

Chairman Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee



*Nathan Ballentine
Gary E. Clary
Kirkman Finlay III
Joseph H. Jefferson Jr.
Walton J. McLeod
Joshua Putnam
Samuel Rivers Jr.
Tommy M. Stringer
Bill Taylor*

*William K. (Bill) Bowers
Raye Felder
Phyllis J. Henderson
Mia S. McLeod
Ralph W. Norman
Robert L. Ridgeway III
James E. Smith Jr.
Edward R. Tallon Sr.
Robert Q. Williams*

South Carolina House of Representatives

*Jennifer L. Dobson
Research Director*

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811

Room 228 Blatt Building

*Charles L. Appleby IV
Legal Counsel*

*Cathy A. Greer
Administration Coordinator*

*Carmen J. McCutcheon
Research Analyst/Auditor*

March 24, 2016

EMAIL

Director Sylvia Murray
South Carolina Department of Juvenile Justice
PO Box 21069
Columbia, South Carolina 29221-1069
SLMURR@scdj.net

Dear Ms. Murray:

Thank you for the opportunity to visit the agency with Ms. Carmen McCutcheon, the House Legislative Oversight Committee's Research Analyst/Auditor, on Wednesday, March 16, 2016. During this visit, we had the opportunity to speak with Ms. Velvet McGowan, Ms. Katherine Pierson, and Ms. Elizabeth Hill. Mr. Darrell Scott, who is with the agency on a temporary basis from the Department of Employment and Workforce, also stopped into the meeting.

During the meeting, we learned about the history of the Performance Based Standards, outcome measures utilized and were able to make initial determinations about different reports available. Additionally, we learned how information was collected for these reports, regular meetings that occurred to discuss the status of the agency's outcomes, and the individuals responsible for making the final determinations on what facility improvement plans were pursued.

For your review, please find a copy of my notes from the visit enclosed. Please let me know, in writing, if there are any concerns with the accuracy of the information in these notes by Friday, April 1, 2016, as the Subcommittee members will receive copies of the notes.

Thank you again for the opportunity to visit the facility yesterday and to speak with staff. The time your staff took to share their remarks is appreciated. In addition, thank you for offering to have Subcommittee members take a tour of the facility. We will pass this offer along to the members.

Sincerely,

 Signature Redacted

Charles L. Appleby IV
Legal Counsel

cc: The Honorable Wm. Weston J. Newton
The Honorable Kirkman Finlay III
The Honorable William K. Bowers
The Honorable Raye Felder
The Honorable Edward R. Tallon Sr.

Attachment A

Legislative Oversight Committee Staff's Notes
from March 16, 2016 visit to DJJ

Note: Hold Ctrl and click on any section below to go straight to it.

| | |
|---------------------------------------|----|
| Contents | |
| Timeline..... | 5 |
| Facilities Tracking PbS Measures..... | 6 |
| Facility Administrators | 7 |
| PbS Meetings and Calendar | 8 |
| Reports related to PbS Data | 9 |
| PbS Levels..... | 13 |
| PbS Staff | 14 |
| DJJ Staff Associated with PbS | 15 |
| Options in the PbS Database | 21 |

Timeline

- **1995** - PbS formed out of U.S. Department of Juvenile Justice
- **1990** - DJJ involved in federal lawsuit
- **2002**
 - DJJ PbS State Coordinator: Louise Jenkins (ljenkins@pbstandards.org)
 - PbS Coach: Dave Crowley (dcrowley@pbstandards.org)
 - PbS starts as pilot at Willow Lane (female dorm at BRRC)
- **2004**
 - DJJ Director: Judge Bill Byars (started in 2003)
 - DJJ PbS State Coordinator: Louise Jenkins
 - PbS Coach: Dave Crowley
 - All seven secure facilities involved in pilot/training of PbS
- **2006**
 - DJJ PbS State Coordinator: Louise Jenkins
 - PbS Coach: Dave Crowley
 - First data collection with all seven secure facilities
- **2010**
 - DJJ Director: Margret Barber
 - DJJ PbS State Coordinator: Louise Jenkins
 - PbS Coach: Dave Crowley
- **2012**
 - DJJ PbS State Coordinator: Louise Jenkins
 - PbS Coach: Dave Crowley
 - April - Juvenile Detention Center PbS Site Coordinator reports to State PbS coordinator, not facility administrator
- **2013**
 - DJJ PbS State Coordinator: Velvet McGowan (Louise Jenkins becomes PbS Coach)
 - PbS Coach: Dave Crowley
 - September - BRRC PbS Site Coordinator reports to State PbS coordinator, not facility administrator
- **2014**
 - DJJ PbS State Coordinator: Velvet McGowan
 - PbS Coach: Dave Crowley
 - April - Midlands Evaluation Center PbS Site Coordinator reports to State PbS coordinator, not facility administrator
 - October - Coastal Evaluation Center PbS Site Coordinator reports to State PbS coordinator, not facility administrator
- **2015**
 - DJJ Director: Sylvia Murray
 - DJJ PbS State Coordinator: Velvet McGowan
 - PbS Coach: Aaron McCorkel (Oct. 2015 was first time - he is former DJJ employee) (Dave Crowley only works in New England area now)

Need to know when the UEC PbS Site Coordinator begin reporting to the State PbS coordinator, not facility administrator.

Facilities Tracking PbS Measures

Detention and Assessment Center (Secure Facility)

Broad River Road Campus (BRRC) - Columbia, Broad River Road

- *Basics*: 3 components; Male & Female; Adjudicated
- **Birchwood**
 - *Dorm Units*: (1) Magnolia (female); (2) Maple (male); (3) Holly (male)
 - *Schools*: (1) Santee Special Management Unit; (2) Birchwood School
 - *PbS*: 106 Outcome Measures because it is a detention and assessment facility
- **John G. Richards**
 - *Dorm Units* (all male): (1) Poplar; (2) Magnolia; (3) Cypress; (4) Holly; (5) Crisis Management Unit (CMU)
 - *PbS*: 106 Outcome Measures because it is a detention and assessment facility
 - PbS pilot facility in 2004; first data collection in April 2006
- **Willow Lane**
 - *Dorm Units*: (1) Transition House (female)
 - *PbS*: 106 Outcome Measures because it is a detention and assessment facility
 - PbS pilot facility in 2002; first data collection in April 2004

Detention Center (Secure Facility)

Juvenile Detention Center (JDC) - Columbia, Shivers Road

- *Basics*: Male and Female; Awaiting Trial on serious and violent charges; Max stay = ??
- *Dorm Units* (all called Wings): (1) A; (2) B; (3) C; (4) D; (5) E; (6) F
- *PbS*: 60 Outcome Measures because it is a detention facility (
 - PbS pilot facility in 2004; first data collection in April 2006

Evaluation Centers (Secure Facility) - Note: All three centers are designed the same

Midlands Regional Evaluation Center (MEC) - Columbia, Shivers Road

- *Basics*: Male only; Adjudicated; Court-Ordered Eval by clinicians; Max stay = 45 days
- *Dorm Units*: (1) Pearl Unit; (2) C Pod; (3) D Pod; (4) E Pod
- *PbS*: 60 Outcome Measures because it is an evaluation facility
 - PbS pilot facility in 2004; first data collection in April 2006

Coastal Regional Evaluation Center - Ridgeville (Charleston)

- *Basics*: Male & Female; Adjudicated; Court-Ordered Eval by clinicians; Max stay = 45 days
- *Dorm Units*: DJJ personnel stated they would send this information
- *PbS*: 60 Outcome Measures because it is an evaluation facility
 - PbS pilot facility in 2004; first data collection in April 2006

Upstate Regional Evaluation Center - Union

- *Basics*: Male & Female; Adjudicated; Court-Ordered Eval by clinicians; Max stay = 45 days
- *Dorm Units*: (1) Enoree; (2) Broad; (3) Tyger; (4) Fair Forest
- *PbS*: 60 Outcome Measures because it is an evaluation facility
 - PbS pilot facility in 2004; first data collection in April 2006

DJJ's Pee Dee Regional Office, Wilderness Camps, and Group Homes do not track the PbS measures

Facility Administrators

(2002 - Present)

Need the name of all Facility Administrators, and dates the individual served in this role, for each DJJ facility from 2002-Present

Detention and Assessment Center (Secure Facility)

Broad River Road Campus (BRRC) - All 3 Components

- Elwood Sessions (Residential Facility Manager)
 - Dates as Facility Administrator:
 - Summarized Duties: Currently serves as the security director for BRRC for the purpose of managing a facility to maintain safety and security for the juveniles and staff.
- Sharonda Sutton (Interim Director of Institutional Support)
 - Dates as Facility Administrator:
 - Summarized Duties: Currently serves as the director for the Broad River Road Campus (BRRC) for the purpose of operating and managing a facility to maintain safety and security for the juveniles and staff.

Detention Center (Secure Facility)

Juvenile Detention Center (JDC)

- Crayman Harvey (Detention Center Administrator)
 - Dates as Facility Administrator:
 - Summarized Duties: Currently serves as the director for the Detention Center Facility for the purpose of operating and managing a facility maintain safety and security for the juveniles and staff.

Evaluation Centers (Secure Facility)

Midlands Regional Evaluation Center (MEC)

- Name
 - Dates as Facility Administrator:
 - Summarized Duties:

Coastal Regional Evaluation Center

- Beverly Carter (Institutional Administrator (Regional Evaluation Center))
 - Dates as Facility Administrator:
 - Summarized Duties: Currently serves as the director for the CEC for the purpose of operating and managing a facility to maintain safety and security for the juveniles and staff.

Upstate Regional Evaluation Center

- Michael Hogan (Institutional Administrator (Regional Evaluation Center))
 - Dates as Facility Administrator:
 - Summarized Duties: Currently serves as the director for the UEC for the purpose of operating and managing a facility to maintain safety and security for the juveniles and staff.

PbS Meetings and Calendar

Multi-Disciplinary Team Meeting

- Where, When, and Who is Involved - At each facility every two weeks. Only the individuals from the facility, and potentially the PbS State Director, including, (1) Facility Administrator (head of facility); (2) Facility PbS Coordinator; and representative from (3) Education; (4) Security; (5) Clinicians; and (6) Volunteer Services.
- What occurs - Discussion of information from the monthly reports, status on facility improvement plans, recommendations for other facility improvement plans (after April and October reporting period). Facility Administrator has final say on what actions occur as a result of the meeting, including what facility improvement plans are pursued.

Core Team Meeting

- Where, When and Who is Involved - Once a quarter. (1) DJJ Director; (2) Facility Administrator from each DJJ facility; (3) PbS Coordinator from each DJJ facility; and (4) PbS State Director.
- What occurs - Discussion of status at each facility on outcome measures and facility improvement plans, requests for additional resources needed, sharing of ideas and special projects.

Annual PbS Coach Meeting

- Where, When and Who is Involved - Once a quarter. (1) DJJ Director; (2) Facility Administrator from each DJJ facility; (3) PbS Coordinator from each DJJ facility; and (4) PbS State Director.
- What occurs - Discussion of status at each facility on outcome measures and facility improvement plans, sharing of ideas between the facilities.

- **January** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility
- **February** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility
- **March** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Core Team Meeting
- **April** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Official PbS Reporting Period
- **May** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility
- **June** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Core Team Meeting
- **July** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Annual Visit by PbS Coach
- **August** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility
- **September** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Core Team Meeting
- **October** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Official PbS Reporting Period
- **November** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility
- **December** - (1) Multi-Disciplinary Team Meeting at each individual facility (every 2 weeks); (2) Monthly report from each facility; (3) Core Team Meeting

Reports related to PbS Data

Need additional explanation and screen shot of each type of report.

Monthly Facility Report - Tracks same measures reported into PbS portal, but is only entered into excel sheet because PbS portal only allows inputting information for the month of April and October.

Official PbS Reporting Period - Data from this month is entered into the PbS Portal for comparison with prior reporting periods and PbS field averages

Reports Available from Official PbS Reporting Period

- **Family** -
- **Health** -
- **Justice** -
- **Order** -
- **Safety** -
- **Security** -
- **Outcome Measure Groups** -
 - You can sort by (1) data collection period and get results for all outcome measures for that period; or (2) outcome measure and get results for that outcome measure over several collection periods.
- **Outcome Measures** -
- **PREA Report** -
- **Programming** -
- **Reintegration** -
- **Response Count Summaries** - Intended to give a view of all data entered for each collection period. For example, the Incident Report forms count reflect summary of when, where, frequent times, etc.... of all the incidents. The surveys reflect summary of responses to each specific question. You can sort by (1) Questions and get results for a single question from all facilities; or (2) Facility and get results for all questions from a single facility. Provides a summary of all data entered for:
 - **Incident Reports,**
 - Data collected in these reports include:
 - Facility Incident Report Identifier
 - Date and time incident occurred
 - Date incident logged
 - Living unit in which incident occurred
 - Incident location
 - # of youths involved
 - # of staff involved
 - Incident characteristics (check boxes for ones that apply i.e. assault, injury, suicide, property damage, misconduct, restraint, seen by medical, confinement in isolation, confinement in segregated dorm, etc.)

- **Staff and Youth Climate Surveys,**
 - **Staff Climate Survey**
 - Each staff member has a number. A random number generator prints out an entire list of the numbers in random order. DJJ is required to ask the first thirty on the list to take the survey. DJJ encourages as many as possible on the list, after the first thirty, to take the survey.
 - The survey is given to staff from guards to maintenance to cafeteria.
 - The survey can be printed, filled out and inputted by the PbS site coordinator OR the staff member can get an email with a direct link to the survey. If the staff member takes the survey online, their responses are automatically inputted into the PbS database.
 - The survey responses can be sorted by male/female; date given; time of day completed; etc. The responses cannot currently be sorted by employee position.
 - Some of the questions include:
 - Do you feel the facility is safe?
 - What do you think would make the facility safer? (options include: more staff, training, safety equipment, less overcrowding, other - staff allowed to type in anything else they think would make it safer).
 - Sections in the Staff Climate Survey include: (1) Safety and Security; (2) Training; (3) Living and working conditions/climate; (4) Program; and (5) Staff/Youth Relations.
 - DJJ can print out the results of the staff climate survey for each facility and show any changes in the types of responses over time or during different years for the Subcommittee.
- Youth Exit Interviews, and
- Youth Records.

Survey Summary

Incident Report
Response count summary for the Incident Report

Restraints

1. Add each restraint used in the incident to the table below.

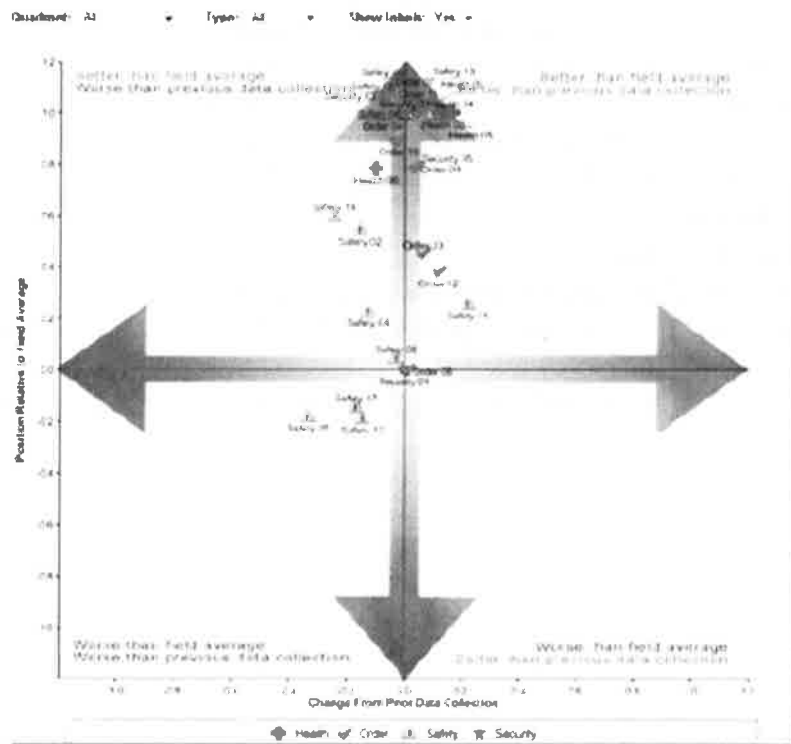
| Youth ID | | |
|----------|-------|---------|
| Value | Count | Percent |
| 03 | 5 | 45% |
| 05 | 3 | 27% |
| 10 | 1 | 9% |
| 11 | 1 | 9% |
| 07 | 1 | 9% |

| Restraint type used | | |
|-----------------------|-------|---------|
| Value | Count | Percent |
| Mechanical restraints | 9 | 82% |
| Physical restraints | 2 | 18% |

Other Reports

- **Family Surveys**
 - Piloted by BRRC 3 years ago; Started at MEC Oct. 2014; all 7 sites April 2016
 - Completed by juveniles' families
 - Some of the questions include:

- Do you feel your child is safe, receives adequate treatment, receives proper education?
- Are you involved in the rehabilitative process with your child?
- Is the family ready for the juvenile to be reintegrated?
- The different types of family surveys include:
 - **Family - Engaging Families -**
 - **Family - Families as Partners -**
 - **Family - Staff Training and Perceptions -**
 - **Family - Visits and Phone Calls -**
- **Jurisdiction Omnibus** - Depict all sites in a jurisdiction for multiple data collections and in comparison with each other. The report displays facilities in your jurisdiction (bars), jurisdictional field average on Critical Outcome Measure performance (red line) and the facility type field average (e.g. Corrections, Assessment, Detention) (light blue line)
- **Jurisdiction Outcome Measures** - Same as Jurisdiction Omnibus, but includes all outcome measures, not just the Critical Outcome Measures.
- **Omnibus** - Shows a facility's progress on all Critical Outcome Measures on one page. Shows if a Critical Outcome Measure is better or worse than the field average and better or worse than the facility's performance in the last data collection. You can obtain copies of this for several previous data collection periods.



- **Outcome Measure Comparison** - Allows comparison of a site's report with others based on selected options. The options include: (1) facility type - corrections/detention; (2) gender - male and female; (3) state; (4) jurisdiction and facility size - small (less than 50 beds),

medium (50-90 beds) and large (100 or more beds). For example, if the facility is a female detention center, selecting Facility Type and Gender will result in comparisons of the facility to all female detention centers.

- **Outcome Measure Dashboard -**
- **Outcome Measure Participation -**
- **PbS Facility Survey Responses -**
- **Performance Profile -** This report shows what each facility should consider for facility improvement plans and is available for current and previous collection periods. PbS Coaches follow up with the sites to review and discuss the profile. PbS recommends the state and site coordinator along with the facility administrator and local PbS team actively participate in the conference call with the PbS Coach to review and discuss the profile. The profile is a tool to assess:
 - Did the site enter the required data and information necessary to build the site reports?
 - Did the site meet the definitions of PbS incident report characteristics for assault, injury, restraint, suicidal behavior, contraband and room confinement as well as comprehensively report on these areas?
 - Did the site enter the required information to form youth records?
 - Did the site meet the minimum requirement in documenting their Facility Improvement Plans by having Targeted Outcome Goals; Action Steps; Progress Notes and Ongoing Reviews?
 - How successful was a site in achieving their FIP goals?
 - What % of Critical OM's improved since the last data collection?
 - What % of Critical OM's are better than the field average?
 - What % of admissions were screened for health, mental health, and suicide potential within the first hour prior to being assigned to a housing unit?
 - Recommendations for areas to be considered for future FIP's
- **Youth Records by Race Ethnicity -**
- **PBS IRDCCR Policies & Procedures**
 - PbS lists certain types of policies and DJJ has to indicate, for each facility, if it has a policy which addresses the issues in the policy listed by PbS. If DJJ has an applicable policy, DJJ must include the policy number.
 - DJJ can print this list, with the applicable policy numbers for the Subcommittee

PbS Levels

Below is information based on an email from Ms. Kim Godfrey. Ms. Velvet McGowan at DJJ is going to send the language as understood by DJJ. Ms. McGowan stated the language she is submitting is very similar to that below.

System to measure how facilities are implementing PbS and guide them as they develop improvement plans. PbS guides the facilities to first address the issues that are potentially life threatening, create injuries, violence, fail civil rights.

- Level 1 - PbS personnel lead the facility to this level, master data collection, definitional compliance and comprehensive reporting.
- Level 2 - This level is addressing the critical outcomes (safety, health);
- Level 3 - This level is addressing programming, health/mental health services, education
- Level 4 - This level is addressing family and reentry planning

PbS Staff

Executive Director

Kim Godfrey

SCDJJ Coaches for DJJ

- **Dave Crowley** (dcrowley@pbstandards.org) - Coach for DJJ 2002-April 2015
 - Dave has a career spanning 46 years in adult and (predominantly) juvenile corrections. Dave has worked as a correction officer, social worker, parole officer, superintendent, assistant commissioner; and currently is a PbS Coach. Dave has worked as a PbS Coach for 14 years and has experience in 15 states.
 - Dave has a M.Ed. in Psychology and Correctional Practices. Dave was a collegiate athlete and played minor league baseball. Dave is a senior professor at Cambridge College teaching criminal justice, juvenile justice, and strategic planning.
 - Dave is a member of Sigma Rho Honor Society, an ACA Member and an American Legion Member (US Army).
- **Aaron McCorkle** (mccorkle@pbstandards.org) - Coach for DJJ October 2015-present
 - Started at PbS in 2006
 - 30 years with SCDJJ and retired as superintendent, facility administrator and coordinator of General Detention Services. He has participated successfully in PbS since the Fall of 2000, resulting in 25 data collections and analysis.
 - From Coast to Coast, Aaron has visited a plethora of facilities now participating (or previously participating) in PbS, engaged in ongoing reviews for many Facility Improvement Plans, and conducted conference calls with sites to review their data collection practices, as well as provided presentations on each sites' Performance Profile.
 - As an active participant in PbS for more than 12 years, Aaron been involved in establishing work that includes:
 - Establishing a PbS Facility Improvement Team & providing short and long term goals for the existing facility management team.
 - Including PbS as a constant agenda item of the management team meetings.
 - Choosing or assigning a competent staff to be the site coordinator and an alternate, to facilitate the team.
 - Including in the team, the site coordinator (SC), alternate site coordinator, representatives of all facility program areas – cottage/unit, security, social services, mental health, medical, education, recreation, administration, etc. and youth (resident) when appropriate.
 - Approve facility staff that should have access to the PbS website.
 - Creating an atmosphere within the facility to enable communications among team members.
 - Conducting monthly team meetings (at a minimum).
 - Providing PbS Facility Improvement Plans “Ongoing Reviews”

DJJ Staff Associated with PbS

Legal and Policy Coordination

- Associate Deputy for Legal and Policy Coordination
 - Larry Vanderbilt
 - Summarized Duties: Serves as the Associate Deputy which includes oversight of legal staff, performs legal services, represents the Agency as required or needed, provides professional advice to the Agency Director and managers on legal matters, agency policy management, PbS, release authority, and other assigned duties.
- General Counsel
 - Elizabeth Hill
 - Summarized Duties: Serve as the agency's GC and performs legal services, represents the Agency as required or needed, and provides professional advice to the Agency Director and managers on legal matters. Manages the PbS and Release Authority programs for DJJ.
- Assistant Legal Counsel
 - Sarah Smith
 - Summarized Duties: Performs legal services and provides professional advice to managers and Human Resources on legal and employee relations matters.
- State PbS Director
 - Staff: Velvet McGowan
 - Summarized Duties: Directs the quality assurance program to gather data, report data twice a year on objectives and outcome measures to make continuous improvements
- PbS Site Coordinator
 - Staff: (which facilities is each responsible for?)
 - Shaquan Grooms
 - David Hutto Jr.
 - Sylvia Jones
 - Niaja Kennedy
 - Tracy Ryans
 - Princess Walker
 - Summarized Duties: Assigned to various facilities to serve as PbS chairs, oversee PbS practices, collect accurate data, work with and train staff for PbS administration and reporting.

Office of Inspector General

- Inspector General
 - Raymond Cavanagh
 - Summarized Duties: Serves as Inspector General which includes oversight of dispatch, BRRC front gate security, public safety, agency investigations, primary contact for Protection and Advocacy, auditing, certain transportation duties and other assigned responsibilities.
- Investigator
 - Kevin Crumpton
 - Yolanda Reid
 - Billy Warren
 - Jason Williams
 - Summarized Duties: Responsible for conducting agency criminal and administrative investigation involving juveniles and staff
- Compliance and Inspection Investigator
 - Daniel Johnson
 - Summarized Duties: Responsible for conducting building security assessments on buildings in the communities or those that do not house juveniles, conducts HR investigations, and performs other related duties.
- Management Review Specialist
 - Troy Suber
 - Dwight Williams
 - Summarized Duties: Conducts investigations or management reviews under the Office of Inspector General.

Office of Treatment and Intervention Services

- Associate Deputy for Treatment and Intervention
 - Katherine Speed
 - Summarized Duties: Directs and manages assigned programs involving juveniles to include treatment and intervention, juvenile security classification, activity therapy, and psychological services.
- Policy/Quality Assurance Manager
 - Sharelle Holliday
 - Summarized Duties: Manages policy development and update for the Rehabilitative Services Division and compares policies to practices for QA purposes.
- Quality Assurance Manager
 - Ashley Crider
 - Tomiko Williams
 - Summarized Duties: Description is not visible from document provided by DJJ (pg. 14)
- Quality Assurance Specialist
 - Tekara Odom
 - Summarized Duties: Provides assistance to the Quality Assurance Manager to ensure the agency is meeting certain standards and review accuracy of juvenile data system
- Training and Quality Assurance Manager
 - Brigitte Scoville
 - Summarized Duties: Responsible for leadership development training, internal SD&T quality assurance manager, ensure minimum training standards are met and appropriate training evaluations are conducted and followed.

Division of Rehabilitative Services

- Director of Institutional Management
 - Andy Broughton
 - Summarized Duties: Directs and manages assigned programs involving juveniles to include juvenile discipline policy, Balance and Restorative Justice, special projects and other duties.
- BARJ Program Coordinator
 - Ted Blanding
 - Summarized Duties: Manages the staff and program requirements for the Balance and Restorative Justice (BARJ) process
- BARJ level System Coordinator
 - Keisha Dunnom Nixon
 - Summarized Duties: Coordinates the level system, ensures youth receive their incentives, remove incentives, convert data into appropriate behavioral level, develops new incentives and other related duties
- BARJ Facilitator
 - Jeremy Franklin
 - Alicia Hemingway
 - Monsurat Lawal Agoro
 - Summarized Duties: Responsible for applying BARJ principles related to mediation to resolve conflict and provide resolution to victims impacted by juveniles' behavior or actions
- Behavioral Management Specialist
 - Malcolm Simpson
 - Summarized Duties: Responsible for applying BARJ principles related to behavioral changes to reduce conflict involving juveniles and others, perhaps at a higher skilled level.
- Detention Center Administrator (JDC Facility Administrator)
 - Crayman Harvey
 - Summarized Duties: Currently serves as the director for the Detention Center Facility for the purpose of operating and managing a facility maintain safety and security for the juveniles and staff.
- Security Compliance Coordinator
 - Kenneth James
 - Summarized Duties: Assigned to BRRC to perform quality assurance assessments, work with Facility Director to ensure security compliance
- Victim Services Manager
 - Felicia Dauway
 - Summarized Duties: Provides direct victim services with notifications to victims of juvenile crime and conducts agency wide training
- Residential Facility Manager (Facility Administrator for all 3 components of BRRC)
 - Elwood Sessions
 - Summarized Duties: Currently serves as the security director for BRRC for the purpose of managing a facility to maintain safety and security for the juveniles and staff.

Division of Planning and Programs

- Director of Planning and Evaluation
 - Angela Flowers
 - Summarized Duties: Directs the agency's planning and evaluation programs to include reviewing and evaluating programs, collecting information to provide responses - such as the Accountability Report.
- Director of Constituent Services
 - Katherine Pierson
 - Summarized Duties: Directs that provides services to juveniles and families who have concerns or complaints and investigates issues, serves as legislative liaison for DJJ, and manages public affairs.
- Communications Coordinator/Public Affairs 1
 - Eric Rousey
 - Summarized Duties: Coordinates and disseminates informational or education material, maintain website; writes and/or edits material; serves as photographer for events along with other duties

Hierarchy for Security

- Unit Manager
 - Assigned to BRRC to direct operations and manage the unit to maintain safety and security among the juveniles.
 - Assigned to BRRC under the IG's Office to direct to operations and manage the transportation unit responsible for on campus and off campus transports
- Captain (Equivalent to Asst. Unit Manager and used in JDC, MEC, CEC, and UEC)
 - Assigned to an evaluation center or the detention center to direct operations and manage the facility to maintain safety and security among the juveniles.
- Assistant Unit Manager (Equivalent to Captain and used in BRRC)
 - Assigned to a Unit at BRRC on assigned shift to manage the unit to maintain safety and security among the juveniles
- Lieutenant
 - Assigned to an evaluation center or the detention center on assigned shift to manage the facility to maintain safety and security among the juveniles.
 - Manages security function and staff at BRRC Security Gate; or work with the IG Police Unit to transport youth.
- Sergeant II
 - Supervises staff on assigned shift to maintain safety and security among the juveniles
- Sergeant I
 - Supervises staff on assigned shift to maintain safety and security among the juveniles
- Corporal
 - Description is not visible from document provided by DJJ (pg. 44)
- JCO V
 - Position with additional experience assigned to BRRC to supervise staff and maintain safety and security among the juveniles
- JCO IV
 - Position with additional experience assigned to BRRC to supervise staff and maintain safety and security among the juveniles
- JCO III
 - Position with additional experience assigned to BRRC to maintain safety and security among the juveniles
- JCO II
 - Position with additional experience assigned to various facilities to maintain safety and security among the juveniles. Also, serves as an entry level position for the Juvenile Detention Center to provide safety and security for the juveniles.
- JCO 1
 - Entry level position assigned to various evaluation center facilities to maintain safety and security among the juveniles
- Juvenile Specialist 1 (Equivalent to JCO and used in BRRC)
 - Entry level position assigned to BRRC to maintain safety and security among the juveniles

Options in the PbS Database

Based on information provided in email from Kim Godfrey

- My PbS
- My Facilities
- Surveys
- Reports
- Improvement Plans
- Users
- Groups
- Facilities
- Content Administration
- Resource Administration
- Calendar Administration
- News & Announcements
- Survey Administration
- Upload Manager
- System Roles
- Mail Administration
- Timelines
 - PbS Timeline
- Help
 - Request Assistance

