

ANNUAL ACCOUNTABILITY REPORT

**Fiscal Year
2007 - 2008**



**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, 2008

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Purpose, Vision, Mission and Values

The Department of Juvenile Justice (DJJ) administers South Carolina's juvenile justice system at the state and local levels. DJJ has adopted Balanced and Restorative Justice (BARJ) and treatment in the least restrictive setting as guiding principles. BARJ places equal emphasis on victim accountability, community restoration, and the development of pro-social skills in youth to prevent re-offending. The least restrictive principle calls for juveniles to be treated in the least restrictive setting that is commensurate with public safety. Balanced and Restorative Justice aligns with DJJ's statutory mandates, which include sanctions and services for offenders, and the involvement of victims in delinquency case processing. The least restrictive principle appears in the Children's Code and is embedded in DJJ's mission statement. The framework of DJJ's mission is set in statute. Section 63-19-10 establishes DJJ as a state agency. Other key provisions include:

63-19-320 and 63-19-320(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
63-19-330(A)	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department
63-19-1010	Establishes DJJ's authority to provide intake services and probation supervision
63-19-350	Establishes the community-based services to be provided by DJJ
63-19-360	Establishes the institutional services to be provided by DJJ
63-19-380	Establishes a special school district within DJJ
63-19-1840	Establishes DJJ's authority to provide parole supervision services
16-3-1505	Establishes DJJ's role in providing services to crime victims

Based upon these responsibilities, the restorative justice model, DJJ's position as a Cabinet agency, and the Governor's mission for the state, 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

The Department of Juvenile Justice is proud to report significant progress across all divisions in creating a more responsive and accountable juvenile justice system:

- Construction has been completed on the Community Connections Center, a 10,000 square foot visitation and activity building for the Broad River Road Complex (BRRC) funded entirely through private donations to the Friends of Juvenile Justice.
- The Girls Transition Home, which provides a homelike setting where females can master independent living skills, was dedicated and opened in fall 2007. Private donations furnished and equipped the home.
- In the BRRC, two replacement dormitories are ready to receive male residents. The dorms are designed for maximal visibility to promote best practice in behavior management, juvenile and staff safety, and treatment services.
- DJJ's school district was named "Palmetto Gold" for the 6th year in a row, and its Birchwood School maintains accreditation through the Southern Association of Colleges and Schools.
- In the community DJJ expanded its juvenile employment program (JEEP) from 5 to 18 sites. JEEP has after-school and summer components that include the acquisition of employment skills, encouragement to complete high school, and paid work experiences. A total of 228 juveniles were served in after-school programs during fiscal year 07-08.
- The community now has 35 Teen After-School Centers in 26 counties sponsored by churches, non-profits, a law enforcement agency, a municipal government agency, and a public school. The Centers provide safe places for recreation, tutoring, mentoring, and cultural enrichment in the hours when youth are most at risk to engage in delinquent behavior. TASCs served 506 youth in fiscal year 07-08.
- DJJ has achieved statewide coverage in its intensive supervision program, as the number of intensive supervision officers increased to 50. These officers prepare youth leaving DJJ beds for re-entry and supervise them upon release, making their home communities safer while also helping to redirect the lives of South Carolina's highest risk juvenile offenders. During the first eleven months of the fiscal year, nearly 900 juveniles received intensive supervision services.

- DJJ began developing its anti-gang initiative, the Gang Reduction Intervention Program (GRIP), this spring. Although GRIP is in the development stage, the program has provided a series of interventions to at risk youth, gang-involved youth, and their families that encourage youth to avoid gang involvement altogether or, if already involved, to extricate themselves from gang affiliation. GRIP operated in three counties in Fiscal Year 07-08.
- DJJ's detention reform initiative has used GPS electronic monitoring, direct supervision by detention officers, use of a mental health worker and a case expeditor to the DJJ Detention Center, and jail removal beds to reduce the use of secure detention for low risk offenders and to limit the amount of time spent in detention.
- DJJ's partnerships with the African Methodist Episcopal (AME) Church, the Women's Missionary Union of the South Carolina Baptist Convention, and Brookland Baptist Church in West Columbia, have brought a host of resources to the agency. Examples include donations and volunteers in facilities, auxiliary probation officers and other volunteers in the communities, and donated space/sponsorship for employment program sites and Teen After-School Centers.
- DJJ's partnership with Clemson University thrives as a powerful tool for program and staff development. The Youth Learning Institute continues to evaluate and refine its Youth Development Center program, encourage teacher training in the divergent learning methods of instruction, and support best practice in programming for young women involved in the juvenile justice system through its Girl's Center.
- DJJ, in collaboration with the Darkness to Light organization and the Department of Social Services, is training agency staff in the Stewards of Children child sexual abuse prevention curriculum. A Duke Endowment grant of \$125,250 supports this initiative. Nineteen DJJ staff members received training to facilitate Stewards of Children sessions in February 2008. DJJ's goal is to train 1,000 personnel including front-line staff, managers, and multi-agency contractual providers by March 2009.
- DJJ's achievements have not gone unnoticed at the national level. The agency Director was co-recipient of the prestigious Carlisle Youth Advocacy Award given by the Coalition for Juvenile Justice. Recently, DJJ was invited to apply for a collaborative initiative with the Department of Social Services under auspices of Georgetown University's Center for Juvenile Justice Reform. The goal is more effective case management practices for young people who "cross over" from foster care to the juvenile justice system. In June DJJ was informed that it was one of seven jurisdictions, and one of just three statewide jurisdictions, selected for participation.
- DJJ's Midlands Evaluation Center received the Performance Based Standards (PbS) Barbara Allen-Hagen Award. The Center competed in a field of more than 200 similar facilities across the nation. Additionally, the DJJ Juvenile Detention Center was one of the top three finalists for this prestigious award.

Key Strategic Goals for Present and Future Years

Goal # 1: Strengthen Community Alternatives and Supervision - - Although only 15 percent of DJJ involved youth self report being gang members, the at-risk population is large based on high youth unemployment, lack of supervision at home, alienation or separation from school, fears for personal safety, and lack of safe places in communities

to gather for wholesome, adult supervised activities. A major focus of DJJ in the foreseeable future is its Anti Gang Initiative, which developed in response to legislative concerns about youth violence and in conjunction with the DJJ's participation in the Attorney General's Gang Prevention Study Committee. Components address primary prevention, intervention with high risk youth and gang members, and suppression where juvenile justice populations are known to be involved in gang activities.

Strategies for implementation over a three year period include: extend intensive supervision services to all youth leaving DJJ beds and certain community-based probationers to monitor more closely the whereabouts and activities of high risk juveniles; achieve statewide coverage in juvenile employment programs that enable youth to learn the value of education, develop a work ethic, master employment skills, and earn actual wages; on the primary prevention side, expand Teen After School Centers to all areas of the state as a means of providing mentoring, tutoring, cultural enrichment, and recreation to youth in the hours when they are most prone to delinquency and vulnerable to gang recruitment; and, develop a comprehensive network of Gang Out programs in high risk communities to educate youth/families about gangs and support youth who make the decision to avoid gang membership or leave a gang. Collectively, these strategies already are working to reduce the population of DJJ's long term facility, enabling some high risk juveniles to avoid commitment to custody altogether and others to avoid returning to custody by either a revocation of parole or a new offense. Intensive supervision also has the advantage of creating a career pathway to promote worthy staff, thereby retaining and rewarding the best performers in community specialist positions.

DJJ administrators have long known of a gap in the agency's array of community based programs - - halfway houses for juveniles released from custody whose circumstances at home are unlikely to support successful community re-entry. Halfway houses actually appear in the Children's Code as a service that DJJ should offer. The idea is to provide a residential setting where youth live under adult supervision as they learn to manage their lives independently, hold down a job, complete high school, and/or access higher education. DJJ's ultimate goal is to build a complex of halfway programs, already named "Hope Street," on its property in Columbia. The Clemson/DJJ Steering Committee recently adopted Hope Street as its major development project for the coming year.

Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines – In fiscal year 07-08 DJJ enjoyed record low populations within the Broad River Road Complex. Lower staff/juvenile ratios across the security, treatment, and education domains are enabling improved levels of observation, supervision, services and activities while facilitating the goal of dedicated staffing in all dormitories. In response to the issue of juvenile gangs, DJJ has acquired specialized personnel to educate staff on gang awareness, identify/intervene with gang- involved youth, comply with new reporting requirements in state law, and suppress gang-related communication and activities in its facilities. Through its health services office the agency is offering tattoo removal to appropriate juveniles.

In fall 2007 DJJ proudly opened an 8-bed Girls Transition Home within the BRRC. During the year, as two new dormitories for young men neared completion, the agency comprehensively reviewed its programs and populations to identify the best candidate for first occupancy of the new buildings in summer 2008. A similar process will govern the selection of populations for two additional dormitories under construction that will open in late spring 2009. The new 30-resident dormitories are designed for visibility and observation, thus increasing the safety of staff and residents. Bright lighting, a “pod” approach that limits the number of juveniles living in close proximity to ten, and ample space within each dormitory for classes and counseling are among the physical features that will support best practice in treatment, education, and behavior management. DJJ’s goal is to replace all substandard dormitories so all BRRC residents live in housing that meets modern standards. Another key dimension of transforming the Broad River Road Complex, the Community Connections Center, will open its doors in early 2008-2009 as a family visitation and volunteer activity building. This 10,000 square foot building, constructed and furnished entirely with private donations, is the focal point of a new entrance into the BRRC symbolically connecting the “community behind the fence” to the outside world. Visitors and volunteers will park outside the fence and enter from the community side to meet with their children, who have processed in through the secure side of the building.

Goal # 3: Explore Partnerships for Funding and Programs Specifically Tied to DJJ Services and Needs – The DJJ administration continues to demonstrate its proficiency in establishing partnerships that build capacity within the juvenile justice system. Having raised funds in the private sector to build the Community Connections Center, the Friends of Juvenile Justice foundation will next devote its attention to garnering resources for the Hope Street Halfway Community. DJJ’s remarkable partnership with Clemson University is taking on several new dimensions. The Clemson/DJJ Steering Committee adopted Hope Street as its primary developmental project for the coming year. Clemson is modifying its HeartMath curriculum to support a leadership institute for the DJJ workforce. Moreover, through a Bank of America grant, Clemson and Columbia College are partnering with DJJ to implement a leadership curriculum for girls. In support of DJJ’s new partnership with Brookland Baptist Church, Clemson is conducting a feasibility study of the Lakeview School building that was donated to the church. Lakeview will become a “one stop shop” for a variety of community based juvenile justice programs.

Faith-based community partners are strong assets in supporting Teen After-School Centers and volunteerism in facilities and in the community. For example, the African Methodist Episcopal Church now sponsors four TASC sites, and has more than 40 church members serving as auxiliary probation officers. DJJ community personnel, in turn, actively participate as resources in the AME community healthy living workshops that target high poverty areas of the state. Brookland Baptist Church in West Columbia, with its congregation of 10,000+ members, is a new partner. In addition to providing the site for a “one-stop shop” of juvenile justice programs in the Midlands, the church sponsors trainings and conferences for DJJ and FJJ. The Women’s Missionary Union of the South Carolina Baptist Convention supports many activities within the BRRC, including

furnishing one of the four bedrooms in the new Girls Transition Home. These faith based partnerships are formalized in memorandums of understanding, which provide a framework for the evolving relationship between DJJ and each organization. Within state government DJJ is an active participant with other state agencies in the South Carolina Joint Council on Adolescents. Governed by a memorandum of agreement signed by the heads of agencies that provide adolescent services, the Council is conducting a financial mapping exercise to determine funding streams and work toward more efficient and effective service delivery processes.

Goal #4: Increase the Employability of Juveniles – DJJ views employability of juveniles as a key platform of its anti-gang initiative and as an important step in preparing committed juveniles to re-enter the community. With 18 community based juvenile employment (JEEP) programs operational as of this writing, the goal is to increase to 46 sites over the next three to four years, achieving statewide coverage. JEEP sites serve a range of juveniles including at risk youth, probationers, and parolees. DJJ also has applied for Workforce Investment Act monies to fund a JEEP site within the Broad River Road Complex (BRRC) that will have a dual focus of employment training and attainment of the GED. The DJJ School District is adding Culinary Arts as a Career and Technology Education (CATE) program that is certified through the State Department of Education. The District also has a stable vocational program in the architecture and construction cluster. Students can complete a core curriculum to earn a standardized craft training certificate that is portable from the National Center for Construction Education and Research. Moreover, completion of the District's Network Cabling Program makes students eligible for jobs in the industry upon release. Under terms of a recently negotiated contract, DJJ and the South Carolina Department of Vocation Rehabilitation will cost share a VR counselor who will be based within the BRRC to refer juveniles for local services upon community re-entry. VR and DJJ are jointly developing a contract work program in the BRRC for implementation in fiscal year 08-09.

Strategic Challenges

1. Develop, expand and reinvigorate partnerships with sister agencies, the higher education community, the faith community, private foundations, and private sector enterprises to build capacity in South Carolina's juvenile justice system.
2. Maintain the focus on juvenile employability to expand substantially the job opportunities for juveniles under DJJ supervision and in DJJ custody.
3. Fully develop planned strategies that respond to gang violence.
4. Remain focused on improving conditions of confinement, to include completion of replacement dormitories and creation of a restorative justice culture within the BRRC.
5. 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.

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

Main Products and Services and Primary Methods by which Services are Delivered

DJJ is committed to the developing and implementing programs and services that promote public safety while transforming the lives of youth through prevention, education and rehabilitative interventions in the least restrictive environment appropriate. In keeping with this orientation, the agency employs an array of programs and services ranging from diversionary, early intervention initiatives such as the Juvenile Arbitration Program to case management, supervision, and specialized treatment in secure facilities. DJJ has infused Balanced and Restorative Justice (BARJ) principles that emphasize accountability to the victim and community, competency development for the offender, and public safety in many of its programs and services. Examples of DJJ's primary programs and services are delineated below:

The Division of Community Services offers a range of community based programs and services to include the following:

- ◆ Teen After-School Centers (TASCs)- TASC is in its fourth year of operation. TASCs are after school programs run by churches and community organizations that provide academic and cultural enrichment, mentoring, and recreation for at risk youth. The centers are the result of a collaborative effort between public and private partners including the Legislative Black Caucus, AME Church, Children's Law Center at the University of South Carolina, Clemson University, and the State Department of Education.
- ◆ Juvenile Experiencing Excellence Program (JEEP) – JEEP is the agency's juvenile employment program. The program contains after-school and summer components that incorporate employability and life skills development with paid work experiences. Jeep is in its fourth year of operation and has expanded from 5 to 18 sites.
- ◆ CHOICES –Community staff use the CHOICES Curriculum to teach positive decisions making skills to youth. The curriculum is restorative in nature and is intended to teach pro-social skills that help youth avoid repeating antisocial behaviors.
- ◆ Juvenile Arbitration –This statewide network of community-based programs works in concert with Solicitor's Offices to divert first-time non violent juvenile offenders.

These community and school based programs utilize balanced and restorative justice principles to hold offenders accountable for the impact that their actions have on victims and the community. During FY 07-08, juvenile arbitration served 5086 juveniles.

- ◆ Consultation and Evaluation Services-This office offers an array services for juveniles and their families. In FY 07-08, staff conducted 905 community based psychological evaluations and written consultations. Staff offer a mix of community based therapeutic interventions that include an outpatient sexual offender program in Greenville and Cherokee Counties, family intervention programs such as Family Solutions, Parenting with Love and Limits and Multisystemic Therapy (MST). DJJ is committed to reclaiming youth, strengthening families, and reducing recidivism. To meet this objective, Consultation and Evaluation staff increased referrals for intensive family services. Additionally, the Parenting with Love and Limits Pilot Program expanded from Greenville County to the Piedmont West Region. Interagency collaboration with the Department of Mental Health (DMH) and the Department of Alcohol and Other Drug Services (DAODAS) resulted in the growth of evidenced based programs for youth and families. Specifically, the DMH partnership expanded the MST program in Greenville County. The DAODAS partnership led to the expansion of Bridge which increased the availability of intensive outpatient substance abuse services for at risk youth substantially.
- ◆ Community Alternatives-Community-based residential programs provide alternatives to secure confinement. These programs are in keeping with the agency's least restrictive placement philosophy and are, typically, used to divert lower risk juveniles from secure confinement at DJJ or as a step down placement for youth who require additional support prior to transitioning to the community. Juveniles are appropriately assigned to residential programs that are commensurate with risk and public safety. During fiscal year 2007-2008, DJJ expanded the number of therapeutic foster care placements.
- ◆ Other Drug and Alcohol Treatment Services-Community Services staff are participating in a federally funded multi-agency initiative through DAODAS. In FY 07-08, the legislature approved the expansion of the Bridge Program. This program identifies youth, in commitment or placement status, who are at risk for substance abuse and helps the identified youth to transition to the community. The expansion of the Bridge Program increased the availability of substance abuse services to 14 additional counties. Approximately 438 youth participated in the Bridge Program during FY 07-08.
- ◆ Victim Services-In keeping with State law and balanced and restorative justice principles, DJJ provides services to victims. Victims participate in the juvenile justice process. They receive information pertaining to pre-adjudicatory hearings and notifications of releases from custody, escapes as well as transfers to SCDC. Victim input is solicited prior to the finalization of recommendations to the Solicitor on the prosecution or diversion of juvenile cases.

The Division of Rehabilitative Services provides care and treatment to the juveniles that are committed to the Broad River Road Complex. This division oversees professional treatment services, classification services, and primary and specialty medical and dental care. Examples of the programs and services are delineated below:

- ◆ The Drug and Alcohol Treatment Program –The Drug and Alcohol Treatment Program serves youth, aged 12 to 17, with a history of substance abuse or dependency issues.
- ◆ Peer Mediation Services –This program teaches decision making and conflict resolution skills and is available to all juveniles within the Broad River Road Complex.
- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – STAR is a self contained program for juveniles with a persistent pattern of aggressive behavior. The program uses the evidenced based Aggression Replacement Training (ART) and other interventions to teach anger management skills and to promote pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) –SOTP provides comprehensive, researched-based interventions for adolescents with sexual offending issues and their families.
- ◆ Rehabilitative Support Services – The Office of Rehabilitative Support Services employs a holistic approach by focusing on the mind, body, and spirit of BRRC juveniles. Six Program Platforms are used to enhance social skills and personal growth. The platforms include spiritual development, academic enrichment, job apprentice training, sports & fitness, youth leadership, and Volunteer, Mentor, and Intern Services. These elements are an integral piece of each juvenile’s treatment plan and help to create the “Community Behind the Fence” atmosphere where programming available at BRRC is comparable to programming available in the community. Examples include interdenominational worship service, the Royal Rangers and chess clubs, as well as GED preparation, and Boys & Girls Clubs.
- ◆ Health Services – DJJ provides a wide range of quality health care services to the juveniles committed to the Broad River Road Complex and the DJJ group homes. The health care program consists of medical services, nursing services, laboratory services, psychiatric services, optometry, pharmacology, an inpatient infirmary, and nursing dispensaries. Dental services are provided through a cooperative arrangement with the Department of Corrections.
- ◆ 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. Mental health services are an integral component of the

“Community Behind the Fence” experience and include consultation and assessment services as well as individual, group and family counseling and therapy. DJJ is not equipped to serve seriously mentally ill or severely developmentally disabled juveniles for an extended period of time. Juveniles falling into these two categories are identified and, subsequently, transferred to the Department of Mental Health or the Department of Disabilities and Special Needs for treatment.

- ◆ **Volunteers Program – Volunteer Services** is in the third year of revitalization at DJJ. Citizen participation is an invaluable resource to agency. In fiscal year 2007-2008, 1,688 volunteers provided 104,656 hours of time, averaging 62 hours each serving as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities in the community and at BRRC. The majority of the volunteers come from the faith community. Many of these dedicated individuals travel from all over the state to work with juveniles at BRRC. Approximately one quarter of the youth at BRRC receive mentor services on a weekly basis.

The Division of Educational Services operates a special school district that oversees three school programs within the Broad River Road Complex and the satellite education programs at the regional evaluation centers and the Detention Center. The district also oversees the educational programs operated by private vendors such as the marine and wilderness institutes that serve DJJ youth. In addition to academic subjects such as English, Math, Science and Social Studies, the district offers courses in brick masonry, carpentry, graphic communications, desktop publishing, culinary arts, mechatronics, landscape maintenance, horticulture, business computer applications, accounting, electricity and welding. These vocational courses are in line with the agency’s strategic goal of increasing employability of youth involved with DJJ. Two educational programs are highlighted below:

- ◆ **Junior Reserve Officer Training Corps (JROTC) Program** – The JROTC program teaches citizenship, service to community, and personal responsibility. The program operates on a 24/7 basis and promotes a drug free lifestyle, high school graduation, physical fitness and patriotism. Juveniles are able to acquire rank and participate in pro-social community activities and community service projects. In keeping with the agency’s mission, JROTC provides instruction and opportunities that promote productive citizenship and safe and healthy communities.
- ◆ **Communities in Schools (CIS) Program** – CIS is a self contained program within the Birchwood School that emphasizes academics, responsibility and the whole person while promoting increased skills, safety in schools, healthy life styles, positive relationships with caring adults and service to others. The program is designed for juveniles that have the intellectual capacity to excel academically and a willingness to participate in service learning activities and community service projects such as the Insiders Program. The DJJ program is recognized as a national model for innovative programs for youth and is the only CIS program that is located on the inside of a juvenile correctional facility.

DJJ is one piece of the juvenile justice system. The agency operates in conjunction with other related entities including law enforcement officers, solicitors, family court judges, members of the Juvenile Parole Board, and staff in other child serving entities. The key products and services 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.
- ❑ 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 courts or the Juvenile Parole Board.

Key Customers Groups and Their Key Requirements/Expectations

DJJ is statutorily required to provide intake, probation & parole supervision services as well as community based, educational and victim services. The agency processed 23,826 referrals in FY 07-08. DJJ is committed to meeting the complex and diverse needs of its constituency and does so through a number of programs and services to include case management, supervision, and programs that range from front-end prevention/diversion initiatives to specialized treatment in secure facilities and intensive aftercare supervision. These interventions are in line with the agency's mission "*to protect the public and to reclaim juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*" The agency's customer base is extensive and includes the following:

1. Youth involved in the juvenile justice system and their families
2. Youth who are the focus of primary prevention initiatives
3. Victims of juvenile crime.
4. Professionals who interface with the justice system, such as judges, solicitors and law enforcement personnel
5. DJJ staff
6. Public and private agency staff that provide services to children, families, and victims
7. Schools
8. Citizens of South Carolina

Key Stakeholder Groups

Stakeholders and customers, a like, have a vested interest in the agency's performance. DJJ is cognizant of its obligation to agency stakeholders and seeks to provide results oriented programs and services that align with stakeholder expectations. Key stakeholders include the Governor's Office, State legislature and victims of juvenile crime as well as the citizens of South Carolina. DJJ is a cabinet agency and, as such, is

subject to gubernatorial oversight. Additionally, DJJ is accountable to the legislature. As the primary funding source, the legislature expects a sound juvenile justice system that is responsive to constituent concerns. The agency is committed to maintaining public trust by ensuring public safety by transforming the lives of troubled youth “*through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*”

Key Suppliers and Partners

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; 21st 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.
4. Partnership with Institutions of Higher Education-
 - ◆ Georgetown University, Annie E. Casey Foundation & SC DSS – One of seven states selected to participate in initiative to improve services, communication and outcomes for children that penetrate the juvenile justice and foster care systems and their families.
 - ◆ Clemson University –Youth Learning Institute and HeartMath
 - ◆ Columbia College & Bank of America- Annual Girl’s Leadership Conference
5. Partnership with public & private child serving agencies-
 - ◆ Darkness to Light, Inc & SC DSS- Stewards of Children Training
 - ◆ Department of Mental Health- Rural initiative; MST expansion
 - ◆ Department of Alcohol and Other Drug Services (DAODAS)- Bridge Expansion
 - ◆ Joint Council on Adolescents

Operation Locations

DJJ operates at the state, regional, and local level. Administrative functions and most of its facilities are centralized in Columbia. Additionally, DJJ operates regional and county offices, regionally based evaluation centers, and smaller residential programs through out the state. The administrative headquarters is located in the Goldsmith Building at 4900

Broad River Road in Columbia, South Carolina and 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 Office of the Inspector General. All administration offices are located at the Goldsmith Building with the exception the Inspector General which is located on Broad River Road.

The Division of Community Services has 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 35 Teen After School Centers, the Victim Services Program, the Balanced and Restorative Justice and Juvenile Arbitration Program, 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 five regional locations: Beaufort (Coastal Region), Orangeburg (Midlands Region), Florence (Pee Dee Region), York (Piedmont East Region) and Laurens (Piedmont West 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.

The Division of Educational Services operates a special school district that oversees three school programs within the Broad River Road Complex (BRRC) and the satellite education programs at the regional evaluation centers and the Detention Center. The Birchwood and Willow Lane schools are fully accredited by the State Department of Education and serve the BRRC juveniles. English, Math, Science, and Social Studies are taught at the appropriate grade and level for each student. In keeping the key strategic goal of increasing employability, the district offers courses in brick masonry, carpentry, graphic communications, desktop publishing, culinary arts, mechatronics, landscape maintenance, horticulture, business computer applications, accounting, electricity and welding. Other courses are offered depending upon the needs of the students and the teachers’ areas of certification. In addition to the DJJ schools, the district has oversight over the educational programs operated by private vendors such as the marine and wilderness institutes that serve DJJ youth.

The Division of Administrative Services is located in Columbia. This division provides support to the other departmental divisions and includes Human Resources, Fiscal Affairs, Medicaid, Staff Development and Training, and Support Services.

The Office of Planning and Programs includes Research and Statistics, Planning and Evaluation, Project Development 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.

Number of Employees

Permanent Employee FTE's		Classified Employees	Unclassified Employees	Temporary Employees		Temporary Grant Employees	
State Funded	1530.16	1711.11	125	State Temps	111	Federally Funded	4
Federally Funded	20.8			Contract Temps	14	Other Funded	0
Other Funded	285.15						
Total	1836.11	1711.11	125		125		4

Grand Total Permanent, Temporary, and Temporary Grant FTEs/Employees = **1965.11**

Regulatory Environment Under which the Agency Operates

DJJ operates pursuant to state and federal law, South Carolina Children's Code and the Juvenile Justice & Delinquency Prevention Act of 1974. Other regulatory entities include Occupational Safety and Health Administration (OHSA), State Fire Marshall, Department of Health and Environmental Control (Food and Medical Services), Department of Social Services (Group Home Licensure), South Carolina Department of Education (School District), Performance based Standards (PbS), and Standards covering Prisons and Jails conducted yearly by SCDC.

Performance Improvement System

DJJ utilizes the Employee Performance Management System's (EPMS) planning stage as the road map for success for employees. The agency initiated a process that aligns the key outcomes of its Strategic Plan with the EPMS planning stages for senior and frontline managers. This strategy was implemented to ensure that employees throughout the agency understood their roles in the context of agency's mission and strategic goals. Additionally, DJJ is committed to maintaining highly qualified staff. All employees receive a minimum of fifteen hours of training annually.

Organizational Structure

**Governor
Mark Sanford**

**Director
Bill Byars**

**CHIEF OF STAFF
Margaret H. Barber**

**DIVISION OF
ADMINISTRATIVE
SERVICES
G. Randall Grant**

**DIVISION OF
EDUCATIONAL
SERVICES
Meda C. Cobb**

**DIVISION OF
COMMUNITY
SERVICES
Karry L. Guillory, Ph.D.**

**DIVISION OF
REHABILITATIVE
SERVICES
Jerry B. Adger**

**OFFICE OF PLANNING
AND PROGRAMS
Greg Cornell**

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

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

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
- Project Development

OFFICE OF THE INSPECTOR GENERAL

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

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 at 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 23,826 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 consists of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to managing the three campuses that comprise the Broad River Road 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 – project development, program and 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.

Expenditures/Appropriations Chart

Expenditures/Appropriations Chart

	06-07 Actual Expenditures		07-08 Actual Expenditures		08-09 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	56,076,876	42,941,210	61,632,889	50,033,138	62,175,563	50,184,575
Other Operating	13,825,680	7,869,812	16,917,944	11,600,896	13,900,945	9,057,830
Special Items	1,780,079	1,780,079	2,702,322	1,404,791	2,327,410	2,327,410
Permanent Improvements	2,347,805	0	6,751,243	0	0	0
Case Services	26,857,248	21,351,450	30,018,668	22,834,517	30,825,409	21,919,343
Distributions to Subdivisions	35,000	0	141,000	0	35,000	0
Fringe Benefits	19,408,052	15,102,930	22,629,861	18,701,806	22,226,970	18,495,423
Non-recurring	48,168	8,201	9,411,141	9,071,305*	0	0
Total	120,378,908	89,053,682	150,205,068	113,646,453	131,491,297	101,984,581**

*Includes Replacement of obsolete dorms, critical transportation needs, digital radio system and other projects

**as originally passed

Major Program Areas Chart

Program	Major Program Area	FY 06-07	FY 07-08	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	State: 5,046,958	State: 6,037,933	Chart 7.3-1 Chart 7.6-3
		Federal: 98,048	Federal: 0	
		Other: 519,685	Other: 143,451	
		Total: 5,664,691	Total: 6,181,384	
		% of Total Budget:	4%	
III. (A) Community	Intake processing,	State: 44,280,097	State: 53,005,368	Graph 7.3-1

Services (C) Evaluation Centers and (D) Detention Center	supervision of probationers, and parolees, assessment, residential care, and pretrial detention for juvenile offenders							Graph 7.1-7 Graph 7.1-8 Graph 7.5-2
		Federal:	543,021		Federal:	395,769		
		Other:	15,824,984		Other:	16,027,663		
		Total:	60,648,102		Total:	69,428,800		
				% of Total Budget:			46 %	
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State:	26,297,760		State:	30,438,731		Graph 7.1-9 Graph 7.1-12 Graph 7.2-1 Graph 7.5-1
		Federal:	1,304,170		Federal:	1,243,871		
		Other:	707,577		Other:	493,077		
		Total:	28,309,507		Total:	32,175,679		
				% of Total Budget:			21%	
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State:	6,741,622		State:	7,179,364		Graph 7.1-11 Graph 7.6-2
		Federal:	0		Federal:	0		
		Other:	554,977		Other:	494,490		
		Total:	7,296,599		Total:	7,673,854		
				% of Total Budget:			5%	
III. (H) Education	School programs for committed juvenile and others in residential programs	State:	2,580,330		State:	3,301,023		Graph 7.1-15
		Federal:	951,240		Federal:	1,571,684		
		Other:	7,994,044		Other:	7,598,451		
		Total:	11,525,614		Total:	12,471,158		
				% of Total Budget:			8 %	
Parole Board, Program Analysis/Staff Development, Capital Projects including obsolete dorm replacements, TCM, Sex Offender, Coalition Prevent Juv. Crime								
	Remainder of Expenditures:	State:	4,106,915		State:	13,684,041		Graph 7.4-1 Chart 7.4-2
		Federal:	577,623		Federal:	2400		
		Other:	2,249,856		Other:	8,587,757		
		Total:	6,934,394		Total:	22,274,198		
		% of Total Budget:			% of Total Budget:		15%	

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

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

Organizational Leadership: The senior leadership of 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 organizational direction and organizational priorities?

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 guides agency resource development and the annual reformulation of its strategic plan. The primary goals identified in the Agency’s strategic plan for 2007-2008 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 is developing a plan to address the issue of gang violence in South Carolina. Another committee continues to meet regularly as it executes 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 senior 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, leadership training, and by daily practice within the senior leadership of the agency.
 - d. *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. DJJ's security officers embrace a code of conduct called CLASS, which 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. Annually DJJ polls victims to determine their satisfaction with information and services. 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.
 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 fourth 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 fifth year in a row, the agency's financial audit found no major exceptions. Moreover, for the 4th year in a row, SCDJJ ranked first among law enforcement agencies its Equal Employment Opportunity/Affirmative Action (EEO/AA) goals. It ranked 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 (2008).
5. *What performance measures do senior leaders regularly review to inform them on needed actions?* 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 scrutiny to determine "hot spots" for seasonal overcrowding and utilization levels in the alternative programs. As a result of this monitoring process the agency developed and implemented a plan to relieve overcrowding when populations reached unacceptable levels during peak times of the year. 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 trends. 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 operation and management.

6. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body?* 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. The third and final review will be conducted in 2009. 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 and the accomplishment of strategic objectives?* 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 to 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 early spring 2008 as the Attorney General formed his Gang Prevention Study Committee and a Subcommittee of the State Senate requested a plan to address gang violence from DJJ. The Director and appropriate senior staff attended all meetings of the Attorney General’s Committee and presented a written plan of prevention strategies. Similarly, within one week of the request a written “Anti-Gang Initiative” was prepared for the Senate Subcommittee.

9. *How do senior leaders create an environment for organizational and workforce learning?* DJJ continuously assesses new employee orientation, correctional officer basic training, other specialized training for direct service employees, and inter-agency training opportunities to develop an organizational culture that is supportive of its mission and the underlying philosophy of balanced and restorative justice. New videoconferencing technology has made it easier and more efficient than ever to reach out to employees around the state in an interactive “fireside chat” format where participants can see and ask questions of the Director and his Executive Management Team. Workforce learning also is promoted through standing and ad hoc committees that encourage a team approach to problem-solving. DJJ seeks out opportunities to share employee learning experiences with sister agencies such as the Department of Social Services. This year, through a Duke Endowment grant, facilitators from both agencies were trained to present a child sexual abuse prevention curriculum to fellow employees. DJJ’s goal is to train 1,000 of its employees in the “Stewards of Children” curriculum by March 2009.
10. *How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?* The Director sets a personal example in engaging, empowering, and motivating the workforce, and in recognizing, rewarding and reinforcing excellence in employees. All employees are aware that the Director is an approachable leader who makes it a point to speak and to listen. He visits with staff on a regular basis, and

makes himself available for meetings whether it be in a leadership or audience/participant role. He expects no less of his senior leaders. In addition to DJJS' annual group and employee of the year recognition ceremony, every opportunity is taken to recognize staff excellence, especially the "unsung heroes" within the organization who otherwise tend to be overlooked in their daily roles. Recently the cadre of officers who manage gate access for DJJ's secure facility were brought into an Executive Management Team (EMT) meeting for recognition that included certificates of appreciation and a photograph with the Director. Both recognition and workplace learning were achieved at EMT meetings this year as DJJ County Offices were invited to "showcase" their local programs and issues. Employee recognition also is a part of every quarterly senior manager meeting.

11. *How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.* 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 and juvenile employment programs (JEEP). These programs have expanded to numerous sites around the state thanks to partnerships with faith-based and eleemosynary organizations, DJJ partners in the higher education community, and local business partners that provide work sites for internships during which JEEP participants earn the minimum wage. This year, as community concerns coalesced around the issue of gang violence, the DJJ leadership visited several counties at their request to distribute information on anti-gang strategies, hear about issues at the local level and strategize with concerned citizens. Commitment cards were distributed at these sessions to identify persons and organizations that might sponsor a Teen After-School Center, recruit or act as Auxiliary Probation Officers, or to otherwise volunteer/donate on behalf of local children.

Category 2 – Strategic Planning

1. *What is your strategic planning process, including key participants, and how does it address:*
 - a) *Your organization's strengths, weaknesses, opportunities and threats*
 - b) *Financial, regulatory, societal, and other potential risks, and customer preferences*
 - c) *Shifts in technology or the regulatory environment*
 - d) *Workforce capabilities and needs*
 - e) *Organizational continuity in emergencies*

f) 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 as well as its budget request, internal budget allocation process, the Director's performance appraisal, and the Annual Accountability Report. Strengths of this planning process include the active participation of all divisions and offices as well as the manner in which the document is constructed. The strategic plan is organized by chronological outcomes and anticipated completion dates, with each outcome being assigned to one or more divisions and/or offices. Another strong point is the agency's ability to access tangible support from external 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 to accomplish goals and objectives. During FY 07-08, the agency saw the expansion of the TASC, JEEP and Bridge programs as well the completion of the Community Connection Center. Each of these achievements exemplifies the agency's ability to collaborate with external partners to achieve a common goal. These accomplishments are evidence of steady progression towards the achievement of four key strategic goals. The process is driven by customer and stakeholder needs and expectation as well as fiscal implications and other considerations including human resource, operational, and contractor/partner capacities. DJJ has established the Facilities Standards Workgroup to help eliminate staff perception that sufficient improvements in the conditions of confinement have been met. This workgroup is responsible for the implementing successful innovations and processes that have led to improvements in conditions of confinement and services to the youth we serve. In fall 2007, the agency opened 8-bed Girls Transition Home. Additionally, two new dormitories for young men are near completion. Two additional dormitories are slated to be ready for occupancy in the Spring 2009. The agency relies on the Research and Statistics Section of 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. *How do your strategic objectives address the strategic challenges you identified in your Executive Summary?* The agency is committed to achieving far reaching systematic reform that will bring about positive outcomes for the youth and families that we serve. The Director's Blue Print guides resource development and the annual reformulation of the strategic plan. Although the agency continues to press forward with strategic plan initiatives that include strengthening community alternatives and supervision; improving the conditions of confinement and services; exploring partnerships for funding programs tied to DJJ; and increasing the employability of

juveniles, strategic challenges frequently impede the process and sometimes threaten to derail efforts. However, DJJ is relentless in its effort to work through the obstacles that would derail or block systematic reform. This evidenced by the significant progress that the agency achieved during the less than ideal economic climate of FY 07-08. These accomplishments are delineated in the Executive Summary. They demonstrate DJJ's ability to advance its agenda in difficult times through results oriented strategic planning efforts that include resource development, collaboration and perseverance.

3. *How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?* The Office of Planning and Programs oversees strategic planning processes. Executive and senior management review strategic plan objectives on quarterly basis. In addition, a comprehensive review of the strategic plan is conducted annually to assess progress toward goal attainment and to ensure that the plan remains reflective of the agency's direction. Among the key strategic planning outcomes achieved in fiscal year 2007-2008:

- ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices. During FY 07-08, the Chief of Staff began using the technology to conduct periodic "fire side chats" with the county offices. This innovative use of technology has increased statewide access to Executive staff while eliminating costs associated with travel. We continue to develop the agency's succession plan through targeted leadership development opportunities for its Leadership Cohorts. Approximately fifty percent of the managers in Community Division's Leadership Cohorts have been promoted since inception of this program.
- ◆ Within Community Services, we have decreased detention rates due to alternative placement in Jail Removal Initiative (JRI) homes.
- ◆ Within Community Services, the Midlands Evaluation Center received the Performance Based Standards (PbS) Barbara Allen-Hagen Award.
- ◆ Within Rehabilitative Services, we opened the 8 bed Girls Transition Home located with in the BRRC in fall 2007
- ◆ Within Education Services, the school district was named "Palmetto Gold" for the 6th consecutive year.
- ◆ Within the Inspector Generals Office, we provide continuous agency wide gang awareness training and maintain the violent gang terrorist organization file to identify gang involved young offenders.

4. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?* DJJ utilizes management forums, focused division/office work groups and comprehensive marketing initiatives to disseminate information regarding the strategic plan. The Office of Planning and Programs implemented three agendas that shape and support the strategic goals and objectives. The "research agenda" promotes data advocacy and data based decision making by steering the agency to research and measurement processes pertinent to the agency's identified

needs. The “programs agenda” is related to the findings 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 securing resources for program development and expansion. Grant awards have been used in several key areas including educational 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.

- 5 *How do you measure progress on your actions plans?* Action plans are regularly monitored by the executive staff during Executive Management Team meetings. Progress reports are also provided on a quarterly basis during the Senior Managers meeting. Additionally, the Director’s Blue Print guides agency resource development and the annual reformation of the Strategic Plan. Both planning documents are utilized to monitor progress towards key goals and objectives.

Strategic Planning			
Program	Supported Agency	Related FY 04-05	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
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 marketing plan to fund Hope Street, transitional housing for males and females	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) 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	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 additional 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 BRRRC 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	Continuing to establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs 7.1-8, 7.1-10

6. *How do you evaluate and improve your strategic planning process?* The strategic planning process at DJJ is dynamic. Goals are revisited and/or revised annually as necessary to accommodate shifts in stakeholder/customer needs as well as changes in the law or economic fluctuations that impact policy or programming. Senior managers review key performance measures for long term planning purposes. Regular scrutiny of performance indicators ensures that the agency is on target to

accomplish strategic goals. An open strategic planning process allows the leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. The Office of Planning and Programs ensures that the overall plan is reviewed on an annual basis at a minimum.

7. *If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for the plan?* DJJ's strategic plan is not accessible via the agency's website.

Category 3 – Customer and Market 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 of juvenile crime. Other customers include external juvenile justice system partners such as law enforcement officers and family court judges. Yet, other customers include ordinary citizens who have a right to a crime free society. Key customer requirements are delineated in statute and include assessment services, providing 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 secure placement services when needed or ordered by the courts. These placements range from least restrictive to secure detention and correctional facility beds. The agency is also required to ensure public safety 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?* The Office of Planning and Programs is responsible for keeping abreast of the characteristics of the youth involved in the juvenile justice system and projecting future trends that impact customer requirements. Through research and technical assistance, the Office of Planning and Programs maintains updated information on “blueprint” programs to assist the Department in selecting best practice models for implementation in South Carolina.

DJJ is invested in hearing from customers regarding their respective needs. The long term facilities use juvenile-led councils and maintain ongoing dialogue with protection and advocacy organizations to keep abreast of customer needs. The Office of Juvenile and Family Relations oversees the grievance process that permits juveniles and families to register complaints. These complaints 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 2007, the agency published its 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 2007, the agency published its fourth user-friendly Report Card measuring agency performance across the critical areas of protecting the public, accountability, competency development of offenders, and customer service. This Report Card is assessable via 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. They advocate on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. Juvenile and Family Relations staff also submit quarterly reports 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. A crime victim's survey is administered annually to assess the degree to which this customer group is satisfied with the services rendered.
5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.* DJJ is responsive to the needs of stakeholders and customers. Key stakeholders are invited

to participate in juvenile justice forums and meetings. DJJ staff serve on multiple interagency committees and collaborate with stakeholder and customers around shared agenda initiatives. The agency sponsors conferences to apprise interested parties on best practice interventions for at risk and DJJ involved youth and to educate participants on juvenile justice trends. 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 such as juveniles, their families, and victims of juvenile crime, are maintained by implementing processes that ensure that the needs of each group is met.

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, including progress relative to strategic objectives and action plans?* 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. 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: Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration.
2. *How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision-making and innovation throughout your organization?* 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 MOU with Clemson University. This year DJJ supported Clemson's response to a research solicitation from the National Institute of Justice on factors that may help protect juvenile justice-involved youth from later adverse outcomes including adult recidivism. DJJ also partners with the state Data Warehouse, the National Center of Juvenile Justice, and other 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, how do you review them, and how do you keep them current with organizational service needs and directions?* 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
Workload	<ol style="list-style-type: none"> 1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Intensive supervision caseloads 4) Juvenile probation/aftercare worker/client caseload ratio 5) Intensive supervision officer/client caseload ratio 6) Annual admissions to facilities, and alternative placements 7) Average populations in residential programs
Outcome	<ol style="list-style-type: none"> 1) Ratio of juveniles completing probation/parole requirements to those committed for technical violations in an annual period 2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency 3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new adjudication/conviction within 12 and 24 months 4) Recidivism of juveniles completing diversion programs and probation supervision
Efficiency	<ol style="list-style-type: none"> 1) Average daily cost of care for youth in DJJ and contractual beds 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and volunteerism 5) Capacity versus average daily population in DJJ and contractual beds

4. *How do you select and use comparative data and information to support operational and strategic decision making and innovation?* 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 and Kentucky for example). Valid comparisons however are limited by the relatively unique scope

of South Carolina's juvenile justice system in its state-level oversight of both correctional facilities and community based services, which more typically are administered at the county level. Performance Based Standards (PbS) enables benchmarking of DJJ facilities against a national average but no comparable set of standards exists for community-level services such as intake, probation, and residential care.

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 has played a key role in prioritizing concerns to be addressed relative to integrity, accuracy, security and the need for mission critical data reports. It is guiding the further development of JJMS as its scope expands to become a true case management system for the Agency. The committee also is establishing 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 has begun to address 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 several counties. As a result, the average daily population of the DJJ detention center dropped by 15 percent in fiscal year 2007-2008. 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 (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. The Director's committee process, in taking on some of the largest operational challenges facing the agency, also provides an 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 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. Paula Schaefer, a national expert on programs for female juvenile offenders continues to work closely with DJJ to improve programming at the Willow Lane Facility, including oversight of a transition program to prepare young women to re-enter the community. DJJ has traveled to other states/jurisdictions to share expertise in the areas of Performance-based Standards and development of a juvenile justice Report Card.

Category 5 – Workforce Focus

1. *How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?* The agency continues to see successes in its employee orientation program. The Training Advisory Council implemented the innovative Working Together as ONE (Orientation of New Employees) training program in 2006. The program is incorporated into the orientation curriculum and provides a forum for new employees to interact with seasoned staff. This new way of doing business permits a sharing of perspectives that gives new employees a voice and promotes team work. Since its inception, 1755 staff have gone through the Working Together as ONE Orientation Program. Senior leaders continue to provide opportunities for staff growth and development through a series of Director's committees. These work groups enable staff to participate in discussions regarding important issues that impact agency operations as well as providing opportunities for cross-divisional communication, learning, and leadership development. DJJ's Broad River Road Complex (BRRC) Management Team continues to function in a cross-divisional manner and addresses management issues that affect the youth at long-term facilities. The agency's Treatment Council utilizes input from various sectors of the

agency to identify gaps in service delivery and to integrate treatment services for youth. The Community Services Division has mentorship program designed to develop and enhance leadership qualities in the workforce. This process ensures the availability of competent staff who are ready to transition to senior level positions as positions are vacated through retirement or attrition. Approximately 50% of staff who participated in mentorship program have been promoted.

2. *How do you achieve effective communication and knowledge/skill/best practice sharing across department, jobs and locations? Give examples.* The agency employs a variety of methods to ensure and enhance effective communication across all divisions. Senior and frontline managers share information in a number of formats to include one on one and group meetings. DJJ advances cross divisional communication by utilizing committees with cross section participation such as the Senior Managers quarterly meeting and the Facility Management Work Group. Additionally, new video conferencing technology has provided an efficient cost effective mechanism to communicate and disseminate information across the entire DJJ system. The Chief of Staff began utilizing this system to engage in interactive “fire side chats” with off site employees. This effective communication tool permits employees and executive staff to see and directly dialogue with each other. The agency continually assesses employee training and continuing education processes to ensure that employees are provided the requisite knowledge and skills to perform their job duties. The agency’s annual in-service requirement minimum of 15 hours is an indicator of DJJ’s commitment to staff development. Moreover, the Office Staff, Development and Training launched an internal e-learning component that offers a number of courses. A total of 672 staff have participated in the e-learning program thus far. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. Partnerships with Darkness to Light, Inc (Stewards of Children) and Clemson University (Youth Development Center and HeartMath) are indicative of this practice.
3. *How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.* DJJ utilizes a variety of methods to recruit new employees. In September 2007, the State of South Carolina implemented the web based e-recruitment system for state agencies. DJJ has seen a 200% increase in the number of applicants since the e-recruitment system was implemented. Additionally, the agency employs two recruiters who participate in job fairs throughout the state bringing publicity to the agency’s staffing needs. DJJ is committed to retaining valued employees. To that end, the agency recognizes employee achievement and excellence annually via employee recognition ceremonies and designated discipline specific appreciation period such as Administrative Professionals Appreciation and Training Day. In recent years, the agency expanded career progression efforts for certain job classifications by implementing career step increases.
4. *How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?* DJJ assesses workforce capacity on a regular basis. The Division of Human Resources reviews staffing levels/vacancies monthly.

Individual managers determine skill and competency levels necessary to complete the job tasks in their respective areas. The agency is committed to developing and maintaining a competent workforce. To ensure this outcome, DJJ employees receive a minimum of 15 hours of continuing education training annually. Annual training requirements exceed 15 hours for certain job classifications.

5. *How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plan?* 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.

6. *How does your development and learning system for leaders address the following: a. development of personal leadership attributes b. development of organizational knowledge c. ethical practices d. your core competencies, strategic challenges, and accomplishment of action plans.* DJJ is invested in developing a cadre of highly qualified leaders. The agency is engaged in a succession planning process to ensure the availability of competent staff as key leadership positions are vacated via retirement and/or attrition. Two leadership development cohorts have been established to accomplish this goal. The cohorts participate in a rigorous leadership development program that involves mentorship, job shadowing, specific leadership training and special project assignments. Additionally, the Office of Staff, Development and Training, with input from the Training Advisory Council and the Workforce Planning Group, developed a ten course Leadership Development Certificate Program designed to prepare participants for leadership/promotional opportunities. This fifty-seven hour program covers diversity awareness, leadership practices, workplace communication and employee retention as well as other relevant topics. All of the leadership development programs infuse elements of organizational knowledge as well as the agency's mission and values. Ethical standards are mandated and imperative particularly for child serving agencies. DJJ staff are expected to serve as positive role models for the youth under the agency's care. These principles are modeled by agency leadership and incorporated into all of the agency's employee orientation and leadership training.

7. *How do you identify and address key developmental training needs for your workforce, 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 representatives from all divisions of the agency. The primary purpose of the group is orderly succession planning to meet the challenge of a high rate of management turnover due to retirement. One way to meet this challenge 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. Additionally, two leadership cohorts have been designated. Many of the participants have already been

promoted. Last year the agency initiated a JCO career map as a standard for developing other division and office employee career maps. Divisions and offices are currently working on Community and Residential Specialists, law enforcement and other career maps. Staff Development and Training in conjunction with the Office of Human Resources offers 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 have been positive. A centerpiece of staff development and training is the package offered to new hire juvenile correctional officers. 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 Planning and Programs 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 successfully attained accreditation through the New York based Excelsior College. This accreditation will allow agency personnel who complete the key training tracks to receive up to 19 credit hours towards an associate or bachelors degree.

8. *How do you encourage on the job use of new knowledge and skills?* DJJ is committed to the professional development of staff. All employees are required to receive a minimum of 15 hours of training annually. All agency led training contains an evaluation component to ensure that the curriculum is skill enhancing and/or relevant. Newly acquired knowledge and skills are expected to impact job performance and ultimately result in improved programs and services for the youth in our care.
9. *How does employee training contribute to the achievement of your action plans?* The Office of Staff, Development and Training in conjunction with the Workforce Planning Group and the Training Advisory Council work supportively to promote, secure and provide training that is relevant to staff and agency needs. Committee membership is broad based and has representatives in key positions who are knowledgeable about agency plans and initiatives. Moreover, the Workforce Planning Group is chaired by the Associate Deputy Director for Planning and Programs. These groups compare agency long term goals and objectives with existing staffing patterns and skill set. Strategies are developed and implemented to address employee deficits and skill gaps.
10. *How do you evaluate the effectiveness of your workforce and leader training and development systems?* The Workforce Planning Group was established to create innovations in workforce development, succession planning and leadership development. This group evaluates human resource processes and implements action plans to enhance existing practices. Additionally, the Office of Staff Development and Training analyzes participant feedback on all training programs. Curriculums are modified, as appropriate, based on participant feedback.

- 11. How do you motivate your workforce to develop and utilize their full potential?* The Director has an open door policy. He and members of the Executive Management Team sponsor receptions that provide opportunities for interaction with employees. Employee satisfaction and wellness are important to the administration. The agency provides a Wellness Center in the Midlands for staff at a minimal fee. In addition to physical fitness opportunities, the Center sponsors health fairs and blood drives at no cost to employees. During FY 07-08, 147 employees maintained active membership. DJJ utilizes a variety of platforms to acknowledge employee excellence and express appreciation for employee commitment and hard work. The agency hosts formal employee recognition ceremonies annually that acknowledge individuals and work groups. Additionally, specific disciplines are acknowledged during designated time periods such as 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. Moreover, DJJ supports the Budget and Control Board's Certified Public Manager Program. Three managers graduated in the 2007-2008 class. The Office of Staff Development and Training Division, in conjunction with the State Agencies Training Consortium, provide a wide range of opportunities for employee growth.
- 12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?* The Executive Management Team utilizes the EPMS process to evaluate senior and front line manager's ability to develop and motivate subordinates. DJJ has consistently demonstrated improvement in the area of on-time reporting of EPMS evaluations. Timely submissions of EPMSs have increased from 76 % in FY 06-07 to 84% in FY 07-08. Managers are encouraged to include projects and assignments related to agency strategic goals into employee planning stages. Moreover, DJJ promotes a positive work environment by referring employees, requiring specialized assistance, to the Department of Vocational Rehabilitation's Job Retention Services. Internal customer surveys are used to gauge employee satisfaction. In FY 06-07, the agency conducted an internal customer survey in the areas of Fleet Management and Human Resources. Feedback from the surveys was utilized to improve internal processes. Another excellent source of feedback is the climate survey component of the Performance based Standards Project wherein facility staff and residents respond to questions related to personal safety and general well being. Additionally, employees leaving the agency are given an opportunity to complete an exit interview form or speak with Human Resources staff. This is yet another method that the agency employs to measure employee satisfaction. Staff and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Moreover, human resources staff is attentive to complaints received by the Employee Relations Office

11. *How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?* DJJ is invested in developing future leaders. The Workforce Development Group was established to examine and find solutions for workforce issues such as career progression and succession planning. To accomplish this goal, the executive management team designated two leadership cohorts to participate in an innovative program designed to enhance leadership skills. Approximately twenty-four of the cohort participants have been promoted since the program's inception. Moreover, the Office of Staff, Development and Training has developed a ten course Leadership Development Certificate Program that is designed to prepare participants for leadership/promotional opportunities.
12. *How do you maintain a safe, secure, and healthy work environment?* 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. *How do you determine, and what are your organizations core competencies, and how do they relate to your mission, competitive environment, and action plan?* DJJ's key competencies are predicated on statute and include programs and services provided by agency staff in the community, rehabilitative and educational divisions. Specific competencies include community based services such as case management, intake and probation/parole supervision as well as institutional services that include secure confinement and services to incarcerated juveniles.
2. *How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?* DJJ's work processes align with the agency's mission which is protecting the public and reclaiming juveniles through preventive, community based programs, education, and rehabilitative services in the least restrictive environment. Key work processes

encompass the case management and rehabilitative services provided in support to the Juvenile Justice System. 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.

3. *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. An example is the statewide installation of the videoconferencing system. This technological advancement has improved communication and enabled the agency to better serve juveniles and their families while providing a valuable resource for agency staff. 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.

4. *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.

5. *How do you systematically evaluate and improve your key product and service related work 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.

6. *What are your key support processes, and how do you evaluate, 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 assigned committees to study issues and make recommendations, employed 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.

7. *How does your organization determine the resources needed to meet current and projected budget and financial obligations?* The agency Blueprint and Strategic Plan drive the budget process. Executive managers prepare and submit budget requests to the Director, Chief of Staff and the Deputy for Administrative Services. Requests are approved based on agency priorities and available resources. DJJ actively pursues alternative funding sources such as grants, federal dollars and partnerships with public and private agencies to enhance and improve programs and services. We are cognizant of our responsibility to our stakeholders and strive to be good stewards of tax payer dollars. Solid budget and planning processes are used to ensure the

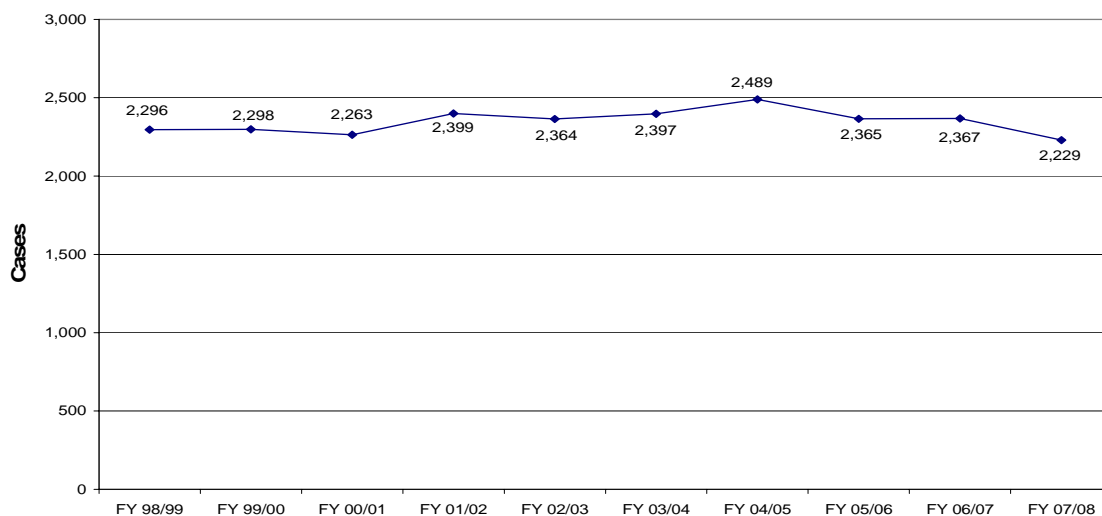
availability of resources to carry out mandated functions and accomplish strategic plan initiatives.

Category 7 – Results

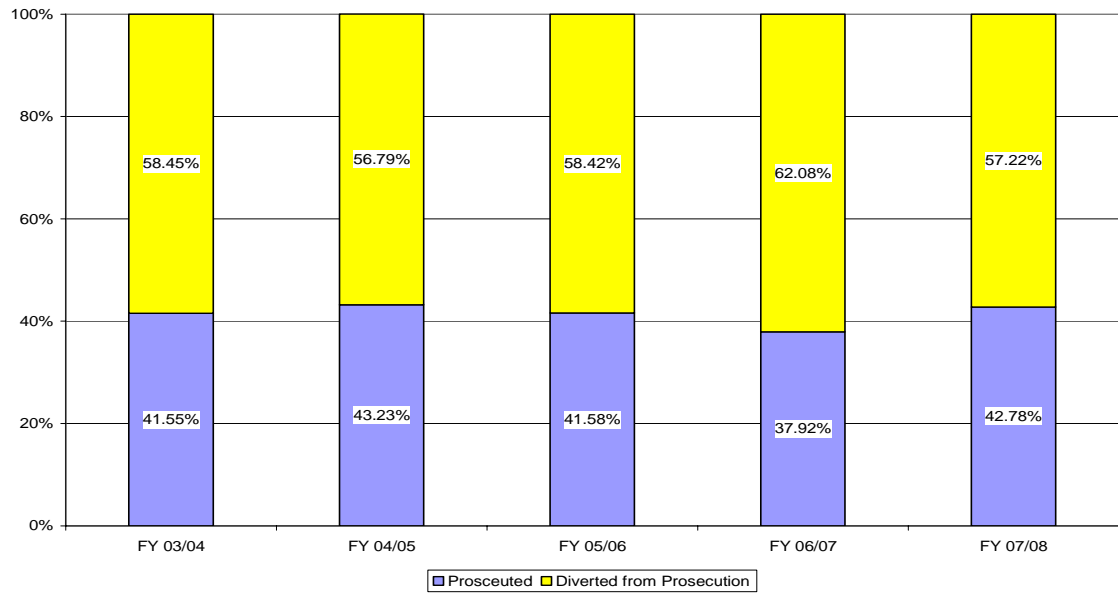
1. *What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations? One of DJJ’s key strategic goals continues to focus on strengthening community alternatives and supervision. The graph below shows that the level of violent and serious juvenile crime been stable, rather than increasing, since 1998-99. Notably, the number of violent and serious juvenile cases in 2007-2008 reflects a ten year low.*

Graph 7.1-1

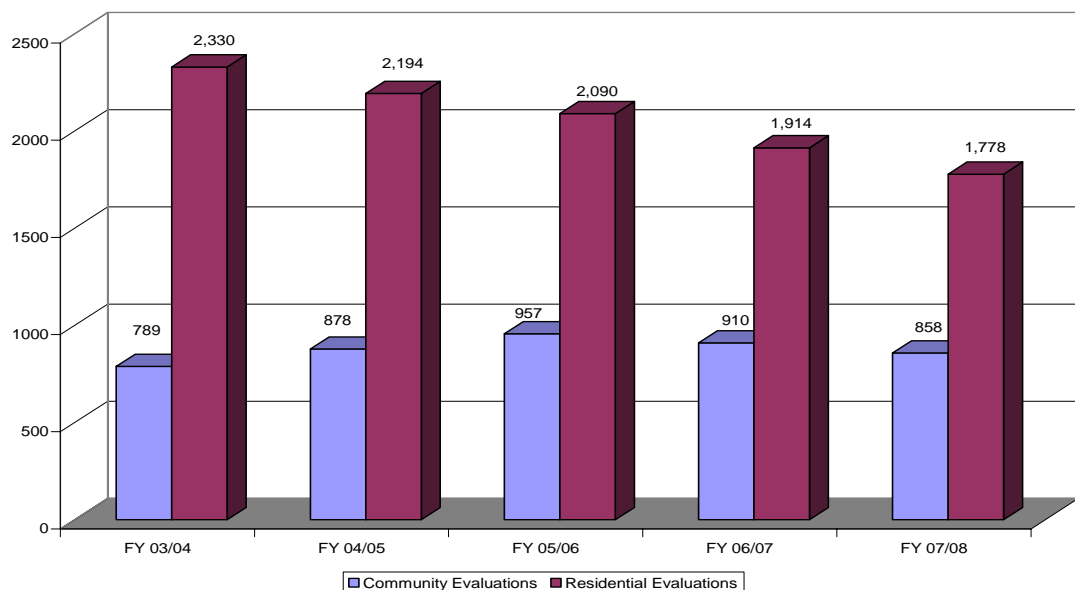
Violent and Serious Juvenile Cases Longitudinal Comparison



At the family court referral stage appropriate delinquency cases are diverted from prosecution. Diversion is achieved through juvenile arbitration, an accountability-based program operated through the solicitor’s office, and through the use of behavioral contracts, pretrial intervention programs, or other local options. Typically diversion programs target first time non-violent juvenile offenders. Solicitors also may elect to dismiss or not prosecute, thus diverting the case out of the juvenile justice system. The diversion of cases helps to ease backlogs on family court dockets, reduce juvenile probation caseloads, and maintain appropriate population levels in DJJ facilities. 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**

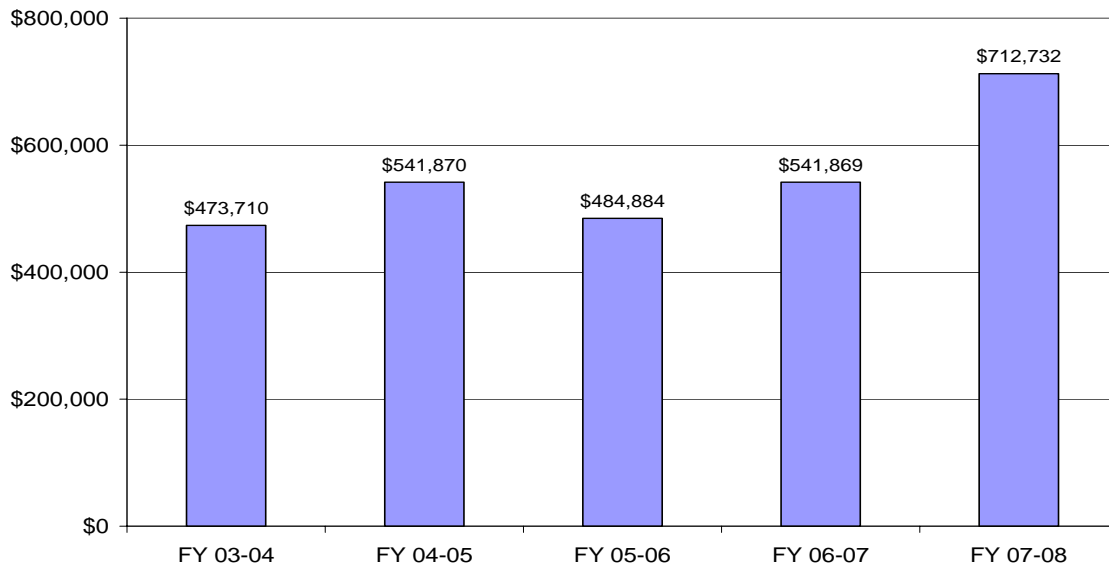
A key goal of the current administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society. DJJ is now performing close to one-third of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. Reaching 32.5 percent for FY 07-08 represents a 7 percent improvement from FY 03-04

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

An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. In FY 07-08 juvenile offenders were ordered to pay over \$700,000 in restitution to victims, a substantial increase over the previous four years.

Graph 7.1-4

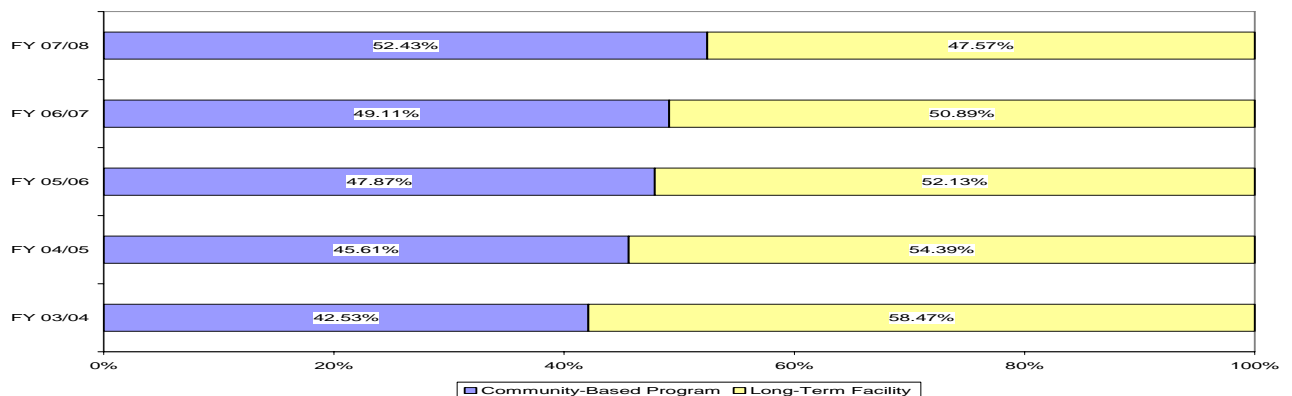
Monetary Restitution Ordered to Victims



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 five years.

Graph 7.1-5

Placement of Juveniles Committed to DJJ



All of SC DJJ’s facilities participate in Performance Based Standards (PbS), a project of the Council of Juvenile Corrections Administrators (CJCA). Facilities measure their performance bi-annually based on standards that cover seven critical areas of operation including Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration. Action plans are developed to address deficiencies revealed in the measurement process. Data collection is monitored on a regular basis by the parent organization to ensure reliability. PbS enables longitudinal comparisons of progress over time and comparison to national trend lines. Participation in PbS reflects a commitment to continuous improvement.

Youth safety, staff safety, and safety of the public from harm arguably are among the most critical indicators of performance in operating juvenile correctional facilities. Graph 7.1-6 presents “Injuries to youths per 100 person-days of youth confinement” for SCDJJ’s Juvenile Detention Center compared to the national average. When measurement began in April 2004 SCDJJ was substantially above the national average on this indicator. That is, the Center had more youth injuries than similar facilities across the United States. Notably, since the October 2005 measurement period the Detention Center has consistently recorded fewer youth injuries than national average.

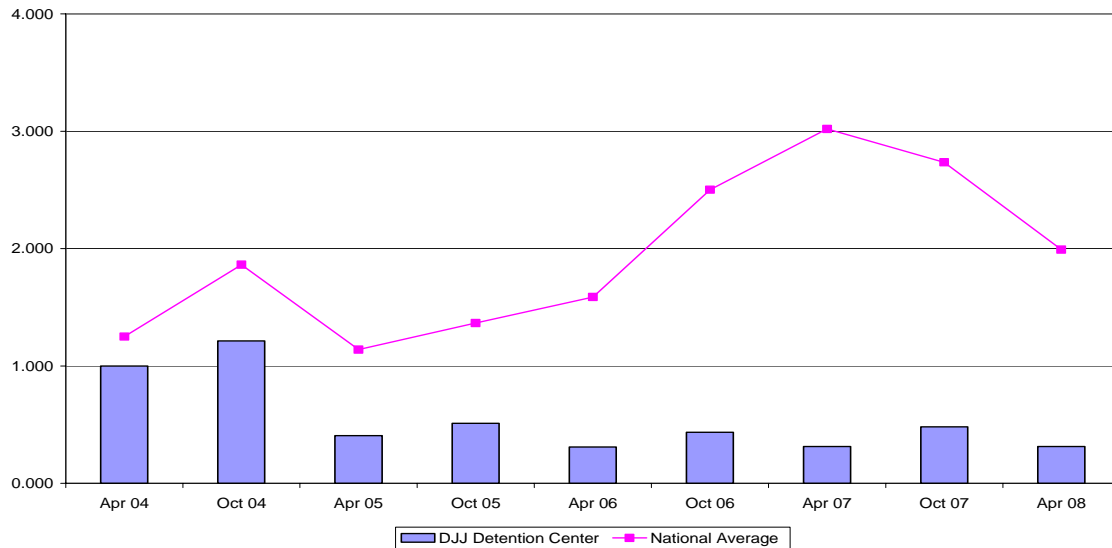
Graph 7.1-6



Another measure of safety and order for the SCDJJ Detention Center is specified as “Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100 person days of youth confinement.” Graph 7.1-7 reveals that the Detention Center has consistently maintained itself below the national average, with improvement over time over time since first measurement in April 2004.

Graph 7.1-7

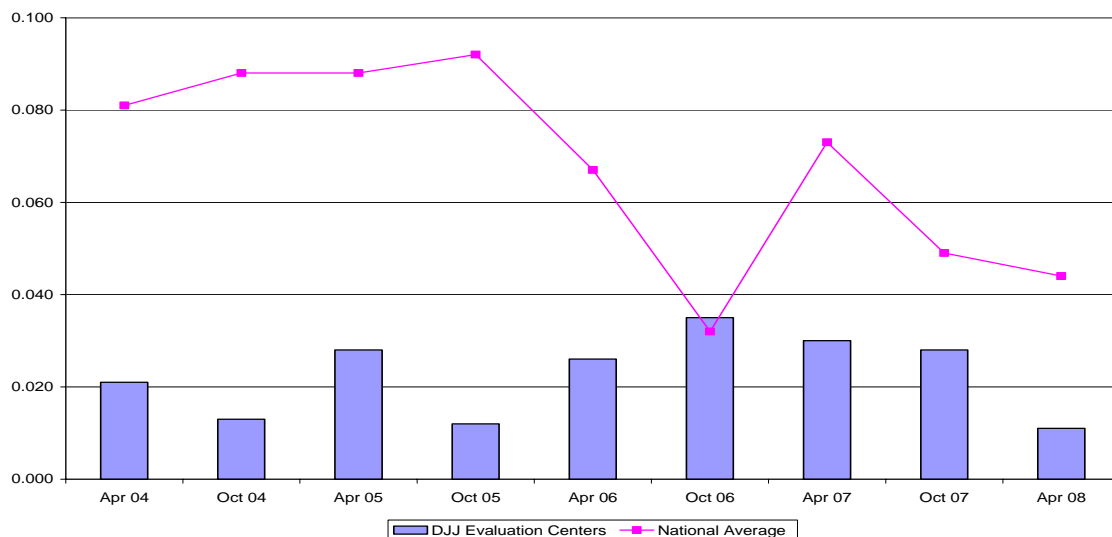
Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100-person days of youth confinement.



Workplace safety is a critical dimension of correctional facility operations, affecting the ability to recruit and retain staff. Graph 7.1-8 presents “Assaults on staff per 100 person days of youth confinement” for SCDJJ’s three Evaluation Centers. With the exception of one measurement period the Evaluation Centers consistently rated well below the national average on staff assaults, meaning they had fewer staff assaults than similar facilities across the country.

Graph 7.1-8

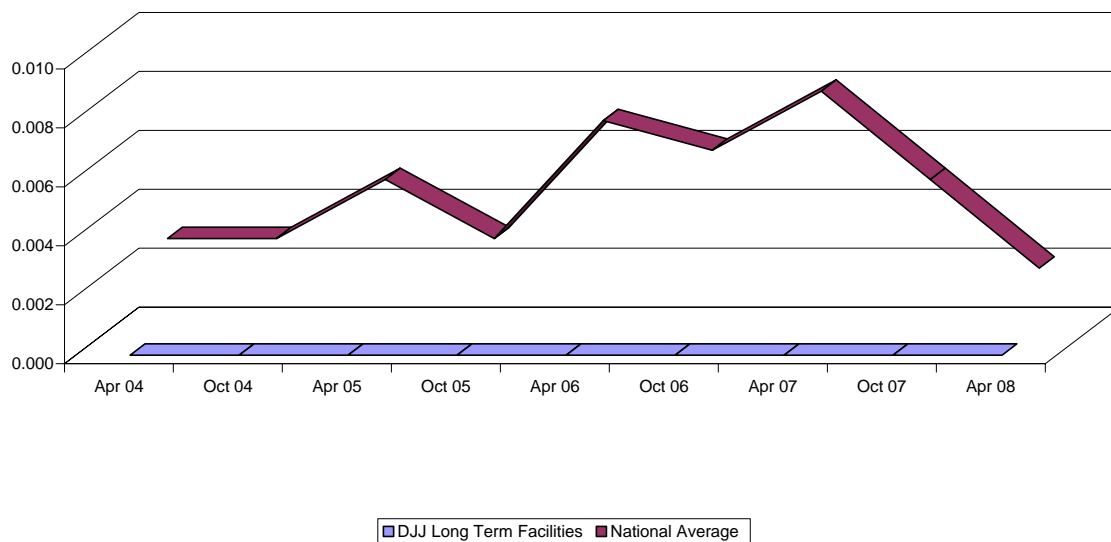
Assaults on staff per 100 person-days of youth confinement.



In juvenile corrections the interests of public safety are best served when violent and serious offenders are maintained in secure facilities where they pose no threat to the community. SCDJJ's Broad River Road Complex groups three long term facilities that house the most serious juvenile offenders within a common secure perimeter. The Complex has been escape free for nearly five years. Graph 7.1-9 presents "Completed escapes, walk-aways, and AWOLs per 100 person days of youth confinement." SCDJJ's performance on this critical standard has been exemplary relative to the national trend line. While similar facilities across the country have continued to experience escapes SCDJJ security officers have been successful in fully curtailing them.

Graph 7.1-9

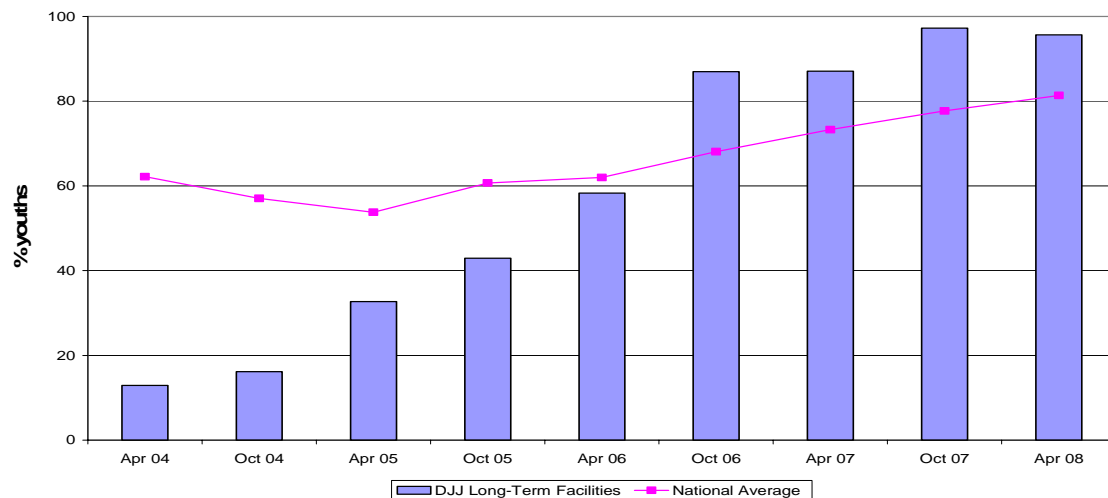
Completed escapes, walk-aways, and AWOLs per 100 person-days of youth confinement



A key to youth safety in juvenile correctional facilities is an intake screening process that immediately alerts staff to critical physical and mental health issues. Graph 7.1-10 presents the "Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff." SC DJJ facilities evidence substantial improvement since measurement began in April 2004, from less than 20 percent to more than 90 percent. Since October 2006 SCDJJ facilities have exceeded the national average.

Graph 7.1-10

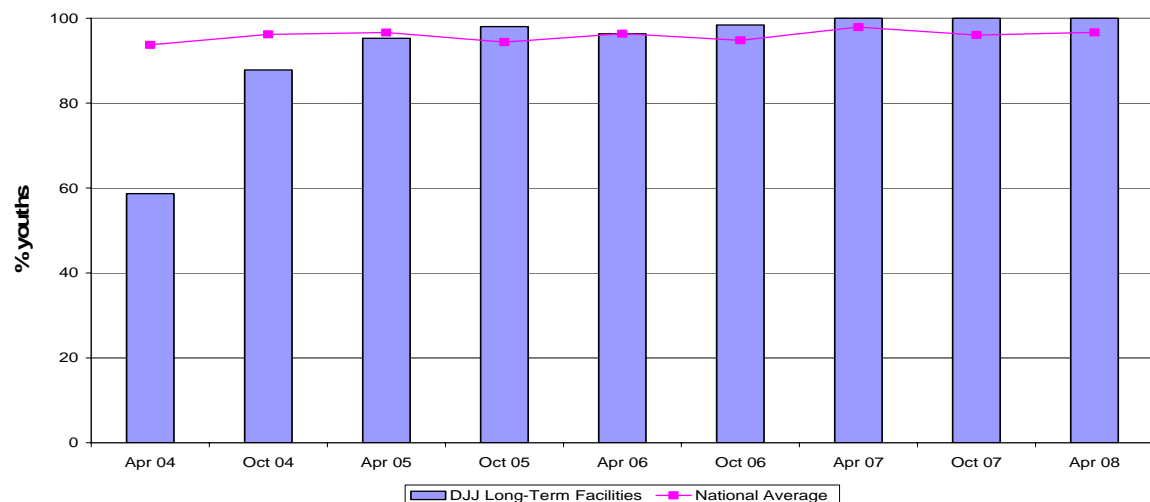
Percent of youths presented for admission who had complete intake screening completed by trained or qualified staff.



Beyond safely maintaining juveniles in a secure environment, SCDJJ has a mission reclaim them as productive members of society through education and rehabilitative services. A relevant PbS standard is “Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by their individual treatment plans.” When measurement began in April 2004 just under 60 percent of juvenile records indicated that youth were receiving the programming prescribed in their individual treatment plans against a national standard of more than 90 percent. For the last three measurement periods, performance on this standard achieved 100 percent, exceeding the national average.

Graph 7.1-11

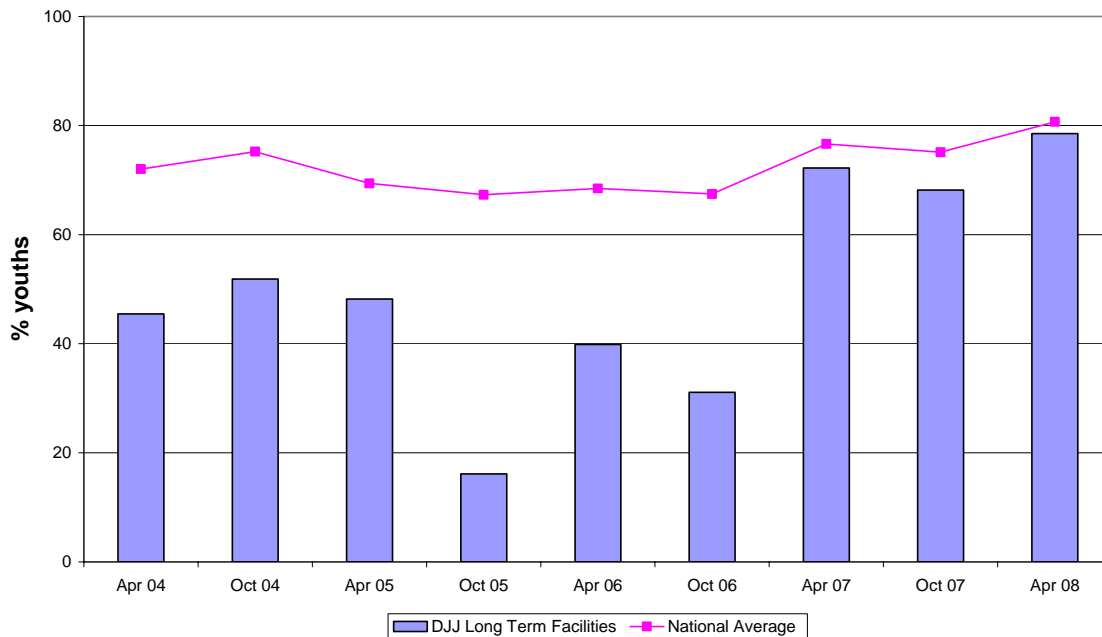
Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by their individual treatment plans.



When juveniles have experienced periods of confinement in long term correctional facilities, aftercare planning is essential for a safe and successful transition back to the community. With statewide implementation of its intensive supervision program in fiscal year 2007-2008, SCDJJ has substantially improved its aftercare planning process. This improvement is evidenced in SCDJJ's performance on the PbS standard that measures "Percent of youths confined for more than 60 days who have signed aftercare plans."

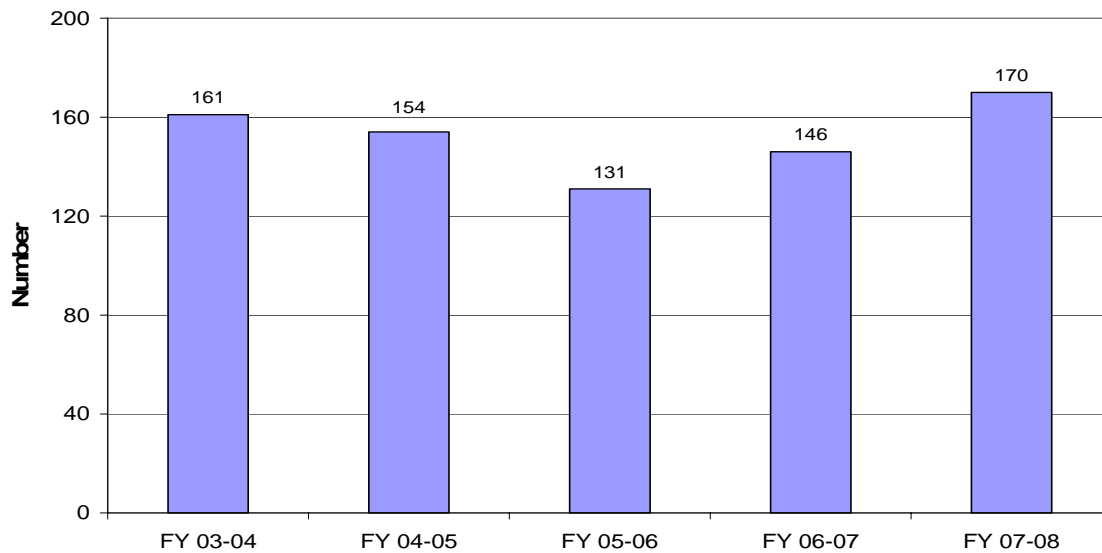
Graph 7.1-12

Percent of youths confined for more than 60 days, who have signed aftercare treatment plans.



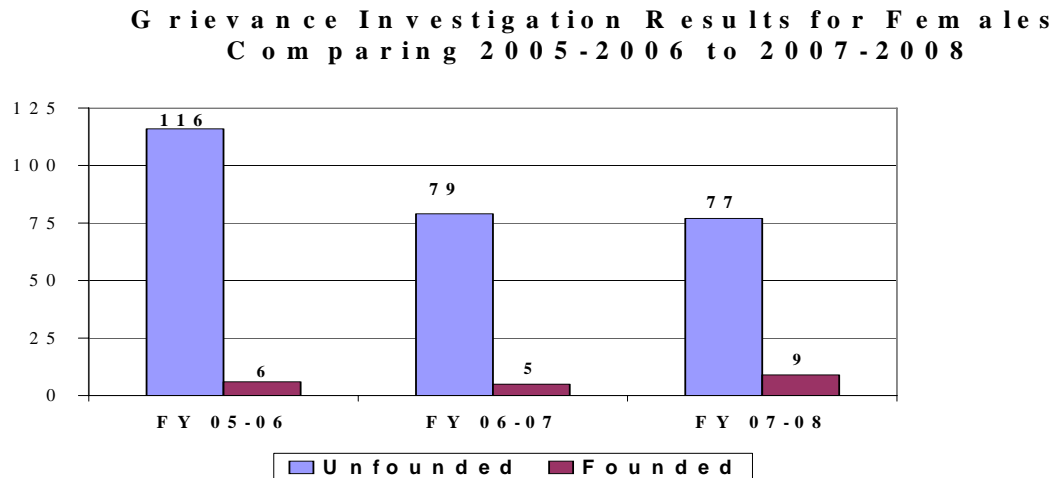
Within its school district, SCDJJ emphasizes academics and basic literacy to increase youth capacity for future productivity. The number of youth earning their GED Certificates has improved dramatically since school year 2003. The DJJ school district, in keeping with the key strategic goal of increasing employability of juveniles, persists in 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. Notably, the 170 GEDs earned by SCDJJ students in fiscal year 2007-2008 represents a five-year high.

Graph 7.1-13
GEDs Earned



2. *What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction? How do your results compare to comparable organizations?* An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Female residents in particular are likely to file grievances around issues in facilities. The number of grievances by females dropped by 34 percent between fiscal year 2005-2006 and 2007-2008, suggesting corrective actions have been effective in addressing issues.

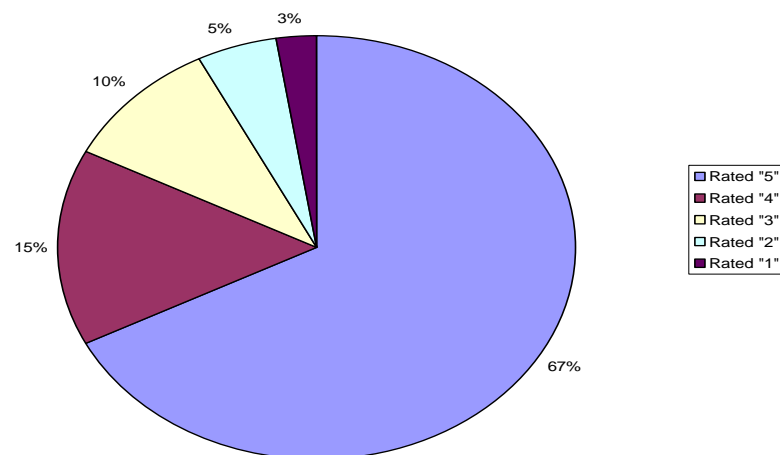
Graph 7.2-1



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 two-thirds of the survey respondents gave the highest rating of “5.” Eighty-two percent gave a rating of “5” or “4.”

Graph 7.2-2

2007 Victims' Ratings of their Experiences with the Juvenile Justice System
(5 = most positive)



3. *What are your performance levels for key measures of financial performance, including measures of cost containment, as appropriate?*

Exploring alternative sources of funding for developing and expanding needed programs and services is a key strategic goal. DJJ has actively pursued additional funding streams and has been successful in acquiring resources to maintain and expand programs and services without requesting additional state funds. A highly developed volunteer services program has helped to supplement services in the community and at BRRC. Additionally, federal dollars have been secured to help implement and expand juvenile justice initiatives. The agency's partnership with the Friends of Juvenile Justice has led to private sector financial support for projects that are central to the agency's mission and goals.

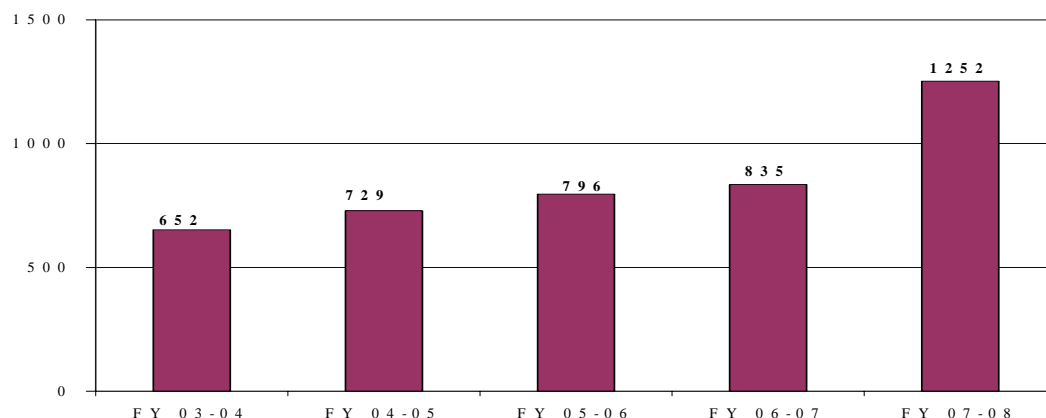
Chart 7.3-1

Description of Strategy	Dollar Value or Current Status
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,688 volunteers contributed 104,656 hours of services, which is valued based on the federal minimum wage (104,656 x \$5.85)	\$612,237
2) Use federal funding as “seed money” for program initiatives and education services to build capacity within the juvenile justice system	\$2,474, 851
3) Friends of Juvenile Justice is a private non profit foundation supporting DJJ programmatically and financially. This year the foundation funded and will donate the Bill Rogers Community Connection Center and its guest registraion center to DJJ.	\$2.9 million

4. *What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety and security?* Staff development is a key element of agency competence and growth. Since fiscal year 2003-2004, SCDJJ has nearly doubled the number of training programs offered to its employees.

Graph 7.4-1

T r a i n i n g P r o g r a m s



Juvenile Correctional Officer Basic Training is the centerpiece of SCDJJ's Staff Development and Training Program. In Fiscal Year 2002-2003 the agency 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 2007-2008 are summarized below:

Chart 7.4-2
2008 Results of Juvenile Correction Officer On-the-Job Training Survey

Statement	Percentage of Agreement
I understand how to conduct a Unit inspection.	86.2%
I understand how to conduct a head count.	95.2%
I understand how to move a juvenile within the facility.	92.9%
I understand how to make entries into a Log Book.	90.5%
I understand the proper procedure to frisk and/or search a juvenile.	96.5%
I understand how to supervise juveniles during mealtimes.	94.1%
I understand how to supervise juveniles during recreational activities.	83.9%
I plan to work as a JCO for at least a year.	74.4%

5. *What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance?* Public safety is the key measure of organizational effectiveness and work system performance for a juvenile corrections agency. The public wants assurances that facilities housing serious juvenile offenders are indeed secure in maintaining residents without incidents of escape. Another reasonable public expectation is that juvenile offenders in the community will not typically commit new offenses while under agency supervision. Chart 7.5-1 presents escapes from SCDJJ's Broad River Road Complex, which houses the states most serious long-term committed juvenile offenders. Notably the Broad River Road Complex has been escape free for nearly a five year period of time.

Chart 7.5-1
Escapes from the Broad River Road Complex of Facilities
11- Year Retrospective

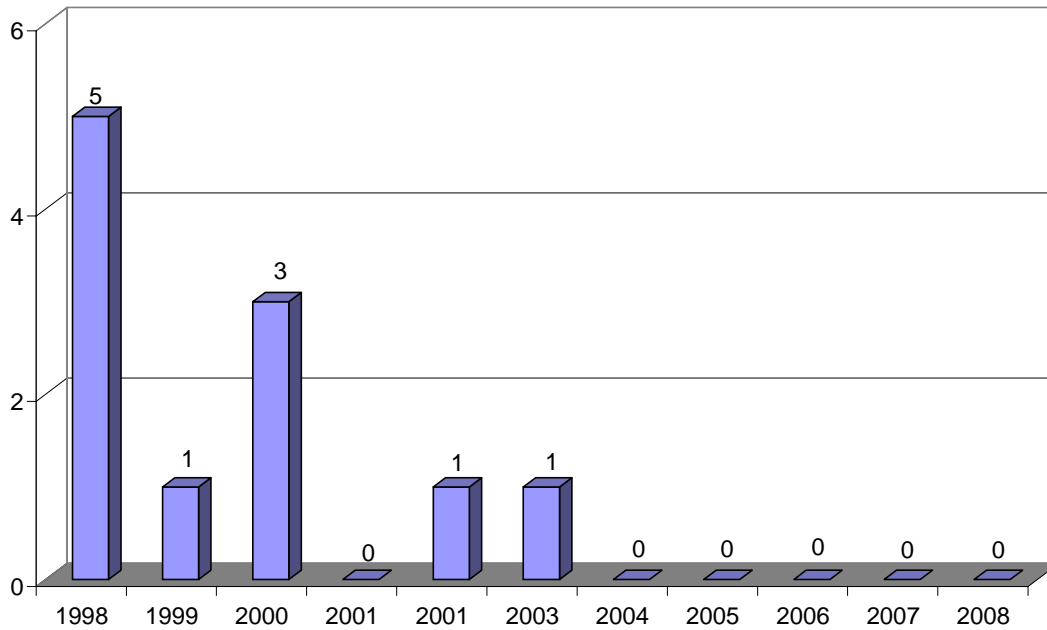
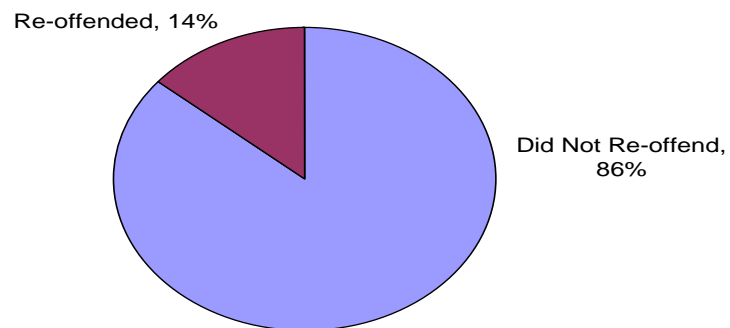


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. It reveals that 86 percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

Chart 7.5-2
Juvenile Recidivism While Serving Probation/Parole or
Arbitration Programs



6. *What are your performance level and trends for 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 7.6-1

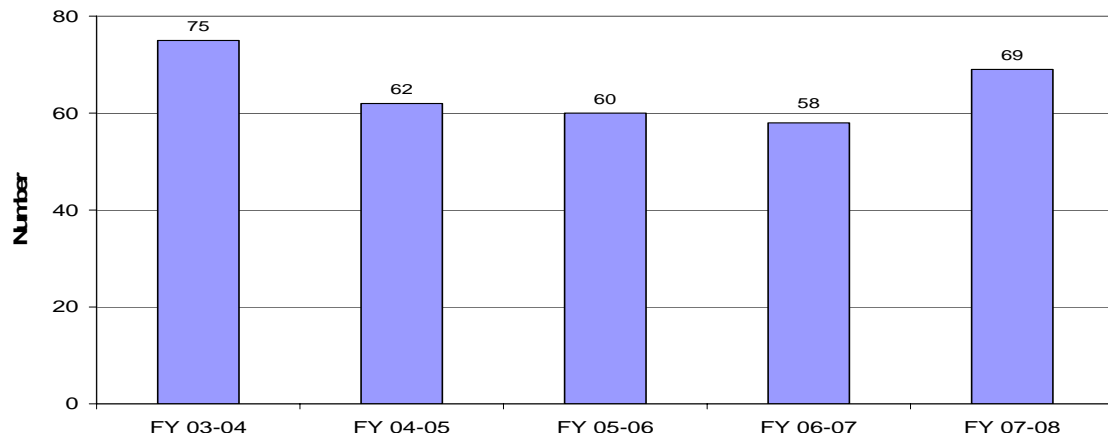
Fire Marshal Inspection Results for SCDJJ's Broad River Road Facilities

Location	Number of Violations in 05-06	Number of Violations in 06-07	Number of Violations in 07-08
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
Total Violations	0	0	0

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against SCDJJ that concluded favorably in FY 2003-2004. Since 1998, SCDJJ 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 clinical staff identified and transferred a total of 398 such juveniles.

Graph 7.6-2

5-Year Comparison of Numbers of Committed Juveniles Identified as Seriously Mentally Ill or Handicapped



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 2008 to cover through the year 2007. The chart below depicts results from the last seven years, showing that in 2007 DJJ ranked first among law enforcement agencies for the fourth year in EEO/AA compliance with a rate of 88.3%. The agency also ranked 2nd among state agencies employing more than 1000 employees.

Chart 7.6-3
South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance

Year	Juvenile Justice	Corrections	Probation, Parole and Pardon Services	State Law Enforcement Division
2007	88.3%	86.6%	87.95	79.3%
2006	90.6%	89.8%	86.3%	82.7%
2005	90.9%	89.4%	89.1%	84.1%
2004	90.6%	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%