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The Honorable Nikki R. Haley
Office of the Governor
1205 Pendleton Street
Columbia, SC 29201

July 8, 2014

Dear Governor Haley,

As you are most likely aware, the three DJJ campus facilities on Broad River Road have been participating in the highly acclaimed national Performance-based Standards (PbS) project since 1998. The South Carolina Detention Center and the three statewide Evaluation Centers joined PbS a few years later. All DJJ secure residential facilities are PbS participants.

I have worked with DJJ as its PbS coach/consultant, helping staff use data to achieve the highest standards of operations, programs and services and I've seen DJJ make significant, measurable reforms over the past few years led by Director Margaret Barber. DJJ is now an agency other states turn to for help implementing best practices and research-based services that make facilities safe, healthy environments for youths and staff and that turn around young offenders' lives.

PbS was developed by the Council of Juvenile Correctional Administrators (CJCA) as a U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) response to DOJ's response to the study of the conditions of confinement in juvenile corrections across the country in the early 1990's. That extensive study found that conditions nationally were generally deplorable and counterproductive toward rehabilitation. The study recommended that the highest standards for the care, custody and treatment of confined delinquent youths be developed with associated measurements of performance in all operational areas of residential facilities.

PbS is an on-going data collection, analysis and improvement process that promotes unparalleled transparency and accountability for participating states, counties and city juvenile corrections. PbS is particularly important during times of increased gang, drug and/or violent activity among America's young and challenging youth. When those youth are sent to juvenile corrections, the public expects these young people to return as law abiding citizens upon their return to the community. PbS helps to shape the best appropriate care, custody and treatment of this youthful population subset by measuring the operations and rehabilitative work during periods of confinement. In 2004, PbS won the prestigious National Award as one of three outstanding innovative government programs by the Harvard Kennedy





School of Government of Harvard University in Cambridge, Massachusetts after a very competitive, nationwide contest.

In PbS, facilities are measured against similar functional units across the country through numerous Outcome Measures and Survey Results. Facility sites are scored and given a level of performance from Level 1 (mastering the basics of data collection and meeting data quality requirements) to Level 4 (outstanding performance).

In the last few years under the leadership of Director Margaret Barber, DJJ has continued its efforts toward juvenile justice reform. Some of that success has been evidenced by the number of DJJ facilities attaining Level 4, the highest level of performance particularly over the last two years. Also, where Isolation is currently the most critical topic nationally because its use has proven to be a significant, potential danger to at-risk youth for suicide, past trauma response and a counter to the latest research on latent brain development, the DJJ sites are fairing very well. The three campus sites are now well under the national average for the duration of isolation and are meeting the recommended related best practices. DJJ's practice includes a built-in strategy for assessment and repair of harm caused by youths from their misbehavior by conveying to youths the necessity of learning not only to abide by rules but also to agree to pay back or make reparations to those they offend at DJJ as well as in society.

In becoming such a progressive agency, DJJ has moved to the forefront nationally in PbS and has become a beacon and model directly for other states struggling to attain best practices. This reform movement in practice is contrary to more traditional correctional practices seen and proven as unjustified and often harmful by over controlling youths, thereby preventing them from learning more socially acceptable behaviors. States such as South Carolina that have progressed in this manner and have become leaders in juvenile corrections often experience some temporary dissatisfaction by staff until they receive sufficient training and reinforcement in proper work in Adolescent Development, Trauma and Behavior Management philosophies and skills. Once those staff see youth make positive changes, additional staff buy-in takes hold and the culture changes for the better. DJJ while in the process of such cultural change is helping to guide and mentor other states toward this end.

As a career veteran with nearly a half century in corrections from direct care to Assistant Commissioner of the Department of Youth Services in Massachusetts, as a PbS coach/consultant for the past 15 years with work in over 20 states, as a consultant in juvenile matters to three police jurisdictions and as a Senior Professor in Criminal Justice and Juvenile Justice at Cambridge College in Cambridge, MA for over 10 years, I feel that you as Governor along with the fine people of South Carolina have so much to be proud of in relation to






juvenile corrections. DJJ now has the data and results to prove its performance in operations as well as in its reintegration of youthful offenders -a national model.

I have also had the opportunity and privilege to have worked with DJJ since its entry into the PbS program. The agency is blessed with having inspired leadership, dedicated staff and community partners rarely seen in other jurisdictions. From the outset of my work at DJJ, I have been treated with the utmost hospitality and kindness that is certainly a reflection of your administration.

Please do not hesitate to contact me for any further information.


David B. Crowley
Coach/Consultant
PbS Learning Institute

CC. Margaret H. Barber, SC DJJ Director

Kim Godfrey, PbS Learning Institute Executive Director

