

SPECIAL STUDY COMMITTEE ON THE  
DEPARTMENT OF JUVENILE JUSTICE

First Meeting: April 26, 2016 at 9:00 (Room 105, Gressette Building)

Theme: Receive testimony regarding the February 26, 2016 disturbance at DJJ, Evolution of the inmate population “behind the fence”, and funding of DJJ operations.

Speakers:

1. Sylvia Murray, Director, Department Juvenile Justice
2. Mark Keel, Chief, SLED
3. Freddie Pough, Interim DJJ Police Chief and Inspector General
4. Elwood Sessions, Facility Administrator Broad River Road Complex
5. Darrell Scott, Interim Chief of Staff
6. Katherine Pierson, Director of Constituent Services

- **Sylvia Murray** is the Director of the South Carolina Department of Juvenile Justice (DJJ). Director Murray previously served as the Deputy Director of Administrative Services at DJJ, and as the accounting manager for DJJ’s Education Division. Director Murray also served the State of South Carolina as a grants administrator for the South Carolina Department of Natural Resources. Director Murray has a bachelor’s degree in Public Affairs from Columbia College and a master’s degree in Management from Webster University. Director Murray currently serves as a captain in the Civil Affairs Detachment of the South Carolina State Guard and serves on the Bench Bar Committee, the Coordinated School Health Advisory Council, the Governor’s Juvenile Justice Advisory Council, the South Carolina Joint Council on Adolescents, and the Palmetto Coordinated Systems of Care Leadership Team
- **Freddie Pough** is the Interim Inspector General and Chief of Police. Mr. Pough began his law enforcement career with the South Carolina Department of Probation Pardon and Parole as a Field Agent in 2001 where he also served on the Special Operation Response Team until 2003. Mr. Pough then expanded his career in law enforcement by working with the Lexington County Sheriff’s through 2007 at which time he accepted career advancement with the South Carolina Law Enforcement Division as Special Agent in charge of Criminal Investigations; a position that Mr. Pough holds concurrently with his interim position with SCDJJ. Mr. Pough has a BS in Criminal Justice from South Carolina State University.
- **Elwood Sessions** is the Facility Administrator for the Broad River Road Complex of the South Carolina Department of Juvenile Justice and has been with DJJ since August of 2015. Mr. Sessions is also the new Commander of the DJJ Special Response Team. Prior to employment with DJJ Mr. Sessions was employed with the South Carolina Department of Corrections beginning in 1990. Mr. Sessions was a Captain and supervisor for more than twenty years and is a certified instructor in Defensive Tactics, Firearms, Emergency Preparedness, and was Captain of the SCDC Midlands Regional Response Team. Mr. Sessions holds a BA in English Literature with a minor in Broadcast Journalism from Morris College.

- **Darrell T. Scott** is the Chief of Staff at the S.C. Department of Employment and Workforce, currently serving as Interim Chief of Staff at the South Carolina Department of Juvenile Justice. With experience in both business and government, Scott previously served as Vice President of Public Policy and Communications at the South Carolina Chamber of Commerce as well as the legislative director for U.S. Congressman J. Gresham Barrett in Washington, D.C. Scott is a graduate of Clemson University with a Bachelor of Arts degree in Political Science and a minor in Economics.
- **Katherine Pierson** is the Director of Constituent Services at the South Carolina Department of Juvenile Justice and has been since 2012. Ms. Pierson has served as the DJJ Ombudsman since 2002 and currently manages the offices of public affairs, juvenile and family relations and community resource development. Ms. Pierson has been employed with DJJ since 1996 and has experience as a probation and parole officer and community contracts coordinator. Prior to DJJ employment Ms. Pierson was employed in the marketing departments of Blue Cross and Blue Shield of SC in Columbia, SC and AT&T Italia in Rome, Italy. Ms. Pierson has a BA in Political Science and English from the University of Oregon, a Masters of Public Administration (MPA) from Troy University and is a Certified Public Manager.

Questions:

1. **Describe the disturbance that occurred on February 26. (Include general information on the offenders involved in the incident, convictions/punishments following the incident, and current status.)**

**8:11pm** Cypress called for assistance on A-pod. JS. Jesse White called over the radio that there was a fire on A-pod. A few seconds later JS. White called over the radio stating that the fire was out. Kenneth L. James, received a call from AUM Curtis Wilson in Holly Unit requesting assistance in Cypress Unit due to the juveniles causing a major disruption.

**8:15pm** Kenneth James arrived on campus and immediately ran to Cypress Unit along with Facility Director Sessions, Director Murray and Major Angela Scott.

**8:21pm** Cypress called code 10.

**8:23pm** Cypress called code 9.

**8:24pm** Cypress called a code 10.

**8:25pm** two juveniles set a fire at the back door of C-pod. JS. Merial Hunter went to Cypress for a disturbance call when a juvenile threw a fire extinguisher in her direction and it landed on her left foot. A fire on B-pod was lit by one of the juveniles. The juveniles began ripping the sinks out the walls and threw them into the glass of the second control room and the windows leading into C-pod. JS. Walls was assaulted by a juvenile with a fire extinguisher on the right elbow. Juveniles on both B & C pod were breaking and smashing glass, breaking the tvs and ripping the sinks out the walls. B-pod juveniles smashed all the camera surveillance equipment inside the second control room. One juvenile hit JS. Williams in the back with a fire extinguisher in the courtyard.

**8:28pm** Willow Lane Girls Transition Home called code 10.

**8:30pm** Staff called a code 10 at Willow Lane. Once at Cypress Unit, Kenneth James was informed that there were male juveniles in Willow Unit threatening the females. Kenneth James commandeered a white van that was being driven by Officer Ashia Smith along with Officers Clarence Turner and PSO Dana Scott and headed towards Willow Unit. While in route, a juvenile was seen running across the road from the Willow Lane fence to the Willow Lane Chapel. The van was parked in front of Willow Lane Chapel and staff ran behind the chapel (between the chapel and the Willow Lane Infirmary administration building) and caught up to said juvenile. When Kenneth James got within a few feet of this juvenile he turned around and stated "back the f--- up" while holding a pair of red-handled scissors in his right hand and pointing it in staff's direction. Juvenile was instructed to give staff the scissors, but he continued to back up and that he was not going to lock up because he did not do anything, juvenile was told several times that holding the scissors and telling staff to back up was a threat to their life. Juvenile stated several times he did not care, he was not going to lock up. After telling juvenile that staff was not going to touch him and that officer Turner would walk him back to Cypress Unit without restraint; in return for the scissors, juvenile gave the scissors to PSO D. Scott.

**8:45pm** Fire truck arrived at front gate.

**8:45pm** Staff Angel Williams stated that a juvenile grabbed and squeezed her buttocks while she was dealing with a juvenile during the disturbance at Cypress.

While the area around the Information Technologies buildings was being searched, a juvenile was found hiding under a tractor between the IT building and the barn behind the building. Kenneth James was informed by a nurse that she was speaking with a friend who stated that there is a juvenile at the Dollar Tree on Broad River Road. Kenneth James then received a phone call from the nurse and spoke with the individual who stated she was standing with a juvenile in front of the Dollar Tree on Broad River Road who says he escaped. The PSOs and Kenneth James then commandeered a vehicle from the nurses and exited the campus while informing Deputy Director Williams and Facility Director Sessions of the call. When Kenneth James arrived at the Dollar Tree a juvenile was observed in handcuffs standing between investigators Reid and Sampay. Juvenile agreed to provide information about how he escaped and the events that led up to the incident. Juvenile stated "...when we (cypress dorm) were told we were not going back to the school, the boys said they were going to riot and break out of the unit, run down to Holly unit and break into a fight with the other kids." He went on to explain that two of the juveniles planned to escape after the others got out, but he thought that only he and another juvenile got out. Juvenile then directed staff to the back of Willow Lane Campus in front of the Human Resources Building where he pulled the rebar off a weather drain that leads under the fence. Juvenile stated he went through the drain and ran across SCDC property until he got to Broad River Road. He continued until he reached the Dollar Tree where his mother is an employee and was closing the store.

**8:55pm** PSO escorted Fire Truck.

**9:39pm** Code 4 called.

**9:43pm** Central received a call (unknown caller) stating that Richland County SO has a juvenile at the Dollar Tree on Broad River Road. Juvenile was recovered by investigators Reid and Sampay from the Dollar Tree on Broad River Road. Juvenile was placed in a wet cell at the Midlands Evaluation Center Pearl Unit.

**9:50pm** it was announced over the radio that there were 4 juveniles that had entered into the Police Annex building. PSO D. Scott and Kenneth James began running from Willow Unit to the Police Annex via the road in front of the Willow Lane Chapel. As they approached the rear of the building, they noticed Mr. Andy Broughton walking over to the Police Annex and 4 juveniles immediately exiting a rear door and running towards their right around the building. PSO D. Scott, Kenneth James, along with a group of other officers ran around the right side of the Palmetto building from the rear in an attempt to meet them in the front. As staff came around the front of the Palmetto Building, they noticed the illuminated tail lights of 2 vehicles, one grey car and one black car. Police Supervisor Maurisha Scott was the driver of the grey vehicle. The black vehicle had 3 juveniles inside. K. James grabbed the passenger side door handle and a juvenile yelled from the passenger seat "go go go". The juvenile who was driving, quickly put the vehicle in reverse and backed the vehicle up at a high rate of speed. K. James was pulled, spun around and hit by the passenger side mirror. The vehicle then backed into another grey vehicle parked in front of the Police Annex building. K. James, PSO D. Scott and Officer Kendric Holland ran towards the vehicle and a juvenile was heard screaming "Hit those b-----" as a juvenile attempted to put the vehicle in drive, another juvenile exited out of the back seat; this allowed PSO D. Scott to enter the vehicle. The juvenile driving then turned the vehicle in the direction of Officer Holland and K. James and drove toward them at a high rate of speed. Staff moved out of the way of the vehicle, being missed by a few inches as the vehicle passed. PSO D. Scott was seen holding on to the driver of the vehicle from the rear, causing him to hit the curb of the parking lot and stopping in the grass approx. 50 feet pass the curb. Staff ran toward the vehicle's driver's side to assist PSO D. Scott in removing this juvenile from behind the wheel. Juvenile began kicking and fighting in an attempt not to be removed from the vehicle. After several minutes of resisting, juvenile was placed in restraints with the assistance of several officers to include Officer Holland, PSO Scott, and AUM Curtis Wilson. While staff were attempting to remove this juvenile, another juvenile exited the vehicle and ran towards the Palmetto building. After securing the one juvenile a call for assistance come from the rear of the John G. Richards Cafeteria. Staff and a group of officers ran towards the rear of the cafeteria where they encountered a juvenile resisting restraint. Staff assisted in placing the juvenile in restraints and searching him. While searching him, the juvenile stated they broke into a vending machine and stole several snacks which were removed from both leg areas of his green jogging pants. During the search for another juvenile, staff noticed the office windows to the office belonging to Security Compliance Coordinator Bitsy Cooper-Charles were broken. The building was cleared and Officer Clarence Turner was instructed to remain in the building, as it was unsecure until he was properly relieved.

Upon returning to BRRC the PSO's and K. James proceeded directly to Birchwood High School due to calls of potential movement in the school. As staff entered the rear parking lot to meet with Mr. Sessions and brief him on the previous activities, juveniles were seen on top of the Magnolia Unit. Seven juveniles were on top of the unit refusing directives to get down. After giving several directives and discussing with Deputy Director Williams and Director Murray, all of the juveniles climbed down from the building. One juvenile once down from the building refused to be placed in restraints and began to run in front of Catawba Unit towards the BARJ building. The juvenile was caught and restrained by several staff on the side of the BARJ building.

**11:44pm** PSO escorted Fire Truck.

**11:53pm** K. James then proceeded over to show Mr. Broughton where the juvenile has escaped

through a drainage culvert from the facility. There was a call that there was a fire in the Poplar Unit. K. James proceeded with Mr. Broughton over to Poplar Unit B-pod. Upon entering, there was a strong aroma of smoke in the room and the air was hazy. Inside the restroom and to the left, in front of the toilet was the residue of something that had been burnt. K. James instructed all officers to begin strip searching the juveniles and placing them in a contained area.

**11:57pm** Poplar fire on C-Pod

**12:18am** Signal 15 called.

Shortly after, Holly Unit called for assistance. Several juveniles were upset and refusing to go to bed but not causing any visible damage at that time.

As a result of the investigation into the events that occurred on the night of February 26, 2016, 14 juveniles were arrested and 40 warrants were served on those 14 juveniles and one petition. They are as follows:

1. **Juvenile**, Currently housed at ASGDC .....Malicious Injury to Personal Property, Burglary 1<sup>st</sup> Degree, Malicious Injury to Real Property, and Assault and Battery 1<sup>st</sup>. (Two Counts) and Criminal Sexual Conduct 1<sup>st</sup> Degree
2. **Juvenile**, Currently housed at the Juvenile Detention Center (JDC) .....Malicious Injury to Real Property, Escape
3. **Juvenile**, currently housed at ASGDC .....Malicious Injury to Real Property and Attempt to Burn.
4. **Juvenile**, currently housed at ASGDC ..... Burglary 1<sup>st</sup> Degree, Malicious Injury to Real Property, and Assault and Battery 1<sup>st</sup>,Criminal Sexual Conduct 1<sup>st</sup> Degree
5. **Juvenile**, currently housed at Crisis Management Unit (CMU) ..... Assault and Battery 1<sup>st</sup> Degree, Malicious Injury to Personal Property over \$10,000 dollars (Two Counts) and Burglary 2<sup>nd</sup> (violent), and Burglary 1<sup>st</sup>
6. **Juvenile**, currently housed at ASGDC ..... Attempted Murder, Possession of a Stolen Vehicle, Burglary 1<sup>st</sup> Degree, Malicious Injury to Real Property, and Assault and Battery 1<sup>st</sup> and Criminal Sexual Conduct 1<sup>st</sup> Degree

7. **Juvenile**, currently housed at ASGDC ..... Burglary 1<sup>st</sup> Degree, Malicious Injury to Real Property, and Assault and Battery 1<sup>st</sup> and Criminal Sexual Conduct 1<sup>st</sup> Degree
8. **Juvenile**, currently housed at ASGDC ..... Burglary 1<sup>st</sup> Degree, Malicious Injury to Real Property
9. **Juvenile**, currently housed at Crisis Management Unit (CMU) ..... Malicious Injury to Personal Property over \$10,000 dollars and Burglary 2<sup>nd</sup> (violent)
10. **Juvenile**, currently housed at the Juvenile Detention Center (JDC) ..... (petition) Burglary 2<sup>nd</sup>
11. **Juvenile**, currently housed at the Juvenile Detention Center (JDC) ..... Malicious Injury to Personal Property over \$10,000 dollars and Burglary 2<sup>nd</sup> (violent)
12. **Juvenile**, currently housed at ASGDC ..... Malicious Injury to Personal Property over \$10,000 dollars and Burglary 2<sup>nd</sup> (violent)
13. **Juvenile**, currently housed at Crisis Management Unit (CMU) ..... Malicious Injury to Personal Property over \$10,000 dollars and Burglary 2<sup>nd</sup> (violent)
14. **Juvenile**, currently housed at ASGDC ..... Malicious Injury to Personal Property over \$10,000 dollars and Burglary 2<sup>nd</sup> (violent)

**2. What resources were lacking at DJJ in responding to the incident?**

An actively practiced emergency plan, an emergency response team, chemical munitions (OC pepper spray) and the implementation of a recently designed improvement plan.

**3. Was the dorm that the incident began in fully staffed at the time of the incident?**

Yes.

**4. What injuries were there? (Correctional Officers and offenders (instigators and standers-by) Were there any injuries at the girls transition home?**

Two male juveniles were seen in sick call for minor injuries sustained on the night of February 26, 2016. Each of the girls in the Transition home was assessed and seen by a clinician and or psychologist and none had sustained injuries as a result of the incident.

There were 11 staff injured on the night of February 26, 2016. Staff injuries included: back strains; contusions; knee, toe and a hand fracture.

**5. What resources have been put in place since the incident? How were these additional resources/ security measures/facility upgrades funded?**

Based on the \$3,768,813 that the agency carried over into FY 2015-2016 as well as the \$138,847 that was available in an existing permanent improvement capital account related to security improvements, no midyear or other budget increased is anticipated at this time.

State Appropriation Carryforward – spent and encumbered to date \$433,677 - Includes funding for:

- bolt down furniture,
- uniform changes (white/blue shirts),
- law enforcement gear (shields, goggles, knee and elbow pads, handcuffs, zip-ties, leg irons, and vests),
- enhancements/improvements to dormitory and facility equipment and building exterior and interior finishes (tv enclosures, sinks, mattresses, Lexan glass, razor wire, steel ceilings/doors, lights and cameras),
- law enforcement vehicles and associated vehicle equipment (cages, lights and sirens)
- payoff/replacement of damaged equipment (computers, monitors and copier)

Permanent Improvement Project – spent and encumbered to date \$132,931 – Includes funding for:

- enhancements/improvements to dormitory and facility equipment and building exterior and interior finishes (sinks, steel doors, Lexan glass, light fixtures, pass-thru metal detectors, fencing and security/access controls)

**6. What additional resources are still needed at DJJ?**

DJJ is conducting a staffing study to determine if additional officers are needed and if they are; the number of positions needed. This is to come into compliance with best-practices standards and taking into account the PREA initiatives effect of staffing patterns.

**7. What resources/security measures/facility improvements have been identified by DJJ administration over the past five years, and what has been the plan for funding and implementation?**

Amounts funded and source of funds in regards to facility improvements or security measures over last five fiscal years:

- Nonrecurring Funds (State Appropriation Carryforward, Medicaid (related to cost report settlements and not reimbursement of eligible services to juveniles in community settings) and Federal (direct award - USDA):

- FY 10 \$50,141 (communication equipment)
- FY 11 \$91,841 (landscaping equipment, information technology updates and MPACT System)
- FY 12 \$513,742 (physical plant equipment, cafeteria improvements, communication equipment upgrades and juvenile dental clinic equipment)
- FY 13 \$135,469 (information technology equipment, vehicles, dietary equipment and communication console/radio upgrades)
- FY 14 \$2,170,447 (information technology data network upgrade, replacement vehicles, replacement laundry equipment, physical plant equipment, video conferencing and radio and security system upgrades)
- FY 15 \$1,176,361 (video conferencing, replacement vehicles, industrial clothes dryer, set up JRTC sites and other physical plant equipment)

- Capital Improvement Funds (PIPS):

- Totals(all projects)

- FY 10 \$ 383,259

- FY 11 \$1,002,526

- FY 12 \$518,066

- FY 13 \$152,632

- FY 14 \$272,344

- FY 15 \$566,274

- By Project:

- 1. Living Units -

- FY 10 \$275,805

- FY 11 \$651,623

- FY 12 \$286,181

- FY 13 \$58,619

- FY 14 \$205,000

- FY 15 \$15,672

- 2. Wilderness Camps –

- FY 11 \$9,163

- FY 12 \$3,575

- FY 13 \$20,838

- FY 14 \$46,825

- FY 15 \$85,952

- 3. General Repairs -

- FY 10 \$26,658

- FY 11 \$106,989

- FY 12 \$79,550

- FY 13 \$73,275

- FY 14 \$20,519

- FY 15 \$69,315

- 4. Hazardous Materials Abatement

- FY 15 \$24,292



5. Sidewalk Installation  
FY 15 \$10,233
6. Electrical Grid Maintenance  
FY 15 \$22,644
7. Deferred Maintenance  
FY 15 \$201,507
8. Roofing Replacement  
FY 15 \$80,020
9. HVAC Repair/Replacement  
FY 15 \$56,639
10. Santee Dorm HVAC  
FY 11 \$4,296  
FY 12 \$24,287
11. Emergency Generator (Information Technology)  
FY 10 \$47,796  
FY 11 \$9,680  
FY 12 \$47,973
12. Shivers Road Buildings Renovation  
FY 11 \$220,775  
FY 12 \$76,500
13. Infirmery Improvements  
FY 10 \$33,000

**8. How have the incidents involving offenders changed as a result of the change in the population? Address the change in the number, types of incidents, etc.**

Behavior of juveniles has appeared to have changed in the past ten years. Information based on reports from our security staff support the theory that there is significantly more (and better organized) gang activity among BRRC youth today than there was 10 years ago. We are in the process of evaluating and measuring these reports to better address this issue. Current juvenile reports and surveys identifies gang membership in the facility as being felt by juveniles as necessary for peer protection and staff are perceived as restricted in what means they have available to prevent violence.

Mental health beds available to DJJ have decreased from 66 to 38 over the 10 year period. In 14/15 the number of juveniles diagnosed as Seriously Mentally Ill (SMI) has quadrupled over the

previous four years. In 2015 there were 118 SMI inclusions that needed placement in an appropriate mental health facility locations based on these needs.

Despite these type of trends there has not been a significant increase in the number or change in the type of incidents that are occurring on the Broad River Road Campus.

**9. How has the offender population “behind the fence” changed over the past 10 years? Address whether these offenders are tougher, involved in more gang activity, cyclical in nature, etc.**

Juveniles today have slightly (by 4%) higher rates of violent crimes associated with their commitment. The reasons for commitment to BRRC have not changed drastically in the 10 year period. 36% of commitments in 04/05 were due to a violent or serious Crime. That percentage increased to 40% in 14/15.

**10. What state is DJJ in regarding recruiting and retaining correctional officers?**

The Department expanded recruiting efforts by reaching out to various job placement organizations. Specifically, we are working closely with Fort Jackson and Shaw Airforce Base to recruit veterans or their family members seeking employment. We recognized that hiring veterans would be extremely beneficial to bring into our organization due to their proven skills and life experiences. Another veteran’s job placement resource is the Commission on Higher Education that works with veterans who wish to use their educational benefit for job skill training instead of attending college. Human Resources representatives met with the Department of Employment and Workforce (DEW) to take advantage of their job placement services and support. We expanded external job postings with various organizations including SC Works, USC, SC State, USC Vet Services Office, Family Readiness Program at Fort Jackson, TAP Program at Shaw Airforce Base, TAP/Soldier for Life Program, and veteran’s newsletters. There has been an emphasis to attend job fairs such as Operation Palmetto Employment, Employer Days, and SC Midlands Job Fair. Plans are in development for a DJJ Job Fair next month, May 2016.

We understand that retaining correctional staff is a combination of compensation and other intrinsic employee needs. With regards to compensation shift differential payments to correctional staff were implemented effective April 2, 2016 for evening and night shifts. Overtime payment opportunities for existing staff was extended to have more staff coverage. There are plans to proceed with developing career paths for the correctional staff to focus on a managerial track and an officer track with various salary adjustments or other compensation, such as bonus payments for employees as they advance their careers with DJJ.

As mentioned, retaining employees involves other measures. Previously, the staff uniform for the Broad River Road Campus consisted of all correctional staff wearing the same polo shirt. We listened to the staff and returned to a standard uniform that identifies supervisor employees as “white shirts” from non-supervisors as “blue shirts”. Staff safety is another concern. The Department is researching an alternative defensive training technique to the current one in place. Certain facilities and dorms have been upgraded and continue to be enhanced to make the physical environment safer by replacing glass, securing control centers, installing tamper resistant sinks and water fountains, along with other changes. Finally, staff feedback revealed that there juveniles must have consequences for bad behavior. Therefore, the Department is returning to a

Juvenile Progressive Discipline System so the youth in secure facilities who engage in misconduct will be subject to an enhanced and more robust progressive discipline process.

We have met with employees and continue to meet employees to solicit their feedback, answer questions about the Department’s status, and share information to keep them informed. We want them to be a part of the solution and to know they are valuable and their input is valued.

<b>SC DJJ Turnover Rates by Fiscal Year</b>			
<b>Fiscal Year</b>	<b>JCO/JS *</b>	<b>Agency Wide</b>	<b>Explanation</b>
FY 04-05	52%	27%	Closed a center.
FY 05-06	56%	22%	Possibly due to lack of career ladder for JCOs and starting pay.
FY 06-07	45%	21%	Possibly due to lack of career ladder for JCOs and starting pay.
FY 07-08	33%	21%	Closed a group home, implemented career ladder for JCO staff around this timeframe based on staff recollection.
FY 08-09	25%	26%	Reduction in Force (RIF) (JCOs exempted) due to budget reduction and Hope House closure; discontinued career ladder for JCOs.
FY 09-10	29%	11%	Fallout from the Reduction in Force (RIF) and discontinued JCO career ladder. On the contrary, other staff not affected by RIF appeared to stabilize.
FY 10-11	32%	15%	SCEIS go-live salary overpayments to JCOs and required recoupments.
FY 11-12	17%	20%	Implemented a portion of career ladder.
FY 12-13	18%	18%	Lack of career ladder for JCOs, starting pay, training concerns.
FY 13-14	25%	18%	Lack of career ladder for JCOs, starting pay.
FY 14-15	45%	24%	Retirement Initiatives Implemented
FY 15-16**	39%	14%	

\*Juvenile Correctional Officer and Juvenile Youth Specialist - Entry Level Positions

\*\*July 2015 to March 2016

**11. Describe the funding sources for DJJ operations.**

- State – General Appropriation \$106,426,814 – supports all programs and services of the agency that do not have separate restricted funding source.

- State – Carryforward (prior year general appropriation) \$3,768,813 – supports any non-recurring cost of the agency.
- Law Enforcement Ticket Surcharge \$3,400,624 (SC Code of Laws 14-1-212) - restricted to use for coastal evaluation and other federal lawsuit related programs/services.
- Detention Center Services \$1,300,000 (\$50 per day charge to house juveniles for municipal governments) (SC Code of Laws 63-19-360 and 14-1-212) – restricted to use for detention center operating costs.
- Joint Children’ Committee \$1,100,000 (Proviso 117.91 and SC Code of Laws 63-1-50) – restricted to use of alternative programs to juvenile incarceration.
- Medicaid Reimbursements \$932,000 – (reimbursement of Medicaid eligible services in community settings (incarcerated juveniles are not eligible for reimbursement) – can be used to support all programs and services for the agency.
- Court Fines Detention Center \$2,800,000 (SC Code of Laws 14-1-208) – restricted to use for detention center operating cost.
- Dedicated Court Fines \$1,450,000 (SC Code of Laws 14-1-208) – restricted to use for Children’s Law Center, arbitration and community alternative programs.
- Education Finance Act \$3,377,400 (SC Code of Laws 59-20-10 and Provisos 1.3, 1.4 and 1.8) – restricted to use for school district operating costs.
- Education Improvement Act \$427,570 (SC Code of Laws 59-21-1020) – restricted to use for specific line item cost of school district operations.
- Local Effort \$550,000 (SC Code of Laws 59-20-40) – restricted to use for school district operations.
- Federal Grants \$2,656,500 (pass-thru from other agency or direct agency award) - restricted to specific purposes, including education and other targeted juvenile programs.
- Total Major (Core) Funds \$128,189,721

**12. How much carryforward going into FY 16 was there? If any carryforward above 10%, why, and for what purposes does DJJ plan to use these funds?**

- FY 2009-2010 - \$0 and 0%
- FY 2010-2011 - \$213,326 and 0.23%
- FY 2011-2012 - \$1,332,276 and 1.50%
- FY 2012-2013 - \$2551,127 and 2.88%
- FY 2013-2014 - \$2,540,113 and 2.82%
- FY 2014-2015 - \$1,598,864 and 1.56%
- FY 2015-2016 - \$3,768,813 and 3.68%

**13. What (big picture) staffing, security or facility funding needs does DJJ have? Why has DJJ not asked for additional funding in the past few years to address staffing, security or facility needs?**

DJJ has always sought to be good stewards of State dollars and to provide a high quality service to the youth and families of South Carolina. The following is a list of the budget requests DJJ has made in the past six years:

2010-2011 – additional authorization request was made in the amount of \$923,127 as it relates to Federal Funds (no increases requested in State/Other) due to receipt of ARRA/Stimulus funds.

2011-2012 –no requests were made in by agency in regards to budget as federal ARRA/Stimulus funds were still available to the agency.

2012-2013 – no requests were made in by agency in regards to budget as federal ARRA/Stimulus funds were still available to the agency.

2013-2014 – request was made by agency for additional State Funds of \$12,300,000 as follows:

- \$9,200,000 replace lost federal funds as well as reductions to other funding streams and inflationary expenditure increases.
- \$1,400,000 to restore 23 TASC that were eliminate in prior budget years due to budget reductions.
- \$1,700,000 to expand family service options in the community.

In addition, agency also requested additional \$2,500,000 in capital/PIP funds to address deferred maintenance needs that had been deferred due to prior year budget reductions.

2014-2015 – additional request was made in authorization as it relates to Federal Funds of \$294,640 which was related to additional USDA breakfast/lunch reimbursements for meals provided as part of free and reduced students (based on changes in nutritional standards, reimbursement increase by six cents per meal).

2015-2016 – additional request was made in authorization as it relates Other Funds of \$758,981 which was related to expansion of TASC and JRT sites.

FY 2008-2009, DJJ was approved for deficit spending of \$7,475,873 and actually spent \$6,234,421. This was the only year that this was necessary for DJJ to make this type of request. In order to prevent deficit spending in the future the decision was made to budget with the intent of building a modest carry forward amount and actively seeking cost savings throughout the agency. The main factor which allowed DJJ to not ask for more money and to identify ways to better use current dollars is found in the reduction of long-term committed juveniles on the Broad River Road Complex. The average daily population in FY 04/05 was 408 and in 14/15 the average daily population was 117. Many of these juveniles are now served in less restrictive environments; including wilderness camps and group homes. However it should also be noted that juvenile crime has been reducing in total throughout South Carolina and the Nation. The following is a list of the cost savings measures that DJJ has identified in order to minimize the requests for new dollars in recurring funds:

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. 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 tankless 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. 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.

The above 17 cost saving measures total \$3,658,822.