

# Staff Study of the Department of Juvenile Justice



Law Enforcement and Criminal Justice Subcommittee Meeting  
December 2, 2015



# STATED PURPOSE OF OVERSIGHT

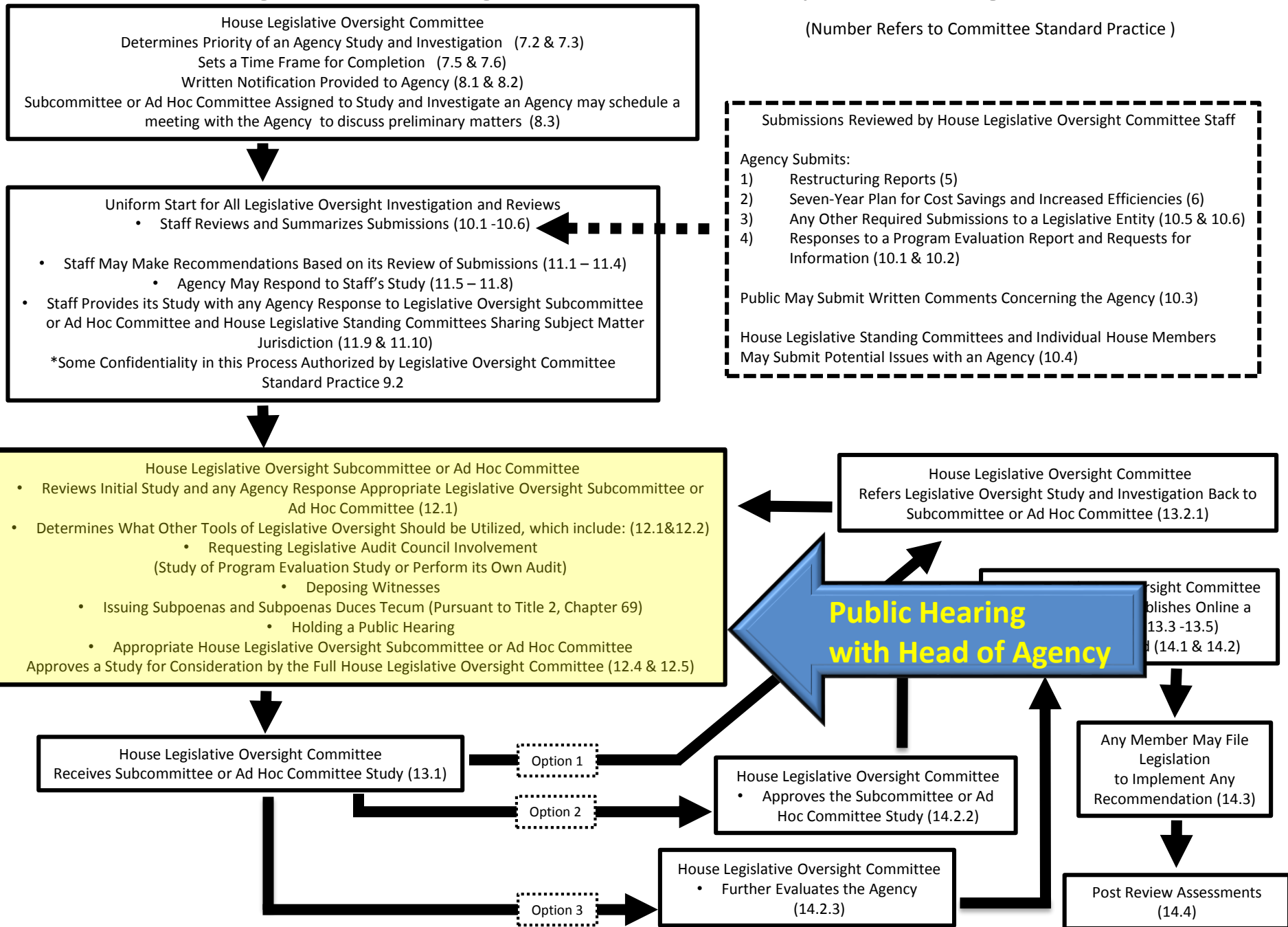


The purpose of these oversight studies and investigations is to **determine if agency laws and programs** within the subject matter jurisdiction of a standing committee:

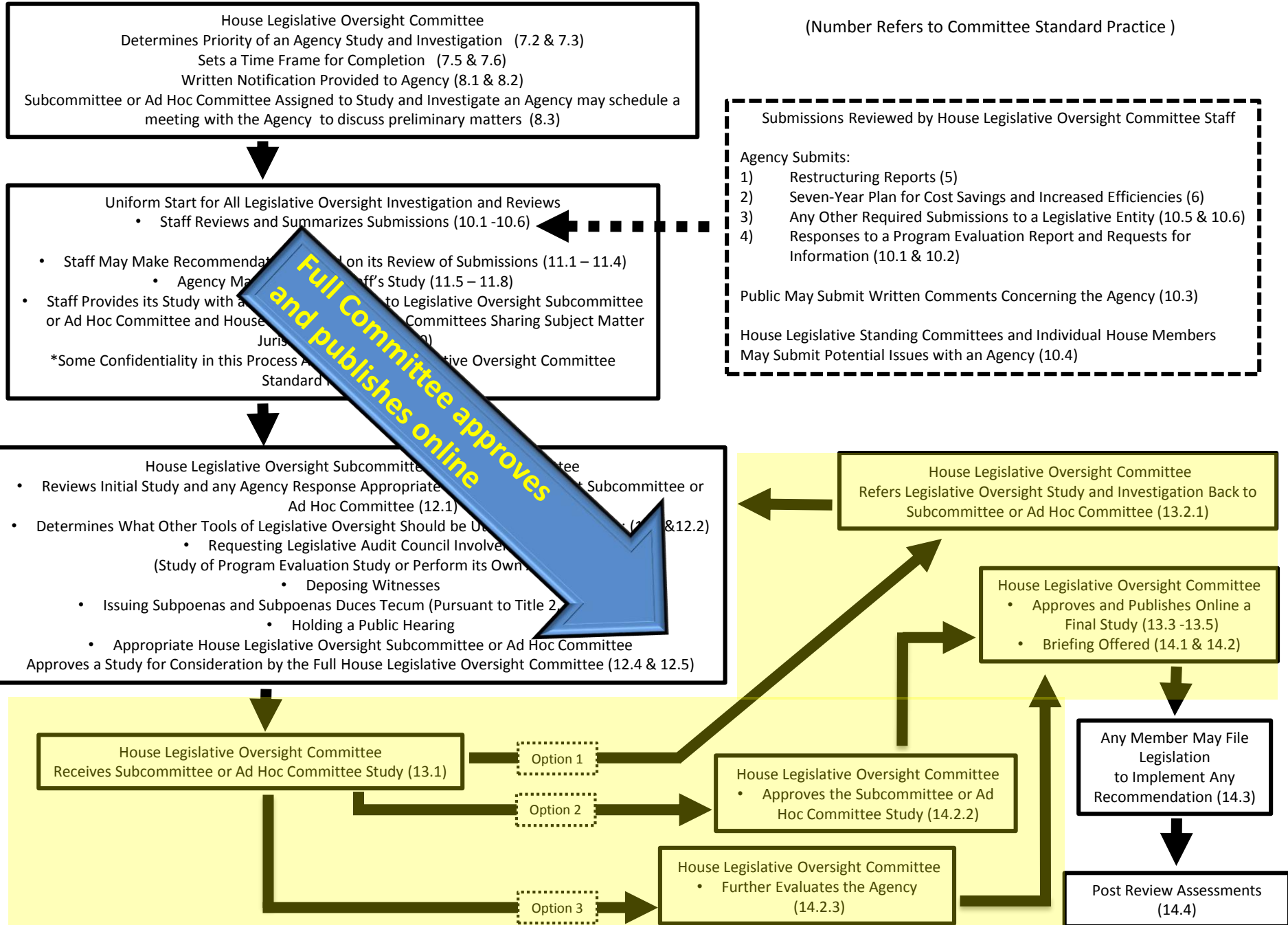
(1) are being **implemented and carried out in accordance with the intent of the General Assembly**; and

(2) should be **continued, curtailed, or even eliminated**.

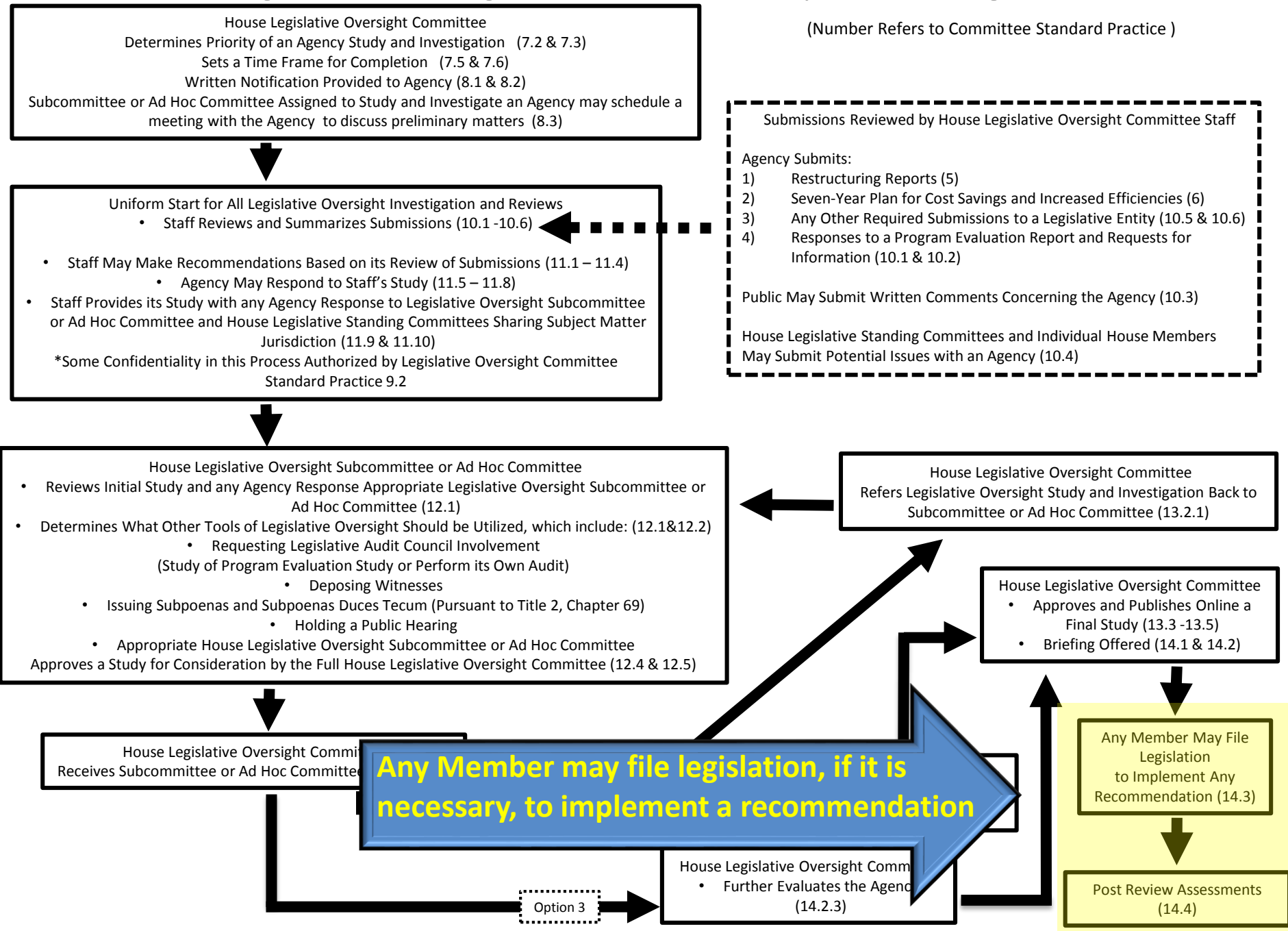
# House Legislative Oversight Committee's Study and Investigation Process



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# EXPECTATIONS



## What to Expect

- **Oversight Studies** by your elected Representatives
- Ability for the **public to be involved in the process**
- **Identification** by the House and Agency of areas for improvement within the agency
- **Recommendations** for improvements
- **Central source of information** for the public and legislators

## What NOT to expect

- Finding every issue or potential area of improvement at every agency
- Solving every issue at every agency
- Solutions or recommendations that satisfy every legislator, agency personnel and member of the public.

# Agency's Mission

Staff Study Visual Summary Table 2 on page 7, Visual Summary Table 3 on page 8, under Agency Responsibilities on page 14, Pages 25-50 as a footnote to the summary of the agency's goals, strategies and objectives



**THE AGENCY'S MISSION IS "TO PROTECT THE PUBLIC AND RECLAIM JUVENILES THROUGH PREVENTION, COMMUNITY SERVICES, EDUCATION AND REHABILITATIVE SERVICES IN THE LEAST RESTRICTIVE ENVIRONMENT."**

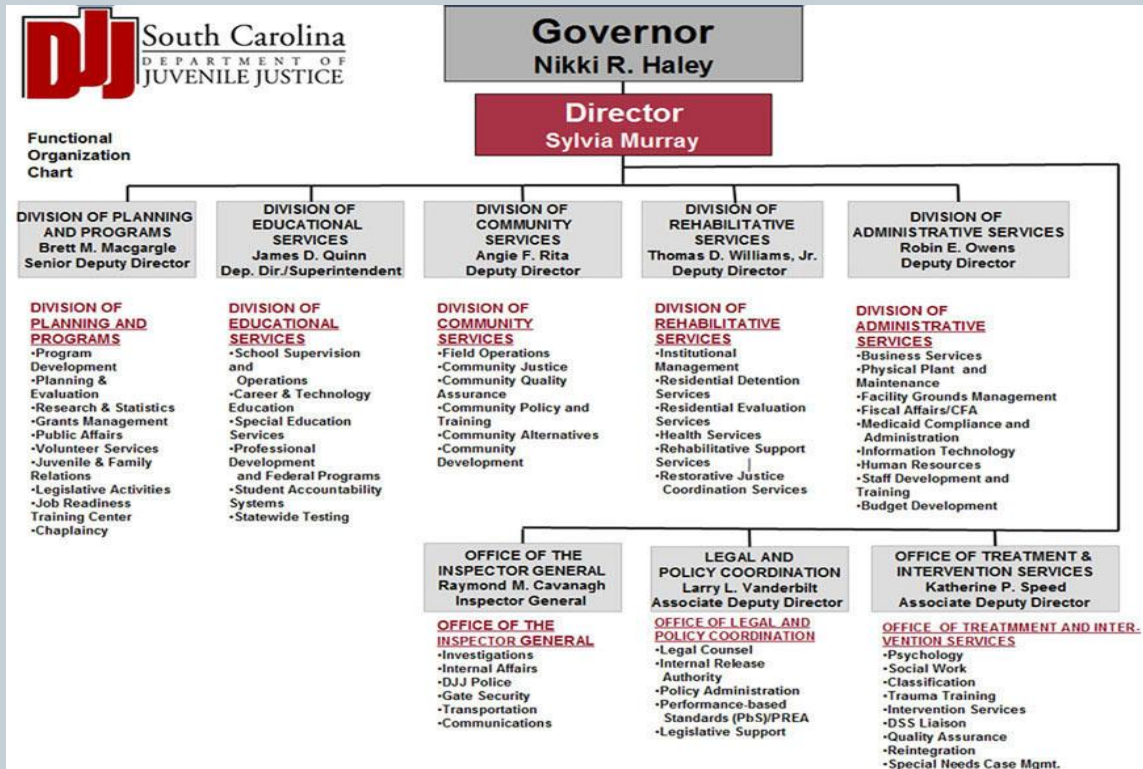
**SC DEPARTMENT OF JUVENILE JUSTICE, *RESTRUCTURING AND SEVEN-YEAR PLAN REPORT*, PURPOSE, MISSION AND VISION CHART.**



# Organizational Structure & Full Time Employees

## Agency Organizational Structure

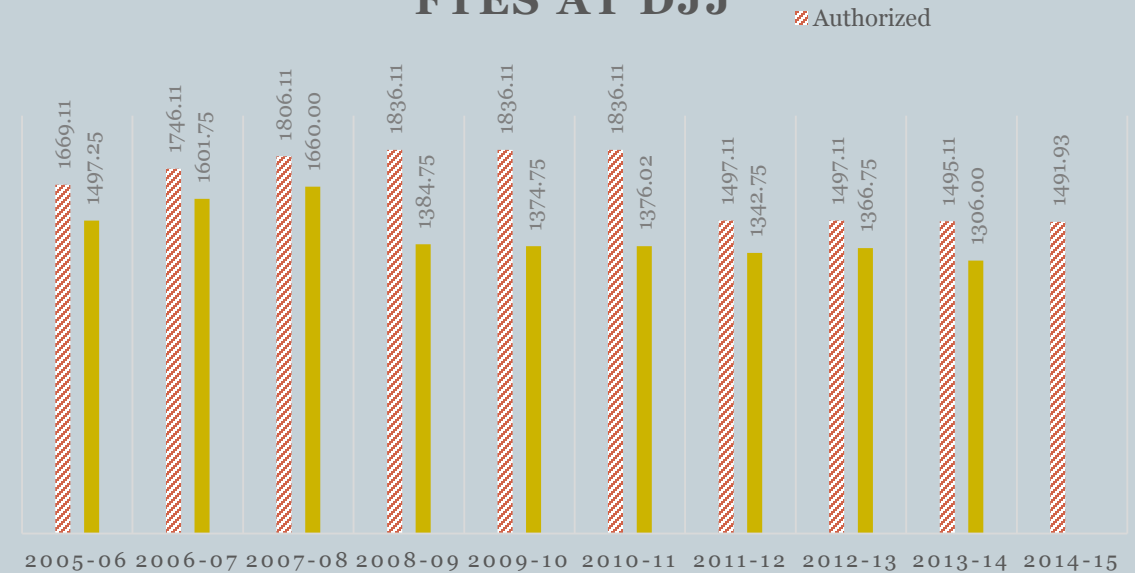
Page 12 of the Staff Study



## Authorized FTEs for the past 10 years

Page 13 of the Staff Study

### TOTAL AUTHORIZED V. FILLED FTES AT DJJ

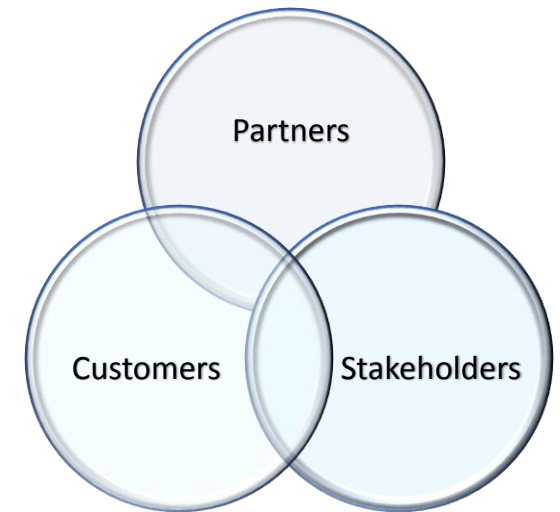




# Relationships

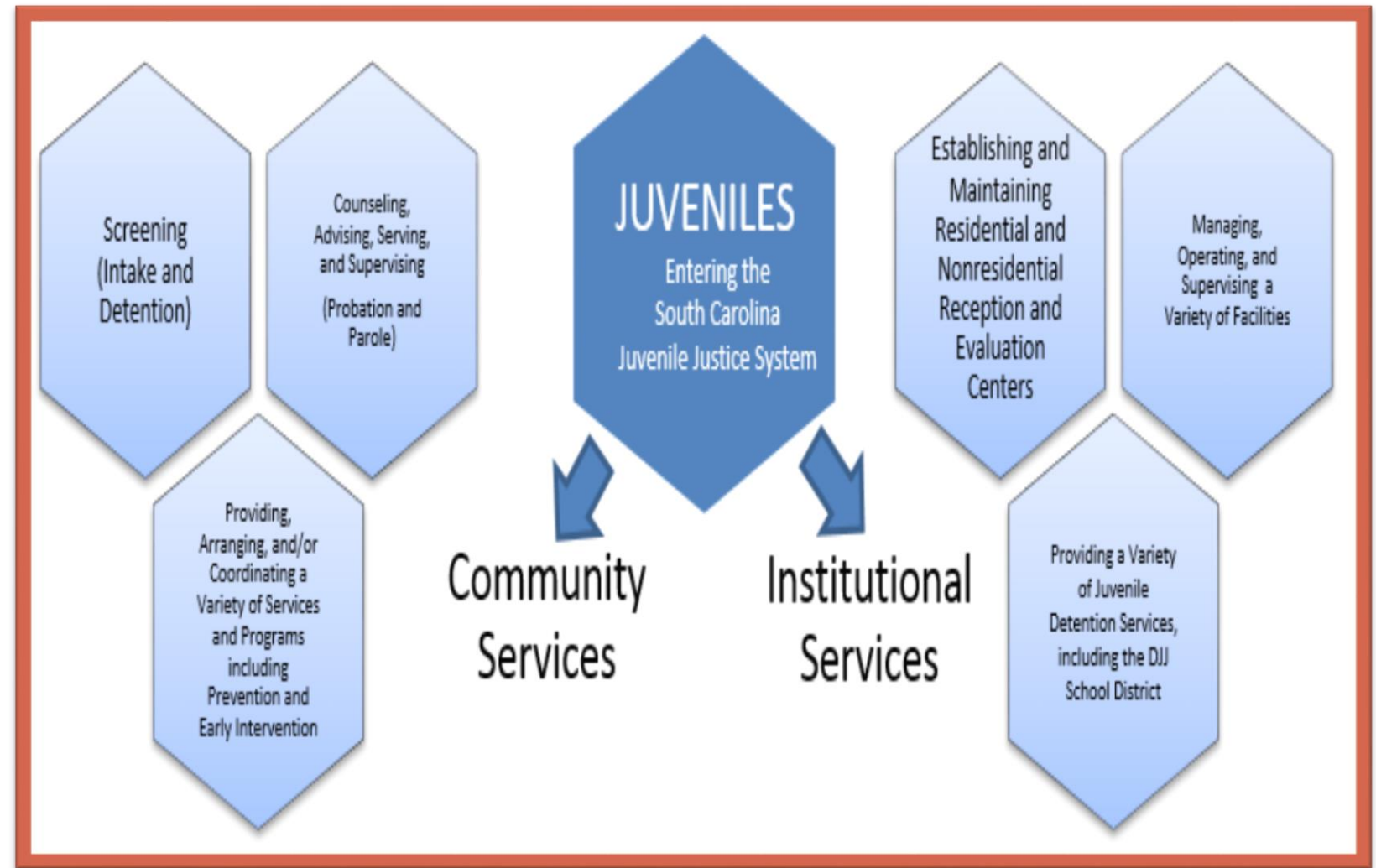
Staff Study – page 15, Figure 5 and Table 5

Partner	Customer	Stakeholder	Entity
			State and Local Government Entities
✓		✓	Solicitor's Offices
✓	✓		Professionals who interface with the juvenile justice system such as judges, solicitors, law enforcement
✓		✓	Family Court
✓		✓	Law Enforcement Agencies
✓		✓	Children's Services Agencies
✓			Department of Alcohol and Other Drug Abuse Services
✓			Continuum of Care, Governor's Office
✓			Department of Disabilities and Special Needs
✓			Department of Education
✓			Department of Health and Environmental Control
✓			Department of Health and Human Services
✓			Department of Mental Health
✓			Department of Social Services
✓			South Carolina Commission for Minority Affairs
			Colleges and Universities
✓			Children's Law Center, University of South Carolina School of Law
✓			College of Social Work, University of South Carolina
			Associations, Businesses, and Individuals
	✓		Youth involved in the juvenile justice system and their families
	✓		Youth who are the focus of prevention efforts
	✓		Victims of juvenile crime
	✓		Public and private agency staff that provide services to children and families
	✓	✓	Citizens of South Carolina
✓			The Children's Trust of South Carolina
✓			Behavioral Health Services Association of South Carolina, Inc.
✓			Faces and Voices of Recover SC
✓			Federation of Families of South Carolina
✓			National Alliance on Mental Illness-South Carolina
✓			Palmetto Association for Children & Families
✓			South Carolina Primary Health Care Association



# Agency Responsibilities

Page 14 of the Staff Study



# Total Funding

Staff Study – page 17, Table 7

Year	05-06	06-07	07-08	08-09	09-10
Total Agency Budget	<b>\$109,022,587</b> (GF:\$83,607,177 + F:\$3,004,888 + O:\$19,510,522 + S:\$100,000 + <u>CRF</u> :\$2,800,000)	<b>\$124,819,625</b> (GF:\$90,911,022 + F:\$3,865,782 + O:\$25,963,019 + PS:\$500,000 + <u>CRF</u> :\$3,579,802)	<b>\$143,067,101</b> (GF:\$102,716,133 + F:\$3,042,714 + O:\$28,666,067 + PS:\$8,642,187)	<b>\$119,226,561</b> (GF:\$89,719,845 + F:\$3,103,322 + O:\$26,403,394) (amounts include Rescission Bill and mid-year reductions)	<b>\$119,904,680</b> (GF:\$88,499,439 + F:\$4,234,846 + O:\$20,170,395 + P:\$2,000,000 + ARRA:\$5,000,000) (amounts include mid- year reductions)
Per year Increase/Decrease		+14.49%	+14.62%	-16.66%	+0.57%
Cumulative Increase/Decrease		+14.49%	+31.23%	+9.36%	+9.98%
Year	10-11	11-12	12-13	13-14	14-15
Total Agency Budget	<b>\$120,674,902</b> (GF:\$89,478,058 + F:\$4,026,449 + O:\$20,170,395 + P:\$2,000,000 + ARRA:\$5,000,000)	<b>\$114,004,433</b> (GF:\$90,126,541 + F:\$3,707,497 + O:\$20,170,395)	<b>\$119,983,622</b> (GF:\$92,317,377 + F:\$3,505,251 + O:\$24,160,994)	<b>\$120,904,097</b> (GF:\$102,792,146 + F:\$2,332,366 + O:\$15,779,585)	<b>\$122,593,016</b> (GF:\$104,186,425 + F:\$2,627,006 + O:\$15,779,585)
Per year Increase/Decrease	+0.64%	-5.53%	+5.24%	+0.77%	+1.40%
Cumulative Increase/Decrease	+10.69%	+4.57%	+10.05%	+10.90%	+12.45%

**Legend:** GF = State general funds adjusted (from Revenue and Fiscal Affairs Office); O = Other funds; F = Federal funds; P = Proviso; S = Supplemental; PS = Proviso Supplemental; CRF = Capital Reserve Fund (may only be used pursuant to Section 36(B)(2) and (3), Article III, Constitution of South Carolina, 1895, and Section 11-11-320(C) and (D) of the 1976 Code); ARRA = American Recovery and Reinvestment Act

# Agency's Plan

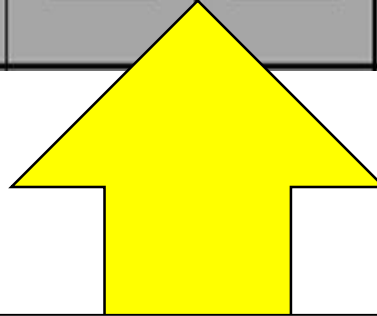
Staff Study – page 24-50, Table 12

<u>G</u>	<u>S</u>	<u>O</u>	Goals, Strategies and Objectives	% of Total Spending		Outcome	
			Description	2013-14	2014-15	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))	
Goal 1			Reinvest in community services	16.00% \$19,184,010	16.00% \$17,687,140	Due to the dramatic reduction in the numbers of youth in confinement, which may, in part, be attributed to the agency's efforts, DJJ moved to realign resources to more effectively and efficiently serve agency involved youth and their families. Because the vast majority of these youth are served in the community, DJJ strategically transferred clinical staff from the long term facilities and revamped prevention efforts. These actions were necessary to strengthen the front end services that are necessary to keep at-risk youth out of the system or limit further penetration into the system.	
	Strategy 1.1		Implement a fourth generation risk and needs assessment			DJJ is working to develop the South Carolina Risk and Needs Assessment (SC RANA). The SC RANA is the agency's version of a fourth generation risk and needs assessment. When fully operational, this instrument will meet the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) recommendations for risk and needs assessment and will provide staff, Solicitors' Offices and Family Courts with a more reliable basis to determine a juvenile's risk and needs. More importantly, the SC RANA will enable staff to effectively target its most intensive supervision and services to the offenders that present the greatest risk to reoffend.	
		Objective 1.1.1	Identify an assessment that would best fit DJJ, select a vendor and pilot test the instrument	\$1,862,439	\$1,725,846	See Goal 1. Strategy 1.1	Assoc. Agency Programs: Community Services
			How agency measures its performance:	Pilot test developed and will be launched in 2016			
		Objective 1.1.2	Refine assessment as needed, train staff and implement the instrument statewide	\$1,862,439	\$1,725,846	See Goal 1. Strategy 1.1	Assoc. Agency Programs: Community Services
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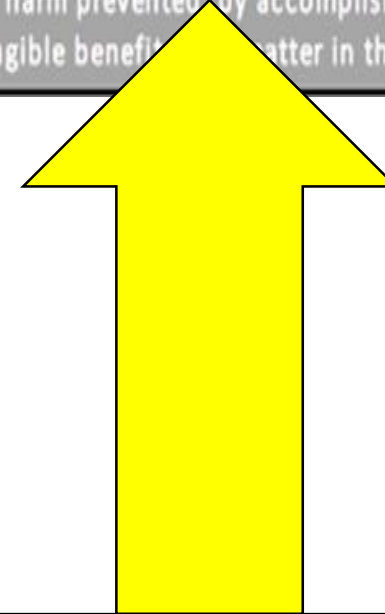
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Staff Study – pages 24-50, Table 12

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<u>G</u>	<u>S</u>	<u>O</u>	<u>Description</u>	<u>2013-14</u>	<u>2014-15</u>



**% of Total Spending** = Percent of the total agency spending that went toward each goal and objective. The amount for each goal is obtained by adding together the total amounts for all the objectives under that goal.

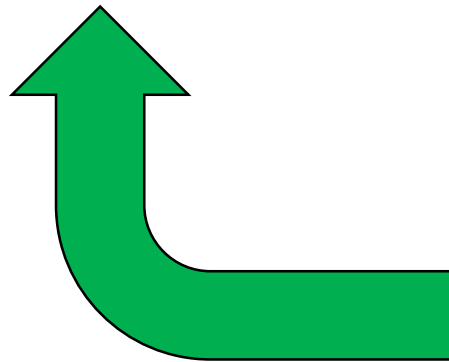


**Outcome** = Public benefit provided, or harm prevented, by accomplishment of a goal or objective (i.e. tangible benefits that matter in the lives of citizens). If a goal or objective does not provide some type of tangible benefit to any citizens in South Carolina, the agency should consider revising or eliminating it from the agency's strategic plan.

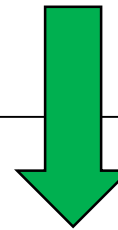
# Agency's Plan

Staff Study – pages 34-50, Table 12

<u>G</u>	<u>S</u>	<u>O</u>	Goals, Strategies and Objectives <u>Description</u>	% of Total Spending		Outcome  (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
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**Goals** = Statement of what the agency hopes to achieve in the next 2-3 years. At the highest level, each agency's goals should logically and naturally derive from the agency's mission statement. It is recommended that an agency have 3-5 high level goals.



**Agency Mission:** To protect the public and reclaim juveniles through prevention, community services, education and rehabilitative services in the least restrictive environment.

**Agency Vision:** The agency's vision is for it to "fuse its community and institutional resources to create a seamless continuum of services within a restorative justice framework, thereby becoming optimally effective in fulfilling its mission to redirect lives of troubled children."

# Agency's Plan

Staff Study – pages 24-50, Table 12

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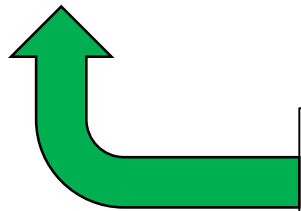
**Strategy** = A concise statement of a high-level approach an agency is taking in pursuit of a goal. It is a descriptive, complex action comprised of multiple action steps. Good action verbs to start the description of a strategy include develop, design, establish, enhance, implement, etc. As an example, if the goal was to cure a patient of a sickness in two weeks, the strategy would be the different steps the doctor is going to take to analyze and treat the sickness.



# Agency's Plan

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**Objective** = Specific, measurable and achievable description of an effort the agency is actively implementing over a defined period of time as part of a broader strategy to meet a certain goal. These have to be measurable and time bound because they let the agency know if the strategy worked.

# Agency's Plan

Staff Study – pages 24-50, Table 12

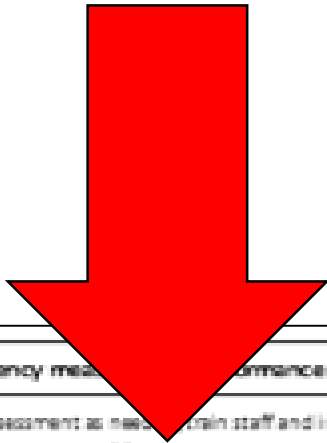
**Assoc. Agency Programs** = These are the agency programs, as provided by the agency in the Program Evaluation Report, which the agency states relate to this objective. A program may relate to a single objective, multiple objectives within the same goal, or even multiple objectives under different goals.

		effectively target its most intensive supervision and services to the offenders that present the greatest risk to reoffend.				Assoc. Agency Programs: Community Services
		1.1.1	Vendor and pilot test the instrument			

# Agency's Plan

Staff Study – pages 24-50, Table 12

**How agency measures its performance** = These are the performance measures related to this objective and the results of those measures, compared to the targets for each, for several prior years. Performance measures gauge whether or not the objective is being accomplished efficiently and intended results are being achieved. There are four types of performance measures: (1) outcome measures, (2) efficiency measures, (3) output measures and (4) input/explanatory/activity measures. The Committee wants to see agencies focus more on efficiency and outcome measures.



	How agency measures its performance:	Pilot test developed and will be launched in 2016			
Objective 1.1.2	Refine assessment as needed, train staff and implement the instrument statewide	\$1,862,439	\$1,725,846	See Goal 1, Strategy 1.1	Assoc. Agency Programs: Community Services
	How agency measures its performance:	Pilot test developed and will be launched in 2016			

# Agency's Plan

Staff Study – pages 24-50, Table 12

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# Potential Negative Impact

Staff Study – pages 24 -50, Table 12

- Most potential negative impact on the public if the agency's programs were to have substandard performance.
- At what level does the agency think the General Assembly should be put on notice on notice of a potential problem.

Program: Long Term Facility Operations
<b>Description:</b> This program encompasses custodial care and supervision for all juveniles confined to the long-term hardware secure facility. This program is necessary to provide structure, supervision and rehabilitative services for high risk offenders.
<b>Most Potential Negative Impact:</b> This program, like all DJJ programs, is linked to public safety and improving outcomes for troubled youth. This program provides secure custodial care housing juvenile offenders in detention, evaluations, admissions and long-term facilities. While it is the least efficient of the agency's programs, it is necessary to guard the public against its highest risk juvenile offenders.
<b>When Agency thinks General Assembly should be put on notice:</b> This program is essential to ensure public safety and should remain on the General Assembly's radar.

# Public Comments

Staff Study – page 16



## Juveniles/Families



- ☐ 20 mention accountability for juveniles
- ☐ 16 mention families
- ☐ 7 mention prevention
- ☐ 7 mention recidivism
- ☐ 2 mention Mental Health

## Management/Personnel



- ☐ 38 pertain to pay, incentives, or benefits
- ☐ 24 relate to morale at the agency
- ☐ 23 pertain to management
- ☐ 10 pertain to 12 hour shifts
- ☐ 6 reference staff turnover/shortages
- ☐ 5 reference training

## Safety



- ☐ 15 mention safety
- ☐ 3 mention gangs

## Other



- ☐ 28 comments are positive
- ☐ 12 comments reference interaction with DSS
- ☐ 8 mention funding

# Agency's Recommendations

Staff Study – page 8, Visual Summary Table 3, and page 51

## **Agency's Recommendations\***

### Recommendations to Committee

- Increase personnel efficiencies and cost savings
- Physical improvement project savings
- Investing in prevention and early intervention
- Streamlining processes

Note: The Committee specifically requested recommendations from the agency. (SC Department of Juvenile Justice, *Restructuring and Seven-Year Plan Report*)