

South Carolina Department of Juvenile Justice

72.59 (GP: Best Management Practices) By September 1 of each year, agencies appropriated funds in this act must report on their website a self-assessment of the agency's use of the following best practices during the prior fiscal year. Agencies are encouraged to partner with other agencies for a peer review process. For each of the best practices, the agency must publicly rate itself as **In Compliance**, **In Progress**, or **In Non-Compliance**.

The following is a self-assessment of the South Carolina Department of Juvenile Justice's use of the 13 best management practices during fiscal year 2006-2007. The Agency considers itself **In Compliance** with all 13 items.

13 Best Management Practices

Status

1. Integration of Planning and Budgeting:

In Compliance

The agency employs a multi-year strategic planning process that links the planning process with the annual budget review.

DJJ has a number of multi-year plans that are reviewed and incorporated into the agency's annual budget request, including the Strategic Plan, the Comprehensive Permanent Improvement Plan (CPIP), and the Information Technology (IT) Plan. The Executive Management Team (EMT) sets and deploys short and long-term direction through the agency mission statement and key planning processes.

2. Internal Audit: The agency utilizes an active internal audit process that includes: (a) programmatic reviews along with fiscal reviews; (b) consistent follow-up on audit findings; and (c) reporting of the internal audit function to the institutional head and/or to the governing board, if applicable. Agencies that cannot afford a separate internal audit staff should use internal reviews that serve the same function as an internal auditor.

In Compliance

DJJ's Inspector General ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include the DJJ police, investigations, internal audits, compliance, inspections, and juvenile and family relations.

Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions are tested through the State Auditor's Offices. The agency is subject to a procurement audit every other year by the State Materials Management Office. Internal controls include a system of budget management in which the use of fund sources is monitored against the

intended purpose of the funding source, cost containment and efficiency measures taken in procurement processes, and proper authorization of full time equivalency positions (FTEs) in hiring practices.

To educate all employees concerning risk management, DJJ offers a training course in this area and includes a briefing on risk management from DJJ's legal department to all new employees during initial orientation. In addition, DJJ's legal department conducts case reviews in conjunction with defense counsel retained by the Department and its insurance carrier, the Insurance Reserve Fund to determine if any issues or patterns exist. The Legal Department provides recommendations to the Agency Director on how to correct any identified problems. These risk management activities have helped limit the agency's liability and/or the amount of damages recovered in such cases.

3. Collaboration and Partnerships: The agency demonstrates financially beneficial collaborative efforts with other public entities in performance of business functions including, as applicable, but not limited to, financial management, printing and publications, mail service, procurement, warehousing, public safety, security, space utilization, and parking. **In Compliance**

DJJ actively solicits goods and services from other public entities in an effort to make fiscally sound decisions. This is evident through its procurement practices and the agency vendor listing which lists purchased goods and/or services from public entities such as, but not limited to, the S.C. Department of Education, Clemson University, S.C. Department of Mental Health, S.C. Department of Probation, Parole, and Pardon Services, and the Children's Law Office of the University of South Carolina. Prior annual audits concluded that all acquired goods and/or services at DJJ were procured in accordance with applicable laws and regulations.

Examples of collaborative efforts and partnerships to reduce costs include the following:

- Collaboration with Clemson University and Columbia College to offer teachers a Master of Education in Divergent Learning. The Divergent Learning program allows teachers the opportunity to work with "at risk" students from DJJ at the Clemson Youth Development Centers. This program combines alternative instructional methods and strategies to transform "at risk" students into engaged learners.
- Collaboration with Children's Law Office at the University of South Carolina that promotes the use of risk-based decision making and detention alternatives to reduce secure detentions and the amount of time spent in secure detention.

- Partnership with the Richland County Sherriff's Department to provide a school-based Youth Arbitration Program in Richland County High Schools. The program focuses on non-violent crimes in schools committed by first-time offenders. Offending students must volunteer to participate in arbitration and must take responsibility for their offense by admitting their guilt. The intent of the program is to provide students with an alternative to the juvenile justice system.

4. Outsourcing and Privatization: The agency examines opportunities for contracting out various business functions, has performed cost analyses, and has implemented, where economically feasible, cost saving contracts.

In Compliance

DJJ continually evaluates potential outsourcing opportunities in an effort to maximize the utilization of agency funds. Private contractors operate all of the agency's wilderness camps as well as other residential treatment facilities, providing approximately 90% of DJJ's residential treatment beds.

5. Process Analysis: The agency makes a critical examination of its business processes in an effort to increase productivity, reduce waste and duplication, and improve the quality of services provided to its internal customers.

In Compliance

DJJ regularly reviews its business processes as part of the strategic planning process and in preparation for the agency's annual accountability report. The goal of these processes is to ensure that DJJ maximizes productivity, reduces waste and duplication, and improves the quality of services to its internal and external customers. DJJ's annual agency accountability report provides a review of the agency's business practices and quality of service to its internal and external customers.

Regular scrutiny of performance indicators is a key to meeting performance requirements. Senior leaders and operations staff closely monitor the following production/delivery processes, plan proactively, make adjustments, or take immediate corrective action when indicated:

- Rates of facility assaults, fights, hoesplay incidents, and injuries to youth.
- Facility and community program utilization particularly relative to bed space and capacity.
- Workload and caseload activity.
- Allegations of abuse and neglect and the results of the investigative process.
- Performance-based Standards measurement results and corrective action plans.

DJJ contracted with Chinn Planning, Inc. to review progress and development at the Broad River Road Campus (BRRC) in 2005, 2007, and 2009. The 2007 assessment concluded that DJJ has substantially improved system wide service delivery to youth committed to state custody, and specifically improved living conditions for youth housed at BRRC over the past two years. The assessment noted that DJJ has developed a plan of action that addresses all the areas needed to improve the system.

DJJ participates in the national juvenile justice report card project. The report card provides citizens with an honest appraisal of DJJ performance in serving the state's juvenile population. DJJ voluntarily publishes this detailed report card on its website. The report card measures DJJ performance across the areas of community safety, accountability, competency and customer service.

6. Use of Automation and Technology: The agency **In Compliance**
uses a long-range plan for improved use of technology to
enhance business processes and takes deliberate efforts
to implement this technology within budget constraints.

DJJ replaced the Management Information System (MIS) that stored social and judicial records of all juvenile offenders for whom the agency bears responsibility with a new web-based Juvenile Justice Management System (JJMS). MIS had catalogued mission critical information since the early 1980s but became obsolete as a case management tool. JJMS is a modern case management system from which information is more readily retrievable and a more user-friendly structure with built-in auditing functions.

7. Energy and Other Resource Conservation and Management: The agency **In Compliance**
uses a plan to conserve energy
and other resources and has demonstrated positive results
from the plan.

DJJ employs a multifaceted strategy to conserve energy and reduce costs. In any renovation or new construction project, the agency strives to use only energy efficient materials and to use as much insulation as possible to reduce the loss of energy. Mechanical control systems also are made a part of new construction so that energy usage can be managed. In existing facilities, where possible, older light fixtures are replaced with energy efficient fixtures and older windows are replaced with energy efficient windows. All employees at the agency are encouraged to conserve energy.

DJJ utilizes video conferencing technology to conserve agency resources. Video conferencing is a cost-effective method, utilizing enhanced technology, to increase the accuracy of information and level of input from the public into the decisions made in the juvenile justice system. The connection of county offices and facilities through video conferencing represent a significant cost saving to the state. It allows DJJ county staff to bring in families and victims into their local

offices, and they in turn can utilize technology to provide important input to detention centers, evaluation centers, and long-term facilities. Video conferencing allows DJJ county staff to connect to DJJ facilities, and participate in treatment and classification staffings, while saving the wear and tear on the agency's state vehicle fleet and the costs of transportation.

8. Preventive and Deferred Maintenance: The agency **In Compliance**
uses a regular program of preventive maintenance to preserve
its physical assets and has developed a plan to address
overdue maintenance needs for its facilities.

Routine and preventive maintenance at DJJ is accomplished through the agency's Central Maintenance department. The Department provides 24-hour call back for fire, safety, and security problems that may arise outside of normal work schedules. Maintenance needs that are beyond the capability of assigned personnel are addressed either by a small central maintenance crew or by local vendors secured in accordance with the Procurement Code. The central crew or vendors also accomplish minor renovations and remodeling projects. High priority major repairs and deferred maintenance items are identified, funded and accomplished through the agency's permanent improvement process.

9. Alternate Revenue Sources: The agency **In Compliance**
makes substantial efforts to identify and secure alternate
revenue sources (excluding categorical grants for
specific functions) to supplement funds available from
state appropriations.

DJJ makes every effort to supplement its daily operations with the services provided by statewide volunteers; the securing of donated goods and/or services, and its use of other funds. DJJ actively seeks to work with community partners to leverage resources that will further the agency's mission.

Collaboration with the South Carolina Baptist Woman's Missionary Union (WMU) to mobilize members to enhance services to at-risk youth and their families. WMU will work with DJJ to improve services and support of youth through mentoring, tutoring, religious mentoring, internships and serve as Auxiliary Probations Officers (APO's).

Partnership with the Friends of Juvenile Justice (FJJ), a non-profit foundation to assist in developing and funding of prevention, rehabilitation, and reintegration programs for at-risk and incarcerated youth. FJJ lead a \$3.3 million capital fund campaign to cover construction and furnishing cost for a Community Connections Center. The center will provide space for private family visitation, and for those persons involved in the rehabilitation of juveniles including clinicians, educators, therapists, probations and intensive supervisions officers, and volunteers

10. External Annual Financial Audit Findings:

In Compliance

The agency minimizes or avoids all management letter and single audit findings in the annual audit performed or supervised by the State Auditor, especially violations of state law, material weaknesses, and single audit “findings” and “questioned costs.”

The South Carolina State Auditor’s Report for the fiscal year ending June 30, 2006 had no major findings and did not disclose any material weaknesses or violations of state law. This was the fourth consecutive year with no major exceptions or violations.

11. External Review Findings: The agency minimizes or avoids all non-compliance findings related to its business practices in external reviews and audits.

In Compliance

All recent audits/reviews conducted by governing entities concluded that DJJ is compliant with all state laws, rules and/or regulations in its business practices. DJJ ranked first among law enforcement agencies for the second consecutive year in Equal Opportunity Employment/Affirmative Action (EEO/AA) compliance. The agency also ranked second among large state agencies in EEO/AA compliance.

12. Long Range Capital Plan: The institution uses a long-range (minimum three to five years) capital improvement plan for major capital requirements for its buildings and has, subject to fund availability, begun implementation of the plan.

In Compliance

Each year DJJ prepares a Comprehensive Permanent Improvement Plan (CPIP). The CPIP is a five-year plan that outlines the capital projects needed by the agency. It is used in preparing the agency’s capital budget request that is submitted to the Budget and Control Board. The CPIP describes the proposed projects, explains why the projects are needed, and estimates the cost of construction and any recurring annual costs.

Through this process the agency has secured funding for construction of replacement residences for the juvenile population on the Broad River Road Complex. This new construction will include a transition home for the female population and four new dorms for the male population. These new residences will replace old substandard residences.

13. Risk Management: The agency has an active risk management program in place to minimize its losses.

In Compliance

DJJ has policies and procedures in place throughout the agency that are designed to minimize its losses and employs an Internal Auditor to ensure that these policies and procedures are followed. In addition, DJJ has on staff a state certified Fire Marshal who conducts fire and life safety inspections of its offices and facilities and ensures that necessary improvements are made. The Fire Marshal also conducts certified fire and life safety training for staff members, including those who are seeking certification as Juvenile Correctional Officers.

The agency's Management Review staff conducts administrative inquiries into allegations of abuse, neglect and other potential policy violations. In addition, this office conducts reviews of programs, processes and procedures to ensure that safety, security, accountability and integrity are maintained at all times.