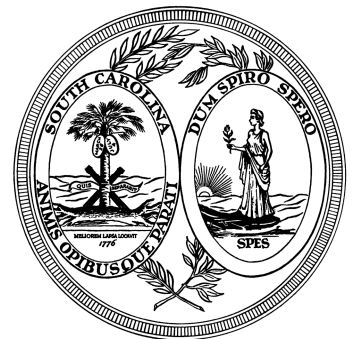




***ANNUAL  
ACCOUNTABILITY  
REPORT***

**Fiscal Year  
2009 - 2010**



**Mark Sanford  
Governor**

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**Accountability Report Transmittal Form**

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

**Date of Submission: September 15, 2010**

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

**Agency Contact Person: Angela W. Flowers, LMSW**

**Agency Contact's Telephone Number: (803) 896-9751**

## 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 its guiding principles. BARJ places equal emphasis on accountability to victims, restoration of communities where crime has caused harm, and development of pro-social skills in offenders to prevent recidivism. The least restrictive principle calls for juvenile offenders to be treated in the least restrictive setting that is commensurate with public safety. Balanced and Restorative Justice is in alignment with DJJ’s statutory mandates, which include sanctions and services for offenders, and consideration of victims in decision making about delinquency cases. 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 forth in statute. Section 63-19-10 establishes DJJ as a state agency. Other key provisions include:

<b>63-19-320 and 63-19-320(B)</b>	Establishes DJJ as a member of the Governor’s Cabinet – Director appointed by the Governor and serves at the will and pleasure of the Governor
<b>63-19-330(A)</b>	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department
<b>63-19-1010</b>	Establishes DJJ’s authority to provide intake services and probation supervision
<b>63-19-350</b>	Establishes the community-based services to be provided by DJJ
<b>63-19-360</b>	Establishes the institutional services to be provided by DJJ
<b>63-19-380</b>	Establishes a special school district within DJJ
<b>63-19-1840</b>	Establishes DJJ’s authority to provide parole supervision services
<b>16-3-1505</b>	Establishes DJJ’s role in providing services to crime victims

Based upon these 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**

Through another difficult year of budget cuts, DJJ leaders and employees persisted in carrying out the agency's mandated responsibilities while seeking to restore some of the program losses of 2008-2009. The agency is pleased to report these major achievements in fiscal year 2009-2010:

DJJ continued to protect its Intensive Supervision Officer (ISO) Program from budget cuts. When last measured, juveniles returning to the community from DJJ beds who received intensive supervision had a 37.5 % lower rate of recidivism than those under standard (non-intensive) supervision. As of May 2010, ISOs carried an active caseload of 851 juvenile offenders. Since this state funded program commenced in October 2006, ISOs have supervised almost 3,000 high risk juvenile offenders in the community.

Within the Broad River Road Complex (BRRC) in Columbia, DJJ opened two additional new dormitories which meet current standards for juvenile and staff safety in correctional facility housing. This enabled the agency to close the antiquated John G. Richards Campus. This campus was declared unsuitable for renovation some 18 years ago.

On the community side DJJ opened 20 Teen After-School Centers (TASC) in 19 counties just one year after funding for these prevention/early intervention programs was eliminated in the budget cuts of 2008-2009. Also, the Juvenile Arbitration Program has expanded to all 16 judicial circuits. Over 5,000 youth have been served.

Two-thirds of DJJ students who took the GED in 2009-2010 passed the examination. DJJ School District officials and teachers proudly graduated 165 students at the summer 2010 commencement exercise.

The National Performance Based Standards Project (PbS) of the Council of Juvenile Corrections Administrators selected three of DJJ's facilities as finalists for the Barbara Allen Hagan Award. The Coastal Evaluation Center is the 2010 recipient of this award in the assessment category. Additionally, DJJ's Detention Center and Midlands Evaluation Center achieved the PbS level three during the April 2010 data collection cycle.

DJJ's Community Services Division sponsored a statewide Youth Service Day in September 2009. DJJ youth, staff, and volunteers worked on a host of environmental and human service projects as a means of restoring communities that have been harmed by juvenile crime.

These accomplishments have brought recognition to the agency and its Director. In 2010 the National After School Alliance recognized Judge Byars for his commitment to Teen After School Centers in South Carolina. This spring the South Carolina Senate honored him with a Resolution citing lifetime achievement in working on behalf of youth.

### **Key Strategic Goals for Present and Future Years**

**Goal # 1: Strengthen Community Alternatives and Supervision** - The strategic goal of strengthening community alternatives and supervision continued to be impacted by budget cuts in fiscal year 2009-2010. These cuts have led to diminished front-end prevention and early intervention programs and decreased placement alternatives. Although the agency successfully restored 20 of the original 30 Teen After-School Centers this year, no juvenile employment programs were operational in the community. DJJ has continued to advance its Gang Resistance Intervention Program (GRIP) within BRRC but has been unable to fully expand the program in local communities because of a lack of resources. Budget cuts in 2009-2010 also forced the closure of another wilderness camp. The foundation of DJJ's multiple strategies to address youth violence in communities, which includes statewide coverage of juvenile employment and after-school programs, will continue to be rebuilt in 2010-2011 as the agency opens additional teen after-school centers and conducts a juvenile employment program for the Kershaw County School District. The agency also plans to identify resources to allow the extension of intensive supervision to high risk probationers in the community.

**Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines** - Even in these austere times, agency leaders have remained intent upon improving conditions of confinement in DJJ facilities. The agency and the state simply cannot afford litigation like the 13-year class action lawsuit. Ending in 2003, this lawsuit cost the state millions of dollars and stifled progress within the Department hindering broader systemic reform. In July 2009 DJJ received the third and final report from the independent consultant charged with reviewing conditions of confinement. The findings were highly favorable. In keeping with the recommendations contained in the report, DJJ shifted staff resources to open two replacement dormitories this year, enabling closure of the old John G. Richards facility. The closure of one lockup unit has reduced admissions and length of stay in the lock up. Accordingly, the monthly average daily population dropped from 49 in July 2009 to 29 in June 2010. Two very important categories of direct care staff ratios have improved beyond the old federal court standards. The ratio of psychologists, set by the court at a minimum of 1 psychologist for every 50 juveniles, now approximates 1:40. The ratio of social workers to juvenile residents, set by the court at a minimum of 1 social worker to every 20 juveniles, now approximates 1:15. There is no doubt that conditions of confinement have been maintained this year at a level that exceeds the "constitutional" standard.

**Goal # 3: Explore Partnerships for Funding and Programs Specifically tied to DJJ Services and Needs** - Interagency collaborations, which are even more important in austere budget times as a

means of maximizing state resources, were fostered this year as DJJ's Director chaired the South Carolina Joint Council on Children and Adolescents. The Council, which dates to 2007, is comprised of principals for the South Carolina youth serving agencies and child/family advocacy organizations. Its mission is "to ensure that the Joint Council agencies improve the quality of life and enhance the safety of all South Carolina children, adolescents, and their families by delivering cost effective, quality services which emphasize that there is 'No Wrong Door' to get the help you need." An important area of emphasis has been introduction of the GAINS-SS screening tool across agencies at the intake level to identify youth with co-occurring (mental health and substance abuse) disorders and provide early, effective treatment.

The Friends of Juvenile Justice is a fund raising and advocacy organization established by DJJ in 2007 to promote reform of the juvenile justice system by encouraging partnerships, donations, and best practice programs. Having devoted the first two years of its existence to raising funds in the private sector for construction of the Community Connections Center, FJJ emphasized infrastructure development in 2009-2010. Under leadership of an Executive Director, FJJ published a Case Document and adopted By-Laws, both of which are important to the long term maintenance of the organization. Maintaining a close working relationship with DJJ's Director has enabled the Executive Director and Board Members to remain attuned to the Agency's mission and goals. FJJ's objectives for the future include: 1) becoming a United Way certified service provider in the area of mentoring, 2) reactivating community Youth Councils as a means of harnessing local support for juvenile justice programs and prevention programs, 3) continuing its "special project" earmarks that benefit youth, 4) supporting aftercare and reintegration processes within the agency through recruitment of mentors, provision of identification documents for youth, and provision of job training, and 5) continuing and expanding support of Teen-After School Centers.

Goal #4: Increase the Employability of Juveniles - DJJ's 19 community-based employment programs were among the first victims of budget cuts in 2008-2009, as the agency was forced to retreat to a position of protecting and prioritizing its legislatively mandated core functions. However, partial non-state funding support for a highly effective program within the Broad River Road Complex of facilities (BRRC) has allowed the agency to maintain its expertise in this important area. The BRRC Juveniles Excelling in Employment Program (JEEP) provided Job Readiness Training and Work Keys Training to 62 students between March 2009 and June 2010. All of these students passed the Job Readiness Training Class. Moreover, 46 youth earned a WorkKeys Card. Sixteen of the 62 also earned a General Equivalency Diploma while in the work program. Upon return to the community, seven youth completed pre-arranged job internships and an additional 13 found jobs on their own. Seven youth have enrolled in college or technical school. Included in these figures are seven females who were newly involved in the program this year. The BRRC employment program clearly played a major role in preparing incarcerated juvenile offenders to re-enter the community capable of gainful employment. Agency leaders remain strongly committed to the strategic goal of increasing the employability of juveniles as a means of combating gang influence and reclaiming youth to productive citizenship.

## Key Strategic Challenges

- ◆ Rebuild/restore critical capacity in community programs and services that was lost as a result of budget cuts in fiscal years 2008-2009 and 2009-2010.
- ◆ 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.
- ◆ Reintroduce and expand juvenile employment programs in the community as an important dimension of DJJ's anti-gang strategy.
- ◆ Fully develop all planned strategies that respond to gang violence at the prevention and intervention levels.
- ◆ Remain focused on improving conditions of confinement, to include completion of replacement dormitories and creation of a restorative justice culture.

## 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 benchmark its progress as DJJ moves forward 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 remains steadfast in its determination to develop, implement and sustain programs and services that advance public safety while transforming the lives of youth through preventive, educational and rehabilitative interventions in the least restrictive environment appropriate. In keeping with this philosophy, the agency employs an array of innovative strategies to include diversionary, early intervention initiatives such as the Juvenile Arbitration Program, intensive case management and supervision services, and specialized treatment in secure facilities. Balanced and Restorative Justice (BARJ) principles emphasizing accountability to the victim and community, competency development for the offender, and public safety are infused in many of the agency's programs and services. While programming and services overlap, they, typically, fall under one of three functional divisions: Community Services, Rehabilitative Services and Educational Services. Primary programs and services are delineated below:

The Division of Community Services offers a range of community-based initiatives to include the following:

- ◆ **CHOICES** – Staff use this BARJ curriculum to help youth develop positive pro-social and decisions making skills in an effort to decrease antisocial behavior and reduce recidivism.



- ◆ **Juvenile Arbitration** –This statewide community and school based initiative works in concert with Solicitor’s Offices to divert first-time, non violent offenders using balanced and restorative justice principles that hold offenders accountable for their action. During FY 09-10, 4769 youth were referred to the Juvenile Arbitration Program.
- ◆ **Consultation and Evaluation Services**-This office offers an array of services for juveniles and their families. In FY 09-10, permanent and contract community psychology staff conducted 937 community based psychological evaluations and written consultations in addition to supporting various programs and initiatives such as pre-court and intensive supervision staffings, placement reviews. Three institutional social workers were transferred to this Office in response to increasing need for services and supports. This reallocation of agency resources has helped with access to care and capacity issues as these licensed clinicians provide needed consultations, staffings and counseling services.
- ◆ **Community Alternatives**-Community-based residential programs provide alternatives to secure confinement. These programs are in keeping with the DJJ’s least restrictive placement philosophy and are used to divert lower risk juveniles from secure confinement or as a step down for youth who require additional support prior to transitioning home. Additionally, these placements are used as an alternative to secure detention when appropriate. During fiscal year 2009-2010, DJJ increased the number of placements by 28%.
- ◆ **Victim Services**-In keeping with State law and BARJ principles, DJJ offers services to victims of juvenile crime. Victims receive information pertaining to pre-adjudicatory hearings and are notified of releases from custody, escapes and transfers to SCDC. Victim impact panels are conducted in the community, and victim input is sought before recommendations to the solicitor are finalized.

The Division of Rehabilitative Services provides care and treatment to the juveniles that are committed to the three campuses that comprise the Broad River Road Complex (BRRC). This division oversees professional treatment services, chaplaincy, DJJ Police, custodial care, and medical/dental services. Juveniles receive psychological and social work services by licensed clinical staff while medical, dental and psychiatric care is available via contracted licensed practitioners. Certified clinical chaplains address the spiritual needs of juveniles and custodial care is provided by certified correctional staff. Recreational services are delivered by trained activity therapists.

- ◆ **Drug and Alcohol Treatment Program**-This program serves committed youth with substance abuse or dependency issues. In addition to the treatment component that is provided by the clinical staff, psycho-educational drug and alcohol prevention courses are incorporated into the educational curriculum and taught at DJJ’s Birchwood High School. Certified alcohol and drug counselors are available for assessment and individual/ group treatment for youth who are not a part of the regular drug and alcohol treatment program.
- ◆ **Female Offender Program**-This gender specific program uses research based interventions such as Girls Circles and Dialectical Behavior Therapy (DBT) to meet the needs of the female juvenile offender. Both of these interventions are designed to promote strength,

courage and competency in females. Within the Female Offender Program is the Girls Transition Home. This innovative component teaches independent living skills and social skills in a home like setting. Additional transitional and support services are provided to transition home residents upon return to the community. Program staff track released female offenders for a period of one year to ensure a successful adjustment to the community in an effort to reduce recidivism. The transition home opened in 2007. Over 55 female offenders have been served to date.

- ◆ **Peer Mediation Services**-This service is available to all juveniles within BRRC. It is restorative in nature and promotes the development of conflict resolution and decision making skills.
- ◆ **Systematic Treatment for Aggression Replacement (STAR) Program**- STAR is a self contained program for juveniles with a chronic aggressive behavior. The program uses the research based Aggression Replacement Training (ART) and other interventions to teach anger management skills while promoting pro-social behavior.
- ◆ **Sex Offender Treatment Program (SOTP)**-SOTP provides comprehensive, researched-based interventions for adolescents with sexual offending issues and their families. Using a multi-layered BARJ approach, the program incorporates relapse prevention strategies and aftercare planning into the treatment modality and adheres to all Jessica's Law and Sexually Violent Predator Act requirements.
- ◆ **Rehabilitative Support Services** - The Office of Rehabilitative Support Services employs a holistic approach that focuses on the mind, body, and spirit of BRRC juveniles. Six Program Platforms are used to enhance social skills and personal growth. Spiritual development, academic enrichment, job apprentice training, sports & fitness, youth leadership, and Volunteer, Mentor, and Intern Services are the platforms. A 21<sup>st</sup> Century grant funded component enables youth to participate in job skills training. A partnership with the 100 Black Men organization provides mentoring opportunities and allows youth to interact with positive male role models during monthly luncheons. Additionally, the utilization of the agency's Alpine Tower enhances leadership and team building skills while fostering self confidence in program participants. Other activities include interdenominational worship service, the Royal Rangers and chess clubs, as well as GED preparation, and Boys & Girls Clubs.
- ◆ **Reintegration Services**-This newly established service is designed to help youth successfully transition from BRRC home or to a step down program in the community. This innovative aftercare planning effort begins at commitment and intensifies as the youth gets closer to his or her release date. The overall goal of reintegration is to ensure that an appropriate aftercare plan is in place for the juvenile and that linkages to needed supports and services are made prior to release to increase the likelihood of a successful transition to the community thereby reducing recidivism.
- ◆ **Health Services**- DJJ provides a wide range of quality health care services to the juveniles committed to the BRRC and the regional evaluation centers. Moreover, Health Services

coordinates contracts with private providers to serve DJJ's wilderness camp youth at Medicaid rates. The agency's health care program consists of medical, nursing, laboratory and psychiatric services. Additional services include optometry, pharmacology, an inpatient infirmary and nursing dispensaries. Dental services are provided by agency personnel at a South Carolina Department of Corrections (SCDC) dental facility through a cooperative arrangement with SCDC.

- ◆ **Mental Health Services-** Comprehensive mental health services are available for all juveniles at the Broad River Road Complex (BRR) 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. That said, the agency 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.

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, horticulture, business computer applications, accounting, personal finance, parent education, housing and interior and welding. These Career and Technology Education (CATE) 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. The JROTC Program was recently recognized as an Honor Unit with Distinction.
- ◆ **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 agencies. 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 staffing 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 20,394 cases in FY 09-10, a 12% reduction from FY 08-09. 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 have a vested interest in DJJ's performance. Cognizant of its obligation to stakeholders, the agency strives to deliver 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, as a cabinet agency, 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; Title 1 Part A & D)
  - ◆ S.C. Dept. of Health and Human Services (Medicaid Reimbursement)
  - ◆ S.C. Dept. of Education (EFA and EIA funding; 21<sup>st</sup> Century Learning Grant)
  - ◆ U.S. Department of Labor (Workforce Incentive Act monies administered through the State Workforce Incentive Act Board and SC Department of Commerce)
3. Specialized contractual vendors.
4. Partnership with Institutions of Higher Education-
  - ◆ The Georgetown University Public Policy Institute’s Center for Juvenile Justice Reform ( CJJR)– One of seven states selected to participate in an 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 Families for Change (Family Solutions)
  - ◆ Columbia College & Bank of America- Annual Girl’s Leadership Conference
5. Partnership with public & private child serving agencies-
  - ◆ Department of Mental Health- Rural initiative; Multi-Systemic Therapy
  - ◆ South Carolina Joint Council on Children and Adolescents
  - ◆ Breaking Barriers and Building Dreams-A Substance Abuse & Mental Health Services Administration funded project of the Department on Alcohol and Other Drug Abuse Services
  - ◆ OASIS- A Substance Abuse & Mental Health Services Administration funded project of the Department of Mental Health
  - ◆ Adopt a Class
  - ◆ Teen After-School Centers

## 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, three regionally based evaluation centers and a detention center. The administrative headquarters is located in the Palmetto and Goldsmith Buildings 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 of the Director's Office which is located in the Palmetto Building, Office of Planning and Programs which is located on Shivers Road, and the Office of 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 the Victim Services Program, the Balanced and Restorative Justice initiative, Juvenile Arbitration Program, Intensive Supervision Services, Interstate Compact and the Teen After- School Centers. The Office of Community Alternatives manages a variety of residential 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 42 local county offices. The county offices are managed from four regional locations: Beaufort (Coastal Region), Orangeburg (Midlands Region), Florence (Pee Dee Region), and York (Piedmont Region).

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

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. Additionally, the district oversees educational programs operated by contracted vendors such as the marine and wilderness institutes that serve DJJ youth.

The Division of Administrative Services supports other divisions and includes Human Resources, Fiscal Affairs, Compliance and Medicaid, Staff Development and Training, Information Technology 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 on Shivers Road in Columbia.

The Office of the Inspector General consists of an Investigations Section, Compliance and Inspections Section, a Juvenile and Family Relations Section, and a Communications Section. These work groups are located within the Broad River Road Complex in Columbia or near the Shivers 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	1715.1287	120	State Temps	45	Federally Funded	8
Federally Funded	20.8			Contract Temps	22	Other Funded	0
Other Funded	285.15						
<b>Total</b>	<b>1836.11</b>	<b>1715.1287</b>	<b>120</b>		<b>67</b>		<b>8</b>

### Regulatory Environment Under which the Agency Operates

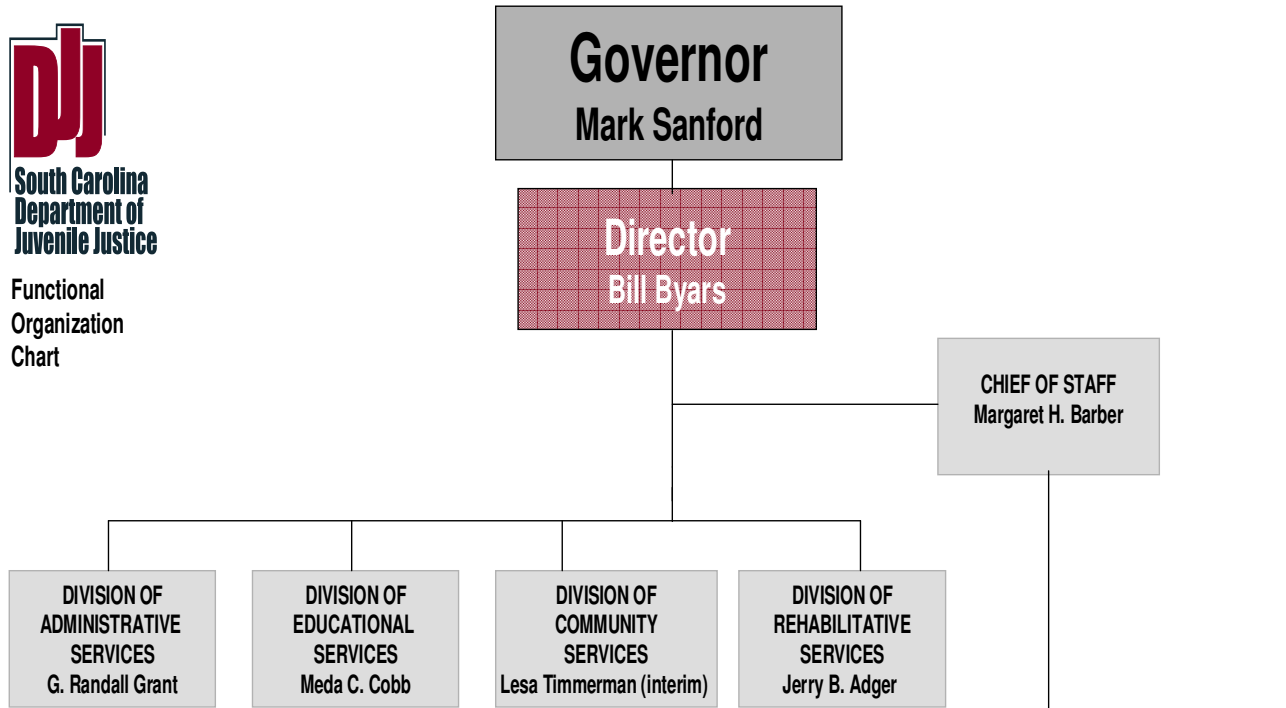
DJJ operates pursuant to state and federal law, South Carolina Children's Code and the Juvenile Justice & Delinquency Prevention Act of 1974. Other regulatory entities include Occupational Safety and Health Administration (OHSA), State Fire Marshall, Department of Health and Environmental Control (Food and Medical Services), South Carolina Department of Health and Human Services, South Carolina Department of Education (School District), Council of Juvenile Corrections Administrator's 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.



**Functional  
Organization  
Chart**



**DIVISION OF  
ADMINISTRATIVE SERVICES**

- Support Services
- Fiscal Affairs
- Compliance & 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

**DIVISION OF  
COMMUNITY SERVICES**

- 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
- DJJ Transport Unit (DJJ Police)

**OFFICE OF PLANNING  
AND PROGRAMS  
Brett Macgargle**

**CHIEF OF STAFF**

- DJJ Day-to-Day Operations
- Legal Counsel
- Public Affairs
- Special Projects
- Financial and Governmental Advisor

**OFFICE OF  
PLANNING AND PROGRAMS**

- Program Development
- Planning & Evaluation
- Research & Statistics

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

**OFFICE OF THE  
INSPECTOR GENERAL**

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

7/30/2010



## 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, compliance and 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 technology education 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, residential diagnostic evaluations at three regional evaluation centers, pretrial juvenile detention at the states only central detention center, community psychological evaluations and assessments, prevention and early intervention services, victim services, alternatives to commitment at residential facilities located throughout the state, and community justice services. Additionally, the juvenile justice process, for all 20,394 cases served in FY 09-10 began in 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 five functional areas: Institutional Management, Clinical and Professional Services, Support Services, Health Services and the DJJ Police. 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, reintegration 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-** This office 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 investigations, communications, compliance and inspections, and juvenile and family relations.

## Expenditures/Appropriations Chart

### Accountability Report Appropriations/Expenditures Chart

#### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures	FY 10-11 Appropriations Act			
	Total Funds	General Funds	Total Funds	General Funds		
Personal Service	\$ 55,587,856	\$ 44,505,488	\$ 45,286,396	\$37,892,599	\$ 51,787,639	\$ 39,936,208
Other Operating	\$ 12,763,397	\$ 9,170,224	\$ 15,101,858	\$ 7,798,988	\$ 12,688,522	\$ 8,503,612
Special Items	\$ 2,216,099	\$ 2,216,099	\$ 2,230,797	\$ 2,230,797	\$ 1,977,410	\$ 1,977,410
Permanent Improvements	\$ 5,483,303		\$ 403,121	\$ -	\$ 3,577,100	\$ -
Case Services	\$ 29,625,018	\$ 15,893,124	\$ 28,519,623	\$25,864,467	\$ 25,770,138	\$ 21,756,531
Distributions to Subdivisions			\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ 22,318,199	\$ 18,173,599	\$ 16,408,159	\$14,475,053	\$ 20,967,751	\$ 16,820,855
Non-recurring			\$ 5,904,019	\$ -	\$ 7,000,000	\$ -
<b>Total</b>	\$ 127,993,872	\$ 89,958,534	\$ 113,853,973	\$88,261,904	\$ 123,768,560	\$ 88,994,616

#### Other Expenditures

Sources of Funds	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

## Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 08-09 Budget Expenditures	FY 09-10 Budget Expenditures	Key Cross References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions	State: 7,197,287.00 Federal: 0.00 Other: 71,952.00 Total: 7,269,239.00 % of Total Budget: 6%	State: 6,411,405.00 Federal: 76,189.00 Other: 29,515.00 Total: 6,517,109.00 % of Total Budget: 6%	7.4-1 7.4-2 7.6-2
III (A) Community Services (C) Eval. Centers (D) Detention Center (E) Res. Operations.	Intake processing, supervision of probationers and parolees, assessment, residential care and pretrial detention for juvenile offenders.	State: 42,088,004.00 Federal: 443,357.00 Other: 21,720,082.00 Total: 64,251,443.00 % of Total Budget: 50%	State: 48,252,041.00 Federal: 328,336.00 Other: 9,983,339.00 Total: 58,563,716.00 % of Total Budget: 51%	7.1-1 7.1-2 7.1-3 7.1-9 7.5-2
III (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State: 26,192,837.00 Federal: 1,360,468.00 Other: 237,892.00 Total: 27,791,197.00 % of Total Budget: 22%	State: 22,519,972.00 Federal: 1,022,699.00 Other: 186,155.00 Total: 23,728,826.00 % of Total Budget: 21%	7.1-5 7.1-6 7.1-7 7.2-1 7.5-1
III (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State: 7,068,464.00 Federal: 0.00 Other: 450,271.00 Total: 7,518,735.00 % of Total Budget: 6%	State: 5,930,341.00 Federal: 0.00 Other: 754,361.00 Total: 8,384,702.00 % of Total Budget: 6%	7.1-6 7.1-8 7.6-1
III (H) Education	School programs for committed juveniles and others in residential programs	State: 2,629,812.00 Federal: 1,472,697.00 Other: 6,752,291.00 Total: 10,854,800.00 % of Total Budget: 8%	State: 1,246,392.00 Federal: 2,594,387.00 Other: 5,253,449.00 Total: 9,094,228.00 % of Total Budget: 8%	7.1-10 7.1-11 7.1-12

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Parole Board, Program Analysis/Staff Development, Capital Projects, TCM, Sex Offender, Coalition to Prevent Juvenile Crime.

Remainder of Expenditures:	State:	4,782,133.00	State:	3,901,752.00
	Federal:	5,493,769.00	Federal:	4,960,520.00
	Other:	32,556.00	Other:	403,121.00
	Total:	10,308,458.00	Total:	9,265,393.00
	% of Total Budget:	8%	% of Total Budget:	8%

\* Key Cross-References are a link to the 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. A Blueprint was developed that delineates a plan to create a more responsive, accountable and effective juvenile justice system. This document was developed at the onset of the Director's second administration, and in conjunction with other considerations, such as needs of legislators, state policymakers and recommendations from independent reviewers, guide resource development and strategic planning.
- b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels of the organization. He began his administration with a determination to achieve far reaching systemic reforms that improve the outcomes for youth, and in so doing, improve the safety of South Carolina's communities. Using a cross-divisional team approach, he and his senior staff provide opportunities for employees to participate in decision making processes through carefully crafted committees. In fiscal year 2009-2010, as in previous years, the Director and his senior management staff engaged in budget planning sessions that have resulted in a plan for rebuilding the juvenile justice system after the devastating budget cuts. This year the BRRC social work staff was given an opportunity to participate in a similar process. Fully committed to an open and publicly accountable administration the Director 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 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?* DJJ holds its employees to the highest standards of ethical behavior. Staff members 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 of the 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.
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 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 fifth 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 regarding the legal ramifications of major program initiatives and prior to taking any action or making any major decisions which could have a negative impact on the agency or the juveniles committed to its care. 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 routinely are scrutinized by the State Auditor's Offices. For the six year in a row, DJJ ranked first among law enforcement agencies in attainment of Equal Employment Opportunity/Affirmative Action (EEO/AA) goals.

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 alternative programs. After the federal lawsuit concluded in December 2003, the Director continued the incident reporting system to ensure that incident data reports received the same level of internal scrutiny and response that occurred during the lawsuit period. The Director regularly reviews the juvenile grievances, types of issues revealed in the employee grievance process, and the results of these investigations. Additional key measures that receive regular attention from the senior leadership include population projections, budget/expenditure patterns within and across divisions and 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 bi-annual measurement process.

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? How do their personal actions reflect a commitment to organizational values?* In an open administration the Director has welcomed external reviews of progress by experts in the field. After successfully concluding 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 last of these reviews, conducted in 2009, resulted in a highly positive report that listed many specific programming and facility improvements since 2007 and endorsed the Director's mission of strengthening community services in his second administration. Within the organization the Director exemplifies a "hands-on" and "open door" approach to the communication of priorities and the investigation/resolution of issues. He sets aside opportunities to communicate directly with staff at every level and with the juveniles under agency care. Senior leadership is held to same standard of accountability. The Agency's

Executive Management Team assembles biweekly in an open meeting where the attendance of subordinate staff is encouraged. This provides a consistent forum for communicating priorities, strategizing improvement plans, monitoring progress on identified issues 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 strategic planning goals.

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. For the past several years, the Department has been working to develop and refine a comprehensive workforce succession plan. Regrettably, beginning in 2008-2009 these activities were placed on hiatus in response to the budget crisis and reduction in force of more than 250 employees. The Department's Human Resource Team resumed its Workforce Planning Research in 2009-2010 and will present to the Executive Management Team (EMT) in early FY 2010 -2011 the results of this effort.
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 take every opportunity to educate policymakers in the Executive and Legislative branches about juvenile justice needs and best practice responses.
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 the 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. During the fiscal crisis of 2008-2009 as the agency faced deep budget cuts, the "fireside chat" approach achieved through videoconferencing, proved to be a cost effective means for the Director to discuss issues, determine priorities,

deliver a consistent message of hope, and reassure employees to the maximum extent possible. In collaboration with the Joint Council of Children and Adolescents, the agency has endorsed basic core competencies for all youth serving providers and is working with member agencies to develop and implement training modules on the identified competencies in an efficient cost effective manner.

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 in a leadership or audience/participant capacity. He expects no less of his senior leaders.
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 ownership at the local level, DJJ actively seeks community involvement in its programs. The agency is proud of the fact that the network of agency volunteers continues to thrive. Moreover, as DJJ seeks to rebuild its system of community programs including Teen After-School Centers, juvenile employment programs, and anti-gang initiatives after the second year of devastating budget cuts, its foundation of partnerships with faith based, institutions of higher education and organizations will continue to play a critical role.

## 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. 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. The DJJ Facilities Standards Workgroup was established to ensure the ongoing monitoring of the conditions of confinement. Major capital improvement projects were completed over the last few years. Two replacement dormitories were completed fall 2008 with two additional units being completed and occupied in FY 09-10. 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?* DJJ is committed to achieving far reaching systematic reforms that yield positive outcomes for the youth under its jurisdiction. 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, and increasing the employability of juveniles, strategic challenges frequently impede the process and sometimes threaten to derail efforts. The devastating budget cuts of FY 08-09 and FY 09-10 have dealt a tremendous blow to the agency's programs and initiatives. However, rising to the challenge, DJJ prioritized programming in an effort to ensure that core mandates and certain successful programs were maintained. We have remained steadfast in our efforts to maintain the infrastructure necessary to reconstruct lost or diminished programming as resources permit. Additionally, DJJ actively pursues partnerships with entities that have a shared agenda and seeks alternate funding sources such as federal grants to create, expand and sustain programming. In a year of continuing budgetary constraints, the agency has maintained core mandates and certain effective programming while completing capital improvement projects. These and other successes are articulated in the Executive Summary and demonstrate the agency'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 typically 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 2009-2010:
- ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices expanding it to the wilderness camps and additional support offices in FY 09-10. During FY 09-10, the Director and Chief of Staff continued to use the technology to conduct periodic "fireside chats" with the county offices. This innovative use of technology has increased statewide access to Executive staff while eliminating costs associated with travel and was particularly useful during the continued fiscal crisis FY 09-10 providing a vehicle for the Director and his team to communicate priorities and a message of hope to employees across the state. Additionally, the BRRRC closed circuit television system (CCTV) was updated connecting the new dormitories to the central monitoring system and providing up to date software and hardware for the entire BRRRC system. The Office of Fiscal Affairs and the Office of Human Resources successfully implemented the new statewide accounting and human resources system, the South Carolina Enterprise Information System (SCEIS) during FY 2009-2010. SCEIS replaced the legacy systems used in accounting, budgeting, procurement, payroll and human resources functions of the agency. The implementation of SCEIS has automated many processes including procurement requisitions, payments between state agencies, distribution of pay stubs and leave statements as well as the request and approval of leave and time worked.
  - ◆ Within Community Services, all 16 Judicial Circuits now have juvenile arbitration program with over 5,000 youth being served. Additionally, we hosted the Restoring Carolina thru Youth Services Campaign on September 11, 2009.
  - ◆ Within Rehabilitative Services, we opened the two new dormitories located within the BRRRC in fall 2008; two additional units were completed and occupied during FY 09-10.
  - ◆ Within Education Services, DJJ youth achieved a 67% pass rate on the General Equivalency Diploma (GED), exceeding the state average of 60%. A total of 142 GEDs were awarded in FY 09-10.
  - ◆ 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. Additionally, the Office of Planning and Programs has three platforms 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 programming, gender-responsive programming for females, the reintegration of incarcerated youth into the community, 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.

<b>Strategic Planning</b>			
<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 09-10 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross References for Performance Measures*</b>
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ	Not applicable	Not applicable
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, 7.1-3, 7.1-5, 7.1-11
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 7.1-5, 7.3-1
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	Strengthen community	Develop additional high	Graph 7.1-5

Options	alternatives and supervision	management beds for males	
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 7.1-5, 7.1-6, 7.1-8, Charts 7.4-2, 7.6-1
III (G) Program Analysis/ Development	Increase the employability of juveniles	Increase and improve treatment services at the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.1-11, 7.-12
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, 7.1-10, 7.1-11, 7.1-12

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 and their families, victims of juvenile crime, law enforcement officers and family court judges. Other customers include ordinary people who have a stake in public safety, the citizens of South Carolina. Key customer requirements are delineated in statute and include assessment services, providing information about due process rights, case management services, supervision, and placement. The law mandates that victims of juvenile crime be given access to information regarding their cases and the ability to provide input into decisions that impact these cases. DJJ is legally mandated to make recommendations to law enforcement, solicitors, and judges as juvenile cases work their way through the system, and to perform extensive evaluations of youth when so ordered by the court. The agency must also provide secure placement services when needed or ordered by the courts. These placements range from least restrictive to secure detention and correctional facility beds. Additionally, the agency ensures 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 are investigated and responded to in a timely fashion.

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. In fall 2009, 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 2009, the agency published its sixth 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. In FY 09-10, DJJ surveyed the parents of juvenile offenders who had undergone a residential evaluation at one of the three regional evaluation centers.
  
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 serves 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 standardized 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 into problem statements that 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 members frequently support or "staff" working committees within and external to the agency to provide basic data for analysis and decision-making.

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. A prominent research agenda item is an exploration of the causative factors that have resulted in African-American overrepresentation in the juvenile justice system, including the role of school based offenses such as disturbing schools as gateway offenses for minorities entering 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 research staff conducted a detailed analysis of processing trends relative to disturbing school cases for the Children's Law Center at the University of South Carolina as a state Task Force formed around this issue. DJJ also partners with the state Data Warehouse, the National Center of Juvenile Justice 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 annually repetitive measures that DJJ uses for short and long-term planning, and for public information purposes. Many of these measures derive from DJJ's internet-based Juvenile Justice Management System, which is populated daily and facilities and local offices around the state.

Type Of Measure	Measures
<b>Workload</b>	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
<b>Outcome</b>	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 or conviction within 12 months 4) Recidivism of juveniles while under DJJ supervision.
<b>Efficiency</b>	1) Average daily cost of care for youth in DJJ and contractual beds, as well as average daily cost for intensive supervision 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 key 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 other than aftercare (parole).
5. *How do you ensure data integrity, reliability, timeliness, accuracy, security, and availability for decision-making?* DJJ has instituted a standing User Committee to provide continuous oversight for further development of its internet-based Juvenile Justice Management Information System (JJMS) in a full case management system. 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. 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 routinely include exception reports that users run to pinpoint omissions and inaccuracies in their work.

6. *How do you translate organizational performance review findings into priorities for continuous improvement?* The agency's Executive Management Team (EMT) 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 for detention reform is addressing the baffling trend of increasing numbers of juvenile pre-adjudicatory detentions during a time period when juvenile violent crime has actually declined. EMT in partnership with the University of South Carolina's Children's Law Center has implemented detention reform initiatives in several counties. 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 allows 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 workforce knowledge (knowledge assets)? How do you identify, share and implement 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. After two years in which budget cuts and reductions in force impacted leadership development processes, the Workforce Planning Group has regrouped to formulate new leadership cohorts that were impacted by the economic crisis. 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. Historically, DJJ has traveled to other states/jurisdictions, and received visitors from out of state, to share expertise in the areas of Performance-based Standards,

development of a juvenile justice Report Card, transition programming for girls, and intensive supervision for juveniles re-entering the community.

### 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 success in its new 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 new employee orientation curriculum and provides a forum for the new employees to interact with seasoned staff. This new business process promotes the sharing of seasoned employee perspectives with new employees while and promoting agency wide teamwork. Since its inception, 2041 staff have completed 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 (BRRRC) 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 a mentorship program designed to develop and enhance leadership qualities in the workforce. This process ensures the availability of competent staff ready to transition into senior level positions as positions are vacated through retirement or attrition. Approximately 50% of staff who participated in the 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 Director and Chief of Staff use 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. Certain job classification's training requirements exceed the agency minimum. Juvenile Correctional Officers are required to obtain 31 hours of

training annually. Moreover, the Office of Staff Development and Training launched an internal e-learning component that offers a number of courses. A total of 145 staff participated in the e-learning program during FY 09-10. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. The implementation of SCEIS also brought various training requirements for all staff, both classroom and online.

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. The State of South Carolina's web based e-recruitment system continues to provide a large number of qualified applicants to the Department. DJJ continues to see a significant increase in the number of applicants since the implementation of the e-recruitment system. The agency continues to look at ways to expand career progression efforts for job classifications by implementing career step increases. To date, we have developed career step increases for our Juvenile Correctional Officers and Community Specialists.
  
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 ensures that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals. We continue to sustain a very low rate of overdue EPMS evaluations as shown below. As an additional tool, we continue to provide EMT members with a monthly report of overdue reviews. EPMS can be a succession-planning tool. Adequate feedback allows an employee to assess his/her strengths and weaknesses and then use that information to prepare for promotional opportunities.

FY 09-10:	21%
FY 08-09:	20%
FY 07-08:	17%
FY 06-07:	25%
FY 05-06:	27%
FY 04-05:	35%
FY 03-04:	56%
FY 02-03:	59%

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.* A highly qualified cadre of leaders is necessary to advance innovative juvenile justice reform and initiatives. As the agency's agenda is moved forward, it is essential to ensure the availability of qualified, competent staff prepared to assume key leadership positions made vacant by retirement and attrition. To prepare for this inevitability, two leadership development cohorts were established. Participants undergo a rigorous leadership program that includes a mentorship, job shadowing, and special project component. 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 implemented a workforce planning group with representatives from all divisions of the agency. Although the group underwent a period of hiatus during the budget crisis of FY 08-09, its purpose is to ensure orderly succession planning to meet the challenge of a high rate of management turnover due to retirement. Two leadership cohorts were designated as a part of this process. Many of the participants have already been promoted. In FY 07-08, the agency initiated a Juvenile Correctional Officer career map. This tool will be used 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. Continuing budgetary stresses and the related fewer promotions resulted in only 13 personnel completing training for new supervisors in FY 09-10. A centerpiece of staff development and training is the package offered to newly hired 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, works 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. These groups compare agency long term goals and objectives with existing staffing patterns and skill sets. Strategies are developed and implemented to address employee skill gaps and enhance employee performance.
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. In addition to physical fitness opportunities, the Center sponsors health fairs and blood drives at no cost to employees. During FY 09-10, 90 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. Four managers graduated in the 2009-2010 class. The Office of Staff Development and Training, provides 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 61% in FY 02-03 to a high of 83 % in FY 07-08 and then stabilized at approximately 80 % for the last two fiscal years. 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. An 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.

#### Turnover Rates for JCOs and Agency-Wide

FY 09-10	JCOs 29%	Agency-wide 11%
FY 08-09	JCOs 25%	Agency-wide 26%
FY 07-08	JCOs 33%	Agency-wide 21%
FY 06-07	JCOs 45%	Agency-wide 21%
FY 05-06	JCOs 56%	Agency-wide 22%
FY 04-05	JCOs 52%	Agency-wide 27%

13. *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 28 of the cohort participants have been promoted since the program's inception. Moreover, the Office of Staff Development and Training has developed a 10-course Leadership Development Certificate Program that is designed to prepare participants for leadership/promotional opportunities. To date, five have graduated and several are on track to complete the program during the next FY.

14. *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 offers annual influenza shots to employees. Additionally, in coordination with the Public Affairs Office, the nurse sponsors a variety of staff health initiatives such as an annual health fair.

DJJ is a part of the Governor's preparedness initiative. The agency addresses emergency preparedness both in policy and in a written plan that covers a range of emergency situations 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 H1N1 Swine 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 of 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.

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 is 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.

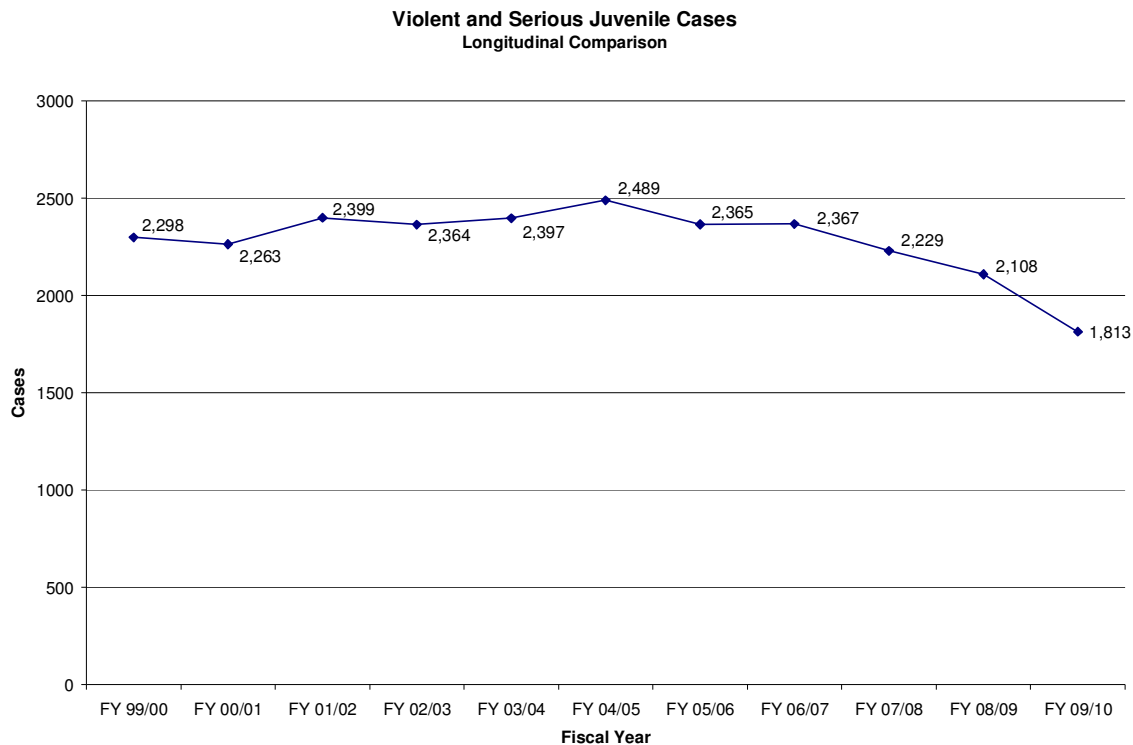
7. *How does your organization determine the resources needed to meet current and projected budget and financial obligations?* The agency's Blueprint and Strategic Plan drives the budget process. Executive managers prepare and submit budget requests to the Director, Chief of Staff and the Deputy for 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

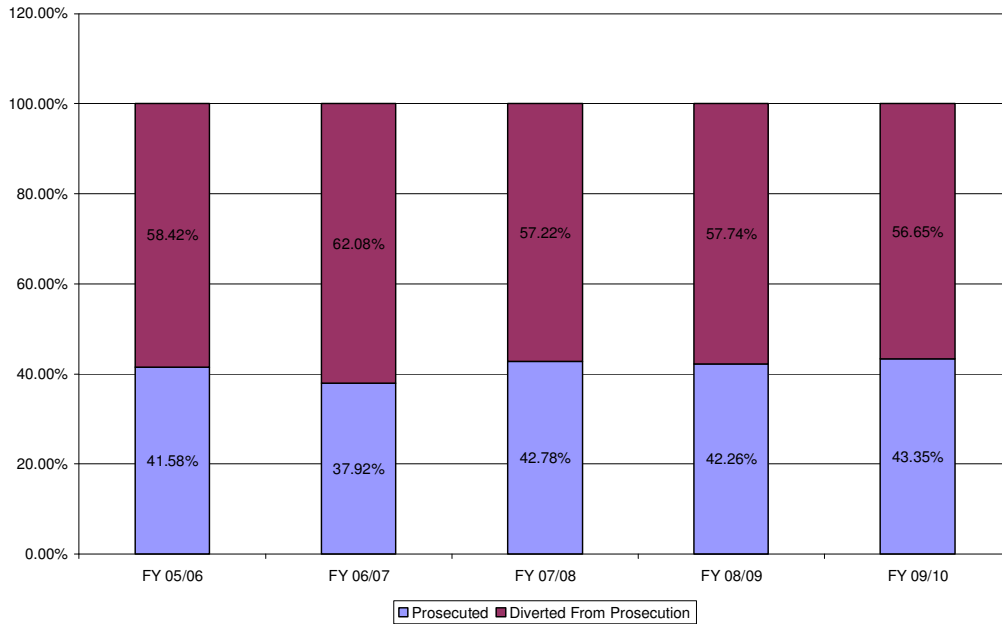
1. *What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations?*

One of DJJ's key strategic goals is strengthening community alternatives and supervision, with the goal of decreasing juvenile crime. Graph 7.1-1, below, indicates that since FY 04-05 violent and serious juvenile crime has declined 27 percent, a very positive indicator from the standpoint of public safety.

**Graph 7.1-1**



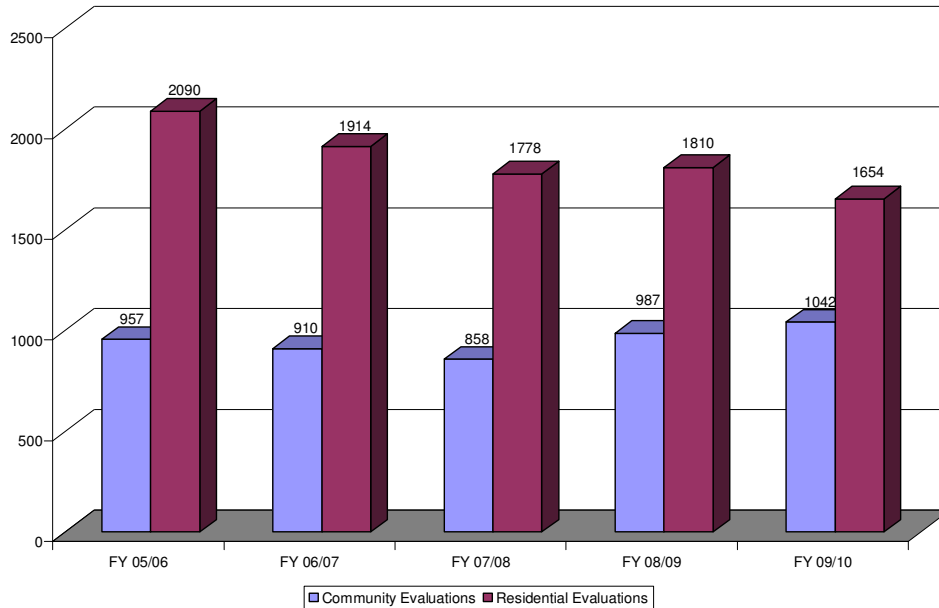
At the family court referral stage appropriate delinquency cases are diverted from prosecution. Diversion is achieved through Juvenile Arbitration, an accountability-based restorative justice program operated through the solicitor's office, and through the use of behavioral contracts, pretrial intervention 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 court ordered predispositional evaluations that are performed in the community rather than in residential settings. Community evaluations are less costly, are a Medicaid billable service, and are believed to provide superior information back to the court because there is more ready access to information from parents, the school district, and local agencies that may be involved with the child and/or family. Moreover, a recent independent study revealed that juveniles offenders evaluated in the community had a 33% percent lower re-arrest rate than comparable offenders evaluated in a secure custody setting. During FY 09-10 the family courts ordered a total of 2,696 predispositional evaluations. One thousand and forty-two (1,042) of these were performed in the community, which represents nearly 39%. Graph 7.13 on the following page presents five-year trends in residential versus community evaluations.

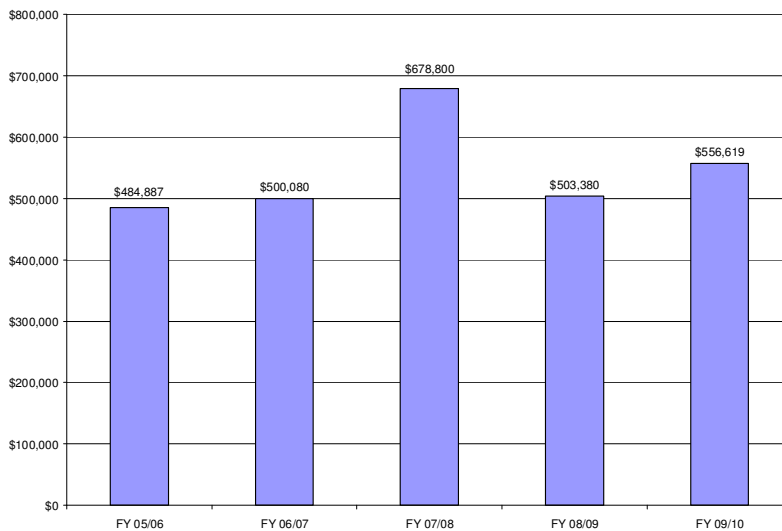
**Graph 7.1-3**

**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 09-10 juvenile offenders were ordered to pay \$556,619 in restitution to victims by the family courts and the Juvenile Parole Board.

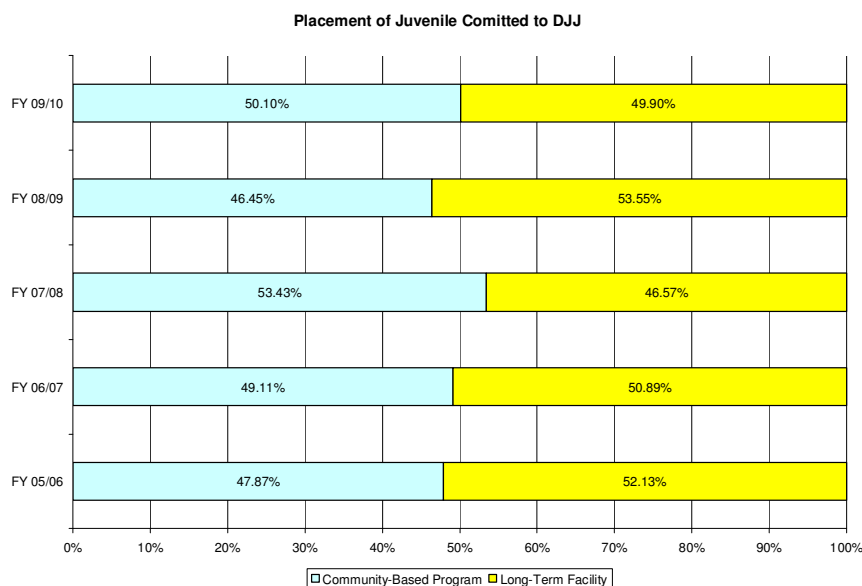
**Graph 7.1-4**



DJJ’s strategic goal of improving the conditions of confinement within the Broad River Road Complex of facilities is based in part upon controlling population levels to avoid overcrowding. To accomplish this the agency uses alternative community-based programs for appropriate committed offenders. Studies

indicate that these programs yield better outcomes for youth than do large institutions. Budget cuts during the fiscal years 08-09 and 09-10 forced the elimination of all agency-operated group homes and two contractual wilderness camps. Nevertheless, Graph 7.1-5 indicates that community-based placements rebounded in 2009-2010 to account for more than 52% of all committed offenders through careful management of the remaining alternative beds.

**Graph 7.1-5**

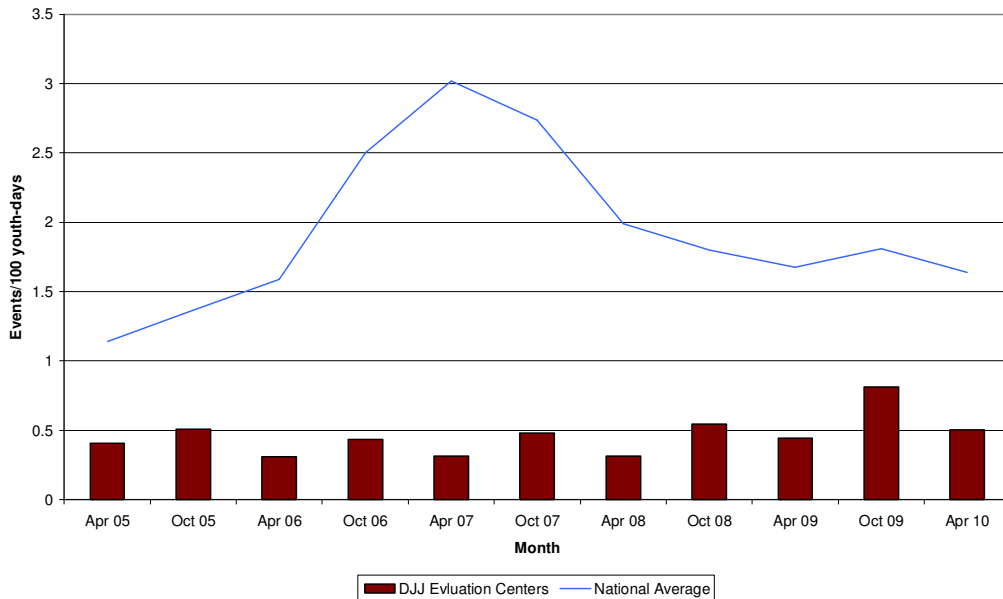


All of DJJ's facilities participate in Performance Based Standards (PbS), a project of the Council of Juvenile Corrections Administrators (CJCA). Facilities measure their performance bi-annually based on standards that cover seven critical areas of operation including Security, Safety, Order, Justice, 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, thereby contributing to the strategic goal of improving conditions of confinement.

A measure of safety and order for the DJJ Regional Evaluation Centers is specified as "Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100 person days of youth confinement." Graph 7.1-6 on the next page reveals that the Regional Evaluation Centers have consistently maintained themselves below the national average, with improvement over time, since the April 2004 baseline was established. That is, the Evaluation Centers had fewer such incidents than similar facilities across the United States.

**Graph 7.1-6**

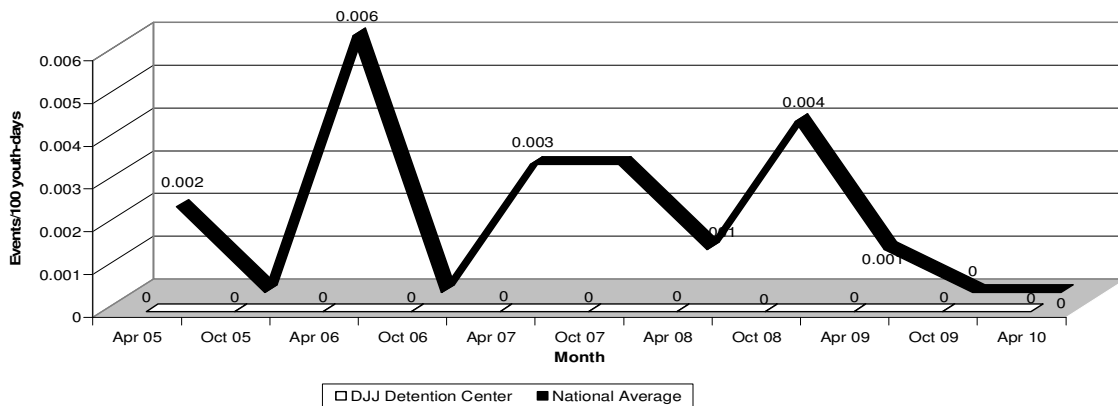
**Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100-person days of youth confinement.**



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. DJJ’s Detention Center is a centralized pretrial detention facility. Graph 7.1-7 illustrates “Completed escapes, walk-aways, and AWOLs per 100 person days of youth confinement.” The agency’s performance on this critical standard has been exemplary relative to the national trend line.

**Graph 7.1-7**

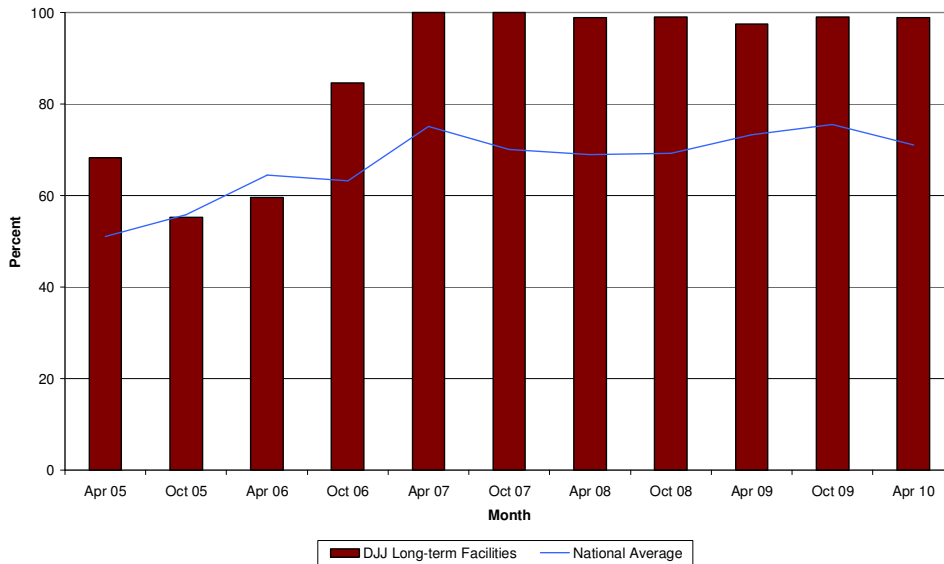
**Completed escapes, walk-aways, and AWOLs per 100 person-days of youth confinement.**



Beyond safely maintaining juveniles in a secure environment, DJJ has a mission reclaim them as productive members of society through education and rehabilitative services. A relevant PbS standard for DJJ's Long Term Facilities 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." DJJ's Long Term Facilities have exceeded the national average on this domain for the last six reporting periods, as indicated in Graph 7.1-8 below.

**Graph 7.1-8**

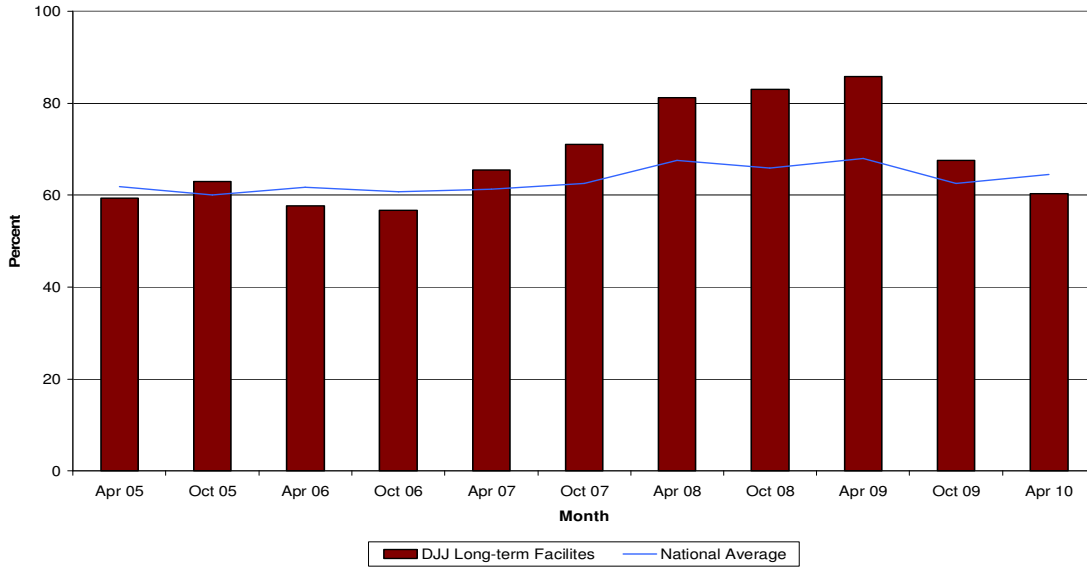
Percent of released youths confined for more than 60 days whose records indicate that they completed the psychosocial/social skills curriculum.



When juveniles have experienced periods of confinement, aftercare planning is essential for a safe and successful transition back to the community. If youth are cognizant of their aftercare plans they are better prepared for community-based programs and services. DJJ has exceeded the national average and demonstrated progress in this area in six of the last seven Performance based Standards reporting cycles, as indicated in Graph 7.1-9 (next page) for the standard "Percent of interviewed youths who know they are going to a community service/agency program upon release."

**Graph 7.1-9**

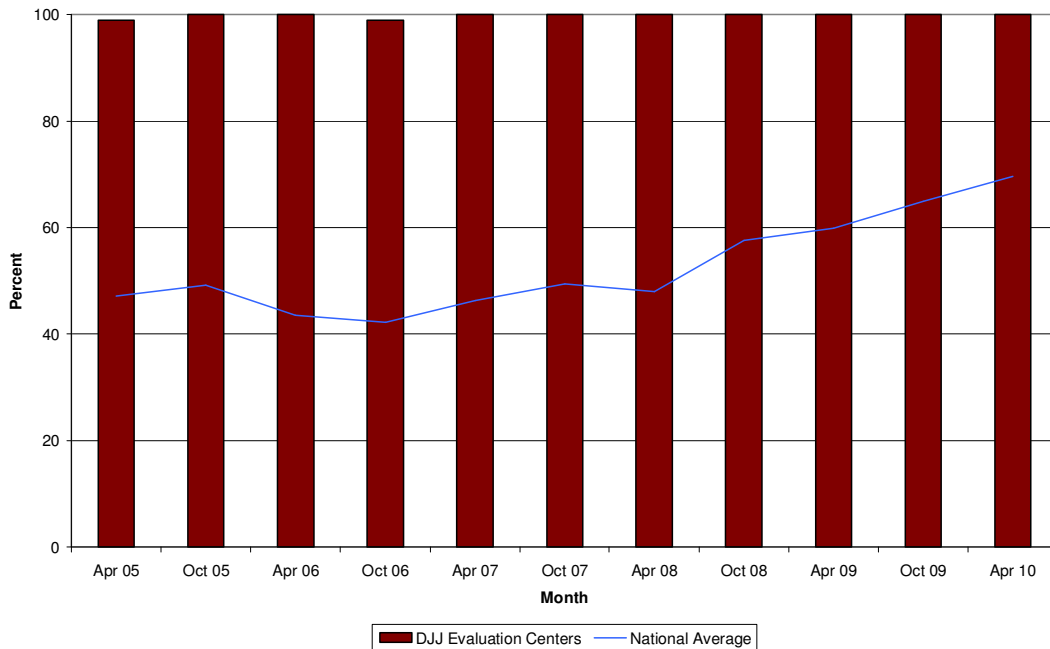
**Percent of interviewed youths who know they are going to a community service/agency program upon release.**



Improving educational outcomes for the youth committed to its care is a key goal of the DJJ School District. Poor academic performance is a risk factor associated with delinquency and adult criminality. PbS measurements in the area of programming provide comparative data on basic educational elements including reading. Graph 7.1-10 reflects the percent of youth who were administered a reading test. DJJ’s Regional Evaluation Centers rank above the national average in this area and have done so since measurement began in April 2004.

**Graph 7.1-10**

**Percent of youths whose records indicate that they have received a reading test.**

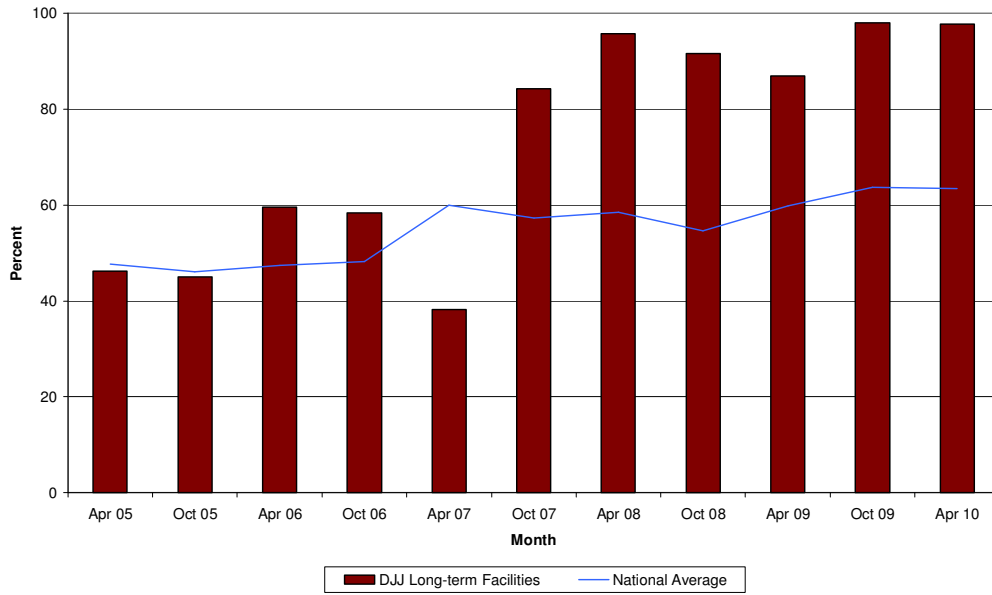




Increasing the employability of juveniles is a key strategic goal of the current DJJ administration. Notably, DJJ's long term facilities have exceeded the national average for the last six measurement periods in youth completing a vocational skills curriculum which is a key programmatic standard in PbS.

**Graph 7.1-11**

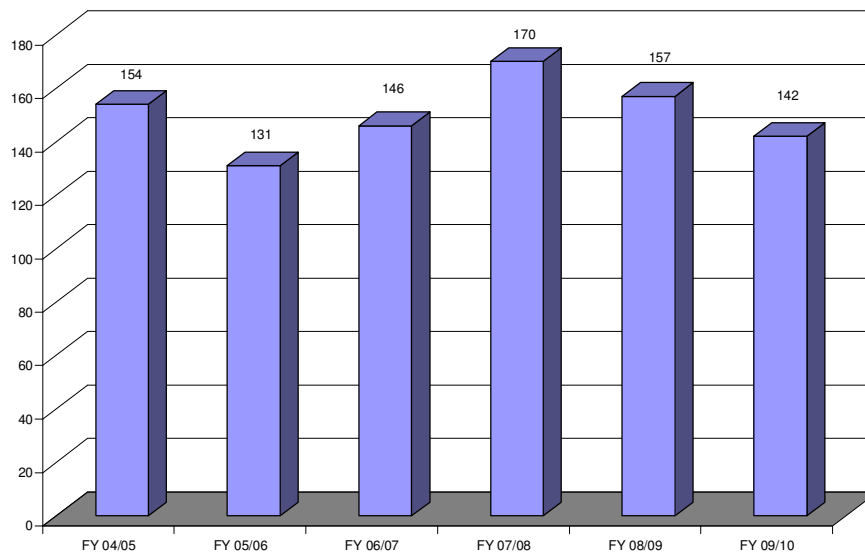
**Percent of youths confined for more than 60 days whose records indicate that they have completed vocational skills curriculum.**



Within its school district, DJJ also emphasizes basic literacy as a means to increase youth employability. productivity.. During FY 09-10 school year, 142 students earned their GEDs as indicated in Graph 7.1-12, reflecting 67% pass rate.

**Graph 7.1-12**

**GED's Earned**

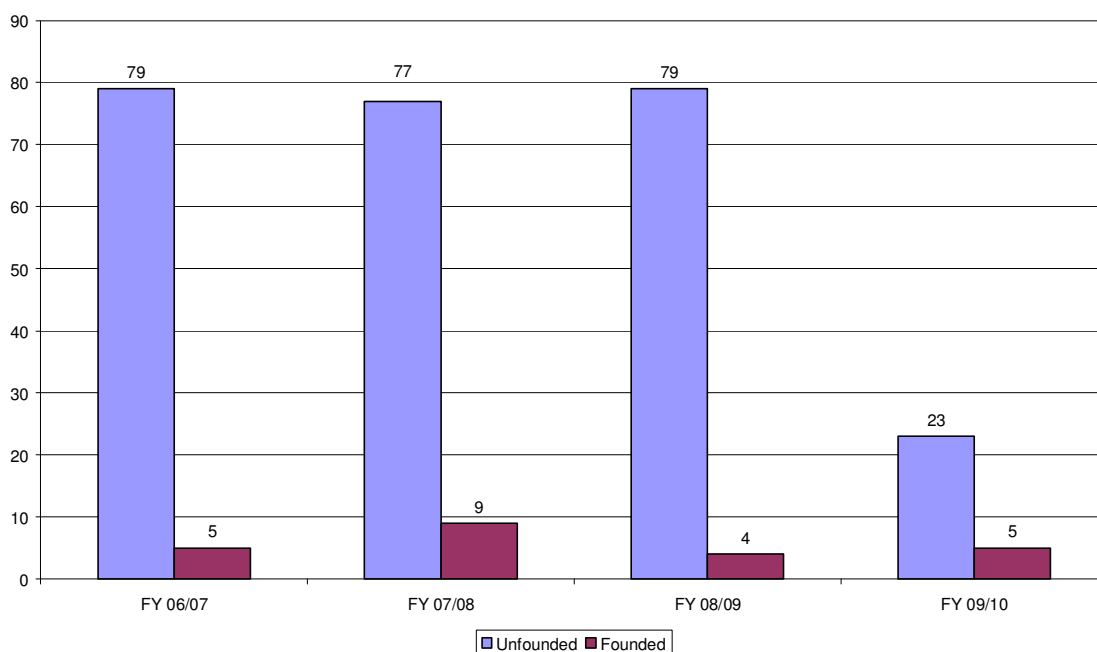


2. *What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction? How do your results compare to comparable organizations?*

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. Fewer numbers of grievances were filed by females in FY 09-10 than in previous years, however, the percentage of founded grievances was higher at 22%.

**Graph 7.2-1**

**Grievance Investigation Results for Females**  
Comparing 2006-2007 to 2009-2010



Periodically DJJ conducts customer surveys to gauge the degree of satisfaction with the services that the agency provides. In FY 2009-2010, the agency surveyed the parents of juvenile offenders who had undergone a residential evaluation in one of the Agency's three regional centers. Court ordered residential evaluations guide judges in their final dispositions of juvenile cases. Typically the youth will spend 30-40 days away from home in a DJJ bed to complete the evaluation process. The purpose of the survey was to determine effectiveness in communicating with parents about the nature and purpose of the evaluation process.

As indicated in Table 7.2-2, the survey revealed that parents' prior thoughts about DJJ evaluation center services were either uncertain or negative 50 percent of the time. Parents affirmed a timely and positive communication process with evaluation center staff once their child was committed. For example, 87.5 percent said they were contacted by their child's social worker within 72 hours, and a similar percentage agreed that staff interactions with them had been both polite and helpful. Ninety percent of parents stated that they were able to speak with their child at least one time by telephone. Only 72%, however, affirmed that they had received written information about the evaluation process, thus identifying an area for improvement by DJJ. It should be noted that many parents took the time to identify and praise individual

staff members who had been especially helpful to them or to their child. Any parent requesting a follow-up call was contacted by DJJ's Director of Juvenile and Family Relations.

**Table 7.2-2**

**Survey Results from Parents of Juveniles Committed for DJJ for Evaluation**

<b>Question</b>	<b>Positive</b>	<b>Negative</b>	<b>Not Sure</b>
<b>What were the parents' prior thoughts about the DJJ evaluation center?</b>	<b>50.00%</b>	<b>6.25%</b>	<b>43.75%</b>
	<b>Yes</b>	<b>No</b>	<b>Not Sure</b>
<b>Was the parent contacted by a DJJ social worker within 72 hours?</b>	<b>87.50%</b>	<b>9.38%</b>	<b>3.13%</b>
<b>Did DJJ staff help parents to understand the evaluation process?</b>	<b>81.25%</b>	<b>15.63%</b>	<b>3.13%</b>
<b>Were the DJJ staff were polite and helpful to parents?</b>	<b>87.50%</b>	<b>6.25%</b>	<b>3.13%</b>
<b>Did the parents know they could visit?</b>	<b>87.50%</b>	<b>12.50%</b>	<b>0.00%</b>
<b>Did the parents get written information about the evaluation process?</b>	<b>71.88%</b>	<b>28.13%</b>	<b>0.00%</b>
<b>Were the parents able to speak with their child at least once by phone?</b>	<b>90.32%</b>	<b>6.45%</b>	<b>3.23%</b>

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

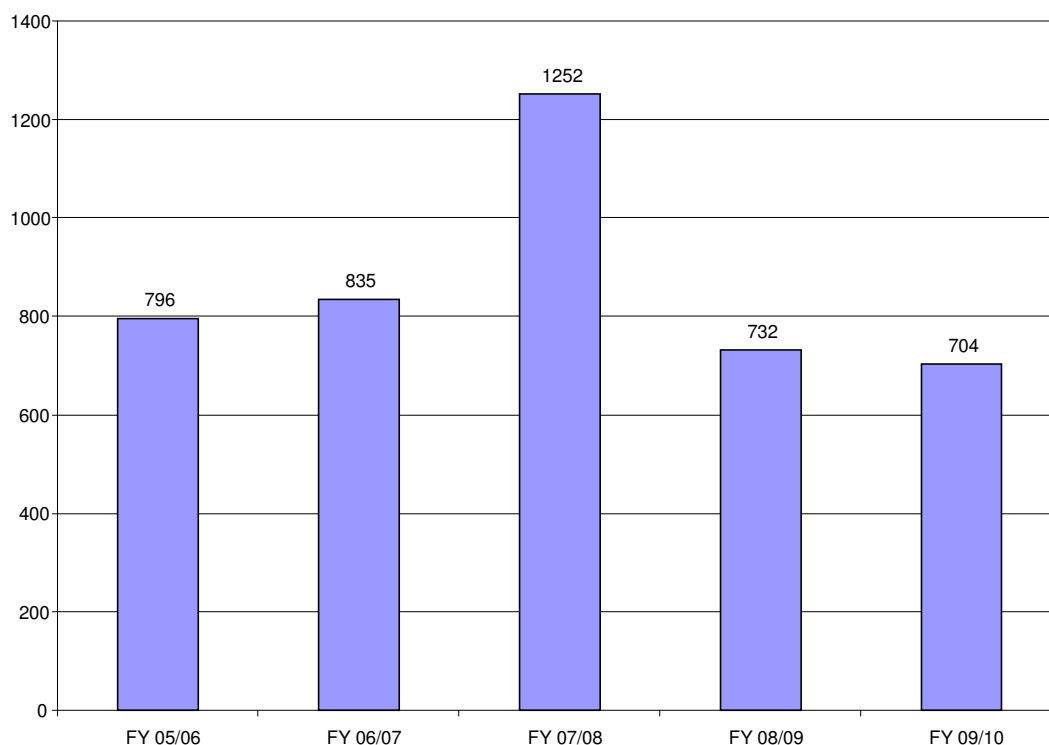
Exploring alternative sources of funding for developing and expanding needed programs and services is a key strategic goal. DJJ has actively pursued additional funding streams and has been successful in acquiring resources to maintain and expand programs and services without requesting additional state 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: 1,784 volunteers contributed 30,190 hours of services, which is valued based on the federal minimum wage (30,190 x \$7.25)	\$218,878
2) In addition to the hours of service that was captured in item one, volunteers donated in kind gifts to volunteer services.	\$89,234
3) Friends of Juvenile Justice (FJJ) is a private non profit foundation supporting DJJ programatically and financially. Monetary contributions in FY 09-10 funded Teen After School Centers as well as and educational, transitional and gender specific services for youth.	The final accounting of FJJ contributions will not be available until November, 2010.
4) Use federal funding to create, expand, and sustain program initiatives and education services to build capacity within the juvenile justice system.	\$8,154,967

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. SCDJJ has endeavored to expand its training program in an effort to enhance the professional development of employees. In a year of continuing budgetary constraints, administrators made tough decisions in an effort to ensure that core mandates and responsibilities could be met. That said, Graph 7.4-1 illustrates a consistent growth pattern from FY 03-04 culminating in a dramatic spike in FY 07-08. Regrettably, training resources were significantly impacted by the budget cuts imposed during this reporting period which resulted in a decrease of more than 40% in fiscal years 08-09 and 09-10.

**Graph 7.4-1****Training Programs**

Juvenile Correctional Officer (JCO) Basic Training is the centerpiece of SCDJJ's Staff Development and Training Program. Since FY 2002-2003 "Basic" has included an on-the-job (OJT) training and mentoring component midway through so that candidates gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are 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 2009-2010 are summarized below:

**Chart 7.4-2**

Statement	Percentage of Agreement
I understand how to conduct a Unit Inspection.	84.03%
I understand how to conduct a head count.	93.28%
I understand how to move a juvenile within the facility.	92.44%
I understand how to make entries into a Log Book.	82.35%
I understand the proper procedure to frisk and/or search a juvenile.	94.12%
I understand how to supervise juveniles during mealtimes.	94.96%
I understand how to supervise juveniles during recreational activities.	88.24%
I plan to work as a JCO for at least a year.	86.55%

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 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. During the 12-year period of recordkeeping, the BRRC has average one escape per year, and 6 of the 12 years were escape-free.

**Chart 7.5-1**

**Escapes from the Broad River Road Complex of Facilities  
13 - Year Retrospective**

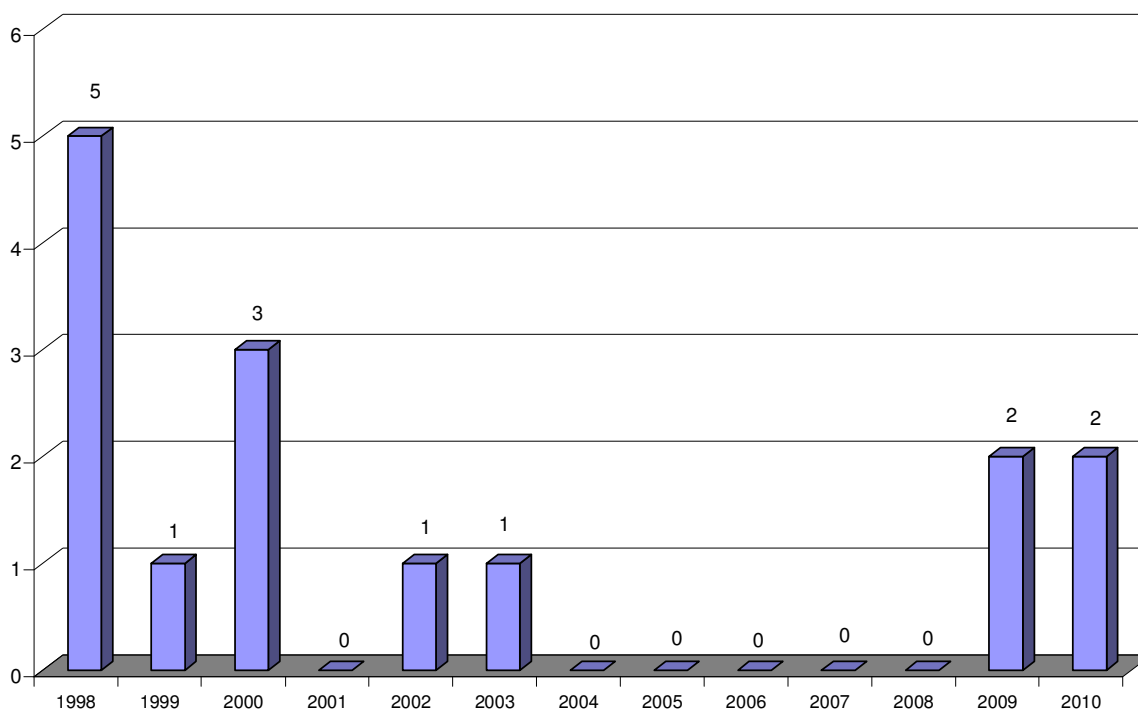
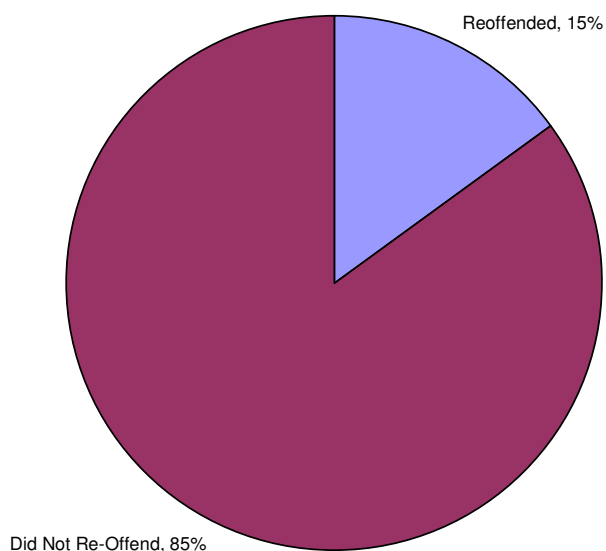


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. It reveals that 86 percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

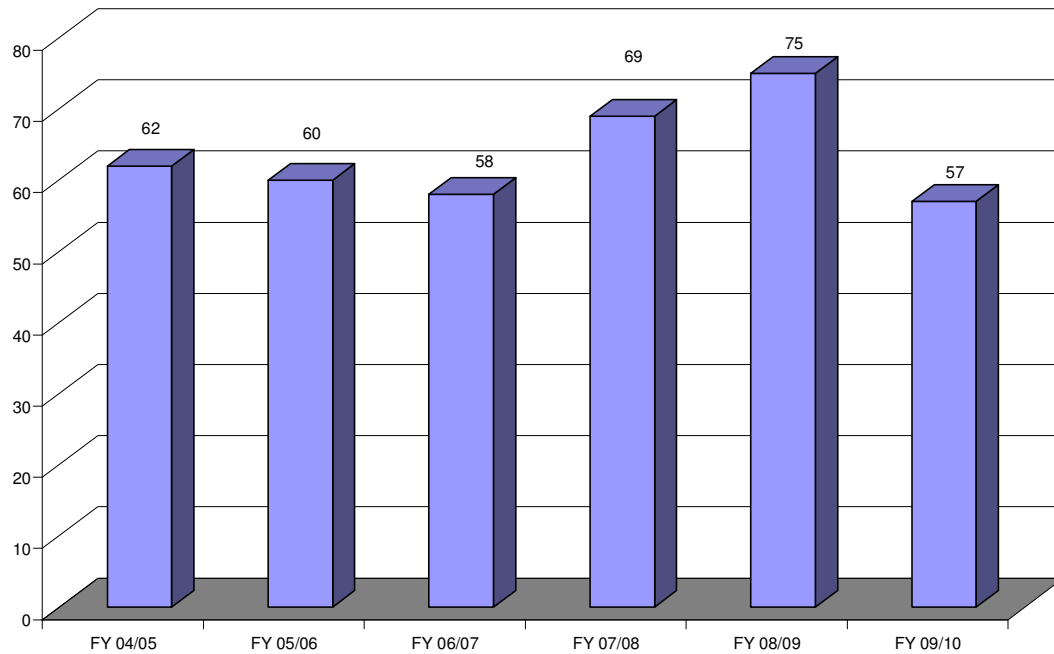
**Chart 7.5-2****Juvenile Recidivism While Serving Probation/Parole or Arbitration Programs**

6. *What are your performance level and trends for key measures of regulatory/legal compliance and community support?*

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. As depicted in Graph 7.6-1 on the next page, during the last six fiscal years clinical staff identified and transferred a total of 381 such juveniles.

**Graph 7.6-1**

**6-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. SCDJJ is compared to other law enforcement agencies and against all “large” state agencies. In 2009, the last year reported, DJJ ranked first among law enforcement agencies for the sixth consecutive year in EEO/AA compliance with a rate of 91.1%, the highest since 2001.

**Chart 7.6-2**

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

<b>YEAR</b>	<b>SCDJJ</b>	<b>SCDC</b>	<b>PPPS</b>	<b>DPS</b>	<b>SLED</b>
<b>2009</b>	<b>91.1%</b>	<b>88.1%</b>	<b>83.8%</b>	<b>74.7%</b>	<b>71.3%</b>
<b>2008</b>	<b>87.0%</b>	<b>86.6 %</b>	<b>77.3%</b>	<b>75.3</b>	<b>79.3%</b>
<b>2007</b>	<b>88.3%</b>	<b>86.6%</b>	<b>87.95</b>	<b>79.3</b>	<b>79.3%</b>
<b>2006</b>	<b>90.6%</b>	<b>89.8%</b>	<b>86.3%</b>	<b>73.6</b>	<b>82.7%</b>
<b>2005</b>	<b>90.9%</b>	<b>89.4%</b>	<b>89.1%</b>	<b>81.3</b>	<b>84.1%</b>
<b>2004</b>	<b>90.6%</b>	<b>89.8%</b>	<b>90.4%</b>	<b>79.9</b>	<b>80.5%</b>
<b>2003</b>	<b>86.6%</b>	<b>90.2%</b>	<b>90.2%</b>	<b>79.6</b>	<b>81.9%</b>
<b>2002</b>	<b>87.5%</b>	<b>90.3%</b>	<b>91.5%</b>	<b>81</b>	<b>78.3%</b>
<b>2001</b>	<b>89.3%</b>	<b>89.8%</b>	<b>91.5%</b>	<b>81.8</b>	<b>79.1%</b>