

# ***ANNUAL ACCOUNTABILITY REPORT***

**Fiscal Year  
2006 - 2007**



**South Carolina  
Department of  
Juvenile Justice**

**William R. Byars Jr.,  
Director**



**Mark Sanford  
Governor**

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**Accountability Report Transmittal Form**

**Agency Name: South Carolina Department of Juvenile Justice**

**Date of Submission: September 15, 2007**

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## Section I – Executive Summary

Fiscal year 2006-2007 marked another period of sustained progress toward the broad goals of systemic reform and capacity building within the state’s juvenile justice system. Having accomplished the Governor’s original mandates to end the class action lawsuit and the practice of “warehousing” juveniles administrators now are focusing on the community side of the system. DJJ has initiatives under development to address detention reform, improved supervision of high risk juveniles in the community, family based services, gang violence prevention and intervention, school failure in at risk populations, and the specialized treatment needs of certain offenders. These initiatives are benefiting from Executive and Legislative support, as well as strong partnerships with higher education, the faith community, sister agencies, and other organizations to align resources for a more responsive and accountable juvenile justice system.

DJJ has adopted Balanced and Restorative Justice (BARJ) and treatment in the least restrictive environment as its guiding principles. BARJ places equal emphasis on victim accountability, community restoration, and the development of pro-social skills in youth to prevent future offending. The least restrictive principle calls for juveniles be treated in the least restrictive environment that is commensurate with public safety. While recognizing the necessity of secure confinement in certain cases, the assumption is that the majority of juvenile justice youth can be maintained safely and treated effectively at home or in a home-like setting with appropriate case management and supervision. Balanced and Restorative Justice aligns closely with DJJ’s statutory requirements, which include sanctions and services for offenders, as well as the involvement of victims in decisions about juvenile delinquency cases. The least restrictive principle derives from South Carolina’s Children’s Code and is embedded in DJJ’s mission statement.

### Mission and Values

The frame of reference for DJJ’s mission is set forth in state law. Section 20-7-6805 establishes the Department as a state agency. Other key provisions include:

<b>20-7-6810 and 20-7-6815</b>	Establishes DJJ as a member of the Governor’s Cabinet – Director appointed by the Governor and serves at the will and pleasure of the Governor
<b>20-7-6825 and 20-7-6835</b>	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department
<b>20-7-7405</b>	Establishes DJJ’s authority to provide intake services and probation supervision
<b>20-7-6840</b>	Establishes the community-based services to be provided by DJJ
<b>20-7-6845</b>	Establishes the institutional services to be provided by DJJ
<b>20-7-6855</b>	Establishes a special school district within DJJ
<b>20-7-8315</b>	Establishes DJJ’s authority to provide parole supervision services
<b>16-3-1505</b>	Establishes DJJ’s role in providing services to crime victims

Based upon these statutory responsibilities, the restorative justice model, DJJ's position within the Executive Branch as a Cabinet agency, and the Governor's mission for the state of South Carolina, DJJ's mission is as follows:

*The Governor's mission is to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.*

*The South Carolina Department of Juvenile Justice supports the Governor's mission by protecting the public and reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*

DJJ embraces as its core organizational values:

- Trust – Staff members will express confidence in the integrity, reliability, and character of others.
- Honesty – Staff members will deal with each other in a sincere and straightforward manner.
- Respect – Staff members will treat others with care and consideration.
- Integrity – Staff members will behave in an ethical manner consistent with their words and beliefs.
- Loyalty – Staff members will remain faithful and devoted to the mission of DJJ.
- Diversity – Staff members will seek, value, respect, and promote differences among fellow workers and within the community.

#### Major Achievements from Past Year

- DJJ's private foundation, the Friends of Juvenile Justice, received sufficient commitments for the Budget and Control Board to approve its Community Connections Center Project. This building, enclosing more than 10,000 square feet of space, will span the Broad River Road Complex (BRRC) perimeter fence, allowing visitor's access from the outside while juveniles enter the secure portion of the building from within. The Center will provide space for visitation, mentoring, tutoring, and a host of other activities. It is believed to be the first juvenile justice project of its kind that will be funded entirely through private donations.
- DJJ has broken ground on two residences within the BRRC, beginning an orderly process of replacing ten obsolete dormitories with housing that is more amenable to the observation, control, and rehabilitation of juvenile offenders.
- DJJ's partnership with Clemson University continues to flourish and expand in scope. The alternative program operated by Clemson's Youth Learning Institute at Camp Long in Aiken County (45 beds) now includes a 15-slot day treatment program for DJJ youth. This program operates on an extended schedule to provide supervision during the after-school hours when young people are most prone to commit crimes.

- DJJ has constructed girls transition housing in anticipation of the program opening in early fall 2007. Transition housing is one dimension of much improved services for committed female offenders. Others include implementation of the best practice Girls Circle curriculum to support gender responsive programming, and adoption of dialectical behavior therapy as a treatment approach that has proven effective for girls with a history of abuse.
- Within the DJJ special school district, Birchwood Middle and High Schools are now accredited by the Southern Association of Colleges and Schools (SACS). For the third consecutive year, DJJ's school district received the "Palmetto Gold" accolade based on absolute and improvement ratings of "excellent."
- DJJ has established an internal release authority, allowing the agency to make release decisions on most juveniles committed to custody for misdemeanor offenses.
- DJJ expanded its intensive supervision initiative for paroled juveniles from the original federally funded pilot in 5 counties to 18 additional counties, including all major metropolitan areas. Thirty intensive supervision officers staff the initiative. On any given day approximately 400 committed juveniles and parolees are receiving aftercare planning, intensive supervision and case management services.
- DJJ developed an alternative funding strategy to sustain the Juveniles Experiencing Excellence Program in five counties, with the result that 125 high risk juveniles have been served this year as JEEP enters its summer employment experience phase.
- Working in conjunction with the Children's Law Center at the University of South Carolina and local law enforcement agencies, DJJ led a strategy to reduce juvenile detentions in Spartanburg County. The county now uses a law enforcement officer to monitor and supervise appropriate cases during the pretrial period. An action plan to reduce juvenile detentions also is being formulated for Lexington County.
- DJJ has increased to 16 the number of Teen After-School Centers in South Carolina. Sustained primarily through the faith community and private non-profits such as boys and girls clubs, TASCs provide mentoring, tutoring, cultural enrichment, and supervised recreation in the critical after-school hours. TASCs served 286 young people this year, a 46 percent increase from 2005-2006.
- Since entering into a formal partnership with the African Methodist Episcopal Church in late 2005-2006, DJJ has benefited from an Auxiliary Probation Officer program sustained largely by AME volunteers, over 30 volunteers from the denomination have been recruited to serve as APOs' and are now having a positive impact on probationers in six pilot counties. The AME churches also sponsor's Teen After-School Center sites (3), and an ecumenical dinner fundraising event that resulted in \$100,000 in pledges to the Friends of Juvenile Justice. The AME Bishop was recognized in the State Senate this year for his work in partnering with DJJ.
- DJJ has successfully introduced videoconferencing as a tool to improve communication between local offices, program sites, and state offices/facilities. Videoconferencing capabilities now exist in all 43 DJJ county offices, all wilderness camps, the three regional evaluation centers, the detention center, the staff development and training complex, and at multiple sites within the Broad River Road Complex. This tool is used for case staffing, distance learning, staff briefings by the Director, and parent visitation where a face-to-face contact is not possible.

- DJJ reorganized the Adopt a Class Project (AAC) with a nationally recognized violence prevention curriculum for elementary and middle schools. Violence prevention incentive items were also distributed to students to reiterate each lesson's message. The AAC project renewed partnerships with the South Carolina Department of Education, the South Carolina Bar Association, and the South Carolina Department of Mental Health. This project is piloted in 11 counties with plans for expansion.

### Key Strategic Goals for Present and Future Years

For the past several years the DJJ administration has worked toward four strategic goals that together will accomplish significant systemic reform and help the state's juvenile justice programs achieve the best practice standard. These goals are enumerated below, with supportive narratives that chronicle planned growth in the next two to three years.

**Goal # 1: Strengthen Community Alternatives and Supervision** - - Many of the aforementioned accomplishments in fiscal year 2006-2007 affirm DJJ's commitment to strengthening the juvenile justice system with strategies that enable most youth to receive supervision and services at home or in the least restrictive setting in the community. In October 2006 intensive supervision became a reality for 23 counties that together receive the majority of juveniles paroled from DJJ facilities. During the first six months 433 juveniles received intensive supervision services, including exhaustive aftercare planning that begins during confinement, a minimum of three months intensive supervision after release, and services/sanctions based on individual needs. Support from the Executive and Legislative branches will enable intensive supervision services to go statewide in 2007-2008. DJJ's future goal for this program is a more inclusive target population encompassing all juveniles exiting DJJ beds and certain high risk probationers.

In other areas of concern, DJJ is seeking to fully develop a continuum of family-based services, using several proven models of greater and lesser intensity depending on level of need. A primary advantage of family oriented services is its impact on the entire household unit, including siblings not yet involved in the juvenile justice system. The agency also is determined to offer day treatment program options for out of school youth involved in the juvenile justice system, expand its network of teen after-school centers to at least 50 sites, and improve services to juveniles with substance abuse issues, mental health issues, and other specialized treatment needs. TASC expansion received Executive and Legislative support this year in the form of seed monies for new sites.

DJJ's detention reform initiative, in collaboration with the Children's Law Center at the University of South Carolina and local policymakers, is using risk-based decision making and detention alternatives to reduce secure detentions and the amount of time spent in detention. Through the Children's Law Center an "expeditor" has been stationed to shorten length of stay through tracking and case management services. Moreover, grant monies enabled the addition of a mental health counselor to ensure that any necessary assessments, such as competency evaluations, are completed in a timely manner so as not to delay the return to court. Spartanburg and Lexington Counties are the chief pilot sites

for local detention reform. However, the agency will be able to expand the initiative based on federal funding for electronic monitoring systems in eight additional counties as alternatives to secure detention for appropriate cases.

**Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines** – Over the past several years DJJ has successfully implemented its “Community Behind the Fence” model within the Broad River Road Complex to provide normative skill development activities for incarcerated juveniles, has substantially improved gender responsive programming for females in custody, and has as a school district earned the highest possible ratings from the state Department of Education. The primary goal for the next few years, while building upon and sustaining these improvements, is to complete the replacement of obsolete residences, the development of specialized units for transition programming, and the construction of a privately-funded community connections center. Executive and Legislative support this year will enable the construction of two additional residences within the BRRC, with the result that four of the ten replacement residences now are funded. When construction is complete, the Broad River Road Complex will have been transformed both physically and programmatically into a safer environment conducive to the agency’s charge of rehabilitating the young people under its care.

**Goal # 3: Explore Partnerships for Funding and Programs Specifically Tied to DJJ Services and Needs** – The DJJ administration continues to demonstrate its capacity to garner resources beyond conventional funding on behalf of agency services and needs. The success of its privation fund raising organization, the Friends of Juvenile Justice (FJJ), in sponsoring the Community Connections Center building, is a prime example.

DJJ’s major partnership with Clemson University has taken on a new dimension with establishment of the Girls Center within the Youth Learning Institute. This Center will be a resource for our juvenile justice system as it works toward gender equity and gender responsive programming for females. The Girls Center has been founded as a clearinghouse for information, a research arm, and a hub for program initiatives, education, training, and policy development. Its stated mission is “to connect innovative programming, advocacy, policy analysis, research, and evaluation on behalf of girls.”

Within state government DJJ is strengthening its relationship with the Department of Alcohol and Other Drug Abuse Services (DAODAS). This year the agency received support in its budget request for to expand BRIDGE aftercare services for substance abusing juvenile offenders, a best practice program provided by local alcohol and drug abuse commissions. DJJ also has developed a partnership with the Department of Vocational Rehabilitation to identify incarcerated youth who will be eligible for VR services when they return to the community, and ensure that a referral is made during the transitional period. This arrangement is now formalized in a Memorandum of Agreement and will ensure that youth leaving the DJJ facility receive job skills training and employment assistance when they return to the community. Vocational Rehabilitation also will assist DJJ in establishing a contract work program within the Broad River Road

Complex so that youth gain job skills training before release to the community, and in identifying community based youth that are eligible for local VR services.

**Goal #4: Increase the Employability of Juveniles** – DJJ’s MOA with the Department of Vocational Rehabilitation is one index of its commitment to promoting the employability of juveniles in custody and under supervision. Agency administrators view employment programs as a primary tool against the powerful lure of gangs in the lives of high risk young people. DJJ administrators were pleased to gain state funding support in 2007-2008 to begin expanding the “Juveniles Experiencing Excellence Program” (JEEP) from five to as many as eighteen counties in the state. JEEP provides life and employability skills training to DJJ-involved youth, with supervised paid employment experiences during the summer months. The program works closely with local businesses /agencies that contribute job sites, thereby involving local citizens and public servants as key players in reclaiming the lives of their communities’ children.

#### Opportunities and Barriers

*Opportunities – The following opportunities provide a foundation for fulfilling DJJ’s mission and achieving its strategic goals:*

1. Continue to expand and reinvigorate partnerships with sister agencies, the higher education community, the faith community, private foundations, and private sector enterprises as resources to build capacity in South Carolina’s juvenile justice system.
2. Maintain the agency focus on juvenile employability to expand substantially the job opportunities for juveniles under DJJ supervision and in DJJ custody.
3. Respond to the issue of gang violence with strategies that identify/reclaim gang members, and to help at-risk youth avoid gang involvement.
4. Remain focused on critical issues affecting the Broad River Road Complex including replacement residences, transitional programs and housing, opportunities to instill restorative justice principles in daily operations, and gender responsive programming.
5. Improve public safety and juvenile outcomes by implementing intensive supervision statewide and refining the target population.
6. In collaboration with the Children’s Law Center, expand detention reform strategies based on lessons learned in the two pilot counties.
7. Recognize that juvenile justice reform is an incremental process requiring many years of focused leadership and the continued support of state policymakers to achieve the stature of a national model system.

*Barriers – The following may influence DJJ’s ability to achieve its strategic goals:*

1. The future of Medicaid funding for community based residential services, targeted case management, and psychological services is unclear and likely will result in a substantial need to replace Medicaid dollars with other resources over the next three years. Medicaid replacement funds may compete with other agency needs.
2. Substantial relief of overcrowding in DJJ’s Detention Center remains a distant goal.
3. DJJ must continue to make its case each year for a sustained commitment to

permanent improvement funding in order to complete the replacement of residences within the BRRC. These projects may face competing state needs.

### How the Accountability Report Will Be Used to Improve Performance

DJJ administrators view the annual Accountability Report process as an opportunity to focus the agency on a critical few goals that are measurable and accomplishable within a two to three year time frame. The information presented herein will serve as a benchmark as DJJ proceeds in rethinking South Carolina's juvenile justice system to make it more accountable, efficient, and effective.

## **Section II – Organizational Profile**

### Number of Employees

Permanent Employee FTEs	Temporary Employees	Temporary Grant Employees
<ul style="list-style-type: none"> <li>◆ State funded = 1386.63</li> <li>◆ Federally funded = 20.8</li> <li>◆ Other funded = 398.68</li> <li>Total = <b>1806.11</b></li> </ul>	<ul style="list-style-type: none"> <li>◆ State temporaries = 117</li> <li>◆ Contract temporaries = 4</li> <li>Total = <b>121</b></li> </ul>	<ul style="list-style-type: none"> <li>◆ Federally funded = 4</li> <li>◆ Other funded = 0</li> <li>Total = <b>4</b></li> </ul>

Grand Total Permanent, Temporary, and Temporary Grant Employees = **1,931.11**

### Operation Locations

The nature of its core mandates is such that DJJ operates at the state, regional, and local levels. Although its administrative functions and many of its facilities are centralized in Columbia, achieving a certain efficiency of operation, DJJ has a local presence through regional and county offices, regionally based evaluation centers, and smaller residential programs that are spread across the state. DJJ's administrative headquarters are located in the Goldsmith Building at 4900 Broad River Road in Columbia, South Carolina. The administration offices for the agency include the Director, Chief of Staff, Deputy Directors for Rehabilitative Services, Community Services and Administrative Services, the Superintendent of Education, the Office of Planning and Programs and the Inspector General's office. All administration offices are located at the Goldsmith Building except the Inspector General which is located off Broad River road and close to DJJ's other facilities on Shivers Road.

Within the Division of Community Services are four state-level offices located in Columbia - - the Office of Community Residential Services, the Office of Community Justice, the Office of Community Alternatives, and the Office of Consultation and Evaluation Services. The Office of Community Residential Services manages three

regional secure evaluation centers located in Union, Columbia, and Ridgeville as well as a secure detention center in Columbia. The Office of Community Justice manages 16 Teen After School Centers located throughout the state and the Intensive Supervision Initiative. The Office of Community Alternatives manages five DJJ staff-secure group homes in Charleston, Columbia, and Greenville, and a variety of placement options located around the state. The Office of Consultation and Evaluation Services manages and coordinates Evaluation Services throughout all regions of the state. The Division of Community Services serves all 46 counties through 43 local county offices. The county offices are managed from four regional locations in Orangeburg (Coastal Region), Chester (Midlands Region), Florence (Pee Dee Region), and York (Piedmont Region).

The Division of Rehabilitative Services provides supervision and treatment to committed juveniles residing at three co-located residential campuses in Columbia. These three campuses (Birchwood, John G. Richards, and Willow Lane) are consolidated into a single administrative entity called the "Broad River Road Complex." Operational Offices within the Division include Institutional Management, Clinical and Professional Services, Health Services, and Rehabilitative Support Services.

Under state statute the Division of Educational Services constitutes a special school district that operates three school programs on the premises of the Broad River Road Complex. It also operates satellite education programs in the regional evaluation centers and the Detention Center. In total the school district directly provides or oversees education programs daily for over 500 residents at 20 DJJ-operated and contractual facilities.

The Division of Administrative Services supports the other divisions and offices within the Department. All components of the Division including Human Resources, Fiscal Affairs, Medicaid, Staff Development and Training, and Support Services are located in Columbia off Broad River Road or at Synergy Business Park which is within a short driving distance of headquarters.

The Office of Planning and Programs includes Research and Statistics, Planning and Evaluation, and Program Development. All of these components are located within the Broad River Road Complex or nearby off Shiver's Road.

The Office of the Inspector General consists of an Investigations Section, Compliance and Inspections Section, an Internal Audits Section, a Juvenile and Family Relations Section, and the DJJ police force. These work groups are located within the Broad River Road Complex in Columbia or near the Shiver's Road/Broad River Road intersection.

### Expenditures/Appropriations Chart

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$52,047,756	\$39,297,060	56,076,876	42,941,210	59,868,530	45,354,699
Other Operating	\$12,108,608	\$8,476,506	13,825,680	7,869,812	13,892,388	9,295,690
Special Items	\$175,000	\$175,000	1,780,079	1,780,079	2,327,410	2,327,410
Permanent Improvements	\$516,163	\$25,000	2,347,805	0	0	0
Case Services	\$27,260,956	\$21,877,939	26,857,248	21,351,450	30,176,482	22,364,901
Distributions to Subdivisions	\$50,000	\$15,000	35,000	0	35,000	0
Fringe Benefits	\$17,970,763	\$13,740,160	19,408,052	15,102,930	21,340,306	16,588,635
Non-recurring	\$100,000	\$100,000	48,168	8,201	0	0
<b>Total</b>	<b>\$110,229,246</b>	<b>\$83,706,665</b>	<b>120,378,908</b>	<b>89,053,682</b>	<b>127,640,116</b>	<b>95,931,335</b>

#### Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

Major Program Areas Chart							
Program	Major Program Area	FY 05-06		FY 06-07			Key Cross
Number and Title	Purpose (Brief)	Budget Expenditures		Budget Expenditures			References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions	<b>State:</b>	4,867,647	<b>State:</b>	5,046,958		Chart 7.3-1
		<b>Federal:</b>	131,762	<b>Federal:</b>	98,048		
		<b>Other:</b>	317,873	<b>Other:</b>	519,685		
		<b>Total:</b>	5,317,282	<b>Total:</b>	5,664,691		
			% of Total Budget:		5%		
III. (A) Community Services (C) Evaluation Centers and (D) Detention Center	Intake processing, supervision of probationers, and parolees, assessment, residential care, and pretrial detention for juvenile offenders	<b>State:</b>	43,655,838	<b>State:</b>	44,280,097		Graph 7.3-1
		<b>Federal:</b>	859,045	<b>Federal:</b>	543,021		
		<b>Other:</b>	14,406,141	<b>Other:</b>	15,824,984		
		<b>Total:</b>	58,921,024	<b>Total:</b>	60,648,102		

				<b>% of Total Budget:</b>		50%	
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	<b>State:</b>	23,739,754		<b>State:</b>	26,297,760	Chart 7.3-1
		<b>Federal:</b>	1,290,748		<b>Federal:</b>	1,304,170	
		<b>Other:</b>	462,190		<b>Other:</b>	707,577	
		<b>Total:</b>	25,492,692		<b>Total:</b>	28,309,507	
				<b>% of Total Budget:</b>		24%	
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	<b>State:</b>	6,247,197		<b>State:</b>	6,741,622	Chart 7.3-1
		<b>Federal:</b>	0		<b>Federal:</b>	0	
		<b>Other:</b>	466,137		<b>Other:</b>	554,977	
		<b>Total:</b>	6,713,334		<b>Total:</b>	7,296,599	
				<b>% of Total Budget:</b>		6%	
III. (H) Education	School programs for committed juvenile and others in residential programs	<b>State:</b>	2,615,931		<b>State:</b>	2,580,330	Chart 7.3-1
		<b>Federal:</b>	931,255		<b>Federal:</b>	951,240	
		<b>Other:</b>	6,740,617		<b>Other:</b>	7,994,044	
		<b>Total:</b>	10,287,805		<b>Total:</b>	11,525,614	
				<b>% of Total Budget:</b>		10%	
Parole Board, Program Analysis/Staff Development, Capital Projects, TCM, Sex Offender, Coalition Prevent Juv. Crime							
	<b>Remainder of Expenditures:</b>	<b>State:</b>	2,580,294		<b>State:</b>	4,106,915	
		<b>Federal:</b>	191,656		<b>Federal:</b>	577,623	
		<b>Other:</b>	725,153		<b>Other:</b>	2,249,856	
		<b>Total:</b>	3,497,107		<b>Total:</b>	6,934,394	
		<b>% of Total Budget:</b>		4%	<b>% of Total Budget:</b>		5%

\*Key Cross-references are a link to Category 7 – Business Results. These references provide a Chart number that is included in the 7<sup>th</sup> section of this document.

## Key Customers and Key Products/Services

The customer base of DJJ includes:

1. Young people who are the focus of primary prevention initiatives.
2. Youth involved in the juvenile justice system and their families.
3. The victims of juvenile crime.
4. Professional colleagues within the justice system, such as judges and solicitors, to whom DJJ provides services.
5. DJJ staff.
6. The staff in other agencies that provide services to children, families, and victims.
7. Schools.
8. The general public.

Young people involved in the juvenile justice system and their families are DJJ's primary customers. The mandates to serve them are made clear in statute. The magnitude of DJJ's population is perhaps measured best by the 23,860 referrals that the agency received this year. To meet the needs of these juvenile offenders DJJ provides case management, supervision, and programs that range from front-end prevention and early intervention initiatives to specialized treatment in secure facilities. These programs and services are among DJJ's most important products. Examples include:

- ◆ Teen After-School Centers – The Teen After-School Center (TASC) program within the Community Services Division has thrived in its third year of implementation, expanding from the original three sites to a total of sixteen sites around the state. DJJ has implemented this program through partnerships with the Legislative Black Caucus, the AME Church and other members of the faith community, the Children's Law Center at the University of South Carolina, Clemson University, the State Department of Education, and local youth organizations. The TASC program links the human and physical resources of local churches and organizations with at risk young people in the community to provide tutoring, mentoring, and skill development during after school hours when teenagers are most likely to get into trouble with the law. A variant of the TASC program is continuing to progress and serve the youth within the Rehabilitative Services Division for residents of the Broad River Road Complex.
- ◆ Juvenile Experiencing Excellence Program (JEEP) – The JEEP Program, in its third year through a continued partnership with the State Workforce Investment Board and the Department of Commerce, is implementing summer/after-school employment programs in Allendale, Marlboro, Florence, York and Orangeburg counties. These programs targeted juveniles under DJJ supervision, providing employability and life skills development as well as actual paid work experience.
- ◆ CHOICES – A key aspect of the Balanced and Restorative Justice model is for juvenile offenders to develop competencies that will enable them to remain crime-free. "CHOICES" is a curriculum that teaches young people to make positive decisions in their lives to help them to avoid repeating criminal behaviors.

- ◆ Juvenile Arbitration – This key diversion program operates within DJJ’s Division of Community Services in partnership with Solicitors’ Offices across the state. It provides a statewide network of community-based programs that successfully divert first-time juvenile offenders charged with nonviolent crimes. The Juvenile Arbitration Program embraces the principles of balanced and restorative justice and is centered on a community-based and school-based response to crime by holding the juvenile offender accountable for the harm caused to individual victims and the community. This year juvenile arbitration served 5294 juveniles and represents a 2% increase in juveniles served compared to FY 05-06.
- ◆ Consultation and Evaluation Services – Consultation and Evaluation Services perform community psychological evaluations and consultations for Family Courts and local DJJ offices around the state. Staff psychologists and social workers participate in pre-court and interagency staffings, parent training groups, crisis management, and consultation with community leaders. Staff completed 921 psychological consultations/evaluations and 2213 evaluation center evaluations in FY-06-07 working towards an overall agency goal of completing 50% of psychological evaluations in the community (compared to the percentage of secure evaluations completed in evaluation centers). In 2006-07, DJJ continued to expand its outpatient sex offender program. Spartanburg County completed a second twelve-week cycle of this program, and Greenville County completed two twelve-week cycles and started a third cycle of this important community and public safety initiative. As part of an important agency initiative designed to better serve South Carolina communities with respect to a “System of Care” for juveniles and their families, Consultation and Evaluation Services has created a position of Coordinator of Family Services. This individual has begun to advocate for the delivery of appropriate community-based family services and evaluate their effectiveness. To this end, DJJ has started to implement research-based family programs across the state, based on the need of the juvenile/family in each case. Full implementation of this System of Care will be contingent on funding and should be considered as an important public safety initiative, as juveniles who complete these types of services are expected to be a lower risk for future delinquent/criminal behavior.
- ◆ Community Alternatives – DJJ provides community-based residential programs that offer intervention services to juveniles in the least restrictive environment commensurate with risk factors and public safety concerns. These include placements in lieu of commitment to DJJ, alternative placements for appropriate committed youth, and step-down placements for juveniles who need to transition back to the community. During fiscal year 2006-2007, DJJ increased available high management placements thereby increasing the continuum of services available to juveniles.
- ◆ The Drug and Alcohol Treatment Program – Within the Rehabilitative Services Division the Drug and Alcohol Treatment Program serves committed youth, aged 12 to 17, with a history of substance abuse or dependency. Any youth committed to the

Department of Juvenile Justice for whom substance abuse is the primary treatment need receives services regardless of the anticipated length of time in custody. The program uses a developmentally appropriate cognitive/behavioral approach with clinical services provided through Civigenics, a contractual provider.

- ◆ Other Drug and Alcohol Treatment Services-Select DJJ personnel from the Division of Community Services have been participating in a federally funded, multi-agency advocacy and program development initiative through The Department of Alcohol and Other Drug Services (DAODAS). This initiative has resulted in improved interagency communication and collaboration with respect to substance abuse services for adolescents throughout the state. One outcome of this project has resulted in a legislature-approved expansion of the BRIDGE program, which identifies youth in commitment status who have a high probability of substance abuse problems and works with them and their families as they transition back to the community. First year BRIDGE expansion will result in BRIDGE services to at least nine new counties.
- ◆ Junior Reserve Officer Training Corps (JROTC) Program – The JROTC program within DJJ’s school district teaches students the values of citizenship, leadership, service to community, and personal responsibility. JROTC fosters a sense of accomplishment, instilling self-esteem, teamwork, and self-discipline. The target population consists of male and female juveniles committed to DJJ who are 14 to 18 years old and enrolled full-time in a high school course of study.
- ◆ Communities in Schools (CIS) Program – The purpose of this program within DJJ’s school district is to impact the intellectual, social, emotional, and spiritual lives of youth by providing a nurturing and challenging environment that features a continuum of education and social services. The target population includes committed juveniles within the Broad River Road Complex who exhibit the capability to excel academically and express a desire to participate and to change.
- ◆ Peer Mediation Services – The purpose of Peer Mediation/Conflict Resolution is to promote better decision making in juveniles and help them to develop into responsible citizens. Peer mediation services are available to residents of the Willow Lane Campus within the Broad River Road Complex.
- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – The STAR program within the Broad River Road Complex has as its target population chronically aggressive adolescents. It provides diverse treatment interventions in a separate and highly structured environment, the goals being to reduce incidents of aggressive conduct and promote pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) – The purpose of the SOTP is to provide comprehensive, researched-based treatment for adolescents with sexual offending issues and for their families. The goal of the program is to enable each juvenile to fully acknowledge the behavior, recognize its impact on others, and understand the

underlying motivations well enough to develop a comprehensive safety plan to use upon return to the community. The target population is any committed juvenile having a history of sexually inappropriate behavior. The Sex Offender Treatment Program occupies two living units within the Broad River Road Complex.

- ◆ Health Services – DJJ provides a wide range of quality health care services based on the medical needs of committed juveniles in the Broad River Road Complex and DJJ group homes. DJJ’s health program consists of medical services, dental services, nursing services, pharmacology, laboratory services, optometry, psychiatric services, an inpatient infirmary, and nursing dispensaries. Provision of dental services through a cooperative arrangement with the Department of Corrections has improved access to specialty dental care for juveniles and reduced costs for oral surgery.
- ◆ Mental Health Services – Comprehensive mental health services are available for all juveniles at the Broad River Road Complex, through the disciplines of social work, psychology, and psychiatry. The agency has established a sound system for identifying seriously mentally ill and severely developmentally disabled juveniles for transfer to the Department of Mental Health or the Department of Developmental Disabilities and Special Needs. Further, the agency is committed to maintaining at least a 1:50 ratio of psychologists to committed juveniles, and assigns two social workers to its living units that hold approximately 40 juveniles. The psychologists offer consultation services, assessment services, and support for treatment programs within the Broad River Road Complex. Social workers develop service plans, conduct group therapy sessions, provide individual and family counseling, and perform other case management functions for the juveniles assigned to their care. Mental Health Services is an integral part of the “Community Behind the Fence” and provides a holistic approach to addressing the juvenile’s minds, body, and spiritual needs and skill deficits.
- ◆ Volunteers Program – Citizen participants in the juvenile justice system enhance DJJ programs across all service divisions. These volunteers act as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities. In fiscal year 2006-2007, 1,816 volunteers donated 123,762 hours of time, averaging 68 hours per individual.

For many juvenile crimes there exist one or more victims. Since 1998 state law has required DJJ to provide services to victims that inform them about juvenile justice proceedings and involve them in decisions about cases. DJJ staff contact victims for their input as they prepare recommendations to the Solicitor on the prosecution or diversion of juvenile cases. They ensure that victims receive information about the scheduling of pre-adjudicatory hearings and notifications about releases from custody, escapes from custody, transfers to SCDC and of any case status changes. Staff members also advocate for victims and refer them to community resources. Victims have access to a toll-free number (1-888-224-6165) and the Internet Victim Information System (IVIS).

DJJ does not operate in isolation within the juvenile justice system, but rather in cooperation with and support of other colleagues including law enforcement officers,

solicitors, family court judges, members of the Juvenile Parole Board, and staff in other child serving entities. The key products associated with these relationships include:

- ❑ Front-end diversion programs that operate in agreement with solicitor's offices, providing swift justice without formal court intervention and thus easing the juvenile case burden on family court dockets.
- ❑ Intake and assessment services for the family courts inclusive of recommendations to court personnel on detention, case processing and dispositional decisions.
- ❑ Preadjudicatory secure detention.
- ❑ Comprehensive psychosocial evaluations of juveniles when ordered by the court.
- ❑ Targeted case management services including interagency staffings and coordination.
- ❑ Juvenile probation and parole supervision to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.

Like all government agencies one of DJJ's most important customer bases is the general public. At a minimum South Carolina citizens expect to be kept safe from harm and to see within the juvenile justice system a commitment to restoring communities that have been impacted by juvenile crime. Many communities also demonstrate an active interest in learning how their own residents can prevent crime and raise children who become law abiding citizens. DJJ's key products that are most associated with the general public are:

- ❑ Classification and assessment processes that result in the highest risk juveniles being restricted from access to the public before and after adjudication.
- ❑ The maintenance of sufficient hardware-secure beds to accommodate juveniles assessed to be high risk to the public.
- ❑ A pervasive commitment to the balanced and restorative justice philosophy.
- ❑ Programs at all levels that are designed to equip juvenile offenders with the competencies, skills, and motivation that they require for productive citizenship.
- ❑ An annual report card to the public documenting the agency's performance on key indicators of public safety and other mission critical goals.

DJJ recognizes its internal staff as key customers in the process of rehabilitating the youth we serve. We have committed agency resources to identify and improve the services provided by our staff that supports this process. One way we have begun to improve services is through internal customer surveys. Last year we completed internal customer survey projects in such areas as Fleet Management and Human Resources. Some of the indicators of the surveys include:

- 86.7% of staff feels Fleet Management is responsive to questions
- 64.4% of the staff rated Fleet Management working relationship as a high to moderate high rating (4 or 5)
- 76.1% of staff know how to report an accident
- 92.6% of staff know how to use the state credit card/PIN system to refuel

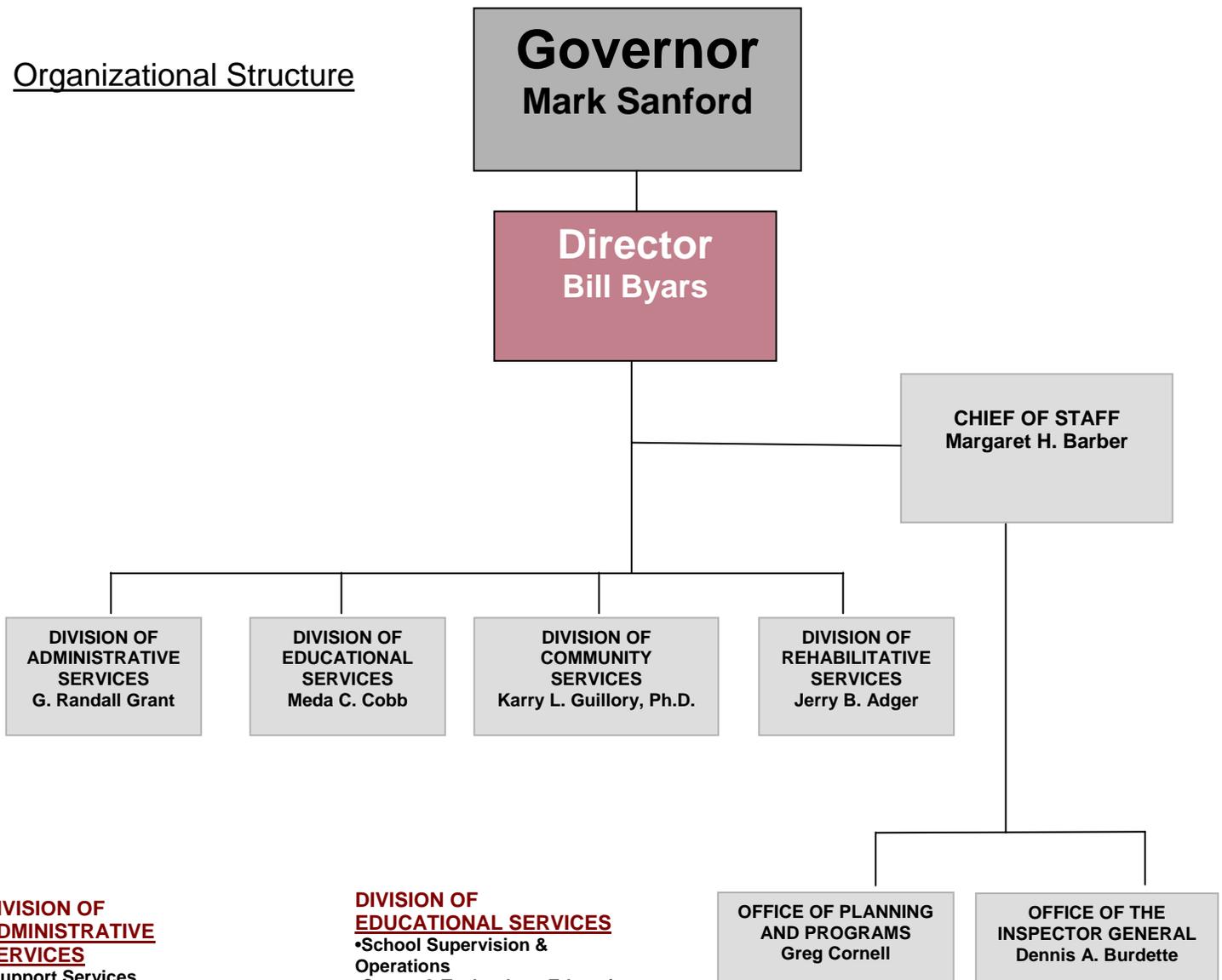
Further suggestions by staff who responded to the surveys give the agency opportunities to improve our internal processes.

In addition to its customer base DJJ recognizes key stakeholders that have a vested interest in the performance of South Carolina's juvenile justice system. These include, in particular, the Governor's Office and the State Legislature. The Governor's office provides oversight of DJJ as a cabinet agency to ensure that its leaders are responsive to the needs of the people of South Carolina and good stewards of taxpayer dollars. Similarly the Legislature, as the agency's main funding source, expects an accountable system that is sensitive to constituent concerns. Both entities expect DJJ to lead the way in formulating rational and informed juvenile justice policy for the state.

### Key Suppliers

1. State-appropriated resources from the General Assembly.
2. Federal and state level resources –
  - ◆ U.S. Department of Justice (JAIBG, VOITIS, and VOCA funding and technical assistance grants)
  - ◆ U.S. Department of Agriculture (School Lunch/Breakfast Program)
  - ◆ U.S. Dept. of Education (IDEA and Perkins Act monies)
  - ◆ S.C. Dept. of Health and Human Services (Medicaid Reimbursement)
  - ◆ S.C. Dept. of Education (EFA and EIA funding; 21<sup>st</sup> Century Learning Grant)
  - ◆ U.S. Department of Labor (Workforce Incentive Act monies administered through the State Workforce Incentive Act Board and SC Department of Commerce)
3. Specialized contractual vendors.

Organizational Structure



**DIVISION OF ADMINISTRATIVE SERVICES**

- Support Services
- Fiscal Affairs
- Medicaid Administration
- Information Technology
- Human Resources
- Staff Development and Training

**DIVISION OF EDUCATIONAL SERVICES**

- School Supervision & Operations
- Career & Technology Education
- Special Education Services
- Professional Development & Federal Programs
- Student Accountability Systems

**OFFICE OF PLANNING AND PROGRAMS  
Greg Cornell**

**OFFICE OF THE INSPECTOR GENERAL  
Dennis A. Burdette**

**CHIEF OF STAFF**

- Day-to-Day Operations
- Chief Legal Counsel - Larry L. Vanderbilt
- Public Affairs - Loretta Neal
- Policy Administration - Jenny Mangum

**DIVISION OF COMMUNITY SERVICES**

- Regional Offices - Field Operations
- Community Justice
- Consultation & Evaluation Services
- Residential Services
- Community Alternatives

**DIVISION OF REHABILITATIVE SERVICES**

- Institutional Management
- Clinical & Professional Services
- Health Services
- Rehabilitative Support Services

**OFFICE OF PLANNING AND PROGRAMS**

- Program Development
- Planning & Evaluation
- Research & Statistics

**OFFICE OF THE INSPECTOR GENERAL**

- DJJ Police
- Investigations
- Internal Audits
- Compliance & Inspections
- Juvenile & Family Relations

## Key Strategic Challenges

- ◆ Funding for improving conditions of confinement through housing replacement
- ◆ Developing a culture that is holistic, youth and family focused and at the same time provides public safety
- ◆ Enhancing and expanding partnerships to meet the juveniles program needs
- ◆ Adequately addressing the needs of victims of crime

## Organizational Structure

- ◆ The Office of the Chief of Staff – The Office of the Chief of Staff provides oversight of the day-to-day operations of the agency. This office includes legal counsel, public affairs, and policy administration. The Inspector General and the Associate Deputy Director for Planning and Programs also report to the Chief of Staff.
- ◆ Division of Administrative Services – This division’s overarching functions include fiscal affairs, human resources, support services, fleet management, grounds management, Medicaid administration, staff development and training, and information resource management.
- ◆ Division of Educational Services – This division provides and oversees education programs in support of populations in DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road complex as well as satellite programs at the three evaluation centers, the Detention Center, and nine Alternative Programs and Community Residential Placements. The school district also offers career and technical educational courses, school to work development courses, and extensive special education services.
- ◆ Division of Community Services – This division’s services include county-level case management supervision at 43 county offices throughout the state, residential diagnostic evaluations at three regional evaluation center, pretrial juvenile detention at the states only central detention center, community psychological evaluations and assessments, prevention and early intervention services, victim services, community-based residential services at several facilities around the state, and community justice services. All of the 23,860 juveniles served by the agency begin the juvenile justice process in community services’ 43 county offices.
- ◆ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined within the Broad River Road Complex. The division is composed of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to the management of the three campuses within the Complex, the division is responsible for clinical oversight of professional treatment services, classification services, and primary and specialty medical and dental care.

- ◆ The Office of Planning and Programs – The Office of Planning and Programs supports all agency divisions in four functional areas – program development, grants development, research and statistics, and strategic planning. The office's twofold mission is to plan and implement effective juvenile programs/services and provide the necessary information to manage resources effectively for quality service delivery.
- ◆ The Office of Inspector General – DJJ's Inspector General ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include the DJJ police, investigations, internal audits, compliance and inspections, and juvenile and family relations.

### **Section III – Elements of the Malcolm Baldrige Award Criteria**

#### Category 1 – Leadership

*Organizational Leadership:* The senior leadership in the agency includes the Director, Chief of Staff, four deputy directors in the areas of Administrative Services, Community Services, Rehabilitative Services, and Educational Services, the Associate Deputy Director for Planning and Programs, the Inspector General, Chief Legal Counsel, and the Public Affairs coordinator.

1. *How do senior leaders set, deploy, and ensure two-way communication for:*
  - a. *Short- and long-term direction?* Senior leadership sets and deploys short and long-term direction through the agency mission statement and key planning processes, which are revisited each year in a deliberately orchestrated and inclusive process. Moreover, as the DJJ Director began his second administration he developed a “Blueprint” in an issue/solution format that spelled out six broad strategies to achieve a more responsive, accountable and effective juvenile justice system in South Carolina. The Blueprint will guide agency resource development and the annual reformulation of its strategic plan. The primary goals identified in the Agency’s strategic plan for 2006-2007 were achieved in timely fashion, as evidenced in the accomplishments section of the Executive Summary. The global Blueprint document and the updated strategic plan thus are key mechanisms for the attainment of specific outcomes within the DJJ administration’s overarching systemic reform initiative.
  - b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. He began his administration with a determination to achieve far reaching systemic reforms that will improve the outcomes of young people under the agency’s care, and in so doing, to improve the safety of South Carolina’s communities. Using a cross-divisional team approach, he and his senior staff provide abundant opportunities for employees to participate in decision making through carefully tasked working committees. This year one such committee performed the detailed planning required launching the DJJ Release Authority, a release

- mechanism for most committed misdemeanor offenders, in April 2007. Another committee is convening regularly to plan and execute a process evaluation of the intensive supervision initiative. The committee method showcases the depth of talent within the agency workforce and helps to identify/develop potential future leaders. Fully committed to an open and publicly accountable administration the Director also has elected to participate in certain initiatives such as the national evaluation of the federal intensive aftercare program, the national BARJ report card, and the Performance-based Standards project of the Council of Juvenile Corrections Administrators. This position delivers a clear message that DJJ employees will strive toward the highest standards, measure their progress, be self critical, and operate in a continuous improvement mode.
- c. *Organizational values?* Senior management developed an organizational value statement that supports the accomplishment of the agency's mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation and other agency training.
  - d. *Empowerment and Innovation?* The DJJ Director views himself and his executive team as catalysts for empowerment, innovation, and change. He identifies five essential components in the change process. The first is a strong knowledge base on the issues to be addressed. Secondly, there must be a vision for improvement or resolution. Along with knowledge and vision comes salesmanship or the ability to engage others internal and external to the agency in effecting change. As change gains momentum, selecting and tasking the right people for leadership roles is critical. Finally, as the vision becomes reality the people who made it happen must be acknowledged for their hard work. The Director's vision for reform reflects his broad knowledge of systemic issues and national best practice models for juvenile justice programs that can be adapted to South Carolina. He and his executive team have successfully marketed that vision at every available forum both within the agency and externally to state policymakers. He has empowered employees to lend their expertise in making changes effectively and efficiently, and has publicly acknowledged their contributions. By creating a climate that allows employees to embrace change rather than fear it, the Director is achieving his goal of systemic reform with ownership and buy-in from all levels within the organization. The Director himself has been an innovator in approaching the issue of resource development. Nowhere is this more evident than in creation of the Friends of Juvenile Justice (FJJ) as a private foundation to support juvenile justice reform. The Community Connections Center project, in which sufficient private donations were raised to construct a 10,000 square foot building for juvenile visitation and mentoring, is believed to be unprecedented nationally in the juvenile justice arena.
  - e. *Organizational and Employee Learning?* Since 2003-2004 DJJ has emphasized workforce planning, developing leadership cohorts of employees to step in as anticipated retirements occur. Leadership development and career path issues are being addressed through an interdisciplinary Workforce Planning Initiative that has researched these areas, identified/expanded core supervisory and leadership development courses, and developed a career progression for DJJ security officers. The intensive supervision initiative, which will expand to statewide

- coverage in 2007-2008, is creating a parallel career ladder for experienced community specialist staff in the DJJ county offices. Over the past two years five key aspects of employee learning have received emphasis: 1) cross-divisional training for both new hires and seasoned staff to develop a greater appreciation among all employees of the diverse functions that staff perform across the agency, 2) advanced teamwork training through Clemson University's Youth Learning Institute for interdivisional/interdisciplinary teams that work closely together in providing services and education to juveniles; and 3) training on gender-responsive services for girls, using national experts to instruct appropriate staff in the best therapeutic methods for working with young women, 4) responding to staff needs for higher education credits, and 5) taking advantage of distance learning opportunities for workers that have Internet access.
- f. *Ethical Behavior?* As a child-serving agency DJJ holds its employees to the highest standards of ethical behavior. Staff members, in their demeanor and appearance, are expected to serve as positive role models for the youth under DJJ care. One of DJJ's published organizational values, "Integrity," calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. One area that has received executive attention is DJJ's security staff and their new code of conduct called CLASS. CLASS stands for commitment, leadership, accountability, service and standards. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency "expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service." Moreover, procedural guidelines address the areas of "Relationships with Juveniles, Colleagues, other Professionals, and the Public," and "Professional Conduct and Practices."
2. *How do senior leaders establish and promote a focus on customers and other stakeholders?* Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines its customer base and constituency in a highly inclusive manner. Within the Inspector General's Office the Juvenile and Family Relations Section responds to juvenile grievances and the concerns of families, serving in an investigative capacity and an ombudsman-like role for these customers. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. DJJ considers its own staff to be customers of the agency and has embarked upon a series of internal customer satisfaction surveys to examine key administrative support functions. Moreover, the Performance Based Standards (PbS) project requires biannual self-report surveys of youth and staff in facilities as one measure of safety and general well being. PbS enables DJJ to compare its facilities internally and to benchmark them individually and collectively against a national average. More broadly, comprehensive assessment processes occurring at all key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves. The Director, by his own example, encourages management staff to be broadly inclusive of customers in appropriate activities and planning processes. Key customer focus events this year included four regional charette

planning processes that brought together workers, juveniles, parents, community partners, sister agency staff, and citizens at large to explore issues and set direction for juvenile justice reform at the local level.

3. *How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?* The Department's senior leadership and staff are fully cognizant of their responsibilities to promote public safety, be responsive to the victims of juvenile crime, improve the futures of the offenders under their care or supervision, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at all key decision points within the juvenile justice system, the Department ensures to the best of its ability that juvenile offenders who pose a threat to the public are securely maintained and restricted from access to the community. In embracing balanced and restorative justice as its underlying principle, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its third year of participation in the national BARJ report card initiative DJJ has invited public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also is reflected in the agency's determination to carry out its mandate to rehabilitate juvenile offenders. DJJ endeavors to improve offender outcomes through education, treatment, employability skills, and decision making skills, thereby enhancing the safety of communities by returning to them youth who are capable of productive and responsible citizenship.
  
4. *How do senior leaders maintain fiscal, legal, and regulatory accountability?* Senior leaders regularly consult DJJ's legal office for consideration of legal ramifications associated with major program initiatives, and prior to taking any action or making any major decisions which could impact upon the agency or juveniles. Such consultations have, when necessary, included seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the chief legal counsel reports to the Chief of Staff. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions are scrutinized by the State Auditor's Offices. For the fourth year in a row, the agency's financial audit found no major exceptions. Moreover, for the 3<sup>rd</sup> year in a row, SCDJJ ranked first among law enforcement agencies in Equal Employment Opportunity/Affirmative Action (EEO/AA) goals. It improved from third to tie for second among state agencies with more than one thousand employees. This information was published in the State Human Affairs Annual Report to the General Assembly (February 2007).
  
5. *What key performance measures are regularly reviewed by senior leaders?* Senior leaders regularly review key performance measures, using this information for responding to internal issues and questions from external sources such as the legislature, as well as for strategic and long term planning purposes. Population levels in facilities and placements receive daily monitoring to determine "hot spots" for seasonal overcrowding and utilization levels in the alternative programs. After the

federal lawsuit concluded in December 2003 the Director determined that the agency would continue the incident reporting system set in place when the agency was under court supervision. Incident data reports thus continue to receive the same level of internal scrutiny and response that occurred during the lawsuit period, when the federal court required monthly reports. The Director regularly reviews the juvenile grievances in facilities/placements, types of issues revealed in the grievance process, and the results of these investigations. Other examples of key measures that receive regular attention from the senior leadership include population projections, which are updated annually, budget/expenditure patterns within and across divisions/offices, workload/caseload ratios, and Medicaid reimbursement for placement, treatment, targeted case management, and wraparound services. The Director, his senior leadership staff, and the Facility Standards workgroup also study the results from the Performance-based Standards measurement process (October and April are data collection months), juvenile and family grievances, staff and juvenile incidents, education, treatment and security measures to ensure consistent improvement in key areas of operations and management.

6. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?* In an open administration the Director has welcomed, indeed invited, external reviews of progress by experts in the field. After successfully seeking an end to thirteen years of federal class action litigation on conditions of confinement, he agreed to have a nationally known justice planning firm review the progress of the agency every two years over a six year period. The second of these reviews, conducted in 2007, resulted in a highly positive report that listed many specific programming and facility improvements since 2005 and endorsed the Director's Blueprint document for his second administration: "Recognizing the need to continue improvements, the Department has developed a plan of action that addresses all the areas needed to improve the (juvenile justice) system." Within the organization the Director exemplifies a "hands-on" and "open door" approach to the communication of priorities and the investigation/resolution of issues, making deliberate opportunities to communicate directly with staff at every level in the organization and with the juveniles under agency care. He holds his senior leadership to the same standard of accountability. The Agency's Executive Management Team assembles weekly in an open meeting where the attendance of subordinate staff is encouraged and practiced. This provides a consistent forum for communicating priorities, airing issues, strategizing improvement plans, monitoring progress on identified issues, problem areas, or initiatives, and assessing organizational performance across divisions in a continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the agency including legislative and major policy initiatives, and to review progress toward goals outlined in the strategic plan.
7. *How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?* The senior leadership of DJJ is committed to working in a manner that supports the development of future leaders.

The Director has tasked a workgroup that focuses on workforce development. The executive management team approved two leadership development cohorts of front-line managers and senior managers while providing development opportunities through mentorship, leadership training, job shadowing, and special project assignments. The agency has successfully advanced 24 members of these two cohorts since the inception of this program. The Director continues to receive and support updates on succession and workforce development planning during weekly Executive Management meetings and Senior Manager Forums.

8. *How do senior leaders create an environment for performance improvement, accomplishing of strategic objectives and innovation?* In management philosophy the senior leaders of DJJ are outcome focused, working in a continuous improvement mode. The Director has identified four strategic goals, which taken as a whole comprise a reform package for the juvenile justice system. These include strengthening community alternatives and supervision, improving conditions of confinement within the Broad River Road Complex, exploring partnerships for funding and programming specifically tied to DJJ services and needs, and increasing the employability of juveniles. The goals are supported through a global “Blueprint” document, specific, division-assigned outcomes in DJJ’s strategic plan, and annual budget allocation and request processes. They are widely communicated throughout the agency in regularly scheduled manager meetings, new employee orientation, the employee newsletter, and in the content of the agency website. Through the normal executive and legislative processes that result in a state budget each year, organizational priorities are communicated in writing and in conference with key external stakeholders and committees. The Director and his senior leaders are attentive to special opportunities to educate policymakers in the Executive and Legislative branches about juvenile justice needs and best practice responses. One such opportunity presented itself in fall 2006 as a Criminal Justice Subcommittee of the State Senate convened around the issue of violence. The Director addressed the Committee on several issues including gang prevention and intervention, and as a result received legislative support for resources beyond what had been envisioned in the agency’s original budget request process.
  
9. *How does senior leadership actively support and strengthen the community? Include how you identify and determine areas of emphasis.* DJJ senior leadership recognizes that its primary role in strengthening the community is to redirect the lives of young people who come to the attention of the juvenile justice system. To that end the Director and his managers are comprehensively “rethinking” juvenile justice with a focus on front-end programs that yield better results for juveniles. Understanding the importance of having ownership at the local level in programs that address the problems facing young people, DJJ has actively sought community involvement in the development of Teen After-school Centers. These mentoring programs are expanding to numerous sites around the state thanks to partnerships with faith-based and eleemosynary organizations, and to the support of DJJ partners in the higher education community. Alliances with faith-based organizations have been formalized and strengthened through formal memorandums of agreement with the African

Methodist Episcopal Church and the Women's Missionary Union of the South  
Carolina Baptist Convention.

## Category 2 – Strategic Planning

1. *What is your strategic planning process, including KEY participants, and how does it account for:*
  - a) *Your organization's strengths, weaknesses, opportunities and threats*
  - b) *Financial, regulatory, societal, and other potential risks*
  - c) *Shifts in technology or the regulatory environment*
  - d) *Human resource capabilities and needs*
  - e) *The opportunities and barriers you described in the Executive Summary*
  - f) *Business continuity in emergencies*
  - g) *Your ability to execute the strategic plan*

The Department of Juvenile Justice's strategic plan is an integrated document that aligns with its mission and statutory responsibilities, its budget request, its internal budget allocation process, the Director's performance appraisal, and the annual Accountability Report. The strengths of this planning process are its inclusiveness of all agency divisions and offices. It is organized by chronological outcomes and expected completion dates, with each outcome being assigned to one or more divisions and/or offices. Another key strength of this process is the support in developing strategic initiatives from agency partners such as Friends of Juvenile Justice, the DJJ-Clemson Steering Committee, the USC's Children's Law Center, and other state agencies such as Department of Vocational Rehabilitation, Department of Mental Health, Department of Social Services, and Department of Health and Human Services. A new strategic partnership has been signed between DJJ and Voc Rehab that will greatly assist the job readiness development of the older juveniles in our system. As such it provides a straightforward point of reference to reflect on present and approaching years, and to gauge agency progress toward meeting its four key strategic goals. The process focuses on both the expectations and needs of customers and potential financial, societal, and other risks. The practical considerations of human resource, operational, and contractor/partner capacities come into play through the development of customized division and office-level outcomes. DJJ focuses on eliminating the barrier of staff perception that ideal or at least adequate conditions have been accomplished since being removed from the Federal Law suit by maintaining the Facilities Standards Workgroup. The Facilities Standards Workgroup is a central agency team that helped implement successful innovations and process improvements to conditions of confinement and services that are integral to the rehabilitation process for the youth we serve. Permanent improvement funding in order to complete the replacement of obsolete residences within the BRRC is at the forefront of the agencies budget requests and adequate funding is approved for the first of two new housing units.

DJJ relies primarily upon its Research and Statistics Section within the Office of Planning and Programs for data collection and analysis relative to the strategic planning process and the agency's Director of Planning and Evaluation facilitates annual updates. This research work group routinely publishes longitudinal comparisons of agency populations and workloads over time and at various levels of detail (state, region, and county). Staff members also generate and update population projections, collect data and information from other states or jurisdictions for comparison purposes, and profile specific target populations for an informed program development process.

2. *What are your key strategic objectives?* In conjunction with the Governor's Office, DJJ has developed four broad strategic goals/objectives that are achievable over a three to four year period of time as a reform package for South Carolina's juvenile justice system. These are listed beside the related actions/initiatives for the year 2006-2007 on the Strategic Planning Chart that follows. The first objective is to strengthen community alternatives and supervision. This objective reflects the administration's commitment to focus on the front end of the juvenile justice system in seeking to create a continuum of community based programs that bolster local supervision capacity and reduce the need for costly periods of confinement in large facilities. A second objective is to improve conditions of confinement and services within the Broad River Road Complex of facilities, aimed at exceeding minimal "constitutional" standards to achieve more positive results for juveniles and their families. The third objective is to explore partnerships for funding and programs specifically tied to DJJ services and needs. This objective is responsive to operational, program development, and permanent improvement issues that may be beyond the scope of regular funding streams. The last objective, increasing the employability of juveniles, crosses all DJJ service divisions (Community Service, Rehabilitative Services, and Education). It aligns with the Balanced and Restorative Justice principle of competency development to improve the likelihood that juvenile offenders will become law-abiding citizens.
3. *What are your key action plans/initiatives?* DJJ's key action plans/initiatives for 2006-2007 are depicted in alignment with the applicable program title and the strategic planning goals they support. One of the most significant actions/initiatives this year in terms of the Agency's future development is the continued collaboration with the Friends of Juvenile Justice as a means of providing alternative resources to support DJJ's mission and strategic goals. This community support type organization is conducting marketing campaigns to meet the needs of the future Community Connections Center, providing furnishings for the new Girls Transition Home and the design of a new highly secure front entrance to the Broad River Road Complex.

DJJ also met its goal of substantially increasing the number of day treatment and after-school programs for youth under supervision in the community from 17 to 21. Partnerships with the faith-based community, other organizations, and higher education as well as federal funding support for after-school employment programs assisted the agency in meeting this goal. Broad-based and diverse partnerships also

have been critical in DJJ's targeted efforts to improve gender-responsive services to the female residents of the Broad River Road Complex.

In 2006-2007 DJJ continues to develop transitional housing within the Broad River Road complex, beginning with a female housing unit that has been designed and will be ready for occupancy in the fall of 2007. The purpose of transitional housing is to provide an environment in which residents nearing the end of their incarceration can practice independent living skills within a home like environment while still remaining under close custody and supervision.

Another key initiative that addresses one of DJJ's most pressing population issues is detention reform. This year the agency began working with the Children's Law Center and the Governor's Juvenile Justice Advisory Council to plan and implement pilot programs in two judicial circuits of the state. Two pilot counties in Spartanburg and Lexington have been selected for this juvenile detention reform initiative. The Spartanburg pilot initiative has developed a key working partnership with local law enforcement and received a grant to hire law enforcement trained Detention Program Manager. This Detention Program Manager focuses on assisting law enforcement officers in utilizing risk assessment criteria that determines whether a detention decision at the point of arrest is necessary. This initiative is helping ensure that the young offenders arrested that warrant detention due to flight risk or public safety risk are detained, while those young offenders that need further supervision are managed prior to their court hearing. These programs have defined action plans that develop alternatives to secure detention for appropriate juvenile offenders using a community grassroots implementation model.

<b>Strategic Planning</b>			
<b>Program</b>	<b>Supported Agency</b>	<b>Related FY 04-05</b>	<b>Key Cross</b>
<b>Number</b>	<b>Strategic Planning</b>	<b>Key Agency</b>	<b>References for</b>
<b>and Title</b>	<b>Goal/Objective</b>	<b>Action Plan/Initiative(s)</b>	<b>Performance Measures*</b>
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ		
II. Administration Division	Explore partnerships for alternative funding and programs specifically tied to DJJ services and needs	Through Friends of Juvenile Justice develop a marketing campaign for the Community Connections Center, furnishings for the Girls Transition Home and new Front Gate processing facility	Graphs 7.3-1,
III. Program Services (A) Community Services	1) Strengthen community alternatives and supervision and 2) Increase the employability of juveniles	Increase day treatment/after-school programs for juveniles under DJJ supervision	Graphs 7.1-2, 7.1-4, 7.1-5, 7.1-6
III (B) Long-term Facilities	Improve conditions of confinement and services at the Broad River Road Complex	1)Develop gender-responsive services for females housed in the BRRC, such as Girls Circles 2) Pursue funding for transitional housing for males and females	Graphs 7.2-1, 7.1-8, 7.1-9, 7.1-10
III (C) Evaluation Centers	Strengthen community alternatives and supervision	1)Increase the proportion of evaluations performed in the community 2)Expand communication access to the community through videoconferencing	Graph 7.1-3
III (D) Detention Center	Strengthen community alternatives and supervision	Continue to work with USC's Children's Law Center on non-secure and secure detention options	
III (E) Residential Options	Strengthen community alternatives and supervision	Develop high management beds for males	Graph 7.1-6
III (F) Juvenile Health and Safety	Improve conditions of confinement and services at the Broad River Road Complex	Develop and implement a plan to replace existing housing units for males and females	Graphs 7.2-1, 7.1-7, 7.1-9, 7.4-1, 7.5-2 Charts 7.4-2, 7.5-1
III (G) Program Analysis/ Development	Increase the employability of juveniles	Increase and improve treatment services at the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.1-8, 7.1-10
III (H) Education	Increase the employability of juveniles	Establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs 7.1-8, 7.1-10

4. *How do you develop and track action plans that address your key strategic objectives?*

The Office of Policy and Planning oversees strategic planning processes within the agency. Executive and senior management staff reviews actions toward strategic objectives on a quarterly and annual basis to determine the extent to which their completion is occurring on schedule. At the beginning of each fiscal year actions toward fulfillment of these objectives undergo revision based upon the previous year's accomplishments and any newly relevant developments. Among the key strategic planning outcomes achieved in fiscal year 2006-2007:

- ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices that serve the 46 counties in the state. We continue to develop the agency's succession plan through targeted leadership development opportunities for its Leadership Cohorts. To date twenty four managers in Leadership Cohorts have been promoted since inception of this program.
- ◆ Within Community Services, increasing the number of evaluations performed in the community rather than in secure custody settings. The number of evaluations performed in the community increased by 5% from 2005-2006 to 2006-2007 from (increased community evaluations from 878 to 921).
- ◆ Within Community Services, we developed and implemented the community assessment town hall meetings called charettes in the four regions of South Carolina. The input from the community is used in developing a strategic planning initiative that focus's our efforts to improve children's services.
- ◆ Within Community Services, increasing the number of day treatment and after-school programs for youth in the community from 17 to 21.
- ◆ Within Rehabilitative Services, continued to strengthen the gender responsive services skills in staff through establishing a mission and vision for girls programming, develop the program design for the girl's transition home, training and implementation of programs such as Girls Circles and trauma recovery.
- ◆ Within Community Services and the Director's Office further developing the report card to communicate with the public on results relative to DJJ's mission and purpose.
- ◆ Within Education Services we have implemented a plan where all teachers within our school district are now qualified under the "No Child Left Behind" Act.
- ◆ Within the Inspector Generals Office we have implemented gang awareness training throughout the agency and established the violent gang terrorist organization file to identify all young offenders who have ties to gangs.

5. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?* DJJ communicates and deploys the strategic plan through management forums, focused division/office work groups, and implementation of a comprehensive marketing plan to infuse the knowledge throughout the agency. In support of the strategic plan the Office of Planning and Programs within DJJ has developed three agendas that shape and support the strategic goals/objectives. The "research agenda" promotes data advocacy and data based decision making in directing the agency to the types of studies and measurement processes that address

knowledge needs within the Department. The “programs agenda” is tied to data derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening, gender-responsive programming for females, the reintegration of incarcerated youth into the community, day reporting and after-school initiatives, and intensive case supervision. The “grants agenda” supports agency development by aligning resources with programs. Grant awards reflect several key areas of emphasis including education services for neglected, delinquent and at risk youth, community victim services initiative, life skills and employment oriented after school programs, TASC (which is a partnership with Public Safety and State Department of Education), reintegration through intensive aftercare programs, juvenile detention alternatives initiatives and strengthening information systems and the information technology infrastructure.

6. *How do you measure progress on your actions plans?* Quarterly updates are prepared by agency senior managers and provided to the Office of Planning and Programs Director of Planning and Evaluation. Progress towards action plans are put in the agency’s progress measurement format and reviewed by the Executive Management Team and presented at quarterly Senior Manager Meetings.
  
7. *How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?* The administration continues its commitment to focus on front end services for juveniles and their families by creating a continuum of youth and family interventions programs. Some of these programs include family initiatives such as “Parenting with Love and Limits” and “Choices” for youth. These programs address the challenge of meeting the needs of the youth and their families in the community. Prioritizing the replacement of housing units as one of the key strategic and budget initiatives has proved to be a successful approach for agency leadership. Construction has begun on the first 2 of 10 replacement housing units. The DJJ-Clemson Steering Committee, the partnership with USC’s Children’s Law Center, Columbia College, the new work development focused MOA with the Department of Vocational Rehabilitation, the AME church, the Women’s Methodist Union and other faith based organizations, sister agencies, and the Friends of Juvenile Justice are key partners in our fight to rehabilitate youth and in adequately strengthening youth with protective factors that help foster a brighter academic and economic future for those we serve.

### Category 3 – Customer Focus

1. *How do you determine who your customers are and what their key requirements are?* The statutory mandates of the Department of Juvenile Justice establish its customer base. These customers include juvenile offenders, their families, and the victims that are associated with the commitment of a crime. Other customers include colleagues within the juvenile justice system to whom agency staff provide professional services, and ordinary citizens who expect to live safely from the peril of crime. The requirements of these customers also are embedded or at least implied in statute. For juveniles and their families the key requirements include assessment, information

about due process rights, case management services, supervision, and placement. Juvenile crime victims have the right to receive information, and to have a voice in decisions made about their cases. Statutes require DJJ to make advisory recommendations to law enforcement, solicitors, and judges as cases work their way through the system, and to perform extensive evaluations of youth when so ordered by the court. DJJ also is mandated to provide or obtain placement services when needed or ordered by the courts ranging up to secure detention and correctional facility beds. Another clear customer requirement is that the juvenile justice system will keep citizens safe from harm by identifying the highest risk youth and restricting their access to the community. Looking at longer-range public safety goals, customers expect young people involved in the juvenile justice system to have improved their chances of a productive and crime-free future as a result of the experience.

2. *How do you keep your listening and learning methods current with changing customer/business needs?* Within DJJ the Office of Planning and Programs is responsible for profiling the characteristics of its service populations and projecting future increases or declines that may affect key customer requirements. For example, is the agency seeing more female offenders that have different treatment needs than males, or more sex offenders that require special treatment and/or placement? Additionally, through research and technical assistance this office maintains updated information on “blueprint” programs to assist the Department in translating national best practice models for implementation in South Carolina.

To hear more directly about customer needs and requirements, DJJ’s long-term facilities hold juvenile-led councils and maintain ongoing dialogue with protection and advocacy organizations whose role is to safeguard the rights of young people. DJJ’s grievance process, administered through the Office of Juvenile and Family Relations, provides a means for juveniles and families to register concerns or complaints. These are investigated and responded to in a timely fashion.

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. In fall 2006, continuing to participate as the only statewide jurisdiction in a national demonstration project, the agency published on its web-site its second user-friendly Report Card measuring agency progress across the critical areas of protecting the public, accountability, competency development of offenders, and customer service.

In program development the agency works extensively with other organizations including members of faith based communities, youth serving agencies, institutions of higher learning, and entities such as Workforce Investment Boards. These partners provide a sounding board, offering a unique knowledge of the local customer environment that is often a key to successful implementation of youth initiatives.

3. *How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?* DJJ uses customer/stakeholder information for continuous improvement of current programs

and services. The Juvenile and Family Relations staff routinely receives feedback in response to proposed programs and practices. The leadership of the agency regularly reviews the results of investigations by this branch of the Inspector General's Office into grievances and complaints of juveniles and their parents for appropriate remedial action.

In fall 2006, the agency published its third user-friendly Report Card measuring agency performance across the critical areas of protecting the public, accountability, competency development of offenders, and customer service. The 2006 Report Card is also found on the agency's website. DJJ is one of only two statewide jurisdictions in the country that produces such a document.

Another excellent source of feedback is the climate survey component of the Performance Based Standards Project wherein both the staff and residents of facilities respond to questions about their personal safety and general well being. These results form the basis for corrective action plans, the success of which is gauged in subsequent measurement periods.

4. *How do you measure customer/stakeholder satisfaction?* Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers, advocating on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. They report quarterly on trends in grievances to DJJ's Facilities Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. For example, the agency regularly surveys crime victims to determine their satisfaction with the outcomes of their cases and their interactions with DJJ staff.
5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.* DJJ invites key stakeholders to juvenile justice forums and meetings, sponsors conferences, and conducts employment work fairs for customers/stakeholders. Using written and face to face communication the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ – that is, juveniles, their families, and the victims of juvenile crime, are built by ensuring that processes are in place to give these individuals a voice in how they are being treated as a result of their interface with DJJ.

#### Category 4 – Measurement, Analysis, and Knowledge Management

1. *How do you decide which operations, processes, and systems to measure for tracking financial and operational performance?* Measurement decisions relative to operations, processes, and systems are driven by legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the

development of baseline information and sustained, consistent longitudinal data collection processes to measure progress and identify areas requiring attention or remediation. Measurement priorities take into account a number of factors including the expressed interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development, program initiatives, and management decisions, and the reporting and auditing requirements of funding sources. Measurement priorities also derive from the Department's participation in the Performance-based Standards project of the National Council of Juvenile Corrections Administrators, which requires a bi-annual measurement process across seven key areas relating to the operation of facilities for juvenile offenders.

2. *How do you use data/information analysis to provide effective support for decision-making?* Promoting data based decision making as a routine management practice throughout the agency is the responsibility of the Office of Planning and Programs. Within this office the Research and Statistics Section serves as a clearinghouse for information requests of all types to assure timely, accurate, and consistent responses and to structure the analysis of complex issues. Staff members publish statistical reports containing statewide, regional, and county-level data. Annually they provide updated population projections for the agency's residential programs to the Director and Chief of Staff. They are responsible for statistical input to support the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, and fiscal impact assessment as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance. Research and Statistics staff frequently are key members of working committees within the agency to provide basic data support for agency initiatives.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. Prominent on this agenda is a nationally funded project that examines a birth cohort of DJJ-involved youth and tracks their linkages to other social agencies before, during and after the interface with DJJ. This important project is yielding data that are unique from a national perspective. Another research agenda item is an exploration of the causative factors that have resulted in minority overrepresentation in the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal Memorandum of Understanding with Clemson University. This year DJJ supported Clemson's response to a research solicitation from the Centers for Disease Control on risk and protective factors relating to violence. DJJ also routinely partners with the state Data Warehouse, the National Center of Juvenile Justice, and other state

agencies to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

3. *What are your key measures?* The measures listed below in three categories (Workload, Outcome, and Efficiency) are among the chief repetitive measures that DJJ uses for short and long-term planning, and for public information purposes.

Type Of Measure	Measures
<b>Workload</b>	<ol style="list-style-type: none"> <li>1) Juvenile cases processed through Family Court intake</li> <li>2) Juvenile probation/aftercare caseloads</li> <li>3) Intensive supervision caseloads</li> <li>4) Juvenile probation/aftercare worker/client caseload ratio</li> <li>5) Intensive supervision officer/client caseload ratio</li> <li>6) Annual admissions to detention, regional evaluation centers, long-term facilities, and alternative placements</li> <li>7) <u>Average populations in residential programs</u></li> </ol>
<b>Outcome</b>	<ol style="list-style-type: none"> <li>1) Ratio of juveniles completing probation/parole requirements to those committed for technical violations in an annual period</li> <li>2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency</li> <li>3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new arrest/referral within 12 and 24 months</li> <li>4) Recidivism of juveniles completing diversion programs and probation supervision</li> </ol>
<b>Efficiency</b>	<ol style="list-style-type: none"> <li>1) Average daily cost of care for youth in DJJ and contractual beds</li> <li>2) Medicaid reimbursements taken in as an offset of state costs</li> <li>3) Evaluations performed in the community as a percentage of all court-ordered evaluations</li> <li>4) Dollars saved through partnerships, privatization, and volunteerism</li> <li>5) Capacity versus average daily population in DJJ and contractual beds</li> </ol>

4. *How do you select and use comparative data and information?* DJJ relies on relationships with entities that analyze and compile national data such as the National Center for Juvenile Justice, the federal Office of Juvenile Justice and Delinquency Prevention, and the United States Bureau of the Census. DJJ also employs best-practice research and analysis and technical assistance from nationally recognized experts to keep abreast of national trends in comparison to South Carolina. Depending on the nature of the inquiry, many factors govern the selection and use of comparative data. DJJ may compare itself to other juvenile justice agencies in the

southeastern region, where certain socio-demographic and other population characteristics are similar. When the focus of the query is organizational structure, analysts seek out states where the juvenile justice system is administered in a similar fashion to South Carolina. Another criterion involves the identification of states that have the same age of majority as South Carolina. For benchmarking purposes, states/jurisdictions may be identified based on the existence of best-practice programs (Missouri, Kentucky for example). Comparative data are used to assess the performance of programs and operations relative to other states in Performance Based Standards processes and in response to stakeholder questions.

5. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?* DJJ has instituted a committee co-chaired by the Chief of Staff and Deputy Director for Administration to oversee the implementation of its new internet-based Juvenile Justice Management Information System (JJMS), which replaced DJJ's legacy system in October 2006. The committee includes representatives from Information Resource Management, Research and Statistics, and a wide variety of users and program managers. This group will play a key role in prioritizing concerns to be addressed relative to integrity, accuracy, security and the need for mission critical data reports. It will guide the further development of JJMS as its scope expands to become a true case management system for the Agency. The committee also will establish a system by which JJMS can be audited for accuracy and timeliness of data entry. DJJ's data quality also continues to benefit from the oversight of several external sources that will routinely receive extracts from JJMS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. Moreover, DJJ depends upon customized in-house Access databases to track in detail key programs, operations, and functions that are not currently within the scope of JJMS. These databases are routinely accompanied by exception reports that users run regularly to pinpoint omissions and inaccuracies in their work. A database developed in fall 2006 for intensive supervision is serving as the basis for an ongoing process evaluation of this important initiative.
  
6. *How do you translate organizational performance review findings into priorities for continuous improvement?* The agency's Executive Management Team selects managers at both the frontline and senior management levels to lead innovative process improvement initiatives in support of identified performance challenges. An ongoing initiative in the area of detention reform is addressing the baffling trend of increasing numbers of juvenile pre-adjudicatory detentions during a time period when juvenile violent crime has actually declined. The Executive Management Team in partnership with the University of South Carolina's Children's Law Center has implemented detention reform initiatives in two counties, following year long "grass roots" planning processes with law enforcement, juvenile justice and court personnel at the local level. At the facility level, DJJ's participation in the Performance-based Standards (PbS) project entails a bi-annual data collection process across seven key areas of operation. Data collected each April and October allow comparisons of performance among DJJ's facilities and to a national average. Weaknesses are then addressed in written improvement plans, to be measured again in six months. Using a

structured measurement and response process, PbS has become a powerful tool for continuous improvement in the state's juvenile correctional facilities.

7. *How do you collect transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?* DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end DJJ's Workforce Planning Group has established career paths within the agency, expanded leadership development programs, and improved the training of line staff. Two cohorts of employees, identified by their supervisors and peers, are participating in a series of leadership development courses to ensure that the DJJ of the future has a core of competent managers to step forward as individuals retire or new positions are created within the agency. To date 24 managers have been promoted through this leadership development program. The Director's committee process, in taking on some of the largest operational challenges facing the agency, also has provided the opportunity for staff to grow from one another's knowledge and expertise and for senior managers to assess leadership potential across a broad range of employees. Moreover, in fall 2006 agency managers identified key personnel who retain a great deal of institutional knowledge to develop "Continuity Books" as guides for their successors. The Office of Planning and Programs, through its own research capacity and by obtaining expert technical assistance in key areas of juvenile justice program development, assumes primary responsibility within the agency for ensuring that program development is in line with recognized best practice and national standards. For example, this year Paula Schaefer, a nation expert on programs for female juvenile offenders, has worked close with DJJ to improve programming at the Willow Lane Facility, including the development of transition program to prepare young women to re-enter the community.

### Category 5 – Human Resources

1. *How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?* The agency continues to see successes in its revamped employee orientation program and has implemented this newly designed curriculum focusing on an organizational culture that is team oriented and provides many opportunities for team work, empowerment and innovation. The agency has a newly empowered training task force that implemented a training program called Working Together as ONE (Orientation of New Employees). This program is in its second year of operation and focuses on integrating new staff during their orientation with seasoned staff utilizing a panel and questioning format that fosters a team supportive culture and sends a message to new staff that they have a voice.

Senior leaders continue to provide opportunities for staff development through a series of Director's committees. These committees have tackled substantial issues in

an effort to refine and improve agency operations. Besides the obvious by-products of greater efficiency and better outcomes these committees were opportunities for cross-divisional communication and learning, as well as leadership development. DJJ's Broad River Road Complex (BRRC) Management Team continues to function in a cross-divisional manner and is addressing management issues that affect the youth at long-term facilities. The agency's Treatment Council utilizes input from across the organization to identify gaps in service delivery and integrate treatment services for youth. Within the Community Services Division, which will be heavily impacted by the retirement of seasoned employees, an active mentoring, leadership development and job shadowing program for staff is helping to develop management capacity and prepare the community's leaders of tomorrow.

2. *How do you evaluate and improve your organization's human resource related processes?* The agency has developed an across division and office disciplines workforce planning workgroup. The objectives of this new team are to implement innovations in workforce development, succession planning, and leadership development to adequately address the fact that we work in a time of an aging workforce. This workgroup is evaluating human resource processes in the agency and developing action plans for improvement opportunities. One such opportunity is a new designed human resource enterprise system initiative that is now part of the agency's strategic plan. Prior to the replacement of our current system the human resources division is enhancing employee services through the agency's intranet. Employee forms are now available on line as well as key Human Resource policies and information.
  
3. *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?* DJJ maintains an active workforce planning group with representation from all divisions of the agency. The main purpose of this group is orderly succession planning to meet the challenge of a high rate of management turnover due to retirements. Last year the group further determined areas of critical need, initiated a JCO career map as a standard for developing other division and office employee career maps. Division and offices are currently working on Community and Residential Specialists, law enforcement and other career maps. Another area of development is in preparing the agency for any contingency that may effect critical or key positions or areas of responsibility. One way to accomplish this is through preparing key position continuity and resource books. The Executive Management Team has taken the lead in identifying and preparing these valuable resource books. Also, the two leadership cohorts are continuing in the process of preparing for possible promotion opportunities within the agency as appropriate vacancies occur, and involving its membership in a comprehensive leadership development program.

Staff Development and Training in conjunction with the Office of Human Resources presents a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the

management of employees who present discipline and performance challenges, and includes frontline leadership skills to further develop supervisors into managers for the Department. Training critiques by participants indicate that this relatively new program has been well received. A centerpiece of staff development and training is the package offered to new hire juvenile correctional officers who man DJJ facilities on a 24-7 basis. Since 2003, Staff Development and Training has conducted monthly basic training surveys to provide objective and constructive feedback on the effectiveness and overall quality of the basic training program. The Office of Policy and Planning summarizes and condenses the survey data into a user-friendly comprehensive report that is distributed at six-month intervals to appropriate management personnel.

Staff Development and Training, after undergoing a rigorous assessment and evaluation process, successfully attained accreditation through Excelsior College, based in New York. The accreditation will allow agency personnel who have completed key agency training tracks to qualify for college credits. The 6 accredited agency training tracks will qualify employees for up to 19 college credit hours towards an associate or bachelors degree.

The staff development and training received deliberate emphasis in 2006-2007, as the agency brings on new employees to work in such diverse areas as Community Intensive Supervision and to guide a committee process that is examining this critical area, an Intensive Supervision Staff survey has been distributed throughout the community.

4. *How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?* DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy will ensure that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals.
5. *How do you motivate your employees to develop and use their full potential?* Annually DJJ holds a formal ceremony recognizing both individuals and work groups that have been nominated for excellence by their peers. Other recognition programs include JCO/Police Officers recognition week, Social Workers Recognition Month, Teachers Appreciation Week, Nurses Appreciation Week, a Performance-based Standards Awards Event and Administrative Professionals Appreciation and Training Day. The Director also sponsors receptions at appropriate times of the year that provide opportunities for him to meet, greet and thank employees for their work in support of the agency's mission. One such reception was in recognition of the progress in developing Teen After School Centers; receiving awards were the State Education Superintendent, the chair of the Corrections and Penology Committee, and the agency's Director of Community Justice. The agency supports the Budget and Control Boards Certified Public Manager Program (an 18-month certification). Three

managers graduated in the 2007-2008 class. A full curriculum of continuing education offerings by DJJ's own Staff Development and Training Section, and participation in the State Agencies Training Consortium, afford a wide range of opportunities for employee growth.

6. *What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?* The agency's Executive Management Team, in order to hold senior and frontline managers accountable for their staff's development, strongly supports the EPMS process. Again, this year we have seen significant progress in the on-time reporting of EPMS evaluations from 41% timely submissions in FY 02-03 to 76% timely submissions in FY 06-07. The agency continually tries to identify and improve the services provided by our staff that supports employees. One way we have begun to improve services is through internal customer surveys. Last year we completed internal customer survey projects in such areas as Fleet Management and Human Resources. Suggestions by staff who responded to the surveys are giving the agency opportunities to improve our internal processes. Managers are highly encouraged to include projects/assignments linked to agency strategic goals in their employee planning stages. DJJ also refers employees to the Department of Vocational Rehabilitation's Job Retention Services. The purpose generally is to facilitate a change in conduct and/or performance. Referrals to this program may help employees experience a greater sense of well being, stronger motivation, and more job satisfaction as a result.

Employees leaving the agency receive a follow-up letter containing an exit interview form and an invitation to speak personally with a Human Resources staff person. This process for formal feedback is an excellent means of assessing employee well being. Another important source of information on employees working within DJJ facilities is the "climate" survey aspect of the Performance-based Standards measurement/self improvement process. Staff councils and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Moreover, Human Resources staff members are attentive to complaints received by the Employee Relations Office from any sector of the agency, isolating underlying issues and offering appropriate recommendations to management for resolution.

7. *How do you maintain a safe, secure, and healthy work environment (include your workplace preparedness for emergencies and disasters)?* DJJ has a comprehensive safety network. The Office of the Inspector General conducts fire, life and safety inspections, and the agency has developed a health and wellness program for employees. An occupational health nurse maintains employees' environmental health records and, in coordination with the Public Affairs Office, provides opportunities for a variety of staff health initiatives, to include an annual health fair which provides opportunities for staff health screening resources made available on campus.

DJJ addresses emergency preparedness both in policy and in a written plan and is part of the Governor's preparedness initiative. The plan covers a range of emergency circumstances such as flooding, hurricanes, tornadoes, bomb threats, and suspicious

mail. The agency has put together a specialized planning team to address the preparations needed in the event of an Avian flu pandemic under the direction of the Inspector General and Director of Health Services. Emergency response is administered through the Inspector General's Office, working with an inter-divisional emergency control team.

### Category 6 – Process Management

1. *What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success?* DJJ's key processes encompass the case management and rehabilitative services provided in support of the juvenile justice system of South Carolina. The agency endeavors to administer these services with equity, efficiency, and effectiveness. A sound juvenile justice system impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.
  
2. *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?* Inclusive strategic planning processes enable the agency leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Strategic planning is a dynamic process, the goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. The agency has developed and implemented a plan to deploy videoconferencing systems in two phases throughout the state to enhance communications, better serve juveniles and their families and provide a valuable resource for more intensive case management services. The Second phase of the plan includes all county offices, wilderness camps and for a total of 61 and provide this resource throughout all communities in the state. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services. DJJ's Office of Planning and Programs has administered a program analysis instrument to aid in assessing its programs by best-practice standards. On the technical side DJJ has developed a modern web-based information system (JJMS) to replace its archaic MIS client tracking system. JJMS came on line in 2006-2007 and is a more user friendly and reliable means of supporting case management and information needs throughout the agency.
  
3. *How does your day-to-day operation of these processes ensure meeting key performance requirements?* Regular scrutiny of performance indicators is a key to meeting performance requirements. In juvenile justice systems creating safe and secure environments are essential to the rehabilitative process. Senior leaders and operations staff closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:
  - ◆ Rates of facility assaults, fights, horseplay incidents, and injuries to youth.

- ◆ Facility and community program utilization particularly relative to bed space and capacity.
- ◆ Workload and caseload activity within the Community Services Division
- ◆ Results of grievance investigations
- ◆ Allegations of abuse and neglect and the results of the investigative process.
- ◆ Performance-based Standards measurement results and corrective action plans.

4. *How do you systematically evaluate and improve your key product and service related processes?* DJJ enters into informal and formal contractual arrangements and memoranda of understanding with a wide variety of entities ranging from private non-profit organizations and members of the faith community to institutions of higher education, sister state agencies, and private providers of specialized residential/treatment services. The negotiation of formal agreements is a carefully managed process to ensure clarity in the nature of the relationship and expectations for performance and outcomes. All such agreements undergo a comprehensive review for programmatic, fiscal and legal integrity before final signature. DJJ uses a number of approaches to support its interactions with contractors and partners once agreements are in place. Since the formal agreements are time bound, there are regular opportunities to revisit, revise, or terminate the arrangement based on performance or changing needs.

DJJ is attentive to the need for monitoring and support of its contracts and partnerships once the particulars have been negotiated. The Agency's innovative partnership with Clemson University includes an oversight committee with representation from both entities that meets regularly to review the progress of related projects and initiatives. Another way that the agency supports its contractual relationships with program providers is through the development of databases, and other technical assistance, to ensure that reliable information is available for tracking, analysis, and evaluation purposes.

5. *What are your key support processes, and how do you improve and update these processes to achieve better performance?* Organizational support components bring together employees and administrators with many years of professional experience in fiscal, human resource, physical plant, and information technology management. Moreover, the Office of Planning and Programs has helped align the agency's programs and services with mission and national best practice models. Planning and Programs also promotes data-based decision-making for continuous improvement, resource development through its grants agenda, and focused planning to ensure agency growth in a positive direction.

The agency has tasked committees to study issues and make recommendations, used survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. The Director uses working committees to improve specific areas that affect multiple divisions within the agency. One example is the implementation of the intensive supervision case management process throughout the agency in a coordinated after-care and re-entry initiative. This will

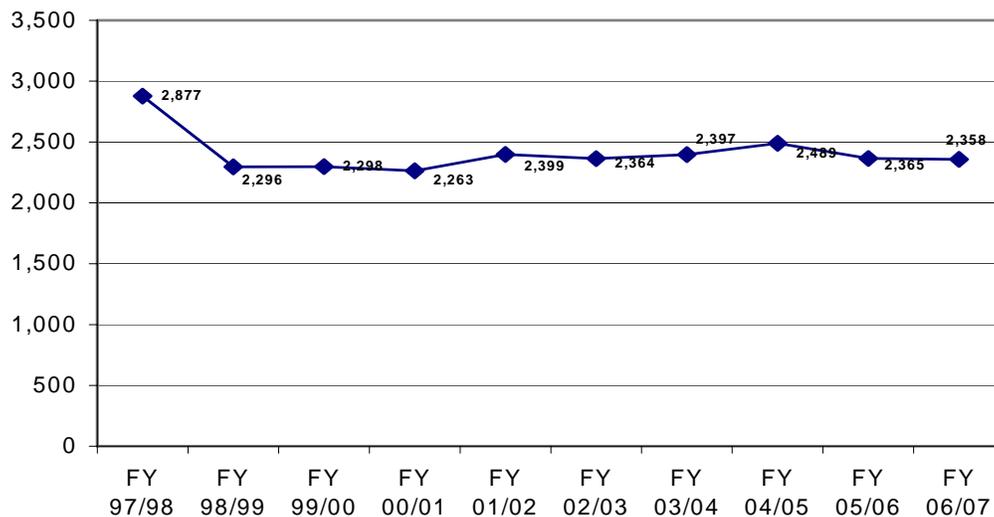
lead the agency to provide better potential outcomes for our youth as they prepare to become successful members of society.

## Category 7 – Results

1. *What are your performance levels and trends for the key measures of mission accomplishment?* One of DJJ's key strategic goals continues to focus on strengthening community alternatives and supervision. The graph below shows that the level of violent and serious juvenile crime fell beginning in fiscal year 1996-97 and has stabilized since 1998-99, supporting DJJ's shift in focus to a community based juvenile justice system that allows most juveniles to receive services/supervision close to home.

**Grap 7.1-1**

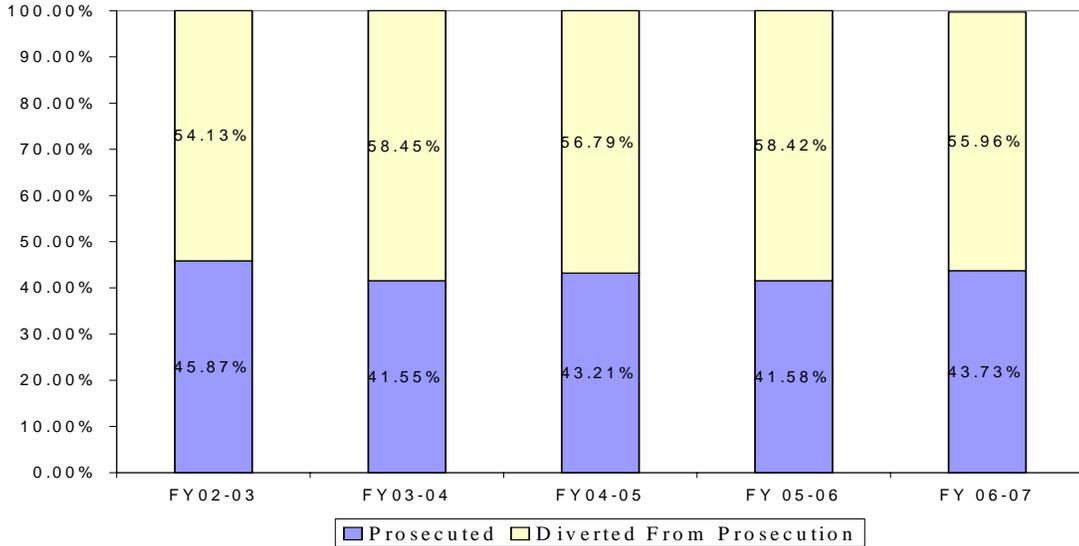
### **Violent and Serious Juvenile Cases Longitudinal Comparison**



At the family court referral stage appropriate delinquency cases may be diverted from prosecution. Programs such as Juvenile Arbitration and other Solicitor's actions to dismiss charges, decisions not to prosecute, and the use of behavioral contracts, pretrial intervention programs, or other local options continually divert cases from prosecution. This diversion of cases helps to prevent backlogs on family court

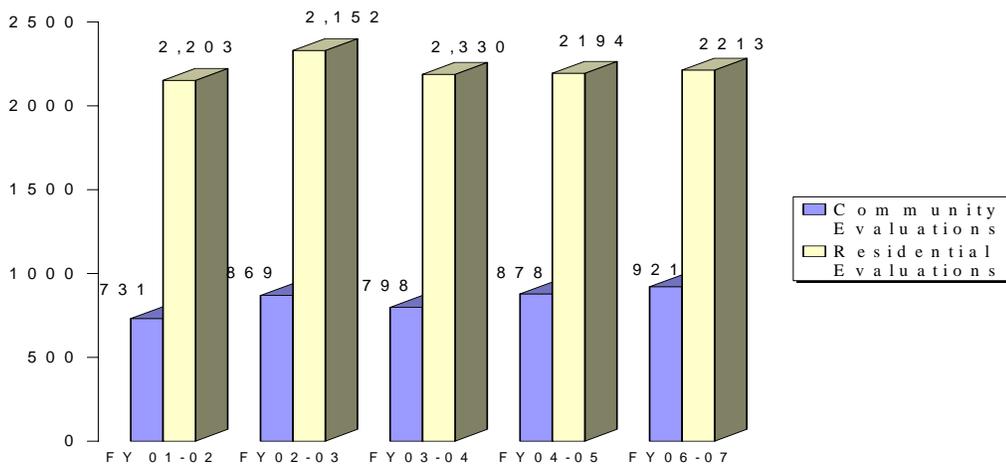
dockets, reduce juvenile probation caseloads, and overcrowding in DJJ evaluation centers and commitment programs. The chart below depicts five-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for South Carolina’s juvenile justice system.

**Graph 7.1-2  
Solicitor Actions to Prosecute Versus Divert Juvenile Cases**



DJJ is now performing close to 40 percent of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. Reaching 40 percent for FY 06-07 represents a 8 percent improvement from FY 05-06. A key goal of the current administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society.

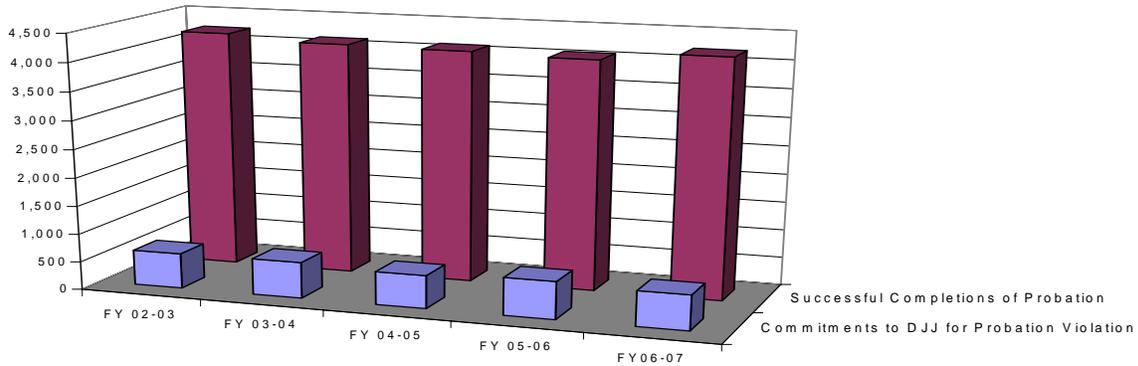
**Graph 7.1-3  
Residential Versus Community Based Evaluations**



Each year many more juveniles successfully complete their probation sentences than violate the terms of probation. However, probation violations remain a driving force in commitments to DJJ. It is a strategic goal of DJJ to develop more community-based options that can serve youth assessed to be at risk for violations and provide the support they need to complete probation requirements successfully.

**Graph 7.1-4**

**5-Year Comparison of Successful Completions of Probation to Commitments to DJJ for Probation Violation**

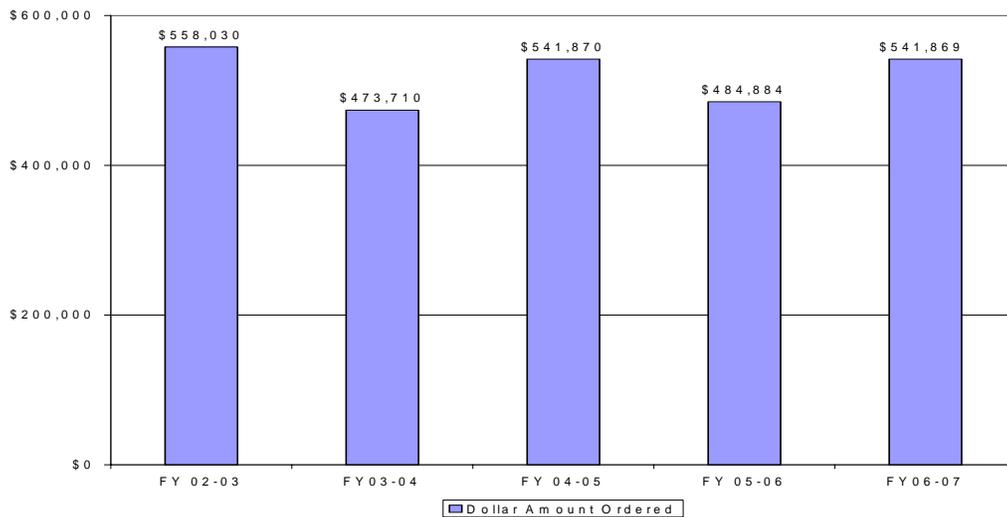


	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07
Commitments to DJJ for Probation Violation	624	638	584	661	616
Successful Completions of Probation	4,225	4,125	4,103	4,060	4,209

An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. Last year juvenile offenders were ordered to pay over one-half million dollars in monetary restitution to victims.

**Graph 7.1-5**

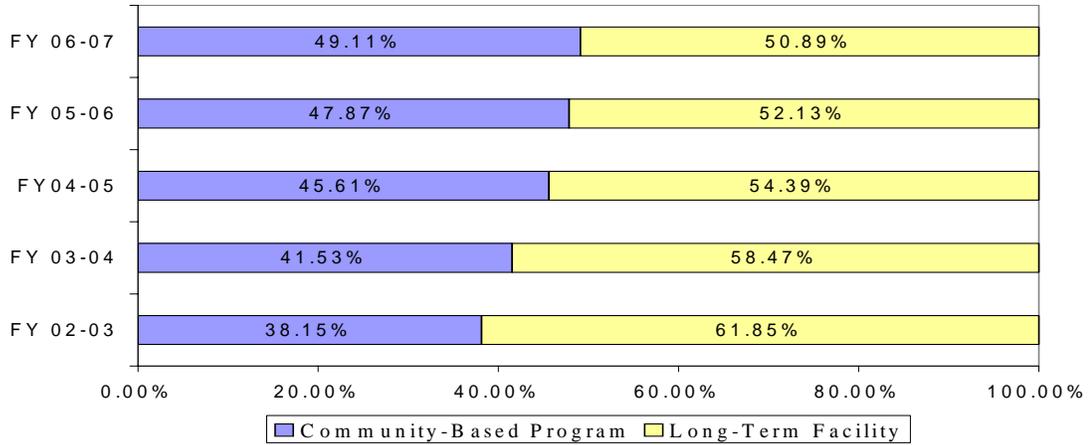
**Monetary Restitution Ordered to Victims**



Another key strategic goal of DJJ is to improve conditions of confinement within the Broad River Road Complex of facilities. This includes controlling population levels through the use of community-based programs for appropriate committed offenders. An underlying assumption is that smaller, more localized programs produce better outcomes for youth than do large institutions. The proportion of committed youth serving their sentences in such programs has increased in each of the last four years.

**Graph 7.1-6**

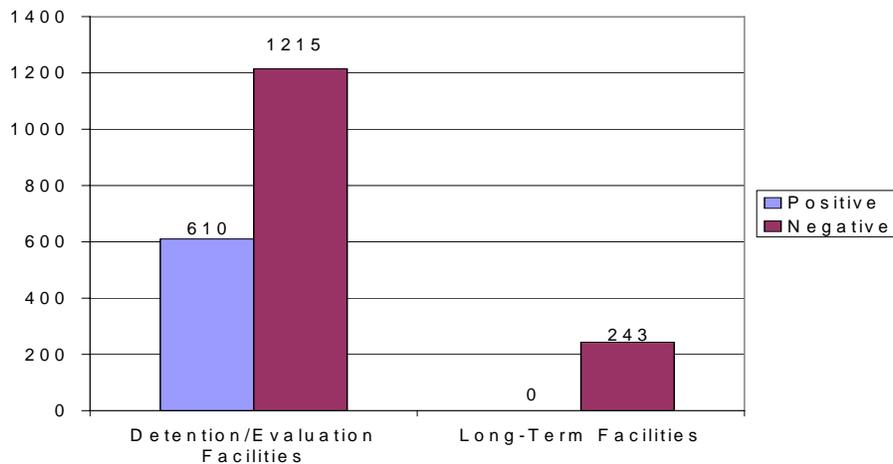
**Placement of Juveniles Committed to DJJ**



Drug testing in DJJ facilities not only helps identify treatment needs, but also enables staff determine to where contraband control issues may exist. For FY 06-07, DJJ conducted 1,458 random drug screenings. Testing in detention and evaluation centers, where youth had immediate community access prior to admission, yielded a 50% percent positive rate (mostly for marijuana). Testing juveniles in long term facilities who had been in custody for a period of time revealed a positive rate of zero percent.

**Graph 7.1-7**

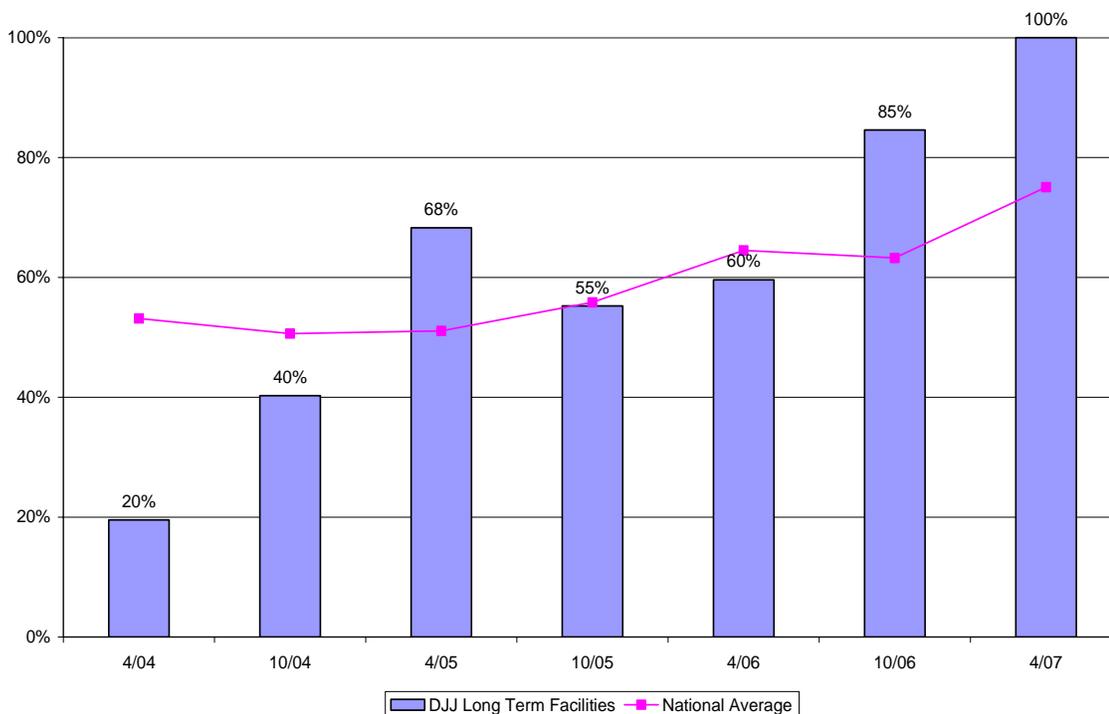
**Drug Testing Results for Youth in DJJ Facilities by Facility Type FY 06-07**



Increasing the completion of juveniles treatment curriculum's for their assessed needs is critical to their potential for improving current and future pro-social behavior outcomes. SCDJJ has not only met or exceeded all curriculum completion goals for young offenders who stay with us for 60 days or more, but has also exceeded the National best practices average over the last two years.

**Graph 7.1-8**

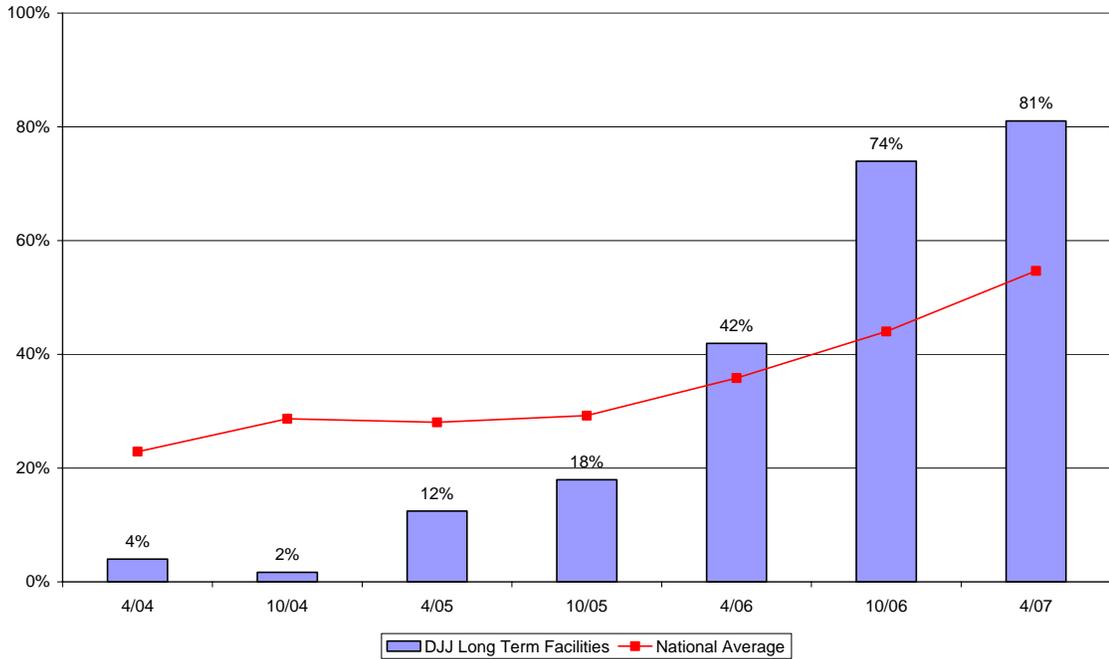
**Percent of released youths confined for more than 60 days whose records indicate that they have completed the psychosocial/social curriculum.**



A key performance indicator for improving safety of young offenders is completing intake screening and assessment prior to placing juveniles in a dorm within the long term facility. SCDJJ participates in the national Performance-based Standards (PbS) project which measures the number of intakes completed within 1 hour of arrival at a DJJ long term commitment facility. During the last three data collections in FY 06-07, DJJ has exceeded the national average on this measure.

**Graph 7.1-9**

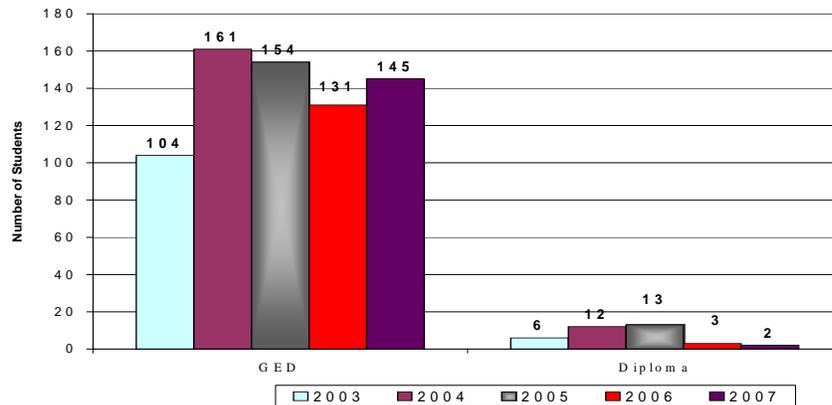
**Percent of youths who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.**



Within its school district DJJ also is working on academics and basic literacy to increase youth capacity for future productivity. The number of youth earning their GED Certificates/Diplomas has improved dramatically since school year 2003. The DJJ school district will persist in its efforts to ensure that as many committed juveniles as possible (given their age and length of time in custody) complete their high school education and return home ready to enter the job market.

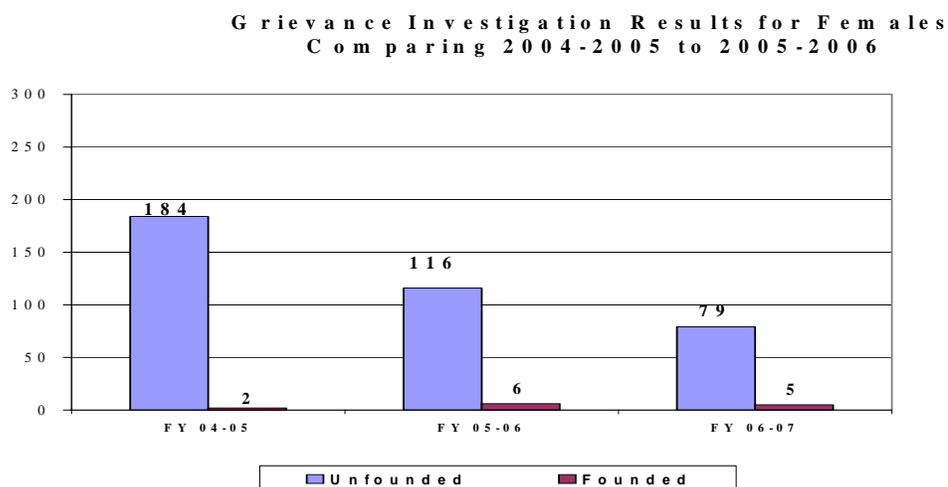
**Graph 7.1-10**

**G E D and D i p l o m a R e s u l t s**



2. *What are your performance levels and trends for the key measures of customer satisfaction?* An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Overall, grievances declined 31.8 percent in 2006-2007 compared to the previous year, while the percentage determined to have been founded decreased from 6.6% to 6.3%. The number of grievances for females dropped by 36.9%.

**Graph 7.2-1**



DJJ is responsible for ensuring that the victims of juvenile crime have a voice in how their cases are handled. In May 2007 DJJ surveyed crime victims across the state, asking them to rate their experiences with the juvenile justice system on a scale of 1 to 5, with 5 being the most positive. Over one-half of the survey respondents gave the highest rating of “5.” Approximately 88 percent gave a rating of “5” or “4.”

**Graph 7.2-2**

**2006 Victims’ Ratings of their Experiences with the Juvenile Justice System (5=most positive)**

Rated “5”	59.7%
Rated “4”	29.1%
Rated “3”	14.6%
Rated “2”	3.6%
Rated “1”	0%

*What are your performance levels for key measures of financial performance?*

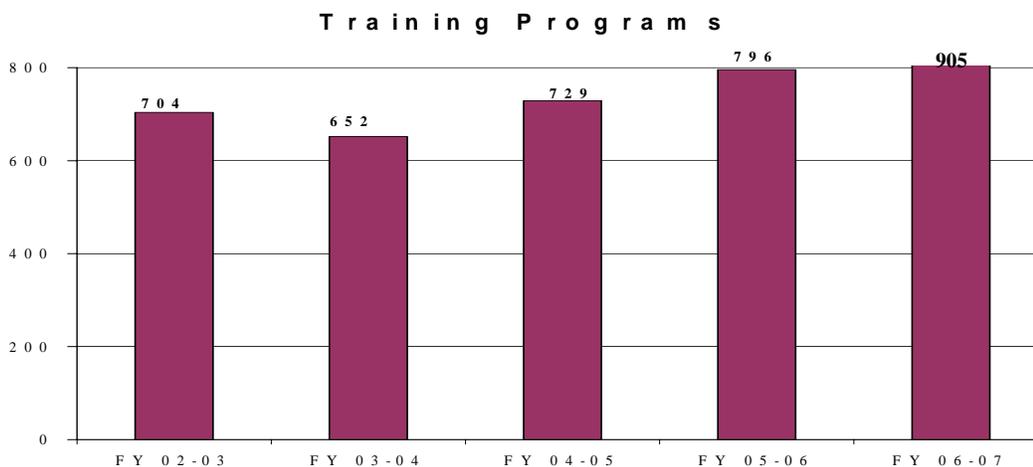
A key strategic goal of DJJ is to explore partnerships for funding and programs specifically tied to agency needs. Using a multi-faceted approach, DJJ has been successful in developing strategies beyond state funding to build a more robust juvenile justice system. The agency has a highly developed and effective volunteer services program to augment services in the community and in facilities. It continues to tap into federal dollars to establish and test best practice programs across the continuum of juvenile justice services in diverse areas such as juvenile employment, aftercare case management for paroled juveniles, and education services. This year DJJ also founded a fund raising organization to stimulate private sector involvement in support of projects that are central to the agency's mission and goals.

**Chart 7.3-1**

<b>Description of Strategy</b>	<b>Dollar Value or Current Status</b>
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,816 volunteers contributed 123,762 hours of services, which is valued based on the federal minimum wage (123,762 x \$5.85)	\$724,007
2) Use federal funding as “seed money” for program initiatives and education services to build capacity within the juvenile justice system	\$2,830,390
3) Friends of Juvenile Justice is serving as a financial vehicle in support of DJJ's mission and strategic goals. Furnishing for the Girls Transition Home, Construction for the Community Connections Center, Funds received for the new front gate processing facility. Also volunteer support from education partners	\$3,159,413

3. *What are your performance levels and trends for the key measures of Human Resource Results?* Staff development is a key element of agency competence and growth. In fiscal year 2006-2007 DJJ offered 14,495 class hours to 18,337 participant employees, The total number of training programs, 905, represents a 12% percentage increase over the previous year.

**Graph 7.4-1**



Juvenile Correctional Officer Basic Training is the centerpiece of DJJ's Staff Development and Training Program. In Fiscal Year 2002-2003 DJJ reorganized this training package to include an on-the-job (OJT) training and mentoring component midway through the course of study so that candidates would gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are being surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some key results from the candidates surveyed in 2006-2007 are summarized below:

**Chart 7.4-2  
2007 Results of Juvenile Correction Officer On-the-Job Training Survey**

<b>Statement</b>	<b>Percentage of Agreement</b>
I understand how to conduct a Unit inspection.	87.2%
I understand how to conduct a head count.	97.5%
I understand how to move juveniles within the facility.	95.0%
I understand how to make entries into a Log Book.	88.8%
I understand the proper procedure to frisk and/or search a juvenile.	95.0%
I understand how to supervise juveniles during mealtimes.	96.3%
I understand how to supervise juveniles during recreational activities.	93.8%
I plan to work as a JCO for at least a year.	77.1%

4. *What are your performance levels and trends for the key measures of regulatory/legal/compliance and community support?* Fire and life safety in DJJ's facilities within the Broad River Road complex was a federal class action lawsuit issue and remains a matter taken very seriously by the Department. Since fiscal year 2002-2003, the state Fire Marshall's inspections found no (zero) violations in the buildings affiliated with these facilities, including the schools that are located on premises. Comments by the State Fire Marshall indicate that this year's inspection was one of the best to date.

**Chart 7.5-1**

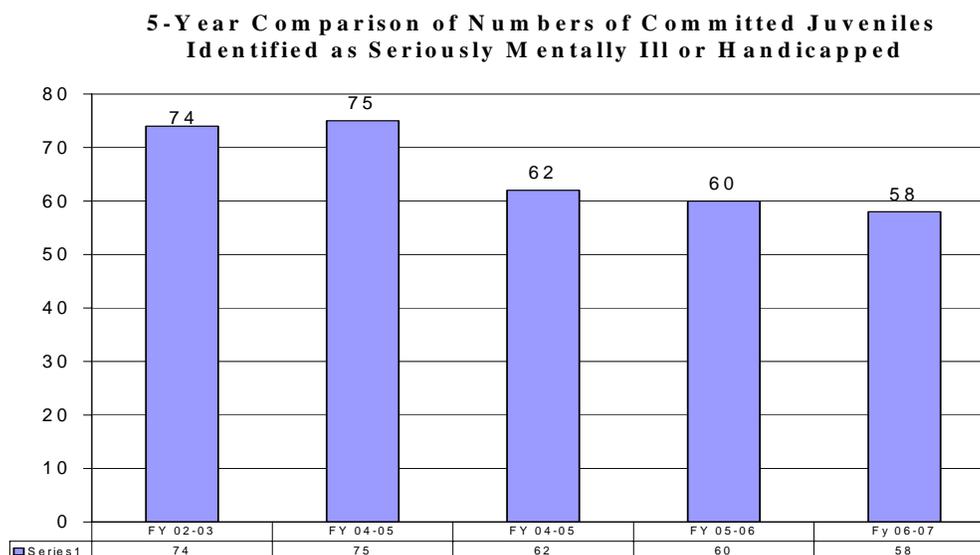
**Fire Marshal Inspection Results for DJJ's Broad River Road Facilities**

<b>Location</b>	<b>Number of Violations in 04-05</b>	<b>Number of Violations in 05-06</b>	<b>Number of Violations in 06-07</b>
Willow Lane Facility	0	0	0
Willow Lane School	0	0	0
John G. Richards Facility	0	0	0
Birchwood School	0	0	0
Birchwood Facility	0	0	0
<b>Total Violations</b>	<b>0</b>	<b>0</b>	<b>0</b>

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against DJJ that concluded favorably in FY 2003-

2004. Since 1998, DJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. During the last five fiscal years DJJ clinical staff identified and transferred a total of 329 such juveniles.

**Graph 7.5-2**



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. DJJ is measured against other law enforcement agencies and against all “large” state agencies in the most recent Commission report issued in 2007 to cover through the year 2006. The chart below depicts results from the last six years, showing that in 2006 DJJ ranked first among law enforcement agencies for the third year in EEO/AA compliance with a rate of 90.6%. The agency also ranked 2nd among large state agencies.

**Chart 7.5-3**

**South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance**

Year	Juvenile Justice	Corrections	Probation, Parole and Pardon Services	State Law Enforcement Division
2006	<b>90.6%</b>	89.8%	86.3%	82.7%
2005	<b>90.9%</b>	89.4%	89.1%	84.1%
2004	<b>90.6%</b>	89.8%	90.4%	80.5%
2003	86.6%	90.2%	90.2%	81.9%
2002	87.5%	90.3%	91.5%	78.3%
2001	89.3%	89.8%	91.5%	79.1%