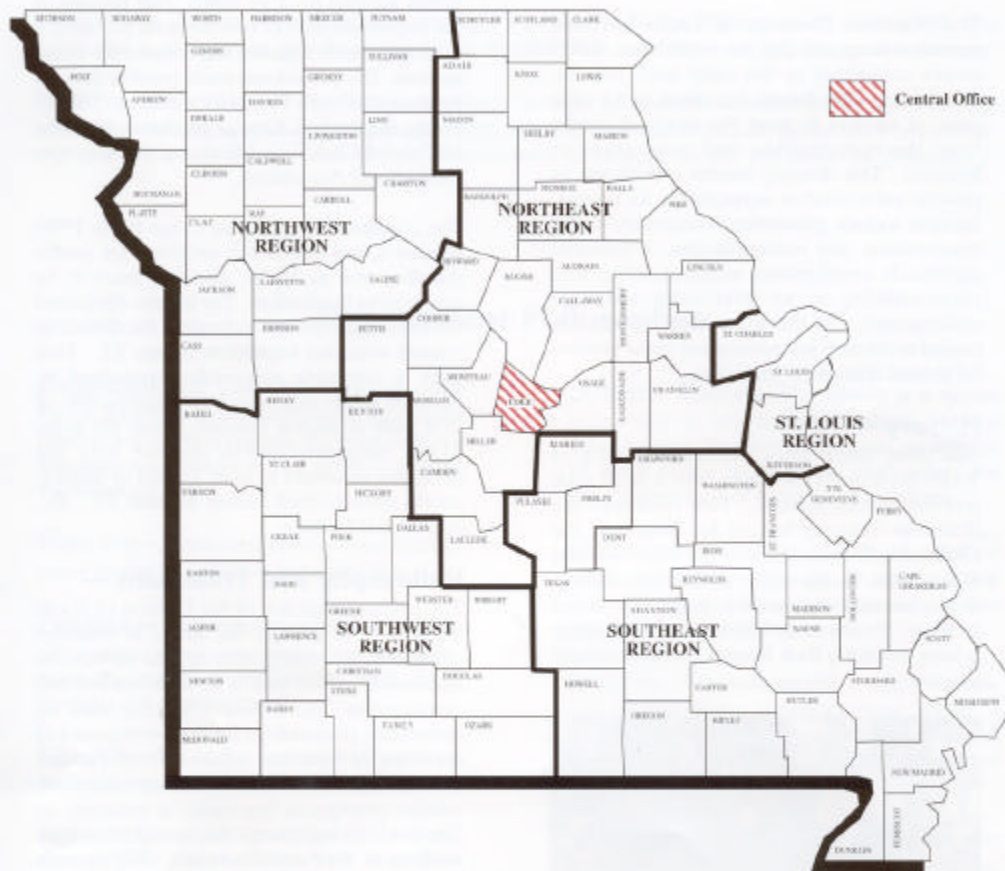
### Philosophy and Treatment —

The primary objective of the Division of Youth Services is to protect the safety of Missouri citizens by providing appropriate services to successfully return youths to their families and communities. The division's success relies on community partnerships for the development of services to prevent youths from further delinquency.

The five DHS regions are able to customize their services to their specific needs. Within each region are numerous residential and non-residential programs and services that are designed to meet the needs of the youths from the region and individual communities.

Each youth receives a comprehensive risk and needs assessment to determine an Individual Treatment Plan (ITP) and placement status. Youths are then placed in the appropriate program or facility that provides the optimal care and supervision in the least restrictive manner. Treatment and counseling are facilitated in treatment groups of 10 to 12 youths.





- The Division of Youth Services (DYS) has established itself as a national leader in juvenile justice. Its policy and treatment philosophies often become benchmarks in the juvenile corrections community. Acknowledging the success of DYS, in responding to the changing juvenile justice needs of Missouri's communities, was the DYS feature in "Less Cost, More Safety: Guiding Lights for Reform in Juvenile Justice" written by Richard Mendel and published by the American Youth Policy Forum.



*Montgomery City dual jurisdiction youth make Christmas decorations for senior centers and children's homes in the neighboring community.*

## PREVENTION PROGRAMS

DYS provides funds to local courts through the Juvenile Court Diversion (JCD) program. The courts design early intervention and prevention programs to divert juveniles with minor offenses from commitment to DYS. Funding has grown from \$500,000 to almost \$6 million over the past several years, enabling some courts to reduce their commitment rates by as much as 40 percent.

Typical projects implemented by juvenile courts include day treatment and alternative schools, intensive supervision, community group counseling, intensive probation, and educational tutoring. These programs allow the local courts to work with thousands of less serious offenders and their families in their own communities at a lower cost to taxpayers.

## COMMUNITY-BASED SERVICES

The Missouri Division of Youth Services believes each youth is unique, and does not limit itself to one particular mode of treatment. Because there is no single approach that works with everyone, a wide variety of services have been developed to best meet the individual needs of youths and their families.

All services are provided in safe and humane environments with caring and committed staff. In addition, DYS recognizes the importance of involving families in the treatment process. Community support and an emphasis on comprehensive aftercare services are also vital components of the system.

## Case Management —

DYS operates a case management system that provides treatment assessment and planning through the coordination and utilization of various services available to youth. Case management service coordinators identify an individual youth's general treatment needs and determine the appropriate services for that youth. The service coordinators also develop community-based partnerships for job placement and alternative education opportunities for the youth. This may include placement in vocational training, GED classes or college. To provide continuity and consistency, each youth remains with the same service coordinator throughout DYS placement.

## Intensive Case Monitoring —

The Intensive Case Monitoring (trackers) system assists case managers. The program employs college students who serve as trackers, monitoring youths' behavior and activities throughout the day. This program has been effective in helping them stay in school and obtain employment upon release from DYS. Trackers assist in a variety of ways to help ensure the youth's successful transition back to the community. In addition, tracking gives college students practical work experience, and serves as an effective tool for staff recruitment.

## Jobs Program —

In 1995, the division initiated the Job Readiness/Work Experience Program, allowing youth employment opportunities in every region. A variety of experiences are available in not-for-profit enterprises. Many youth have either eliminated restitution orders entirely or paid them down considerably through employment in this program. The number of youth accessing this employment program has grown from 195 in 1995, to 1072 in FY'02. This program is made



possible through an interdepartmental agreement with the Division of Workforce Development which administers the program through its Workforce Development areas.

Camp Avery, a DYS residential facility located within the Cuivre River State Park, has a unique Jobs Program. Youths who have displayed responsible behavior and are in pre-release status, are hired by the Department of Natural Resources (DNR) to assist park staff. Participants in this program are issued park uniforms, and assigned to park rangers. They assist with the ongoing maintenance of grounds and facilities in the state park. Some have become full-time park staff after release from DYS custody. Because of its success, the Junior Ranger program is being expanded to other state parks across Missouri.



**Vocational Education** – Federal grants have been received enabling DYS to provide vocational training in all regions to assist youth in identifying and reaching vocational goals.

### Alternative Living —

For some DYS youths, returning to their family is not a possibility. In these instances, the division provides alternative living services. **Proctor Care** is a living arrangement in which the youth lives with a young adult proctor, usually an upper-level college student studying criminal justice or social work. These proctors serve as a mentor and role model for the youth.

**Independent Living** serves older youths who do not have a family to live with and need transitional services in order to be able to live on their own. A short-term subsidy is provided to

help them become established in their jobs and independent living situations. **Foster care** is also provided to younger youth who do not have suitable homes.

### Day Treatment —

Day Treatment provides year-round alternative education, counseling, life skills, and a variety of other services. While in Day Treatment, students attend educational classes during the day for a minimum of six hours and are involved in counseling and various community service activities before returning to their homes. Teachers incorporate counseling with individualized academic programs, allowing each youth to experience academic success. Traditional courses are taught in conjunction with GED classes and career planning. Treatment services include individual, group and family therapy and counseling, job mentoring, independent living, and extensive community service projects.

Day Treatment Plus is available to youths needing additional services, and offers similar activities after school and on weekends. This program also sponsors parent support groups and other activities for youths and their families.

### Family Therapy —

Family Therapy is an important component in the division's overall treatment approach and is critical to the successful return of many youths back to their homes. While DYS accepts referrals from other agencies on a limited basis, most participants have been committed to the agency.



Several DYS students are currently attending college. In most cases the students begin by building up their self-confidence, taking their GED test, and applying for scholarships.



*Montgomery City Youth Center – one of Missouri's seven secure-care facilities.*

## RESIDENTIAL SERVICES

Residential services are provided for youth who are unable to function satisfactorily in a community setting. More than 30 facilities are located throughout the state and include secure care, moderate care, group homes, contractual care, special needs and short-term programs. Each level of program varies in degree of structure, as well as community involvement. The number of residential care beds increased significantly during the past few years, bringing the total number to 726. This increased bed space is designed to provide a longer length of stay for serious offenders, reduce the placement waiting list, and provide residential services to youths in close proximity to their homes and families.

### Secure Care —

Secure Care facilities serve the most serious offenders, many of whom have committed crimes against people. Most of these youth require a secure and structured environment. These secure facilities generally house about 30 youths. As in all residential programs, youths are placed in treatment groups of 10 to 12. They receive educational services, vocational guidance, and a variety of counseling services. Secure care facilities are designed in an open-dorm model with a limited number of individual rooms for pre-release students and for youths not functioning well in the group setting. The facilities are enclosed and locked within a perimeter fence.

One of the secure care facilities has been designated to serve dual-jurisdiction youth. This 40-bed facility provides long-term residential care for youths who have been tried and sentenced as adults, but have received a juvenile disposition.

### Moderate Care —

Moderate care facilities serve youths who have typically committed less serious offenses, such as property crimes. These youths require continuous supervision, but do not pose a serious threat to the community. Facilities are staffed with full-time teachers who provide educational services, GED training, and life skills programs. Three of the moderate care sites are located within state parks and are operated in conjunction with the Missouri Department of Natural Resources. These facilities are designed in an open-dorm model with no perimeter fence.



*DYS youth in their dorm after a day at school at Camp Avery Park Camp.*

### Group Homes —

Group homes are the least restrictive of the residential programs. Though staff provide 24-hour supervision, youth are on a daily schedule that allows for both treatment and educational services within the facility and community interaction through jobs and community projects. These programs are typically 10- to 12-bed facilities located in residential neighborhoods.

The Rosa Parks Center is the result of a unique partnership with William Woods University in Fulton, Missouri. This eleven-bed group home for girls is a community based residential treatment program located on the university campus.



Each resident participates in individual and group counseling and attends an on-campus school. Residents eat in the university dining hall and attend university activities. In exchange, William Woods students have the opportunity for on-campus internships in the fields of juvenile justice, social work and special education. Under the guidance of agency staff, university students will gain valuable job experience which may lead to future employment in the field of juvenile justice.



*Students involved in a Rites of Passage activity.*

### **Special Needs and Short Term —**

DYS operates several groups for youths who have severe learning, behavioral, or cognitive disabilities. Treatment focuses on individual counseling, tutoring, and teaching basic living and social skills. In addition, DYS operates several short-term programs located across the state. These programs provide fast-paced, high-impact services in a 60- to 90-day time period. Outdoor education, team building, and personal responsibility are critical components of these programs.

### **Aftercare —**

All youth in DYS receive aftercare services following their successful completion of residential or community-based programs. Youth in aftercare are supervised by service coordinators who ensure that needed services are provided. Access to community-based programs is available to youths in aftercare, as well as residential programs for shelter and sanctions.



*Youth at Cornerstone ride 100 miles to benefit charities.*

## **COMMUNITY INVOLVEMENT**

### **Advisory Board —**

While DYS is part of the Department of Social Services, the overall operation of the agency is overseen by the Division of Youth Services Advisory Board. This 15-member, bipartisan board is comprised of judges, former legislators, civic officials, and concerned citizens. They serve as a liaison between DYS and the governor, members of the legislature and judiciary, and the general public.

### **Community Liaison Councils —**

Strong community relations are vital to the success of DYS programs. Community liaison councils work to improve the relationship between DYS and communities. The councils inform local citizens about the facility's programs and address any community concerns. Council members are volunteers representing a cross-section of the community who work to forge a bond between the community and at-risk youths.

Each council is matched to an individual program in the agency. One program's council may focus on tutoring or fund-raising, while another may organize seasonal activities and community service projects.



### **Community Groups and Activities —**

To facilitate positive community relations, youths at many DYS sites volunteer at local service organizations. These activities include working at homeless shelters, senior centers, hospitals and children's mental health facilities. Many DYS youth have also joined scout troops and other local organizations, including anti-drug programs at elementary and high schools. Some are also involved with national organizations such as the American Red Cross, Big Brothers-Big Sisters, the Junior Optimist Club, Easter Seals, and the American Cancer Society.



*DYS students learn to work together and problem-solve in an outdoor setting.*

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The Division of Youth Services continues to adapt to the changing needs of youth in the state of Missouri. In order to meet these new challenges, the division continues to build upon, modify and create programs and services that focus on the individual needs of each youth. The individualized and balanced approach helps overcome some of the obstacles created by the diversity of the state. Community support, parental involvement and a system of services combine to provide an individualized and comprehensive approach to rehabilitative services for Missouri's youth.

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*The Division of Youth Services extends its appreciation to the DYS Advisory Board for their tireless efforts and continued support on behalf of Missouri's youth.*

# MISSOURI DIVISION OF YOUTH SERVICES

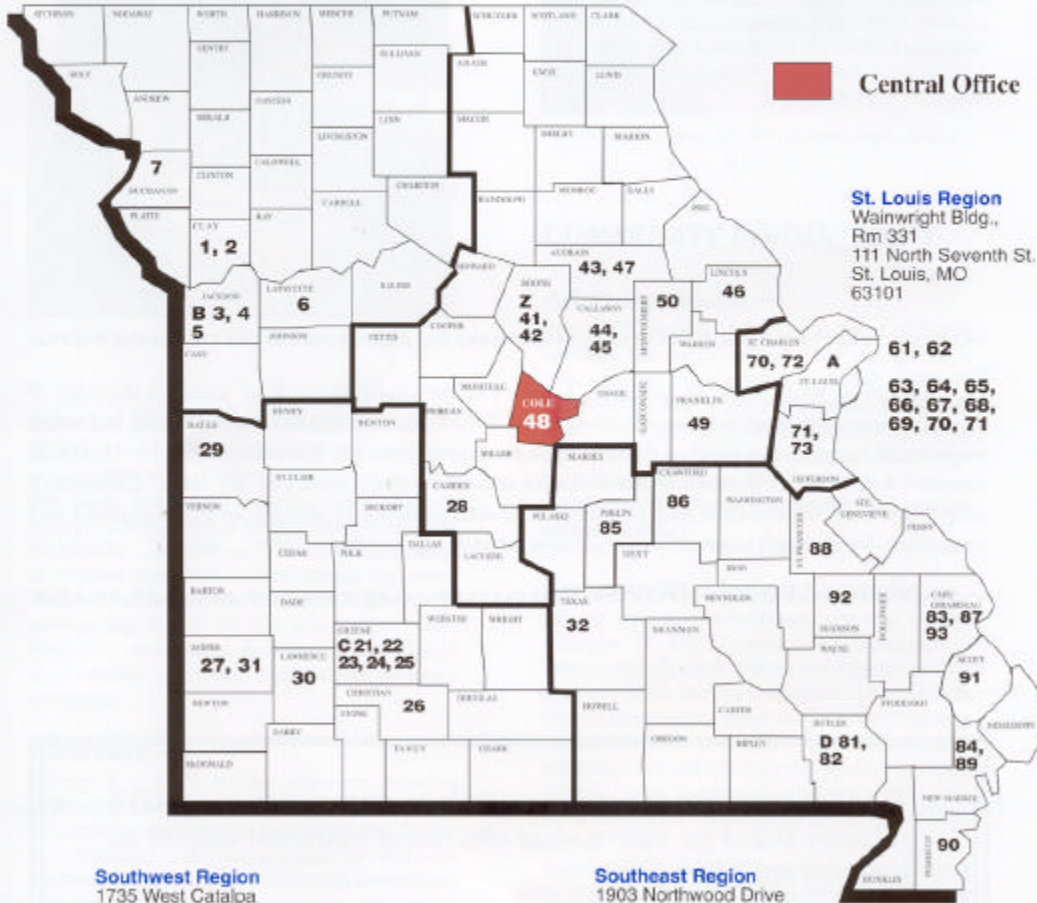
## Offices and Facilities

### Northwest Region

934 Wyandotte, Suite 200  
Kansas City, MO  
64105-1603

### Northeast Region

1240 E. Brown School Road  
Columbia, MO  
65202-9454





## DIVISION OF YOUTH SERVICES OFFICES AND FACILITIES

### Northwest Region (816) 889-2428

#### B Regional Office—Kansas City

- 1 Watkins Mill Park Camp (Lawson)
- 2 Northwest Regional Youth Center (Clay County)
- 3 STAR Day Treatment (Gladstone)
- 4 Langford House (Lee's Summit)
- 5 Alternative Resource Center (Kansas City)
- 6 Waverly Regional Youth Center (Waverly)
- 7 Riverbend Treatment Center (St. Joseph)

### Northeast Region (573) 449-2939

#### Z Regional Office—Columbia

- 41 Cornerstone } Columbia
- 42 Alpha School } Columbia
- 43 Northeast Community Treatment Center (Mexico)
- 44 Fulton Treatment Center } Fulton
- 45 Rosa Parks Center } Fulton
- 46 Camp Avery Park Camp (Troy)
- 47 Audrain County Case Mgmt. Office (Mexico)
- 48 Cole County Case Mgmt. Office (Jefferson City)
- 49 Franklin County Case Mgmt. Office (Union)
- 50 Montgomery City Dual Jurisdiction Program (Montgomery City)

### Southeast Region (573) 840-9540

#### D Regional Office—Poplar Bluff

- 81 WE. Sears Youth Center } Poplar
- 82 Sierra-Osage Treatment Ctr. } Bluff
- 83 Girardot Center for Youth and Families (Cape Girardeau)
- 84 New Madrid Bend Youth Center (New Madrid)
- 85 Phelps County Case Mgmt. (Rolla)
- 86 Crawford County Case Mgmt. Office (Steelville)
- 87 ECHO Life Learning Center (Cape Girardeau)
- 88 St. Francois Case Mgmt. Office (Park Hills)
- 89 New Madrid County Case Mgmt. Office (New Madrid)
- 90 Pemscot County Case Mgmt. Office (Caruthersville)
- 91 Hope Life Learning Center (Sikeston)
- 92 Madison County Case Mgmt. (Fredericktown)
- 93 ECHOTA Program (Cape Girardeau)

### Southwest Region (417) 895-6491

#### C Regional Office—Springfield

- 21 Community Learning Center
- 22 Datema House } Springfield & Greene Cty.
- 23 Wilson Creek Group Home }
- 24 Excel School }
- 25 Green County Case Mgmt. (Springfield)
- 26 Delmina Woods (Forsyth)
- 27 Gateway School (Joplin)
- 28 Green Gables Lodge (Macks Creek)
- 29 Rich Hill Youth Development Ctr. (Rich Hill)
- 30 Mount Vernon Treatment Center (Mount Vernon)
- 31 Jasper County Case Mgmt. (Mount Vernon)
- 32 Gentry Residential Treatment Ctr. (Catool - Facility is physically located within the boundaries of the Southeast region)

### St. Louis Region (314) 340-6904

#### A Regional Office—St. Louis

- 61 Hogan Street Regional Youth Ctr. (St. Louis City)
- 62 Reach Day Treatment (St. Louis City)
- 63 Lewis and Clark Hall } Missouri
- 64 Fort Bellefontaine } Hill
- 65 Spanish Lake } St. Louis
- 66 Bissell Hall } County
- 67 Twin Rivers }
- 68 Discovery Hall }
- 69 Babler Lodge (Chesterfield)
- 70 Quest Day Treatment (St. Charles)
- 71 New Day-Day Treatment (Hillsboro)
- 72 St. Charles County Day Treatment (St. Ann)
- 73 Hillsboro Treatment Center (Hillsboro)

**Division of Youth Services  
Central Office  
P.O. Box 447  
Jefferson City, MO 65102**

**(573) 751-3324  
TDD: 1-800-735-2966  
Voice: 1-800-735-2466**

**[www.dss.state.mo.us/dys](http://www.dss.state.mo.us/dys)**



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Division of Youth Services  
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