

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina Department of Juvenile Justice

Date of Submission: March 31, 2015

Revised November 2015

Revised May 2016

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

	Name	Date of Hire	Email
Agency Director	Sylvia L. Murray	01/08/2015	slmurr@scdjj.net
Previous Agency Director	Margaret H. Barber	02/17/2011	Retired

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

Current Agency

Director

(Sign/Date):

(Type/Print Name):

Sylvia L. Murray

**If applicable,
Board/Commission
Chair**

(Sign/Date):

(Type/Print Name):

Not Applicable

TABLE OF CONTENTS

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

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

EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. See Historical Perspective Chart on page 25.

B. Purpose, Mission and Vision

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

C. Key Performance Measure Results

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

With regard to Mission Effectiveness

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

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

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

With regard to Mission Efficiency

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

With regard to Customer Service

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

With Regard to Workforce Engagement

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

With regard to Operational Work System Performance

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

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

ORGANIZATIONAL PROFILE

II. Organizational Profile

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

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

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

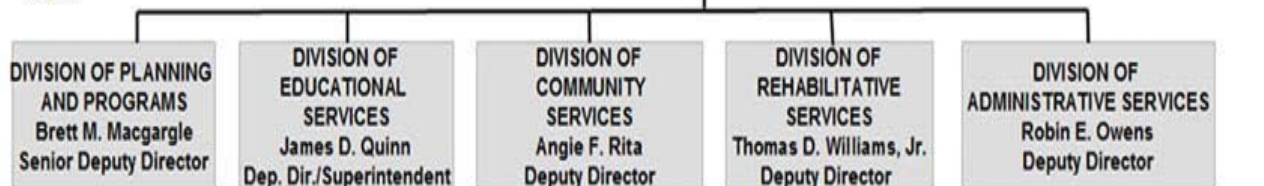
6. **Organizational Structure in Flow Chart Format**



Governor
Nikki R. Haley

Director
Sylvia Murray

Functional
Organization
Chart



DIVISION OF PLANNING AND PROGRAMS

- Program Development
- Planning & Evaluation
- Research & Statistics
- Grants Management
- Public Affairs
- Volunteer Services
- Juvenile & Family Relations
- Legislative Activities
- Job Readiness Training Center
- Chaplaincy

DIVISION OF EDUCATIONAL SERVICES

- School Supervision and Operations
- Career & Technology Education
- Special Education Services
- Professional Development and Federal Programs
- Student Accountability Systems
- Statewide Testing

DIVISION OF COMMUNITY SERVICES

- Field Operations
- Community Justice
- Community Quality Assurance
- Community Policy and Training
- Community Alternatives
- Community Development

DIVISION OF REHABILITATIVE SERVICES

- Institutional Management
- Residential Detention Services
- Residential Evaluation Services
- Health Services
- Rehabilitative Support Services
- Restorative Justice Coordination Services

DIVISION OF ADMINISTRATIVE SERVICES

- Business Services
- Physical Plant and Maintenance
- Facility Grounds Management
- Fiscal Affairs/CFA
- Medicaid Compliance and Administration
- Information Technology
- Human Resources
- Staff Development and Training
- Budget Development

OFFICE OF THE INSPECTOR GENERAL
Raymond M. Cavanagh
Inspector General

OFFICE OF THE INSPECTOR GENERAL

- Investigations
- Internal Affairs
- DJJ Police
- Gate Security
- Transportation
- Communications

LEGAL AND POLICY COORDINATION
Larry L. Vanderbilt
Associate Deputy Director

OFFICE OF LEGAL AND POLICY COORDINATION

- Legal Counsel
- Internal Release Authority
- Policy Administration
- Performance-based Standards (PbS)/PREA
- Legislative Support

OFFICE OF TREATMENT & INTERVENTION SERVICES
Katherine P. Speed
Associate Deputy Director

OFFICE OF TREATMENT AND INTERVENTION SERVICES

- Psychology
- Social Work
- Classification
- Trauma Training
- Intervention Services
- DSS Liaison
- Quality Assurance
- Reintegration
- Special Needs Case Mgmt.

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

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

III. Laws (Statutes, Regulations, Provisos)

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

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

IV. Reports and Reviews

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

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

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

A. Results of Agency's Key Performance Measurements

1. Mission Effectiveness

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

The following performance measures were identified:

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

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

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

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

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

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

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

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

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

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

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

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

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

2. Mission Efficiency

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

The following performance measures were identified:

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

3. Quality(Customer Satisfaction)

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

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

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

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

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

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

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

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

4. Workforce Engagement

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

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

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

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

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

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

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

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

5. Operational /Work system Performance

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

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

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

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

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

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

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

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

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

A. Most Critical Performance Measures

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

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

B. Databases/Document Management

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

C. Recommended Restructuring

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

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

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

B. Current/Recommended Actions

The following 17 cost saving measures total \$3,658,822. Legislative action was not a prerequisite to implementation. The measures follow:

Increased personnel efficiencies and cost savings

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

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

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

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

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

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

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

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

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

Physical Improvement Project Savings

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

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

Investing in Prevention and Early Intervention

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

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

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

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

Streamlining Processes

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

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

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

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

Additional Questions

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

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

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

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

2. What fundamentals are required to achieve this objective?

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

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

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

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

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

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

No. Not at this time.

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

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

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

6. Personnel Involved Chart
See Personnel Chart on page 40

CHARTS APPENDIX

VII. Excel Charts

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

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