

**2007 Innovations Awards Program  
APPLICATION**

**ID #:** 07-S-03SCCOMMUNITYFENCE

**State:** South Carolina

**Program Category:** Public Safety – Criminal Justice

**1. Program Name:** “The Community Behind the Fence”

**2. Administering Agency:** South Carolina DJJ of Juvenile Justice

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**9. Description of Program:**

“The Community Behind the Fence” is a holistic and highly structured program utilizing experiential learning within the framework of instructing pro-social, life, academic, leadership, sports, fitness, career, spiritual and employability skills. An array of enrichment and therapeutic programs, services and activities are made available to juvenile offenders seven days a week at DJJ’s Broad River Road Complex, which is made up of 3 juvenile long-term institutions.

**10. How long has this program been operating?**

The philosophical framework of the “Community Behind the Fence” began to be developed and implemented at DJJ’s Broad River Road Complex (BRRC) in November of 2003. The program continues to be developed and refined as it strives to try and meet each juvenile’s unique needs, starting at day one of their incarceration, by preparing them how to live as a productive member of a community (society).

**11. Why was the program created? What problem[s] or issue[s] was it designed to address?**

Prior to the reorganization of DJJ’s Rehabilitative Services Division in October 2003, each of the three institutions at the BRRC offered various activities, but there were no specific goals,

consistent programming, services and therapeutic activities that were specifically directed towards the juveniles' rehabilitation and reintegration planning. DJJ was in the midst of trying to close a 13-year Federal Class Action Lawsuit. The lawsuit addressed issues such as the need to meet the individual juvenile's needs, to identify and help juveniles overcome their skill deficits, and finally to ensure that the department was not just going to just warehouse the juveniles who were committed to the Broad River Road Complex. DJJ staff continued to see juveniles be paroled and yet not truly be prepared to assume a positive role within their home communities. "The Community Behind the Fence" program was created to ensure that there would be services and therapeutic activities created that helped juveniles at the BRRC overcome the pro-social and life skill deficiencies that hindered both their rehabilitation and reintegration back into their home community.

The concept of *The Community Behind the Fence* was created to bring about as much *normalcy as possible* in the lives of both the male and female juveniles who have been committed to the DJJ's long-term juvenile correctional complex. The Director of the DJJ firmly believes that if the juveniles who are committed to the Broad River Road Complex are treated as prisoners, without addressing their unique needs and skills deficits, then all we will have done was to raise a future adult prisoner.

The overarching goal set in October of 2003 was for the Rehabilitative Services Division to begin to identify and implement an array of age appropriate, gender-responsive, experience-based programs, services and therapeutic activities focusing on the mind, body and spirit of the juveniles in multi-non-traditional environment. Many of the juveniles committed to the BRRC have demonstrated that they were unable to function as a productive member of a community. The "Community Behind the Fence" was created to help these juveniles learn to live as socially responsible member of a community before they returned home, helping to increase their chances of a successful reintegration into their home communities once they returned home.

Thus, the Rehabilitative Services Division (RSD) began to look and incorporate the use of the 210 acres within the secure Broad River Road Complex as a community. When RSD began to assess the complex with this viewpoint, it was easy to discover that like most communities throughout South Carolina, we had churches (chapels), sport fields, schools, a medical center, police (DJJ police), a community center, food services etc. And by looking at BRRC not as a complex of three long-term correctional facilities but instead as a community, RSD began to offer the incarcerated juveniles a variety of new opportunities to increase their knowledge of acceptable behaviors and personal development through skills training, experience-based learning and adventure-based activities, all done within a "community environment."

It is believed that the BRRC "*Community Behind the Fence*" can be a living and learning laboratory for CHANGE, especially when it begins the first day of a juvenile's incarceration and is part of each juvenile's rehabilitation and reintegration plan. This concept is a holistic approach because it attempts to address each juvenile's mental, physical, and spiritual needs. The ancient Greeks taught that there must be knowledge and balance within each individual's mind, body and spirit, otherwise with deficiencies in any one or more of these key components the individual can not reach their full potentials and be successful.

“The Community Behind the Fence” is a comprehensive set of programs, services and therapeutic activities designed to augment existing treatment and academic programs, which are delivered after school and on the weekends.

Experience and research has demonstrated that adjudicated youth tend to learn more effectively, if they are given a chance to learn by exposing them to as many “hands-on” opportunities (experiential learning) as possible. If they cannot see how a book’s information and materials are connected to the goals and objectives of a lesson or the application of it being able to be applied to the “real” world, then these opportunities for obtaining new pro-social and life skills may not be used or retained. Thus, a juvenile upon release from BRRC could easily return to their original “comfort zone” of inappropriate, unacceptable and criminal behaviors, which will sooner or later land them right back into SCDJJ or they will graduate on to the adult correctional system.

Early in 2004, four specific skill development program platforms were created and all the support services staff was reassigned into one RSD Support Services Unit. Staff was then trained in the new philosophical concept of serving the juveniles and then they were assigned, based on their knowledge, experiences, strengths and skills, to one or more of the 4 program platforms - academic enrichment, spiritual development, sports and fitness, and youth leadership. This Unit was tasked with designing and implementing programs, services and therapeutic activities that were going to meet each of those needs areas identified as being a pro-social, life skill deficit for each juvenile. These programs, services and activities are needed by each juvenile to help them in their preparation for their reintegration back into their home community. At all times, this Unit is to ensure that the “best practices” in programming, services and activities are utilized to support each of the program platforms.

## **12. Describe the specific activities and operations of the program in chronological order.**

As noted the reorganization in 2003 of the Rehabilitative Services Division took place and the development and implementation of a completely new and innovated philosophical concept known as “The Community Behind the Fence” was adopted. It was assigned to a new internal unit created called Rehabilitative Support Services. All personnel who had worked on the individual campuses in the areas of recreation, activity therapy, chaplain services and part-time volunteer staff were reassigned to this Unit.

In January of 2004, the Rehabilitative Support Services Unit created the first of four Program Platforms. The four specific skill development program platforms were Academic Enrichment, Spiritual Development, Sports and Fitness, and Youth Leadership. The programs, services and activities were selected based on the specific skill deficits identified and existing within the majority of the targeted committed population BRRC. This Unit was tasked with designing and implementing programs, services and therapeutic activities that were going to meet each of those needs identified as being a pro-social, life and employability skill deficits for each juvenile. These programs, services and therapeutic activities are needed by each juvenile to help them in their preparation for their reintegration back into their home community. At all times, this Unit is

to ensure that the “best practices” in programming, services and therapeutic activities are utilized to support each of the program platforms.

The Rehabilitative Services Division recognized that the needs of incarcerated youth could not be met by a state agency alone. Staff from the Office of Rehabilitative Support Services (RSS) could more effectively address the academic and developmental skill deficiencies of each individual juvenile if they expanded their network of active, caring and knowledgeable individuals and institutions to outside the agency. Since “The Community Behind the Fence” philosophical conception, special efforts have been made to expand the DJJ’s/division’s partnerships beyond the fence to statewide faith-based businesses and fraternal organizations, universities and colleges, businesses, community organizations and concerned citizens. Individuals and entities are being actively recruited to assist the division and the agency in advocating for the rehabilitation and positive reintegration of the state’s most problematic youth.

As an outgrowth of the above collaborative relationships with community partners and the overall success of “The Community Behind the Fence,” there has been both a word of mouth and actual observations by those beyond the fence who are promoting back to the community that there are systemic changes within the juveniles committed to BRRC.

By March of 2007 with support from the Director, Deputy Director for Rehabilitative Services Division and the SCDJJ Executive Management Team “The Community Behind the Fence” has grown to six Program Platforms (see color attachment). The Platforms include the following with a listing of current programming:

- Academic Enrichment:** 21<sup>st</sup> Century Learning Program  
HeartMath/TestEdge (Clemson’s Youth Learning Institute)  
Life Skills/Job Readiness  
Family Literacy  
Book Clubs  
GED Preparation  
Weekend Library  
Enriching Your Life (Saturday morning program)  
Chess Club  
Service Learning  
Mentoring  
Boys Club/Girls Club Partnership
- Spiritual Development:** Vacation Bible School (summer)  
Royal Rangers (Faith-based Club)  
Vesper Services  
Prayer Breakfast (annual)  
Epiphany Weekends (3 day retreats)  
Epiphany Reunions (one Saturday morning a month)  
Sunday Services  
ACTeens (Faith-based Club)  
Family Focus (RSS, Education, and Youth Hope Foundation)

Birthday and Holiday Celebrations  
Motivational Guest Speakers  
Pastoral Counseling  
Juvenile Jobs  
Mentoring  
Grief & Loss Groups  
Character Education  
Guest Choir Concerts  
Saturday Morning Spiritual Activities  
Gifted Incentive Dinners (La Fogata Restaurant)  
Incentive Cook Outs

**Sports & Fitness:**

Sports Clinics  
Fitness Classes  
Intramural Sports (Soccer, Flag Football, Basketball, Volley Ball, and Softball, Track)  
Alpine Tower Challenge Course  
Sports Camps and Skills Training Classes  
National Association of Youth Sports Affiliation  
Juvenile Jobs  
Mentoring  
Summer & Winter Camps (when the Complex's schools out)

**Youth Leadership:**

Toastmasters Club (Public Speaking Class)  
Studio 2B (Girls Scouts)  
Venture Scouts (Boy Scouts)  
Young Ambassadors Leadership Training  
Outward Bound Preparation Program  
Special Level Events (Rewarding & Awarding for accomplishments)  
Juvenile Jobs  
Mentoring  
JROTC Monthly Community Service @ Harvest Hope Food Bank

**Volunteer, Mentor,  
and Intern Services:**

Volunteer Recruitment & Screening  
New Volunteer Orientation  
College and University Community Service Volunteers  
Student Interns  
Sororities and Service Clubs  
Ring of Champions Support  
Professional & Administrative Volunteers  
Mentor Screening, Placement, & Support  
Volunteer & Mentor Appreciation Banquets  
Community Development Mentors

**Job Apprenticeship  
Training:**

Computer Buddies Job Training & Enrichment  
Custom Ceramic Tile Design Job Training  
Sewing & Alterations Jobs Training  
Young Craftsmen & Young Craftswomen (woodworking)  
Core Employability, Pro-Social, and Life Skills Groups  
Juvenile Jobs (on BRRC Complex)  
Mentoring

**A Chronological Birth of the “Community Behind the Fence” 2003-2007:**

As noted in an earlier statement about the “The Community Behind the Fence” it has been truly a METEMORPHOSIS – as more and more of those folks outside of the fence learning, met and work with our juveniles in a variety of programs, services and activities they began to realize how much they and their community organizations, clubs and churches can help, and are needed to help SCDJJ to change the whole philosophical and environmental atmosphere here at BRRC. The public is also realizing that these juveniles are coming back home to their home communities either worse than they went into BRRC or they could come back much better than when they were committed, but it would take the community at large to help raise these juveniles to where they are better when they return to their home communities. And, that communities, needed to invest in their children. Each item below lead to another group, another person saying I can help, I want to help and more and more programs, services and activities grew out of each of the experiences.

**2003**

- Completed a minimum of 300 hours of community service hours by hosting intergenerational programs, conducting fundraisers for non-profit organizations (Sistercare), completed landscape beautification projects on campus, and constructed of a variety of wood products and furniture (by the Young Craftsmen/women Club)
- Increased the number of youth to qualify for an A & B Honor Roll through the use of volunteers and mentors tutoring the BRRC juveniles.
- Developed additional programs, services and therapeutic activities by increasing the involvement and support of mentors, university and college interns, bring more business, fraternal and faith-based organizations to BRRC.
- Increased the number of gender responsive programs, mentors, and non-traditional vocational and leadership training for our female population.
- Participated in the development of an agency level memorandum of agreement between Clemson University and DJJ in an effort to promote and sustain delinquency prevention efforts, rehabilitation of incarcerated youth and reintegration of paroled youth.

- Launched “The Community Behind the Fence” Teen After School Center (TASC) on the Willow Lane Campus in 2004. The purpose of the Center was to augment existing treatment and educational services after school and on weekends for our female population. Reassigned staff and hired part-time staff who developed programmatic activities schedules to support existing educational, treatment and operational needs, to include the opening of a weekday activity center, weekend activities, and level system events
- Recruited and hired two (Platform Program Coordinators) highly trained and experienced professionals in the fields of Sports and Fitness and Youth Leadership Development. In the summer of 2003, the Division of Rehabilitative Services began an intramural sports program for both male and female as a means of teaching values, teamwork, remedial reading as well as for skills development. DJJ’s program is a certified chapter of the National Youth Sports Coaches Associations, one of the 2500 chapters around the country. Far too many of our teen age juveniles have never played a team sport and lack such a typical life experience.
- As part of the a newly formed Venture Scouts Unit a Computer Technology Program was introduced to the BRRC Scouts and in turn they built a computer from scratch and mounted it on the wall in the NexusKids Learning Center in the Willow Lane Chapel.
- 4-H Club made Canadian Geese bookmarkers and distributed over 600 to staff and volunteers who visited the BRRC. In the fall, the club members created a nature based fall display with plants, hay and scarecrows for the Willow Lane Chapel and Activity Center.
- Spiritual Development Coordinator, chaplains and religious volunteers provided 2 Vacation Bible Schools, 104 Vesper Services, 376 midweek bible studies groups, 6 Recognition Prayer Breakfasts, 6 spiritual weekend retreats and 24 Epiphany Re-unions.
- Conducted an after school program in the fall that included a class in horse care and riding, as well as a horticultural class.
- The Irmo-Lake Murray Rotary Club held one of their weekly meetings at DJJ/BRRC on March 2 and was recognized for their support of DJJ’s juvenile reintegration efforts.
- Developed a Rehabilitative Services Manual, which includes general program descriptions, descriptions of service providers’ roles and responsibilities, standard operating procedures, forms and preliminary program performance indicators.

## **2004**

- In the Spring of 2004, the Institute of Economic and Community Development received a \$20,000 grant from a South Carolina Leadership in Public Service Grant from the Kellogg Foundation to host a three-day intensive collaborative process that resulted in a conceptual framework and plan for the DJJ to use in the development of the 210 acre Broad River Road Complex. Through the Charrette process, 200 state agency partners, agency staff, community stakeholders, college and universities, victim advocate groups, families, and

youth's opinions and ideas were solicited and incorporated into the design of the physical master plan.

- Adopted the nationally recognized *Performance based Standards* project which helps to monitor any unstructured idle time, and where they may be a lack of community volunteers. Over the last 18 months, the Office of Rehabilitative Services offered a series of pilot programs focusing on addressing both the juvenile's individual needs but also the facilities where the juveniles reside.
- Created within each of the four program platform areas a variety of opportunities for young offenders to give back in unique and meaningful ways to the local communities (utilizing the Balanced and Restorative Justice model)
- Created snowman center pieces, Christmas label pins, arts and crafts, holiday cards for local senior citizens (21st Century –Girls - BARJ) and then having the juveniles are able to present or send home similar items to family members.
- Assisted the Lexington County Council on Aging by securing donated hygiene items and decorating 250 gift bags for the elderly and homebound. 20 juveniles were also responsible for stuffing the donated items into 500 individually decorated gift bags. The juveniles made gingerbread houses and lighted nature based tabletop baskets (pro-social skills and BARJ).
- With the support of the First Baptist Church of Northeast Columbia, the juveniles learned how to make bird feeders for the elderly in the local area.
- Hosted two adopted grandparent program for Westside Assisted Living Program on BRRC and also Young Ambassadors from BRRC was permitted to deliver home gifts, helium balloons and arts and crafts to the home.
- Hosted several day and weeklong special interest camps which provided both males and females with the opportunities to create handmade gifts, holiday cards, watercolor painting and pencil sketches, bookmarkers, door hangings, jewelry gift baskets and poetry.
- Obtained from the South Carolina State DJJ of Education a Federal 21<sup>st</sup> Century Grant for \$124,000. This Grant for the next four years will be a cornerstone for the Academic Enrichment Program Platform.
- The juveniles built and donated Adirondack chairs to Sistercare and Habitat for Humanity.
- The BRRC 4-H Wildbunch Club along with the DJJ Chapter of the South Carolina Correctional Association hosted an on site car wash and hotdog sale. The proceeds from this event were given to Sistercare.
- With the support of the St. Andrews Kiwanis Club, Belk American Legion, and Indian Waters Boy Scout Council, created a Gift of Freedom Essay Booklet, which incorporates 34

heartfelt essays written by the young men of DJJ. Gift envelopes sent to servicemen and women will include home made gift cards by representatives for the Willow Lane and Birchwood campuses.

- Hosted three appreciation events for volunteers from the Kiwanis and Rotary Clubs all in an effort to help teach the juveniles how to plan events and in this case say “thank you” to those who have come forth daily to help them.
- On December 14, 2004 hosted, along with Kiwanis and Rotary clubs, the first annual All-Star Banquet for outstanding leadership in the field of academics, spirituality, physical fitness, and youth leadership. Eighty-nine BRRC young men and women formally dressed in ROTC Class A uniforms, khaki pants and dress shirts, and jump suits in lieu of institutional clothing and they were recognized for their accomplishments and efforts. Most of the BRRC juveniles have never gone to a banquet nor been recognized for the good that is within them and receive an award.

## **2005**

- Hosted a variety of level incentive events through the year, to include Friday Night at the Movies, pizza parties, guest speakers, and weekly consumable incentives in January as way to celebrate the new year and all of the new programs, services and therapeutic activities.
- On January 18, 2005 Rehab Support Services was given an old lock up unit, which was creatively renovated, with the help of the BRRC juveniles and a variety of community partners, who painted murals on the walls, opened a mini-library, and game room and named it the BRRC Temporary Community Center. Obtaining this building allowed for the expansion of Spiritual Development and Volunteer, Mentor Services.
- Selected dozens of young men and women to represent the division at formal and informal public events, to include participation on community service projects, youth advisory teams, appreciation breakfasts, and restorative justice luncheons.
- Through the generous personal and financial support of hundreds of volunteers and mentors the DJJ realized the tremendous need to fund two full time positions, one as Rehab Support Services Volunteer, Mentor and Intern Service Coordinator in order to cultivate new community partnerships as well as strengthen the established partnerships already in place with the faith-based organizations, businesses, civic groups such as Trenholm Road United Methodist Church, Bluff Road United Methodist First Baptist Church of Irmo and St Andrews Kiwanis hosted, as well as support staff. Thus, the fifth Program Platform was created- Volunteer, Mentor and Intern Services.
- Invited the Ring of Champions (a division of Bill Glass Ministries): Training has been completed for a pilot mentoring project that will match juveniles with little or no family involvement and trained mentors which began March 1, 2005.

- Hosted the 25<sup>th</sup> Anniversary of the North South All-Star Game and banquet in March.
- With the support First Baptist Church of the Northeast, approximately 20 young men were able to make hand painted tote bags and bird feeders for the elderly.
- RSS co-hosted with Birchwood High School volunteers, First Baptist Church of Irmo, Riverland Hills Baptist Church, Youth HOPE Foundation and local businesses, three Family Focus events. Approximately 350 family members, volunteers and juveniles participated in the April event, the June event, and the November event. We must also involve the juveniles' families so they know what new pro-social and life skills are being taught and how families can reinforce such back home.
- The Youth Hope Foundation underwrote the horse corral used for the 4-H Equine pilot program, and constructed by students, volunteer staff and inmates from the DJJ of Corrections.
- At no expense to the agency, Clemson University Youth Learning Institute, Botanical Gardens, DJJ of Health, Education and Human Development, and Outdoor Laboratories provide a 2-day training for the Rehab Support Services staff on Experiential Learning Techniques, the use of nature as a therapeutic tool, team building, and use of plotting improvement of behaviors of a juvenile.
- Expanded the availability of facilities to include a gymnasium, Chapel and multipurpose building, visitation area, and outdoor recreational area especially in the evenings and weekends.
- Obtained a large aquarium through donated funds to purchase the supplies and fish, and technical support to maintain the aquarium for the girls TAS Center.
- Hired over the last 8 months 2 part time chaplains to address the specific spiritual and emotional needs of females. The need has been so great and the response has been positive by the girls that the part-time chaplain is now working a minimum of 30 hours a week rather than 20 hours. With limited full time state positions and personnel funding besides cultivating community partnerships to help support all of the programs, services and activities, a hiring strategy was adopted where part-time personnel are hired to conduct hands-on training sessions when the juveniles are not in school or in treatment. Thus, maximizing the Division personnel dollars and having staff available when the juveniles available.
- Obtained specific donations to meet the special needs of the girls, which include foot pajamas, books, magazines, music, personal hygiene, recreational equipment, arts and crafts classes, natural beauty classes and several others.
- The Division's Rehabilitative Support Services Unit received from the Congaree Girl Scouts Council received a grant of \$24,000 to underwrite the cost of implementing 2-3 troops for up

to 40 girls over the next year. The program emphasis includes financial literacy, community service, and non-traditional careers and leadership training.

- An underwater shower was held to enhance the girls Teen After School Center behind the fence. A number of faith-based organization staff, volunteers and local businesses sponsored the renovation and furnishing of the center. Gifts included a three-wall “under the sea” mural, cabinets, computers, furniture, carpets, videos, window treatments and magazine subscriptions. The most unique gifts were those that were purchased for the child care area of the multi-purpose room.
- Kids Caring for Katrina Victims (a BRRRC BARJ ).
- Fundraising Car Washes (Venture Scouts and Young Ambassadors) as part of Restorative Justice Projects.
- Eight Week Toastmasters Club Public Speaking Groups for males and females.

## **2006**

- Developed the sixth Program Platform – Job Training Apprenticeship Programs with the inception of the first two new job training apprenticeship program Computer Buddies and Sewing and Sewing Alterations Program. Work is underway for third job training program that will be Custom Design Ceramic Tile Program.
- 20% increase in Mentors in 2005-2006, thanks in part to new TCC space.
- Young Craftsmen & women produce steady stream of Adirondack Chairs for sale to public with proceeds going to restitution, GED test costs, and program supplies.
- Venture Scouts and Studio 2B each have earned the privilege to have occasional overnight camping experiences at TCC Recreation and Camping Park.
- Basic Ministries from Greenville, SC comes to BRRRC twelve times a year with special spiritual programming for our juveniles.
- The Vector Foundation continues its long tradition of providing supplemental funding for a wide variety of DJJ program needs including an annual scholarship award at the Employee of the Year Program.
- Columbia International Bible University supplies and Mentors for the BRRRC juveniles utilizing their students through its Field Education Program.
- The Academic Enrichment staff met with Boys and Girls Clubs of the Midlands to begin developing a working relationship that has brought to BRRRC it’s own Boys and Girls Club behind the fence and the B&G staff are helping teach life skills along with additional recreation as a way of reconnecting the juveniles back to the home communities where

B&GC is operating. Jointly (SCDJJ & the Boys and Girls Clubs of the Midlands) can ensure reintegration and reinforcement services upon the release of the BRRRC juvenile with the goal to reduce the potential of the juveniles to return to BRRRC or the Adult Corrections DJJ.

- Developed a new Equine Care, Riding Job Training Apprenticeship Program a year round skill-building program since BRRRC sits squarely in between the two largest equine jobs areas in the state (Aiken and Camden).
- New Volunteer/Mentor applications were 255 for 2006 with 151 Volunteers/Mentors receiving Orientation training and assignments.
- First annual Mentor Appreciation Luncheon was held in 2006 where the juveniles helped cook, serve and demonstrated various ways of saying thank you.

### **13. Why is the program a new and creative approach or method?**

While this may seem too simplistic, the concept/approach is one of creating “normalcy.” A juvenile justice correctional system which includes hardware secure long term facilities has been created to protect the public and make them feel safe, but what everyone forgets is that most of the incarcerated juveniles are going to be let out and return to their home communities. Now the questions to be asked are “Will the juveniles be any better upon release?” and “Have the juveniles truly been rehabilitated?” Up until now the answers to both have been “no.” Why not? We all are aware that most large long-term juvenile correctional facilities have not addressed the skill deficits of the individual juvenile and they have not truly attempted to “reconnect the disconnected juveniles” with their home communities. In many states the correctional facilities and the aftercare services are operated within two different state agencies.

In fact, all that has happened by sending the juveniles to a hardware secure long term juvenile correctional facility is a delaying action because the data tells us nationwide that the vast majority of juveniles who are committed will return to the juvenile system numerous times or they will graduate in a short period of time to the adult prison system.

The philosophical concept and approach of a “Community Behind the Fence” where the unique individual skill deficits of each juvenile is addressed is revolutionary.

### **14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)**

In 2003, the State of South Carolina and DJJ were forced to make significant budget cuts. Consequently in starting up “The Community Behind the Fence” the obtaining of grants and donations was and continues to be a key source of funding in the development of the programs, services and activities. The repositioning and reassigning of staff to address these specific needs and skill deficits of the juveniles actually did not involve any extra cost. However, obtaining the \$20,000 Kellogg Foundation Grant, the \$24,000 Girl Scout Grant and the \$124,000 21<sup>st</sup> Century

Grant obviously made a tremendous difference in helping “seed” new “Community Behind the Fence” programs, services and therapeutic activities.

**15. What are the program’s annual operational costs?**

We do not have a set operating budget. We have not had to develop a specific budget due to our community partnerships, grants and the division’s budget as noted above. Everyone must remember that the philosophical concept was birthed in the worst of times by using what is present in every community. Costs should be considered as “we will do this or no we can’t afford it.” Creativeness is the key annual need not money. If money drives it then every time there is a need to cut the budget, guess what will be first. The annual commitment must be we believe in the VISION and we will beg, borrow or accept a donation in order to make a program, services and activity BETTER but there should not be any question as to will we have it or not. If the juveniles need it then it must be delivered.

**16. How is the program funded?**

As noted above DJJ currently receives \$168,000 in grants along with last year’s donations from various community partner, organizations, businesses and faith based institutions amounting to the last two years to \$292,000 and of course, Rehabilitative Services Division’s budget allocations for both personnel (around \$200,00) and supplies and materials (around \$50,000).

**17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.**

No, the key to the success of this initiative was having a Director who is a visionary and believes that if you raise a juvenile in a prison, you will only raise a prisoner. The Governor appointed the Director and supported his efforts to change the face of DJJ while continuing to ensure the protection the public.

**18. What equipment, technology and software are used to operate and administer this program?**

There really is no specific equipment, technology and software; much is simply hands-on training using begged, borrowed or donated items needed to demonstrate the pro-social and life skills to the juveniles. We try to use everyday items that are used in every community around the state and country.

**19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator’s name, present address, telephone number and e-mail address.**

Yes, this philosophical concept originated in our state. There were many innovators as to various aspects of the program who have brought “The Community Behind the Fence” into reality, but it all started with DJJ’s Director, William R. Byars, Jr.

**20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?**

No, we are not aware of any similar holistic comprehensive program such as this in another state.

**21. Has the program been fully implemented? If NO, what actions remain to be taken?**

No, because as the juveniles' needs change so will "The Community Behind the Fence" because this is all about the individual juvenile. It is about what they need to rehabilitate himself or herself and what will it take to reintegrate them back into their home communities. The belief is each juvenile who comes to BRRC is unique and our programs, services and activities are only as good as they contribute to the successful rehabilitation and reintegration of each of our BRRC juveniles.

**22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.**

Due to confidentiality restriction we are unable to name specifically juveniles who have shown marked improvements in the skill levels in each of the Program Platforms but instead we can say that we are finding less behavior problems within the three institutions because of the pro-social and life skills sessions, we are finding more juveniles getting their GEDs through our Academic Enrichment Programs, that there are more juveniles desiring and qualifying to go to college and that there are donor community partners who are assisting these juveniles with the necessary financial aid to.

For every Program Platform we are able to see the CHANGE of SCDJJ happening everyday.

**23. How has the program grown and/or changed since its inception?**

As noted earlier the reorganization in 2003 of the Rehabilitative Services Division took place and the development and implementation of a completely new and innovated philosophical concept known as "The Community Behind the Fence" was adopted. It was assigned to a new internal unit created called Rehabilitative Support Services. All personnel who had worked on the individual campuses in the areas of recreation, activity therapy, chaplain services and part-time volunteer staff were reassigned to this Unit.

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to ensure that the “best practices” in programming, services and therapeutic activities are utilized to support each of the program platforms.

By March of 2007 with support from the Director, Deputy Director for Rehabilitative Services Division and the SCDJJ Executive Management Team “The Community Behind the Fence” has grown to six Program Platforms (see attached).

**24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?**

The biggest obstacle states will face in adopting this program will be if the management and staff are not committed to and willing to:

- Make significant philosophical changes in their programs, services and activities in their hardware secure juvenile correctional facilities.
- Allow community partners into their secured facilities.
- See that a high level of security does not have to impede a multitude of programs, services and activities never considered before that are needed by the juveniles if truly they are going to be rehabilitated holistically.
- Recognize the absolute need for reintegration planning for the juvenile between the juvenile justice community personnel and the long-term juvenile justice institution staff starting at day one of the juvenile’s commitment.
- Believe that each juvenile is unique with their own set of deficiencies that need to be met.
- Sit down and develop a VISION, develop how they are going to SELL it in their communities/state and then be willing to come back and tell the STORY of both the successes and the failures to the media and the public.

**25. Attachments**

1. Community Behind the Fence Skill Development Platforms
2. Community Behind the Fence Weekly Schedule of Activities