

Agency Responding	Department of Juvenile Justice
Date of Submission	9/15/2017

(1) If information on each of the following topics below is not available on the agency's website, please enter "Not available on agency website, see agency's Program Evaluation Report." If the information is available on the agency's website, please provide the link to the page on the agency's website where each can be found.

History	http://www.state.sc.us/djj/history.php
Governing Body	http://www.state.sc.us/djj/index.php
Internal Audit Process	See emailed document.
Contact this Agency	http://www.state.sc.us/djj/contact.php

(2) Is the information the agency has on its website (or submitted in its Program Evaluation Report, if not on the agency's website) related to each of the following topics up to date as of the date this Annual RFI is submitted? (Y/N)

History	Yes
Governing Body	Yes
Internal Audit Process	No
Contact this Agency	Yes

(3) If the agency answered No to any of the items in question two, please either (1) enter "See emailed document," and submit a Word document with complete, up to date, information so the Oversight Committee can post it on the Oversight webpage; or (2) enter the date the information will be updated on the agency's website.

History	
Governing Body	
Internal Audit Process	See emailed document.
Contact this Agency	

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE

THE AGENCY INTERNAL AUDIT PROCESS:

Purpose: To enable the Agency to fulfill its mission and goals in a manner that demonstrates good stewardship of the resources entrusted to our Agency

Agency-wide Audit Plan Development

Objective: To identify critical audit projects that enable the Agency to fulfill its Purpose

Each fiscal year Internal Audit, in conjunction with the Agency Director and the Inspector General, conducts a risk assessment. The risk assessments takes into account risks identified in prior findings by independent audits and the Agency's internal audits, as well as risks identified by Executive Management and DJJ staff. Projects selected for the Plan are based on the results of this risk assessment and the department's available resources.

The Plan may be amended during the fiscal year when new risks are identified. The Plan is approved and signed by the Agency Director, the Agency Inspector General, and the DJJ Internal Auditor. A digital copy is stored on the Inspector General's shared drive.

Audit Plan Development

Objective: To develop an Audit Plan that will identify strength and weaknesses for the field under audit

The Audit Plan development is based on the type of Audit:

For Operational Audits, the consensus of the Best Practices promulgated by the leading organizations in the field are incorporated in the Audit Plan.

For Financial Audits, ***Governmental Generally Accepted Accounting Principles*** as promulgated by the American Institute of Certified Public Accountants are incorporated in the Audit Plan.

For Internal Reporting Audits, the needs of management and staff are identified. External and Internal Reports are reviewed for accuracy and timeliness.

For all types of audits:

Audit Plans incorporate compliance with relevant Federal and State Laws and Regulations and related Agency Policies and Procedures.

Audit Plans incorporate controls activities that help ensure that management's directives to mitigate risks are carried out. Controls are guided by the Components and Principles of the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In addition to the above steps Audit Plan preparation includes a review of similar Audit Plans developed by experts of the field under audit. Digital copies of final step-by-step Plans are stored on the Inspector General's shared drive. The final Plan may be amended as discoveries are made during Audit Plan Execution.

Audit Plan Execution

Objective: To encourage a free exchange of knowledge and information

The first step in the Execution phase is to present staff and management with a copy of this document, the Internal Audit Process, prior to arrival.

Audits are conducted in a manner that minimize interruptions to the staff and management being audited by employing the following practices:

- A List of Requested Documents and Questionnaires are sent to the auditee before the auditor arrives to allow auditee ample time to assemble requested documents and to put their answers to the Questionnaires in writing. The Questionnaires state that some are all of the answers will be tested.
- The auditor attempts to consume small blocks of the auditee's time over a period of days by combining on-site visits with email requests. Larger block of time may be needed when travel is involved; even when travel is involved, the auditor avoids disrupting the auditee's entire workday.
- The auditor schedules the audit at a time convenient to the auditee. An exception is made for situations that require Unannounced Audits, such as Petty Cash and Equipment audits.

Such practices are not only considerate of the auditee, but are also efficient and effective tools for the auditor. For example, Questionnaire answers written by the auditee avoid errors made by the auditor when recording auditee's oral answers and provide more reliable audit documentation.

Staff members and management are informed of findings as they are identified; exceptions are made to this practice in the case of suspected fraud or gross negligence.

Development of Solutions:

Objective: To work together with staff and management to develop solutions to findings

Solutions to prevent a reoccurrence of findings are developed as a team effort between the internal auditor, staff and management. A time line is developed for the implementation of actions required to implement the solutions.

A disagreement on solutions may be brought to the attention of relevant Agency Deputies for mediation.

Audit Report

Objective: To summarize not only the findings, if any, and solutions to findings but also the strengths and accomplishments of the auditee

A draft Audit Report is developed and presented to Management. Management has the opportunity to respond to the draft Report and to request changes. A final Audit Report is presented to the Agency Director, the relevant Agency Deputy and to Management; Management is encouraged to share the Report with Staff when appropriate.

Monitoring Prior Findings

Objective: To ensure that solutions have been implemented from prior findings

Internal Audit verifies that solutions to prior findings have been fully implemented. If not, a written explanation is required by management. If warranted, failures to implement solutions are reported to the Director and the relevant Agency Deputy.

Comprehensive Strategic Plan Summary

Agency Responding	Department of Juvenile Justice
Date of Submission	9/15/2017
Mission: It is the mission of the South Carolina Department of Juvenile Justice to protect the public and to reclaim juveniles through prevention, community services, education, and rehabilitative services in the least restrictive environment.	
Legal Basis: SC Code Ann. §§ 63-19-10, et seq.	
Vision: 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 the lives of troubled children.	
Legal Basis: SC Code Ann. §§ 63-1-20, 63-19-350, 63-19-360, 63-19-370, 63-19-380, 63-19-450, 63-19-840, 63-19-1410, 63-19-1440	

2016-17		2017-18	
Total # of FTEs available / Total # filled	Total amount Appropriated and Authorized to Spend	Total # of FTEs available / Total # filled	Total amount Appropriated and Authorized to Spend
Available: 1490.93 Filled: 1299	\$136,669,489	Available: 1490.93 Filled: 1414	\$141,502,283
Amount of remaining \$12,362,529		Amount of remaining \$11,472,857	

2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer)	2016-17		2017-18		Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years))	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other)
		# of FTE equivalents utilized	Total amount spent	# of FTE equivalents planned to utilize	Total amount budgeted					
Goal 1:										
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 1 - Invest in and Enhance Community Services to Improve Youth Outcomes by the end of FY 17-18	DJJ is required to provide intake and assessment services and to supervise youth on probation or parole. In an effort to reduce the juvenile crime rate, the agency is expanding its prevention efforts. The agency is committed to keeping youth in home, in school and out of trouble.	430	\$51,933,517	467	\$53,193,178	<ul style="list-style-type: none">• Number of DJJ County Offices offering Intensive Intake Services• Number of DJJ County Offices conducting victim impact sessions quarterly• Percentage of juveniles receiving community-based court ordered evaluations	Community Services	Judy Estren, Deputy Director , Division of Community Services, Less than 3 years	Y	Local Government, State Government, Non-Profit Entity, K-12 Education, Private Business
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										

Comprehensive Strategic Plan Summary

Goal 2 -Improve Services for Juveniles Committed to DJJ Facilities by the end of FY 17-18	DJJ is invested in improving conditions of confinement. Critical processes are those that have a direct impact on the youth in custody. DJJ monitors practices associated with annual admissions to its hardware secure facilities and the average duration in isolation. Both are tied to the conditions of confinement and may have implications for long-term outcomes for youth. Researchers have discovered a correlation between youth's residential experiences and the safety and climate within the facility. More importantly, researchers found that the youth with positive experiences, while in custody, were less likely to recidivate.	643	\$53,417,432	708	\$53,976,994	<ul style="list-style-type: none">• Number of evidence-based programs offered at BRRC• Average daily population in DJJ hardware secure facilities• Average daily population at BRRC• Average duration of Isolation, room confinement and segregation/special management in hours	Security Services	Anthony Wynn, Deputy Director for Security Operations, Less than 3 years	Y	Federal Government; State Government; Local Government; Higher Education Institute
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 3 - Improve Academic and Vocational Outcomes for Youth Enrolled in the DJJ School District by the end of FY 17-18	DJJ operates a special school district overseeing a middle and high school program within the BRRC and satellite education programs at the regional evaluation centers and the juvenile detention center. The Agency also oversees the educational programs of nine contracted providers that serve DJJ youth in various locations across the state. DJJ is invested in improving educational outcomes for juveniles committed to its care. Better educational outcomes will increase workforce and post-secondary educational opportunities for youth upon their return to the community.	105	\$9,916,087	107	\$10,819,556	<ul style="list-style-type: none">• Measure of Academic Progress (MAP) Growth Measure (Math)• Measure of Academic Progress (MAP) Growth Measure (Reading)• Number of GEDs completed• GED Pass Rate	Education	James Quinn, Superintendent of Education, More than 3 years	Y	Federal Government, State Government, Higher Education Institute, K-12 Education,
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 4 - Expand After-School and Job Readiness Services to Improve Long-term Outcomes for Youth by the end of FY 17-18	Expanded afterschool and job readiness programs in the community are key prevention and intervention initiatives. These programs offer adult supervised, structured pro-social skill building opportunities for youth that been proven effective in keeping at-risk youth out of trouble.	18	\$2,195,425	19	\$5,073,052	<ul style="list-style-type: none">• Number of youth served in TASC Sites• Number of youth served in the Job Readiness for Teens Program(JRT)• Number of youth placed in jobs via the JRT Program• Number of youth receiving Job Readiness Training Classes through the Job Readiness Training Center (JRTC)• Number of youth placed in jobs via the Job Readiness Training Center (JRTC)	Business Services	Beth Mackinem, Director of Community Justice	Y	State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 5- Enhance and Increase Access to Treatment and Intervention Services System-wide by the end of FY 17-18	Research indicates that the majority of DJJ involved youth have at least one diagnosable mental health disorder. The agency is enhancing its clinical services in an effort to address the mental health needs of the youth in custody and those in the community. The incorporation of evidence-based clinical services will lead to improved outcomes for youth and families including decreased recidivism and increased public safety.	55	\$3,607,955	62	\$3,626,427	<ul style="list-style-type: none">• Number of DJJ County Offices offering community social work services	Psychology and Social Work	Katherine Speed, Director of Rehabilitative Services, More than three years	Y	Federal Government; State Government; Local Government; Non-Profit Entity
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										

Comprehensive Strategic Plan Summary

Goal 6-Expand Gang Prevention and Intervention Services Across the State by FY 17-18	Prevention is key to lowering juvenile justice costs over the long haul. To that end, DJJ has elevated its prevention platform to include a mix of programs and services for at-risk youth, including G.R.E.A.T. This early intervention is one strategy intended to avert delinquency by reaching at-risk elementary and middle school students before they become involved in gangs or other illegal activity. Gang intervention efforts target youth who are already involved in gang activity. DJJ is developing a holistic strategy to redirect youth away from violent gangs to pro-social, law abiding activities. The public benefit of this activity is to reduce recidivism and increase public safety.	21	\$1,456,640	22	\$1,503,300	<ul style="list-style-type: none">• Number of DJJ County offices that offer Gang Resistance and Education Training (G.R.E.A.T.)• Number of students participating in Gang Resistance and Education Training (G.R.E.A.T.)	Community Services and Inspector General	Judy Estren, Deputy Director , Division of Community Services, Less than 3 years	Y	State Government, Local Government; K-12 Education Institute
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 7-Expand and Enhance Volunteer Services to Increase Opportunities for Pro-Social Development for Youth by FY 17-18	DJJ is committed to the efficient use of resources and seeks opportunities to enhance programs using nontraditional partners where appropriate. DJJ's volunteers are an invaluable resource. These citizens supplement the effort of paid staff by investing in the lives of juveniles in the community and behind the fence.	7	\$267,072	7	\$275,627	<ul style="list-style-type: none">• Number of volunteer hours• Number of volunteer mentors	Volunteer Services	Jennifer Wallace, Director of Volunteer Services, Less than three years	Y	Higher Education Institute; Private Business; Non-Profit Entity; Individual
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										
Goal 8-Enhance Workforce Development Methods to Attract, Train, and Retain Qualified Direct Service Employees by the end of FY 17-18.	Workforce planning is necessary to ensure the vitality of the agency into the future. It is necessary to monitor workforce needs and trends and to have methods in place to attract, train and retain qualified staff to meet the needs of the Agency.	20	\$1,512,833	22	\$1,561,293	<ul style="list-style-type: none">• Number of staff recruitment fairs attended/ hosted• Number of Training Classes Offered	Staff Development and Training and Human Resources	Liza Robertson, Director of Human Resources, Less than three years	Y	Federal Government, State Government, Local Government, Private Business, Other
Spent/Transferred not toward Agency's Comprehensive Strategic Plan										

1,299 \$124,306,961 1,414 \$130,029,427