

AGENCY NAME:	Department of Juvenile Justice		
AGENCY CODE:	N120	SECTION:	067



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	<p><i>It is the mission of the South Carolina Department of Juvenile Justice to protect the public and to reclaim juveniles through prevention, community services, education, and rehabilitative services in the least restrictive environment.</i></p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Angela W. Flowers	803-896-9751	awflow@scdjj.net
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):		9/15/15
(TYPE/PRINT NAME):	Sylvia L. Murray	

BOARD/CMSN CHAIR (SIGN/DATE):	Not Applicable	
(TYPE/PRINT NAME):		

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AGENCY’S DISCUSSION AND ANALYSIS

The Department of Juvenile Justice (DJJ) administers South Carolina’s juvenile justice system at the state and local levels. The agency is statutorily mandated to provide rehabilitation and custodial care for the state’s juveniles who are on probation, incarcerated, or on parole for a criminal or status offense. DJJ is committed to improving outcomes for juvenile offenders through programs and services that promote public safety while reclaiming youth through prevention, community-based programs, education, and rehabilitative services in the least restrictive environment appropriate.

Programs and services are administered primarily under five functional sections: Administrative Services, Community Services, Rehabilitative Services, Educational Services and Treatment and Intervention Services. However, additional support services are provided via the Division of Planning and Programs and the Offices of the Inspector General and Legal and Policy Coordination. DJJ is an integral part of the juvenile justice system in South Carolina, but it operates collaboratively with other related entities including law enforcement, solicitors, family court judges, the Juvenile Parole Board, and staff in other child serving agencies.

The key agency products and services that impact the aforementioned entities include:

- ❑ Front-end diversion programs that operate in agreement with solicitors’ offices, providing swift justice and diverting lower risk offenders away from the juvenile justice system without formal court intervention, therefore 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
- ❑ Pre-adjudicatory 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 Court or the Juvenile Parole Board
- ❑ Alternative Residential Placement and Services in lieu of commitment

DJJ’s eight strategic goals are listed below:

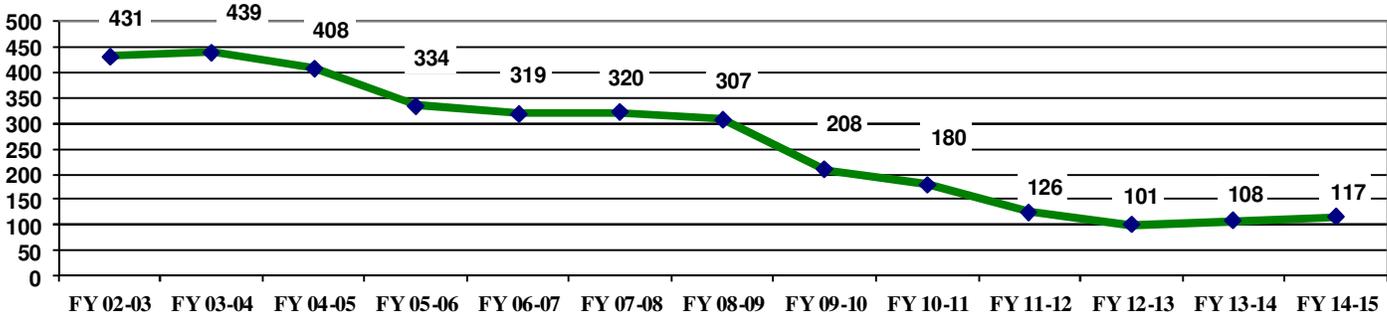
1. Reinvest in Community Services
2. Restructure and Improve Rehabilitative Services and the DJJ School District
3. Maintain and Improve Essential Core Services across all Divisions
4. Expand After School and Job Readiness Programs and Victim Services
5. Redirect Resources to the Community
6. Expand G.R.E.A.T. Anti-gang Curriculum Statewide and Anti-gang Intervention Services
7. Maximize Collaborations, Partnerships and Volunteerism System-wide
8. Ensure Succession Planning and Implement Employee Retention Planning

In keeping with strategic goals, DJJ has redirected lower risk juveniles away from the Broad River Road Complex (BBRC) to less restrictive and less costly community placements and community supervision. With the reduction in the numbers of youth in long-term secure confinement, DJJ strategically

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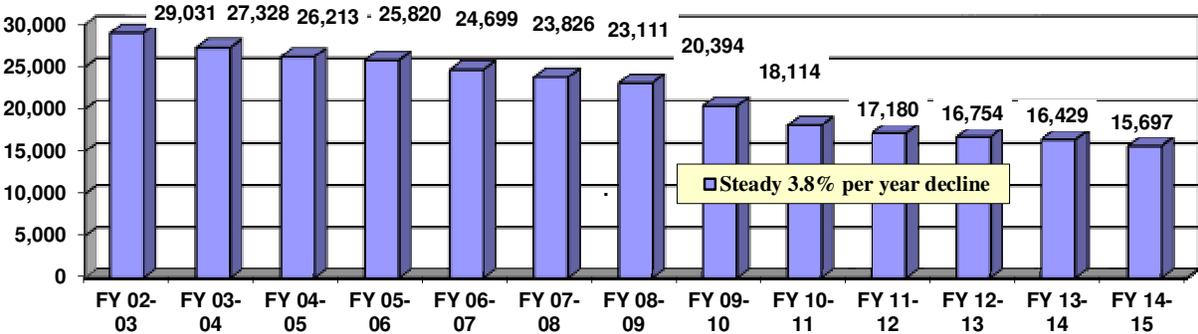
repurposed clinical staff to the community to provide services to youth and their families. Maintaining youth in the community costs \$3.00 - \$7.40 a day, depending on the intensity of supervision. This is a substantial savings to taxpayers compared to the cost of secure facilities. Consistent with best practices research and national trends, SCDJJ partnered with private providers to develop a continuum of placements and services for committed youth, allowing lower risk youth to be placed in cost effective, staff secure community settings and reserving the costly hardware secure beds at the BRRC for high risk (violent/chronic) offenders. Trend data reveals a slight dip in annual admissions to the BRRC in FY 14-15 as compared to the previous year (See Performance Measurement Template). Moreover, in spite of a slight uptake in the Average Daily Population (ADP) within BRRC, the ADP is down 73.3% since the FY-02-03 baseline. (See Graph 1)

Graph 1: Decline of Average Daily Population within the Broad River Road Complex



Perhaps, the most significant indicator of juvenile crime is the number of juvenile referrals processed through family court. Referrals are down 4.5 percent over the previous fiscal year and down 45.9 % since the baseline year of FY 02-03. These dramatic reductions can, in part, be attributed to DJJ’s reform driven agenda, targeting front-end initiatives that address juvenile crime with preemptive efforts such as the Gang Resistance and Education Training (G.R.E.A.T.) gang prevention program and our Teen After School Centers (TASC).

Graph 2: Number of Referrals to SCDJJ Intake



G.R.E.A.T. and TASC are prevention strategies intended to stop juvenile crime before it happens. During FY 14-15, 743 elementary and middle school students in 16 schools in 13 counties participated in DJJ’s G.R.E.A.T. program. Additionally, 4,279 children were served at 38 TASC sites in 22 counties

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across the state. Other efforts such as the juvenile arbitration and the job training programs are included in DJJ’s anti-juvenile crime, recidivism reduction arsenal. (See Performance Measurement Template.)

DJJ is committed to improving the conditions of confinement for youth in custody and looks to the Office of Juvenile Justice and Delinquency Prevention and the Council of Juvenile Correctional Administrators’ Performance-based Standards (PbS) project to set practice criteria. PbS is overseen by the Council of Juvenile Correctional Administrators (CJCA). With a mission of improving conditions of confinement, PbS requires sites to measure and report on performance bi-annually based on objective standards covering seven critical areas of operation including Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration. DJJ typically ranks in the top 20% of PbS participating sites. During FY 14-15, three DJJ facilities achieved a Level Four rating, which is the highest achievable PbS rating signifying outstanding performance. A critical measure tracked by PbS is the duration of isolation hours in lockup or maximum security facilities. In an effort to further reduce the use of isolation, DJJ applied for and was awarded a training and technical assistance grant from the Center for Coordinated Assistance (CCAS) to States in May 2015. DJJ and seven other jurisdictions were selected by CCAS to receive specialized technical assistance and training designed to reduce the use of isolation in their respective juvenile justice facilities.

DJJ has developed a platform to equip juvenile offenders with the requisite skills and competencies in an effort to prepare them for a future that is job ready and crime free. This broad-based initiative has multiple components to include the Career and Technology Education (CATE) courses offered within the DJJ School District, the Job Readiness Training Center (JRTC) and the Job Readiness for Teens (JRT) program. DJJ operates a special school district overseeing the educational program for youth in custody at the agency’s five secure facilities as well as the educational programs operated by nine private vendors that serve DJJ youth. In addition to academic subjects such as English, Math, Science and Social Studies, CATE courses are available to BRRC students. Automotive collision repair technology, automotive technology, carpentry, graphic communications, digital desktop publishing, horticulture for the workplace, integrated business applications, parenting education, culinary arts and welding technology comprise the list of available CATE courses. Work related transitional courses, such as parent education, woodworking and upholstery, are also available to BRRC youth. DJJ’s flagship job development program is the JRTC. This facility provides life and job skills training primarily to DJJ involved youth on probation or parole. This facility is equipped with video conferencing and projection capabilities and, while centrally located on Broad River Road in Columbia, the JRTC is accessible to remote sites across the state in county offices and wilderness programs. During FY 14-15, the JRTC expanded its mission to include a job development component. Job developers are working across the state to help connect DJJ involved youth with employment, vocational training and post-secondary education. Moreover, the facility sponsored the S.T.E.M. Expo and BIZCAMP. Both events exposed participants to exciting career opportunities and leadership skills development. Almost 2,000 youth were served through the JRTC in FY 14-15. The third component of the agency’s job development platform is the JRT program. This community-based initiative is currently available in eight counties. JRT is an after-school and summer employability program that provides job skills training and paid internships for at-risk high school students. During FY 14-15, JRT programs served 474 youth.

DJJ continues to foster alliances with nontraditional partners such as nonprofit foundations, volunteer organizations, and businesses across the state. These activities are a part of the agency’s strategy of

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exposing youth to positive, pro-social experiences that promote competency development such as employability skills. With assistance from the Friends of Juvenile Justice, the agency joined forces with Habitat for Humanity and various private partners such as Wells Fargo, staff and volunteers to construct affordable homes for deserving families. In the third year of this collaboration, incarcerated youth along with the homeowner and approximately 300 volunteers and employees worked on the framing, siding and roofing of the habitat house on grounds of BRRC. DJJ community youth and volunteers from all over the state worked on the house at its final construction site assisting with the insulation, painting, installation of the sprinkler system, landscaping and other finishing touches. The ribbon cutting ceremony was held in March 2015. This valuable experience is in keeping with DJJ’s restorative justice philosophical orientation by providing youth with an opportunity to learn a skill while giving back to a community harmed by the impact of juvenile crime. Another noteworthy accomplishment was the agency’s sixth Restoring Carolina Campaign. DJJ youth, staff and volunteers participated in this massive, statewide, community service project in September 2014. Some 594 staff and 177 volunteers joined 866 juveniles in conducting 109 community service projects across South Carolina.

In summary, DJJ continues to move forward with its reform driven agenda. The agency marked its 13th year of participation in the PbS continuous improvement process and continues to be a top performer as evidenced by Level Four PbS rankings at three DJJ facilities. With an emphasis on prevention, competency development and job readiness, the agency is effectively customizing practices to better serve youth by specifically targeting criminogenic, crime producing risks and needs. These interventions are designed to disrupt the DJJ to SCDC pipeline by preparing youth for a future that is job ready and crime free. At DJJ, change is possible.

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Governor
Nikki R. Haley

Director
Sylvia Murray

Functional
Organization
Chart

DIVISION OF PLANNING AND PROGRAMS
Brett M. Macgargle
Senior Deputy Director

DIVISION OF EDUCATIONAL SERVICES
James D. Quinn
Dep. Dir./Superintendent

DIVISION OF COMMUNITY SERVICES
Angie F. Rita
Deputy Director

DIVISION OF REHABILITATIVE SERVICES
Thomas D. Williams, Jr.
Deputy Director

DIVISION OF ADMINISTRATIVE SERVICES
Robin E. Owens
Deputy Director

DIVISION OF PLANNING AND PROGRAMS

- Program Development
- Planning & Evaluation
- Research & Statistics
- Grants Management
- Public Affairs
- Volunteer Services
- Juvenile & Family Relations
- Legislative Activities
- Job Readiness Training Center
- Chaplaincy

DIVISION OF EDUCATIONAL SERVICES

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

DIVISION OF COMMUNITY SERVICES

- Field Operations
- Community Justice
- Community Quality Assurance
- Community Policy and Training
- Community Alternatives
- Community Development

DIVISION OF REHABILITATIVE SERVICES

- Institutional Management
- Residential Detention Services
- Residential Evaluation Services
- Health Services
- Rehabilitative Support Services
- Restorative Justice Coordination Services

DIVISION OF ADMINISTRATIVE SERVICES

- Business Services
- Physical Plant and Maintenance
- Facility Grounds Management
- Fiscal Affairs/CFA
- Medicaid Compliance and Administration
- Information Technology
- Human Resources
- Staff Development and Training
- Budget Development

OFFICE OF THE INSPECTOR GENERAL
Raymond M. Cavanagh
Inspector General

OFFICE OF THE INSPECTOR GENERAL

- Investigations
- Internal Affairs
- DJJ Police
- Gate Security
- Transportation
- Communications

LEGAL AND POLICY COORDINATION
Larry L. Vanderbilt
Associate Deputy Director

OFFICE OF LEGAL AND POLICY COORDINATION

- Legal Counsel
- Internal Release Authority
- Policy Administration
- Performance-based Standards (PbS)/PREA
- Legislative Support

OFFICE OF TREATMENT & INTERVENTION SERVICES
Katherine P. Speed
Associate Deputy Director

OFFICE OF TREATMENT AND INTERVENTION SERVICES

- Psychology
- Social Work
- Classification
- Trauma Training
- Intervention Services
- DSS Liaison
- Quality Assurance
- Reintegration
- Special Needs Case Mgmt.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Reinvest in Community Services
S		1.1		Implement a 4th Generation Risk and Needs Assessment
O			1.1.1	Identify an assessment that would best fit DJJ , select a vender and pilot test the instrument
O			1.1.2	Refine and assess as needed, train staff and implement the instrument statewide
S		1.2		Provide Intensive Family Court Intake Services
O			1.2.1	Assess current intake practices, design model for intensive intake services, pilot test
O			1.2.2	Refine model, and provide training to staff and implement statewide
S		1.3		Assess & Enhance the Intensive Supervision Officer (ISO) Services
O			1.3.1	Conduct assessment to identify program strengths/weaknesses and gaps in services
O			1.3.2	Develop and implement strategies to enhance and improve intensive supervision
S		1.4		Implement Evidence-Based Practices in the Community
O			1.4.1	Evaluate existing programs and practices to determine if they are evidence-based
O			1.4.2	Identify and implement evidence-based programs and practies throughout DJJ
S		1.5		Implement Effective Family Treatment Programs & Services
O			1.5.1	Research, develop, enhance and implement family treatment programs in Rehabilitative and Community Services
G	2			Restructure and Improve Rehabilitative Services and the DJJ School District
S		2.1		Improve Services for Youth Committed to DJJ Facilities
O			2.1.1	Enhance Services to Youth at the Broad River Road Complex (BRRC)
O			2.1.2	Monitor population levels to maintain record lows
O			2.1.3	Reduce admissions to lockup/by continuing to monitor major incidents
O			2.1.4	Expand Performance- based Standards tools to identify areas of improvement
O			2.1.5	Develop and Implement an Incentive-based Behavioral Management System at BRRC
O			2.1.6	Maintain a high pass rate on GED
S		2.2		Increase Juvenile Access to Current and Future Job Opportunities
O			2.2.1	Work with the Department of Employment and Workforce to identify current and future job opportunities
O			2.2.2	Determine if DJJ's vocational training and job readiness programs align with the SC's employment needs
O			2.2.3	Develop recommendations for enhancements to/and or development of new vocational training and job readiness skills training programs to meet employer needs and job opportunities
O			2.2.4	Expand job readiness skills training programs at BRRC, wilderness camps, and the Job Readiness Center & provide necessary certifications
G	3			Maintain and Improve Essential Core Services across all Divisions
S		3.1		Reallocate resources to ensure mandated functions are maintained while operating within a balanced budget
O			3.1.1	Analyze current allocation of positions, staffing levels, and caseloads for community and rehabilitative staff (security and clinical positions)
O			3.1.2	Develop and implement a plan to shift staff between divisions to address needs and improve operations and outcomes
S		3.2		Establish an internal triage review process to decrease the number of commitments due to probation and parole violations
O			3.2.1	Analyze probation and parole revocations per county and review current revocation processes for probation and parole
O			3.2.2	Develop and implement a triage review process to ensure that low risk probationers/parolees are not committed/recommitted
S		3.3		Introduce or expand evidence-based probation and gender responsive services statewide
O			3.3.1	Assess probation practices to determine which practices meet evidence-based standards and revise to meet standards as needed
O			3.3.2	Assess probation practices to determine which standards are gender responsive and revise as needed
O			3.3.3	Introduce and/or expand evidence-basd gender responsive probation practices statewide
G	4			Expand After-School and Job Readiness Programs, and Victim Services
S		4.1		Increase accessibility of after-school and job readiness programs
O			4.1.1	Identify future site locations and partners to assist with the expansion of after-school and job readiness programs
O			4.1.2	Enhance vocational training and job readiness programs at the BRRC and Wilderness Camps

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			4.1.3	Train Community Staff to teach the job readiness training curriculum "Tackling the Tough Skills"
S		4.2		Improve the responsiveness to victims of juvenile crime
O			4.2.1	Identify and train staff to conduct victim impact sessions
O			4.2.2	Develop and implement a policy that ensures that each juvenile receives Victim Impact Education
G	5			Redirect Resources to the Community
S		5.1		Rotate clinical staff from BRRC to the Community
O			5.1.1	Out station social workers in the community to provide clinical support to county offices
O			5.1.2	Identify county offices with the greatest need for clinical support and determine the scope of services to be provided
S		5.2		Increase the Percentage of Juveniles Receiving Community Evaluations
O			5.2.1	Analyze population risk levels in the Evaluation Centers to identify youth that can be potentially evaluated in the community
S			5.2.2	Determine and address barriers to evaluating low risk juveniles in the community
G	6			Expand Gang Resistance and Education Training (G.R.E.A.T.) Statewide and Anti-gang Intervention Services
S		6.1		Coordinate and Implement anti-gang awareness training programs for at-risk youth
O			6.1.1	Collaborate with State Department of Education to develop and sponsor a school based anti-gang program model
O			6.1.2	Identify staff to be trained in the G.R.E.A.T. curriculum
O			6.1.3	Ensure that identified staff complete the Train the Trainer (TOT) workshop
O			6.1.4	Apply to the Southeastern G.R.E.A.T. Region to get approval sponsor a G.R.E.A.T. certification workshop
O			6.1.5	Ensure that candidates for G.R.E.A.T. Officer Training submit G.R.E.A.T. Officer Training Applications
O			6.1.6	Coordinate with school districts for implementation of the G.R.E.A.T. program into local schools
O			6.1.7	Identify site locations and collaborative partners to assist with the expansion of anti-gang programs in each county
G	7			Maximize Collaborations, Partnerships and Volunteerism-System-wide
S		7.1		Enhance opportunities for volunteerism and collaboration throughout the juvenile justice system
O			7.1.1	Identify potential partnership opportunities with other state agencies
O			7.1.2	Enhance restorative justice opportunities through low cost programs like arbitration with the support of solicitors and volunteer arbitrators
S		7.2		Collaborate with faith based entities, higher education, and private citizens to increase after-school and job readiness programs
O			7.2.1	Conduct community-based information sharing and planning meetings with faith-based entities, higher education and private citizens to increase afterschool/employment programs
O			7.2.2	Identify potential partnership faith-based entities, higher education and private citizens to increase after-school/employment programs
O			7.2.3	Partner with private businesses to establish youth employment internships
O			7.2.4	Offer private businesses the opportunity to sponsor a county office or facility during the Annual Restoring Carolina Initiative
O			7.2.5	Establish Habitat for Humanity projects for DJJ youth
S		7.3		Expand the volunteer force to fulfill mentoring and other roles in the lives of the DJJ youth
O			7.3.1	Identify new or under utilized sources of volunteers
O			7.3.2	Create a victim restitution program supported with private donations where youth can earn money to be used to pay victim restitution
G	8			Ensure Succession Planning & Employee Retention
S		8.1		Implement a succession planning program that identifies job characteristics, job knowledge, diversity and skills
O			8.1.1	Form a standing Workforce Planning Committee to address workforce issues such as succession planning
O			8.1.2	Partner with other cabinet agencies to share succession planning training and development opportunities
S		8.2		Conduct a needs assessment of future vacancies based on anticipated retirements and projected turnover
O			8.2.1	Determine the number of rehired retirees
O			8.2.2	Examine age and retirement eligibility dates
O			8.2.3	Identify barriers to retention and recruitment
S		8.3		Identify Leadership Cohorts and Provide Leadership Training Opportunities
O			8.3.1	Develop consistent selection criteria for leadership training candidates

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
0			8.3.2	Assess current leadership training
-				

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Juvenile Cases processed through family court intake	16,429	15,697	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of youth screened during intake process	1.2.1, 1.2.2
2	Annual admissions to DJJ Long Term facilities	174	168	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of admissions to long term facilities	1.3.1, 1.3.2, 2.1.2
3	Annual admissions to Wilderness Camps and marine institutes	895	832	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of admissions to wilderness camps and marine institutes	2.1.2
4	Percentage of annual admissions to alternative placements	89%	83%	-3%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of admission to alternative placements	2.1.1, 2.1.2
5	Average populations in DJJ hardware secure facilities	372	401	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Daily count of juveniles divided by the number of days in a month	2.1.1, 2.1.2
6	Average populations in wilderness camps and marine institutes	272	281	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Daily count of juveniles divided by the number of days in a month	2.1.2
7	Parole recidivism (Based on the total number of juveniles on probation/parole or in arbitration programs)	15%	15%	15%	Jun-15	Serious and Violent Offender Reintegration Initiative Program Evaluation	Periodically	Percentage of youth that received a new charge while under supervision	1.3.1, 1.3.2, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3
8	Medicaid reimbursements taken in as an offset of state costs	\$590,456	\$583,762	\$515,672	Jun-15	SCEIS General ledger	Annually	Actual reimbursement	1.4.1, 1.4.2, 1.5.1, 5.1.1
9	Prior year non-recurring Medicaid cost settlement	\$0	\$672,630	\$0	Jun-15	SCEIS General ledger	Annually	Actual reimbursement	N/A
10	Percentage of evaluations performed in the Community	43.09%	43.33%	5%	Jun-15	Juvenile Justice Management System	Annually	Number of community evaluations compared to the total number of evaluations	5.1.2, 5.2.1, 5.2.2
11	Capacity Versus Average daily population in DJJ	62%	67%	62%	Jun-15	Monthly Juvenile Population Summary	Monthly	Average daily population divided by the bed capacity	2.1.1, 2.1.2
12	Average Duration of isolation hours in Long Term Facilities	0.78	3.13	0.5	Oct-14 & Apr -15	Pbs Site Coordinators Review of Isolation Records in April and October.	Biannually	Average number of isolation hours, during the reporting period, as defined by Performance-based Standards (Pbs) guidelines	2.1.1, 2.1.3
13	Number of youth served in Job Readiness for Teens (JRT) Program	380	474	400	Jun-15	JRT attendance sheets	Monthly	Total number of youth that attended the JRT program	2.2.1, 2.2.2, 2.2.3, 2.2.4, 4.1.1, 4.1.2
14	Number of youth served in Job Readiness Training Center	1,100	1,962	1,500	Jun-15	JRTC attendance sheets	Monthly	Total number of youth that attended JRTC	2.2.1, 2.2.2, 2.2.3, 2.2.4, 4.1.1, 4.1.2
15	Number of Families served in Family Solutions	528	475	580	Jun-15	Family Solutions attendance Sheets	Annually	Total number of families that completed the Family Solutions Group	1.5.1
16	Number of Students participating in G.R.E.A.T.	1053	743	1200	Jun-15	DJJ G.R.E.A.T. Attendance Sheets	Annually	The total number of students who attended the G.R.E.A.T. sessions	6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5, 6.1.6, 6.1.7, 6.1.8