

# RESTRUCTURING & SEVEN-YEAR PLAN

## *South Carolina Department of Juvenile Justice*

Date of Submission: March 31, 2015

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
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Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

(Type/Print Name):

Sylvia L. Murray

**If applicable, Board/Commission Chair**  
(Sign/Date):

(Type/Print Name):

Not Applicable

# TABLE OF CONTENTS

*Insert the appropriate page numbers once the agency has completed the report.*

I. Executive Summary _____	3
Historical Perspective _____	3
Purpose, Mission & Vision _____	3
Key Performance Measurement Results _____	3
II. Organizational Profile _____	5
III. Laws (Statutes, Regulations, Provisos) _____	7
IV. Reports & Reviews _____	7
V. Key Performance Measurement Processes _____	8
VI. Seven-Year Plan	
General _____	18
Recommended Changes _____	18
Additional Information _____	21
VII. Charts Appendix _____	23

# EXECUTIVE SUMMARY

## *I. Executive Summary*

### A. Historical Perspective

1. See Historical Perspective Chart on page 25.

### B. Purpose, Mission and Vision

1. See the Purpose/Mission/Vision Chart on page 26.

### C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

#### **With regard to Mission Effectiveness**

Consistent with best practices research and national trends, SCDJJ partnered with private providers to develop a continuum of placements and services for committed youth allowing lower risk youth to be placed in cost effective, staff secure community placements and reserving the costly hardware secure beds at the Broad River road Complex (BRRC) for high risk (violent/chronic) offenders.

- Decline in admissions to the long-term hardware secure facility (70% decrease between 2003 and 2013).
- Decline in average daily population within the long term hardware secure facility (74.9 % between FY 02-03 and FY 13-14).
- Decline in the average duration of isolation hours in April 2014. Three of DJJ's facilities were well under the PbS national average for this criteria and met recommended best practices.
- DJJ consistently ranks in top 20% or higher of the Performance-based Standard participating sites.
- Five of the seven DJJ facilities achieved a PbS rating of three or four during the October 2014 reporting period. Level Four is the highest rating. DJJ's Birchwood Campus and

the Upstate Evaluation Center achieved Level Four. The Coastal Evaluation Center, John G. Richards Campus and the Juvenile Detention Center achieved a Level Three rating.

**With regard to Mission Efficiency**

- Four intensive intake positions created using existing FTEs.
- An Essential triage position created to address parole violations using an existing FTE.
- Reallocation of personnel between divisions to meet the needs of the agency.

**With regard to Customer Service**

- 86.44% of the DJJ youth completing the youth climate survey reported that they did not fear for their safety.
- 81% of parent/guardians who participated in the Intensive Supervision Parent Interviews reported that the intensive supervision officer assigned to their child made a difference in the life of their child.
- DJJ re-launched its Wellness Center with expanded hours in FY 13-14.

**With Regard to Workforce Engagement**

- In 2015, DJJ will launch a new leadership training curriculum Achieving Results Through Genuine Leadership®.
- During FY 2013-2014, 102 staff participated in various components of the leadership/supervisory series.
- Successfully implemented two pronged retirement incentive package in January 2015. Over 70 people, many of them in supervisory/management positions, accepted the package and retired, allowing others existing employees to achieve desired career advancement.

**With regard to Operational Work System Performance**

- Completed a lighting retrofit for the Goldsmith Building to save on energy usage.
- Tankless water heaters installed in BRRC cafeteria.
- Updated and expanded video conference ability, reducing travel related expenses.

- Established a website allowing excess property to be viewed online which has allowed for greater re-utilization of agency property assets.

## ORGANIZATIONAL PROFILE

### *II. Organizational Profile*

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

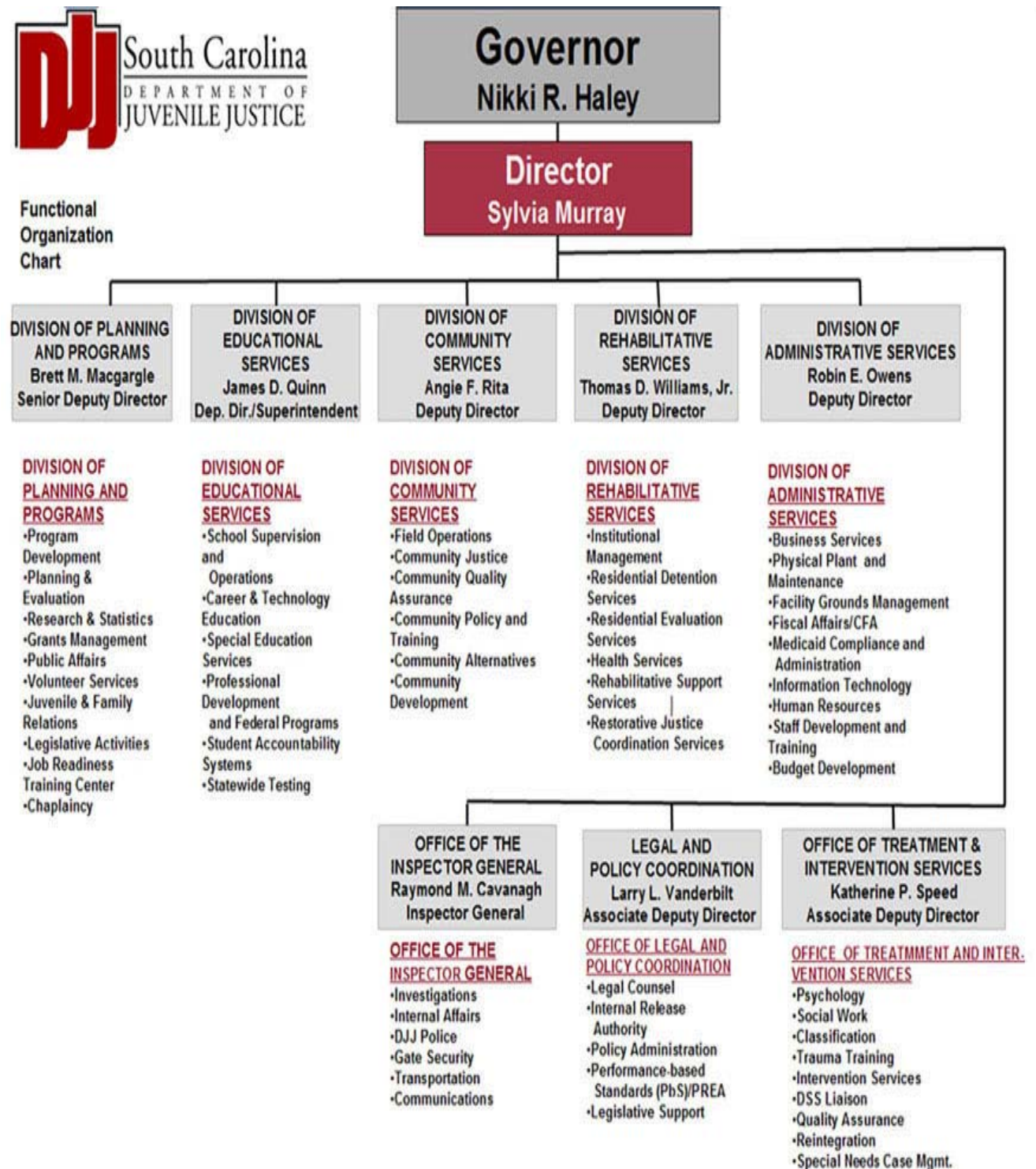
1. **See Key Deliverable Chart on 27.**
2. **See Key Customer Chart on Page 28.**
3. **See Key Stakeholder Chart on Page 29.**
4. **See Key Partner Agencies Chart on Page 30.**
5. **The agency's performance improvement system(s)**

DJJ utilizes the Employee Performance Management System's (EPMS) planning stage as the road map for employees' success. The agency initiated a process that aligns the key outcomes of its Strategic Plan with the EPMS planning stages for senior and frontline managers. This strategy was implemented to ensure that employees throughout DJJ understood their roles in the context of the agency's mission and strategic goals. Additionally, DJJ is committed to maintaining highly qualified staff. All employees are required to receive a minimum of 15 hours of training annually. Each educational staff person is required to be "highly qualified" by the State Department of Education, and is required to receive a minimum of 37.5 hours of professional development each year.

6. **Organizational Structure in Flow Chart Format**



**Functional  
Organization  
Chart**



7. **See the Overseeing Body Chart on 32.**
8. **See Major Program Areas Chart on Page 33.**
9. **Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.**

Perhaps, the most significant emerging issue to face the agency within the next five years is the Prison Rape Elimination Act (PREA). The implementation of PREA standards will have a profound effect on DJJ, SCDC and local governmental entities that operate adult and juvenile detention facilities. With this federal legislation comes costs associated with external audits. PREA regulations require that one third of the agency's secure facilities be reviewed by Department of Justice (DOJ) certified auditors each year. Other costs associated with PREA compliance include the increase in the staff to juvenile ratio. In 2017, the agency will be required to have one security staff for every eight juveniles during waking hours and a one to 16 staff to juvenile ratio during sleeping hours. However, the most problematic issue that the department will face is the PREA requirement that precludes, except in "emergency situations," female security staff from conducting "pat down" security searches of male juvenile offenders. This is an essential job function that is necessary to detect contraband and/or weapons. At present, the majority of the security staff is female. Should South Carolina continue to certify to the DOJ its intent to become PREA compliant (states lose 5% of certain federal grant funds if they choose not to comply, or are found out of compliance, with PREA), DJJ will continue to develop compliance strategies, and plan for the costs associated therewith, to come into compliance with these, and all other PREA requirements.

### *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. **See the Legal Standards Chart on Page 34.**

### *IV. Reports and Reviews*

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. **See the Agency Reporting Requirements Chart on page 38.**
2. **See the Internal Audit Chart on page 39.**

# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes

### A. Results of Agency's Key Performance Measurements

#### 1. Mission Effectiveness

It is the mission of the South Carolina Department of Juvenile Justice to protect the public and reclaim juveniles through prevention, community services, education and rehabilitative services in the least restrictive environment. DJJ has identified eight long term strategic goals. Within the immediate future, the agency will implement evidenced based prevention and intervention services and move to evaluate its job readiness programs and other services.

The following performance measures were identified:

- Annual admissions to long term facilities
- Average duration in isolation in the long term facilities

A. DJJ looks to the Office of Juvenile Justice and Delinquency Prevention and the Council of Juvenile Correctional Administrators' Performance-based Standards (PbS) project to set practice criteria. The agency is a top PbS performer and has been approached by a number of juvenile justice jurisdictions for guidance and coaching. However, in spite of the agency's success, DJJ recognizes that there remains room to improve and looks to promising practices in other states particularly Missouri and North Carolina. For example, DJJ sought and received grant funding to implement the Teaching Family Model at DJJ's Broad River Road Complex, BRRC. This model is already being used in the juvenile justice facilities in North Carolina.

DJJ tracks annual admissions to the BRRC, the agency's long term hardware secure facility. Juveniles are committed to DJJ by family court judges. Upon commitment, juveniles enter the agency's admissions units where multidisciplinary teams, led by classification staff, assess a juvenile's risk and needs to determine the most appropriate facility or placement for the youth to receive rehabilitative services. In keeping with the agency's least restrictive environment legislative mandate, lower risk offenders are typically placed in contracted residential placements such as wilderness camps or intensive/intermediate group care. Research indicates that low risk offenders have poorer outcomes when placed with higher risk youth. BRRC is reserved for the most serious and/or high risk offenders. Because the agency does not have control over the number of serious high risk juvenile offenders, the agency is unable to control number of admissions to BRRC. However, policies and



procedures are in place to ensure that lower risk youth requiring placement receive community based alternatives. DJJ, like many other juvenile justice agencies across the nation, have determined that placement decisions should be based on risk levels and needs of the offender as determined by empirically validated instruments. The agency has contracted with Nancy Arrigonna, of the Council of State Governments' Justice Center, in the development of the South Carolina Risk and Needs Assessment (SC RANA). This 4<sup>th</sup> generation risk and needs assessment will replace DJJ's current risk instrument and meets the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) recommendations for risk and needs assessment. The new tool will provide staff, Solicitors' Offices and Family Courts with a more reliable basis to determine a juvenile's risk and needs. The implementation of the SC RANA, will put DJJ on par with other jurisdictions that are already using 4<sup>th</sup> generation risk assessments and will enable staff to effectively target its most intensive supervision and services to the offenders that present the greatest risk to reoffend.

In addition, consistent with national best practices, DJJ is investing in improving conditions of confinement for youth in custody. One method the agency utilizes is Performance-based Standards (PbS). PbS is a program created and overseen by the Council of Juvenile Correctional Administrators (CJCA). With a mission of improving conditions of confinement, PbS requires sites to measure and report on performance bi-annually based on objective standards covering seven critical areas of operation including Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration. A critical measure tracked by PbS is the duration of isolation hours in lock up or maximum security. In an effort to decrease isolation hours, the agency implemented the Balanced and Restorative Justice Program (BARJ) within BRRC and agency-wide trauma training. These strategies led to a substantial decrease in isolation hours for FY 13-14. This means that youth are being held accountable for their misbehavior at BRRC without being exposed to the harmful effects of isolation (or at least for a reduced amount of time).

- B. Admissions to BRRC are monitored on a regular basis at DJJ. The BRRC management team led by Andy Broughton, DJJ Director of Institutional Management, meets each Monday to review operational issues to include admission and discharges. Moreover, the Juvenile Population Summary is generated on a monthly basis and reviewed by Craig Wheatley, the DJJ Director of Research and Statistics.

As a part of the PbS data collection process, PbS State Coordinator Velvet McGowan and her staff interact with facility staff daily and have structured team meetings every other week. Ms. McGowan is supervised by DJJ's General Counsel, Elizabeth Hill. They meet on a regular basis to review PbS

trends. Moreover, the DJJ Deputy Director for Rehabilitative Services, Thomas Williams, Jr., receives weekly summaries of major incidents and confinement (isolation) hours. This information is shared with his senior manager, Andy Broughton, Director of Institutional Management. Finally, National PbS Coach, David Crowley, visits the agency two-three times annually. During these visits, Mr. Crowley meets with each site as well as with DJJ Director Sylvia Murray and her Executive Management Team (EMT). Other EMT members include Robin Owens, DJJ Deputy Director for Administrative Services, Angela Rita, DJJ Deputy Director for Community Services, James Quinn, DJJ Deputy Director for Educational Services, Thomas Williams, Jr, DJJ Deputy Director for Rehabilitative Services, Larry Vanderbilt, Associate Deputy Director for the Office of Legal, Legislative, and Policy Coordination, Brett Macgargle, Associate Deputy Director for the Division of Planning and Programs, Katherine Speed, Associate Deputy Director for the Office of Treatment and Intervention Services, Raymond Cavanaugh, Associate Deputy Director for the Office of the Inspector General, Elizabeth Hill, General Counsel, and Katherine Pierson, Legislative Liaison.

- C. A key accomplishment of the agency is the dramatic decline in the number of youth in the secure long term confinement facility. Admissions to BRRC and the average daily census are tracked and analyzed longitudinally to obtain trend data. The population plummeted between 2003 and 2013. This dramatic decrease is attributed, in part, to the agency's reform driven agenda. Specific strategies included the use of classification processes to assess risk of youth in all stages of the juvenile justice process, regular review of risk status for youth in confinement, investments in alternatives to incarceration, and the transfer of resources to intake/prevention/diversion level in order to meet the complex needs of youth to prevent further penetration into the juvenile justice system.

PbS data shows a dramatic decline in isolation hours in FY 13-14. BRRC's average duration of isolation hours are well below the national average. Moreover, three of DJJ's facilities in particular were well under the national average in the isolation hours category.

- D. The number of youth requiring secure confinement in a long term facility is due, in part, to the rate and severity of juvenile crime. Both of these measures are down nationally. At least a portion of this state's reduction in juvenile crime rate can be attributed to DJJ's efforts to divert lower risk offenders to community-based alternatives.

Every effort is being made to reduce the isolation hours for youth in confinement. Policies and procedures are in place to insure that youth requiring isolation are returned to the general population once he or she is determined to be calm, cooperative and safe. Strategies, such as the BARJ

Program and PbS tracking, help managers to ensure that isolation hours remain as low as possible.

## **2. Mission Efficiency**

DJJ continuously seeks efficient cost conscious methods to accomplish the agency's mission. Each Division is encouraged to assess processes in an effort to ensure that the agency is operating as efficiently as possible. As previously indicated, DJJ has eight strategic goals. Two of these goals are grounded in efficiencies.

The following performance measures were identified:

- Restructure and Improve Rehabilitative Services and the DJJ School
  - Redirect Resources to the Community
- A. As described in the Mission Effectiveness Section, the agency looks to the Office of Juvenile Justice and Delinquency Prevention and the Council of Juvenile Corrections Administrators' Performance-based Standards program to set practice criteria. Missouri and North Carolina have juvenile justice systems that DJJ considers promising.
- B. The strategic planning process is facilitated by DJJ's Division of Planning and Programs. The Associate Deputy Director for the Division of Planning and Programs, Brett Macgargle, and his Director of Planning and Evaluation, Angela Flowers, meet with the Deputies for the Administrative, Community, Education and Rehabilitative Services and the Associate Deputy Directors for Treatment and Intervention Services, Legal, Legislative and Policy Coordination and the Inspector General bi-annually to review progress towards goals.
- C. DJJ has been able to accomplish many of the objectives associated with the aforementioned goals without additional funding. By reallocating existing resources to improve core services, the agency has been able to more efficiently accomplish objectives. The community division created four intensive intake positions by carefully scrutinizing staffing patterns and re-classing positions to better meet the needs of the agency. Moreover, the Office of Treatment and intervention services orchestrated a similar move. After monitoring average daily population trends at the long term institution, a decision was made to transfer five social workers and one supervisor to the community. Since the vast majority of system involved youth are served in the community, the reallocation was a strategic move to better serve juveniles and their families. Community-based social work services has become a major support to the county offices.
- D. DJJ has been successful in implementing efficiencies throughout the system. While external factors may impact the agency's bottom line, DJJ has taken steps to ensure cost containment where possible.

### **3. Quality(Customer Satisfaction)**

DJJ is invested in providing quality services to all of its customers. (See the Key Customers Chart). A key customer group is the juveniles committed to its care. The agency is working to improve outcomes for system involved youth and has participated in Performance-based Standards (PbS) for well over a decade. PbS is a project of the Council of Juvenile Correctional Administrators (CJCA). Its mission is to improve conditions of confinement. Participating facilities measure performance bi-annually based on standards covering seven critical areas of operation including Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration. Staff develop action plans to address deficiencies revealed in the measurement process. Data collection is monitored on a regular basis by the parent organization to ensure reliability. The PbS data-driven improvement model identifies, monitors and improves conditions of confinement and treatment services in residential facilities and programs using national standards. The process enables sites to track longitudinal comparisons of progress over time and comparison to national trend lines. As a part of this process, Youth and Staff Climate Surveys are conducted in April and October. While the surveys do not specifically address satisfaction per se, they do cover issues associated with satisfaction such as perception of safety, fairness and whether the youth's needs are met. While PbS measures are used for the secure facilities, other methods are employed to assess client satisfaction for the youth in the community. The Office of Community Justice conducts intensive supervision (ISO) parent interviews annually. Another customer service survey is administered to elementary and middle school students who participate in the agency's Gang Resistance and Education Training Program (G.R.E.A.T.)

- A. As indicated, DJJ is a PbS participating site. This continuous improvement model allows managers to track data across seven critical areas. Top ranking PbS states are Idaho and Maine. However, DJJ has consistently ranked in the top 20% of PbS participating sites. These successes have made DJJ an agency to emulate. Several states have visited the agency in the last few years.
- B. The agency's PbS State Coordinator is Velvet McGowan. She and her seven site coordinators monitor and review performance measures and host bi-weekly meetings with each of the sites. This format allows managers to identify trends and promotes proactive strategizing to address critical issues before they become crises. David Crowley, the National PbS Coach meets with Ms. McGowan, EMT and the seven facilities two to three times per year.

The DJJ Deputy Director of Community Services, Angela Rita, meets with senior managers monthly. Her senior managers are Elizabeth Mackinem, DJJ Director of Community Justice, Amahl Bennett, Regional Administrator (RA) for the Midland Region, Rhonda Greene, RA for the Pee-Dee Region, Jennifer Clark, RA for the Upstate Region, Nicol Ashe, RA for the Coastal Region, Rhonda Dew,

Policy and Training Manager, Ashley Crider, Quality Assurance Manager and Michael Smith, the Director of Community Development. During these meetings, managers review performance measures and trend data. The ISO parent interview data is reviewed annually.

- C. DJJ is working to develop a system wide approach to assess customer satisfaction. In the interim, the agency attempts to gauge satisfaction via various methods. Some of the trends that the agency tracks are youth and staff sense of safety, parental satisfaction with intensive supervision services and student response to G.R.E.A.T. One of the important indicators of juvenile and staff safety is the bi-annual PbS climate surveys which measures whether youth and staff felt safe in their assigned facilities during the preceding six months.

With regard to parent satisfaction, the Division of Community Services interviews a random sampling of parents whose children have received intensive supervision services. The interviews are conducted as a part of the ISO audit.

The prevention program G.R.E.A.T. is a hit with elementary and middle school students. Without exception, these students express satisfaction with the program, especially regarding the empowerment gained from learning good decision making skills. Entering a G.R.E.A.T. classroom is a memorable experience for observers, who can immediately sense the level of energy and enthusiasm of the student participants.

- D. DJJ is committed to customer satisfaction. The agency is addressing conditions of confinement and engaging families in an effort to improve outcomes for system involved youth. In addition, in FY 13-14, SCDJJ re-launched its Wellness Center with expanded hours for employees. The Wellness Center provides employees, free of charge, with a full gymnasium (which was an unused/underutilized building) with donated fitness machines, regular exercise and wellness classes, and other fitness activities aimed at promoting the physical health and well-being of employees. This center has proven extremely successful, with many DJJ employees citing it as one of their favorite agency “perks.” The Wellness Center plays a vital role in maintaining employee health and happiness.

#### **4. Workforce Engagement**

To support the agency’s focus on leadership and workforce development, SC Department of Juvenile Justice is involved with several activities.

For many years, the Office of Staff Development and Training utilized AchieveGlobal’s Frontline Leadership training series. The 32-hour national supervisory series helped to equip supervisors and managers with leadership skills and strategies that keep employee performance on-track and aligned with critical business objectives.

Beginning in 2015, the agency will improve its leadership training efforts by launching a new leadership training curriculum. Achieving Results Through Genuine Leadership®, is AchieveGlobal's innovative system of leadership training programs. This series of leadership development programs address the business issues that organizations face today and will face tomorrow. DJJ's development programs provide a systemic approach to leadership development — one that builds a motivated, loyal workforce capable of reaching new levels of productivity. The training helps to develop genuine leaders — from executives to individual contributors — and teaches the critical skills needed to ensure success.

DJJ actively participates with the South Carolina Joint Council on Children and Adolescents to provide workforce development and training to professionals serving children and families in the state of South Carolina. The vision of South Carolina's Workforce/Training Collaborative is that all South Carolina's agencies, organizations, providers, and other stakeholders who engage and serve children, adolescents, and families are highly competent in the provision of best practice programs, strategies and interventions. The agency has also assumed a leadership role in the trauma informed practices statewide training initiative.

DJJ is committed to ensuring the availability of qualified, competent staff being prepared to assume key leadership roles and responsibilities made vacant by retirement and attrition. The leadership training series and supervisory trainings directly supports these efforts.

Employee retention is another issue that merits attention. DJJ is committed to building a strong stable workforce.

- A. The Association for Talent Development (ATD), formerly American Society for Training & Development (ASTD), is the world's largest association dedicated to those who develop talent in organizations. These professionals help others achieve their full potential by improving their knowledge, skills, and abilities. DJJ has incorporated ATD materials into its curriculums for a number of years. Additionally, the agency has established partnerships with institutions of higher education to further enhance employee development. Long standing agreements are in place with the University of South Carolina's Children's Law Center and Clemson University's Youth Learning Institute. The agency considers both entities to be critically important staff development partners.
- B. Christine Wallace, DJJ's Director of Staff Development and Training, meets with her staff regularly to assess the training needs of the agency. Data from completed trainings is scrutinized and incorporated into future workshops as appropriate. Moreover, Ms. Wallace meets with members of EMT as needed to address workforce training needs. The employee retention issue is

addressed on a routine basis in monthly EMT meetings. (See Section V.1.B. for a description of EMT).

## **5. Operational /Work system Performance**

Sustainability is a major focus for DJJ. The agency is prioritizing a series of “green,” or sustainable-oriented practices. These strategies are designed to improve efficiency and potentially lower operating costs while providing a cleaner and healthier work environment for staff and youth. A policy to direct sustainability efforts/practices within the agency is being developed. DJJ will be improving its practices relating to: recycling and solid waste, reducing water usage, building energy efficiency improvements and other fuel conservation provisions in order to reduce our organizational footprint. We also teach our youth these “green” practices with an overall goal for them to learn technical skills to enhance their employment opportunities in this emerging job sector.

DJJ takes safety seriously and has implemented a fire prevention, protection and evacuation plan. In accordance with state and local requirements, a system is in place to test all fire related equipment. Additionally, DJJ undergoes annual inspections by State officials. The primary goal is fire prevention.

The DJJ fire marshal trains all new hires in fire and safety as a part of employee orientations. Additionally, each facility and work area is required to have a written fire prevention, protection and evacuation plan. Fire drills are conducted on a monthly basis in each residential program at DJJ Schools. Per the Department of Education regulations, DJJ schools conduct tornado drills in November and during tornado/severe weather week.

- A. Leading South Carolina companies have incorporated sustainable practices into their core values. Boeing and BMW have made strides in the area of sustainability. Boeing is using solar to power at least one assembly line in Charleston and has a fulltime sustainability manager. BMW is nearly a net zero waste manufacturing operation. The company uses methane gas from their nearby landfill. DJJ is seeking to use these two industrial giants as a model for its sustainability program.

With regard to safety, DJJ follows regulations as outlined by the South Carolina State Fire Marshall and South Carolina Department of Corrections.

- B. The Business Services Area oversees the agency’s sustainability efforts. DJJ is in the early stages of the effort. Shawn Powers, Program Manager, and his staff, Aloysius Anderson, are working to develop the sustainability plan for the agency. Mr. Powers has met with the DJJ Deputy Director for Administrative Services and DJJ Director Sylvia Murray regarding the sustainability plan.

Regarding fire safety, the DJJ fire marshal trains all new employees in fire and safety as a part of orientation. Additionally, each facility and work area is required to have a written fire prevention, protection and evacuation plan. Fire drills are conducted on a monthly basis in each residential program and at all DJJ Schools. Per the Department of Education regulations, DJJ schools conduct a tornado drill during the month of November and during tornado/severe weather week.

- C. As indicated, the agency is in the early stages of sustainability. Trend data is not yet available. DJJ is in compliance with its fire prevention, protection and evacuation plan.
- D. Once the sustainability plan is in place, the agency will be able to use its resources in a more efficient manner.

DJJ takes the safety and security of its juveniles and staff seriously. Every effort is taken to ensure that the emergency plans are up to date and strategically rehearsed to ensure that staff is prepared in the event of an emergency.

#### **A. Most Critical Performance Measures**

1. DJJ is charged with protecting the public and rehabilitating system involved youth. To ensure that these very important mandates are successfully carried out, certain performance measurement processes must be prioritized. Critical processes are those that have a direct impact on the youth. Therefore, improving conditions of confinement is of paramount importance. Two performance measurement processes related to this issue were addressed in Subsection A. These processes pertained to the monitoring of practices associated with both the annual admissions to long term facilities and the average duration in isolation. Both are tied to the conditions of confinement. DJJ's long standing partnership with PbS and certain practices such as the Facilities Standards meetings provide the infrastructure for monitoring conditions of confinement and keep the agency focused on these important issues. The Facility Standards group meets every other month to better coordinate the delivery of services and identify emerging issues to be resolved. With PbS, the agency is able to track its performance longitudinally and in comparison to national trends. This is critically important given the recent finding of a correlation between a youth's experiences in secure confinement and the safety and climate within the facility. According to the Performance based-Standards: What Youth Say Matters 2013 publication, researchers concluded that youth with positive experiences, while in custody, were less likely to recidivate.



Another critical performance measurement process is workforce engagement. It is imperative that the agency maintain a competent, motivated workforce. One of the agency's most important resources is its employees, the men and women entrusted by the state to protect the public and rehabilitate its troubled youth or support those who do.

## **B. Databases/Document Management**

1. The Juvenile Justice Management System (JJMS) is the primary database used by the agency. This Microsoft SQL Server database is an internet based, statewide application that maintains data on all juveniles referred to DJJ. JJMS is also the foundation of the Juvenile Online Data Access (JODA) which is an online system provided to law enforcement granting instant access to pertinent juvenile data. Additionally, DJJ utilizes the Microsoft Office 365 suite of programs which includes Exchange, Word, Excel, PowerPoint, Access, Lync, OneNote and Publisher.

## **C. Recommended Restructuring**

DJJ is not recommending restructuring at this time. The agency, after a series of internal analyses, underwent a realignment process during the Barber administration. Moreover, as a part of its strategic planning process, the Executive Management Team and other senior leaders review trend data and work with the Division of Planning and Programs to update and revise the plan as appropriate. This internal review process has resulted in a reallocation of resources designed to maximize efficiencies and reduce duplication. For example, the Rehabilitative Services Division was reorganized in 2011 to streamline operations and ensure administrative consistency across all seven secure facilities. In the spring of 2012, DJJ used internal resources to create the position of Associate Deputy Director for Treatment and Intervention Services, whose overarching authority now includes clinical staff formerly assigned to the Community Services and Rehabilitative Services Division. Additionally, clinical staff assigned to the long term facility, as populations declined, were transferred to the county offices. This strategic realignment was made in an effort to strengthen front end services thereby keeping youth out of the system or preventing further penetration into the system. An implicit message of this reorganization is that DJJ is one agency directed by a common mission and strategic plan that is committed to allocating resources where they are most effective within the organization.

# SEVEN-YEAR PLAN

## VI. Seven-Year Plan

### A. General

1. In recent years, DJJ has pioneered a number of cost-saving measures that have saved the taxpayers of South Carolina millions of dollars. Going forward, the agency will continue these recurring measures and look for new ways to continue this proud legacy of lean and cost-conscious budget management.

### B. Current/Recommended Actions

The following 17 cost saving measures total \$3,658,822. Legislative action was a prerequisite to implementation. The measures follow:

#### *Increased personnel efficiencies and cost savings*

In Fiscal Year 2012-2013 DJJ established an Employee Wellness Program that benefits DJJ in several ways including: improving morale, aiding employee retention and recruiting, reducing sick time used and a reduction in worker's compensation claims. Membership currently consists of 270 employees, approximately 18% of the total staff of DJJ. Each month the employee wellness program provides 180 hours of wellness training to employees.

A comparison of sick leave usage revealed that the number of sick leave days taken in Calendar Year 2013 was 2,445.95 days and as compared to 2,134.56 days in Calendar Year 2014. Beginning in Fiscal Year 2013-2014 this reduction in sick leave usage has resulted in and will reoccur to result in a reduction of overtime costs and increased productivity.

DJJ sought to consolidate and/or eliminate positions which were a duplication of services. Savings of \$54,000 to eliminate one revenue staff position, savings of \$98,000 to eliminate one Chief of Staff position and a savings of \$40,000 to eliminate one supervisor in the Inspector General's office. Fiscal Year 2014-2015 savings \$192,000 per year and reoccurring thereafter.

In the area of personnel management DJJ has been successfully using a slippage model since Fiscal Year 2011-2012 for rehiring vacant positions. In many cases a six month lag time is used for vacancies to determine the need for the position prior to posting and hiring for the position or for deciding that the position is non-essential and can be eliminated. Fiscal Year 2013-2014 savings of \$732,297 and savings to continue on a reoccurring basis.

Creating and implementing a retirement incentive plan intended to encourage and facilitate the voluntary separation of employees who are eligible to retire. This program

has allowed for succession plan implementation and development and retention of employees who are not yet eligible to retire. Fiscal Year 2014-2015 implemented Voluntary Separation Program, projected savings as of 6/30/2015 \$20,500. Retirement Incentive Plan, projected savings as of 6/30/2015 \$44,518.

Fiscal Year 2014-2015 DJJ established 12-hour shifts for all security positions within DJJ. The resulting savings will continuously be seen through a reduction in overtime hours and more efficient shift changes, which enhances the safety and security of juveniles at DJJ and the general public. Fiscal Year 2015-2016 savings in reduced overtime are forecasted to be \$350,000.

Education division has realized a savings over the last few years, through a reduction in force and through attrition. Resulting staffing patterns are more efficient and better meet the needs of the students served in all DJJ facilities. The agency has seen and is forecasting a savings in Fiscal Year 2012-2013 through Fiscal Year 2015-2016 of \$1,387,811.

DJJ volunteers total 1,443 individuals who have contributed 16,336 hours of service time to DJJ in the 2014-2015 Fiscal Year. This does not include the ongoing support given to DJJ by the non-profit Friends of Juvenile Justice which provides countless hours of service to the youth of our state. Based on the South Carolina "Value per Volunteer Hour" rate of 20.56 per hour DJJ realized a savings of \$335,868.16 for Fiscal Year 2014-2015.

#### *Physical Improvement Project Savings*

Replacing office furniture throughout DJJ with slightly used state surplus and donated furniture from Lexington Medical Center. In Fiscal Year 2015-2016 DJJ established a process for purchasing new furniture that requires the use of DJJ excess property and State Surplus Property inventory lists to see if a less expensive option can be identified. This has been tracked since the beginning of fiscal year, July 1, 2015 and in three months the agency has saved \$39,460. This is an average of \$13,153 per month or \$157,840 in a fiscal year. DJJ has assessed a few variables we can't control and believe a realistic estimate would be \$100,000 this fiscal year and in future years as a reoccurring savings. Fiscal Year 2015-2016 savings \$100,000 per year and in reoccurring years thereafter.

Physical Plant improvements including the replacing of 41 outdated and inefficient HVAC units since Fiscal Year 2011-2012 at \$3,748 annual savings for each \$153,668 per year, lighting retrofitting beginning in Fiscal Year 2013-2014 at an annual utility savings of \$42,800 per year. Ongoing energy efficiency projects include installing energy efficient windows \$796.00 annual savings per building, improving building insulation, installing timers on thermostats and programming them based on building occupancy patterns \$908.00 annual savings per building, installing tank-less water heaters with timers \$1,120 annual savings for each. Fiscal Year 2012-2013 savings begin to accumulate by Fiscal Year 2014-2015 savings are at least \$196,468 and growing annually.

### *Investing in Prevention and Early Intervention*

□ DJJ has been reallocating greater financial and staff resources into prevention and early intervention programs, contractual resources and services in communities throughout South Carolina. These strategic practices have enabled DJJ to focus on building successful front-end initiatives which prevent costlier out-of-home placements including expensive hardware secure confinement. A monetary amount has not been attributed as a savings toward this effort.

Adding a regional director position to the Community Division which has increased collaboration, oversight, technical assistance and guidance for county office management. Additional cost savings will be realized through a more efficient hiring process, a more proactive approach to personnel matters, and by addressing the needs of juveniles with greater consistency, all of which will reduce recidivism and in turn probation violations and costly juvenile commitments. Finally, the addition to DJJ County Offices of Intensive Supervision Officers, 4 Intensive Intake Officers and Institutional Social Workers, all working collaboratively and using local resources have proven most effective in rehabilitating delinquent teens while they are in placement or in their own homes. A monetary amount has not been attributed as a savings toward this effort.

Prevention staff are assisting county offices in developing more local resources, in each county which will allow staff to offer more front end services to families and juveniles with the goal of preventing and reducing contact with the juvenile justice system. This program has recently been enhanced to hire four regional prevention coordinators. In addition, Teen After-School Center (TASC) programs, located in communities throughout South Carolina, which maintain direct contact with youth and inhibit their initial entry into the criminal justice system, should both be continued and expanded. This is also true for Arbitration programs, which intervene with youth at their first minor contact with the criminal justice system. These programs are all highly successful at preventing future contact with South Carolina's Juvenile Justice System in a majority of cases and thus are extremely cost effective and a great benefit to public safety. This is also true for DJJ's Job Readiness Training Center, which provides, through four teen job developers regionally located to cover all of South Carolina jobs for juveniles, in their home community. Finally, DJJ believes expansion statewide of the Gang Resistance Education and Training (G.R.E.A.T.) program is providing youth throughout South Carolina with the tools they need to resist joining a gang and participating in criminal behavior. Outcome is measured in a reduction in referrals to DJJ.

Reassignment of institutional treatment staff to community offices, with the primary emphasis of these staff being to provide the treatment services to juveniles who are in need in their homes or in their home communities, in the hope of preventing them from being committed to more costly residential placements. A monetary amount has not been attributed as a savings toward this effort.

### *Streamlining Processes*

DJJ established a central motor pool in Fiscal Year 2012-2013, reducing fleet vehicles by 12 and updating and modernizing the existing fleet of vehicles. This has decreased and will continue to decrease maintenance costs and increase miles per gallon thus reducing fuel costs. When there has been a vehicle need we have upgraded our fleet with the type of vehicle we need that will be most cost effective. Taking a variety of factors into consideration including who will drive it, how often, and what type of driving will determine the most economical vehicle for an office. Roughly half of our vehicles are now state-leased which has also saved money on maintenance costs and the use of one time money, as a trade-off it has also increased reoccurring expenditures. Fiscal Year 2013-2014 savings \$50,000 per year and reoccurring thereafter.

In Fiscal Year 2014-2015 DJJ consolidated all security radio repair contracts from four separate contracts with different vendors into one contract for all of DJJ. The result is improving inventory control and reducing the length of time needed for radio repairs. Fiscal Year 2015-2016 savings of \$41,860 per year are forecasted and will be reoccurring each year thereafter.

DJJ has made supply chain improvements to evaluate inventory usage at the macro and micro levels which aid DJJ in making informed decisions aimed at reducing waste, identifying the ideal quantities of stock, and reorder points. This initiative began in February 2015 and at that time our revolving inventory account was over (\$79,000) in the red and we are now almost \$60,000 in the black. This is a turnaround of almost \$140,000. The numbers historically fluctuate based on stock levels and when/what we have recently ordered. Fiscal Year 2016-2017 savings forecasted to be \$140,000 per year and will be reoccurring each year thereafter.

In Fiscal Year 2014-2015 DJJ sought to improve and maximize the use of technology through greater use of office-wide network printing in lieu of personal office laser/inkjet printers. By moving to a managed Print, which is a consolidating printing service that increases the use of shared network printing. Fiscal Year 2014-2015 savings \$67,500 per year and reoccurring thereafter.

## **Additional Questions**

1. What top three strategic objectives of the agency will have the biggest impact on the agencies effectiveness in accomplishing its mission?

It is the mission of the agency to protect the public and reclaim juveniles through prevention, community services, education and rehabilitative services in the least restrictive environment. A number of issues have an impact on the agency's ability to fulfill this obligation. However, perhaps the most critical of these influences are workforce related, programmatic and system-wide children's services related. Three strategic objectives directly affect DJJ's ability to accomplish its mission are as follows:

- A. DJJ will develop and implement a plan to retain qualified employees

- B. DJJ will increase the number of evidence based programs and services for youth in secure confinement and community youth
- C. DJJ will partner with the state's public and private child service agencies and organizations to improve the access to services and enhance the array of services for all children

**2. What fundamentals are required to achieve this objective?**

Additional funding and /or a reallocation of resources may be necessary to achieve the strategic objectives listed above. A long standing issue is DJJ's high employee turnover rate, particularly security staff. Salary is frequently the primary causal factor in employee turnover. In FY 13-14, the turnover rate for security staff was 25% while the agency wide rate was 18%.

In addition to a stable employee workforce, effective programming is necessary. In order to improve outcomes for youth, research based programming is required. Training and/or curriculum costs are associated with these interventions. Multi-systemic Therapy, Functional Family Therapy and Aggression Replacement Therapy are a few of the interventions that have been proven effective with justice involved youth.

Finally, the state does not have a full array of effective behavioral health services to meet the needs of the children, youth and families. DJJ is currently working with other children's service agencies and the Department of Health and Human Services to address this issue. Given the complexity of the issues involved more support may be required from the Legislature.

**3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?**

DJJ's website offers a wealth of information about the agency's programs and services. Persons interested in learning more about agency are encouraged to view the following links: Juvenile Justice Report Card, Annual Accountability Report, Agency Fact Sheets, Juvenile Justice Process, Publications and Videos, Local Resources as well as the For Parents and For Victims links.  
<http://www.state.sc.us/djj/>

**4. Is there any additional information that the agency would like to provide the Committee of Public?**

No. Not at this time.

**5. Consider the process taken to review the agency's divisions, programs, personnel to obtain information contained in response to all previous questions in the**

**Restructuring Report and Seven year Plan (Process). State the total amount of time taken to do the following:**

- a. Complete the Process- Approximately 30 days
- b. Complete this Report- Approximately 30 days

**6. Personnel Involved Chart**

See Personnel Chart on page 40

## CHARTS APPENDIX

### *VII. Excel Charts*

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	24
Historical Perspective Chart _____	25
Purpose, Mission Chart _____	26
Key Products Chart _____	27
Key Customers Chart _____	28
Key Stakeholders Chart _____	29
Key Partner Agency Chart _____	30
Overseeing Body Chart (General and Individual Member) _____	31
Major Program Areas Chart _____	32
Legal Standards Chart _____	33
Agency Reporting Requirements Chart _____	34
Internal Audits Chart _____	35
Personnel Involved Chart _____	36

## Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Department of Juvenile Justice	Legislative Standards Chart	Restructuring Report and Cost Savings Plan	Restructuring Section	Office of Senate Oversight	This report is required at least once every seven years.
Department of Juvenile Justice	VI. Seven Year Plan	Restructuring Report and Cost Savings Plan	Cost Savings and Increased Efficiencies	Office of Senate Oversight	This report is required at least once every seven years.



Agency Name: SC Department of Juvenile Justice  
Agency Section: N120  
Agency Code: 067

## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Department of Juvenile Justice	N/A	N/A	N/A

## Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in paranethesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Department of Juvenile Justice	1981	DJJ was created to administer the state's juvenile justice system at the state and local levels. The agency is statutorily required to provide treatment, custodial, rehabilitative and educational services to juveniles committed to DJJ by the family court. The agency is also mandated to deliver prevention, early intervention, rehabilitation and supervision of the state's juveniles who are on probation or parole and evaluation services for juveniles temporarily committed to its care by the family court.	It is the mission of the South Carolina Department of Juvenile Justice to protect the public and reclaim juveniles through prevention, community services, education and rehabilitative services in the least restrictive environment.	DJJ will fuse its community and institutional resources to create a seamless continuum of services within a restorative justice framework, thereby becoming optimally effective in fulfilling its mission to redirect lives of troubled children.	Purpose: 63-19-320, 63-19-330(A), 63-19-1010, 63-19-350, 63-19-360, 63-19-380,63-19-1840, 16-3-1505 Mission:63-19-1010, 63-19-350, 63-19-360, 63-19-38063-19-1840 Vision:63-1-20, 36-19-350,63-19-360,63-19-1450

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SC DJJ	SC Board of Juvenile Parole	DJJ is required to prepare parole reports for juveniles who are indeterminately committed to DJJ. DJJ community specialists provide supervision for juveniles who are conditionally released by the Juvenile Parole Board.	No specific performance measures are reviewed between the agencies on a routine basis. However, issues are addressed as they occur.	Parole Division
SC DJJ	SC Department of Mental Health	DJJ collaborates with DMH to ensure treatment and continuity of care for system involved youth in need of behavioral health services. Moreover, a memorandum of agreement is in place between the agencies formalizing the process by which mentally ill youth committed to DJJ are transferred to DMH for treatment purposes.	At the micro level, agency staff meet regularly to discuss the service needs of shared youth. At the macro level, senior leaders meet frequently to address systemic issues that impact the children's service delivery system.	Programs & Services
SC DJJ	SC Department of Alcohol & Other Drug Abuse Services	DJJ collaborates with DAODAS to ensure treatment and continuity of care for system involved youth with a mental health and/or co-occurring substance use disorder. Both entities are founding members of the Joint Council on Children and Adolescents and the Palmetto Coordinated System of Care.	At the micro level, agency staff meet regularly to discuss the service needs of shared youth. At the macro level, senior leaders meet frequently to address systemic issues that impact the children's service delivery system.	Programs & Services
SC DJJ	SC Department of Social Services	DJJ collaborates with DSS in an effort to coordinate services for youth who are served by both agencies. Both entities are founding members of the Joint Council on Children and Adolescents and the Palmetto Coordinated System of Care.	At the micro level, agency staff meet regularly to discuss the service needs of shared youth. At the macro level, senior leaders meet frequently to address systemic issues that impact the children's service delivery system.	Programs & Services
SC DJJ	Department of Public Safety(DPS)	DPS administers the Juvenile Justice and Delinquency Prevention Act and the related grant funding. This federal legislation imposes certain requirements/restrictions on state and local governmental entities in regards to juvenile criminal and status offenders.	DJJ reports status offenders and disproportionate minority contact data annually to DPS.	Programs & Services

SC DJJ	University of South Carolina's Children's Law Center	DJJ has a long standing relationship with the Children's Law Center (CLC) to provide technical assistance and workforce development.	The Director of Staff, Development and Training meets with Center officials on a regular basis to address workforce development needs.	Programs & Services
SC DJJ	Clemson University	DJJ has a long standing relationship with the Youth Learning Institute. YLI is a critically important training partner.	The Director of Staff, Development and Training meets with Center officials on a regular basis to address workforce development needs.	Programs & Services
SC DJJ	State Law Enforcement Division	SLED provides technical and investigatory assistance to DJJ in certain cases. A long standing memorandum of agreement is in place governing the conditions that merit assistance from SLED.	No specific performance measures are reviewed between the agencies on a routine basis. However, issues are addressed as they occur.	Programs & Services
SC DJJ	Department of Vocational Rehabilitation(DVR)	There is a memorandum of agreement in place between the agencies regarding the co-location of a DVR employee at DJJ. DVR and DJJ are working to ensure that eligible youth are linked to appropriate services upon release to the community.	Key processes and deliverables such as the number of youth assessed and deemed eligible are reviewed regularly.	Programs & Services

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Department of Juvenile Justice	1	Longterm Secure Confinement Facilities		1 The agency provides treatment, rehabilitation and custodial care for youth committed to its secure facilities	DJJ is required to provide rehabilitation, custodial care and treatment to juveniles in secure confinement in its long term facilities. However, in recent years the agency has seen a dramatic decline in this population. (70% decline between 2003 and 2013) While juvenile crime rate is said to be down nationally, the agency has been strategic in its effort to decrease the number of youth in custody by diverting lower risk youth away from the system, creating community based options such as wilderness camps, short term alternative placements and implementing intensive supervision officers in county offices to help youth successfully reintegrate into the community.	A core function of juvenile justice is to rehabilitate youth and to prevent recidivism. Evidenced based programs and services that target the criminogenic, crime producing, needs of juvenile offenders are essential. Cognitive behavioral therapy, Aggression Replacement Therapy and motivational interviewing have been proven effective with this population.	DJJ is cognizant of its responsibility to provide quality services for system involved youth. To that end, DJJ is committed to implementing evidence based programs and services. DJJ has partnered with other children's service agencies maximize resources in an effort to address workforce development issues and expand the array of effective services for agency involved youth.	Programs & Services
Department of Juvenile Justice	2	Community Services		2 DJJ community specialists provide intake and assessment services for the family courts. Moreover, the oversee juveniles on probation and parole to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.	DJJ is required to provide intake and assessment services and to supervise youth on probation or parole. The need for these services is contingent upon the juvenile crime rate. In an effort to reduce the number of system involved youth, DJJ is expanding its prevention efforts. The agency is committed to keeping youth in home, in school and out of trouble. To that end, prevention plans were developed and implemented in each of the 46 counties. These customized prevention plans identify the service gaps and resources necessary provide programming and services to at risk youth.	A comprehensive strategy is necessary to address juvenile delinquency. The Comprehensive Strategy for Serious and Violent Offenders recommends a two tiered approach consisting of prevention and intervention and graduated sanctions. The other piece is the implementation of evidenced-based programs and services.	As described above, the issues impacting the agency require a comprehensive interagency approach. The ability to access a full array of evidence based services would help to keep youth at home, in school and out of the juvenile justice system. System-wide issues such as provider limitations, Medicaid reimbursement rates and an insufficient crisis beds require attention.	Programs & Services
Department of Juvenile Justice	3	Evaluation Centers		3 DJJ operates three regional evaluation centers. These facilities provide court ordered comprehensive psychological, social, and educational assessments to guide the court's disposition of cases. By law, the length of stay for adjudicated juveniles cannot exceed 45 days.	DJJ is required to conduct psychological and social evaluations, including pre-adjudicatory evaluations, as ordered by the Family Court. These evaluations are accessible in the agency's regional evaluation centers or in the community. Family Court judges determine the manner in which evaluations are administered.	A comprehensive evaluation is an essential piece of the decision making process post adjudication. A decrease in the number of juvenile offenders penetrating the system will decrease the need for this service. Effective prevention programs, access to screening and assessment and effective interventions may decrease the number of youth who require this service.	System-wide issues impede effective service delivery. The state must enhance the array of effective services for this population and address Medicaid reimbursement rates.	Programs & Services
Department of Juvenile Justice	4	County Services-Detention		DJJ operates one centrally located pretrial detention facility. The center serves juveniles from most of South Carolina's 46 counties providing secure, short-term custodial care and treatment for juveniles detained by law enforcement agencies and the family courts prior to disposition. Juveniles awaiting trial on serious and violent charges reside at DJJ's Detention Center to ensure public safety and their immediate availability for court proceedings.	The Juvenile Detention Center is the agency's secure, short-term facility that provides custodial care and treatment to juveniles detained by law enforcement agencies and the family courts prior to disposition. Currently, the center serves 43 of the state's 46 counties.	The Annie E. Casey Foundation's Juvenile Detention Alternative Initiative has identified a set of practices that have been proven effective in reducing the number of youth in detention. The Foundation's strategies include the use of an objective screening tool to identify those youth that pose a threat to public safety and require secure detention and the expanded use of non-secure alternative detention beds for those youth who do not merit secure detention. DJJ currently uses short term alternatives to placement where appropriate and available.	N/A	Programs & Services
	5	Community Services-Prevention & Diversion		The agency works with solicitors' offices to divert first time, low risk offenders away from prosecution to diversion programs that promote accountability without formal court involvement. The agency also has three regional prevention coordinators who oversee DJJ's prevention efforts.	DJJ is committed to diverting youth away from the juvenile justice system or limiting penetration into the system as commensurate with public safety. Imbedded in the agency's mission is the phrase "protecting the public and reclaiming youth through prevention, community programs, education and rehabilitative services in the least restrictive environment. To that end, the agency is increasingly emphasizing prevention and evidenced based programs in an effort to keep youth in school, at home and out of trouble. Gang Resistance Education and Training (G.R.E.A.T.) and Teen After-school Centers are a few initiatives that have been implemented to reach at-risk youth before they penetrate the juvenile justice system.	Prevention and diversion programs and services are essential components of effective juvenile justice systems. These programs are necessary to divert youth away from the system in an effort to prevent unnecessary system penetration of low risk youth.	N/A	Programs & Services
Department of Juvenile Justice	6	Community Services		DJJ staff provide targeted case management including conducting interagency staffings and coordination in an effort to ensure that the individual service needs of youth and families are met.	Research indicates that the majority of youth in the juvenile justice system have at least one mental health and /or co-occurring substance use disorder. Moreover, many of these youth have histories of trauma. Juveniles and their families often require assistance accessing the needed services. South Carolina's children's service system can be difficult for families to navigate. Having a user friendly, seamless, single portal of entry coordinated system of care would simply matters for families. However, the state would have to offer the right mix of evidence-based programs and services to meet the complex treatment needs of this population.	Assess to effective programs and services is tied to improved outcomes for youth. Improvements in the children's service delivery system, such as the implementation of system of care for children and youth with serious behavioral health disorders, should help keep youth in home, in school and out of trouble.	N/A	Programs & Services
Department of Juvenile Justice	7	Victim Services		DJJ offers services to victims of juvenile crime. Moreover, victims receive information on pre and post adjudicatory hearings and are notified of status changes of juvenile offenders.	DJJ is required to offer services to victims of juvenile crime. A decrease in the juvenile crime rate would potentially reduce the number of victims entitled to these services.	Evidence based programs are associated better outcomes for youth, including a decrease in recidivism. A decrease in the juvenile crime rate correlates to a decrease in the number of victims of juvenile crime.	N/A	Programs & Services

## Key Customers Chart

**INSTRUCTIONS:** Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References:
Department of Juvenile Justice	1	Youth involved in the juvenile justice system and their families	Justice involved youth and their families require effective individualized services designed to promote accountability and rehabilitation with the goal of transforming the youth into law abiding, productive citizens.	Long Term Secure Facilities, Community Services, Evaluation Centers, County Detention Center,
Department of Juvenile Justice	2	Youth who are the focus of prevention efforts	The agency offers primary, secondary and tertiary prevention services to at risk youth. Prevention services promote pro-social skill development intended to keep youth out of the juvenile justice system.	Community Services-Prevention & Diversion
Department of Juvenile Justice	3	Victims of juvenile crime	Victims have an expectation that they will be kept abreast of status of their respective cases. Victim input is sought before the agency finalizes its recommendations to the solicitor, and they are notified of the status changes of their respective offender.	Victim Services
Department of Juvenile Justice	4	Professionals who interface with the juvenile justice system such as judges, solicitors, law enforcement	DJJ is an integral piece of the state's juvenile justice system. However, the agency operates in conjunction with other components of the system such as family court judges, solicitors, law enforcement and the juvenile parole board. DJJ adheres to its role in the system as mandated by statute.	Evaluation Centers, County Detention Services, Community Services
Department of Juvenile Justice	5	Public and private agency staff that provide services to children and families	DJJ works with public and private child serving agencies and organizations to meet the service needs of justice involved youth and their families while collaborating, at the macro level, to develop a coordinated system of care that promotes the efficient provision of effective services for children, adolescents and their families.	Community Services-Targeted Case Management Services
Department of Juvenile Justice	6	Citizens of South Carolina	DJJ is committed to ensuring public safety. All of the services provided have a goal of preventing and/or decreasing juvenile crime. These efforts are linked to improving public safety outcomes for the citizens of our state.	Long Term Secure Facilities, Community Services, Evaluation Centers, County Detention Center,

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submititng Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
SCDJJ	1	Solicitor's Offices	Solicitors are an important part of the juvenile justice system. DJJ works cooperatively with the solicitor's offices to ensure that juvenile cases appropriately navigate the system. DJJ county offices accept referrals from solicitors' offices and provide case recommendations as required.	Community Services, County Services- Detention, Victim Services
SCDJJ	2	Family Court	The Family court is an important part of the juvenile justice system. DJJ works cooperatively with the family court to ensure that juvenile cases appropriately navigate the system. DJJ county offices work to ensure that conditions mandated by the family court are carried out.	Longterm Secure Facilities, Community Services, Evaluation Centers, Victim Services
SCDJJ	3	Children's Services Agencies	DJJ works closely with child serving agencies with the goal of sharing information, brokering services and improving outcomes for system involved youth. The Agency is a founding member of the Joint Council on Children and Adolescents and the Palmetto Coordinated System of Care. Both entities are fully engaged in improving outcomes for children and families.	Community Services, County Services- Detention, Evaluation Centers, Longterm Secure Facilities
SCDJJ	4	Law Enforcement Agencies	Law enforcement has a role in the juvenile justice system. Juveniles may be taken in to custody by law enforcement officers. DJJ works closely with law enforcement in all 46 counties.	Longterm Secure Facilities, County-Service Detention, Evaluation Centers, Community Services
SCDJJ	5	Citizens of South Carolina	Citizens have an expectation that they will be protected from juvenile crime and that programs and services provided will effectively rehabilitate juvenile offenders.	Longterm Secure Facilities, Community Services, County Services-Detention, Evaluation Centers, Victim Services

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Department of Juvenile Justice	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Department of Juvenile Justice	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**INSTRUCTIONS:** Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

**Note:**  
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.  
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
Department of Juvenile Justice	Programs and Services	This program encompasses the agency's key deliverables and includes Community Services, Long Term Facilities, Reception and Evaluation, County Service-Detention Center, Residential Operations, Juvenile Health and Safety, Program Analysis and	\$72,105,040	\$15,317,845	\$1,990,653	\$89,413,538	\$78,168,344	\$10,835,169	\$2,132,440	\$91,135,943	Annual Admissions to BRRC, Average population in hardware facilities, average duration in isolation, Number of juveniles processed thru family court	63-1-20,63-19-1010,63-19-350,63-19-360,63-19-380,16-3-1545 , 63-19-810 thru 830,63-19-840, 63-19-1030,62-19-1410,63-19-1440, 63-19-1610
			78%	82%	85%	79%	75%	79%	85%	76%		

**Remainder of Programs:** List any programs not included above and show the remainder of expenditures by source of funds.

Parole Division  
Administrative  
Division  
Employee Benefits

Remainder of Expenditures:	\$20,201,416	\$3,418,808	\$355,549	\$23,975,773	25,542,771	\$2,805,270	\$387,640	\$28,735,681
	22%	18%	15%	21%	25%	21%	15%	24%

INSTRUCTION: State Statutory Law that directly impacts children and/or the delivery of services to children is almost exclusively found in Title 63 of the South Carolina Code of Laws, with the laws impacting delinquent youth and the manner in which DJJ, and to a lesser extent other state and local governmental agencies and private entities, deliver services to delinquent youth being found in Chapter 19 of Title 63. The following is a listing of the laws that have the greatest impact upon the services delivered to our state's delinquent youth or to the manner in which these services are delivered.

Agency Submitting Report	Item #	Statute/ Regulation/ Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
SCDJJ	1	63-1-20	State	Sets forth South Carolina's policy on how all state agencies (including DJJ), local governmental entities and public and private organizations shall serve the children of our state. The services the state shall provide for delinquent and at risk youth include prevention, early intervention, rehabilitation and supervision of juveniles on probation or parole, evaluation services for juvenile's temporarily committed by the family court and treatment, custodial and rehabilitative services to juvenile's committed by the Family Court to the custody of DJJ. It is further our state's policy to provide these services in a coordinated and cooperative fashion and to do so holistically and in the least restrictive environment possible consistent with public safety.
SCDJJ	2	63-1-50	State	Establishes the Joint Citizens and Legislative Committee on Children, the Director of DJJ as a member of this committee and the role and responsibilities for this committee.
SCDJJ	3	16-3-1545	State	Establishes DJJ's role in providing services to crime victims.
SCDJJ	4	63-19-320	State	Establishes DJJ as a member of the Governor's Cabinet - Director appointed by the Governor and serves at the will and pleasure of the Governor.
SCDJJ	5	63-19-330(A)	State	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department.
SCDJJ	6	63-19-350	State	Establishes the community-based services to be provided by DJJ.
SCDJJ	7	63-19-360	State	Establishes the institutional services to be provided by DJJ, to include detention services for the benefit of local governmental entities.
SCDJJ	8	63-19-380	State	Establishes DJJ as a school district subject to the same rules, standards and requirements as any other South Carolina school district and mandates that DJJ's school district "shall operate a continuous progress education program on a twelve-month basis".
SCDJJ	9	63-19-450	State	Authorizes DJJ to establish Youth Industries programs to engage youth in meaningful employment and which teach youth employability skills.
SCDJJ	10	63-19-810 thru 830	State	Establishes DJJ's responsibility to provide detention screenings for juveniles taken into custody by law enforcement and to provide detention recommendations and alternative referral services to the family court at detention hearings.
SCDJJ	11	63-19-840	State	Requires that DJJ provide or procure residential placements in lieu of secure detention for juveniles accused with committing criminal acts.
SCDJJ	12	63-19-1010	State	Establishes DJJ's authority to provide intake services to and for the family court, and probation supervision of juveniles placed on probation by the family court.
SCDJJ	13	63-19-1030	State	Requires DJJ to conduct psychological and social evaluations, including preadjudicatory evaluations, of a child as ordered by the Family Court.

SCDJJ	14	63-19-1210	State	Gives DJJ the authority to conduct, waiver\transfer evaluations of juveniles being considered for waiver\transfer to adult court, to stand trial as adults, and to make certain findings\recommendations to the court as part of the waiver\transfer hearing process.
SCDJJ	15	63-19-1410	State	Requires DJJ to supervise and provide services to juveniles placed on probation as ordered by the Family Court, for whatever period of time the court orders, not to exceed that juvenile's eighteenth (18 <sup>th</sup> ) birthday.
SCDJJ	16	63-19-1440	State	Requires DJJ to provide secure and non-secure commitment facilities which allows for the residential confinement of a juvenile, unless sooner released, until his\her twenty-first (21 <sup>st</sup> ) birthday.
SCDJJ	17	63-19-1450	State	Establishes DJJ's authority to transfer seriously mentally ill and/or seriously mentally retarded juveniles to another state agency(generally DMH/DDSN) best qualified to care for and provide necessary treatment services to seriously mentally ill or retarded juveniles.
SCDJJ	18	63-19-1610	State	Mandates that DJJ be responsible for all costs associated with the care, custody, treatment and control of juveniles committed to it's custody by the Family Court.
SCDJJ	19	63-19-1810	State	Grants to DJJ the authority to release, and to revoke a release when appropriate, juveniles from secure confinement for status offense and for most misdemeanor offenses.
SCDJJ	20	63-19-1840	State	Requires DJJ to provide "budgetary, fiscal, personnel and training.... and other support considered necessary" to the Board of Juvenile Parole, the releasing authority for most indeterminately sentenced juvenile offenders, and to supervise and provide parole supervision services to juveniles, subsequent to their release, for whatever period of time ordered, not to exceed that's juveniles twenty-first (21 <sup>st</sup> ) birthday.
SCDJJ	21	63-19-2050	State	Requires DJJ to participate in and comply with any order issued by the Family Court for the destruction\expungement of a juvenile's criminal record.
SCDJJ	22	63-19-2220	State	Establish DJJ as the agency in the State of South Carolina responsible for overseeing and coordinating the juvenile requisition process (similar to the adult extradition process) for the return to our state, or the return by our state, of juveniles who have run away or otherwise absconded/escape from another state, and to supervise on probation or parole juveniles who have moved here, with their families, from other states.
SCDJJ	23	23-3-440	State	Establishes South Carolina's sex offender registry and DJJ's multiple roles in providing juvenile offenders with notice of, and registry information to, the registry.
SCDJJ	24	23-3-540(Q)	State	Establishes South Carolina's electronic monitoring of sex offenders and DJJ's role and responsibilities in this process.
SCDJJ	25	23-3-620	State	Establishes South Carolina's DNA database and DJJ's role in overseeing the process by which juvenile offenders who are required by law to provide DNA samples for testing and inclusion in this database do so.
SCDJJ	26	44-48-40	State	Qualifies certain sex offenders as Sexually Violent Predators, and establishes a record and testing intensive process, in which DJJ staff are extensively involved whenever juvenile sex offenders are considered for inclusion and, if so, continued confinement, as a sexually violent predator.
SCDJJ	27	Pub. Law 93-415 42 USC § 5601 et. seq.	Federal	Juvenile Justice and Delinquency Prevention Act - Federal law which imposes certain requirements\restrictions on state and local governmental law enforcement entities in regards to juvenile criminal and status offenders to include "sight and sound" separation of juvenile offenders from adults seventeen years of age and older, the secure detention\incarceration of status offenders, and limiting to six hours how long a juvenile offender can be confined in an adult detention facility (jail). If those mandates\restrictions are not met, certain federal grant funding received by our state is reduced and\or restricted in its use.

SCDJJ	28	Pub. Law 108-79 45 USC § 15601 28 CFR 115.501	Federal	Prison Rape Elimination Act (PREA) Federal Law enacted in 2003, with standards promulgated pursuant to the act, published in 2012. PREA's aim is to prevent, detect, and properly respond to sexual assault of inmates in secure adult and juvenile detention and correctional facilities. This federal law prohibits seventeen year old adult offenders from being housed\detained with adult offenders eighteen years old and older, and for juvenile corrections imposes the additional requirements of (1) security staff to juvenile ratios, of 1 security staff for every eight(8) juveniles during waking hours and 1 security staff for every sixteen(16) juveniles during sleeping hours, and (2) effectively prohibiting female officers from supervising male juveniles since they cannot participate in "pat down" searches of male offenders checking them for contraband and/or weapons. State participation in this federal law is voluntary but if states choose not to participate, 5% of certain federal grant funding will be lost to the state. States are asked by the Department of Justice each year whether they are, or are attempting to become, PREA Compliant.
	29	SC Constitution - Article XII Section 3	State	Prohibits the confinement of a inmates under the age of seventeen(17) with inmates seventeen(17) and older in the state correctional facilities. Note: State Adult and Juvenile Detention (Jail) Standards interpret this constitutional provision to include pretrial detainees as well as adjudicated\convicted individuals.
SCDJJ	30	State Provisos (Act 286-2014/15 Appropriations Act) Part 1B Section 67	State	Provisos specific to DJJ, are found in Section 67 of Part 1B of the 2014-15 Appropriations Act, with the ones which have the greatest fiscal or operational impact on DJJ listed below:
SCDJJ		Proviso 67.6		Provides for juvenile arbitration (diversion) and other alternative programs to be established by circuit solicitors in each judicial circuit and for DJJ to provide funding for a portion of these diversionary programs.
SCDJJ		Proviso 67.10		Provides for the establishment of a variety of community based residential programs for juveniles and for DJJ to place juveniles in the programs.
SCDJJ		Proviso 67.11		Allows for juveniles being released from confinement, who are under DJJ supervision to be placed in either a regular school program or in an adult education program operated by a local school district.
SCDJJ		Proviso 67.12		To offset the cost to the state of providing educational services to juveniles in DJJ's secure confinement facilities, this proviso requires that the "local effort" funding that schools receive from the state for students formerly within their school district, follow the student and be transferred to DJJ for the duration of that individual's confinement.
SCDJJ	31	(Act 286; 2014/2015 Appropriation Act Part 1B) Section 1 & 1A	State	State Department of Education provisos impact DJJ's school district, as they do all other school districts in our state, with the ones having the greatest and/or most specific impact, upon the funding or the operation of DJJ's school district listed below:
SCDJJ		Proviso 1.5		Requires that DJJ receive from the state, for students within their school district, the same state funding as is provided to all other local school districts to help offset the cost of providing individual educational services to students within their school district.
SCDJJ		Proviso 1.8		Specifies the school district (home school district) that is educationally responsible for providing and paying for the educational services provided to children residing in foster care/alternative community based programs.
SCDJJ		Proviso 1.10		Provides that the local school district is responsible for providing educational services to children detained in local detention centers.

SCDJJ	32	Proviso 117.55	State	Requires DJJ to transfer \$250,000 to DSS for the support of the Interagency System for the care of emotionally disturbed children.
SCDJJ	33	20 USC § 1440 et. seq. CFR § 300.1 et. seq.	Federal	Individuals with Disabilities Education Act (IDEA). The Individuals with IDEA ensures that all children with disabilities are entitled to a free appropriate education to meet their unique needs and prepare them for further education, employment, and independent living. Deals with concepts such as FAPE (Free and Appropriate Education), IEP's (Individualized Education Plans), education for children with disabilities must occur in the least restrictive environment, etc.
SCDJJ	34	20 USC § 1701-1721	Federal	Equal Education Opportunity Act (EEOA). The EEOA provides that no state shall deny educational opportunity based on race, color, sex, or national origin by engaging in deliberate segregation by an educational agency; failing to remedy deliberate segregation; assigning a student, other than to a school closest to his or her residence, that results in a greater degree of segregation of students on the basis of race, color, sex, or national origin; discriminating by an educational agency on the basis of race, color, or national origin in employment of faculty staff; transferring students from one school to another, voluntarily or otherwise, if the purpose and effect of doing so would have increased segregation on the basis of race, color, or national origin; or failing to take appropriate action or overcome language barriers that impeded equal participation by its students in its instructional programs.
SCDJJ	35	20 USC § 1232 (9) 34 CFR § 99.1 et. seq.	Federal	Family Educational Rights & Privacy Act (FERPA). A Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the US Department of Education. FERPA also gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reach the age of 18 or attends a school beyond the high school level.
SCDJJ	36	SC Constitution Article XI Section 3 Title 59-SC Code of Laws Chapter 43-SC Code of Regulations	State	The focus of these state/laws/regulations and constitutional provisions is to provide for a state system of public education, to make this system for all students "free and appropriate" and for the establishment, organization, operation, and support of our states educational system.

Page 38

**INSTRUCTIONS:** Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.																
Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)	
Department of Juvenile Justice	Y	4/2/2014	Agency Director Inspector General	Inspector General	Bonnie C. Martin, CPA bcmart@scdjj.net 803-896-4851 DJJ Inspector General Annex P.O. Box 21069 Columbia, S.C. 29221	Financial Budgetary	Director Inspector General	Materiality of Exposure Consequences of Exposure	Y	N	6	1.1	5	1.8	05/07/2014 Office of State Auditor Council of Juvenile Corrections Administrators' Performance base Standards Review is conducted biannually in April and October.	



## Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Department of Juvenile Justice	Angela Flowers	803-896-9751	<a href="mailto:awflow@scdji.net">awflow@scdji.net</a>	Office of Programs and Planning	Dir. of Planning and Evaluation	I-VII	Assumed the lead in facilitating the compilation of this report.
Department of Juvenile Justice	Elizabeth Hill	803-896-4815	<a href="mailto:eahill@scdji.net">eahill@scdji.net</a>	Office of Legal, Legislative and Policy Coordination	General Counsel	1.B.1, 3.1	Served as a consultant on PbS and legal/law related questions.
Department of Juvenile Justice	Julie Lamson	803-896-5644	<a href="mailto:jlams@scdji.net">jlams@scdji.net</a>	Administrative Services	Budget Supervisor	II.8	Completed the Major Program Area Chart.
Department of Juvenile Justice	Al Hoy	803-896-9136	<a href="mailto:aphoy@scdji.net">aphoy@scdji.net</a>	Administrative Services	Dir. of Information and Technology	V.C.1	Provided information on the database and document management section.
Department of Juvenile Justice	Bonnie Martin	803-896-4851	<a href="mailto:bcmart@scdji.net">bcmart@scdji.net</a>	Administrative Services	Internal Auditor	IV.2	Ms. Martin is the internal auditor for the agency. The question fell within her area of expertise.
Department of Juvenile Justice	Robin Owens	803-896-7543	<a href="mailto:reowen@scdji.net">reowen@scdji.net</a>	Administrative Services	Deputy Director	V.4	Provided information on workforce engagement.
Department of Juvenile Justice	Christine Wallace	803-896-9393	<a href="mailto:cqwall@scdji.net">cqwall@scdji.net</a>	Administrative Services	Dir. Of Staff, Development and Training	V.4	Provided information on workforce engagement.
Department of Juvenile Justice	Shawn Powers	803-896-2824	<a href="mailto:mspoew@scdji.net">mspoew@scdji.net</a>	Administrative Services	Program Manager	11.7 & 8, IV.2,V 4, C 1	Served as the liaison for Administrative Services. Ensured that all data from this area was submitted.
Department of Juvenile Justice	Larry Vanderbilt	803-896-7070	<a href="mailto:lvand@scdji.net">lvand@scdji.net</a>	Office of Legal, Legislative and Policy Coordination	Associate Deputy Director	1.B.1, 3.1	Served as the liaison for the Office of Legal, Legislative and Policy Coordination. Legal/law related questions fell within his scope of practice.
Department of Juvenile Justice	Velvet McGowan	803-896-9303	<a href="mailto:vfmco@scdji.net">vfmco@scdji.net</a>	Office of Legal, Legislative and Policy Coordination	PbS State Coordinator	V.A.1.A.	Provided data related isolation hours and to Performance-based Standards(PbS).
Department of Juvenile Justice	Aloysious Anderson	803-896-5515	<a href="mailto:asande@scdji.net">asande@scdji.net</a>	Administrative Services	Sustainability Coordinator	V.5	Provided information on the agency's sustainability efforts.
Department of Juvenile Justice	Brett Macgargle	803-69792	<a href="mailto:bmmacg@scdji.net">bmmacg@scdji.net</a>	Office of Programs and Planning	Associate Deputy Director	I-VII	Served as a consultant and provided guidance on processes included in this document.