

Office of the Inspector General

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Review of Two Issues at the Long-Term Commitment Facilities, Department of Juvenile Justice:

- 1) Safety Threat to Employees & Juveniles; and**
- 2) Event Reporting Process Integrity Allegations**

I. Executive Summary

The Legislative Oversight Committee, South Carolina House of Representatives, referred allegations pertaining to the Department of Juvenile Justice (DJJ) via letter dated 3/3/2016 to the State Inspector General (SIG), which were generated during its ongoing oversight study of DJJ. Witnesses reported concerns for the safety of juveniles and DJJ employees at the long term commitment facilities, as well as made integrity allegations of underreporting, misreporting facts, or destroying reports in DJJ's event reporting process at these same facilities. The DJJ operated three long term commitment facilities co-located at 4900 Broad River Road, Columbia, known as the "Broad River Road Complex (BRRC)," which incarcerated 109 juveniles for criminal offenses. Both the safety and event reporting process issues were accepted for SIG investigation initiated on 3/8/2016.

Safety of Juveniles and Staff

The safety threat to juveniles and staff at the BRRC was assessed as a "high" by all data sets reviewed. During interviews with 31 BRRC staff, each rated the safety threat level for staff and juveniles on a scale of one (low threat) to five (high threat), which averaged 4.3 and 3.7 for staff and juveniles, respectively. Despite interviewees' different roles and experiences, their responses to the same series of questions were consistent. Five safety themes emerged from the interviews: lack of consequences for juveniles; systemic gang mentality; chronic verbal abuse of staff; low security morale & problematic engagement with juveniles; and heightened safety threat of physical altercation. Staff generally attributed these increased safety issues to DJJ's well-intended new strategy to implement a more therapeutic approach at the BRRC, particularly the Balanced and Restorative Justice Model (BARJ) of adjudicating juvenile conduct through community conferences. BARJ has been an effective juvenile justice technique in a community setting, and DJJ was one of the first state juvenile justice agencies to introduce this model in a secure facility setting.

The DJJ's performance management system, known as Performance-based Standards (PbS), identified the BRRC facilities' declining safety conditions during 2015. In the most recent PbS report in October 2015, the three facilities measured 26 safety, security, and order related critical outcome measures, of which 37% trailed outcome results from peer facilities in other states (red) and 63% equaled or exceeded peer facilities (green). All three facilities were red in the four critical outcome measures indicating staff was isolating juveniles and feared for their safety at higher levels than peer facilities in other states. Two survey questions, also from the October 2015 PbS report, measured the BRRC staff's assessment of their level of safety, which resulted in responses ranging from 23% - 37% as "safe" and 63% - 77% as "unsafe."

The April 2015 PbS report, disseminated in June 2015, initially provided performance data of declining safety at the three BRRC facilities. Based on these declining ratings and corresponding decrease in safety outcomes, the BRRC security manager was removed in August 2015. In early Fall 2015, after a near riot, the DJJ developed an improvement plan. In March 2016, a security executive was separated from DJJ, in part, for not timely implementing the Fall 2015 improvement plan, as well as the continued increasing safety threat level. The improvement plan was updated on 3/9/2016 along with an increased sense of urgency.

It was noted in staff interviews in early April 2016 nearing the end of the SIG's field work, the safety threat level had declined in the prior few weeks. Staff attributed this to the six juvenile ringleaders from a 2/26/2016 major incident at the BRRC being criminally charged, removed from DJJ, and placed in an adult detention center. The security staff was also delegated increased authority to address recalcitrant, aggressive behavior. Finally, the staff was encouraged by the visible actions implementing the recent 3/9/2016 improvement plan.

Integrity of the Event Reporting Process

The DJJ operated an event reporting process to document serious incidents or accidents related to DJJ staff, juveniles, or DJJ facilities, which was determined to be inefficient and ineffective. Of the 31 staff interviewed under oath, not one interviewee reported any integrity incident of intentional manipulation or destruction of ERs, nor any management directive or practice to suppress, destroy, or not report a reportable event under policy. However, many interviewees noted staff underreporting ERs without a nefarious motive, generally attributed to the security staff's pattern of disengagement.

The event reporting process provided the raw input data required for many critical DJJ operations, to include ensuring juvenile and staff safety; oversight of staff's use of force; therapeutic staff interventions; juvenile disciplinary matters; legal liability; and a critical component of the facility performance management system. The security staff initiated the vast majority of ERs generally pertaining to juvenile behavior and conduct.

The BRRC staff described the event reporting process as inefficient, cumbersome, "too many people touch the paper," and had many opportunities for human error in routing ERs. The PbS Unit was to receive most all ER reports, yet its quality control review of facility shift reports required follow-up to obtain missing ERs, conservatively estimated at 20% of the total ERs. BARJ coordinators working in the dorms reported similar problems of chasing down paperwork on a regular basis. The DJJ-IG reported a similar pattern. A common example was a staff member presenting an ER to the DJJ-IG to check on the subsequent investigative status, yet the ER was not in the DJJ-IG system and, correspondingly, no investigation had been initiated.

The event report process was audit tested to determine the level of routing of ERs to two key consumers: DJJ-IG for follow-up investigations; and the BARJ Unit for adjudicating juvenile alleged misconduct. These two functions' ERs received during two separate sample months in 2015 were compared to the PbS Unit's ERs, which were considered the most complete based on its quality control mechanism. The audit test determined the DJJ-IG and the BARJ Office received 62% and 71%, respectively, of the priority ERs received in the PbS Unit during the same sample period. Essentially, 29% and 38% of priority ERs the BARJ Office and the DJJ-IG should have received, respectively, could not be located and were presumed not received.

Way Forward

It was noteworthy DJJ demonstrated the organizational initiative with this major strategy change to seek a higher level of juvenile justice effectiveness. With the perfect vision from 20/20 hindsight, DJJ appeared to have hung on too long waiting for the cultural change and expected benefits from the BARJ model, while the unintended consequences incrementally grew to unhealthy levels. State government's greatest risks are not with forward leaning agencies' initiatives suffering setbacks, but rather with agencies complacently stuck in mediocrity.

The DJJ has shifted its strategy and developed a reasonable plan to solidify an orderly, safe, and secure environment at the BRRC, which has been aggressively pursued yielding early indicators of positive change. As part of its strategy, DJJ should also automate the event reporting process workflow to increase efficiency and assurance the critical raw operational data, often juvenile conduct, is accurately captured, routed, and appropriately actioned at the DJJ.

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II. Background

A. Predicate

The Legislative Oversight Committee, South Carolina House of Representatives, referred allegations pertaining to the Department of Juvenile Justice (DJJ) via letter dated 3/3/2016 to the State Inspector General (SIG), which were generated during its ongoing oversight study of DJJ. Witnesses requesting confidentiality reported the underreporting, misreporting facts, or destroying reports in DJJ's event reporting process, which undermined the integrity of this important management information system. Additionally, witnesses raised concerns for the safety of juveniles and DJJ employees at the long term commitment facilities. Specifically, the safety issues focused on lack of control; lack of trust; and lack of adequate staffing. As a result of this letter and additional inquiry with relevant stakeholders, the SIG opened a full investigation on 3/8/2016.

B. Scope & Objectives

This review's scope and objectives were:

- Investigate specific complainant allegations of DJJ employees underreporting, misreporting, or destroying ERs;
- Review the efficiency and effectiveness of DJJ's event reporting process and follow-up on any anomalies or potential patterns of systemic underreporting, misreporting, or missing ERs; and
- Assess juvenile and employee safety conditions through interviewing a cross-section of relevant employees, record review, and possibly an employee survey.

Reviews by the SIG are conducted in accordance with professional standards set forth by the Association of Inspector General, often referred to as the "Green Book."

C. Department of Juvenile Justice (DJJ) Overview

The DJJ was responsible for the care and rehabilitation of South Carolina children, who were incarcerated, on probation or parole, or in community placement for a criminal or status offense (i.e., truancy). DJJ's mission was to protect the public and reclaim juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment appropriate for each juvenile.

The DJJ had an annual budget of \$103.7 million with 1400 employees. The DJJ operated seven secure facilities: three post-adjudication regional evaluation centers (Midlands; Upstate; and Coastal) with a 45 day maximum length of stay; one pre-trial detention center in Columbia; and three long-term commitment facilities co-located at 4900 Broad River Road, Columbia, known as the "Broad River Road Complex (BRRC)." In addition to operating these seven secure facilities, DJJ contracted with a number of group home facilities in community based settings providing services to juveniles in lieu of commitment.

The three long term commitment facilities at the BRRC had an annual budget of \$18.7 million with 304 employees currently serving 109 juveniles. These three facilities were: 1) John G. Richards maintained male juvenile dorms; 2) Willow Lane maintained a female juvenile dorm; and 3) Birchwood maintained male juvenile dorms, as well as included the Crisis Management Unit and the Birchwood School.

III. Safety of Juveniles and Employees at the Broad River Road Complex

The safety environment at the BRRC was assessed using a variety of data sets. The DJJ's rigorous performance management system generating bi-annual reports were analyzed. Major events at the BRRC were reviewed. Lastly, and most important, a cross-section of employees working at the BRRC facilities were interviewed.

A. Performance-based Standards (PbS) Reports

1. Agency-wide PbS Analysis

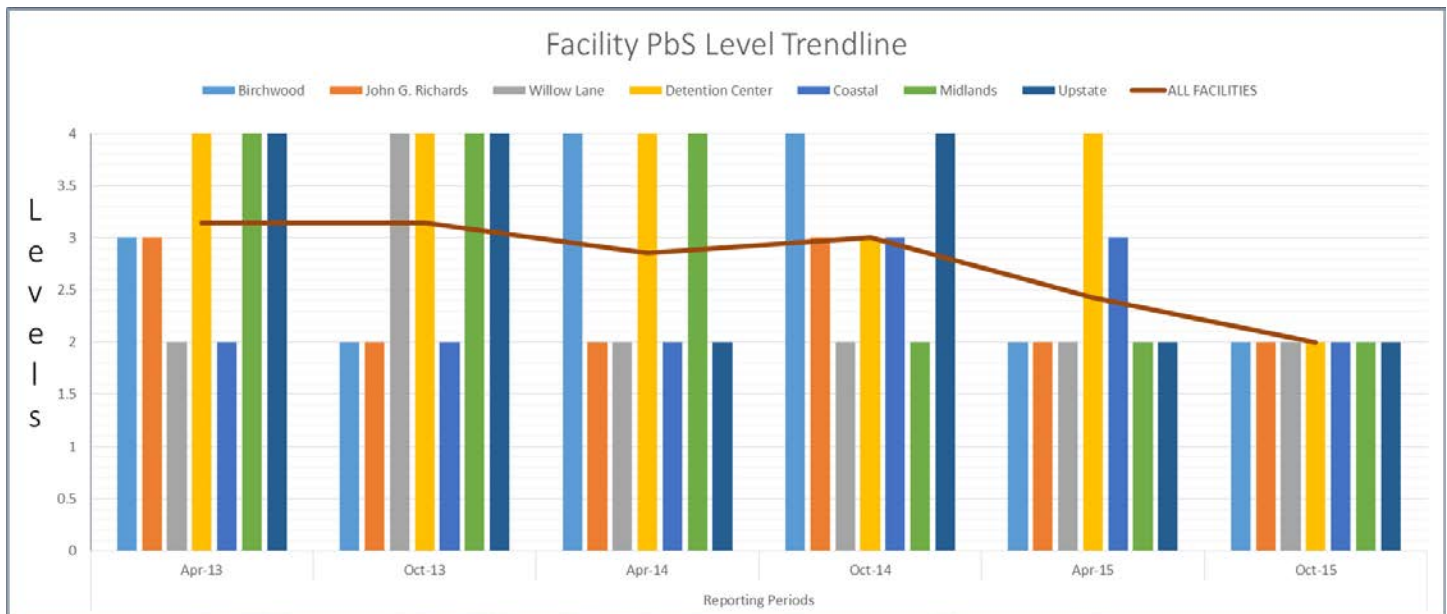
The DJJ hired an external consultant, Performance-based Standards Learning Institute (PbS), to conduct bi-annual performance assessments of its seven secure facilities. The review used objective standards covering seven critical operational areas of security, safety, order, health, justice, programming, and reintegration. Data collection included ERs; surveys of staff and juveniles; juvenile exit interviews; and on-site reviews.

Each of the seven secure facilities received a rating of "1", "2", "3", or "4". A "1" rating was for only new facilities to recognize its ability to generate required data prior to a bi-annual review. A "2" rating pertained to measuring 34 critical outcome measures (COMs), which were compared with a data base of results from peer facilities in other states. Success was defined as equal or exceeding the peer average measurements in 84.5% (28.7) of 34 COMs. Less than 74.5% (25.3) indicated opportunities to improve, while in between 74.5% - 84.5% was defined as "mixed results." It should be noted these 34 COMs pertained to eight (24%) health screenings measurements at the time of facility admission and 26 (76%) pertained to order, safety, and security measurements. If a facility was successful at a "2" rating, it could then could be potentially rated at a "3" or "4" based on measurement results from less critical outcome measures totaling 74, known as "non-critical" and "reintegration" measures.

The below table sets forth each of the seven secure facilities' PbS overall performance ratings over the past six bi-annual rating periods. For all level "2" ratings, the percent of COMs equal or greater than peer facilities was noted in parenthesis to better understand the extent of not attaining a successful 84.5% rating.

Report Date	Birchwood	JG Richards	Willow	Detention Ctr.	Midland Eval.	Upstate Eval.	Coastal Eval.	Average
April 2013	3	3	2 (64.5%)	4	4	4	2 (62.0%)	3.14
October 2013	2 (72.0%)	2 (67.7%)	4	4	4	4	2 (65.5%)	3.14
April 2014	4	2 (75.8%)	2 (72.7%)	4	4	2 (74.2%)	2 (51.6%)	2.86
October 2014	4	3	2 (73.5%)	3	2 (56.3%)	4	3	3.00
April 2015	2 (64.7%)	2 (73.5%)	2 (73.5%)	4	2 (59.4%)	2 (81.3%)	3	2.43
October 2015	2 (73.4%)	2 (64.7%)	2 (76.5%)	2 (71.9%)	2 (75.0%)	2 (71.3%)	2 (59.4%)	2.00
Average	2.83	2.33	2.33	3.50	3.00	3.00	2.33	2.76

The above table's secure facilities overall PbS performance rating trend line can be better illustrated graphically as follows:



For the first four bi-annual reports (April 2013 – October 2014), the average secure facility rating hovered around a “3.” However, at the very next rating period (April 2015), the average rating decreased 19% for all facilities to 2.43. At the next and most recent rating period (October 2015), the average rating decreased another 18% to 2.00. Within the last rating year (October 2014 – October 2015), the seven facilities decreased from a 3.00 average rating to 2.00 average rating, which was a 33% decrease.

The BRRC facilities (Birchwood; JG Richards; and Willow) decreased at a sharper rate over the last rating year than the average of all seven facilities. These three BRRC facilities averaged a 3.00 rating in October 2014, which decreased to an average 2.00 rating in April 2015 and remained at a 2.00 rating in the October 2015 report. The “driver” for the lower facility ratings directly correlated with the COMs for order, safety, and security lower than peer facilities’ results.

2. Broad River Road Complex PbS Analysis

The most likely relevant record evidence of the current safety threat at the three BRRC facilities was contained in each facility’s most recent (October 2015) PbS report. For each report, 26 (76%) of the 34 COMs pertained to the safety environment in the facility. These 26 COMs were contained in three categories: order (9); safety (13); and security (4). A review of these 26 safety related COMs for each facility was:

- Birchwood – 9 red (34%) & 17 green (66%) [see Appendix A];
- JG Richards – 12 red (46%) & 14 green (54%) [see Appendix B]; and
- Willow – 8 red (31%) & 18 green (69%) [see Appendix C].

The aggregate COM ratings for the three facilities in COMs relevant to the safety environment were 29 red (37%) & 49 green (63%). The three facilities' specific red COMs (facility frequency) were:

- youth confinement (2);
- segregation/special management unit (1);
- average isolation duration (3);
- isolation less than four hours (3);
- isolation less than eight hours (3);
- injury to youth (2);
- injury to youth by staff (1);
- suicide behavior (2);
- youth injuries during physical/mechanical restraint (1);
- assaults and fights on youth (2);
- assaults on staff (2);
- youth reported safety fear over past six months (1);
- staff reported safety fear over past six months (3);
- incidents involving weapons contraband (1);
- incidents involving drug contraband (1); and
- incidents involving other contraband (1).

All three facilities were red in the four critical outcome measures indicating staff was isolating juveniles and feared for their safety at higher levels than peer facilities in other states.

3. Broad River Road Complex Staff Surveys on Safety Environment

Of the 34 facility COMs, two were the most illustrative of the safety environment in the BRRC facilities: 1) youth reported safety fear over past six months; and 2) staff reported safety fear over past six months. These two questions' ratings for the past six bi-annual reports were:

Report Date	Birchwood		JG Richards		Willow	
	Youth Safety	Staff Safety	Youth Safety	Staff Safety	Youth Safety	Staff Safety
April 2013	Green	Green	Red	Green	Green	Red
October 2013	Red	Red	Green	Red	Red	Red
April 2014	Green	Red	Green	Red	Red	Red
October 2014	Green	Red	Green	Red	Green	Green
April 2015	Red	Red	Green	Red	Red	Red
October 2015	Green	Red	Green	Red	Red	Red

There was variation of the youth's perception of safety during the review period, while the staff was consistently red since October 2013.

To capture the most granular data on the staff's view of the safety environment, below are two staff PbS survey questions for the most recent four bi-annual reports (April 2014 – October 2015), which were factored into the COMs in each PbS report for the respective facilities:

- How safe or dangerous do you (staff member) feel this facility is for staff?

Report Date	Birchwood				JG Richards				Willow			
	Very dangerous	Unsafe	Safe	Very Safe	Very dangerous	Unsafe	Safe	Very Safe	Very dangerous	Unsafe	Safe	Very Safe
April 2014	21%	45%	31%	3%	30%	40%	40%	0%	17%	50%	27%	7%
Oct. 2014	12%	33%	51%	5%	19% *	36% *	42% *	0% *	10%	17%	66%	7%
April 2015	23%	54%	23%	0%	11%	37%	49%	3%	37%	37%	21%	5%
Oct. 2015	38%	38%	24%	0%	20%	54%	26%	0%	4% *	73% *	23% *	0% *
Average	24%	43%	32%	2%	20%	42%	42%	1%	17%	44%	34%	5%

*1 respondent did not answer

- How safe or dangerous do you (staff member) feel this facility is for the youths?

Report Date	Birchwood				JG Richards				Willow			
	Very dangerous	Unsafe	Safe	Very Safe	Very dangerous	Unsafe	Safe	Very Safe	Very dangerous	Unsafe	Safe	Very Safe
April 2014	17%	21%	55%	7%	10%	30%	40%	20%	13%	47%	33%	7%
Oct. 2014	7%	30%	51%	12%	11% *	17% *	53% *	17% *	7%	10%	66%	17%
April 2015	4%	38%	50%	8%	3%	23%	66%	9%	21%	37%	21%	5%
Oct. 2015	36%	36%	29%	0%	17%	46%	37%	0%	18% *	48% *	34% *	0% *
Average	16%	31%	46%	7%	10%	29%	49%	12%	15%	36%	39%	7%

*1 respondent did not answer

The above two specific questions' responses indicated the staff assessed the current (October 2015) environment as "safe" (safe + very safe) ranging from 23% - 37%, while the reciprocal 63% - 77% of staff assessed the environment as "unsafe" (unsafe + very dangerous). Comparing the current safety environment (October 2015) to the average for the past two years, the BRRC have become a less safe environment for staff and youth.

The PbS survey asked a logical follow-up question to the assessment of the safety environment data:

- In your opinion, what would make this facility safer?

Responses	Birchwood	JG Richards	Willow *	Average
More Staff	71%	97%	69%	79%
Training	61%	44%	62%	57%
Safety Equipment	41%	38%	54%	44%
Other	34%	12%	12%	19%
Less Overcrowding	17%	3%	4%	8%

*1 respondent did not answer

The BRRC staff interviews also noted a staffing shortage. Currently, BRRC security has a budget of 236 staff (FTEs) with an on-board complement of 191 (81%) and 45 vacancies (19%). A dorm captain advised a current on-board staffing of 26 for her/his dorm, which was as high as 43 in the past four years. This captain advised the ideal staffing of a dorm (30 juveniles) during day shift was nine: two for each of the three pods (10 juveniles/pod); one for control room; one shift supervisor; and one floater needed due to logistics caused by juveniles' medication needs and attending therapy programs. Currently, many day shifts were operated by five security staff, which was a minimum staffing level. It was also noted to be beneficial if the three to four therapeutic treatment staff assigned to each dorm would schedule work in the early evening hours, as opposed to the current 9:00 am - 5:00 pm schedule, due to juveniles not returning to the dorms until 3:00 pm daily from school. Many interviews also noted an abnormally high security staff on worker's compensation. DJJ records reflected 66 BRRC staff on worker's compensation in 2015 averaging 4.25 days, with a slight increase of 26 BRRC staff out averaging 6.86 days in the first quarter of 2016.

The PbS data, as a whole, indicated a decrease in agency-wide secure facilities' safety environment at the April 2015 reporting period followed by another decrease in the most recent reporting period of October 2015. The BRRC mirrored this overall decrease in safety as illustrated by PbS staff surveys describing the environment as "unsafe" by a solid majority (63%-77%).

As an aside, the quality of the PbS reports coupled with each report's raw survey data negated the need for the SIG to survey DJJ staff. The PbS October 2015 staff surveys for each of the three facilities at the BRRC contained rich data beneficial to assess other operational aspects in addition to the emphasis on safety presented in this report (*see Appendix D for each facility's staff October 2015 survey results*).

B. Major Recent Events Impacting Safety

DJJ staff interviewees referred to one or more of four major events in the latter half of 2015 and early 2016 as indicative of the rising safety threat level at BRRC. These four events will be briefly summarized based primarily on ER staff reporting inasmuch as the criminal cases were still pending:

- On 8/18/2015, a juvenile broke a chair and used the pieces to break out a window between his dorm pod area and the security control room. He retrieved a bat and destroyed the computers, security monitors, a television, and virtually every window in the dorm. One staff was removed from the scene because juveniles were planning to attack him; this staff member later resigned based on this incident. Verbal threats by multiple juveniles were made towards staff. The dorm damage was so severe, all the juveniles had to be relocated to another dorm and the damaged dorm was uninhabitable for the remainder of calendar year 2015. The offending juvenile was criminally charged.
- On 9/17/2015, almost the entire Birchwood school juvenile population, approximately 100, exited the school building without permission. Fights and brawls broke out on the school's front lawn. Juveniles then ran behind the school and stood on opposite sides according to gang affiliation. The disturbance continued with control regained after an hour of continuous incidents. The report noted one juvenile's reason for the fighting, "wouldn't be like this if y'all put us all with our set (gang), and y'all going to catch hell until y'all move us." The DJJ-IG did not initiate an investigation into this matter based on no reported injuries or property damage.

On 9/18/2015, the very next night at approximately 11:00 p.m., several juveniles in the Magnolia dorm got out of control beginning with dangerous horse play, which required assistance from off-duty personnel and senior managers at the scene. Juveniles made verbal threats to staff. This was a tense situation inasmuch as the day before was, according to the report, "a major riot," and this dorm had "intense" gang involvement. The initial assessment was the juveniles had "joined together and are ready to fight staff." As a result, all staff was ordered out of the dorm for safety. Juveniles then damaged the dorm by breaking the TV; throwing a water cooler, microwave, and DVD player; kicked over the water fountain; and broke out lights. After becoming initially compliant and boarding a bus to the Crisis Management Unit for lock-up, a group of the juveniles jumped from the bus requiring SLED to respond. Two juveniles threw bricks from the roof of the science building breaking a car windshield. The last juveniles were secured at 5:00 a.m. the next day.

- On 12/19/2016, juveniles at the Crisis Management Unit kicked open a secure door, took over a wing of the building, and vandalized the wing by ripping down light fixtures and lighting fires causing major damage to the unit. A responding staff observed "3 large fires in the bay area," and then proceeded to

release other juveniles still secured in another wing of the building. The non-compliant juveniles proceeded to break into Birchwood School and caused minor damage. The Crisis Management Unit sustained major damage. SLED responded to the scene along with Richland County Fire Department. Six juveniles have been criminally charged.

- On 2/26/2016, the juveniles in a dorm lit multiple fires and broke out windows separating the dorm's three separate living pod areas. Sinks were ripped out and the control room's equipment and surveillance monitors destroyed. The juveniles pushed past staff to gain access to the entire campus, leaving the dorm with major damage in excess of \$10,000 and one staff with a foot injury from a juvenile throwing a fire extinguisher at her.

A group of juveniles then proceeded to the female dorm. The juveniles literally broke every exterior window and door in this dorm. One male juvenile has been charged with attempted criminal sexual conduct and assault for placing his hands under the clothing of a female juvenile, while a second juvenile was charged with attempted criminal sexual conduct for exposing himself.

Responding staff engaged a juvenile outside of the female dorm who had just attempted to aggressively gain access to female juveniles for sex. This juvenile had a pair of scissors in his hand, which he pointed at the staff demanding they "back the f--- up" and said he was not going back to lockup. Ultimately, the juvenile surrendered the scissors and was secured.

Juveniles also broke into the Birchwood School and caused in excess of \$10,000 damage, to include destroying a copying machine valued at \$7000 and its replacement cost \$10,000.

Several juveniles broke into the DJJ-IG's Annex Office and stole car keys to a staff member's personal car. Responding staff saw three juveniles in a parked car. As a staff member tried to open the door, the juveniles reversed at a high rate of speed with the car mirror hitting a staff member. The car hit a parked car causing major damage to both. As staff closed-in on the accident by foot, one juvenile then yelled, "hit those bitches." One juvenile exited the rear car door and a staff member entered the back seat as the car drove forward at a high rate of speed turning in the direction of two staff. The staff jumped out of the way and were missed by a "few inches." The staff member in the rear of the car grabbed the driver causing the car to jump the curb and stop 50 feet further in the grass. The two subjects in the car were secured after resisting.

One juvenile escaped through a drainage pipe under the fence and walked approximately a mile to a retail store where his mother worked. DJJ was notified and the juvenile was secured a short time after his escape.

The DJJ-IG's Office identified 14 subjects with criminal exposure, of which 13 have been charged criminally to date.

C. Employee Interviews

A cross section of the 31 BRRC staff (administration, security, therapeutic/clinical, and school) at the BRRC facilities were interviewed regarding the safety threat to DJJ staff and juveniles, as well as the DJJ event reporting process. Each interviewee was asked to rate the safety threat to staff and juveniles on a scale of one (low threat) to five (high threat). This resulted in an average threat level to DJJ staff of 4.3 and juveniles of 3.7.

Despite interviewees having different roles and experience levels, their responses to the same series of questions were consistent. Six themes emerged from the interviews, which had a level of overlap with each other: lack of consequences for juveniles; systemic gang mentality; chronic verbal abuse of staff; low security staff morale & problematic engagement with juveniles; heightened safety threat level of physical altercation; and inefficiency of the event reporting process.

1. Lack of Consequences for Juveniles

Virtually all staff interviews identified the implementation of a new juvenile disciplinary program, known as the Balanced and Restorative Justice Model (BARJ), as a major factor in the current high safety threat level at the BRRC facilities. BARJ was a national juvenile justice model designed to enable offenders make amends to victims; increase offender's competencies through understanding impact on victim; and protect the community through involving victims, the community, and offenders in the process.

Interviewees advised regardless of the seriousness of the juvenile's misconduct or behavior, BARJ's toolkit of consequences were essentially limited to the juvenile writing an apology letter to the victim, often a Juvenile Specialist (JS) serving as front-line security personnel, or doing extra duties like dorm clean-up. Many interviewees noted it took between three to six months after BARJ's implementation in late 2013 for the juveniles to catch on there were limited consequences, if any, for their bad behavior. As a direct result, according to most interviewees, juveniles' behavior became more aggressive, certainly exacerbated by the increased gang mentality at the BRRC. One interviewee commented JSs become disenfranchised when seeing juveniles assault JSs, yet the only consequences were apology letters. Multiple interviewees reported juveniles verbally flaunted the lack of consequences to JSs, who were trying to manage and address these same juveniles' behaviors.

The foundation of BARJ eroded overtime in that it was supposed to be victim based, yet the victims, generally JSs, often elected not to attend BARJ conferences on juvenile misconduct. One staff commented, 'juveniles would arrive at a BARJ conference with the apology letter already written before a consequence was decided.' One could rationally argue the BARJ conferences with nominal consequences actually reinforced bad behavior. Not one interviewee, even the therapeutic treatment staff, believed BARJ was effective, and almost all interviewees identified BARJ as undermining the order, safety, and security of the BRRC facilities. There were several interviewees who genuinely believed better skilled security staff may have allowed BARJ to be effective, but even these interviewees recognized the current safety threat was intolerable and change was required.

Senior staff with experience of the order, safety, and security conditions before BARJ, repeatedly noted the previous disciplinary model with higher level consequences positively impacted juvenile behavior and deterred future misconduct. For example, serious misconduct, often overly aggressive behavior, led to separating a juvenile from the general population to receive enhanced treatment and assurance of changed behavior prior to returning to a general population dorm environment. Consequences to juveniles' bad behaviors were immediate. Interviewees stated it takes days and even weeks before BARJ sanctions were imposed on the juveniles following incidents. Further, if the juvenile chooses not to have a BARJ conference for the alleged misconduct/behavior, then it did not take place and the BARJ incident was "frozen." The staff then attempted to persuade the juvenile to attend with the only consequence being a points system for other privileges was also "frozen" during this period of negotiating with the juvenile to attend.

Security management operating in the juvenile dorms felt strongly the BARJ was part of an overall program, which was well intended, to transform the BRRC towards a therapeutic treatment facility. The BRRC certainly should focus on rehabilitation, to include therapeutic components, but the security staff asserted DJJ's first

priority should be to protect the community from criminal juvenile offenders and maintain the safety and security of the juveniles and staff. In short, the security staff strongly felt BARJ's processes designed to optimize therapeutic treatment conflicted with fundamental principles of operating a safe facility securing criminally charged juveniles.

2. Systemic Gang Mentality

Interviewees noted a strong gang presence at BRR. Multiple interviewees reported when new juveniles arrived, they were given the choice of becoming affiliated with a gang or face a "beat down." An interviewee with close contact to juveniles estimated 90% of the assaults on staff by juveniles were done at the direction of a gang leader. Regardless of gang affiliation, the gang mentality promotes an arrogant and defiant attitude in an attempt to intimidate others, especially in the presence of other gang members. Status and respect are gained through acts of seemingly remorseless violence. A gang fundamental principle of maintaining respect generates disproportionate aggressive responses to often minor incidents.

One interviewee provided an anecdote where a newly arrived juvenile just wanted to do his time and earn parole or transfer to a community camp as quick as possible. However, he joined a gang out of self-preservation. He was then instructed by a gang leader to assault a staff member. He recognized this assault would likely prolong his confinement at the BRR, but he had no alternative given the need for his own safety to be affiliated with a gang. He assaulted the staff member.

3. Chronic Verbal Abuse of Staff

On a daily basis, the lack of respect and verbal abuse by juveniles toward DJJ staff was, in the words of one interviewee, "relentless, goes unchecked, it is so out of control and the JSs have no tools to address behavior." Some JSs with the right combination of experience, maturity, and interpersonal skills could command the respect of the juveniles to maintain control. However, many JSs were young and inexperienced, and the juveniles were abusive without consequence. Senior staff recalled prior to BARJ, there was always a level of juvenile aggression and misconduct, but it was only one or two per dorm and manageable. Now, with the gang mentality, it seemed like the new norm was a small number of leaders could influence aggressive and bad behavior of an entire dorm.

Multiple interviewees noted new JS recruits quit in surprising numbers either during training when exposed to the juveniles or shortly after starting work due to the verbal abuse and tension with the juveniles. A JS reported entering on duty in a class of 14 JS cadets two years ago, and now only two from this class were still employed at DJJ.

4. Low Security Staff Morale & Problematic Engagement with Juveniles

As the juveniles' behavior worsened without consequences, the staff's ability to maintain compliance through mentoring, counseling, and re-directing a juvenile became less effective. When a juvenile's aggression and non-compliance became uncontrollable, the JSs' remaining tool was placing the juvenile in a segregated isolation, also known as a "lock-up" room in the Crisis Management Unit (CMU). Lock-up was more of a juvenile "time out" in that once the juvenile was determined to be "CCS (calm, cooperative, and safe) compliant," the security staff had policy pressure to return the juvenile to the dorm. As a result, lock-up as a consequence and behavior deterrent lost effectiveness. Interviewees reported, again, juveniles verbally flaunted the security staff, such as "be back in a couple of hours" after a misconduct event because they understood they only needed to be "CCS compliant" to return to the dorm. Between BARJ's nominal consequences and the

CCS compliant policy, the security staff felt the management policies emboldened juvenile bad behavior and took away tools to deter bad behavior, which undermined order, safety, and security.

Virtually all interviewees noted many JSs have become less engaged with the juveniles for many reasons. There was a perception engagement with an aggressive juvenile may end up in an altercation requiring the use of force, which then placed JSs at risk of losing their jobs or even being criminally charged. The DJJ-IG investigated, rightfully, the use of force reports by staff. However, the security staff reported incidents where they believed JSs were inexplicably disciplined for using too much force, particularly when the juvenile was injured. The staff advised when force was required, incidents unfold in unpredictable ways that may lead to injuries to staff or the juvenile. The staff felt management did not take this reality into account when assessing use of force incidents, and the security staff got unfairly disciplined for uncontrollable outcomes when appropriately using force. Security staff did not see management support when engaging an aggressive and agitated juvenile, so it caused a chilling effect on the security staff to address misconduct. Further, staff felt it had a limited use of force continuum in that they were not trained in defensive tactics, nor supplied with mace or handcuffs.

Security staff also became disengaged due to just an overall feeling of “why bother” due to the BARJ process and fatigue of operating in the high stress environment without remedy. Many described the security staff as losing hope, which was reflected in their level of engagement and turnover. Several witnesses noted the lack of JSs engagement was particularly noticeable when reviewing the recorded video of an incident.

The dorm security staff raised these issues to its security executive management. The response was the same – BARJ was not going anywhere, so support it or find another job. The increase in juvenile misconduct was viewed by upper security management as a failure of security and the treatment staff in the execution of the BARJ strategy, while still believing the BARJ strategy was sound. In fairness to the security executive management, BARJ was intended to drive a cultural change in how security staff carried out their duties, and some pushback to change was to be expected. In short, security staff in the dorms blamed the escalating juvenile misconduct on management policies, while management blamed it on front-line staff’s failure to implement BARJ and resistance to change. However, both agreed the juveniles’ misconduct was escalating without a solution other than doing more of the same.

A description of the same incident by an executive security manager and a dorm security staff illustrated this situation. An executive witnessed multiple juveniles exiting a bus at their dorm and then running to a nearby dorm, which was prohibited, yet the responsible JS stood by and did nothing. The executive and another staff member moved these juveniles back to their appropriate dorm. From the front-line security staff perspective, the JS had been dealing with these non-compliant juveniles all day without any tool to gain compliance, so the JS just did not even care. It is understandable the executive’s dissatisfaction, and the JS’s inaction was inappropriate. However, the root cause was much deeper than just an individual performance issue of not taking initiative; it was a symptom of systemic lack of engagement based on front-line security staff’s unhealthy operating environment.

5. Heightened Safety Threat Level for Physical Altercations

All the aforementioned factors combine to create a heightened safety threat level—escalating juvenile misconduct; chronic verbal abuse of staff; and security staff disengagement from juveniles. The juveniles heightened aggressiveness appeared to create a tension where juveniles became unpredictable and small issues could quickly escalate into a confrontation or physical altercation. The following anecdotes provided by staff illustrated conditions on the ground:

- A teacher was assaulted and robbed in class by two male juveniles. While being held against the wall, the teacher's wallet with \$100 was taken, while the rest of the class sat and watched the entire event transpire. The two juveniles returned to their seats and remained in the classroom.
- Several interviewees reported juveniles invading staff personal space and threatened to sexually assault them, to include going to their personal residence when released.
- A male therapeutic staff member working in the dorms stayed in the office when his female co-workers provided therapeutic counseling to juveniles, because he realized his co-workers feared for their security and juveniles were much more unpredictable in the current environment.
- Staff recognized gang leaders have the power to demand low level gang members assault staff without warning.
- It takes 30 security staff daily at the school to create a safe environment for 100 juveniles, where it took much less five years ago. The optimal staffing for a dorm of 30 juveniles was nine security personnel, where it took much less five years ago.
- A JS stated the severity of the incidents at DJJ had trickled into family life with a daughter asking the JS to quit for fear of not coming home due to injury or death.

6. Inefficiency in the Event Reporting Process

Not one interviewee reported any management directive or practice to suppress, destroy, or not report a reportable event under policy. However, many staff interviewed noted increased emphasis on the accuracy and scrutiny of ERs during April and October of each year, which were known as "PbS" months. This increased emphasis could be perceived as influencing staff, but the security managers all, to a person, said it had no impact on their duty to report events and deal with misconduct and aggressive, non-compliant juveniles. Data from these two months played an important role in bi-annual PbS performance reports for each of the seven facilities.

Security management staff did comment on directions from upper management on keeping the "lock-up" events and time in lock-up down during PbS months. However, an analysis of the use of the lock-up during the PbS months for the most recent two-year period at the Birchwood facility identified only one month (4/2014) in which its lock-up average hours/incident was the lowest in comparison to the month before and after the PbS months. The same analysis conducted for the most recent one-year period for the John G. Richards facility determined its PbS month lock-up average hours/incident was never the lowest when compared to the month before and after the PbS month. Further, all three facilities were "red" in three isolation critical outcome measures in October 2015 and "red" in one isolation COM in April 2015, which indicated isolations were being sufficiently reported to trigger "red" critical outcome measures.

Security managers reported a pattern of friction with executive security managers after the implementation of BARJ on the use of "lock-up." Managers reported time periods where permission had to be obtained from the Facility Manager, who was responsible for security at the BRRRC, to lock-up a juvenile. A security manager also reported executive management implemented a "bump system," where only five juveniles could be in lock-up at any given time to artificially cap lock-ups. Most all security managers noted executive managers closely monitored lock-up and pressed lower level managers to release juveniles at a quicker rate than lower level

managers thought appropriate to address misconduct. Security managers reported they were told by executive management that pressure from external advocacy groups and juvenile attorneys were influencing these executives' decisions to keep lock-ups down; interview with executives could not confirm this. Security managers were uncertain as to these executives exact rationale, but several acknowledged it could have been just a different professional judgment on the appropriateness of lock-up as a reason for their differences. Security managers argued they did not use lock-up as a punitive tool, but rather as a tool of last resort to address an aggressive, non-compliant juvenile which also had a deterrent value for future misconduct as it had worked in the past.

Underreporting of juvenile bad behavior or incidents as required by policy in an ER was generally acknowledged by interviewees. The underreporting did not have a nefarious motive. Underreporting was generally attributed to the security staff's pattern of disengagement and disenchantment with the BARJ disciplinary process. As noted by the PbS Unit, security staff were contemporaneously documenting events in facility shift reports but not following through with individual ERs.

Interviewees described the event reporting process as inefficient, cumbersome, "too many people touch the paper," and had many opportunities for human error in routing ERs. The PbS Unit was to receive most all incident reports, yet its quality control review of facility shift reports revealed incidents not reported via an ER that should have been reported. Follow-up with dorm units obtained the missing ERs, which were conservatively estimated as 20% of the total ERs received by the PbS Unit. BARJ coordinators located in the dorms reported a similar problem of having to "chase down" paperwork on a regular basis. BARJ coordinators reported they knew an event occurred, but were not routed a copy of the ER. The DJJ-IG reported a similar pattern of a staff member checking on the status of DJJ-IG investigating an ER, yet the ER was not in their system despite the complaining staff having a copy of the original ER.

Anecdotally, security staff suggested ER offenses were inappropriately lowered during the BARJ conference. Specific instances were identified, but the counter argument to downgrading the offense was the ER's facts did not support the offense or further investigation during the BARJ conference process warranted the downgraded charge. Additionally, often time the victim security staff did not participate leaving the BARJ coordinator hearing unchallenged, downgrading arguments from the juvenile. The BARJ coordinator had the authority to downgrade an offense and it was not discernible to distinguish a difference of opinion on facts from a pattern of bias minimizing juveniles' offenses.

A similar issue was a feeling by some security staff of not pressing criminal charges on a juvenile, which appeared by policy to be each individual staff's discretionary decision. There was also an impression there was a high prosecutive threshold on juveniles already incarcerated for a crime, so even pursuing charges would not necessarily result in an actual prosecution.

All interviewees provided statements under oath with the admonishment of administrative sanctions, up to dismissal, for lack of candor during the interview.

D. Proposed DJJ Improvement Plan

The April 2015 PbS report, disseminated in June 2015, initially provided performance data of the declining safety at the three BRRC facilities. Based on these declining ratings and corresponding decrease in safety outcomes, the BRRC security manager was removed in August 2015. A career professional from the state's Department of Corrections was selected as the Facility Administer replacement. In early Fall 2015, after the 9/17/2015 major incident at the school, the DJJ developed a formal correction action plan (*see Appendix I*).

After the 2/26/2016 major incident, the DJJ executive responsible for overall security was separated, in part, based on the lack of timely implementation of the Fall 2015 correction action plan. This Fall 2015 plan was updated again on 3/9/2016 along with an increased sense of urgency required given the safety threat level (*see Appendix E*). This new DJJ improvement plan's overview stated, "with these recent security compromises, it has become clear that significant changes need to be made to the way DJJ administers juvenile discipline, staffing and staff training, the physical security of its facilities, and its treatment, support, and cooperation efforts." Key elements of the improvement plan included:

- The DJJ will be introducing a new system of juvenile discipline for secure facilities. The goal is to ensure juveniles understand if they intend to threaten or harm staff or fellow juveniles, there will be swift and certain consequences for their actions;
- Develop a tiered system of secure housing and treatment based on the needs of juveniles. These additional tiered levels of secure housing will create a continuum to respond to the conduct and treatment needs of youth;
- Establish a Rapid Response Team to effectively address emergency situations;
- Enhance physical security through installing break-resistant glass and tamper-resistant fixtures in dorms; add fencing; improve cell security in the Crisis Management Unit; and security for control rooms;
- Address current high personnel turnover with improvement in recruitment, hiring process, compensation, and training;
- Hire a new Police Chief and Gang Intervention Specialist; and
- Improve treatment coordination of seriously mentally ill and intellectually disabled juveniles through involvement of sister State agencies, as well as train all clinical staff in Aggression Replacement Training.

Interestingly, all eight interviews in early April 2016 near the conclusion of the SIG's fieldwork noted a noticeable decline in the safety threat level at BRRC during the prior month. The staff reported after the 2/26/2016 incident, the criminal charging and removal of the juvenile ringleaders to an adult detention center demonstrated consequences for actions influencing the BRRC juveniles' behaviors. A juvenile ringleader commented to staff, 'I'm not playing around; they're sending people to prison.' Additionally, security staff had been empowered to keep juveniles locked-up for longer periods, with corresponding treatment, until a change in behavior and attitude was more consistent, which, according to interviews, had improved behaviors as juveniles were released back to the dorm.

IV. Integrity Allegations Involving the Event Reporting Process

A. Event Reporting Policy

The DJJ ER policy (I-3.2), dated 7/1/2014, contained nine pages of procedures and a three page attachment itemizing 66 types of reportable events (*see Appendix F*). A reportable event was a serious incident or accident related to DJJ staff, juveniles, or DJJ facilities using the policy's 66 types of reportable events as a guide. These 66 reportable events were categorized as either "priority 1," "priority 2," or no priority attached but a reportable PbS event. All events were reported on a standard form (I-3.2A) requiring a supervisor's review and signature.

All priority 1 ERs required an immediate call and fax the ER to the DJJ Police Dispatch Unit (DJJ-PDU). The DJJ-PDU entered the ER's information into an index data base, known as the Event Reporting Management Information System (ERMIS), and assigned a unique ERMIS number. This ERMIS number was to be provided to the originator and placed on the original ER as verification the event was reported and as a future unique reference number. All priority 2 ERs required a fax to the DJJ-PDU within 24 hours or the next business day if on a holiday or weekend.

In each of the seven facilities participating in PbS, most all ERs (priority 1; priority 2; no priority but reportable PbS event) were copied to each facility's PbS site manager for processing. The original ER was maintained at the originating facility for three years.

To provide an understanding of the frequency of ERs and major categories, the below table sets forth event reporting data for a six month period (7/1/2015 – 12/31/2015) for the three facilities at BRRC containing approximately 109 juveniles:

ER Major Categories	Total Six Months	Average/Month
Reportable Incidents	718	119
Assault on Youth	48	8
Physical Restraint Used	40	7
Mechanical Restraint Used	144	24
Injury to Staff	5	1
Assault on Staff	46	8

B. Event Reporting Practices

The DJJ had management practices to process ERs not specifically identified by policy. Based on interview, ERs generated in a dorm required the shift supervisor's review and signature. Priority 1 ERs were faxed as soon as prepared after an event to the DJJ-PDU by the shift supervisor, the fax receipt stapled to the original, and placed in the "daily folder." Priority 2 ERs were also faxed by the shift supervisor during the same shift, receipt stapled to the original, and placed in the "daily folder." It was noted the policy for the DJJ-IG providing the ER originator with the unique ERMIS case number rarely occurred. Additionally, most all priority 1 and 2 ERs required an accompanying BARJ "CCS Compliance - Community Conference" form (G-9.20AC) inasmuch as these ERs pertained to juvenile misbehavior (*see Appendix G*).

Each business day the dorm captain, or his/her designee, reviewed the daily folder, and then disseminated the ER and companion BARJ community form to a routine distribution list including the PbS coordinator, classification unit, dorm BARJ coordinator, dorm therapeutic manager and juvenile's social worker, and the facility manager. It appeared emailing scanned ERs was the preferred dissemination mechanism, but inasmuch as it was not required, faxing and internal mail routing were also used to disseminate.

The BARJ coordinator in each dorm then conducted necessary follow-up fact finding from the juvenile, victim, and witnesses, followed by a face-to-face BARJ conference. After the BARJ conference, the BARJ coordinator completed the BARJ case documentation, which was forwarded to the central BARJ Office, case descriptive data entered into an index database, and assigned a unique case number.

The security staff also used a BARJ "Unit Conference" form (G-9.20AU) for minor offenses by juveniles, such as horseplay and refusing to obey instructions (*see Appendix H*). A staff member had the discretion to

immediately sanction the juvenile, such as clean-up duty or early bedtime, or sometimes have a BARJ conference with the paperwork staying in the dorm.

If a Birchwood School staff member initiated an ER, it was reviewed and signed by a supervisor and turned in to the school's "traffic room" staffed by security personnel. Priority 1 and 2 ERs would be faxed to the DJJ-PDU. The original ER was provided to the dorm security staff responsible for the juvenile for appropriate distribution as denoted above.

C. Event Reporting Audit Testing

As part of the SIG's review of integrity allegations with DJJ's event report process, the SIG conducted audit testing of ERs being effectively routed to intended recipients. The effectiveness of this process was critical because the raw ER input data was required for many important DJJ operations, to include ensuring juvenile and staff safety; oversight of staff's use of force; therapeutic staff interventions; juvenile disciplinary matters; legal liability; and a critical component of the facility performance management system.

The SIG selected two sample months: 100% of January 2015; and 50% of November 2015. The SIG interviews suggested the PbS Unit record system as likely having the most complete set of ERs due to its quality control process comparing facility shift reports with ERs submitted and following up on potential missing ERs. During the two sample months, the PbS Office had 204 hardcopy ERs from the three BRRC facilities. Of these 204 ERs, 127 were deemed priority 1 or priority 2 offenses based on the event description, while the residual 77 were comprised of PbS reportable ERs other than priority 1 and 2 or even lesser events most often described as BARJ unit meetings. This sample of 127 ERs was compared to the DJJ-IG and the BARJ Office records to determine if the ERs were received by these two important ER recipients to be properly actioned.

The DJJ-IG records contained 69 of these 127 ERs for a 54% effectiveness rate of receiving priority 1 and 2 ERs based on the event's description. A review of the 127 ERs noted 92 had their priority 1 or 2 data field properly completed, while 35 ERs failed to do so. As a result, a more conservative measure of the "routing error" was comparing the 92 ERs properly marked to ERs received by the DJJ-IG. This resulted in identifying 57 ERs of the 92 ER sample for a 62% effectiveness rate. It was noted of the 35 ERs not properly marked priority 1 or 2, 12 (34%) were received by the DJJ-IG.

The BARJ dorm coordinator should have received all level 1 and 2 ERs involving juvenile conduct which were accompanied by a companion BARJ Community Conference form. Of the 127 ERs in the sample, seven were not considered juvenile misbehavior offenses, such as accidents or suicide attempts, which reduced the PbS sample to 120. The BARJ Office was able to identify receiving 85 ERs of the 120 ERs for a 71% effectiveness rate. The BARJ Office identified these 85 ERs through examining its case index system for completed BARJ conferences coupled with ERs actioned at the dorm level without completing a BARJ conference. ERs received and actioned but not resulting in a BARJ conference included ERs dismissed at the BARJ coordinator level due to lack of evidence or "frozen" where the juvenile refused to participate in the BARJ conference. In addition to the symptoms of the event report process's inefficiencies identified during staff interviews, the BARJ Office also identified two former employees with performance issues potentially impacting accurate BARJ conference documentation and data entry into BARJ's index database.

Of the ERs in the sample that should have been routed to both the DJJ-IG and the BARJ, only 51 (40 %) were in both record systems. An analysis of the major categories of missing ERs from the DJJ-IG (35) and BARJ (35) record systems were:

Categories of Missing Event Reports	DJJ-IG Frequency	BARJ Frequency
Juvenile Assault on Juvenile	5	7
Juvenile Assault on Staff	3	2
Contraband	6	8
Inciting Disturbance/Damage to Property	12	8
Sexually Inappropriate Behavior/Sexual Misconduct	7	7
Miscellaneous	2	3
Total Missing Event Reports	35	35

D. Individual Allegation Investigations

Individual allegations of missing incident reports were provided by five DJJ staff members (teachers and JS personnel). A total of 39 incident reports were provided for review to determine if these reports were captured in the ERMIS and BARJ databases, because these DJJ staff had not received feedback from either DJJ-IG or BARJ staff on the incidents reported. Two event reports not considered juvenile misconduct offenses reduced the sample to 37. Of the 37 ERs, 28 (76 %) were found in ERMIS and 11 (30 %) in the BARJ database. It was noted none of the nine missing ERs in ERMIS involved a security use of force or juvenile assault on staff.

In addition to the 39 ERs, teachers provided 11 BARJ “unit forms” for various minor offenses which were, by policy, handled by the dorm staff and not forwarded to the DJJ-IG or the BARJ Office. This misunderstanding of the “unit form” process may have contributed to these individual teachers’ questioning the BARJ process. The Birchwood School leadership reported teachers systemically complained about not being included in BARJ conferences. As a result, the BARJ Office met with school representatives, which was followed by a noticeable increase in BARJ coordinators involving teachers in the process.

The staff interviews depicted a level of misrouting of ERs which was corroborated by the audit testing. Although 31 staff, all under oath, did not witness nor were aware of any intentional destruction or misrouting of ERs, the looseness in the event reporting process provided ample opportunity for such individual misconduct easily commingled among the errors the system literally manufactured due to its dependence on manual routing of ERs.

V. Way Forward

The DJJ should be applauded for demonstrating organizational initiative in seeking a higher level of juvenile justice effectiveness by implementing the BARJ model at the secure BRRC facilities. It did not work. The DJJ has shifted its strategy and developed a reasonable plan to solidify an orderly, safe, and secure environment at the BRRC, which has been aggressively pursued yielding early indicators of positive change. However, a reasonable strategy does not equate to success; it must be executed with robust leadership, monitoring, and adjustments until the objectives are realized. The DJJ needs to establish one manager with the full authority to control all assets and personnel at the BRRC, and be held accountable for achievements of the objectives to solidify order, safety, and security. The fragmentation of personnel among security, education, and therapeutic/clinical treatment inhibits a unity of command to ensure these critical safety related objectives are achieved.

Interviews sometimes pitted a therapeutic model against a correctional facility model in how the BRRC should move forward. However, both security staff and therapeutic staff were consistent in their analysis a juvenile

can't benefit from treatment without first establishing order, safety, and security. Both security and therapy can co-exist and be accomplished with basic management principles without using isolation as punitive tool. There needs to be recognition by all stakeholders that not all juveniles can be treated the same. Further, negative reinforcement should not be confused with punishment and summarily dismissed; people are quite happy and will work hard to avoid a situation/consequence with increased positive behaviors.

This is best illustrated by the seemingly endless debate on the use of isolation or lock-up in juvenile corrections. Isolation for punishment should be abhorred. However, isolation seems quite appropriate as a short-term tool to facilitate a non-compliant, aggressive and abusive juvenile to become "calm, cooperative, and safe." Longer-term isolation should also be non-existent. However, separating recalcitrant juveniles with chronic aggressive/misconduct behaviors for treatment for whatever period of time needed certainly has a role. It not only therapeutically assists the juvenile, but it also has the benefits of protecting the general juvenile population's safety and standards of behaviors, as well as creates a negative reinforcer and deterrent for all juveniles.

There is no doubt DJJ is moving aggressively to solidify an orderly, safe, and secure environment at the BRRC. Additionally, DJJ should also automate the event reporting process workflow to increase efficiency and assurance the critical raw operational data, often juvenile conduct, is accurately captured, routed, and appropriately actioned at the DJJ.

VI. Findings and Recommendations

Finding 1: The BRRC staff worked under a high safety threat level in 2015 through early 2016.

Recommendation 1a: The DJJ should formally report on a periodic basis, such as quarterly, tracking progress on established objectives of DJJ's recent improvement plan, dated 3/9/2016, and should also consider supplemental surveys to employees and juveniles during the implementation phase given the number of stakeholders and the potential impact on a fragile juvenile population.

Recommendation 1b: The DJJ should consider requiring the therapeutic staff assigned to dorms modify their current 9:00 am - 5:00 pm hours to include early evening hours to increase availability to counsel juveniles outside of school hours ending at 3:00 pm daily.

Recommendation 1c: The DJJ should establish minimum dorm shift staffing levels based on a rigorous risk assessment at the BRRC and not on national standards or historical practices, which would then allow executive management to track and be accountable for this important safety factor.

Recommendation 1d: The DJJ should consider formally establishing a policy requiring order, safety, and security as required precursors to providing effective rehabilitation and therapeutic programs.

Recommendation 1e: The DJJ should consider, at least during the implementation phase of the proposed performance improvement plan at BRRC, establishing a single manager responsible for all personnel and assets at the BRRC to focus accountability for results. This provides a single authority to coordinate the existing BRRC leadership fragmented between

security (rehabilitative services), clinical, and education, which is currently only fused at the Agency Head level.

Recommendation 1f: The DJJ should consider developing a policy in determining when pursuing criminal charges against a juvenile's conduct is warranted in order to have consistent consequences for similar behavior, and discontinue deferring to each staff member's personal preference when to pursue criminal charges.

Finding 2: The event reporting process was inefficient and ineffective.

Recommendation 2a: The DJJ should consider automating the event reporting process, which creates one official record with a unique identifier; full text retrieval capabilities; accessible to the many consumers; and audited on a periodic basis for completeness.

Recommendation 2b: The DJJ should examine the existing separate data bases for classification, discipline, and investigations for potential integration into the proposed automated system containing ERs, which could yield long-term efficiencies if linked with appropriate access/security controls.

Finding 3: The PbS bi-annual reports were an effective performance management tool, but appeared under-utilized as a management tool to stimulate positive change.

Recommendation 3a: The DJJ should consider establishing a new performance improvement plan (PIP) after each bi-annual report, rather than current practice of multi-year open ended PIPs, to fix accountability for results/timelines and add heightened urgency to particularly address order, safety, and security issues identified.

Recommendation 3b: The DJJ should consider changing its PbS methodology of pre-selecting April and October as data collection months, which creates, at a minimum, a perception of influencing personnel in completing ERs during those months.

Administrative Note: The DJJ comments on the draft report were considered and factored into the final report. DJJ did not object or comment on any findings or recommendations in the final report.








































APPENDICES






























































- A. Birchwood Facility PbS “Critical Outcome Measures” ratings, October 2015
- B. John G. Richards PbS “Critical Outcome Measures” ratings, October 2015
- C. Willow Lane Facility PbS “Critical Outcome Measures” ratings, October 2015
- D. PbS Staff Surveys for BRRC Facilities, October 2015
- E. DJJ Improvement Plan, dated 3/9/2016
- F. DJJ ER Policy (I-3.2) & Form (I-3.2A)
- G. BARJ Community Conference Form (G-9.20AC)
- H. BARJ Unit Conference Form (G-9.20AU)
- I. DJJ Fall 2015 Performance Improvement Plan

















Appendix - A





Critical Outcome Measure Performance Profile

Birchwood - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%				
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%				
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%				
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%				
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR				
Order 04	Mechanical restraint use per 100 person-days of youth confinement.	DC/CR				
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report				
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR				
	Isolation, room confinement,					

Order 08	segregation/special management unit use per 100 person-days of youth confinement.	DC/CR				
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR				
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR				
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR				
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A				
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR				
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR				
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR				
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR				
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form				
Safety 10	Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR				
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR				
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR				
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey				
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey				
	Percent of interviewed youths who					





























Safety 15	report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey				
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A				
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR				
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR				
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR				
Formula Totals		Critical OM Totals	32 / 32 Green (100%)	25 / 34 Green (73.53%)	19 / 34 Green (55.88%)	14 / 34 Flags (41.18%)






















































Critical Outcome Measure Performance Profile Score	Score	Status
DC/CR, Sample Size, Youth Record Not Recorded Data Elements	100%	
Same/Better than Field Average	73.53%	
Better than Prior Data Collection	55.88%	
Consider for Facility Improvement Plan	58.82%	





































Appendix - B

Critical Outcome Measure Performance Profile





John G. Richards - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%				
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%				
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%				
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%				
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR				
	Mechanical restraint use per					

Order 04	100 person-days of youth confinement.	DC/CR				
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report				
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR				
Order 08	Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.	DC/CR				
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR				
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR				
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR				
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A				
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR				
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR				
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR				
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR				
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form				
	Youths injured during the					

Safety 10	application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR				
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR				
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR				
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey				
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey				
Safety 15	Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey				
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A				
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR				
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR				
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR				
Formula Totals		Critical OM Totals	32 / 32 Green (100%)	22 / 34 Green (64.71%)	19 / 34 Green (55.88%)	15 / 34 Flags (44.12%)





























Critical Outcome Measure Performance Profile Score



















































	Score	Status
DC/CR, Sample Size, Youth Record Not Recorded Data Elements	100%	
Same/Better than Field Average	64.71%	
Better than Prior Data Collection	55.88%	
Consider for Facility Improvement Plan	55.88%	


































Appendix - C

Critical Outcome Measure Performance Profile

Willow Lane Facility - Female - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%				
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%				
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%				
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%				
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%				
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%				
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR				
	Mechanical restraint use per					

Order 04	100 person-days of youth confinement.	DC/CR				
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report				
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR				
Order 08	Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.	DC/CR				
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR				
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR				
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR				
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A				
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR				
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR				
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR				
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR				
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR				
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form				
	Youths injured during the					

Safety 10	application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR				
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR				
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR				
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey				
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey				
Safety 15	Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey				
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A				
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR				
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR				
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR				
Formula Totals		Critical OM Totals	32 / 32 Green (100%)	26 / 34 Green (76.47%)	30 / 34 Green (88.24%)	9 / 34 Flags (26.47%)

Critical Outcome Measure Performance Profile Score**Score****Status****DC/CR, Sample Size, Youth Record Not Recorded Data Elements**

100%

**Same/Better than Field Average**

76.47%

**Better than Prior Data Collection**

88.24%

**Consider for Facility Improvement Plan**

73.53%



Appendix - D

Survey Summary Birchwood 10/01/2015 to 11/20/2015

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	42	98%
I do not agree to participate in the staff climate survey	1	2%

Date survey administered:

Days of the week ▼

Day	Count	Percent
Monday	20	48%
Tuesday	10	24%
Thursday	8	19%
Friday	2	5%
Wednesday	2	5%

Staff gender:

Value	Count	Percent
Female	26	62%
Male	11	26%
Refuse to answer	5	12%

Next » or 1. Untitled Page ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Good	20	48%
Poor	12	29%
Somewhat good	9	21%
Not recorded	1	2%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	40%
Good	13	31%
Poor	10	24%
Excellent	1	2%
Not recorded	1	2%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Good	16	38%
Somewhat good	14	33%
Poor	12	29%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Somewhat good	19	45%
Good	12	29%
Poor	11	26%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
Yes	28	67%
No	14	33%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent
Unsafe	16	38%
Very dangerous	16	38%
Safe	10	24%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	15	36%
Very dangerous	15	36%
Safe	12	29%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	35	83%
No	7	17%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.12	0	1	4	35	2

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
No	19	54%
Yes	16	46%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	29	71%
Training	25	61%
Safety equipment	17	41%
Other	14	34%
Less overcrowding	7	17%

Value	Count	Percent
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9a. If other, please specify:
Summary data is not available for this question.

« Previous

Next »

or

2. Safety & Security

▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Agree	18	43%
Somewhat agree	13	31%
Somewhat disagree	7	17%
Strongly disagree	4	10%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	19	45%
Agree	10	24%
Somewhat disagree	8	19%
Strongly disagree	5	12%

12. What training would you like to see?

Value	Count	Percent
Gang training	29	69%
Safety and security	18	43%
Communication	16	38%
Agency policies and procedures	16	38%
Sexual assault prevention	16	38%
Incident reporting	15	36%
Aggression Replacement Therapy (ART)	15	36%
General behavior management	15	36%
Appropriate staff/youth relationships	14	33%
Ethics	14	33%

1 2 3 Next »

12a, If other, please specify:

Summary data is not available for this question.

« Previous	Next »	or	3. Training	▼
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Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
No	22	52%
Yes	20	48%

13b. The food is good

This statement is true

Value	Count	Percent
Yes	18	43%
No	17	40%
Not recorded	7	17%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
No	22	52%
Yes	19	45%
Not recorded	1	2%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
Yes	30	71%
No	12	29%

13e. The rules here are fair for youths

This statement is true

Value	Count	Percent
Yes	31	74%
No	11	26%

13f. Overall, in the housing units, everything is in working order**This statement is true**

Value	Count	Percent
Yes	22	52%
No	18	43%
Not recorded	2	5%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries**This statement is true**

Value	Count	Percent
Yes	34	81%
No	8	19%

13h. The common areas are clean**This statement is true**

Value	Count	Percent
Yes	22	52%
No	19	45%
Not recorded	1	2%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	22	52%

Value	Count	Percent
Poor	13	31%
Fair	4	10%
Excellent	3	7%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Poor	15	36%
Fair	13	31%
Good	13	31%
Excellent	1	2%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Poor	16	38%
Good	14	33%
Fair	10	24%
Excellent	2	5%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	29	69%
Disagree	6	14%
Strongly Disagree	5	12%
Strongly Agree	2	5%

18. I know what my job expectations are.

Value	Count	Percent
Agree	26	62%
Strongly Agree	8	19%
Disagree	6	14%
Strongly Disagree	2	5%

19. I am satisfied with my job.

Value	Count	Percent
Agree	25	60%
Disagree	7	17%
Strongly Disagree	6	14%
Strongly Agree	4	10%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	33	79%
Yes	9	21%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

Value	Count	Percent
Yes	5	56%
No	4	44%

« Previous

Next »

or

4. Living and Working Conditions/Climate ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly true	23	55%
True	7	17%
Mostly untrue	5	12%
Not applicable	4	10%
Not true at all	3	7%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	20	48%
Mostly untrue	13	31%
Not true at all	4	10%
True	4	10%
Not applicable	1	2%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Fair	16	38%
Good	15	36%
Not applicable	8	19%
Poor	3	7%

24. How would you rate the health services for youths?

Value	Count	Percent
Good	27	64%
Fair	6	14%
Not applicable	6	14%

Value	Count	Percent
Excellent	2	5%
Poor	1	2%

25. How would you rate educational programming for youths?

Value	Count	Percent
Fair	17	40%
Good	15	36%
Poor	7	17%
Excellent	3	7%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	17	40%
Fair	13	31%
Not applicable	6	14%
Poor	5	12%
Excellent	1	2%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Good	23	55%
Poor	8	19%
Fair	8	19%
Not applicable	3	7%

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Good	19	45%
Fair	13	31%
Poor	7	17%

Value	Count	Percent
Excellent	2	5%
Not applicable	1	2%

« Previous Next » or 5. Programs ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	27	64%
Yes	13	31%
No	2	5%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	32	76%
Yes	8	19%
No	2	5%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	24	57%
Yes	16	38%
No	2	5%

32. Do staff use force only when they really need to?

Value	Count	Percent
Yes	24	57%
Sometimes	15	36%
No	3	7%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	20	48%
Yes	18	43%
No	4	10%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	22	52%
Yes	15	36%
No	5	12%

35. Do staff treat residents fairly?

Value	Count	Percent
Sometimes	23	55%
Yes	18	43%
No	1	2%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	21	50%
Don't know	18	43%
No	3	7%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Don't know	21	50%
Yes	17	40%
No	4	10%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent
Yes	30	71%
No	12	29%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	24	57%
Yes	18	43%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
Yes	23	55%
No	19	45%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	22	52%
Yes	19	45%
No	1	2%

42. Which of the following statements are true for you?

42a. I have better results working with the youths when I include families.

This statement is true

Value	Count	Percent
Yes	34	81%
No	7	17%
Not recorded	1	2%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	28	67%
No	13	31%
Not recorded	1	2%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	39	93%
No	2	5%

Value	Count	Percent
Not recorded	1	2%

or

Survey Summary John G. Richards 10/01/2015 to 11/20/2015

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	35	90%
I do not agree to participate in the staff climate survey	4	10%

Date survey administered:

Days of the week ▼

Day	Count	Percent
Friday	14	40%
Thursday	7	20%
Wednesday	6	17%
Monday	6	17%
Sunday	1	3%
Tuesday	1	3%

Staff gender:

Value	Count	Percent
Female	21	60%
Male	13	37%
Refuse to answer	1	3%

Next » or 1. Untitled Page ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Good	21	60%
Somewhat good	8	23%
Poor	6	17%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	49%
Good	16	46%
Poor	2	6%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Good	21	60%
Somewhat good	10	29%
Poor	4	11%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Good	18	51%
Somewhat good	15	43%
Poor	2	6%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
Yes	22	63%
No	13	37%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent
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Value	Count	Percent
Unsafe	19	54%
Safe	9	26%
Very dangerous	7	20%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	16	46%
Safe	13	37%
Very dangerous	6	17%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	29	83%
No	6	17%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.41	0	4	12	29	0

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
Yes	19	66%
No	10	34%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	33	97%
Training	15	44%
Safety equipment	13	38%
Other	4	12%
Less overcrowding	1	3%

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Somewhat agree	17	49%
Agree	14	40%
Strongly disagree	2	6%
Somewhat disagree	2	6%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	18	51%
Agree	10	29%
Somewhat disagree	5	14%
Strongly disagree	2	6%

12. What training would you like to see?

Value	Count	Percent
Gang training	15	43%
Aggression Replacement Therapy (ART)	14	40%
General behavior management	13	37%
Verbal de-escalation	11	31%
Adolescent development	11	31%
Appropriate staff/youth relationships	9	26%
Functional Family Therapy (FFT)	9	26%
Use of isolation	8	23%
Cognitive behavior programs	8	23%
Communication	8	23%

1 2 3 Next »

12a, If other, please specify:

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13b. The food is good

This statement is true

Value	Count	Percent
No	21	60%
Yes	14	40%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
No	25	71%
Yes	10	29%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
No	20	57%
Yes	15	43%

13e. The rules here are fair for youths

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13f. Overall, in the housing units, everything is in working order

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries

This statement is true

Value	Count	Percent
Yes	24	69%
No	11	31%

13h. The common areas are clean

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	15	43%
Fair	11	31%
Poor	5	14%
Excellent	4	11%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Fair	17	49%
Poor	9	26%
Good	9	26%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Fair	17	49%
Good	10	29%
Poor	8	23%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	21	60%
Disagree	6	17%
Strongly Disagree	6	17%
Strongly Agree	2	6%

18. I know what my job expectations are.

Value	Count	Percent
Agree	28	80%
Disagree	4	11%
Strongly Agree	3	9%

19. I am satisfied with my job.

Value	Count	Percent
Agree	19	54%
Disagree	13	37%
Strongly Agree	2	6%
Strongly Disagree	1	3%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	35	100%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

There is no data to display for this question.

[« Previous](#)[Next »](#)

or

[4. Living and Working Conditions/Climate ▼](#)

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly true	18	51%
Not true at all	6	17%
Mostly untrue	5	14%
True	3	9%
Not applicable	3	9%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	25	71%
Not true at all	6	17%
True	2	6%
Not applicable	2	6%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Good	15	43%
Fair	14	40%
Not applicable	3	9%
Poor	3	9%

24. How would you rate the health services for youths?

Value	Count	Percent
Good	24	69%
Fair	7	20%
Not applicable	2	6%
Poor	1	3%

Value	Count	Percent
Excellent	1	3%

25. How would you rate educational programming for youths?

Value	Count	Percent
Good	12	34%
Poor	11	31%
Fair	9	26%
Not applicable	2	6%
Excellent	1	3%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	17	49%
Fair	12	34%
Poor	6	17%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Fair	15	43%
Good	13	37%
Poor	6	17%
Not applicable	1	3%

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Fair	15	43%
Good	13	37%
Poor	4	11%
Excellent	2	6%
Not applicable	1	3%

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	21	60%
Yes	13	37%
No	1	3%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	28	80%
Yes	7	20%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	26	74%
Yes	9	26%

32. Do staff use force only when they really need to?

Value	Count	Percent
Sometimes	19	54%
Yes	16	46%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	22	63%
Yes	12	34%
No	1	3%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	25	71%

Value	Count	Percent
Yes	7	20%
No	3	9%

35. Do staff treat residents fairly?

Value	Count	Percent
Sometimes	24	69%
Yes	11	31%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	20	57%
Don't know	12	34%
No	3	9%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Yes	17	49%
Don't know	16	46%
No	2	6%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent
Yes	19	54%
No	16	46%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	28	80%
Yes	7	20%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
No	24	69%

Value	Count	Percent
Yes	11	31%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	27	77%
Yes	7	20%
No	1	3%

42. Which of the following statements are true for you?

42a. I have better results working with the youths when I include families.

This statement is true

Value	Count	Percent
Yes	21	60%
No	13	37%
Not recorded	1	3%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	23	66%
No	10	29%
Not recorded	2	6%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	26	74%
No	8	23%
Not recorded	1	3%

Survey Summary Willow Lane Facility - Female

11/20/2015

10/01/2015 to

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	26	63%
I do not agree to participate in the staff climate survey	15	37%

Date survey administered:

Days of the week ▼

Day	Count	Percent
Tuesday	9	35%
Monday	6	23%
Thursday	5	19%
Wednesday	3	12%
Friday	2	8%
Saturday	1	4%

Staff gender:

Value	Count	Percent
Female	25	96%
Refuse to answer	1	4%

Next » or 1. Untitled Page ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Somewhat good	12	46%
Good	11	42%
Poor	2	8%
Not recorded	1	4%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	65%
Good	7	27%
Poor	1	4%
Not recorded	1	4%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Somewhat good	14	54%
Good	7	27%
Poor	3	12%
Excellent	1	4%
Not recorded	1	4%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Somewhat good	15	58%
Good	5	19%
Poor	3	12%
Excellent	2	8%
Not recorded	1	4%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
No	14	54%
Yes	11	42%
Not recorded	1	4%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent
Unsafe	19	73%
Safe	5	19%
Very dangerous	1	4%
Not recorded	1	4%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	16	62%
Safe	9	35%
Not recorded	1	4%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	19	73%
No	6	23%
Not recorded	1	4%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.21	0	2	4	19	0

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
No	10	53%
Yes	9	47%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	18	69%
Training	16	62%
Safety equipment	14	54%
Other	3	12%
Less overcrowding	1	4%
Not recorded	1	4%

9a. If other, please specify:

Summary data is not available for this question.

[« Previous](#) [Next »](#) or [2. Safety & Security](#) ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Somewhat agree	11	42%
Agree	8	31%
Somewhat disagree	5	19%
Strongly disagree	1	4%
Not recorded	1	4%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	12	46%
Agree	7	27%
Somewhat disagree	6	23%
Not recorded	1	4%

12. What training would you like to see?

Value	Count	Percent
Gang training	12	46%
Communication	11	42%
General behavior management	10	38%
Verbal de-escalation	8	31%
Appropriate staff/youth relationships	8	31%
Aggression Replacement Therapy (ART)	7	27%
Safety and security	6	23%
Use of isolation	6	23%
Ethics	4	15%
Adolescent development	4	15%

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12a, If other, please specify:

Summary data is not available for this question.

« Previous	Next »	or	3. Training	▼
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Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
Yes	17	65%
No	8	31%
Not recorded	1	4%

13b. The food is good

This statement is true

Value	Count	Percent
No	14	54%
Yes	10	38%
Not recorded	2	8%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
Yes	13	50%
No	11	42%
Not recorded	2	8%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
Yes	17	65%
No	7	27%
Not recorded	2	8%

Value	Count	Percent
-------	-------	---------

13e. The rules here are fair for youths**This statement is true**

Value	Count	Percent
Yes	22	85%
No	3	12%
Not recorded	1	4%

13f. Overall, in the housing units, everything is in working order**This statement is true**

Value	Count	Percent
Yes	19	73%
No	6	23%
Not recorded	1	4%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries**This statement is true**

Value	Count	Percent
Yes	24	92%
No	1	4%
Not recorded	1	4%

13h. The common areas are clean**This statement is true**

Value	Count	Percent
Yes	20	77%
No	5	19%
Not recorded	1	4%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	14	54%
Poor	5	19%
Fair	3	12%
Excellent	3	12%
Not recorded	1	4%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Good	12	46%
Fair	8	31%
Poor	5	19%
Not recorded	1	4%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Good	9	35%
Fair	9	35%
Poor	6	23%
Excellent	1	4%
Not recorded	1	4%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	17	65%
Disagree	4	15%
Strongly Disagree	3	12%
Strongly Agree	1	4%

Value	Count	Percent
Not recorded	1	4%

18. I know what my job expectations are.

Value	Count	Percent
Agree	14	54%
Strongly Agree	6	23%
Strongly Disagree	4	15%
Disagree	1	4%
Not recorded	1	4%

19. I am satisfied with my job.

Value	Count	Percent
Agree	14	54%
Disagree	5	19%
Strongly Disagree	4	15%
Strongly Agree	2	8%
Not recorded	1	4%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	21	81%
Yes	4	15%
Not recorded	1	4%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

Value	Count	Percent
Yes	4	100%

« Previous

Next »

or

4. Living and Working Conditions/Climate ▼

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly untrue	9	35%
Mostly true	8	31%
True	3	12%
Not applicable	3	12%
Not true at all	2	8%
Not recorded	1	4%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	12	46%
Mostly untrue	6	23%
Not true at all	3	12%
True	3	12%
Not applicable	1	4%
Not recorded	1	4%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Fair	13	50%
Good	9	35%
Not applicable	2	8%
Poor	1	4%
Not recorded	1	4%

24. How would you rate the health services for youths?

Value	Count	Percent
-------	-------	---------

Value	Count	Percent
Good	14	54%
Fair	7	27%
Excellent	3	12%
Poor	1	4%
Not recorded	1	4%

25. How would you rate educational programming for youths?

Value	Count	Percent
Fair	10	38%
Good	8	31%
Excellent	3	12%
Poor	3	12%
Not applicable	1	4%
Not recorded	1	4%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	13	50%
Fair	8	31%
Poor	3	12%
Not applicable	1	4%
Not recorded	1	4%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Fair	10	38%
Good	10	38%
Not applicable	3	12%
Excellent	1	4%
Poor	1	4%
Not recorded	1	4%

Value	Count	Percent
-------	-------	---------

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Fair	12	46%
Good	7	27%
Poor	3	12%
Excellent	2	8%
Not applicable	1	4%
Not recorded	1	4%

[« Previous](#)[Next »](#)or [5. Programs](#)

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	14	54%
Yes	10	38%
No	1	4%
Not recorded	1	4%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	19	73%
Yes	6	23%
Not recorded	1	4%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	15	58%
Yes	10	38%
Not recorded	1	4%

32. Do staff use force only when they really need to?

Value	Count	Percent
Yes	14	54%
Sometimes	9	35%
No	2	8%
Not recorded	1	4%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	14	54%
Yes	10	38%

Value	Count	Percent
No	1	4%
Not recorded	1	4%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	13	50%
Yes	11	42%
No	1	4%
Not recorded	1	4%

35. Do staff treat residents fairly?

Value	Count	Percent
Yes	16	62%
Sometimes	9	35%
Not recorded	1	4%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	13	50%
Don't know	11	42%
No	1	4%
Not recorded	1	4%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Don't know	11	42%
Yes	11	42%
No	3	12%
Not recorded	1	4%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent
-------	-------	---------

Value	Count	Percent
Yes	21	81%
No	4	15%
Not recorded	1	4%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	15	58%
Yes	10	38%
Not recorded	1	4%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
Yes	13	50%
No	12	46%
Not recorded	1	4%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	15	58%
Yes	9	35%
No	1	4%
Not recorded	1	4%

42. Which of the following statements are true for you?**42a. I have better results working with the youths when I include families.**

This statement is true

Value	Count	Percent
Yes	18	69%
No	7	27%
Not recorded	1	4%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	18	69%
No	7	27%
Not recorded	1	4%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	23	88%
No	2	8%
Not recorded	1	4%

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or

[6. Staff/Youth Relations](#)

Appendix - E



South Carolina
DEPARTMENT OF
JUVENILE JUSTICE
Sylvia Murray, Director

P.O. Box 21069
Columbia, SC 29221-1069

www.state.sc.us/djj



Nikki R. Haley
Governor
State of South Carolina

March 9, 2016

RE: DJJ Improvement Plan

Overview

The South Carolina Department of Juvenile Justice (DJJ) is responsible for the care and rehabilitation of South Carolina children who are incarcerated, on probation or parole, or in community placement for a criminal or status offense.

DJJ's goal is to protect the public and reclaim juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment appropriate for that juvenile.

DJJ has approximately 1,400 employees working in five secure evaluation, detention, and incarceration facilities and 43 county offices throughout the state. DJJ also works with private providers and camps who serve juveniles referred for treatment by the family court system. DJJ serves 109 juveniles, primarily committed to DJJ for serious offenses, at its long term facility on Broad River Road in Columbia.

In light of several serious security incidents at DJJ's Broad River Road Complex, the agency has begun a review of its discipline, staff training, and security procedures aimed at improving all of the agency's secure facilities. With these recent security compromises, it has become clear that significant changes need to be made to the way DJJ administers juvenile discipline, staffing and staff training, the physical security of its facilities, and its treatment, support, and cooperation efforts. DJJ has identified significant areas of concern and corresponding changes:

Key Areas of Concern

- 1. Juvenile Discipline**
- 2. Physical Security**
- 3. Staffing and Staff Training**
- 4. Improved Treatment, Support, Cooperation, and Communication**



Strategy 1 – Juvenile Discipline

Juvenile Progressive Discipline System

Juveniles at DJJ's secure facilities who engage in misconduct, meaning they violate the rules or regulations of the facility, will be subject to an enhanced and more robust Juvenile Progressive Discipline system. Based on feedback from the agency's correctional staff and others, DJJ will be introducing a new system of juvenile discipline in our secure facilities. This system will include greater accountability for juveniles who engage in behaviors such as disrespecting, disobeying, threatening, or assaulting staff. The goal of this new system is to ensure that juveniles understand that if they intend to threaten or harm staff or their fellow juveniles, there will be swift and certain consequences for their actions. These consequences will include everything from increased sanctions on juveniles who violate the rules at facilities to the prosecution of juveniles who engage in aggressive or violent criminal conduct (including adult charges and restitution to taxpayers for damage if warranted).

The new juvenile discipline policy will include levels of juvenile misbehavior that increase in seriousness. These changes are designed to empower unit and shift supervisory staff with the authority to address and sanction immediately the least serious incidents of misbehavior by youth, to include the use of Disciplinary Conferences, when appropriate. DJJ's reliance on conferencing and victim-oriented resolution to respond to all types of juvenile misconduct – from minor to serious incidents – has proven to be inadequate in responding to the more serious misconduct. In recognition of this, the agency is reinstituting a Disciplinary Hearing Process to address serious juvenile misconduct. This Disciplinary Hearing Process will adhere to the basic concepts of due process, and the rules violation will be adjudicated by a disciplinary hearing officer who, among other options for sanctions/responses, will be able to relocate a juvenile to a more restrictive housing unit, if necessary.

Phase/Level System

DJJ is also implementing a new Reclaim Phase System (replacing the current behavioral points/level system) for recognizing and rewarding positive behavior of youth. The new juvenile disciplinary process will be tied into this Phase System so that staff can be more consistent both with consequences for negative and disruptive behavior as well as with rewards and incentives for positive behavior.

Enhanced Secure Housing

In order to reduce incidents of juvenile misconduct at the Broad River Road Campus, DJJ is strategically evaluating the current population and identifying youth for appropriate housing to focus more on their needed level of security and treatment. The agency has taken steps to create additional levels of secure housing for committed juveniles based on juvenile risk and behavior. These additional levels of housing will create a continuum to respond to the conduct and treatment needs of youth. In these new units, the staff to juvenile ratios will decrease as the level of security/treatment in the unit increases. While maintaining a Crisis Management Unit for the temporary restrictive housing of youth who are unable to be maintained in their assigned living unit, DJJ will establish a new living unit known as the Intensive Treatment Unit



that will house our most physically aggressive and volatile youth. The next level of security/treatment living unit will be the Resocialization Unit that will house youth who have shown a pattern of aggression. Next, a Reorientation Unit will house youth who are not adhering to the facility basic rules (though not violent or aggressive in their misbehavior). The agency will continue to have General Population units that will house youth assigned to BRRC who are demonstrating general compliance with expected standards of conduct as well as continue the Honors Unit which was established in September 2015 to house youth who have demonstrated consistent positive behavior. Enhanced rehabilitation/treatment staffing and programming will also exist in all restrictive housing units.

Teams from the Department of Administration and the Department of Corrections are on-site to assist in expediting these security enhancements. DJJ should be able to make all these improvements within the existing budget. In addition, the Director has requested a security audit by the National Institute of Corrections (NIC) and will use the guidance from NIC to develop DJJ's own ongoing security audit system.

Rapid Response Team

DJJ is implementing an internal rapid response team that will be responsible to respond to emergency situations that threaten the safety or security of the Broad River Road Complex. This team will be developed using existing staff, and a new policy related to that team's functions is being finalized. The team will be made up of 15 current employees who will receive "special assignment pay" for their time and commitment (similar to how SCDC staff are paid for a similar function). The costs associated with this team will include the purchase of protective uniforms, protective gear and equipment, and the special assignment pay. The team will be funded with existing agency resources and will not be an additional cost to the state.

Enhanced Juvenile Control Measures

Juvenile Specialists and Juvenile Correctional Officers work with juveniles day-to-day and are responsible for security functions, to include addressing and redirecting less serious juvenile misconduct. For those officers, DJJ is training officers on techniques to deescalate conflicts and safely subdue unruly juveniles. DJJ also employs certified Class I Law Enforcement Officers as part of the agency's police department to assist correctional officers when the behavior becomes more serious and all other techniques have failed to restore order. In order to address the most serious incidents of juvenile misconduct that threaten the physical safety of staff or other youth, the Department is partnering with the South Carolina Criminal Justice Academy to train DJJ's certified Class I Law Enforcement Officers in the use of OC Spray (aka "pepper spray"). These Police Officers will be trained and certified in the use of OC Spray to manage serious, aggressive juvenile behavior to protect juveniles and staff.



Strategy 2 – Physical Security

Recent incidents have demonstrated the need for DJJ to reassess current security protocols and infrastructure at the Broad River Road campus. Having surveyed our facilities for potential vulnerabilities and based on feedback from security staff, DJJ will be making several improvements to the physical security of its secure facilities to reduce incidents and increase safety for youth and staff. These changes include:

- Installation of heavy Lexan break-resistant glass in dorms and other facilities (already installed in at least one dorm)
- Installation of tamper-resistant plumbing fixtures, electrical fixtures, and furniture in dorms and other facilities (already installed in at least one dorm)
- Installation of improved physical security for dorm courtyards, to include razor-wire fencing that has already been installed
- Additional fencing around DJJ dorms
- Improved physical security of cells in the Crisis Management Unit and locking measures
- Improved hardware protection and physical security in control rooms



Strategy 3 – Staffing and Staff Training

Similar to other correctional and law enforcement agencies, the Department of Juvenile Justice experiences high turnover with correctional staff, along with recruiting difficulties due to salary, work environment, and other factors. Recruiting, retaining, training, compensating and protecting staff are key factors that will contribute to the organization's improvements. The agency is also taking measures to improve security supervision and leadership, with greater onsite supervisor presence in DJJ secure facilities.

Recruitment and Hiring

To improve the recruiting process for correctional staff, DJJ intends to use various tools to attract candidates such as radio ads, attending more job fairs, use of job search websites when possible, reaching out to job placement organizations, and continuing the extended job announcement process on the state's recruiting website. An interview team will be established to focus on continuous interviewing and hiring as long as needed. The agency will review the hiring process to eliminate unnecessary administrative steps to expedite hiring staff while still complying with certain mandatory background checks for a correctional establishment.

The agency also recognizes the need to hire experienced individuals with correctional backgrounds, particularly in juvenile corrections. There are several candidate pools to recruit experienced staff that include former DJJ staff, SC Department of Corrections retirees, and military retirees. An individual will be assigned to focus on this recruiting strategy. Also, consideration is being given to employing part-time evening correctional staff to cover the most vulnerable hours between 6:00 pm to 10:00 pm.

Compensation

Several compensation strategies are being implemented to recruit and retain correctional staff, and include:

- Expanded use of overtime is being granted to ensure full staffing levels at all times
- Implementing shift differential payments for designated shifts. It is anticipated that this change will occur within the next 3 to 6 weeks after a review of working shifts is completed and final plans made.
- Proceeding with the career paths that focus on a managerial track and an officer track. The anticipated date for implementing these career paths are approximately within the next 6 to 8 weeks due to ensuring training that will allow advancement is available.
- Utilizing the bonus program to provide recognition and incentives to deserving staff.



Security Training of Juvenile Correctional Staff and Non-Security Staff

Another one of the strategies that the Department has put into place to help both address and reduce the number of incidents at BRRRC is the expansion and improvement of its trainings for Juvenile Correctional Officers and Juvenile Specialists. DJJ has formally re-established its training relationship with the SC Criminal Justice Academy. The SC Criminal Justice Academy, which is governed by the 11 member South Carolina Law Enforcement Training Council, unanimously voted to support SCDJJ and officially put DJJ's training under the governing support of the academy. This means that all security trainings offered by the agency will not only be internally approved, but also will adhere to the Academy's standards and guidelines. The 4-week Basic Training for new Juvenile Correctional Officers and Juvenile Specialists is being revised to include updated training curriculum content with inclusion of not only policy and operating standards, but also hands-on applications and exercises. As mentioned above, the officer trainings now also will include more interpersonal skills sessions as well as sessions on verbal de-escalation. In addition, starting in March 2016, the agency began instituting a two-hour security awareness training segment in the New Employee Orientation program and will also offer this training on a regular, on-going basis for current non-security personnel.

Police Chief and Gang Intervention Specialist

DJJ has posted a Police Chief position, which has been vacant for two years, to manage the on-campus police force and public safety functions. Representatives from other law enforcement agencies are assisting with the interview process to make final candidate recommendations. In the meantime, SLED has worked with DJJ and assigned an individual to serve as the Interim Police Chief. In addition, in order to address gang activity in DJJ's secure facilities, a Gang Intervention Specialist position, which has been vacant for one year, is being hired.

Supervisory Rank and Recognition

DJJ will return to a uniform standard that easily distinguishes supervisors from non-supervisory staff. This change is important so that juveniles, staff, non-security staff and others are able to readily identifiable supervisors and know "who is in charge." Currently, supervisors and employees wear the same uniforms. During critical situations, it is difficult to identify who is in command. The supervisory uniforms are referred to as the "white shirts." This changeover is currently being implemented.

Contraband Detection and Searches

DJJ has instituted new search procedures at the BRRRC security gate in an effort to detect and eliminate the introduction of contraband items (particularly lighters/matches and cigarettes) into the secure facility. Also, the agency's search policy recently was revised to include retraining all security staff on the proper procedures on how to conduct pat-down searches and strip searches. Metal detectors were also ordered for installation at additional entrance/exit doors at Birchwood High School.



Strategy 4 – Improved Treatment and Collaboration

Increased Access of Juveniles to Treatment Personnel

There is a social worker assigned to Birchwood High School at the Broad River Road Campus who is available to staff for assistance in de-escalating juveniles during the school day, and the Clinician-on-Call is also on call to the school BMI classrooms (similar to in-school suspension) when a youth is in need of de-escalation and/or clinical intervention. For those youth on behavior contracts, it is written into the contract that the juvenile may ask to see the social worker or psychologist during the day, if needed. Also, DJJ developed a plan to integrate time for clinical services into the school day. This process was implemented in January 2016 and has yielded positive results to date. In addition, effective March 1, 2016, clinical staff are on campus at the long-term institution for extended evening hours in order to provide assistance to security staff with de-escalation of juvenile behaviors and crisis intervention.

Enhanced Collaboration with Child-Serving Agencies

In conjunction with DJJ's efforts to establish housing units that are specific and responsive to the individualized security and treatment needs of our committed youth, DJJ currently is exploring options to relocate our Seriously Mentally Ill (SMI) and Seriously Mentally Retarded (SMR) juveniles from DJJ long-term facilities to treatment environments conducive to their specialized needs. In addition, DJJ has partnered with DMH Director John McGill and Protection and Advocacy Director Gloria Prevost to institute measures to relocate SMI youth committed to DJJ to more appropriate mental health facilities and to formulate recommendations on a more extensive service array for these SMI youth to include appropriate community-based and residential services. DJJ Director Murray and DMH Director McGill have met and formulated a multi-tiered plan to improve services for the SMI youth in DJJ secure facilities. In addition, a meeting is scheduled next week with the Director of the Department of Health and Human Services to discuss further this plan.

Enhanced Treatment Response to Aggressive Misconduct

In order to address the underlying causes of juvenile misbehavior, DJJ will train all clinical staff at the Broad River Road Complex in Aggression Replacement Training (ART). The training will be held March 14-15th. ART is an Evidenced Based Program certified as a Model Program by OJJDP and recognized by the National Gang Center as an effective gang prevention and intervention program. ART has achieved excellent results with juvenile justice agencies across the country in reducing aggressive behavior, improving staff and juvenile safety in facilities, and reducing juvenile recidivism. ART is based on three coordinated and integrated components, those being social skills training (helps youth replace antisocial behaviors with positive improvements – "what to do"), anger control (helps youth respond to anger in a nonaggressive manner and rethink anger-provoking situations – "what not to do"), and moral reasoning (helps raise youth levels of fairness, justice, and concern for the needs and rights of others).

Appendix - F

STATE OF SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
POLICY AND PROCEDURES

Title:	Reporting Events	Policy No.:	I-3.2	Page(s):	1 of 9
Authority:	Inspector General				
Juvenile Justice Code:	n/a				
PbS Related Standard(s):	n/a				
July 1, 2014 Effective Date		<u>SIGNED/ <i>Margaret H. Barber</i></u> Margaret H. Barber Director			
DATES UPDATED:					

PURPOSE: The Department of Juvenile Justice (DJJ) staff will document significant events, serious incidents and accidents, and other significant information occurring at and/or related to juveniles, employees, volunteers, visitors, DJJ facilities, programs, schools, offices, and work-sites.

PROCEDURAL GUIDELINES:

A. Definitions

1. Event: An act, situation, incident, or information that requires documenting for the purposes of one or more of the following reasons:
 - a. For review by a manager.
 - b. For support of action based on safety or security issues.
 - c. For investigation.
 - d. For criminal prosecution.
 - e. For administrative sanctions.
 - f. For auditing for financial purposes.
 - g. For maintaining historical records.
 - h. For data collection.
2. DJJ Event Report (Form I-3.2A): A written report that is required for each incident, accident, injury or other significant event that occurs involving juveniles, employees, volunteers, and/or visitors occurring at and/or related to DJJ. The report is to be completed by the employee observing or having

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knowledge of the event. Other employees observing/having knowledge of the event may also be required by their supervisor to complete a report, depending on

the circumstances and nature of the specific event. All event reports will be completed prior to the employee ending his/her daily tour of duty and submitted to the employee's supervisor for review.

3. Supplemental Event Report (Form I-3.2B): A written report to document information found subsequent to the original event/incident (e.g., additional pertinent information obtained following the initial report, recapture of escaped juveniles, subsequent arrests of staff or juveniles, report of dropped charges against staff or juveniles, etc.).
4. Event Reporting Management Information System (ERMIS): An advanced computer database used for collecting events for purposes of investigation, information gathering, and management review.
5. ERMIS Site Reporters: The DJJ designated and trained staff members at each site responsible for reporting required ERMIS information to the Office of the Inspector General/DJJ Police Dispatch Unit.
6. Performance Based Standards (PbS): The selected set of standards and goals that DJJ uses to prepare continuous improvement plans based on data, outcome measures, expected practices, and processes.
7. PbS Site Manager: The DJJ designated and trained staff member at each site responsible for reporting required PbS information.
8. TIP Line: A confidential telephonic reporting system for employees and volunteers to use to report information directly to the Office of the Inspector General.

B. Training Requirements

All staff will receive training in Reporting Events as part of the initial DJJ Employee Orientation Program. Juvenile Correctional Officers and Residential Specialists will receive training in the Event Reporting Management Information System (ERMIS) as part of their on-the-job training.

C. Required Reportable Events

Required reportable events are listed on the DJJ Required Event Reporting (Attachment I-3.2A).

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1. The DJJ Event Report (Form I-3.2A) is required for the event/incident types described and listed on the attachment. Events may include, but are not limited to ERMIS, PbS, Court Report, Use of Force, Juvenile Violations).
 2. When physical force is used, the Report on the Use of Physical/ (Forms H-3.12A) must be submitted.
 3. The supervisor will use sound judgment and discretion to determine when an event not listed/described on the DJJ Required Event Reporting list needs to be documented and reported.
- D. Supplemental information received subsequent to the initial Event Report will be documented on the DJJ Supplemental Event Report (Form I-3.2B).
- E. Tip Line (# 1-866-313-0073)

The DJJ Inspector General operates a toll free "Tip Line" which may be utilized by all DJJ employees, statewide. This line is a voice messaging system that allows individuals to call at anytime. Although the primary purpose for this service is to enhance the Event Reporting System, it also provides a mechanism for employees to relay ideas and concerns. Individuals calling the Tip line are asked to provide as much detail, (date, time, location, individuals involved, type incident) as possible so that the specific incident can be verified.

1. The Tip Line may be used to:
 - a. Verify an incident has already been reported.
 - b. Verify an incident should be reported.
 - c. Report suspected criminal or administrative violations.
 - d. Convey concerns or observations about current DJJ practices or procedures.
 - e. Convey ideas that may enhance services to juveniles.
 - f. Convey ideas that may enhance daily operational procedures.
 - g. Convey ideas that may save dollars for the department.
2. The Tip Line may not be used:

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- a. For an individual that was involved in an incident/event to report his/her involvement in the incident/event. The Investigator will conduct interviews of persons involved, when necessary.
- b. To delay the reporting guidelines required by ERMIS.
- c. As a substitute for ERMIS reporting.
- d. To report emergencies.

F. Responsibilities

1. The Supervisor will ensure that serious incidents, accidents, and events are immediately reported to their respective Manager. Each Manager will ensure that a report is made to their respective Executive Manager. Executive Managers will determine those events of which they wish to be notified and the time frames of notification.
2. County/Facility/School/Office Managers will ensure that each incident, accident, and significant event occurring at their work site is properly and promptly reported and that records and files meet the reporting requirements.
3. Staff at detention centers, evaluation centers, long-term facilities, programs, county offices, group homes, wilderness camps, administrative offices, and contract facilities are expected to follow the guidelines set forth in this policy.

G. Review

The supervisor/manager receiving an Event Report from an employee will review the document and verify that it is legible, thorough, fact-based, and complete. The supervisor/manager may correct grammatical and sentence structure errors but may not change the content of the report. When the report lacks significant information, the supervisor/manager will have the employee provide the missing information as soon as possible. A report will not be held from submission while waiting for additional information. A DJJ Supplemental Event Report (Form I-3.2B) will be completed and submitted as soon as possible after the information is obtained.

H. Confidentiality of Event Reports

The original Event Report will be maintained at the site in the administrative files for 3 years and then forwarded to DJJ Central Records in compliance with DJJ Policy B-5.5, Retention and Disposition of Departmental Records. Only persons authorized by the supervisor/manager or Inspector General's Office may access and photocopy Event Reports. Photocopies will be made and distributed to employees who need to know the information (e.g., Classification Case Managers, Clinicians, and/or DJJ Investigators).

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I. Event Reporting Management Information System (ERMIS)

The Office of the Inspector General (OIG) will maintain the ERMIS database containing information on events occurring within any location associated with DJJ, including facilities, county offices, group homes, contract facilities and administrative offices.

ERMIS reports may be made on a statewide basis, 24-hours per day, 7 days per week. They are accepted at the OIG during routine office hours and at the DJJ Police Dispatch Unit during all other hours.

1. ERMIS Reporting Guidelines

- a. Administrators of DJJ and contractual facilities will ensure that a staff trained in ERMIS reporting is on duty each shift and available on a 24-hour, 7 day basis to serve as ERMIS Site Reporters.
- b. All events listed in the Priority 1 and Priority 2 columns of the DJJ Required Event Reporting list (Attachment I-3.2A) will be immediately reported directly to the designated ERMIS Site Reporter.
- c. The ERMIS Site Reporter will review and verify the information on the DJJ Event Report (Form I-3.2A) prior to submitting the information as an ERMIS Report to the IOG/DJJ Police Dispatch Unit.
 - 1) For Priority 1 events, the Site Reporter will immediately call the DJJ Police Dispatch Unit and immediately fax the Event Report to the DJJ Police Section.
 - 2) For Priority 2 events, the Site Reporter will fax the Event Report to the DJJ Police Section within 24 hours after the occurrence of the event or the next business day if the event occurred on a weekend or holiday. (Priority 2 events should not be called in unless there is uncertainty about whether the event is Priority 1 or 2.)

2. Upon contact, the Dispatch Unit staff will prompt the Site Reporter for required information. The Dispatch Unit staff will enter the information into ERMIS as it is being reported. When all required information is entered, the Dispatch Unit staff will issue the Site Reporter an ERMIS reference number to document on the Event Report. Entering this number on the Event Report form will provide the Site Reporter with verification that the event was called in and a reference number for future reference. ERMIS Reporting Time Frames

Reporting in a timely manner is critical to the success and final outcome of an investigation. It is preferable that an event be reported to ERMIS in a timely manner rather than the report being delayed to gather additional information. If

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significant information is obtained after the ERMIS filing of an Event Report, the initial report may later be supplemented. Personal opinions and/or verbal commentary are unnecessary until such time as an investigator requests the information.

- a. Reportable ERMIS events will be assigned to one of two categories, Priority 1 or Priority 2, as described in the DJJ Required Event Reporting (Attachment I-3.2A). The reporting time frame will commence when the staff member is made aware of the event or allegation.
- b. Priority 1 events will be reported immediately following knowledge of the occurrence.
- c. Priority 2 events will be reported within 24 hours, or the next business day if the event occurs after business hours, on a weekend, or holiday.
- d. If there is a question as to the priority type of an event, it will be assumed that it is a Priority 1 and a report of the event immediately will be made. If the event warrants a change in priority type, that change will be determined by the OIG and made following report of the event.

3. OIG Handling of ERMIS Reported Events

- a. After receiving an ERMIS Report and entering all pertinent information into the ERMIS database, the Dispatch Unit will notify the OIG by telephone that a new report has been entered into the system and the report will be transmitted via e-mail.
- b. Reports of Priority 1 events that are received after business hours, on weekends, or on holidays will be referred to the on-call OIG staff member. These reports will be handled immediately to ensure timely gathering of vital, time-sensitive information.
- c. The Chief of Investigations will access the ERMIS Report, review the information, and either:
 - 1) Classify the event as to priority, and make assignment for action, if applicable, to one or more of the following areas:
 - A) The DJJ Investigations Section for investigation of criminal activity.
 - B) The Internal Affairs Section for management review of policy violations.

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- C) The Internal Affairs Section for administrative review for safety and/or security violations.
 - D) The Juvenile and Family Relations Section for grievance actions.
 - E) The Internal Audits Section for audit purposes.
 - 2) Enter the event for statistical tracking purposes only.
 - 3) Forward the event to another DJJ office to handle (e.g., Human Resources).
 - 4) Return the event to the responsible manager to handle.
 - 5) Upon approval of the IG, refer the event to an office outside of DJJ (e.g., South Carolina Law Enforcement Division).
 - d. Assignments made to areas other than DJJ Police will be forwarded via e-mail to the appropriate OIG section chief, who will review the report and assign the investigation to the appropriate staff member.
 - e. Event reports will be assigned daily based on criteria established by the OIG, with all classification and assignment information entered into the ERMIS database. Details relative to referrals and assignments of cases to outside agencies will be entered in ERMIS by designated staff of the OIG.
 - f. Upon completion of an assignment, a report will be submitted to the appropriate OIG section chief for review and determination of action to be taken. This information will be entered in ERMIS by the section supervisor at that time.
 - g. Results from completed cases will be distributed to appropriate DJJ management for necessary administrative corrective action. Action taken by entities outside the OIG will be forwarded to the OIG for entry into ERMIS. Any criminal or judicial dispositions resulting from a case will also be entered into ERMIS.
4. Confidentiality of ERMIS Reports, Information, and System
- Access to events and information contained in ERMIS will be limited by the Inspector General. The opening screen of ERMIS will display the names of authorized users and viewers and their assigned levels of access. The restricted access will be closely monitored for the security and accuracy of the database.

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5. Cumulative ERMIS Reports

The OIG will prepare a monthly statistical report and a Facility Incident Log based on information contained in ERMIS. This information will be disseminated to management for use in ad hoc statistical reports to aid in long range planning, forecasting, projecting budgetary and staffing needs, responding to departmental

or legislative requests and requests for public records. An early alert component will enable identification of systemic issues. The information will also be used in preparing the Monthly Statistical Report submitted to SLED.

6. Falsification of ERMIS Reports or Failure to Report

If it is determined through the course of an investigation that a staff member interfered with a juvenile in the filing of a report, or failed to submit/report an Event Report, failed to act on a request for assistance by a juvenile, retaliated against or intimidated a juvenile for participating in the reporting process, or knowingly falsified information in the reporting of an event, appropriate disciplinary action will be taken in accordance with DJJ Policy B-3.15, Progressive Employee Discipline.

J. Performance Based-Standards (PbS)

1. Each facility participating in the PbS process will forward those DJJ Event Reports required to be reported to PbS (Attachment I-3.2A) to the PbS Site Manager.

2. PbS Reporting Guidelines

The Site Manager will ensure that the appropriate information on the DJJ Event Report is reported on the PbS Incident Report.

3. PbS Reporting Time Frames

DJJ will enter PbS required information a minimum of once per week. Data collected by PbS will be done according to their schedule.

4. Site Manager Handling of Reported PbS Incidents

The Site Manager will receive all PbS incidents and ensure that information is accurate and complete and keyed into the PbS portal.

5. Access to PbS Incidents and Information

Access to PbS information and data will be available to all DJJ employees within that facility, the DJJ Standards Team, and the DJJ Office of Planning and

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Programs. Results will be used to evaluate programs, services, and security operations and to develop improvement plans.

K. Retention

All forms and reports will be filed in a report file maintained in a secure area not available to unauthorized staff or juveniles. Files will be retained at the site for 3 years, with the most current 12 months available for immediate access. At the end of year 3, the file will be forwarded to DJJ Central Records consistent with DJJ Policy B-5.5, Retention and Disposition of Departmental Records.

RELATED FORMS AND ATTACHMENTS:

Attachment I-3.2A, DJJ Required Event Reporting
Form I-3.2A, DJJ Event Report
Form I-3.2B, DJJ Supplemental Event Report
H-3.12A, Use of Physical Force

REFERENCED POLICIES:

B-5.5, Retention and Disposition of Departmental Records
B-3.15, Progressive Employee Discipline

SCOPE: This policy applies to all employees, volunteers, programs, providers, and facilities.

LOCAL PROCEDURAL GUIDE: Not required.

TRAINING REQUIREMENT:

All employees are required to review this policy within 30 days of its publication.

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE

Required Event Reporting

INSTRUCTIONS: This document is to be used as a referral source to identify the written report(s) required for the specific event. This list includes, but is not limited to, events that must be documented on the DJJ Event Report (Form I-3.2A) and submitted to the Facility/Office Manager for appropriate distribution and action. Additional required reports are identified in the corresponding columns. The employee will determine the type of event based on the description and will submit the report(s) identified.

Type and Description of Event: The events listed and described are required to be reported using the DJJ Event Report. Supervisors should use sound judgment and discretion to determine whether or not an event not listed should be reported.

ERMIS Priority 1 and ERMIS Priority 2: The Office of the Inspector General (OIG) maintains an Event Reporting Management Information System (ERMIS) database to record and track serious events occurring within any location associated with DJJ. Reportable ERMIS events will be assigned to one of two categories, Priority 1 or Priority 2. The reporting time frame will commence when an employee is aware of the event or alleged event. If there is a question as to the priority type of an event, it will be assumed that it is a Priority 1 and a report of the event immediately will be made. If the event warrants a change in priority type, that change will be determined by the OIG and made following report of the event.

Priority 1 events will be reported immediately following knowledge of the occurrence. The Site ERMIS Reporter will immediately call the DJJ Police Dispatch Unit and immediately fax the Event Report to the DJJ Police Section. Priority 2 events will be reported within 24 hours, or the next business day if the event occurs after business hours, on a weekend, or holiday. The Site ERMIS Reporter will fax the Event Report to the DJJ Police Section within 24 hours after the occurrence of the event or the next business day if the event occurred on a weekend or holiday. (Priority 2 events should not be called in unless there is uncertainty about whether the event is Priority 1 or 2.)

Performance-based Standards: Each facility participating in the Pbs process will forward those DJJ Event Reports required to be reported to Pbs to the Pbs Site Coordinator. The Site Coordinator will ensure that the appropriate information on the DJJ Event Report is keyed into the Pbs portal.

Legal Office Report: The designated manager at each secure facility will collect and maintain copies of DJJ Event Reports and supporting documentation for incidents of juvenile-on-juvenile horseplay, fight, and assault. A log will be maintained and verified with the Health Services log. The manager will submit the required log to the DJJ Legal Office each month.

Juvenile Violation: Will be reported according to Policy G-9.20, Juvenile Behavior Management and Modification

NOTE: Serious injury is defined at DJJ as an injury that requires medical treatment by a doctor, nurse practitioner, or emergency medical technician.

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)	ERMIS Priority 1	ERMIS Priority 2	Performance- Based Standards	Legal Office Report	Juvenile Violations	Use of Force
Any incident that results in a juvenile's mechanical or physical restraint, confinement, or injury (serious or not serious)			X			
Abuse (neglect) allegation of any type of serious neglect of a juvenile (actual or suspected) that involves/requires community medical evaluation or treatment	X		Founded Case			
Abuse (physical) allegation of any type of serious physical abuse (actual or suspected) involving/requiring community medical evaluation or treatment	X		Founded Case			
Abuse (sexual) allegation of a juvenile (actual or suspected) of any degree or nature	X		Founded Case			
Abuse reported to DJJ, but allegedly occurred while the juvenile was under the supervision of any other agency/entity		X				
Abuse (neglect) allegation of any type of neglect where no medical evaluation or treatment was required		X	Founded Case			
Abuse (physical) allegation of any type of physical abuse where a medical evaluation or treatment was not required		X	Founded Case			
Abuse - all other allegations of a staff-on-juvenile abuse that are not previously listed		X	Founded Case			
Accident that results in personal injury to any person		X	X			
Accident that results in any property loss or damage			X			
Arrest of a DJJ employee for criminal activity on or off the job	X					
Arson/attempted arson by a juvenile to any property	X		X			
Assault and battery juvenile-on-juvenile			X	X		
Assault and battery juvenile-on-staff (any location)		X	X	X		
Assault and battery on any other person (not juvenile or staff)		X	X	X		
Battery by/to a juvenile or staff (inappropriate physical contact)			X	X		
Blood borne pathogen exposure to any person	X					
Bomb Threat	X					
Closure (temporary or permanent) of any DJJ office/facility/area due to disaster, fire, disease, or other hazard	X		If evacuation X			
Complicity to an ERMIS Priority 1 event	X					
Complicity to an ERMIS Priority 2 event		X				
Complicity to any violation by a juvenile						
Contraband – possession, use, display, distribution, and/or discovery of any person with illegal drugs, alcohol, or substances containing alcohol	X		X			
Contraband – possession, use, display, distribution and/or discovery of any person with prescribed medication, pornography, and/or money		X	X			
Contraband – possession, use, display, distribution, and/or discovery of any type of weapon	X		X			
Creating a health, safety, or fire hazard						
Damaging, defacing, or destructing of any property			X			
Damage of employee, intern, volunteer, guest, visitor personal property/vehicle while on DJJ property		X				

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)		ERMIS Priority 1	ERMIS Priority 2	Performance- Based Standards	Legal Office Report	Juvenile Major Rule Violation	Use of Force
Death of a juvenile, employee, or any person in a DJJ facility, contracted facility, while on DJJ owned or contracted property, and/or while in the custody of DJJ staff, or while at community activities or appointments		X		X			
Disorderly Conduct by a juvenile							
Disrespect by a juvenile							
Disturbances within, in, or around a DJJ facility, office, or area		X					
Drugs – allegations of possession, use, and/or distribution of drugs or other type of drug involvement by DJJ staff, juvenile, or other person providing services to DJJ		X					
Escaping/attempting to escape/conspiring to escape from detention, evaluation center or other secure facility, group home, wilderness program, mental health, mental retardation, or other similar community residence program, or while during transport, escort or while on community activities or appointments		X		X			
Fight with injury (serious)				X	X		
Fight without injury				X	X		
Fire equipment use or accidental discharge							
Fire of any type or size on DJJ owned or contracted property		X	X	X			
Fire safety code hazard and/or violation		X					
Forgery/fraud							
Gang activity involving juveniles and/or staff			X				
Horseplay with or without injury or with potential to cause injury					X		
Hostage situation		X		X			
Inappropriate physical contact (Juvenile with another person)				X			
Inappropriate relationship with juvenile (Employee or any other person not a juvenile)		X					
Indecent exposure							
Injury (*SERIOUS) to any person (juvenile, employee, other) while on DJJ property/contracted property that requires medical treatment by a doctor, nurse practitioner, or emergency medical technician		X		X			
Injury to any person (juvenile, employee, other) while on DJJ property/contracted property that does not require medical treatment or that requires minor medical treatment (not required to be administered by a doctor, nurse practitioner, or emergency medical technician)			X	X			
Making a false statement to or against another person							
Medication theft/loss – controlled medication		X					
Medication theft/loss – non-controlled medication							
Medication reaction							
Misconduct (Employee or other person not a juvenile) - misuse of State property or funds, fraud, release of confidential information, photographing juveniles, Internet, falsification of information, failure to report information, giving/receiving gifts from juvenile and/or juvenile's family members			X				
OC Spray intentional discharge (see Use of Chemical Force)		X					
OC Spray accidental discharge			X				

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)		ERMIS Priority 1	ERMIS Priority 2	Performance- Based Standards	Legal Office Report	Juvenile Major Rule Violation	Use of Force
Out of place							
Policy violation not otherwise listed on this document							
Quarantining of any DJJ state owned or contracted property of area due to disease	X			X			
Refusing to obey verbal or written instructions							
Relocation of a living unit of juveniles for any reason	X	X					
Riot – engaging in a major riot	X		X				
Riot – inciting a major riot	X						
Romantic relationship – allegation of consensual romantic relationship between any person and a juvenile or a juvenile and juvenile	X						
Security equipment theft/loss (key, lock, radio, ammunition, state cell phone, restraint device, suicide kit)	X			X			
Security violation at any DJJ location by any person (not a juvenile)							
Self-mutilation							
Sexual assault of any type involving any person while on State owned or contracted property, or while under the custody of DJJ	X			X	X		
Sexual misconduct or other sexual acting out misbehavior, not including indecent exposure			X				
Staff-on-Juvenile sexual harassment							
Staff-on-Juvenile sexual misconduct				Founded Case			
Stealing/possession of stolen property				X			
Suicide (actual) or serious suicide attempt	X			X			
Surveillance equipment tampering/destroying by any person			X				
Threat – serious to employee on or off-duty			X				
Threatening conduct							
Tool theft/loss			X	X			
Under the influence of illegal drugs, alcohol or other substance (not juvenile)			X				
Under the influence of illegal drugs, alcohol or other substance (juvenile)							
Unauthorized property – possession, use, distribution, and/or discovery							
Use of chemical force	X			X			H- 2.12B
Use of physical force			X	X			H- 2.12A
Utility loss for more than 2 hours (heat, water, air, telephone)							
Vehicle accident (personal occurring on DJJ property)			X				
Vehicle accident (state vehicle at any location)	X						
Vehicle theft (personal occurring while on DJJ property)	X						
Vehicle theft (state vehicle at any location)	X						
Vehicle traffic violation while operating a state vehicle at any location							
Visitor termination				X			
Workplace violence	X			X			



South Carolina
DEPARTMENT OF
JUVENILE JUSTICE

Sylvia Murray, Director

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Nikki R. Haley
Governor
State of South Carolina

DJJ Event Report

ERMIS INFORMATION:

ERMIS Priority Event? (No/Priority 1/Priority 2)	Reported via Phone/Fax	Date Reported	Time Reported	ERMIS Site Reporter's Name	Title	ERMIS NUMBER

EVENT INFORMATION:

Date of Event		Time of Event		Facility/Office Where Event Occurred					
Date of This Report		Time of This Report		Specific Area within Facility Office Where Event Occurred					
Name(s) of Juvenile(s) Involved		JJMS#(s)	Assigned Facility/Unit		Race	Gender	Age	V=Victim P=Perpetrator W=Witness	** Medical Treatment (See Key)
Name(s) of Other Person(s) Involved (Not juveniles)		S=Staff V=Volunteer O= Other		Contact Phone #	Race	Gender	Age	V=Victim P=Perpetrator W=Witness	
Description of the Event (This section will expand with typing, as necessary or use supplemental report)									
Evidence, Attached Documents, Other Significant Information									
Print Name of Employee Writing This Report				Title					
Signature of Person Writing This Report				Date					
Signature of Supervisor Reviewing This Report				Date					

**** Medical Treatment Information Key**

Serious = Treated by a Doctor, Nurse Practitioner, or Emergency Medical Technician

Minor = 1st Aid Treatment (ice pack, bandaid, ointment, etc.)

None = No medical treatment was necessary.

Refused = Juvenile refused medical treatment (Juvenile signs refusal form with the medical staff)

The South Carolina Department of Juvenile Justice's School District also does not discriminate in any programs or activities on the basis of race, color, national origin, sex, disability or age. The following offices have been designated to handle inquiries regarding the school district's nondiscrimination policies: Title IX - Inspector General's Office - 3208 Broad River Road, Columbia, SC 29210-5427 - Ph: 803-896-9595; 504 Special Education Office, 1830 Shivers Road, Columbia, SC 29210-5416 - Ph: 803-896-8484.

Appendix - G

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE

CCS Compliance Form - Community

This section is to be completed by the staff reporting the juvenile's offense:

Juvenile Name: _____ DJJ#: _____ Date: _____

Facility: _____ Unit: _____ Time of Incident: _____

Community Conference Offenses		
Arson/Attempted Arson to State and/or Private Property		Possession of Contraband (<i>Weapon, gang-related items, money, or smoking materials</i>)
Assault and Battery (Circle: Juvenile or Staff)		Sexual Assault
Inciting a Disturbance (gang related or Code 10 called)		Sexually Inappropriate Behavior
Escape or Attempted/Conspiring to Escape		Stealing/Possession of Stolen Goods
Damaging, Defacing or Destruction of State/Private Property (<i>over \$100</i>)		Tampering with Surveillance Equipment
Fight With Injury		Threatening Conduct (<i>Juvenile physically threatened</i>)
Fight Without Injury (<i>Juvenile had to be placed in isolation</i>)		Possession of Drugs, Alcohol or Beverages Containing Alcohol
Indecent Exposure		Under the Influence of Narcotics Drugs, Alcohol or Other Substance
Inciting a Major Riot/ Engaging in a Major Riot		Unauthorized use or misuse of a computer or other electronic device

Staff Signature: _____ Title: _____

This section is to be completed by two on-duty Supervisors:

ERMIS Event: Yes / No Time Reported: _____ ERMIS Number: _____ Priority: _____ Reporter: _____

CCS COMPLIANCE CRITERIA

CALM: The juvenile is calm and will talk to you in a reasonable tone of voice without cursing? Yes No (Explain behavior below.)

COOPERATIVE: The juvenile is cooperative and will follow reasonable instructions from staff? Yes No (Explain behavior below.)

SAFE: The juvenile is secure and did **not** assault any staff or other juveniles, harm themselves or others, or damage any property? Yes No
(Explain behavior below.) If more space is needed use Supplemental Event Report (I 3.2B)

Supervisor's Signature _____ Supervisor's Signature _____ Date _____ Time _____

Name of Unit Manager contacted if placing juvenile in Self Control Isolation _____ Date _____ Time _____

CCS Compliance criteria achieved: Remain in Assigned Area. CCS Compliance criteria not achieved: Place in Self-Control Isolation.

I understand I am being moved to a self-control isolation area because I have violated the CCS compliance criteria. I also understand that I can return to my assigned area if CCS compliance criteria are met.

I understand I am not being moved to self-control isolation even though I have violated the CCS compliance criteria. I also understand that if I do not maintain CCS compliance I will be moved to self-control isolation at that time.

Juvenile's Signature: _____ Date _____ Two Staff Witnesses Required*: _____ / _____
Juvenile refuses to sign*

Send this Form and a DJJ Event Report (Form I-3.2A) to the BARJ Team with the following attachments (Check all that apply):

Medical Report(s) Statement of Charges Chain of Custody Report on the Use of Force Drug Screen
Send copy of this report to Classification, Pbs, and Juvenile's assigned Social Worker.

Appendix - H

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE

CCS Compliance Form: **Unit Conference**

This section is to be completed by the Staff reporting the juvenile's offense:

Juvenile Name: _____ DJJ#: _____ Date: _____

Facility: _____ Unit: _____ Time of Incident: _____

Unit Conference Offenses	
Complicity	Inappropriate Physical Contact
Damaging , Defacing or Destruction of State Private Property (Under \$100)	Making a false statement to or against another person
Disorderly Conduct	Out of Place
Disrespect	Possession of Unauthorized Item
Fight Without Injury (No juvenile had to be placed in isolation)	Possession of Contraband (No weapon, gang-related items, money or smoking materials)
Forgery/ Fraud	Refusing to obey written or verbal instructions
Horseplay	Threatening Conduct (Verbal threats only)

Explain the offense

List immediate sanctions given: _____

If no immediate sanctions given, what would you recommend to help make amends: _____

Was behavior documented on juvenile's CLASP sheet? ☐ Yes ☐ No ** Forward copy to BARJ Level Coordinator for point adjustment

Staff Signature: _____ Title: _____

Supervisor's Signature _____ Supervisor's Signature _____ Date _____ Time _____

I understand I am not being moved to self-control isolation even though I have violated the CCS compliance criteria. I also understand that if I do not maintain CCS compliance I will be moved to self-control isolation at that time.

Juvenile's Signature: _____ Date _____ Two Staff Witnesses Required*: _____ / _____
Juvenile refuses to sign*

Appendix - M

DJJ CORRECTIVE ACTION PLAN: BRRC FACILITY INCIDENT RESPONSE TACTICS

GOAL 1: Improve DJJ's Response to Serious Juvenile Behavioral Incidents

Step	Action Items	Lead Staff	Timeline
1	<p>Strengthen and Deploy DJJ's Rapid Response Team</p> <ul style="list-style-type: none"> a. Review and revise policies, training, and protocols for DJJ's Rapid Response Team b. Secure necessary equipment, identify and train key staff to serve on Rapid Response Team c. Provide orientation to BRRC staff / Activate Rapid Response Team 	Elmwood Sessions Christine Wallace	10/25/15
2	<p>Improve Overall Response to Emergency Situations at the BRRC</p> <ul style="list-style-type: none"> a. Review/improve policies on Riots, Disturbances, Disasters, Hostage Situations, and Escapes b. Strengthen policies to decrease DJJ response time and improve effectiveness of response c. Re-institute use of handcuffs and related measures to ensure staff's ability to maintain security, custody and control at all times d. Train all BRRC staff on new policies, procedures, and protocols e. Implement Mock Emergency Drills on a quarterly basis to maintain staff preparedness 	Elmwood Sessions Christine Wallace	10/25/15
3	<p>Improve Efficiency and Effectiveness of DJJ's Police Unit</p> <ul style="list-style-type: none"> a. Fill vacant position for DJJ Police Chief b. Assess DJJ Police Unit's Preparedness to Respond to Emergency Situations c. Secure additional equipment needed such as Helmets and Riot Shields d. Provide additional training as needed by Police to improve effectiveness 	Thomas Williams Ray Cavanaugh	11/30/15 10/25/15

GOAL 2: Implement Effective Measures at BRRC to Prevent Serious Juvenile Behavioral Incidents

Step	Action Items	Lead Staff	Timeline
1	<p>Prevent, Intervene and Suppress Juvenile Gang Activity at the BRRC</p> <ul style="list-style-type: none"> a. Assign a Gang Intervention Specialist to the BRRC to coordinate gang prevention and suppression efforts b. Work with SCDC and SLED experts to assess current levels of gang activity at BRRC and gang trends c. Develop and implement comprehensive gang response training plan including prevention, intervention and suppression tactics 	<p>Elmwood Sessions DuJuan Council Christine Wallace Angie Hugie</p>	<p>9/25/15</p>
2	<p>Minimize Opportunities for Riots and Major Disturbances at Birchwood High School</p> <ul style="list-style-type: none"> a. Limit number of juveniles at Birchwood High School to 30 by imposing a Split School Schedule (A/B days) b. Develop and implement improved measures to Control Juvenile Movement to and from School c. Develop and implement a plan to transition Educational Services to Juvenile Living Units 	<p>Jamie Quinn Thomas Williams</p>	<p>9/25/15</p>
3	<p>Contain and Stabilize Juveniles Posing Greatest Threat to Security at BRRC</p> <ul style="list-style-type: none"> a. Relocate juveniles that pose the greatest threat to safety and security to the Crisis Management Unit (CMU) b. Provide intensive assessment and treatment services to help restore high risk juveniles to general population c. Explore possible transfers to SCDC or DMH as appropriate for high risk youth that cannot safely be returned to general population. 	<p>Elmwood Sessions Kathy Speed Thomas Williams</p> <p>Legal Staff</p>	<p>9/25/15</p> <p>10/30/15</p>

Step	Action Items	Lead Staff	Timeline
4	<p>Create Living Unit for High Risk Juveniles in Need of Intensive Services and Supervision</p> <p>Renovate Poplar Unit at the BRRC to serve as Resocialization Unit for chronically aggressive and/or disruptive juveniles</p> <ul style="list-style-type: none"> a. Assign highly trained and skilled Security Staff to ensure staff and juvenile safety and security b. Provide intensive assessment and treatment services in an effort to socialize and prepare the juveniles for open campus living units c. Hold youth accountable for negative behavior; restitution for property damage, engage family input, & community service 	<p>Elmwood Sessions</p> <p>Kathy Speed</p> <p>Thomas Williams</p>	11/30/15
5	<p>Create Living Unit with Increased Incentives for Juveniles Displaying Positive Behavior</p> <ul style="list-style-type: none"> a. Move juveniles that have displayed consistently positive behavior into Congaree Unit b. Provide additional incentives/privileges to youth in Congaree as an incentive to maintain positive behavior c. Provide opportunity for youth in other living units to earn their way into Congaree Unit through positive behavior 	<p>Elmwood Sessions</p> <p>Kathy Speed</p> <p>Thomas Williams</p>	<p>9/24/15</p> <p>10/30/15</p>

GOAL 3: Improve Collaboration and Coordination with SCDC and SLED

Step	Action Items	Lead Staff	Timeline
1	<p>Develop/update Memorandums of Agreement (MOAs) with SCDC and SLED to:</p> <ul style="list-style-type: none"> a. Develop a coordinated and comprehensive response to Riots, Disturbances, Disasters, Hostage Situations, and Escapes at BRRC b. Utilize SCDC and SLED training and expertise in developing DJJ's Rapid Response Team, Police Unit and Gang Prevention, Intervention and Suppression efforts c. Utilize existing resources at SCDC and SLED relating to enhanced security at BRRC 	Thomas Williams Planning & Program Legal Office	10/30/15