

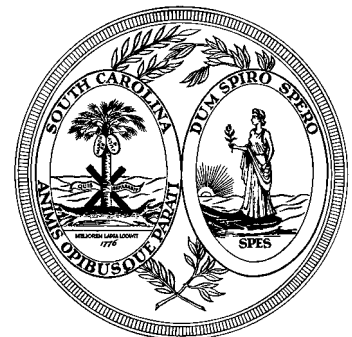
ANNUAL ACCOUNTABILITY REPORT

**Fiscal Year
2004 - 2005**



**South Carolina
Department of
Juvenile Justice**

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



**Mark Sanford
Governor**

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Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 15, 2005

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Section I – Executive Summary

Fiscal year 2004-2005 marked a year of achievement as the Department of Juvenile Justice moved forward in its mission of system-wide reform and capacity building. Indicative of progress is the fact that an outside expert consultant recently concluded a favorable review of conditions in SCDJJ facilities that was undertaken at the request of the Director to document in an open and public manner progress since termination of the federal class action lawsuit. Moreover DJJ continues to maximize the benefits of effective partnerships and relationships with funding sources to align resources for the redevelopment of its institutional and community-based programs and services.

Underlying these efforts is the philosophy of Balanced and Restorative Justice that places equal emphasis on accountability to victims, restoration of communities following crime incidents, and developing pro-social competencies in offenders to prevent further crimes. Balanced and Restorative Justice aligns closely with DJJ’s statutory responsibilities that include accountability-based sanctions and rehabilitative services for offenders as well as the involvement of victims in decisions about juvenile delinquency cases.

Mission and Values

The frame of reference for DJJ’s mission is set forth in its responsibilities and mandates under state law. Section 20-7-6805, *South Carolina Code of Laws* establishes the Department of Juvenile Justice as a state agency. Other key provisions include:

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

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

The Governor’s mission is to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government

services more openly and efficiently, improving quality of life, and improving our state's education.

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

DJJ embraces as its core organizational values:

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

Major Achievements from Past Year

A revisiting of the Department of Juvenile Justice's strategic planning goals for 2004-2005 reveals that all were achieved in a timely fashion. The following is a synopsis of the most significant accomplishments during this fiscal year:

- ❑ DJJ received a favorable report from an outside expert consultant on its facilities, documenting that constitutional conditions have been maintained and bettered since termination of the federal lawsuit in December 2003. The report concluded: "The South Carolina Department of Juvenile Justice has substantially improved system wide service delivery to youth committed to state custody, and specifically improved conditions for youth housed at the Broad River Road Campus."
- ❑ DJJ was the only statewide jurisdiction to participate in the national juvenile justice report card project, a user-friendly method of reporting to constituents and citizens on the effectiveness of the juvenile justice system. Going further in its process than the national model, DJJ published a detailed report card measuring its performance across the areas of community safety, accountability, competency, and customer service. The report card reflects the Director's commitment to an open and public administration of the juvenile justice system in South Carolina.
- ❑ Building upon partnerships with the Black Caucus, the AME church and others in the faith-based community, Clemson University, the Children's Law Office of the University of South Carolina, and the State Department of Education DJJ more than tripled the number of Teen After-School Centers in local communities for at-risk

youth. SCDJJ also has founded a TASC site within the Broad River Road Complex to provide normative activities during after school hours for youth in agency facilities.

- ❑ With funding support from the Employment Security Commission and the Department of Commerce, and through partnerships with higher education and the private sector DJJ has strengthened employability programs for confined juveniles and those in the community. The agency operated four Juvenile Employment Enrichment Programs in rural counties during fiscal year 2004-2005 and has received additional funding to expand this model to four metropolitan counties in 2005-2006. Within the Broad River Road Complex DJJ's school district is actively partnering with area employers to provide job placements and apprenticeships for its GED graduates and to support youth prison industries by purchasing products manufactured within the Complex.
- ❑ DJJ's School District received "excellent" absolute and improvement ratings on its report card resulting in the Palmetto Gold Award.
- ❑ In an effort to garner private sector support for system improvement, SCDJJ has founded the Friends of Juvenile Justice. According to its by-laws this non-profit eleemosynary organization will serve as a "financial vehicle" that solicits, receives, and distributes funds "for the primary purpose of lowering the recidivism (of juvenile offenders) through prevention, intervention, and rehabilitation."

Key Strategic Goals for Present and Future Years

- ❑ **Goal # 1: Strengthen Community Alternatives and Supervision** – DJJ maintains its commitment to strengthening the juvenile justice system with strategies that enable the majority of youth to receive supervision and services at home or in the least restrictive setting in the community. The next key step will be improving public safety by strengthening juvenile probation. Over time DJJ will reduce its caseloads to improve surveillance, supervision, and case management throughout the state. The agency will develop resources for an intensive supervision program targeting probationers and parolees that pose the highest risk to the public. And, the agency will develop enhancements to supervision, ranging from electronic surveillance to day treatment, day reporting and work programs that are designed to hold youth accountable and to build competencies through the development of life and job skills. DJJ, working in conjunction with the Children's Law Office at the University of South Carolina, also is committed to pursuing detention reform for pre-adjudicatory youth awaiting court disposition of their cases.
- ❑ **Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines** – In 2004-2005, as documented above, DJJ received a favorable report on its progress to date in improving conditions for the residents and staff of its Broad River Road facilities. Both the consultant who issued the report and DJJ acknowledge, however, that the needed improvements are a long way from being complete. Conditions in these facilities literally declined over

generations of neglect prior to the lawsuit, and remediation will require some years of incremental, planned change. DJJ's most immediate goals in this broad area include the development of transitional housing for youth nearing return to the community, and replacement housing for 10 obsolete buildings determined by experts to be beyond renovation. Treatment-wise, DJJ is actively enlisting resources to improve its programming for female residents, as it seeks to resolve long-standing gender equity issues within the commitment population. Lower staff/student ratios in the coming year, and an internal focus on upgrading staff development and training will improve consistency in the supervision of juveniles within the Broad River Road Complex. DJJ also expects to improve the recruitment and retention of juvenile correctional officer staff through a more fully developed career ladder for these key staff. Finally, as the DJJ School District continues its success in producing graduates, it also will emphasize work experience for those who have completed their education.

- **Goal # 3: Explore Partnerships for Funding and Programs Specifically Tied to DJJ Services and Needs** – The DJJ administration is determined to look beyond conventional funding sources in developing the resources necessary to carry out its reform agenda and create a robust, effective juvenile justice system. To that end it has established the Friends of Juvenile Justice. This non-profit trust, which will serve as a financial vehicle for the agency, was incorporated by the South Carolina Secretary of State's Office in December 2004 and granted tax-exempt status by the Internal Revenue Service in February 2005. Its Board of Directors is in the process of setting an agenda of priorities that support the global mission of the agency. DJJ also continues to reap the benefits of its partnerships with Clemson University and other institutions of higher education, as well as numerous entities within the faith community. These organizations have donated time and countless other resources to help improve programming across the continuum of services. DJJ also has taken advantage of federal funding opportunities, including a grant that has enabled the placement of mental health workers in certain family courts to improve access to assessment and care at the local level.
- **Goal #4: Increase the Employability of Juveniles** – Juvenile employability plays a key role in redirecting the lives of young people toward productive, law-abiding citizenship. The goal of increasing employability applies across all of DJJ's major service divisions. In DJJ facilities there is a renewed emphasis on employability, that includes partnerships between the school district and the private sector for job placements and for support of products generated by the Youth Industries program. In 2004-2005, DJJ, through Workforce Incentive Act monies, implemented employment-oriented summer and after-school programs in four of South Carolina's rural counties for youth under supervision. In 2005-2006 this initiative will expand to four metropolitan counties, while retaining three of the original counties.

Opportunities and Barriers

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

1. Continue to harness the energy, knowledge, creativity, and commitment of the higher education community, the faith community, and private sector partners as resources to build capacity in South Carolina's juvenile justice system.
2. Maximize the potential of the Friends of Juvenile Justice as a fund raising entity that supports the mission and developmental priorities of the agency.
3. Continue to increase the availability of day treatment, day reporting, employability, and after school program options for youth at risk and those on probation or parole.
4. Remain focused on critical issues affecting SCDJJ facilities including replacement of obsolete living units, the addition of transitional housing, improvements across disciplines in life and employability skills, consistent assignment to living units of staff that provide shift coverage, and a sound system of behavioral management for residents.
5. Develop resources to foster public safety in the community by strengthening probation and parole services, including implementation of an intensive supervision program for the highest risk offenders.
6. Meet the challenge of establishing effective gender-responsive programs for females that emulate best practices in the nation.
7. Work with a third party (the University of South Carolina's Children's Law Office) to introduce detention reform through pilot programs in two judicial circuits.
8. View juvenile justice reform across the continuum as an incremental and public process that will require many years of thoughtful leadership and development to create a system that is a source of pride to South Carolina's citizens.

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

1. Perceptions by policy makers and agency staff that ideal, or at least adequate conditions have been achieved within DJJ facilities and community based programs without understanding the depth of issues faced and the amount of time/effort still needed to achieve a robust juvenile justice system.
2. No substantial relief of overcrowding in DJJ's pre-adjudicatory facilities/programs in the foreseeable future.
3. Obsolete facilities in the Broad River Road complex that will require at least six to ten years for replacement, assuming that funding continues to be forthcoming.

How the Accountability Report Will Be Used to Improve Performance

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

Section II – Business Overview

Number of Employees

Permanent Employee FTEs	Temporary Employees	Temporary Grant Employees
♦ State funded = 1221.63 ♦ Federally funded = 19.8 ♦ Other funded = 399.68 Total = 1641.11	♦ State temporaries = 85 ♦ Contract temporaries = 0 Total = 85	♦ Federally funded = 12 ♦ Other funded = 2 Total = 14

Grand Total Permanent, Temporary, and Temporary Grant Employees = **1,740.11**

Operation Locations

The nature of its core mandates is such that DJJ operates at the state, regional, and local levels. Although its administrative functions and many of its facilities are centralized in Columbia, achieving a certain efficiency of operation, DJJ has a local presence through regional and county offices, regionally based evaluation centers, and smaller residential programs that are spread across the state. DJJ's administrative headquarters are located in the Goldsmith Building at 4900 Broad River Road in Columbia, South Carolina. This building houses the offices of the Director, Chief of Staff, Deputy Directors for Rehabilitative Services, Community Services, and Administration, the Superintendent of Education, and the Associate Deputy Director for Policy and Planning.

Within the Division of Community Services are four state-level offices located in Columbia - - the Office of Community Residential Services, the Office of Community Justice, the Office of Community Alternatives, and the Office of Community Consultation and Evaluations. 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 Alternatives manages five DJJ staff-secure group homes in Charleston, Columbia, and Greenville, and a variety of placement options located around the state. The Division of Community Services serves all 46 counties through 43 local county offices. The county offices are managed from four regional locations in Orangeburg (Coastal Region), Chester (Midlands Region), Florence (Pee Dee Region), and York (Piedmont Region).

The Division of Rehabilitative Services provides supervision and treatment to committed juveniles residing at three co-located residential campuses in Columbia. Reorganization in 2003-2004 consolidated these three campuses (Birchwood, John G. Richards, and Willow Lane) into a single administrative entity called the "Broad River Road Complex." Operational Offices within the Division include Institutional Management, Clinical and Professional Services, Health Services, and Rehabilitative Support Services.

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

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

The Office of Policy and Planning includes Research and Statistics, Planning and Evaluation, and Program and Grants Development. All of these components are located within the Broad River Road Complex or nearby off Shiver's Road. The Office of the Inspector General consists of an Investigations Section, a Compliance and Inspections Section, an Internal Audits Section, a Juvenile and Family Relations Section, and the DJJ police force. These work groups are located within the Broad River Road Complex in Columbia or near the Shiver's Road/Broad River Road intersection.

Expenditures/Appropriations Chart

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$43,015,595	\$34,154,209	\$47,239,398	\$35,539,611	\$48,207,795	\$35,744,396
Other Operating	\$9,655,008	\$7,041,205	\$12,323,435	\$7,908,207	\$11,607,512	\$8,701,275
Special Items	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Permanent Improvements	\$6,417,231	\$	\$2,048,993	\$155,000	\$	\$
Case Services	\$21,457,317	\$12,371,555	\$22,873,416	\$12,593,570	\$26,486,872	\$22,995,754
Distributions to Subdivisions	\$	\$	\$70,000	\$17,500	\$	\$
Fringe Benefits	\$15,261,281	\$12,359,629	\$16,032,331	\$12,141,243	\$16,882,278	\$13,227,622
Non-recurring	\$4,780,775	\$1,683,041	\$	\$	\$	\$
Total	\$100,762,207	\$67,784,639	\$100,762,573	\$68,530,132	\$103,359,457	\$80,844,047

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

Major Program Areas Chart								
Program	Major Program Area	FY 03-04			FY 04-05			Key Cross
Number and Title	Purpose (Brief)	Budget Expenditures			Budget Expenditures			References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions	State:	4,702,910.00		State:	4,656,979.00	Chart 7.3-3	
		Federal:	314,935.00		Federal:	333,001.19		
		Other:	252,947.00		Other:	506,030.98		
		Total:	5,270,792.00		Total:	5,499,011.17		
		% of Total Budget:		6%	% of Total Budget:			5%
III. (A) Community Services (C) Evaluation Centers and (D) Detention Center	Intake processing, supervision of probationers, and parolees, assessment, residential care, and pretrial detention for juvenile offenders	State:	31,197,214.79		State:	32,247,897.00	Graph 7.3-1 Graph 7.3-2 Chart 7.3-3	
		Federal:	437,722.00		Federal:	695,276.72		
		Other:	17,485,501.00		Other:	20,286,411.65		
		Total:	49,120,437.79		Total:	53,229,585.37		
		% of Total Budget:		52%	% of Total Budget:			53%
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State:	18,144,770.00		State:	19,496,670.00	Chart 7.3-3	
		Federal:	1,425,140.00		Federal:	1,211,727.67		
		Other:	122,217.00		Other:	113,658.13		
		Total:	19,692,127.00		Total:	20,822,055.80		
		% of Total Budget:		21%	% of Total Budget:			21%
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State:	6,187,375.00		State:	6,200,789.00	Chart 7.3-3	
		Federal:			Federal:	0		
		Other:	317,914.00		Other:	455,727.12		
		Total:	6,505,289.00		Total:	6,656,516.12		
		% of Total Budget:		7%	% of Total Budget:			7%
III. (H) Education	School programs for committed juvenile and others in residential programs	State:	3,667,687.00		State:	3,658,487.00	Chart 7.3-3	
		Federal:	1,105,128.00		Federal:	942,003.64		
		Other:	4,817,018.00		Other:	5,372,692.39		
		Total:	9,589,833.00		Total:	9,973,183.03		
		% of Total Budget:		10%	% of Total Budget:			10%
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								
		State:	3,884,682.00		State:	2,269,310.00		
		Federal:	42,050.00		Federal:	1,027,347.27		
		Other:	239,767.00		Other:	1,288,564.25		
		Total:	4,166,499.00		Total:	4,585,221.52		
		% of Total Budget:		4%	% of Total Budget:		4%	

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

Key Customers and Key Products/Services

The customer base of DJJ includes:

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

Young people involved in the juvenile justice system and their families are DJJ's primary customers. The mandates to serve them are made clear in statute. The magnitude of DJJ's population is perhaps measured best by the more than 26,000 referrals that the agency receives annually. To meet the needs of these juvenile offenders DJJ provides case management, supervision, and programs that range from front-end prevention and early intervention initiatives to specialized treatment in secure facilities. These programs and services are among DJJ's most important products. Examples include:

- ◆ Teen After-School Centers – The Teen After-School Center (TASC) program within the Community Services Division has thrived in its second year of implementation, expanding from the original three sites to a total of ten sites around the state. Teen After School Centers now operate in Bishopville, Columbia, Charleston, Hemingway, Georgetown, Greenville (2 sites), Lake City, and Orangeburg (2 sites). DJJ has implemented this program through partnerships with the Legislative Black Caucus, the AME Church and other members of the faith community, the Children's Law Office at the University of South Carolina, Clemson University, the State Department of Education, and local youth organizations. The TASC program links the human and physical resources of local churches and organizations with at risk young people in the community to provide tutoring, mentoring, and skill development during after school hours when teenagers are most likely to get into trouble with the law. A variant of the TASC program also was introduced this year within the Rehabilitative Services Division for residents of the Broad River Road Complex.
- ◆ Juvenile Employment Enrichment Program (JEEP) – This year DJJ, through a partnership with the State Workforce Investment Board and the S.C. Employment Security Commission, received a \$741,393 grant to implement summer/after-school employment programs in Allendale, Jasper, Marlboro, and Orangeburg counties. These programs targeted juveniles under DJJ supervision, providing employability and life skills development as well as actual paid work experience. Additional grant monies from the Department of Commerce have been awarded for 2005-2006 to continue three of the original four sites and expand the program to four metropolitan counties (Anderson, Florence, Lexington and York).

- ◆ CHOICES – A key aspect of the Balanced and Restorative Justice model is for juvenile offenders to develop competencies that will enable them to remain crime-free. “CHOICES” is a curriculum that teaches young people to make positive decisions in their lives to help them to avoid repeating criminal behaviors. “CHOICES” is now available in eight counties, and it is DJJ’s goal to implement the curriculum statewide.
- ◆ Juvenile Arbitration – This key diversion program operates within DJJ’s Division of Community Services in partnership with Solicitors’ Offices across the state. It provides a statewide network of community-based programs that successfully divert first-time juvenile offenders charged with nonviolent crimes. The Juvenile Arbitration Program embraces the principles of balanced and restorative justice and is centered on a community response to crime by holding the juvenile offender accountable for the harm caused to individual victims and the community.
- ◆ Consultation and Evaluation Services – Consultation and Evaluation Services performs community psychological evaluations and consultations for family courts and local DJJ offices around the state. These services increased by more than 15 percent between fiscal years 03-04 and 04-05, partly as a result of a partnership with the Medical University of Charleston enabling doctoral interns in Pediatrics to complete psychological evaluations for DJJ’s Coastal Region. Consultation and Evaluation Services staff members also are engaged in preparations to provide outpatient sex offender counseling as a pilot program in the Piedmont region.
- ◆ Community Alternatives – DJJ provides community-based residential programs that offer intervention services to juveniles in the least restrictive environment commensurate with risk factors and public safety concerns. These include placements in lieu of commitment to DJJ, alternative placements for appropriate committed youth, and step-down placements for juveniles who need to transition back to the community. During fiscal year 2004-2005 DJJ increased available placements for females at its wilderness camp in Oconee County, and its placements through multi-agency contractual providers that offer therapeutic foster care, moderate and high management group care, and supervised independent living. The agency also introduced an Outward Bound wilderness expedition program to transition committed youth nearing parole to their home communities with the provision that they would be released upon successful completion of the program.
- ◆ The Drug and Alcohol Treatment Program – Within the Rehabilitative Services Division the Drug and Alcohol Treatment Program serves committed youth, aged 12 to 17, with a history of substance abuse or dependency. Any youth committed to the Department of Juvenile Justice for whom substance abuse is the primary treatment need receives services regardless of the anticipated length of time in custody. The program uses a developmentally appropriate cognitive/behavioral approach with clinical services provided through a contractual provider.

- ◆ Junior Reserve Officer Training Corps (JROTC) Program – The JROTC program within DJJ’s school district teaches students the values of citizenship, leadership, service to community, and personal responsibility. JROTC fosters a sense of accomplishment, instilling self-esteem, teamwork, and self-discipline. The target population consists of male and female juveniles committed to DJJ who are 14 to 18 years old and enrolled full-time in a high school course of study.
- ◆ Communities in Schools (CIS) Program – The purpose of this program within DJJ’s school district is to impact the intellectual, social, emotional, and spiritual lives of youth by providing a nurturing and challenging environment that features a continuum of education and social services. The target population includes committed juveniles within the Broad River Road Complex that exhibit the capability to excel academically and express a desire to participate and to change.
- ◆ Peer Mediation Services – The purpose of Peer Mediation/Conflict Resolution is to promote better decision making in juveniles and help them to develop into responsible citizens. Peer mediation services are available to residents of the Willow Lane Campus within the Broad River Road Complex.
- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – The STAR program within the Broad River Road Complex has as its target population chronically aggressive adolescents. It provides diverse treatment interventions in a separate and highly structured environment, the goals being to reduce incidents of aggressive conduct and promote pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) – The purpose of the SOTP is to provide comprehensive, researched-based treatment for adolescents with sexual offending issues and for their families. The goal of the program is to enable each juvenile to fully acknowledge the behavior, recognize its impact on others, and understand the underlying motivations well enough to develop a comprehensive safety plan to use upon return to the community. The target population is any committed juvenile having a history of sexually inappropriate behavior. The Sex Offender Treatment Program occupies two living units within the Broad River Road Complex.
- ◆ Victim Offender Mediation Program (VOMP) – The major goal of VOMP is to incorporate Balanced and Restorative Justice (BARJ) principles by fostering a healing process in all parties affected by a crime that occurs within a facility. The VOMP process holds the perpetrator accountable while providing for the needs of the victim and others in the DJJ community behind the fence that are affected by the crime.
- ◆ Health Services – DJJ provides a wide range of quality health care services based on the medical needs of committed juveniles in the Broad River Road Complex and DJJ group homes. DJJ’s health program consists of medical services, dental services, nursing services, pharmacology, laboratory services, optometry, psychiatric services,

an inpatient infirmary, and nursing dispensaries. Provision of dental services through a cooperative arrangement with the Department of Corrections has not only improved access to specialty dental care for juveniles but also reduced costs for oral surgery by \$70,000 this year. The privatization of pharmacology also has resulted in a cost saving to the state.

- ◆ Mental Health Services – Comprehensive mental health services are available for all juveniles at the Broad River Road Complex, through the disciplines of social work, psychology, and psychiatry. The Division has established a sound system for identifying seriously mentally ill and severely developmentally disabled juveniles for transfer to the Department of Mental Health or the Department of Developmental Disabilities and Special Needs. Further, the Division maintains a 1:50 ratio of psychologists to committed juveniles, and assigns two social workers to its living units that hold approximately 40 juveniles. The psychologists offer consultation services, assessment services, and support for treatment programs within the Broad River Road Complex. Social workers develop service plans, conduct group therapy sessions, provide individual and family counseling, and perform other case management functions for the juveniles assigned to their care.
- ◆ Volunteer Program – Citizen participants in the juvenile justice system enhance DJJ programs across all service divisions. These volunteers act as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities. In fiscal year 2004-2005, 1,694 volunteers donated 108,622 hours of time, averaging 64 hours per individual.

For many juvenile crimes there exists one or more victims. Since 1997 state law has required DJJ to provide services to victims that inform them about juvenile justice proceedings and involve them in decisions about cases. DJJ staff contact victims for their input as they prepare recommendations to the Solicitor on the prosecution or diversion of juvenile cases. They ensure that victims receive information about the scheduling of hearings and notifications about releases from custody, escapes from custody, and transfers to less secure settings. Staff members also advocate for victims and refer them to community resources. Victims have access to a toll-free number (1-888-224-6165) and the Internet Victim Information System (IVIS).

DJJ does not operate in isolation within the juvenile justice system, but rather in cooperation with and support of other colleagues including law enforcement officers, solicitors, family court judges, members of the Juvenile Parole Board, and staff in other child serving entities. The key products associated with these relationships include:

- Front-end diversion programs that operate in agreement with solicitor's offices, providing swift justice without formal court intervention and thus easing the juvenile case burden on family court dockets.
- Intake and assessment services for the family courts inclusive of recommendations to court personnel on detention, case processing and dispositional decisions.
- Preadjudicatory secure detention.
- In-depth psychosocial evaluations of juveniles when ordered by the court.

- ❑ Targeted case management services including interagency staffings and coordination.
- ❑ Juvenile probation and parole supervision to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.

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

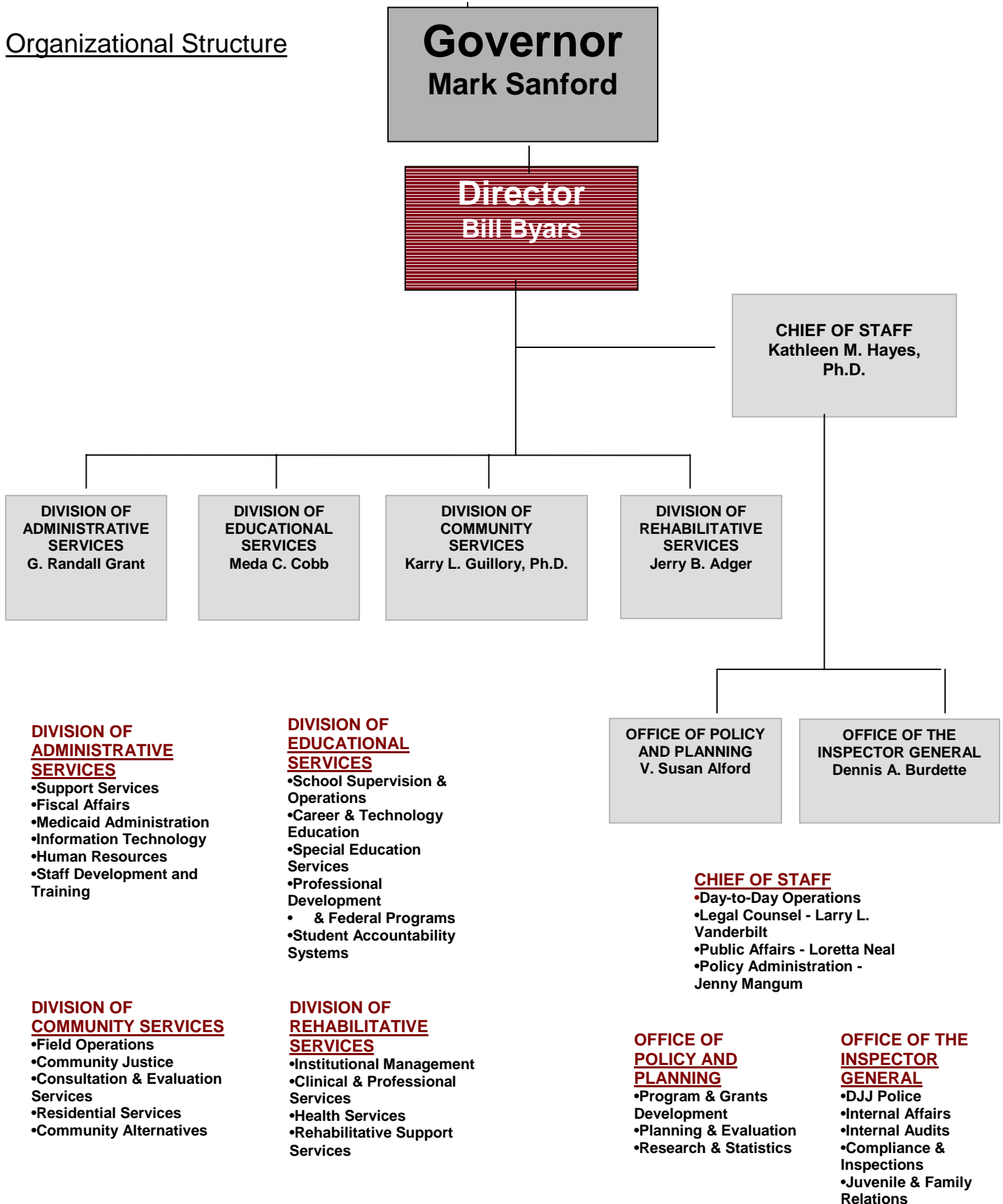
- ❑ Classification and assessment processes that result in the highest risk juveniles being restricted from access to the public before and after adjudication.
- ❑ The maintenance of sufficient hardware-secure beds to accommodate juveniles assessed to be high risk to the public.
- ❑ A pervasive commitment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

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

Key Suppliers

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

Organizational Structure



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 Policy and Planning also report to the Chief of Staff.
- ◆ Division of Administrative Services – This division’s overarching functions include fiscal affairs, human resources, support services, fleet management, grounds management, Medicaid administration, staff development and training, and information resource management.
- ◆ Division of Educational Services – This division provides and oversees education programs in support of populations in DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road complex as well as satellite programs at the three evaluation centers and the Detention Center. The school district also offers vocational 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, residential diagnostic evaluations, pretrial juvenile detention, community psychological evaluations and assessments, prevention and early intervention services, victim services, community-based residential services, and community justice services.
- ◆ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined within the Broad River Road Complex. The division is composed of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to the management of the three campuses within the Complex, the division is responsible for clinical oversight of professional treatment services, classification services, and primary and specialty medical and dental care.
- ◆ The Office of Policy and Planning – The Office of Policy and Planning supports all agency divisions in three functional areas – program and grants development, research and statistics, and strategic planning. The office's twofold mission is to plan and implement effective juvenile programs/services and provide the necessary information to manage resources effectively for quality service delivery.
- ◆ The Office of Inspector General – DJJ's Inspector General ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include the DJJ police, investigations, internal audits, compliance and inspections, and juvenile and family relations.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Leadership

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

1. *How do senior leaders set, deploy, and ensure two-way communication for:*
 - a. *Short- and long-term direction?* Senior leadership sets and deploys short and long-term direction through the agency mission statement and key planning processes, which are revisited and reformulated annually in a deliberately orchestrated and inclusive process. The goals identified in the Agency's Strategic Plan for 2004-2005 are being accomplished in timely fashion, as highlighted in the accomplishments section of the Executive Summary. This plan, which is updated annually with wide input from management staff, projects out to fiscal year 2011 for certain projects of a incremental, long-term nature such as replacement housing units within the Broad River Road complex.
 - b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. Using a cross-divisional team approach, he and his senior staff provide abundant opportunities for employees to participate in decision making through carefully tasked working and ongoing committees. Such committees are now tackling issues as diverse as the reclassification of committed juveniles, processes for implementing legislative provisos that passed this year, and a system of weighted caseload management in the community. The committee method showcases the depth of talent within the agency workforce and helps to identify/develop potential future leaders. Fully committed to an open and publicly accountable administration the Director also has elected to participate in certain initiatives such as the national evaluation of the federal intensive aftercare program, the national BARJ report card, and the performance based standards project of the Council of Juvenile Corrections Administrators. This delivers a clear message that the agency will strive toward the highest standards, measure its progress, be self critical, and operate in a continuous improvement mode.
 - c. *Organizational values?* Senior management developed an organizational value statement that supports the accomplishment of the agency's mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation and other agency training.
 - d. *Empowerment and Innovation?* The Director and senior managers place a premium on innovation as a means of accomplishing mission and strategic goals in a restrictive budget climate. DJJ continues to reap the benefits of the first of its kind partnership with a major land grant university to help actualize its juvenile justice reform package. This initiative is supported by a steering committee with cross-divisional representation in its DJJ membership and inter-departmental membership on Clemson University's behalf. Continuing to

- approach resource development creatively, DJJ has just established the Friends of Juvenile Justice, a private non-profit trust that will provide vision and funding support for mission-critical projects.
- e. *Organizational and Employee Learning?* Since 2003-2004 DJJ also has emphasized workforce planning, developing leadership cohorts of employees to step in as anticipated retirements occur through a senior manager selection process. Leadership development and career path issues are being addressed through an interdisciplinary Workforce Planning Initiative that has researched these areas, identified/expanded core supervisory and leadership development courses, and developed a career progression for DJJ security officers. DJJ also continues to work through its partnership with Clemson University and others on the possibility of on-site college instruction for the benefit of employees who aspire to advanced degrees and residents who have completed high school. DJJ, through a recently charged working committee, is taking a close look at staff development and training across the board, having begun this process with a survey to gain broad input from all agency employees.
 - f. *Ethical Behavior?* As a child-serving agency DJJ must hold its staff to the highest standards of ethical behavior. Employees are expected in their demeanor and appearance to be 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 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." Procedural guidelines cover "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 a broad customer base. Within the Inspector General's Office the Juvenile and Family Relations section responds to juvenile grievances and the concerns of families, serving an investigative and 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. Moreover, the Performance Based Standards project requires biannual self-report surveys of youth and staff in facilities around issues of safety and general well being. More broadly, comprehensive assessment processes that support key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves. The Director, by his own example, encourages management staff to be broadly inclusive of customers in appropriate activities and planning processes.
 3. *How do senior leaders maintain fiscal, legal, and regulatory accountability?* Senior leaders within the agency routinely consult the legal office for consideration of all potential legal issues/ramifications associated with major program initiatives, and

prior to taking any action or making any major decisions which could impact upon the Department or the juveniles that it serves. Such consultations have, when necessary and appropriate, involved seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the legal counsel reports to the Chief of Staff, who is the Chief Operating Officer for the agency. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions are tested through the State Auditor's Office. For the second year in a row, the agency's financial audit found no major exceptions. The agency also is subject to a procurement audit every other year by the State Materials Management Office. This year DJJ was the first agency to receive an increase in certification based on performance. Internal controls include a system of budget management in which the use of funds is monitored against the intended purpose of the funding source, cost containment and efficiency measures taken in procurement processes, and proper authorization of full time equivalency positions in hiring practices.

4. *What key performance measures are regularly reviewed by senior leaders?* The Director and senior leaders not only review key performance measures on a regular basis but also routinely use them in responding to issues as well as for planning purposes. Population levels in facilities and placements receive daily monitoring to determine "hot spots" for seasonal overcrowding and utilization levels in the alternative programs. After the federal lawsuit concluded in December 2003 the Director determined that the agency would continue the incident reporting system set in place when the agency was under court supervision. Incident data thus receive the same level of internal scrutiny and response as occurred during the lawsuit period when the federal court required monthly reports. The Director regularly reviews the juvenile grievances in facilities/placements, types of issues revealed in the grievance process, and the results of these investigations. Other examples of key measures that receive regular attention from the senior leadership include budget/expenditure patterns within and across divisions/offices, workload/caseload ratios, and Medicaid reimbursement for placement, treatment, targeted case management, and wraparound services. The Director, his senior leadership staff, and the facility standards workgroup also study results from the Performance-based Standards project to ensure consistent improvement in key areas of operations and management.
5. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?* The Director exemplifies a "hands-on" approach to the communication of priorities and the investigation/resolution of issues, making deliberate opportunities to communicate directly both with staff and juveniles. He holds his senior leadership to the same level of accountability. The Agency's senior staff members meet weekly to promote consistent communication of priorities, strategize improvement plans responsive to internal or external issues, and assess organizational performance in a continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the

agency including legislative and major policy initiatives, and to review progress toward goals outlined in the strategic plan.

6. *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 safeguard the public, be responsive to juvenile crime victims, improve the futures of the offenders under their care, 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 public safety are appropriately restricted from access to the community. In embracing the balanced and restorative justice (BARJ) model, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its participation in the national BARJ report card initiative this year DJJ invited public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also extends to the level of the agency itself. DJJ endeavors to improve the outcomes of the juveniles under its care in the most cost efficient manner possible, thereby enhancing the long-term safety of communities by returning to them young people who are employable and therefore capable of productive and responsible citizenship.
7. *How does senior leadership set and communicate key organizational priorities for improvement?* In management philosophy the senior leaders of DJJ are outcome focused and committed to working in a continuous improvement mode. The Director has selected four strategic goals, which taken as a whole constitute 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. These four goals are supported through specific, division-assigned outcomes in the agency's strategic plan and through its annual budget allocation and request processes.
8. *How does senior leadership actively support and strengthen the community? Include how you identify and determine areas of emphasis.* DJJ's 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 staff are comprehensively "rethinking" juvenile justice with a focus on early intervention and front-end programs that yield better results for juveniles. This represents a major shift in emphasis from the past fourteen years that were dominated by attention to DJJ facilities, relief of overcrowding, and the remediation of other conditions found to be unconstitutional in federal court. With the lawsuit having reached a successful conclusion in 2003, it has been appropriate to redefine priorities, identify the most cost efficient best practice programs, and enlist the support of local communities and partners to plan and support program development for at risk youth.

Category 2 – Strategic Planning

1. *What is your strategic planning process, including KEY participants, and how does it account for:*
 - a) *Customer needs and expectations*
 - b) *Financial, regulatory, societal, and other potential risks*
 - c) *Human resource capabilities and needs*
 - d) *Operational capabilities and needs*
 - e) *Supplies/contractor/partner capabilities and needs*

The Department of Juvenile Justice's strategic plan is a core document that aligns with its mission and statutory responsibilities, its internal budget allocation process, its budget request, and Director's performance appraisal, and the annual Accountability Report. This plan is organized chronologically by outcomes and expected completion dates, with each outcome being assigned to one or more agency divisions and/or offices. As such it provides a straightforward point of reference to reflect on present and approaching years, and to gauge agency progress toward meeting its four key strategic goals. The strengths, weaknesses, opportunities, and threats method of analysis has been used to take into account both the expectations and needs of customers and potential financial, societal, and other risks. The practical considerations of human resource, operational, and contractor/partner capacities come into play through the development of customized division and office-level outcomes.

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

2. *What are your key strategic objectives?* In conjunction with the Governor's Office, DJJ has developed four broad strategic goals/objectives that are achievable over a three to four year period of time as a reform package for South Carolina's juvenile justice system. These are listed beside the related actions/initiatives for the year 2004-2005 on the Strategic Planning Chart that follows. The first objective is to strengthen community alternatives and supervision. This objective reflects the administration's commitment to focus on the front end of the juvenile justice system in seeking to create a continuum of community based programs that bolster local supervision capacity and reduce the need for costly periods of confinement in large facilities. A second objective is to improve conditions of confinement and services within the Broad River Road Complex of facilities, aimed at exceeding minimal "constitutional" standards to achieve more positive results for juveniles and their families. The third objective is to explore partnerships for funding and programs specifically tied to DJJ services and needs. This objective is responsive to

operational, program development, and permanent improvement issues that may be beyond the scope of regular funding streams. The last objective, increasing the employability of juveniles, crosses all DJJ service divisions (Community Service, Rehabilitative Services, and Education). It aligns with the Balanced and Restorative Justice principle of competency development to improve the likelihood that juvenile offenders will become law-abiding citizens.

3. *What are your key action plans/initiatives?* DJJ's key action plans/initiatives for 2004-2005 are depicted in alignment with the applicable program title and the strategic planning goals they support on the Strategic Planning Chart that follows. One of the most significant actions/initiatives this year in terms of the Agency's future development was the establishment of the Friends of Juvenile Justice as a means of providing alternative resources to support DJJ's mission and strategic goals. This eleemosynary organization was incorporated with the South Carolina Secretary of State's Office in December 2004, has received tax exempt status from the Internal Revenue Service, and has met twice to establish by-laws and set preliminary goals.

DJJ also met its goal of substantially increasing the number of day treatment and after-school programs for youth under supervision in the community. Partnerships with the faith-based community, other eleemosynary organizations, and higher education as well as federal funding support for after-school employment programs assisted the agency in meeting this goal. Broad-based and diverse partnerships also have been critical in DJJ's targeted efforts to improve gender-responsive services to the female residents of the Broad River Road Complex.

In 2004-2005 DJJ identified federal (Violent Offender Truth in Sentencing Act) monies to develop transitional housing within the Broad River Road complex, beginning with a female housing unit that has been designed and will be ready for occupancy in 2006. The purpose of transitional housing is to provide an environment in which residents nearing the end of their incarceration can practice independent living skills while remaining under close custody and supervision.

Another key initiative that addresses one of DJJ's most pressing population issues is detention reform. This year the agency began working with the Children's Law Office and the Governor's Juvenile Justice Advisory Council to plan and implement pilot programs in two judicial circuits of the state. These programs will employ risk-based criteria in detention decision-making and develop alternatives to secure detention for appropriate juvenile offenders.

Strategic Planning			
Program	Supported Agency	Related FY 04-05	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ		
II. Administration Division	Explore partnerships for alternative funding and programs specifically tied to DJJ services and needs	Establish a non-profit eleemosynary organization to serve as a financial vehicle in support of DJJ’s mission	Graphs 7.3-1, 7.3-2 Chart 7.3-3
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 7.2-2, 7.2-4, 7.2-5, 7.2-6
III (B) Long-term Facilities	Improve conditions of confinement and services at the Broad River Road Complex	1)Develop gender-responsive services for females housed in the BRRC 2) Pursue funding for transitional housing for males and females	Graphs 7.1-1, 7.2-8, 7.2-9
III (C) Evaluation Centers	Strengthen community alternatives and supervision	Increase the proportion of evaluations performed in the community	Graph 7.2-3
III (D) Detention Center	Strengthen community alternatives and supervision	Work with USC’s Children’s Law Office on non-secure and secure detention options	
III (E) Residential Options	Strengthen community alternatives and supervision	Develop high management beds for males	Graph 7.2-6
III (F) Juvenile Health and Safety	Improve conditions of confinement and services at the Broad River Road Complex	Analyze DJJ’s health services system for benefits of NCCHC accreditation and feasibility for implementation	Graphs 7.1-1, 7.2-7, 7.2-8, 7.4-1, 7.5-2 Charts 7.4-2, 7.5-1
III (G) Program Analysis/ Development	Increase the employability of juveniles	Increase and improve treatment services the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.2-9, 7.2-10
III (H) Education	Increase the employability of juveniles	Establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs 7.2-9, 7.2-10

4. *How do you develop and track action plans that address your key strategic objectives?* The Office of Policy and Planning oversees strategic planning processes within the agency. Executive and senior management staff review actions toward strategic objectives on a quarterly and annual basis to determine the extent to which their completion is occurring on schedule. At the beginning of each fiscal year actions toward fulfillment of these objectives undergo revision based upon the previous year’s accomplishments and any newly relevant developments. Among the key strategic planning outcomes achieved in fiscal year 2004-2005:

- ◆ Within Administrative Services, expanding the effort in succession planning to a second leadership cohort that will receive accelerated professional development in preparation for vacancies anticipated over the next five years.
 - ◆ Within Community Services, increasing the proportion of evaluations performed in the community rather than in secure custody settings.
 - ◆ Within Community Services, increasing the number of day treatment and after-school programs for youth in the community from 3 to 15.
 - ◆ Within Rehabilitative Services and Education, increasing the frequency of programs focusing on employability.
 - ◆ Within Rehabilitative Services, strengthening the recreation and sports programs through which juvenile residents of the Broad River Road Complex learn leadership, team building, and other life skills.
 - ◆ Within Community Services and the Director's Office developing a report card to communicate with the public on results relative to DJJ's mission and purpose.
5. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?* DJJ communicates and deploys the strategic plan through management forums, focused division/office work groups, and implementation of a comprehensive marketing plan to infuse the knowledge throughout the agency. In support of the strategic plan the Office of Policy and Planning within DJJ has developed three agendas that shape and support the strategic goals/objectives. The "research agenda" promotes data advocacy and data based decision making in directing the agency to the types of studies and measurement processes that address knowledge needs within the Department. The "programs agenda" is tied to data derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening, gender-responsive programming for females, the reintegration of incarcerated youth into the community, day reporting and after-school initiatives, and intensive case supervision. The "grants agenda" supports agency development by aligning resources with programs. Grant awards reflect several key areas of emphasis including reintegration through intensive aftercare programs, employment oriented summer and after school programs, and strengthening information systems and the information technology infrastructure.
6. *Web Address for Public Availability of DJJ's Strategic Plan:* DJJ is in the process of revising and finalizing the action initiatives for 2005-2006 that are associated with its strategic plan. This process, which flows from the development of agency budget request, will be completed in the fall of 2005 and posted in the DJJ web site for public consumption. The DJJ web address is: www.state.sc.us/djj.

Category 3 – Customer Focus

1. *How do you determine who your customers are and what their key requirements are?* The statutory mandates of the Department of Juvenile Justice establish its customer base. These customers include juvenile offenders, their families, their victims, colleagues within the juvenile justice system to whom agency staff provide

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

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

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

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. In fall 2004, participating as the only statewide jurisdiction in a national demonstration project, the agency published on its web-site a user-friendly Report Card measuring agency progress across the critical areas of protecting the public, accountability, competency development of offenders, and customer service. In program development the agency works extensively with other organizations including members of faith based communities, youth serving agencies, institutions of higher learning, and entities such as Workforce Investment Boards. These partners provide a sounding board, offering a unique knowledge of the local customer environment that is often a key to successful implementation.

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

4. *How do you measure customer/stakeholder satisfaction?* Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers, advocating on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. They report quarterly on trends in grievances to DJJ's Facility Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. For example, the agency regularly surveys crime victims to determine their satisfaction with the outcomes of their cases and their interactions with DJJ staff. The survey queries victims on seven dimensions of victim services. Results of the most recent survey are highlighted in Chapter 7.
5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.* DJJ invites key stakeholders to juvenile justice forums and meetings, sponsors conferences, and conducts work fairs for customers/stakeholders. Using written and face to face communication the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ – that is, juveniles, their families, and the victims of juvenile crime, are built by ensuring that processes are in place to give these individuals a voice in how they are being treated as a result of their interface with DJJ.

Category 4 – Measurement, Analysis, and Knowledge Management

1. *How do you decide which operations, processes, and systems to measure for tracking financial and operational performance?* Measurement decisions relative to operations, processes, and systems derive from legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the development of baseline information and a sustained, consistent longitudinal data collection process to measure progress and identify areas needing critical attention/remediation. Measurement priorities also take into account a number of factors including the interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development and management decisions, and the reporting requirements of funding sources.

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

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

3. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?* One of DJJ's most important data analysis tools is its on-line Management Information System (MIS) that stores the social and judicial records of all juvenile offenders for whom the agency bears responsibility. Although this system is obsolete as a case management tool and will be replaced by the new JJMS system in 2005-2006, it has reliably catalogued mission-critical information since the early 1980s; thus, it remains a powerful research tool for examining longitudinal trends in South Carolina's juvenile justice system. MIS has been assessed on a regular basis as to its accuracy/completeness, and training has been provided to address identified problems. Data quality also benefits from the oversight of several external sources that routinely receive extracts from MIS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. The new JJMS will be a modern case management system from which information is more readily

retrievable and more reliable based on a user-friendly structure and built-in auditing functions.

4. *How do you use data/information analysis to provide effective support for decision-making?* The promotion of data based decision making within DJJ is the responsibility of the Office of Policy and Planning. 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 Department's residential programs. They are responsible for statistical input to support the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, and fiscal impact assessment as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. Prominent on this agenda is a nationally funded project that examines a birth cohort of DJJ-involved youth to track their linkages with other social agencies before, during and after the interface with DJJ. This important project is yielding data that are unique from a national perspective. Another research agenda item is an exploration of the causative factors that have resulted in minority overrepresentation in the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal Memorandum of Understanding with Clemson University. As a result of the Clemson partnership two research manuscripts, one on predicting the juvenile justice outcomes of first, second, and third time referrals to DJJ, and the other on truancy, have been submitted for national publication. DJJ also routinely partners with the state Data Warehouse and 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.

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

comparative data. DJJ may compare itself to other juvenile justice agencies in the southeastern United States, 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 manner 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. Comparative data are used to assess the performance of programs and operations relative to other states in Performance Based Standards processes and in response to stakeholder questions.

6. *How do you manage organizational knowledge to accomplish the collection, transfer, and maintenance of accumulated employee knowledge, and the identification/sharing of best practices?* DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end DJJ's Workforce Planning Group has established career paths within the agency, expanded leadership development programs, and improved the training of line staff. Two cohorts of employees, identified by their supervisors and peers, are participating in a series of leadership development courses to ensure that the DJJ of the future has a core of competent managers to step forward as individuals retire or new positions are created within the agency. The Director's Committee process, in taking on some of the largest operational challenges facing the agency, also has provided the opportunity for staff to grow from one another's knowledge and expertise and for senior managers to assess leadership potential across a broad range of employees. The Office of Policy and Planning, 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.

Category 5 – Human Resources

1. *How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?* Annually DJJ holds a formal ceremony recognizing both individuals and work groups that have been nominated for excellence by their peers. The Director also sponsors receptions at appropriate times of the year that provide opportunities for him to meet, greet and thank employees for their work in support of the agency's mission. One such reception this year honored a school district employee who received national recognition in being selected to the *USA Today* All Teacher Team. A full curriculum of continuing education offerings by DJJ's own Staff Development and Training Section, and participation in the State Agencies Training Consortium, afford a wide range of opportunities for employee growth.

Last year an important way that senior leaders provided opportunities for staff development was through a series of Director's committees. These committees, a

number of which remain active as of this writing, have tackled substantial issues in an effort to refine and improve agency operations. Besides the obvious by-products of greater efficiency and better outcomes these committees were opportunities for cross-divisional communication and learning, as well as leadership development. Within the Community Services Division, which will be heavily impacted by the retirement of seasoned employees, an active mentoring program for staff is helping to develop leadership and management capacity.

DJJ is actively exploring with Clemson University and other partners the possibility of offering college level instruction for both staff who desire to earn a degree and juvenile residents who already have completed a high school diploma or GED. A number of institutions of higher learning have indicated an interest, and the agency has within its own workforce individuals who are qualified to provide such instruction.

2. *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?*

DJJ maintains an active workforce planning group with representation from all divisions of the agency. The main purpose of this group is orderly succession planning to meet the challenge of a high rate of management turnover due to retirements. Last year the group determined areas of critical need, initiated a process of career mapping, identified an initial employee cohort for possible promotion within the agency as appropriate vacancies occur, and involved its membership in a comprehensive leadership development program. The agency recently selected a second leadership cohort through a senior management selection process.

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

The staff development and training area will receive deliberate emphasis in 2005-2006, as the agency brings on approximately 100 new employees. To guide a committee process that is examining this critical area, a customer survey has been distributed to all staff within the agency.

3. *How does your employee performance management system, including feedback to and from employees, support high performance?* DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy will ensure that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals. Process-wise, a change in the reporting of late EPMS documents has already resulted in significant improvement, from less than 50 percent on time in fiscal year 2003-2004 to 65 percent timely in 2004-2005.
4. *What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?* Through its course evaluation system and regular contacts with a variety of employee classes Staff Development and Training endeavors to gear its offerings to identified needs, assess the morale of DJJ's workforce, and relay appropriate information to management. The agency itself provides assistance to employees through its Comprehensive Assistance in Response to Employees (CARE) program. Select personnel throughout the agency have been trained to act as resources in providing peer support, information, and referral, in the event that a staff person is injured or experiences trauma on the job. The agency's CARE program currently consists of 13 advisory board members and 81 staff peer supporters representing all divisions and offices.

DJJ also refers employees to the Department of Vocational Rehabilitation's Job Retention Services. The purpose generally is to facilitate a change in conduct and/or performance. Referrals to this program may experience a greater sense of well being, stronger motivation, and more job satisfaction as a result.

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

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

DJJ addresses emergency preparedness both in policy and in a written plan. The plan covers a range of emergency circumstances such as flooding, hurricanes, tornadoes, bomb threats, and suspicious mail. Emergency response is administered through the Inspector General's Office, working with an inter-divisional emergency control team.

6. *What activities are employees involved with that make a positive contribution to the community?* DJJ has an effective staff volunteer program that includes thousands of staff-dedicated hours serving on community and organizational boards, participating in Richland School District 1's *Lunch Buddy* program, and participating in the *First Ladies' Walk for Life*, among others. Numerous examples exist within the agency of staff dedicating time and other resources to youth of the agency in coaching, mentoring, and teaching roles that reach far beyond their routine job duties.

Staff members have worked closely with youth on balanced and restorative justice (BARJ) initiatives that give back to the community. A major BARJ initiative that has the added advantages of teaching participants basic carpentry skills is the making and selling of Adirondack-style chairs. Sales or donations of this furniture benefit the state crime victim fund and charities such as Habitat for Humanity. Juveniles also have involvement with the community through victim impact classes and participation in victim impact panels that teach them first hand about the effect of their crimes on other human beings.

Category 6 – Process Management

1. *What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success?* DJJ's key processes encompass the case management and rehabilitative services it provides in support of the juvenile justice system of South Carolina. The agency endeavors to administer these services with equity, efficiency, and effectiveness. A sound juvenile justice system impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.
2. *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?* Inclusive strategic planning processes enable the agency leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Strategic planning is a dynamic process, the goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services. DJJ's Office of Policy and Planning has administered a program analysis instrument to aid in assessing its programs by best-practice standards. On the technical side DJJ has developed a modern web-based information system (JJMS) to replace its archaic MIS client tracking system. JJMS will come on line in 2005-2006 as a more user

friendly and reliable means of supporting case management and information needs throughout the agency.

3. *How does your day-to-day operation of these processes ensure meeting key performance requirements?* Regular scrutiny of performance indicators is a key to meeting performance requirements. In juvenile justice systems creating safe and secure environments are essential to the rehabilitative process. Senior leaders and operations staff closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:
 - ◆ Rates of facility assaults, fights, horseplay incidents, and injuries to youth.
 - ◆ Facility and community program utilization particularly relative to bed space and capacity.
 - ◆ Workload and caseload activity within the Community Services Division
 - ◆ Results of grievance investigations
 - ◆ Allegations of abuse and neglect and the results of the investigative process.
 - ◆ Performance-based Standards measurement results and corrective action plans.

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

The agency has tasked committees to study issues and make recommendations, used survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. The Director uses working committees to improve specific areas, one example being a reclassification process for residents of the Broad River Road Complex that will lend consistency to decisions about eligibility for early release or work release programs.

5. *How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?* DJJ enters into informal and formal contractual arrangements and memorandums 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.

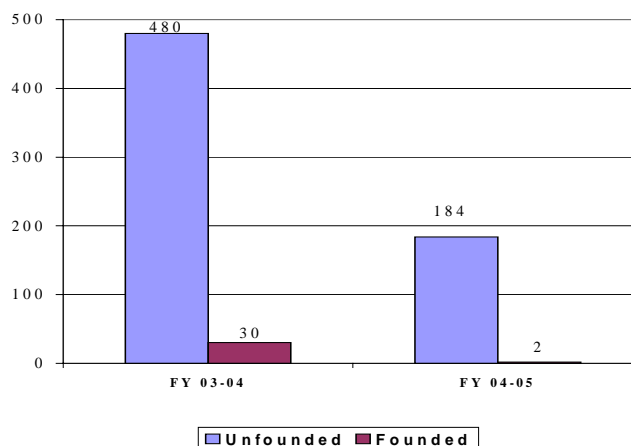
DJJ is attentive to the need for monitoring and support of its contracts and partnerships once the particulars have been negotiated. The Agency's innovative partnership with Clemson University includes an oversight committee with representation from both entities that meets regularly to review the progress 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.

Category 7 – Results

1. *What are your performance levels and trends for the key measures of customer satisfaction?* An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Overall, grievances declined 26 percent in 2004-2005 compared to the previous year, while the percentage determined to have been founded increased from 5.2% to 6.8%. The drop in grievances resulted in large part from a 63.5% reduction in those filed by females, corresponding with their move to greatly improved living quarters within the Broad River Road Complex.

Graph 7.1-1

**Grievance Investigation Results for Females
Comparing 2003-2004 to 2004-2005**



DJJ is responsible for ensuring that the victims of juvenile crime have a voice in how their cases are handled. In April 2005 DJJ surveyed crime victims across the state, asking them to rate their experiences with the juvenile justice system on a scale of 1 to 5, with 5 being the most positive. Over one-half of the survey respondents gave the highest rating of “5.” Approximately 84 percent gave a rating of “5” or “4.”

Chart 7.1-2

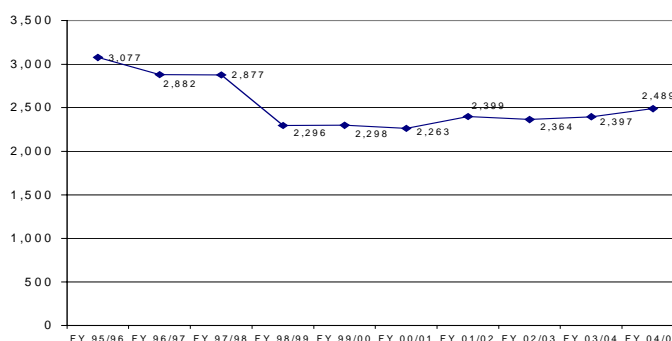
Victims’ Ratings of their Experiences with the Juvenile Justice System (5=most positive)

Rated “5”	53.5%
Rated “4”	30.2%
Rated “3”	14.0%
Rated “2”	2.3%
Rated “1”	0%

2. *What are your performance levels and trends for the key measures of mission accomplishment?* One of DJJ's key strategic goals is to strengthen community alternatives and supervision. Juveniles whose contact with the juvenile justice system is limited to an effective first time intervention stand a much better chance of becoming productive and law abiding adults than do youth who have frequent referrals and deep-end sanctions. The graph below shows that the level of violent and serious juvenile crime fell beginning in fiscal year 1996-97 and has stabilized since 1998-99, supporting DJJ's shift in focus to a community based juvenile justice system that allows most juveniles to receive services/supervision close to home.

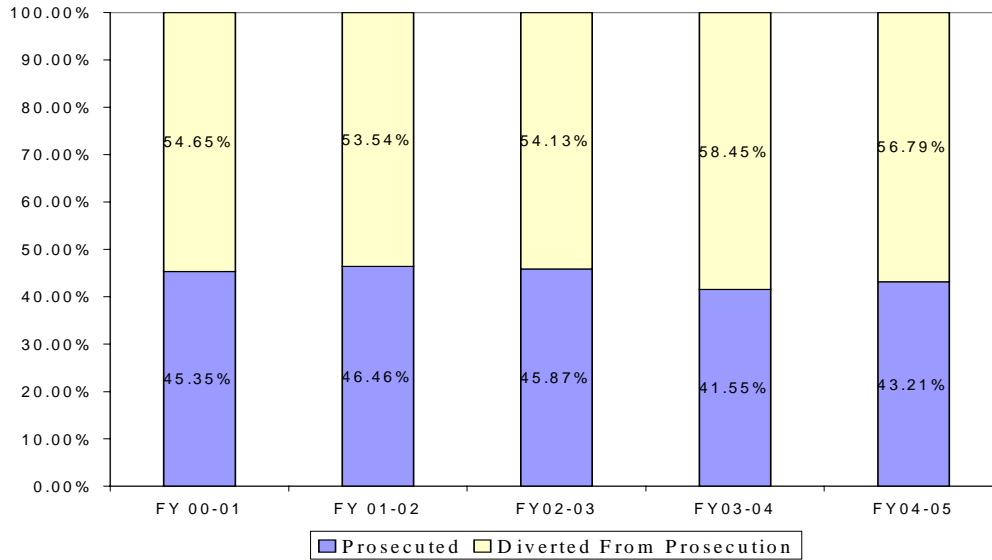
Graph 7.2-1

Violent and Serious Juvenile Cases - Ten-Year Comparison



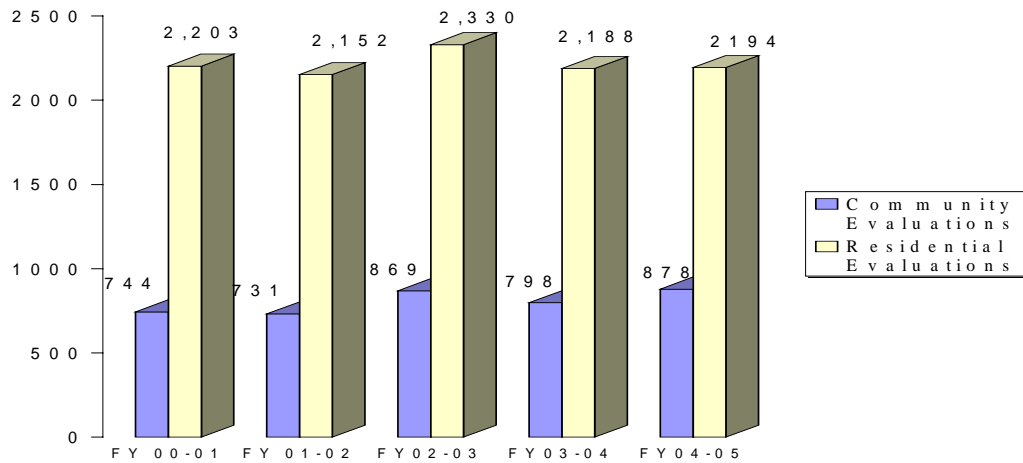
At the family court referral stage appropriate delinquency cases may be diverted from prosecution. Programs such as Juvenile Arbitration, operated through Solicitor's Offices in 14 of 16 Judicial Circuits, provide effective, accountable, and victim-responsive sanctions for first-time non-violent offenders without formal court processing. Cases also are diverted through Solicitors' actions to dismiss charges, decisions not to prosecute, and the use of behavioral contracts, pretrial intervention programs, or other local options. The diversion of appropriate cases helps to prevent backlogs on family court dockets, high juvenile probation caseloads, and overcrowding in DJJ evaluation centers and commitment programs. The chart below depicts five-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for South Carolina's juvenile justice system.

**Graph 7.2-2
Solicitor Actions to Prosecute Versus Divert Juvenile Cases**



DJJ is now performing 29 percent of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. A key goal of the current administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society.

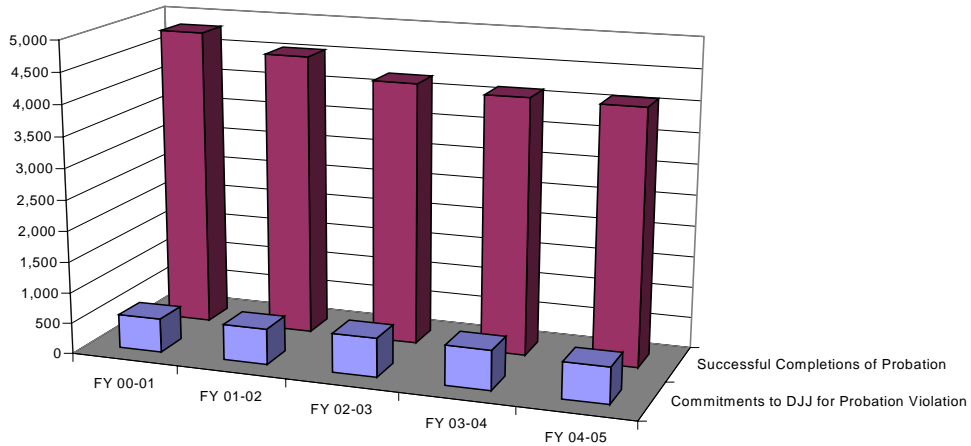
**Graph 7.2-3
Residential Versus Community Based Evaluations**



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

Graph 7.2-4

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

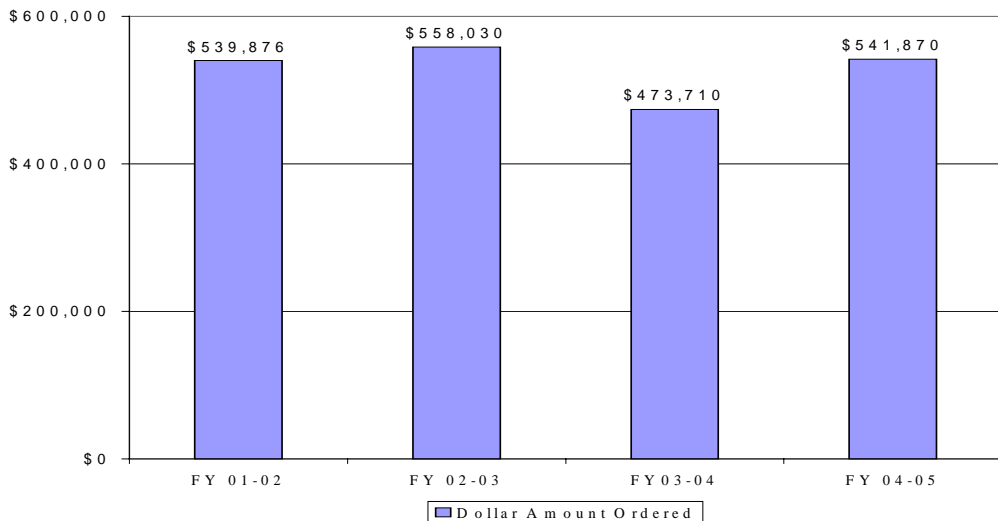


	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Commitments to DJJ for Probation Violation	544	574	624	638	584
Successful Completions of Probation	4,815	4,536	4,225	4,125	4,103

An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. Last year juvenile offenders were ordered to pay more than one-half million dollars in monetary restitution to victims, averaging \$640 per individual order.

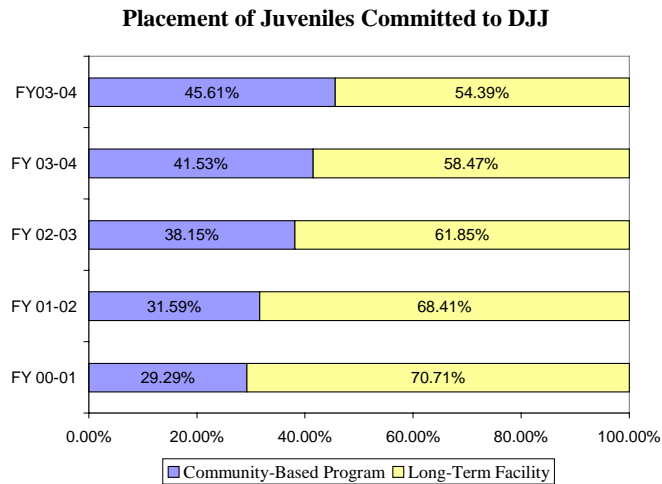
Graph 7.2-5

Monetary Restitution Ordered to Victims



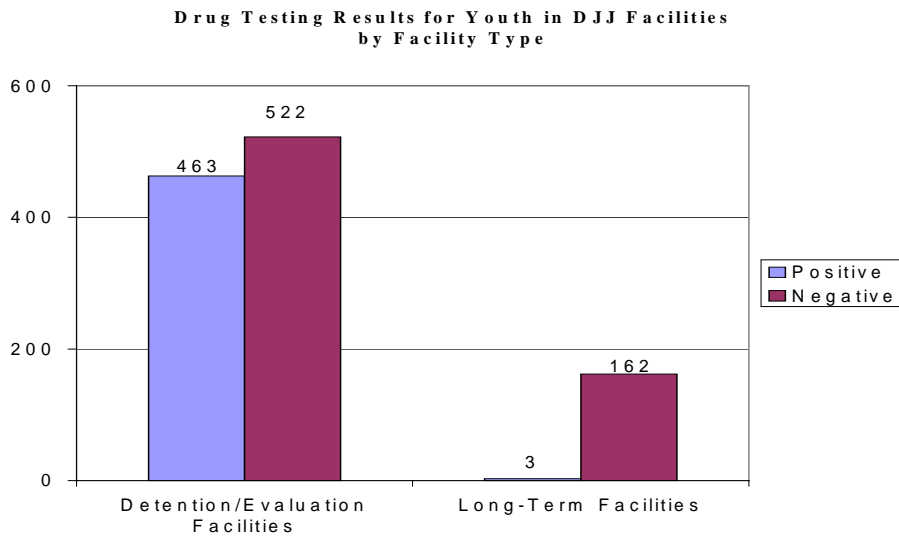
Another key strategic goal of DJJ is to improve conditions of confinement within the Broad River Road Complex of facilities. This includes controlling population levels through the use of community-based programs for appropriate committed offenders. An underlying assumption is that smaller, more localized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

Graph 7.2-6



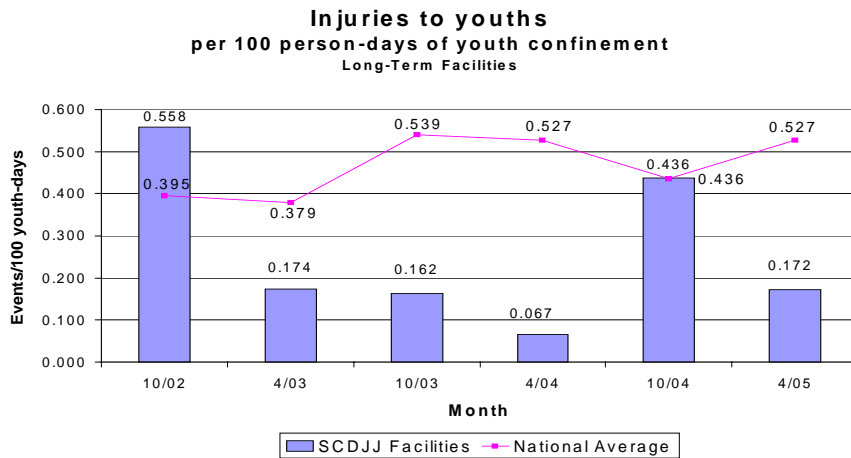
Drug testing in DJJ facilities not only helps identify treatment needs, but also enables staff determine to where contraband control issues may exist. Last year, DJJ conducted 1,150 random drug screenings. Testing in detention and evaluation centers, where youth had immediate community access prior to admission, yielded a 47 percent positive rate. Testing juveniles in long term facilities who had been in custody for a period of time revealed a positive rate of less than 2 percent.

Graph 7.2-7



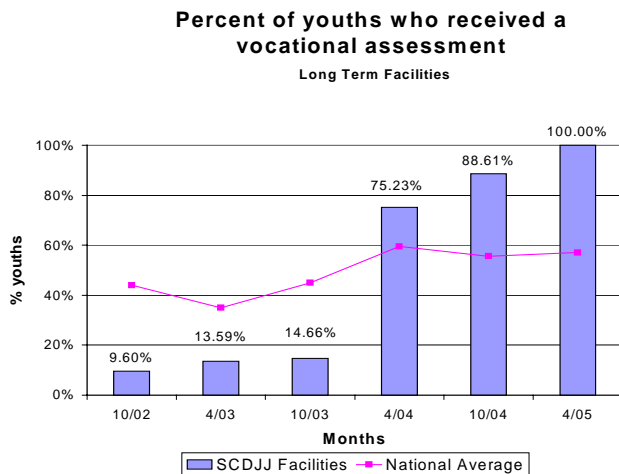
A key performance indicator for improving conditions of confinement is the safety of residents from harm. The national Performance-based Standards (PbS) project measures the safety of juvenile correctional facilities as a rate of injury per 100-person days of youth confinement, enabling comparison across facilities of differing sizes and other attributes. Since the initial data collection in October 2002, DJJ has never exceeded the national average on this measure, and for four out of the last five measurement periods, has been substantially below it. In April 2005, the rate was 0.172 (less than 1) injury per average youth confined 100 days, compared to a national rate that was more than three times higher at 0.527.

Graph 7.2-8



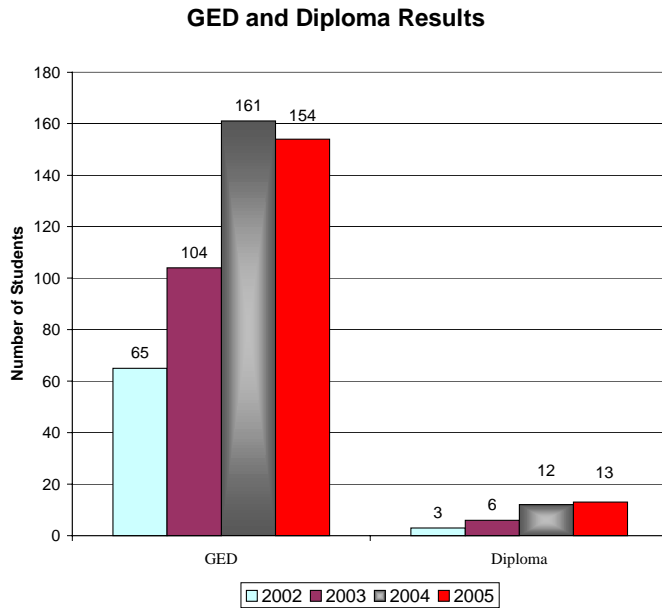
Increasing the employability of juveniles is a key strategic goal of DJJ, impacting all of its service divisions. One way in which the Education Services Division contributes is by conducting vocational assessments of juveniles committed to DJJ. Vocational assessment also is a treatment measure for PbS purposes. With the new agency emphasis on employability DJJ not only has improved on this measure but has substantially exceeded the national average, posting a perfect rate of 100 percent in last measurement period.

Graph 7.2-9



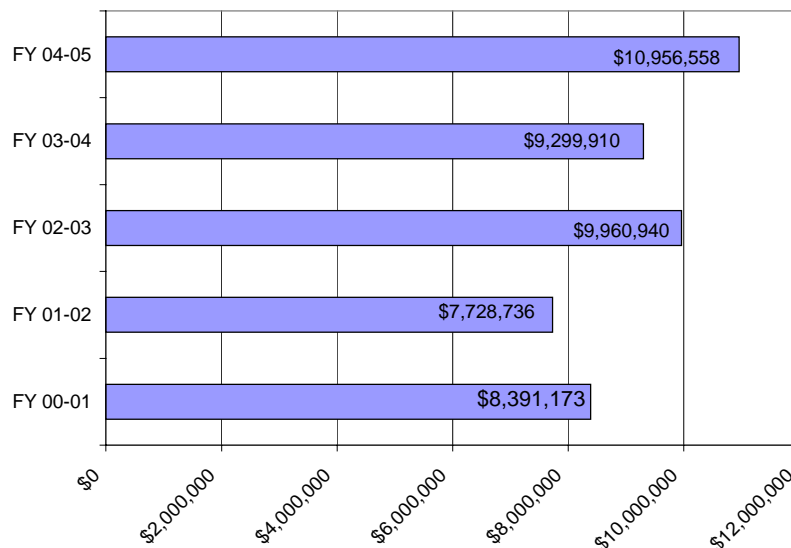
Within its school district DJJ also is working on academics and basic literacy to increase youth capacity for future productivity. The number of youth earning their GED Certificates/Diplomas has improved dramatically since school year 2002. The DJJ school district will persist in its efforts to ensure that as many committed juveniles as possible (given their age and length of time in custody) complete their high school education and return home ready to enter the job market.

Graph 7.2-10



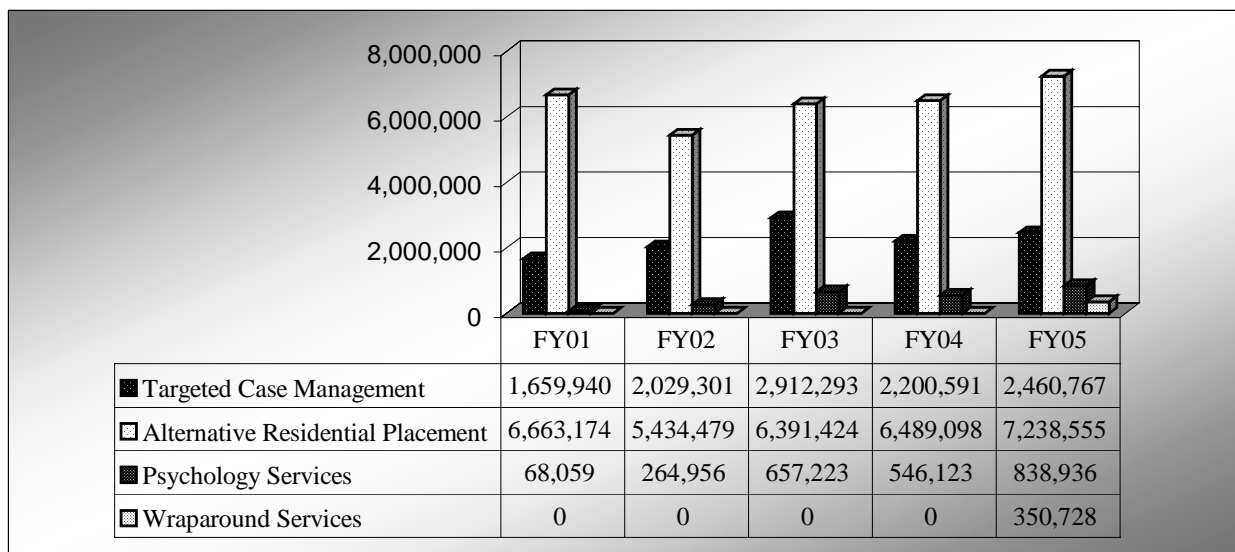
- What are your performance levels for key measures of financial performance?*
 Medicaid reimbursement is an important means of offsetting costs for placements and services within the juvenile justice system, providing dollars to reinvest in programs that are still needed to fill out the continuum. Medicaid reimbursements increased 30.6 percent over the past five years to a record of nearly \$11 million in FY 04-05.

**Graph 7.3-1
 Medicaid Reimbursements to DJJ – 5 Year Comparison**



The graph below depicts this Medicaid reimbursement information categorically.

Graph 7.3-2
Medicaid Reimbursement Dollars to DJJ by Category of Service



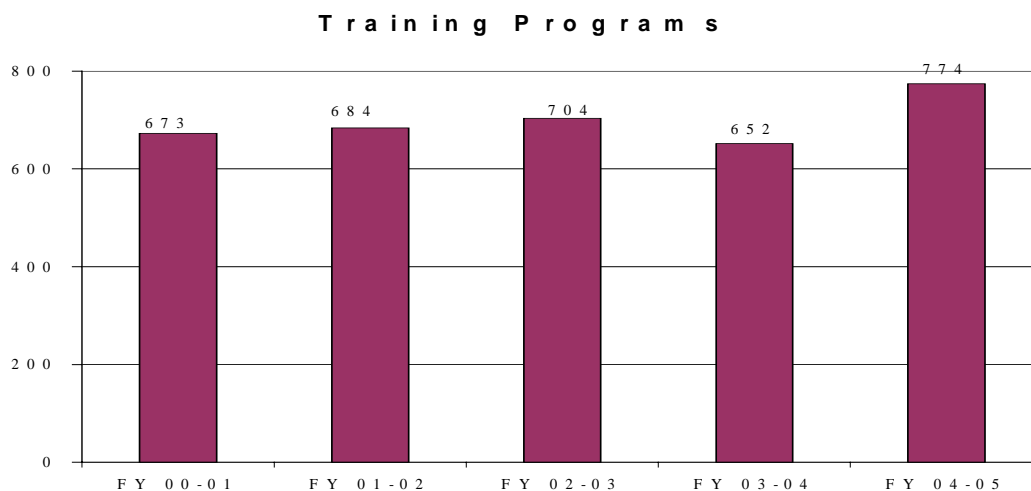
Another key strategic goal of DJJ is to explore partnerships for funding and programs specifically tied to agency needs. Using a multi-faceted approach, DJJ has been successful in developing strategies beyond state funding to build a more robust juvenile justice system. The agency has a highly developed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

Chart 7.3-3

Description of Strategy	Dollar Value or Current Status
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,694 volunteers contributed 108,622 hours of services, which is valued based on the federal minimum wage (\$108,622 x \$5.15)	\$559,403.30
2) Use federal funding as “seed money” for program initiatives and education services to build capacity within the juvenile justice system	\$4,499,500.19
3) Establish an eleemosynary organization (now called the Friends of Juvenile Justice) to serve as financial vehicle in support of DJJ's mission and strategic goals.	Incorporated by Secretary of State's Office December 2004 and received tax exempt status from the IRS in February 2005. By-laws adopted in spring 2005.

4. *What are your performance levels and trends for the key measures of Human Resource Results?* Staff development is a key element of agency competence and growth. In fiscal year 2004-2005 DJJ offered 10,803 class hours to 14,189 participant employees, The total number of training programs, 774, represents a 19% increase over the previous year.

Graph 7.4-1



Juvenile Correctional Officer Basic Training is the centerpiece of DJJ's Staff Development and Training Program. In Fiscal Year 2002-2003 DJJ reorganized this training package to include an on-the-job (OJT) training and mentoring component midway through the course of study so that candidates would gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are being surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some key results from the 217 candidates surveyed in 2004-2005 are summarized below:

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

Statement	Percentage of Agreement
I understand how to conduct a Unit inspection.	84.8%
I understand how to conduct a head count.	95.4%
I understand how to move juveniles within the facility.	92.6%
I understand how to make entries into a Log Book.	85.8%
I understand the proper procedure to frisk and/or search a juvenile.	95.4%
I understand how to supervise juveniles during mealtimes.	94.0%
I understand how to supervise juveniles during recreational activities.	83.9%
I plan to work as a JCO for at least a year.	75.5%

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

Chart 7.5-1

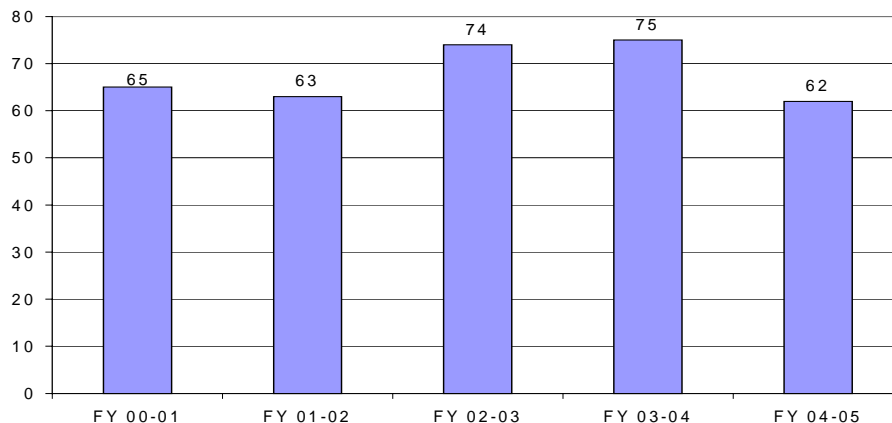
Fire Marshal Inspection Results for DJJ's Broad River Road Facilities

Location	Number of Violations in 02-03	Number of Violations in 03-04	Number of Violations in 04-05
Willow Lane Facility	0	0	0
Willow Lane School	0	0	0
John G. Richards Facility	0	0	0
Birchwood School	0	0	0
Birchwood Facility	0	0	0
Total Violations	0	0	0

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against DJJ that concluded favorably in FY 2003-2004. Since 1998, DJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. During the last five fiscal years DJJ clinical staff identified and transferred a total of 339 such juveniles.

Graph 7.5-2

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



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. DJJ is measured against other law enforcement agencies and against all “large” state agencies in the most recent Commission report issued in 2005 to cover through the year 2004. The chart below depicts results from the last five years, showing that in 2004 DJJ ranked first among law enforcement agencies in EEO/AA compliance with a rate of 90.6%. The agency also ranked 3rd among large state agencies, an improvement over the previous year’s ranking of 9th.

Chart 7.5-3

South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance

Year	Juvenile Justice	Corrections	Probation, Parole and Pardon Services	Public Safety	State Law Enforcement Division
2004	90.6%	89.8%	90.4%	79.9%	80.5%
2003	86.6%	90.0%	90.2%	79.6%	81.9%
2002	87.5%	90.3%	91.5%	81.0%	78.3%
2001	89.3%	89.8%	91.5%	81.8%	79.1%
2000	89.1%	87.8%	89.6%	68.2%	88.7%