Appendix - A

Critical Outcome Measure Performance Profile

Birchwood - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	R	
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%	G	G	Y	
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	G	
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%	G	G	G	
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	R	
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%	G	G	Y	
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%	G	G	G	
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	Y	
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR	G	G	G	
Order 04	Mechanical restraint use per 100 person-days of youth confinement.	DC/CR	G	G	R	
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report	G	G	G	
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR	G	G	G	
	Isolation, room confinement,					

Order 08	segregation/special management unit use per 100 person-days of youth confinement.	DC/CR	G	R	G	
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR	G	R	R	
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR	G	R	R	
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR	G	R	R	
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A		G	Y	
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR	G	G	G	
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR	G	R	R	
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form	G	G	R	
Safety 10	Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR	G	R	G	
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR	G	R	G	
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey	G	G	R	
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey	G	R	R	
	Percent of interviewed youths who					

Safety 15	report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey	G	G	G	
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A		G	G	
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR	G	R	R	
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR	G	G	G	
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR	G	G	G	
	Formula Totals	**Critical OM Totals**	**32 / 32 Green (100%)**	**25 / 34 Green (73.53%)**	**19 / 34 Green (55.88%)**	**14 / 34 Flags (41.18%)**

Critical Outcome Measure Performance Profile Score	**Score**	**Status**
DC/CR, Sample Size, Youth Record Not Recorded Data Elements	100%	G
Same/Better than Field Average	73.53%	R
Better than Prior Data Collection	55.88%	R
Consider for Facility Improvement Plan	58.82%	R

Appendix - B

Critical Outcome Measure Performance Profile

John G. Richards - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%	G	G	R	
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	G	
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%	G	G	G	
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%	G	G	G	
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%	G	G	G	
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	G	
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR	G	G	G	
	Mechanical restraint use per					

Order 04	100 person-days of youth confinement.	DC/CR	G	R	R	
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report	G	G	G	
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR	G	G	G	
Order 08	Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.	DC/CR	G	G	G	
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR	G	R	R	
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR	G	R	R	
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR	G	R	R	
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A		G	Y	
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR	G	R	R	
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR	G	G	G	
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR	G	R	R	
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR	G	R	R	
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form	G	G	R	
	Youths injured during the					

Safety 10	application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR	G	R	R	F
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR	G	R	R	F
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey	G	G	R	F
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey	G	R	R	F
Safety 15	Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey	G	G	G	
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A		G	G	
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR	G	G	G	
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR	G	R	R	F
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR	G	R	G	F
	Formula Totals	**Critical OM Totals**	**32 / 32 Green (100%)**	**22 / 34 Green (64.71%)**	**19 / 34 Green (55.88%)**	**15 / 34 Flags (44.12%)**

Critical Outcome Measure Performance Profile Score	**Score**	**Status**
DC/CR, Sample Size, Youth Record Not Recorded Data Elements	100%	G
Same/Better than Field Average	64.71%	R
Better than Prior Data Collection	55.88%	R
Consider for Facility Improvement Plan	55.88%	R

Appendix - C

Critical Outcome Measure Performance Profile

Willow Lane Facility - Female - October 2015

Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Behavioral Health 01	Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
Behavioral Health 02	Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
Behavioral Health 03	Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	G	
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%	G	G	G	
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.	100%	G	G	G	
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.	100%	G	G	G	
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.	100%	G	G	R	
Order 03	Physical restraint use per 100 person-days of youth confinement.	DC/CR	G	G	G	
	Mechanical restraint use per					

Order 04	100 person-days of youth confinement.	DC/CR	G	R	G	
Order 06	Chemical restraint use per 100 person-days of youth confinement.	Incident Report	G	G	G	
Order 07	Restraint chair or restraint bed use per 100 person-days of youth confinement.	DC/CR	G	G	G	
Order 08	Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.	DC/CR	G	G	G	
Order 09	Average duration of isolation, room confinement, and segregation/special management in hours.	DC/CR	G	R	R	
Order 10	Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.	DC/CR	G	R	R	
Order 11	Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.	DC/CR	G	R	R	
Order 12	Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period.	N/A		G	G	
Safety 02	Injuries to youths per 100 person-days of youth confinement.	DC/CR	G	R	G	
Safety 03	Injuries to staff per 100 staff-days of employment.	DC/CR	G	G	G	
Safety 04	Injuries to youths by other youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 05	Injuries to youths by staff per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 06	Suicidal behavior with injury by youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 07	Suicidal behavior without injury by youths per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 09	Average daily ratio of direct care staff to youth during the collection month.	Administrative Form	G	G	G	
	Youths injured during the					

Safety 10	application of physical and/or mechanical restraints per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 11	Assaults and fights on youth per 100 person-days of youth confinement.	DC/CR	G	R	G	
Safety 12	Assaults on staff per 100 person-days of youth confinement.	DC/CR	G	G	G	
Safety 13	Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Climate Survey	G	R	G	
Safety 14	Percent of staff who report that they feared for their safety within the last six months.	Staff Climate Survey	G	R	G	
Safety 15	Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.	Youth Climate Survey	G	G	G	
Security 01	Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement.	N/A		G	G	
Security 03	Incidents involving contraband (weapons) per 100 person-days of youth confinement.	DC/CR	G	G	G	
Security 04	Incidents involving contraband (drugs) per 100 person-days of youth confinement.	DC/CR	G	G	G	
Security 05	Incidents involving contraband (other) per 100 person-days of youth confinement.	DC/CR	G	G	G	
	Formula Totals	**Critical OM Totals**	**32 / 32 Green (100%)**	**26 / 34 Green (76.47%)**	**30 / 34 Green (88.24%)**	**9 / 34 Flags (26.47%)**

Critical Outcome Measure Performance Profile Score	**Score**	**Status**
DC/CR, Sample Size, Youth Record Not Recorded Data Elements	100%	G
Same/Better than Field Average	76.47%	Y
Better than Prior Data Collection	88.24%	G
Consider for Facility Improvement Plan	73.53%	R

Appendix - D

Survey Summary Birchwood 10/01/2015 to 11/20/2015

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	42	98%
I do not agree to participate in the staff climate survey	1	2%

Date survey administered:

Days of the week

Day	Count	Percent
Monday	20	48%
Tuesday	10	24%
Thursday	8	19%
Friday	2	5%
Wednesday	2	5%

Staff gender:

Value	Count	Percent
Female	26	62%
Male	11	26%
Refuse to answer	5	12%

Next » or 1. Untitled Page

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Good	20	48%
Poor	12	29%
Somewhat good	9	21%
Not recorded	1	2%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	40%
Good	13	31%
Poor	10	24%
Excellent	1	2%
Not recorded	1	2%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Good	16	38%
Somewhat good	14	33%
Poor	12	29%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Somewhat good	19	45%
Good	12	29%
Poor	11	26%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
Yes	28	67%
No	14	33%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent
Unsafe	16	38%
Very dangerous	16	38%
Safe	10	24%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	15	36%
Very dangerous	15	36%
Safe	12	29%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	35	83%
No	7	17%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.12	0	1	4	**35**	**2**

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
No	19	54%
Yes	16	46%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	29	71%
Training	25	61%
Safety equipment	17	41%
Other	14	34%
Less overcrowding	7	17%

Value	Count	Percent

9a. If other, please specify:

Summary data is not available for this question.

« Previous Next » or 2. Safety & Security

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Agree	18	43%
Somewhat agree	13	31%
Somewhat disagree	7	17%
Strongly disagree	4	10%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	19	45%
Agree	10	24%
Somewhat disagree	8	19%
Strongly disagree	5	12%

12. What training would you like to see?

Value	Count	Percent
Gang training	29	69%
Safety and security	18	43%
Communication	16	38%
Agency policies and procedures	16	38%
Sexual assault prevention	16	38%
Incident reporting	15	36%
Aggression Replacement Therapy (ART)	15	36%
General behavior management	15	36%
Appropriate staff/youth relationships	14	33%
Ethics	14	33%

1 2 3 Next »

12a, If other, please specify:

Summary data is not available for this question.

« Previous Next » or 3. Training

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
No	22	52%
Yes	20	48%

13b. The food is good

This statement is true

Value	Count	Percent
Yes	18	43%
No	17	40%
Not recorded	7	17%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
No	22	52%
Yes	19	45%
Not recorded	1	2%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
Yes	30	71%
No	12	29%

13e. The rules here are fair for youths

This statement is true

Value	Count	Percent
Yes	31	74%
No	11	26%

13f. Overall, in the housing units, everything is in working order

This statement is true

Value	Count	Percent
Yes	22	52%
No	18	43%
Not recorded	2	5%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries

This statement is true

Value	Count	Percent
Yes	34	81%
No	8	19%

13h. The common areas are clean

This statement is true

Value	Count	Percent
Yes	22	52%
No	19	45%
Not recorded	1	2%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	22	52%

Value	Count	Percent
Poor	13	31%
Fair	4	10%
Excellent	3	7%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Poor	15	36%
Fair	13	31%
Good	13	31%
Excellent	1	2%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Poor	16	38%
Good	14	33%
Fair	10	24%
Excellent	2	5%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	29	69%
Disagree	6	14%
Strongly Disagree	5	12%
Strongly Agree	2	5%

18. I know what my job expectations are.

Value	Count	Percent
Agree	26	62%
Strongly Agree	8	19%
Disagree	6	14%
Strongly Disagree	2	5%

19. I am satisfied with my job.

Value	Count	Percent
Agree	25	60%
Disagree	7	17%
Strongly Disagree	6	14%
Strongly Agree	4	10%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	33	79%
Yes	9	21%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

Value	Count	Percent
Yes	5	56%
No	4	44%

« Previous Next » or 4. Living and Working Conditions/Climate

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly true	23	55%
True	7	17%
Mostly untrue	5	12%
Not applicable	4	10%
Not true at all	3	7%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	20	48%
Mostly untrue	13	31%
Not true at all	4	10%
True	4	10%
Not applicable	1	2%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Fair	16	38%
Good	15	36%
Not applicable	8	19%
Poor	3	7%

24. How would you rate the health services for youths?

Value	Count	Percent
Good	27	64%
Fair	6	14%
Not applicable	6	14%

Value	Count	Percent
Excellent	2	5%
Poor	1	2%

25. How would you rate educational programming for youths?

Value	Count	Percent
Fair	17	40%
Good	15	36%
Poor	7	17%
Excellent	3	7%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	17	40%
Fair	13	31%
Not applicable	6	14%
Poor	5	12%
Excellent	1	2%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Good	23	55%
Poor	8	19%
Fair	8	19%
Not applicable	3	7%

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Good	19	45%
Fair	13	31%
Poor	7	17%

Value	Count	Percent
Excellent	2	5%
Not applicable	1	2%

« Previous Next » or 5. Programs

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	27	64%
Yes	13	31%
No	2	5%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	32	76%
Yes	8	19%
No	2	5%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	24	57%
Yes	16	38%
No	2	5%

32. Do staff use force only when they really need to?

Value	Count	Percent
Yes	24	57%
Sometimes	15	36%
No	3	7%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	20	48%
Yes	18	43%
No	4	10%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	22	52%
Yes	15	36%
No	5	12%

35. Do staff treat residents fairly?

Value	Count	Percent
Sometimes	23	55%
Yes	18	43%
No	1	2%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	21	50%
Don't know	18	43%
No	3	7%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Don't know	21	50%
Yes	17	40%
No	4	10%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent
Yes	30	71%
No	12	29%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	24	57%
Yes	18	43%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
Yes	23	55%
No	19	45%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	22	52%
Yes	19	45%
No	1	2%

42. Which of the following statements are true for you?

42a. I have better results working with the youths when I include families.

This statement is true

Value	Count	Percent
Yes	34	81%
No	7	17%
Not recorded	1	2%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	28	67%
No	13	31%
Not recorded	1	2%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	39	93%
No	2	5%

Value	Count	Percent
Not recorded	1	2%

« Previous Next » or 6. Staff/Youth Relations

Survey Summary John G. Richards 10/01/2015 to 11/20/2015

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	35	90%
I do not agree to participate in the staff climate survey	4	10%

Date survey administered:

Days of the week

Day	Count	Percent
Friday	14	40%
Thursday	7	20%
Wednesday	6	17%
Monday	6	17%
Sunday	1	3%
Tuesday	1	3%

Staff gender:

Value	Count	Percent
Female	21	60%
Male	13	37%
Refuse to answer	1	3%

Next » or 1. Untitled Page

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Good	21	60%
Somewhat good	8	23%
Poor	6	17%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	49%
Good	16	46%
Poor	2	6%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Good	21	60%
Somewhat good	10	29%
Poor	4	11%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Good	18	51%
Somewhat good	15	43%
Poor	2	6%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
Yes	22	63%
No	13	37%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent

Value	Count	Percent
Unsafe	19	54%
Safe	9	26%
Very dangerous	7	20%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	16	46%
Safe	13	37%
Very dangerous	6	17%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	29	83%
No	6	17%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.41	0	4	12	**29**	**0**

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
Yes	19	66%
No	10	34%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	33	97%
Training	15	44%
Safety equipment	13	38%
Other	4	12%
Less overcrowding	1	3%

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Somewhat agree	17	49%
Agree	14	40%
Strongly disagree	2	6%
Somewhat disagree	2	6%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	18	51%
Agree	10	29%
Somewhat disagree	5	14%
Strongly disagree	2	6%

12. What training would you like to see?

Value	Count	Percent
Gang training	15	43%
Aggression Replacement Therapy (ART)	14	40%
General behavior management	13	37%
Verbal de-escalation	11	31%
Adolescent development	11	31%
Appropriate staff/youth relationships	9	26%
Functional Family Therapy (FFT)	9	26%
Use of isolation	8	23%
Cognitive behavior programs	8	23%
Communication	8	23%

1 | 2 | 3 | Next »

12a, If other, please specify:

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13b. The food is good

This statement is true

Value	Count	Percent
No	21	60%
Yes	14	40%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
No	25	71%
Yes	10	29%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
No	20	57%
Yes	15	43%

13e. The rules here are fair for youths

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13f. Overall, in the housing units, everything is in working order

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries

This statement is true

Value	Count	Percent
Yes	24	69%
No	11	31%

13h. The common areas are clean

This statement is true

Value	Count	Percent
No	18	51%
Yes	17	49%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	15	43%
Fair	11	31%
Poor	5	14%
Excellent	4	11%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Fair	17	49%
Poor	9	26%
Good	9	26%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Fair	17	49%
Good	10	29%
Poor	8	23%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	21	60%
Disagree	6	17%
Strongly Disagree	6	17%
Strongly Agree	2	6%

18. I know what my job expectations are.

Value	Count	Percent
Agree	28	80%
Disagree	4	11%
Strongly Agree	3	9%

19. I am satisfied with my job.

Value	Count	Percent
Agree	19	54%
Disagree	13	37%
Strongly Agree	2	6%
Strongly Disagree	1	3%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	35	100%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

There is no data to display for this question.

« Previous Next » or 4. Living and Working Conditions/Climate

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly true	18	51%
Not true at all	6	17%
Mostly untrue	5	14%
True	3	9%
Not applicable	3	9%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	25	71%
Not true at all	6	17%
True	2	6%
Not applicable	2	6%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Good	15	43%
Fair	14	40%
Not applicable	3	9%
Poor	3	9%

24. How would you rate the health services for youths?

Value	Count	Percent
Good	24	69%
Fair	7	20%
Not applicable	2	6%
Poor	1	3%

Value	Count	Percent
Excellent	1	3%

25. How would you rate educational programming for youths?

Value	Count	Percent
Good	12	34%
Poor	11	31%
Fair	9	26%
Not applicable	2	6%
Excellent	1	3%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	17	49%
Fair	12	34%
Poor	6	17%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Fair	15	43%
Good	13	37%
Poor	6	17%
Not applicable	1	3%

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Fair	15	43%
Good	13	37%
Poor	4	11%
Excellent	2	6%
Not applicable	1	3%

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	21	60%
Yes	13	37%
No	1	3%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	28	80%
Yes	7	20%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	26	74%
Yes	9	26%

32. Do staff use force only when they really need to?

Value	Count	Percent
Sometimes	19	54%
Yes	16	46%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	22	63%
Yes	12	34%
No	1	3%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	25	71%

Value	Count	Percent
Yes	7	20%
No	3	9%

35. Do staff treat residents fairly?

Value	Count	Percent
Sometimes	24	69%
Yes	11	31%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	20	57%
Don't know	12	34%
No	3	9%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Yes	17	49%
Don't know	16	46%
No	2	6%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent
Yes	19	54%
No	16	46%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	28	80%
Yes	7	20%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
No	24	69%

Value	Count	Percent
Yes	11	31%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	27	77%
Yes	7	20%
No	1	3%

42. Which of the following statements are true for you?

42a. I have better results working with the youths when I include families.

This statement is true

Value	Count	Percent
Yes	21	60%
No	13	37%
Not recorded	1	3%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	23	66%
No	10	29%
Not recorded	2	6%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	26	74%
No	8	23%
Not recorded	1	3%

Survey Summary Willow Lane Facility - Female 10/01/2015 to 11/20/2015

Staff Climate Survey

Response count summary for the Staff Climate Survey.

PbS Form ID: _____
(For online use only)

Please check one of the following:

Value	Count	Percent
I agree to participate in the staff climate survey	26	63%
I do not agree to participate in the staff climate survey	15	37%

Date survey administered:

Days of the week

Day	Count	Percent
Tuesday	9	35%
Monday	6	23%
Thursday	5	19%
Wednesday	3	12%
Friday	2	8%
Saturday	1	4%

Staff gender:

Value	Count	Percent
Female	25	96%
Refuse to answer	1	4%

Next » or 1. Untitled Page

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Safety & Security

1. How would you rate the security policies and procedures at this facility?

Value	Count	Percent
Somewhat good	12	46%
Good	11	42%
Poor	2	8%
Not recorded	1	4%

2. How adequately does staff follow security procedures in this facility?

Value	Count	Percent
Somewhat good	17	65%
Good	7	27%
Poor	1	4%
Not recorded	1	4%

3. How would you rate the safety policies and procedures at this facility?

Value	Count	Percent
Somewhat good	14	54%
Good	7	27%
Poor	3	12%
Excellent	1	4%
Not recorded	1	4%

4. How adequately does staff follow safety procedures in this facility?

Value	Count	Percent
Somewhat good	15	58%
Good	5	19%
Poor	3	12%
Excellent	2	8%
Not recorded	1	4%

5. Within the last six months, have you feared for your safety in this facility?

Value	Count	Percent
No	14	54%
Yes	11	42%
Not recorded	1	4%

6. How safe or dangerous do you feel this facility is for staff?

Value	Count	Percent
Unsafe	19	73%
Safe	5	19%
Very dangerous	1	4%
Not recorded	1	4%

7. How safe or dangerous do you feel this facility is for the youths?

Value	Count	Percent
Unsafe	16	62%
Safe	9	35%
Not recorded	1	4%

8. Have you been at this facility for at least six full months?

Value	Count	Percent
Yes	19	73%
No	6	23%
Not recorded	1	4%

If so,

8a. How many times have you been injured by a youth or youths during the last six months?

Average	Minimum	Maximum	Sum	Total Count	"Not recorded" Count
0.21	0	2	4	**19**	**0**

8b. Have you practiced a fire drill at this facility in the last six months?

Value	Count	Percent
No	10	53%
Yes	9	47%

9. In your opinion, what would make this facility safer?

Value	Count	Percent
More staff	18	69%
Training	16	62%
Safety equipment	14	54%
Other	3	12%
Less overcrowding	1	4%
Not recorded	1	4%

9a. If other, please specify:

Summary data is not available for this question.

« Previous Next » or 2. Safety & Security

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Training

10. I receive(d) the training I need to perform my job.

Value	Count	Percent
Somewhat agree	11	42%
Agree	8	31%
Somewhat disagree	5	19%
Strongly disagree	1	4%
Not recorded	1	4%

11. The training I have received while in this facility has improved my job skills.

Value	Count	Percent
Somewhat agree	12	46%
Agree	7	27%
Somewhat disagree	6	23%
Not recorded	1	4%

12. What training would you like to see?

Value	Count	Percent
Gang training	12	46%
Communication	11	42%
General behavior management	10	38%
Verbal de-escalation	8	31%
Appropriate staff/youth relationships	8	31%
Aggression Replacement Therapy (ART)	7	27%
Safety and security	6	23%
Use of isolation	6	23%
Ethics	4	15%
Adolescent development	4	15%

1 2 3 Next »

12a, If other, please specify:

Summary data is not available for this question.

« Previous | Next » | or 3. Training

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Living and Working Conditions/Climate

13. Which of the following statements are true about this facility?

13a. The facility is clean

This statement is true

Value	Count	Percent
Yes	17	65%
No	8	31%
Not recorded	1	4%

13b. The food is good

This statement is true

Value	Count	Percent
No	14	54%
Yes	10	38%
Not recorded	2	8%

13c. The facility has a good school program

This statement is true

Value	Count	Percent
Yes	13	50%
No	11	42%
Not recorded	2	8%

13d. The facility has a good recreational program

This statement is true

Value	Count	Percent
Yes	17	65%
No	7	27%
Not recorded	2	8%

Value	Count	Percent

13e. The rules here are fair for youths

This statement is true

Value	Count	Percent
Yes	22	85%
No	3	12%
Not recorded	1	4%

13f. Overall, in the housing units, everything is in working order

This statement is true

Value	Count	Percent
Yes	19	73%
No	6	23%
Not recorded	1	4%

13g. Youths are given the required clothing, shoes, sheets, towels and toiletries

This statement is true

Value	Count	Percent
Yes	24	92%
No	1	4%
Not recorded	1	4%

13h. The common areas are clean

This statement is true

Value	Count	Percent
Yes	20	77%
No	5	19%
Not recorded	1	4%

Below are questions that discuss how facility staff and management interact. For each question, please indicate the answer that best describes your perceptions of this interaction.

14. How would you rate the support and guidance you receive from your supervisor?

Value	Count	Percent
Good	14	54%
Poor	5	19%
Fair	3	12%
Excellent	3	12%
Not recorded	1	4%

15. The opportunity I have to recommend changes in how security is done at this facility is:

Value	Count	Percent
Good	12	46%
Fair	8	31%
Poor	5	19%
Not recorded	1	4%

16. Communications between all areas (i.e., direct care, clinical, education, administration, health, food service and maintenance) at this location are:

Value	Count	Percent
Good	9	35%
Fair	9	35%
Poor	6	23%
Excellent	1	4%
Not recorded	1	4%

17. I receive the information I need to perform my job effectively.

Value	Count	Percent
Agree	17	65%
Disagree	4	15%
Strongly Disagree	3	12%
Strongly Agree	1	4%

Value	Count	Percent
Not recorded	1	4%

18. I know what my job expectations are.

Value	Count	Percent
Agree	14	54%
Strongly Agree	6	23%
Strongly Disagree	4	15%
Disagree	1	4%
Not recorded	1	4%

19. I am satisfied with my job.

Value	Count	Percent
Agree	14	54%
Disagree	5	19%
Strongly Disagree	4	15%
Strongly Agree	2	8%
Not recorded	1	4%

20. Within the last six months, have you ever filed a grievance?

Value	Count	Percent
No	21	81%
Yes	4	15%
Not recorded	1	4%

20a. If you have filed a grievance in the last six months, was your grievance addressed?

Value	Count	Percent
Yes	4	100%

« Previous Next » or 4. Living and Working Conditions/Climate

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Programs

21. I am able to provide input in the development and follow through of youths' individual treatment/service plans.

Value	Count	Percent
Mostly untrue	9	35%
Mostly true	8	31%
True	3	12%
Not applicable	3	12%
Not true at all	2	8%
Not recorded	1	4%

22. The programming in this facility (school, counseling, other programs) helps residents understand what they need to do to succeed when they return home.

Value	Count	Percent
Mostly true	12	46%
Mostly untrue	6	23%
Not true at all	3	12%
True	3	12%
Not applicable	1	4%
Not recorded	1	4%

23. How would you rate the orientation of youths when they first arrive?

Value	Count	Percent
Fair	13	50%
Good	9	35%
Not applicable	2	8%
Poor	1	4%
Not recorded	1	4%

24. How would you rate the health services for youths?

Value	Count	Percent

Value	Count	Percent
Good	14	54%
Fair	7	27%
Excellent	3	12%
Poor	1	4%
Not recorded	1	4%

25. How would you rate educational programming for youths?

Value	Count	Percent
Fair	10	38%
Good	8	31%
Excellent	3	12%
Poor	3	12%
Not applicable	1	4%
Not recorded	1	4%

26. How would you rate training, daily communications and follow through at this location regarding suicide prevention?

Value	Count	Percent
Good	13	50%
Fair	8	31%
Poor	3	12%
Not applicable	1	4%
Not recorded	1	4%

27. How would you rate training, daily communications and follow through at this location regarding PREA/zero tolerance of sexual abuse and harassment?

Value	Count	Percent
Fair	10	38%
Good	10	38%
Not applicable	3	12%
Excellent	1	4%
Poor	1	4%
Not recorded	1	4%

Value	Count	Percent

28. The manner in which various facility areas (i.e., direct care, clinical, education, administration and health) work as a team in developing and following through on youths' treatment/service plans is:

Value	Count	Percent
Fair	12	46%
Good	7	27%
Poor	3	12%
Excellent	2	8%
Not applicable	1	4%
Not recorded	1	4%

« Previous Next » or 5. Programs

Staff Climate Survey

Response count summary for the Staff Climate Survey.

Staff/Youth Relations

29. Do staff members show residents respect?

Value	Count	Percent
Sometimes	14	54%
Yes	10	38%
No	1	4%
Not recorded	1	4%

30. Are the staff good role models?

Value	Count	Percent
Sometimes	19	73%
Yes	6	23%
Not recorded	1	4%

31. Do staff seem to genuinely care about the residents?

Value	Count	Percent
Sometimes	15	58%
Yes	10	38%
Not recorded	1	4%

32. Do staff use force only when they really need to?

Value	Count	Percent
Yes	14	54%
Sometimes	9	35%
No	2	8%
Not recorded	1	4%

33. Does the facility use incentives and rewards to influence youths' behaviors?

Value	Count	Percent
Sometimes	14	54%
Yes	10	38%

Value	Count	Percent
No	1	4%
Not recorded	1	4%

34. Do staff give more positive comments than negative comments to youth?

Value	Count	Percent
Sometimes	13	50%
Yes	11	42%
No	1	4%
Not recorded	1	4%

35. Do staff treat residents fairly?

Value	Count	Percent
Yes	16	62%
Sometimes	9	35%
Not recorded	1	4%

36. Do staff ask youths if any bad or upsetting things have ever happened to them?

Value	Count	Percent
Yes	13	50%
Don't know	11	42%
No	1	4%
Not recorded	1	4%

37. Do staff explain to youths what trauma is and why it matters?

Value	Count	Percent
Don't know	11	42%
Yes	11	42%
No	3	12%
Not recorded	1	4%

38. Is the behavior management system (including privileges, rules, consequences and appeals process) clear and understood by staff and youths?

Value	Count	Percent

Value	Count	Percent
Yes	21	81%
No	4	15%
Not recorded	1	4%

39. Do staff have the authority to discipline youth appropriately?

Value	Count	Percent
No	15	58%
Yes	10	38%
Not recorded	1	4%

40. Do staff have the authority to reward youth appropriately?

Value	Count	Percent
Yes	13	50%
No	12	46%
Not recorded	1	4%

41. Do staff members talk with youths about the youths' families and other supportive people?

Value	Count	Percent
Sometimes	15	58%
Yes	9	35%
No	1	4%
Not recorded	1	4%

42. Which of the following statements are true for you?

42a. I have better results working with the youths when I include families.

This statement is true

Value	Count	Percent
Yes	18	69%
No	7	27%
Not recorded	1	4%

42b. The training I received has improved the way I interact with families.

This statement is true

Value	Count	Percent
Yes	18	69%
No	7	27%
Not recorded	1	4%

42c. I value family members and youths' social supports as partners in my work with the youths.

This statement is true

Value	Count	Percent
Yes	23	88%
No	2	8%
Not recorded	1	4%

« Previous Next » or 6. Staff/Youth Relations

Appendix - E

South Carolina
DEPARTMENT OF
JUVENILE JUSTICE
Sylvia Murray, Director

P.O. Box 21069
Columbia, SC 29221-1069

www.state.sc.us/djj

Nikki R. Haley
Governor
State of South Carolina

March 9, 2016

RE: DJJ Improvement Plan

Overview

The South Carolina Department of Juvenile Justice (DJJ) is responsible for the care and rehabilitation of South Carolina children who are incarcerated, on probation or parole, or in community placement for a criminal or status offense.

DJJ's goal is to protect the public and reclaim juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment appropriate for that juvenile.

DJJ has approximately 1,400 employees working in five secure evaluation, detention, and incarceration facilities and 43 county offices throughout the state. DJJ also works with private providers and camps who serve juveniles referred for treatment by the family court system. DJJ serves 109 juveniles, primarily committed to DJJ for serious offenses, at its long term facility on Broad River Road in Columbia.

In light of several serious security incidents at DJJ's Broad River Road Complex, the agency has begun a review of its discipline, staff training, and security procedures aimed at improving all of the agency's secure facilities. With these recent security compromises, it has become clear that significant changes need to be made to the way DJJ administers juvenile discipline, staffing and staff training, the physical security of its facilities, and its treatment, support, and cooperation efforts. DJJ has identified significant areas of concern and corresponding changes:

Key Areas of Concern

1. **Juvenile Discipline**

2. **Physical Security**

3. **Staffing and Staff Training**

4. **Improved Treatment, Support, Cooperation, and Communication**

South Carolina
DEPARTMENT OF
JUVENILE JUSTICE

Strategy 1 – Juvenile Discipline

Juvenile Progressive Discipline System

Juveniles at DJJ's secure facilities who engage in misconduct, meaning they violate the rules or regulations of the facility, will be subject to an enhanced and more robust Juvenile Progressive Discipline system. Based on feedback from the agency's correctional staff and others, DJJ will be introducing a new system of juvenile discipline in our secure facilities. This system will include greater accountability for juveniles who engage in behaviors such as disrespecting, disobeying, threatening, or assaulting staff. The goal of this new system is to ensure that juveniles understand that if they intend to threaten or harm staff or their fellow juveniles, there will be swift and certain consequences for their actions. These consequences will include everything from increased sanctions on juveniles who violate the rules at facilities to the prosecution of juveniles who engage in aggressive or violent criminal conduct (including adult charges and restitution to taxpayers for damage if warranted).

The new juvenile discipline policy will include levels of juvenile misbehavior that increase in seriousness. These changes are designed to empower unit and shift supervisory staff with the authority to address and sanction immediately the least serious incidents of misbehavior by youth, to include the use of Disciplinary Conferences, when appropriate. DJJ's reliance on conferencing and victim-oriented resolution to respond to all types of juvenile misconduct – from minor to serious incidents – has proven to be inadequate in responding to the more serious misconduct. In recognition of this, the agency is reinstituting a Disciplinary Hearing Process to address serious juvenile misconduct. This Disciplinary Hearing Process will adhere to the basic concepts of due process, and the rules violation will be adjudicated by a disciplinary hearing officer who, among other options for sanctions/responses, will be able to relocate a juvenile to a more restrictive housing unit, if necessary.

Phase/Level System

DJJ is also implementing a new Reclaim Phase System (replacing the current behavioral points/level system) for recognizing and rewarding positive behavior of youth. The new juvenile disciplinary process will be tied into this Phase System so that staff can be more consistent both with consequences for negative and disruptive behavior as well as with rewards and incentives for positive behavior.

Enhanced Secure Housing

In order to reduce incidents of juvenile misconduct at the Broad River Road Campus, DJJ is strategically evaluating the current population and identifying youth for appropriate housing to focus more on their needed level of security and treatment. The agency has taken steps to create additional levels of secure housing for committed juveniles based on juvenile risk and behavior. These additional levels of housing will create a continuum to respond to the conduct and treatment needs of youth. In these new units, the staff to juvenile ratios will decrease as the level of security/treatment in the unit increases. While maintaining a Crisis Management Unit for the temporary restrictive housing of youth who are unable to be maintained in their assigned living unit, DJJ will establish a new living unit known as the Intensive Treatment Unit

that will house our most physically aggressive and volatile youth. The next level of security/treatment living unit will be the Resocialization Unit that will house youth who have shown a pattern of aggression. Next, a Reorientation Unit will house youth who are not adhering to the facility basic rules (though not violent or aggressive in their misbehavior). The agency will continue to have General Population units that will house youth assigned to BRRC who are demonstrating general compliance with expected standards of conduct as well as continue the Honors Unit which was established in September 2015 to house youth who have demonstrated consistent positive behavior. Enhanced rehabilitation/treatment staffing and programming will also exist in all restrictive housing units.

Teams from the Department of Administration and the Department of Corrections are on-site to assist in expediting these security enhancements DJJ should be able to make all these improvements within the existing budget. In addition, the Director has requested a security audit by the National Institute of Corrections (NIC) and will use the guidance from NIC to develop DJJ's own ongoing security audit system.

Rapid Response Team

DJJ is implementing an internal rapid response team that will be responsible to respond to emergency situations that threaten the safety or security of the Broad River Road Complex. This team will be developed using existing staff, and a new policy related to that team's functions is being finalized. The team will be made up of 15 current employees who will receive "special assignment pay" for their time and commitment (similar to how SCDC staff are paid for a similar function). The costs associated with this team will include the purchase of protective uniforms, protective gear and equipment, and the special assignment pay. The team will be funded with existing agency resources and will not be an additional cost to the state.

Enhanced Juvenile Control Measures

Juvenile Specialists and Juvenile Correctional Officers work with juveniles day-to-day and are responsible for security functions, to include addressing and redirecting less serious juvenile misconduct. For those officers, DJJ is training officers on techniques to deescalate conflicts and safely subdue unruly juveniles. DJJ also employs certified Class I Law Enforcement Officers as part of the agency's police department to assist correctional officers when the behavior becomes more serious and all other techniques have failed to restore order. In order to address the most serious incidents of juvenile misconduct that threaten the physical safety of staff or other youth, the Department is partnering with the South Carolina Criminal Justice Academy to train DJJ's certified Class I Law Enforcement Officers in the use of OC Spray (aka "pepper spray"). These Police Officers will be trained and certified in the use of OC Spray to manage serious, aggressive juvenile behavior to protect juveniles and staff.

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Strategy 2 – Physical Security

Recent incidents have demonstrated the need for DJJ to reassess current security protocols and infrastructure at the Broad River Road campus. Having surveyed our facilities for potential vulnerabilities and based on feedback from security staff, DJJ will be making several improvements to the physical security of its secure facilities to reduce incidents and increase safety for youth and staff. These changes include:

- Installation of heavy Lexan break-resistant glass in dorms and other facilities (already installed in at least one dorm)
- Installation of tamper-resistant plumbing fixtures, electrical fixtures, and furniture in dorms and other facilities (already installed in at least one dorm)
- Installation of improved physical security for dorm courtyards, to include razor-wire fencing that has already been installed
- Additional fencing around DJJ dorms
- Improved physical security of cells in the Crisis Management Unit and locking measures
- Improved hardware protection and physical security in control rooms

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Strategy 3 – Staffing and Staff Training

Similar to other correctional and law enforcement agencies, the Department of Juvenile Justice experiences high turnover with correctional staff, along with recruiting difficulties due to salary, work environment, and other factors. Recruiting, retaining, training, compensating and protecting staff are key factors that will contribute to the organization's improvements. The agency is also taking measures to improve security supervision and leadership, with greater onsite supervisor presence in DJJ secure facilities.

Recruitment and Hiring

To improve the recruiting process for correctional staff, DJJ intends to use various tools to attract candidates such as radio ads, attending more job fairs, use of job search websites when possible, reaching out to job placement organizations, and continuing the extended job announcement process on the state's recruiting website. An interview team will be established to focus on continuous interviewing and hiring as long as needed. The agency will review the hiring process to eliminate unnecessary administrative steps to expedite hiring staff while still complying with certain mandatory background checks for a correctional establishment.

The agency also recognizes the need to hire experienced individuals with correctional backgrounds, particularly in juvenile corrections. There are several candidate pools to recruit experienced staff that include former DJJ staff, SC Department of Corrections retirees, and military retirees. An individual will be assigned to focus on this recruiting strategy. Also, consideration is being given to employing part-time evening correctional staff to cover the most vulnerable hours between 6:00 pm to 10:00 pm.

Compensation

Several compensation strategies are being implemented to recruit and retain correctional staff, and include:

- Expanded use of overtime is being granted to ensure full staffing levels at all times
- Implementing shift differential payments for designated shifts. It is anticipated that this change will occur within the next 3 to 6 weeks after a review of working shifts is completed and final plans made.
- Proceeding with the career paths that focus on a managerial track and an officer track. The anticipated date for implementing these career paths are approximately within the next 6 to 8 weeks due to ensuring training that will allow advancement is available.
- Utilizing the bonus program to provide recognition and incentives to deserving staff.

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Security Training of Juvenile Correctional Staff and Non-Security Staff

Another one of the strategies that the Department has put into place to help both address and reduce the number of incidents at BRRC is the expansion and improvement of its trainings for Juvenile Correctional Officers and Juvenile Specialists. DJJ has formally re-established its training relationship with the SC Criminal Justice Academy. The SC Criminal Justice Academy, which is governed by the 11 member South Carolina Law Enforcement Training Council, unanimously voted to support SCDJJ and officially put DJJ's training under the governing support of the academy. This means that all security trainings offered by the agency will not only be internally approved, but also will adhere to the Academy's standards and guidelines. The 4-week Basic Training for new Juvenile Correctional Officers and Juvenile Specialists is being revised to include updated training curriculum content with inclusion of not only policy and operating standards, but also hands-on applications and exercises. As mentioned above, the officer trainings now also will include more interpersonal skills sessions as well as sessions on verbal de-escalation. In addition, starting in March 2016, the agency began instituting a two-hour security awareness training segment in the New Employee Orientation program and will also offer this training on a regular, on-going basis for current non-security personnel.

Police Chief and Gang Intervention Specialist

DJJ has posted a Police Chief position, which has been vacant for two years, to manage the on-campus police force and public safety functions. Representatives from other law enforcement agencies are assisting with the interview process to make final candidate recommendations. In the meantime, SLED has worked with DJJ and assigned an individual to serve as the Interim Police Chief. In addition, in order to address gang activity in DJJ's secure facilities, a Gang Intervention Specialist position, which has been vacant for one year, is being hired.

Supervisory Rank and Recognition

DJJ will return to a uniform standard that easily distinguishes supervisors from non-supervisory staff. This change is important so that juveniles, staff, non-security staff and others are able to readily identifiable supervisors and know "who is in charge." Currently, supervisors and employees wear the same uniforms. During critical situations, it is difficult to identify who is in command. The supervisory uniforms are referred to as the "white shirts." This changeover is currently being implemented.

Contraband Detection and Searches

DJJ has instituted new search procedures at the BRRC security gate in an effort to detect and eliminate the introduction of contraband items (particularly lighters/matches and cigarettes) into the secure facility. Also, the agency's search policy recently was revised to include retraining all security staff on the proper procedures on how to conduct pat-down searches and strip searches. Metal detectors were also ordered for installation at additional entrance/exit doors at Birchwood High School.

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Strategy 4 – Improved Treatment and Collaboration

Increased Access of Juveniles to Treatment Personnel

There is a social worker assigned to Birchwood High School at the Broad River Road Campus who is available to staff for assistance in de-escalating juveniles during the school day, and the Clinician-on-Call is also on call to the school BMI classrooms (similar to in-school suspension) when a youth is in need of de-escalation and/or clinical intervention. For those youth on behavior contracts, it is written into the contract that the juvenile may ask to see the social worker or psychologist during the day, if needed. Also, DJJ developed a plan to integrate time for clinical services into the school day. This process was implemented in January 2016 and has yielded positive results to date. In addition, effective March 1, 2016, clinical staff are on campus at the long-term institution for extended evening hours in order to provide assistance to security staff with de-escalation of juvenile behaviors and crisis intervention.

Enhanced Collaboration with Child-Serving Agencies

In conjunction with DJJ's efforts to establish housing units that are specific and responsive to the individualized security and treatment needs of our committed youth, DJJ currently is exploring options to relocate our Seriously Mentally Ill (SMI) and Seriously Mentally Retarded (SMR) juveniles from DJJ long-term facilities to treatment environments conducive to their specialized needs. In addition, DJJ has partnered with DMH Director John McGill and Protection and Advocacy Director Gloria Prevost to institute measures to relocate SMI youth committed to DJJ to more appropriate mental health facilities and to formulate recommendations on a more extensive service array for these SMI youth to include appropriate community-based and residential services. DJJ Director Murray and DMH Director McGill have met and formulated a multi-tiered plan to improve services for the SMI youth in DJJ secure facilities. In addition, a meeting is scheduled next week with the Director of the Department of Health and Human Services to discuss further this plan.

Enhanced Treatment Response to Aggressive Misconduct

In order to address the underlying causes of juvenile misbehavior, DJJ will train all clinical staff at the Broad River Road Complex in Aggression Replacement Training (ART). The training will be held March 14-15th. ART is an Evidenced Based Program certified as a Model Program by OJJDP and recognized by the National Gang Center as an effective gang prevention and intervention program. ART has achieved excellent results with juvenile justice agencies across the country in reducing aggressive behavior, improving staff and juvenile safety in facilities, and reducing juvenile recidivism. ART is based on three coordinated and integrated components, those being social skills training (helps youth replace antisocial behaviors with positive improvements – "what to do"), anger control (helps youth respond to anger in a nonaggressive manner and rethink anger-provoking situations – "what not to do"), and moral reasoning (helps raise youth levels of fairness, justice, and concern for the needs and rights of others).

Appendix - F

STATE OF SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
POLICY AND PROCEDURES

Title:	Reporting Events	Policy No.:	I-3.2	Page(s):	1 of 9
Authority:	Inspector General				
Juvenile Justice Code:	n/a				
PbS Related Standard(s):	n/a				
July 1, 2014 Effective Date	SIGNED/ *Margaret H. Barber* Margaret H. Barber Director				
DATES UPDATED:					

PURPOSE: The Department of Juvenile Justice (DJJ) staff will document significant events, serious incidents and accidents, and other significant information occurring at and/or related to juveniles, employees, volunteers, visitors, DJJ facilities, programs, schools, offices, and work-sites.

PROCEDURAL GUIDELINES:

A. Definitions

1. Event: An act, situation, incident, or information that requires documenting for the purposes of one or more of the following reasons:

   a. For review by a manager.

   b. For support of action based on safety or security issues.

   c. For investigation.

   d. For criminal prosecution.

   e. For administrative sanctions.

   f. For auditing for financial purposes.

   g. For maintaining historical records.

   h. For data collection.

2. DJJ Event Report (Form I-3.2A): A written report that is required for each incident, accident, injury or other significant event that occurs involving juveniles, employees, volunteers, and/or visitors occurring at and/or related to DJJ. The report is to be completed by the employee observing or having

knowledge of the event. Other employees observing/having knowledge of the event may also be required by their supervisor to complete a report, depending on

the circumstances and nature of the specific event. All event reports will be completed prior to the employee ending his/her daily tour of duty and submitted to the employee's supervisor for review.

3. Supplemental Event Report (Form I-3.2B): A written report to document information found subsequent to the original event/incident (e.g., additional pertinent information obtained following the initial report, recapture of escaped juveniles, subsequent arrests of staff or juveniles, report of dropped charges against staff or juveniles, etc.).

4. Event Reporting Management Information System (ERMIS): An advanced computer database used for collecting events for purposes of investigation, information gathering, and management review.

5. ERMIS Site Reporters: The DJJ designated and trained staff members at each site responsible for reporting required ERMIS information to the Office of the Inspector General/DJJ Police Dispatch Unit.

6. Performance Based Standards (PbS): The selected set of standards and goals that DJJ uses to prepare continuous improvement plans based on data, outcome measures, expected practices, and processes.

7. PbS Site Manager: The DJJ designated and trained staff member at each site responsible for reporting required PbS information.

8. TIP Line: A confidential telephonic reporting system for employees and volunteers to use to report information directly to the Office of the Inspector General.

B. Training Requirements

All staff will receive training in Reporting Events as part of the initial DJJ Employee Orientation Program. Juvenile Correctional Officers and Residential Specialists will receive training in the Event Reporting Management Information System (ERMIS) as part of their on-the-job training.

C. Required Reportable Events

Required reportable events are listed on the DJJ Required Event Reporting (Attachment I-3.2A).

1. The DJJ Event Report (Form I-3.2A) is required for the event/incident types described and listed on the attachment. Events may include, but are not limited to ERMIS, PbS, Court Report, Use of Force, Juvenile Violations).

2. When physical force is used, the Report on the Use of Physical/ (Forms H-3.12A) must be submitted.

3. The supervisor will use sound judgment and discretion to determine when an event not listed/described on the DJJ Required Event Reporting list needs to be documented and reported.

D. Supplemental information received subsequent to the initial Event Report will be documented on the DJJ Supplemental Event Report (Form I-3.2B).

E. Tip Line (# 1-866-313-0073)

The DJJ Inspector General operates a toll free "Tip Line" which may be utilized by all DJJ employees, statewide. This line is a voice messaging system that allows individuals to call at anytime. Although the primary purpose for this service is to enhance the Event Reporting System, it also provides a mechanism for employees to relay ideas and concerns. Individuals calling the Tip line are asked to provide as much detail, (date, time, location, individuals involved, type incident) as possible so that the specific incident can be verified.

1. The Tip Line may be used to:

   a. Verify an incident has already been reported.

   b. Verify an incident should be reported.

   c. Report suspected criminal or administrative violations.

   d. Convey concerns or observations about current DJJ practices or procedures.

   e. Convey ideas that may enhance services to juveniles.

   f. Convey ideas that may enhance daily operational procedures.

   g. Convey ideas that may save dollars for the department.

2. The Tip Line may not be used:

a. For an individual that was involved in an incident/event to report his/her involvement in the incident/event. The Investigator will conduct interviews of persons involved, when necessary.

b. To delay the reporting guidelines required by ERMIS.

c. As a substitute for ERMIS reporting.

d. To report emergencies.

F. Responsibilities

1. The Supervisor will ensure that serious incidents, accidents, and events are immediately reported to their respective Manager. Each Manager will ensure that a report is made to their respective Executive Manager. Executive Managers will determine those events of which they wish to be notified and the time frames of notification.

2. County/Facility/School/Office Managers will ensure that each incident, accident, and significant event occurring at their work site is properly and promptly reported and that records and files meet the reporting requirements.

3. Staff at detention centers, evaluation centers, long-term facilities, programs, county offices, group homes, wilderness camps, administrative offices, and contract facilities are expected to follow the guidelines set forth in this policy.

G. Review

The supervisor/manager receiving an Event Report from an employee will review the document and verify that it is legible, thorough, fact-based, and complete. The supervisor/manager may correct grammatical and sentence structure errors but may not change the content of the report. When the report lacks significant information, the supervisor/manager will have the employee provide the missing information as soon as possible. A report will not be held from submission while waiting for additional information. A DJJ Supplemental Event Report (Form I-3.2B) will be completed and submitted as soon as possible after the information is obtained.

H. Confidentiality of Event Reports

The original Event Report will be maintained at the site in the administrative files for 3 years and then forwarded to DJJ Central Records in compliance with DJJ Policy B-5.5, Retention and Disposition of Departmental Records. Only persons authorized by the supervisor/manager or Inspector General's Office may access and photocopy Event Reports. Photocopies will be made and distributed to employees who need to know the information (e.g., Classification Case Managers, Clinicians, and/or DJJ Investigators).

I. Event Reporting Management Information System (ERMIS)

The Office of the Inspector General (OIG) will maintain the ERMIS database containing information on events occurring within any location associated with DJJ, including facilities, county offices, group homes, contract facilities and administrative offices.

ERMIS reports may be made on a statewide basis, 24-hours per day, 7 days per week. They are accepted at the OIG during routine office hours and at the DJJ Police Dispatch Unit during all other hours.

1. ERMIS Reporting Guidelines

   a. Administrators of DJJ and contractual facilities will ensure that a staff trained in ERMIS reporting is on duty each shift and available on a 24-hour, 7 day basis to serve as ERMIS Site Reporters.

   b. All events listed in the Priority 1 and Priority 2 columns of the DJJ Required Event Reporting list (Attachment I-3.2A) will be immediately reported directly to the designated ERMIS Site Reporter.

   c. The ERMIS Site Reporter will review and verify the information on the DJJ Event Report (Form I-3.2A) prior to submitting the information as an ERMIS Report to the IOG/DJJ Police Dispatch Unit.

      1) For Priority 1 events, the Site Reporter will immediately call the DJJ Police Dispatch Unit and immediately fax the Event Report to the DJJ Police Section.

      2) For Priority 2 events, the Site Reporter will fax the Event Report to the DJJ Police Section within 24 hours after the occurrence of the event or the next business day if the event occurred on a weekend or holiday. (Priority 2 events should not be called in unless there is uncertainty about whether the event is Priority 1 or 2.)

2. Upon contact, the Dispatch Unit staff will prompt the Site Reporter for required information. The Dispatch Unit staff will enter the information into ERMIS as it is being reported. When all required information is entered, the Dispatch Unit staff will issue the Site Reporter an ERMIS reference number to document on the Event Report. Entering this number on the Event Report form will provide the Site Reporter with verification that the event was called in and a reference number for future reference. ERMIS Reporting Time Frames

   Reporting in a timely manner is critical to the success and final outcome of an investigation. It is preferable that an event be reported to ERMIS in a timely manner rather than the report being delayed to gather additional information. If

significant information is obtained after the ERMIS filing of an Event Report, the initial report may later be supplemented. Personal opinions and/or verbal commentary are unnecessary until such time as an investigator requests the information.

a. Reportable ERMIS events will be assigned to one of two categories, Priority 1 or Priority 2, as described in the DJJ Required Event Reporting (Attachment I-3.2A). The reporting time frame will commence when the staff member is made aware of the event or allegation.

b. Priority 1 events will be reported immediately following knowledge of the occurrence.

c. Priority 2 events will be reported within 24 hours, or the next business day if the event occurs after business hours, on a weekend, or holiday.

d. If there is a question as to the priority type of an event, it will be assumed that it is a Priority 1 and a report of the event immediately will be made. If the event warrants a change in priority type, that change will be determined by the OIG and made following report of the event.

3. OIG Handling of ERMIS Reported Events

a. After receiving an ERMIS Report and entering all pertinent information into the ERMIS database, the Dispatch Unit will notify the OIG by telephone that a new report has been entered into the system and the report will be transmitted via e-mail.

b. Reports of Priority 1 events that are received after business hours, on weekends, or on holidays will be referred to the on-call OIG staff member. These reports will be handled immediately to ensure timely gathering of vital, time-sensitive information.

c. The Chief of Investigations will access the ERMIS Report, review the information, and either:

1) Classify the event as to priority, and make assignment for action, if applicable, to one or more of the following areas:

A) The DJJ Investigations Section for investigation of criminal activity.

B) The Internal Affairs Section for management review of policy violations.

C) The Internal Affairs Section for administrative review for safety and/or security violations.

D) The Juvenile and Family Relations Section for grievance actions.

E) The Internal Audits Section for audit purposes.

2) Enter the event for statistical tracking purposes only.

3) Forward the event to another DJJ office to handle (e.g., Human Resources).

4) Return the event to the responsible manager to handle.

5) Upon approval of the IG, refer the event to an office outside of DJJ (e.g., South Carolina Law Enforcement Division).

d. Assignments made to areas other than DJJ Police will be forwarded via e-mail to the appropriate OIG section chief, who will review the report and assign the investigation to the appropriate staff member.

e. Event reports will be assigned daily based on criteria established by the OIG, with all classification and assignment information entered into the ERMIS database. Details relative to referrals and assignments of cases to outside agencies will be entered in ERMIS by designated staff of the OIG.

f. Upon completion of an assignment, a report will be submitted to the appropriate OIG section chief for review and determination of action to be taken. This information will be entered in ERMIS by the section supervisor at that time.

g. Results from completed cases will be distributed to appropriate DJJ management for necessary administrative corrective action. Action taken by entities outside the OIG will be forwarded to the OIG for entry into ERMIS. Any criminal or judicial dispositions resulting from a case will also be entered into ERMIS.

4. Confidentiality of ERMIS Reports, Information, and System

Access to events and information contained in ERMIS will be limited by the Inspector General. The opening screen of ERMIS will display the names of authorized users and viewers and their assigned levels of access. The restricted access will be closely monitored for the security and accuracy of the database.

5. Cumulative ERMIS Reports

The OIG will prepare a monthly statistical report and a Facility Incident Log based on information contained in ERMIS. This information will be disseminated to management for use in ad hoc statistical reports to aid in long range planning, forecasting, projecting budgetary and staffing needs, responding to departmental

or legislative requests and requests for public records. An early alert component will enable identification of systemic issues. The information will also be used in preparing the Monthly Statistical Report submitted to SLED.

6. Falsification of ERMIS Reports or Failure to Report

If it is determined through the course of an investigation that a staff member interfered with a juvenile in the filing of a report, or failed to submit/report an Event Report, failed to act on a request for assistance by a juvenile, retaliated against or intimidated a juvenile for participating in the reporting process, or knowingly falsified information in the reporting of an event, appropriate disciplinary action will be taken in accordance with DJJ Policy B-3.15, Progressive Employee Discipline.

J. Performance Based-Standards (PbS)

1. Each facility participating in the PbS process will forward those DJJ Event Reports required to be reported to PbS (Attachment I-3.2A) to the PbS Site Manager.

2. PbS Reporting Guidelines

The Site Manager will ensure that the appropriate information on the DJJ Event Report is reported on the PbS Incident Report.

3. PbS Reporting Time Frames

DJJ will enter PbS required information a minimum of once per week. Data collected by PbS will be done according to their schedule.

4. Site Manager Handling of Reported PbS Incidents

The Site Manager will receive all PbS incidents and ensure that information is accurate and complete and keyed into the PbS portal.

5. Access to PbS Incidents and Information

Access to PbS information and data will be available to all DJJ employees within that facility, the DJJ Standards Team, and the DJJ Office of Planning and

Programs. Results will be used to evaluate programs, services, and security operations and to develop improvement plans.

K. Retention

All forms and reports will be filed in a report file maintained in a secure area not available to unauthorized staff or juveniles. Files will be retained at the site for 3 years, with the most current 12 months available for immediate access. At the end of year 3, the file will be forwarded to DJJ Central Records consistent with DJJ Policy B-5.5, Retention and Disposition of Departmental Records.

RELATED FORMS AND ATTACHMENTS:
Attachment I-3.2A, DJJ Required Event Reporting
Form I-3.2A, DJJ Event Report
Form I-3.2B, DJJ Supplemental Event Report
H-3.12A, Use of Physical Force

REFERENCED POLICIES:
B-5.5, Retention and Disposition of Departmental Records
B-3.15, Progressive Employee Discipline

SCOPE: This policy applies to all employees, volunteers, programs, providers, and facilities.

LOCAL PROCEDURAL GUIDE: Not required.

TRAINING REQUIREMENT:
All employees are required to review this policy within 30 days of its publication.

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
Required Event Reporting

INSTRUCTIONS: This document is to be used as a referral source to identify the written report(s) required for the specific event. This list includes, but is not limited to, events that must be documented on the DJJ Event Report (Form I-3.2A) and submitted to the Facility/Office Manager for appropriate distribution and action. Additional required reports are identified in the corresponding columns. The employee will determine the type of event based on the description and will submit the report(s) identified.

Type and Description of Event: The events listed and described are required to be reported using the DJJ Event Report. Supervisors should use sound judgment and discretion to determine whether or not an event not listed should be reported.

ERMIS Priority 1 and ERMIS Priority 2: The Office of the Inspector General (OIG) maintains an Event Reporting Management Information System (ERMIS) database to record and track serious events occurring within any location associated with DJJ. Reportable ERMIS events will be assigned to one of two categories, Priority 1 or Priority 2. The reporting time frame will commence when an employee is aware of the event or alleged event. If there is a question as to the priority type of an event, it will be assumed that it is a Priority 1 and a report of the event immediately will be made. If the event warrants a change in priority type, that change will be determined by the OIG and made following report of the event.

Priority 1 events will be reported immediately following knowledge of the occurrence. The Site ERMIS Reporter will immediately call the DJJ Police Dispatch Unit and immediately fax the Event Report to the DJJ Police Section. Priority 2 events will be reported within 24 hours, or the next business day if the event occurs after business hours, on a weekend, or holiday. The Site ERMIS Reporter will fax the Event Report to the DJJ Police Section within 24 hours after the occurrence of the event or the next business day if the event occurred on a weekend or holiday. (Priority 2 events should not be called in unless there is uncertainty about whether the event is Priority 1 or 2.)

Performance-based Standards: Each facility participating in the PbS process will forward those DJJ Event Reports required to be reported to PbS to the PbS Site Coordinator. The Site Coordinator will ensure that the appropriate information on the DJJ Event Report is keyed into the PbS portal.

Legal Office Report: The designated manager at each secure facility will collect and maintain copies of DJJ Event Reports and supporting documentation for incidents of juvenile-on-juvenile horseplay, fight, and assault. A log will be maintained and verified with the Health Services log. The manager will submit the required log to the DJJ Legal Office each month.

Juvenile Violation: Will be reported according to Policy G-9.20, Juvenile Behavior Management and Modification

NOTE: Serious injury is defined at DJJ as an injury that requires medical treatment by a doctor, nurse practitioner, or emergency medical technician.

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)	ERMIS Priority 1	ERMIS Priority 2	Performance-Based Standards	Legal Office Report	Juvenile Violations		Use of Force
Any incident that results in a juvenile's mechanical or physical restraint, confinement, or injury (serious or not serious)			X				
Abuse (neglect) allegation of any type of serious neglect of a juvenile (actual or suspected) that involves/requires community medical evaluation or treatment	X		Founded Case				
Abuse (physical) allegation of any type of serious physical abuse (actual or suspected) involving/requiring community medical evaluation or treatment	X		Founded Case				
Abuse (sexual) allegation of a juvenile (actual or suspected) of any degree or nature	X		Founded Case				
Abuse reported to DJJ, but allegedly occurred while the juvenile was under the supervision of any other agency/entity		X					
Abuse (neglect) allegation of any type of neglect where no medical evaluation or treatment was required		X	Founded Case				
Abuse (physical) allegation of any type of physical abuse where a medical evaluation or treatment was not required		X	Founded Case				
Abuse - all other allegations of a staff-on-juvenile abuse that are not previously listed		X	Founded Case				
Accident that results in personal injury to any person		X	X				
Accident that results in any property loss or damage			X				
Arrest of a DJJ employee for criminal activity on or off the job	X						
Arson/attempted arson by a juvenile to any property	X		X				
Assault and battery juvenile-on-juvenile			X	X			
Assault and battery juvenile-on-staff (any location)		X	X	X			
Assault and battery on any other person (not juvenile or staff)		X	X	X			
Battery by/to a juvenile or staff (inappropriate physical contact)							
Blood borne pathogen exposure to any person	X						
Bomb Threat	X		If evacuation				
Closure (temporary or permanent) of any DJJ office/facility/area due to disaster, fire, disease, or other hazard	X		X				
Complicity to an ERMIS Priority 1 event	X						
Complicity to an ERMIS Priority 2 event		X					
Complicity to any violation by a juvenile							
Contraband – possession, use, display, distribution, and/or discovery of any person with illegal drugs, alcohol, or substances containing alcohol	X		X				
Contraband – possession, use, display, distribution and/or discovery of any person with prescribed medication, pornography, and/or money		X	X				
Contraband – possession, use, display, distribution, and/or discovery of any type of weapon	X		X				
Creating a health, safety, or fire hazard							
Damaging, defacing, or destructing of any property			X				
Damage of employee, intern, volunteer, guest, visitor personal property/vehicle while on DJJ property		X					

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)	ERMIS Priority 1	ERMIS Priority 2	Performance-Based Standards	Legal Office Report	Juvenile Major Rule Violation		Use of Force
Death of a juvenile, employee, or any person in a DJJ facility, contracted facility, while on DJJ owned or contracted property, and/or while in the custody of DJJ staff, or while at community activities or appointments	X		X				
Disorderly Conduct by a juvenile							
Disrespect by a juvenile							
Disturbances within, in, or around a DJJ facility, office, or area	X						
Drugs – allegations of possession, use, and/or distribution of drugs or other type of drug involvement by DJJ staff, juvenile, or other person providing services to DJJ	X						
Escaping/attempting to escape/conspiring to escape from detention, evaluation center or other secure facility, group home, wilderness program, mental health, mental retardation, or other similar community residence program, or while during transport, escort or while on community activities or appointments	X		X				
Fight with injury (serious)			X	X			
Fight without injury			X	X			
Fire equipment use or accidental discharge		X					
Fire of any type or size on DJJ owned or contracted property	X		X				
Fire safety code hazard and/or violation	X						
Forgery/fraud							
Gang activity involving juveniles and/or staff		X					
Horseplay with or without injury or with potential to cause injury				X			
Hostage situation	X		X				
Inappropriate physical contact (Juvenile with another person)							
Inappropriate relationship with juvenile (Employee or any other person not a juvenile)	X						
Indecent exposure							
Injury (*SERIOUS) to any person (juvenile, employee, other) while on DJJ property/contracted property that requires medical treatment by a doctor, nurse practitioner, or emergency medical technician	X		X				
Injury to any person (juvenile, employee, other) while on DJJ property/ contracted property that does not require medical treatment or that requires minor medical treatment (not required to be administered by a doctor, nurse practitioner, or emergency medical technician)		X	X				
Making a false statement to or against another person							
Medication theft/loss – controlled medication	X						
Medication theft/loss – non-controlled medication							
Medication reaction							
Misconduct (Employee or other person not a juvenile) - misuse of State property or funds, fraud, release of confidential information, photographing juveniles, Internet, falsification of information, failure to report information, giving/receiving gifts from juvenile and/or juvenile's family members		X					
OC Spray intentional discharge (see Use of Chemical Force)	X						
OC Spray accidental discharge		X					

Type and Description of Event Required to be reported using the DJJ Event Report (Form I-3.2A)	ERMIS Priority 1	ERMIS Priority 2	Performance-Based Standards	Legal Office Report	Juvenile Major Rule Violation		Use of Force
Out of place							
Policy violation not otherwise listed on this document							
Quarantining of any DJJ state owned or contracted property of area due to disease	X		X				
Refusing to obey verbal or written instructions							
Relocation of a living unit of juveniles for any reason	X	X					
Riot – engaging in a major riot	X						
Riot – inciting a major riot	X						
Romantic relationship – allegation of consensual romantic relationship between any person and a juvenile or a juvenile and juvenile	X						
Security equipment theft/loss (key, lock, radio, ammunition, state cell phone, restraint device, suicide kit)	X		X				
Security violation at any DJJ location by any person (not a juvenile)							
Self-mutilation							
Sexual assault of any type involving any person while on State owned or contracted property, or while under the custody of DJJ	X		X	X			
Sexual misconduct or other sexual acting out misbehavior, not including indecent exposure		X					
Staff-on-Juvenile sexual harassment			Founded Case				
Staff-on-juvenile sexual misconduct			Founded Case				
Stealing/possession of stolen property			X				
Suicide (actual) or serious suicide attempt	X		X				
Surveillance equipment tampering/destructing by any person		X					
Threat – serious to employee on or off-duty		X					
Threatening conduct							
Tool theft/loss		X	X				
Under the influence of illegal drugs, alcohol or other substance (not juvenile)		X					
Under the influence of illegal drugs, alcohol or other substance (juvenile)							
Unauthorized property – possession, use, distribution, and/or discovery							
Use of chemical force	X		X				H-2.12B
Use of physical force		X	X				H-2.12A
Utility loss for more than 2 hours (heat, water, air, telephone)							
Vehicle accident (personal occurring on DJJ property)		X					
Vehicle accident (state vehicle at any location)	X						
Vehicle theft (personal occurring while on DJJ property)	X						
Vehicle theft (state vehicle at any location)	X						
Vehicle traffic violation while operating a state vehicle at any location							
Visitor termination			X				
Workplace violence	X		X				

South Carolina
DEPARTMENT OF
JUVENILE JUSTICE
Sylvia Murray, Director

P.O. Box 21069
Columbia, SC 29221-1069

www.state.sc.us/djj

Nikki R. Haley
Governor
State of South Carolina

DJJ Event Report

ERMIS INFORMATION:

ERMIS Priority Event? (No/Priority 1/Priority 2)	Reported via Phone/Fax	Date Reported	Time Reported	ERMIS Site Reporter's Name	Title	ERMIS NUMBER

EVENT INFORMATION:

Date of Event	Time of Event	Facility/Office Where Event Occurred
Date of This Report	Time of This Report	Specific Area within Facility Office Where Event Occurred

Name(s) of Juvenile(s) Involved	JJMS#(s)	Assigned Facility/Unit	Race	Gender	Age	V=Victim P=Perpetrator W=Witness	** Medical Treatment (See Key)

Name(s) of Other Person(s) Involved (Not juveniles)	S=Staff V=Volunteer O= Other	Contact Phone #	Race	Gender	Age	V=Victim P=Perpetrator W=Witness

Description of the Event (This section will expand with typing, as necessary or use supplemental report)

Evidence, Attached Documents, Other Significant Information

Print Name of Employee Writing This Report		Title	
Signature of Person Writing This Report		Date	
Signature of Supervisor Reviewing This Report		Date	

** Medical Treatment Information Key
Serious = Treated by a Doctor, Nurse Practitioner, or Emergency Medical Technician
Minor = 1st Aid Treatment (ice pack, bandaid, ointment, etc.)
None= No medical treatment was necessary.
Refused = Juvenile refused medical treatment (Juvenile signs refusal form with the medical staff)

The South Carolina Department of Juvenile Justice's School District also does not discriminate in any programs or activities on the basis of race, color, national origin, sex, disability or age. The following offices have been designated to handle inquiries regarding the school district's nondiscrimination policies: Title IX - Inspector General's Office - 3208 Broad River Road, Columbia, SC 29210-5427 – Ph: 803-896-9595; 504 Special Education Office, 1830 Shivers Road, Columbia, SC 29210-5416 – Ph: 803-896-8484.

Appendix - G

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
CCS Compliance Form - Community

This section is to be completed by the staff reporting the juvenile's offense:

Juvenile Name: _____ DJJ#: _____ Date: _____

Facility: _____ Unit: _____ Time of Incident: _____

	Community Conference Offenses		
	Arson/Attempted Arson to State and/or Private Property		Possession of Contraband (*Weapon, gang-related items, money, or smoking materials*)
	Assault and Battery (Circle: Juvenile or Staff)		Sexual Assault
	Inciting a Disturbance (gang related or Code 10 called)		Sexually Inappropriate Behavior
	Escape or Attempted/Conspiring to Escape		Stealing/Possession of Stolen Goods
	Damaging, Defacing or Destruction of State/Private Property (*over $100*)		Tampering with Surveillance Equipment
	Fight With Injury		Threatening Conduct (*Juvenile physically threatened*)
	Fight Without Injury (*Juvenile had to be placed in isolation*)		Possession of Drugs, Alcohol or Beverages Containing Alcohol
	Indecent Exposure		Under the Influence of Narcotics Drugs, Alcohol or Other Substance
	Inciting a Major Riot/ Engaging in a Major Riot		Unauthorized use or misuse of a computer or other electronic device

Staff Signature: _____ Title: _____

This section is to be completed by two on-duty Supervisors:

ERMIS Event: Yes / No Time Reported: _____ ERMIS Number: _____ Priority: _____ Reporter: _____

CCS COMPLIANCE CRITERIA

CALM: The juvenile is calm and willl talk to you in a reasonable tone of voice without cursing? Yes No (Explain behavior below.)

_____

_____

COOPERATIVE: The juvenile is cooperative and will follow reasonable instructions from staff? Yes No (Explain behavior below.)

_____

_____

SAFE: The juvenile is secure and did **not** assault any staff or other juveniles, harm themselves or others, or damage any property? Yes No (Explain behavior below.) If more space is needed use Supplemental Event Report (I 3.2B)

_____

_____

_____

Supervisor's Signature _____ Supervisor's Signature _____ Date _____ Time _____

Name of Unit Manager contacted if placing juvenile in Self Control Isolation _____ Date _____ Time _____

CCS Compliance criteria achieved: Remain in Assigned Area. **CCS Compliance criteria not achieved: Place in Self-Control Isolation.**

I understand I am being moved to a self-control isolation area because I have violated the CCS compliance criteria. I also understand that I can return to my assigned area if CCS compliance criteria are met.

I understand I am not being moved to self-control isolation even though I have violated the CCS compliance criteria. I also understand that if I do not maintain CCS compliance I will be moved to self-control isolation at that time.

_____ Two Staff Witnesses Required*: _____ / _____

Juvenile's Signature: Date Juvenile refuses to sign*

Send this Form and a DJJ Event Report (Form I-3.2A) to the BARJ Team with the following attachments (Check all that apply):

Medical Report(s) Statement of Charges Chain of Custody Report on the Use of Force Drug Screen

Send copy of this report to Classification, Pbs, and Juvenile's assigned Social Worker.

Appendix - H

SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
CCS Compliance Form: Unit Conference

This section is to be completed by the Staff reporting the juvenile's offense:

Juvenile Name: _____ DJJ#: _____ Date: _____

Facility: _____ Unit: _____ Time of Incident: _____

	Unit Conference Offenses		
	Complicity		Inappropriate Physical Contact
	Damaging , Defacing or Destruction of State Private Property *(Under $100)*		Making a false statement to or against another person
	Disorderly Conduct		Out of Place
	Disrespect		Possession of Unauthorized Item
	Fight Without Injury *(No juvenile had to be placed in isolation)*		Possession of Contraband (*No weapon, gang-related items, money or smoking materials*)
	Forgery/ Fraud		Refusing to obey written or verbal instructions
	Horseplay		Threatening Conduct (Verbal threats only)

Explain the offense

List immediate sanctions given: _____

_____

_____

If no immediate sanctions given, what would you recommend to help make amends: _____

_____

_____

_____

Was behavior documented on juvenile's CLASP sheet? _____ Yes_____ No **** Forward copy to BARJ Level Coordinator for point adjustment**

Staff Signature: _____ Title: _____

_____ _____ _____ _____

Supervisor's Signature Supervisor's Signature Date Time

I understand I am not being moved to self-control isolation even though I have violated the CCS compliance criteria. I also understand that if I do not maintain CCS compliance I will be moved to self-control isolation at that time.

_____ Two Staff Witnesses Required*: _____ / _____

Juvenile's Signature: Date Juvenile refuses to sign*

Appendix - I

South Carolina Department of Juvenile Justice

DJJ CORRECTIVE ACTION PLAN: BRRC FACILITY INCIDENT RESPONSE TACTICS

GOAL 1: Improve DJJ's Response to Serious Juvenile Behavioral Incidents

Step	Action Items	Lead Staff	Timeline
1	Strengthen and Deploy DJJ's Rapid Response Team a. Review and revise policies, training, and protocols for DJJ's Rapid Response Team b. Secure necessary equipment, identify and train key staff to serve on Rapid Response Team c. Provide orientation to BRRC staff / Activate Rapid Response Team	Elmwood Sessions Christine Wallace	10/25/15
2	Improve Overall Response to Emergency Situations at the BRRC a. Review/improve policies on Riots, Disturbances, Disasters, Hostage Situations, and Escapes b. Strengthen policies to decrease DJJ response time and improve effectiveness of response c. Re-institute use of handcuffs and related measures to ensure staff's ability to maintain security, custody and control at all times d. Train all BRRC staff on new policies, procedures, and protocols e. Implement Mock Emergency Drills on a quarterly basis to maintain staff preparedness	Elmwood Sessions Christine Wallace	10/25/15
3	Improve Efficiency and Effectiveness of DJJ's Police Unit a. Fill vacant position for DJJ Police Chief b. Assess DJJ Police Unit's Preparedness to Respond to Emergency Situations c. Secure additional equipment needed such as Helmets and Riot Shields d. Provide additional training as needed by Police to improve effectiveness	Thomas Williams Ray Cavanaugh	11/30/15 10/25/15

South Carolina Department of Juvenile Justice

GOAL 2: Implement Effective Measures at BRRC to Prevent Serious Juvenile Behavioral Incidents

Step	Action Items	Lead Staff	Timeline
1	Prevent, Intervene and Suppress Juvenile Gang Activity at the BRRC a. Assign a Gang Intervention Specialist to the BRRC to coordinate gang prevention and suppression efforts b. Work with SCDC and SLED experts to assess current levels of gang activity at BRRC and gang trends c. Develop and implement comprehensive gang response training plan including prevention, intervention and suppression tactics	Elmwood Sessions DuJuan Council Christine Wallace Angie Hugie	9/25/15 11/30/15
2	Minimize Opportunities for Riots and Major Disturbances at Birchwood High School a. Limit number of juveniles at Birchwood High School to 30 by imposing a Split School Schedule (A/B days) b. Develop and implement improved measures to Control Juvenile Movement to and from School c. Develop and implement a plan to transition Educational Services to Juvenile Living Units	Jamie Quinn Thomas Williams	9/25/15 8/2016
3	Contain and Stabilize Juveniles Posing Greatest Threat to Security at BRRC a. Relocate juveniles that pose the greatest threat to safety and security to the Crisis Management Unit (CMU) b. Provide intensive assessment and treatment services to help restore high risk juveniles to general population c. Explore possible transfers to SCDC or DMH as appropriate for high risk youth that cannot safely be returned to general population.	Elmwood Sessions Kathy Speed Thomas Williams Legal Staff	9/25/15 10/30/15

South Carolina Department of Juvenile Justice

Step	Action Items	Lead Staff	Timeline
4	Create Living Unit for High Risk Juveniles in Need of Intensive Services and Supervision Renovate Poplar Unit at the BRRC to serve as Resocialization Unit for chronically aggressive and/or disruptive juveniles a. Assign highly trained and skilled Security Staff to ensure staff and juvenile safety and security b. Provide intensive assessment and treatment services in an effort to socialize and prepare the juveniles for open campus living units c. Hold youth accountable for negative behavior; restitution for property damage, engage family input, & community service	Elmwood Sessions Kathy Speed Thomas Williams	11/30/15
5	Create Living Unit with Increased Incentives for Juveniles Displaying Positive Behavior a. Move juveniles that have displayed consistently positive behavior into Congaree Unit b. Provide additional incentives/privileges to youth in Congaree as an incentive to maintain positive behavior c. Provide opportunity for youth in other living units to earn their way into Congaree Unit through positive behavior	Elmwood Sessions Kathy Speed Thomas Williams	9/24/15 10/30/15

South Carolina Department of Juvenile Justice

GOAL 3: Improve Collaboration and Coordination with SCDC and SLED

Step	Action Items	Lead Staff	Timeline
1	Develop/update Memorandums of Agreement (MOAs) with SCDC and SLED to: a. Develop a coordinated and comprehensive response to Riots, Disturbances, Disasters, Hostage Situations, and Escapes at BRRC b. Utilize SCDC and SLED training and expertise in developing DJJ's Rapid Response Team, Police Unit and Gang Prevention, Intervention and Suppression efforts c. Utilize existing resources at SCDC and SLED relating to enhanced security at BRRC	Thomas Williams Planning & Program Legal Office	10/30/15