

South Carolina

DEPARTMENT OF  
JUVENILE JUSTICE

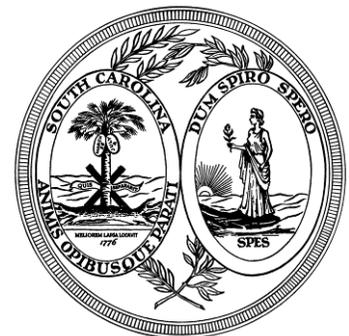
***ANNUAL  
ACCOUNTABILITY  
REPORT***

**Fiscal Year  
2008 - 2009**



South Carolina  
DEPARTMENT OF  
JUVENILE JUSTICE

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



**Mark Sanford  
Governor**

The South Carolina Department of Juvenile Justice does not discriminate in any programs or activities on the basis of race, color, national origin, sex, disability or age. THE FOLLOWING OFFICES HAVE BEEN DESIGNATED TO HANDLE INQUIRIES REGARDING THE NONDISCRIMINATION POLICIES: Title IX –Inspector General’s Office – 803-896-9595  
Title II & 504 – Special Education Office – 803-896-8484.

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**Accountability Report Transmittal Form**

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

**Date of Submission: September 15, 2009**

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

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

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

### Purpose, Vision, Mission and Values

The Department of Juvenile Justice (DJJ) administers South Carolina’s juvenile justice system at the state and local levels. DJJ has adopted Balanced and Restorative Justice (BARJ) and treatment in the least restrictive setting as its guiding principles. BARJ places equal emphasis on accountability to victims, restoration of communities where crime has caused harm, and development of pro-social skills in offenders to prevent recidivism. The least restrictive principle calls for juvenile offenders to be treated in the least restrictive setting that is commensurate with public safety. Balanced and Restorative Justice is in alignment with DJJ’s statutory mandates, which include sanctions and services for offenders, and consideration of victims in decision making about delinquency cases. The least restrictive principle appears in the Children’s Code and is embedded in DJJ’s mission statement. The framework of DJJ’s mission is set forth in statute. Section 63-19-10 establishes DJJ as a state agency. Other key provisions include:

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

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

*The Governor’s mission is to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state’s education.*

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

DJJ embraces as its core organizational values:

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

### Major Achievements from Past Year

In a difficult year of budget cuts, DJJ refined its mission to ensure that its core responsibilities under statute continued to be carried out, that its most successful programs were maintained, and that constitutional or better conditions remained in place within facilities. The agency is pleased to report on these major achievements in fiscal year 2008-2009:

- DJJ protected the Intensive Supervision Officer Program from budget cuts because of the positive impact the program is having on public safety. Preliminary research shows that juvenile parolees returning to the community have a 42 percent lower rate of recidivism after 12 months at home than counterparts receiving standard (non-intensive) supervision. As of May 2009, the Intensive Supervision Officer Program had an active caseload of 841 high risk juveniles.
- Within the Broad River Road Complex (BRRC) of facilities in Columbia, DJJ opened two new dormitories which meet modern standards for juvenile correctional facility housing. The design features three self-contained pods, providing for greater visibility, security, and control of the population and thereby increasing the safety of staff and the juvenile residents. The units together accommodate a population of sixty and are occupied by students in the JROTC program. Two additional new dormitories will open in 2009-2010, at which time more than 50 percent of BRRC residents will live in adequate housing.
- DJJ opened the Community Connections Center within the BRRC as a hub for family visitation, volunteer activities, and special events that bring community partners into the Community behind the Fence. This 10,000+ square foot building, valued at nearly \$3 million, was constructed entirely from private funds through DJJ's foundation, the Friends of Juvenile Justice. Family visitation has increased as much as 75 percent since the opening of this welcoming facility.
- The passage rate for the General Equivalency Diploma examination within DJJ's school district currently is 67 percent, which exceeds the state average of 60 percent. The District has awarded more than 1,000 GEDs since 2003.

- DJJ's Midlands Evaluation Center was named best small facility in the Performance Based Standards Project of the Council of Juvenile Corrections Administrators, besting over 200 similar facilities across the nation.

These accomplishments have brought outside interest in and recognition of the Department. An Intensive Supervision Officer assigned to DJJ's Richland County Office recently was awarded the national honor of "Best of the Best" by the publication *Corrections Today* for his contributions to this outstanding program. Further, DJJ was the subject of a favorable article about its programmatic efforts in the *New York Times*. DJJ also was featured in "Advances in Juvenile Justice Reform, 2007-2008," a publication of the National Juvenile Justice Network, for the Community Connections Center and for improvements to programming for girls including the Girl's Transition Home.

### Key Strategic Goals for Present and Future Years

**Goal # 1: Strengthen Community Alternatives and Supervision** - The strategic goal of strengthening community alternatives and supervision was affected by budget cuts in fiscal year 2008-2009. The overall impact of these cuts was to diminish front-end prevention and early intervention programs and to limit placement alternatives. Specifically, the cuts eliminated funding for more than 30 Teen After-School Centers and 19 juvenile employment programs. Furthermore, all agency-operated group homes closed by mid-year, as did one contractual wilderness camp.

The foundation of DJJ's multiple strategies to address youth violence in communities, which includes statewide coverage of juvenile employment and after-school programs, will be rebuilt in 2009-2010 as the agency plans to reopen 20 teen after-school centers. DJJ's adaptation to operate "smarter" with fewer resources includes the development of a "hybrid" model that co-locates after-school and employment programs for maximum efficiency in service delivery. DJJ also will train existing community staff to implement gang prevention/intervention curriculums in high risk communities around South Carolina. Having protected its effective Intensive Supervision Officer Program from budget cuts in 2008-2009, DJJ is hopeful that Stimulus Act funding will enable expansion of the program into a neighborhood based model that serves high risk front-end probationers as well as juveniles returning home from agency beds.

In 2007-2008 DJJ administrators identified as a goal the development of halfway house programs (Hope Street) for juveniles released from custody whose circumstances at home are unlikely to support successful community re-entry. The Clemson/DJJ Steering Committee and the Friends of Juvenile Justice Foundation adopted Hope Street as a major development project; however, budget cuts effectively tabled the concept in 2008-2009. Halfway programs continue to be a longer term strategic goal for the agency and its partners.

**Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines** – DJJ was fortunate to have the support of state policymakers in maintaining constitutional or better conditions in its facilities as the fiscal crisis unfolded in 2008-2009. The agency has just issued a detailed report to an outside expert consultant detailing its progress since 2007 in improving conditions. This report fulfills a

promise of its Director when he volunteered to undergo reviews of the agency's progress in 2005, 2007, and 2009 at the termination of the federal lawsuit. Having carefully monitored population levels, staffing levels, programmatic offerings, and security throughout the year, DJJ anticipates a favorable final report from the consultant.

Modernization of DJJ's physical plant, particularly with respect to the dormitories that residents sleep in, is a major component of improving conditions of confinement. The recent opening of two new dormitories designed for visibility and control of the population was a major step forward in staff and resident safety. Since two additional units opened in September, over fifty percent of the BRRC population resides in housing that meets adequate standards for juvenile correctional facilities. The newest units will house DJJ's most vulnerable populations of younger juveniles and juveniles with disabilities. The long-term goal is to house 100 percent of residents in modern dormitories.

### **Goal # 3: Explore Partnerships for Funding and Programs Specifically Tied to DJJ**

**Services and Needs** – The DJJ administration continues to demonstrate proficiency in establishing partnerships that build capacity within the juvenile justice system. Having raised funds in the private sector to build the Community Connections Center, the Friends of Juvenile Justice foundation is now devoting attention to garnering support for the Hope Street Halfway Community, which also has been identified as a priority project for the Clemson/DJJ Steering Committee. The Friends of Juvenile Justice established its own website in 2009, and launched prototype local chapters in Anderson, Florence, Orangeburg, and York Counties with the goal of providing “human resource and office infrastructure to organize new groups of advocates on behalf of our youth.”

DJJ and Clemson University's Youth Learning Institute are co-applicants on two federal grants that would introduce a character education curriculum within the Broad River Road Complex of facilities, and provide mentors to young people going home from the Youth Development Center Program. The Youth Learning Institute recently announced a 4-H Program and has begun to work with DJJ to identify and serve appropriate at-risk students in the community. Additionally, faith based partners are assisting in the transitioning of youth from DJJ beds to the community. Under a 21<sup>st</sup> Century grant, Bible Way Church of Atlas Road in Richland County, and Brookland Baptist Church in Lexington County will provide after-school mentoring and other services to youth leaving DJJ facilities. Within state government DJJ is an active participant with other state agencies in the South Carolina Joint Council on Adolescents. In this context DJJ worked with the Department of Mental Health and the Department of Alcohol and Other Drug Abuse Services to implement an on-line intake assessment instrument (GAIN) that screens agency clients for behavioral health and substance abuse issues. Breaking Barriers and Building Dreams is yet another partnership between DJJ and DMH, DAODAS, Department of Vocational Rehabilitation, State Department of Education, Department of Disabilities and Special Needs, and the Department of Health and Human Services that seeks to close the gaps and eliminate the barriers that exist within the State's adolescent treatment system.

**Goal #4: Increase the Employability of Juveniles** – Faced with the necessity of closing its 19 community-based employment programs in 2008-2009, DJJ nevertheless was able to maintain

expertise in this important area through a new program for juveniles within the Broad River Road Complex. Funded under the Workforce Investment Act, this program has served a total of 41 youth, including 29 youth who completed it in 2008-2009 and 12 who are near completion as of this writing. All 29 completers successfully passed the Job Readiness Skills test. Moreover, 26 of the 29 earned WorkKeys cards, including three gold cards, twelve silver cards, and eleven bronze cards. Seven youth also earned a GED while participating. The WorkKeys Employment System is a comprehensive means of measuring, communicating, and improving common skills required for success in the workplace. It allows these skills to be assessed in both individual persons and in actual jobs.

Twelve youth have now returned home and are productive in the sense that they are continuing their education, working, or both. Seven are completing community internships in a continuing phase of the program, three have been accepted into technical school or college for the fall semester, one already is attending York Technical College full time, three are employed in full time jobs, and four hold part-time jobs. These success stories underscore the importance of equipping juvenile offenders with workplace competencies as a means of redirecting their lives toward productive citizenship.

### Strategic Challenges

1. Rebuild/restore critical capacity in community programs and services that was lost as a result of budget cuts in 2008-2009.
2. Develop, expand and reinvigorate partnerships with sister agencies, the higher education community, the faith community, private foundations, and private sector enterprises to build capacity in South Carolina's juvenile justice system.
3. Reintroduce and expand juvenile employment programs in the community as an important aspect of DJJ's anti-gang strategy.
4. Fully develop all planned strategies that respond to gang violence at the prevention and intervention levels.
5. Remain focused on improving conditions of confinement, to include completion of replacement dormitories and creation of a restorative justice culture.

### How the Accountability Report Will Be Used to Improve Performance

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

## Section II – Organizational Profile

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

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

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

- ◆ CHOICES – This restorative curriculum is used to teach positive decisions making skills to youth. Community staff instruct youth in this curriculum in an effort to promote pro-social skills that help youth break the pattern of antisocial behaviors.
- ◆ Juvenile Arbitration –This statewide initiative works in concert with Solicitor's Offices to divert first-time, non violent juvenile offenders. These community and school based programs employ balanced and restorative justice principles that hold offenders accountable for the impact of their actions on victims and the community. During FY 08-09, this initiative served 5467 youth, a seven percent increase from the FY 07-08.
- ◆ Consultation and Evaluation Services-This office offers an array of services for juveniles and their families. In FY 08-09, permanent and part-time community psychology staff conducted 915 community based psychological evaluations and written consultations. Additionally, Consultation and Evaluation staff are involved with a variety of programs and initiatives such as pre-court and intensive supervision staffings, placement reviews and advocacy for family centered programs such as Family Solutions, intensive family services, outpatient sex offender counseling and the Bridge Program. A number of these programs were adversely affected by budget cuts. Fortunately, DAODAS was able to maintain components of the Bridge expansion initiative in many counties. Notably, in FY 08-09, 28 Family Solutions groups were completed in 14 counties, serving approximately 560 juveniles and their parents. A number of these groups were facilitated by staff on personal time without compensation.

- ◆ Community Alternatives-Community-based residential programs provide alternatives to secure confinement. These programs are in keeping with the agency's least restrictive placement philosophy and are, typically, used to divert lower risk juveniles from secure confinement at BRRC or as a step down placement for youth who require additional support prior to transitioning home. Juveniles are appropriately assigned to residential programs that are commensurate with risk and public safety. During fiscal year 2008-2009, DJJ expanded the number of therapeutic foster care placements for the third consecutive year.
- ◆ Victim Services-In keeping with State law and balanced and restorative justice principles, DJJ offers services to victims of juvenile crime. Victims receive information pertaining to pre-adjudicatory hearings. They are also notified of releases from custody, escapes as well as transfers to SCDC. Additionally, victim input is sought prior to the finalization of recommendations to the Solicitor regarding the prosecution or diversion of juvenile cases.

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

- ◆ The Drug and Alcohol Treatment Program –This program serves youth, aged 12 to 17, with a history of substance abuse or dependency issues.
- ◆ Girls Transition Home-This gender specific initiative offers independent living skills development in a home like setting. The home opened in 2007 and has served over 40 female offenders since its inception.
- ◆ Peer Mediation Services –This service is available to all juveniles within BRRC. It is restorative in nature and promotes the development of conflict resolution and decision making skills.
- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – STAR is a self contained program for juveniles with a persistent pattern of aggressive behavior. The program uses the evidenced based Aggression Replacement Training (ART) and other interventions to teach anger management skills to aggressive youth while promoting pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) –SOTP provides comprehensive, researched-based interventions for adolescents with sexual offending issues and their families.
- ◆ Rehabilitative Support Services – The Office of Rehabilitative Support Services employs a holistic approach by focusing on the mind, body, and spirit of BRRC juveniles. Six Program Platforms are used to enhance social skills and personal growth. The platforms include spiritual development, academic enrichment, job apprentice training, sports & fitness, youth leadership, and Volunteer, Mentor, and Intern Services. These elements help to create the “Community Behind the Fence” atmosphere where youth are able to participate in programming comparable to community options. Examples include interdenominational

worship service, the Royal Rangers and chess clubs, as well as GED preparation, and Boys & Girls Clubs.

- ◆ Health Services – DJJ provides a wide range of quality health care services to the juveniles committed to the Broad River Road Complex and the regional evaluation centers. Moreover, Health Services coordinates contracts with private providers to serve DJJ’s wilderness camp youth at Medicaid rates. The agency’s health care program consists of medical, nursing, laboratory and psychiatric services. Additional services include optometry, pharmacology, an inpatient infirmary and nursing dispensaries. Dental services are provided by agency personnel at a South Carolina Department of Corrections (SCDC) dental facility through a cooperative arrangement with SCDC.
- ◆ Mental Health Services – Comprehensive mental health services are available for all juveniles at the Broad River Road Complex through the disciplines of social work, psychology, and psychiatry. Mental health services are an integral component of the “Community Behind the Fence” experience and include consultation and assessment services as well as individual, group and family counseling and therapy. That said, the agency is not equipped to serve seriously mentally ill or severely developmentally disabled juveniles for an extended period of time. Juveniles falling into these two categories are identified and, subsequently, transferred to the Department of Mental Health or the Department of Disabilities and Special Needs for treatment.

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

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

activities and community service projects such as the Insiders Program. The DJJ program is recognized as a national model for innovative programs for youth and is the only CIS program that is located on the inside of a juvenile correctional facility.

DJJ is one piece of the juvenile justice system. The agency operates in conjunction with other related entities including law enforcement officers, solicitors, family court judges, members of the Juvenile Parole Board, and staff in other child serving agencies. The key products and services associated with these relationships include:

- ❑ Front-end diversion programs that operate in agreement with solicitor's offices, providing swift justice without formal court intervention and thus easing the juvenile case burden on family court dockets.
- ❑ Intake and assessment services for the family courts inclusive of recommendations to court personnel on detention, case processing and dispositional decisions.
- ❑ Pre-adjudicatory secure detention.
- ❑ Comprehensive psychosocial evaluations of juveniles when ordered by the court.
- ❑ Targeted case management services including interagency staffings and coordination.
- ❑ Juvenile probation and parole supervision to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.

### Key Customers Groups and Their Key Requirements/Expectations

DJJ is statutorily required to provide intake, probation & parole supervision services as well as community-based, educational and victim services. The agency processed 23,111 referrals in FY 08-09. DJJ is committed to meeting the complex and diverse needs of its constituency and does so through a number of programs and services to include case management, supervision, and programs that range from front-end prevention/diversion initiatives to specialized treatment in secure facilities and intensive aftercare supervision. These interventions are in line with the agency's mission "*to protect the public and to reclaim juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*" The agency's customer base is extensive and includes the following:

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

### Key Stakeholder Groups

Stakeholders and customers have a vested interest in DJJ's performance. Cognizant of its obligation to stakeholders, the agency endeavors to provide results oriented programs and

services that align with stakeholder expectations. Key stakeholders include the Governor's Office, State legislature and victims of juvenile crime as well as the citizens of South Carolina. DJJ, as a cabinet agency, is subject to gubernatorial oversight. Additionally, DJJ is accountable to the legislature. As the primary funding source, the legislature expects a sound juvenile justice system that is responsive to constituent concerns. The agency is committed to maintaining public trust by ensuring public safety by transforming the lives of troubled youth "*through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*"

### Key Suppliers and Partners

1. State-appropriated resources from the General Assembly.
2. Federal and state level resources –
  - ◆ U.S. Department of Justice (JAIBG, VOITIS, and VOCA funding and technical assistance grants)
  - ◆ U.S. Department of Agriculture (School Lunch/Breakfast Program)
  - ◆ U.S. Dept. of Education (IDEA and Perkins Act monies; Title 1 Part A & D)
  - ◆ S.C. Dept. of Health and Human Services (Medicaid Reimbursement)
  - ◆ S.C. Dept. of Education (EFA and EIA funding; 21<sup>st</sup> Century Learning Grant)
  - ◆ U.S. Department of Labor (Workforce Incentive Act monies administered through the State Workforce Incentive Act Board and SC Department of Commerce)
3. Specialized contractual vendors.
4. Partnership with Institutions of Higher Education-
  - ◆ Georgetown University, Annie E. Casey Foundation & SC DSS – One of seven states selected to participate in an initiative to improve services, communication and outcomes for children that penetrate the juvenile justice and foster care systems and their families.
  - ◆ Clemson University –Youth Leaning Institute
  - ◆ Columbia College & Bank of America- Annual Girl's Leadership Conference
5. Partnership with public & private child serving agencies-
  - ◆ Darkness to Light, Inc & SC DSS- Stewards of Children Training
  - ◆ Department of Mental Health- Rural initiative; MST expansion
  - ◆ Joint Council on Adolescents
  - ◆ Breaking Barriers and Building Dreams-A Substance Abuse & Mental Health Services Administration initiative involving DAODAS, DMH, DDSN, DVR, SDE, and DHHS

## Operation Locations

DJJ operates at the state, regional, and local level. Administrative functions and most of its facilities are centralized in Columbia. Additionally, DJJ operates regional and county offices, three regionally based evaluation centers and a detention center. The administrative headquarters is located in the Palmetto and Goldsmith Buildings at 4900 Broad River Road in Columbia, South Carolina and include the Director, Chief of Staff, Deputy Directors for Rehabilitative Services, Community Services and Administrative Services, the Superintendent of Education, the Office of Planning and Programs and the Office of the Inspector General. All administration offices are located at the Goldsmith Building with the exception of the Director's Office which is located in the Palmetto Building, Office of Planning and Programs which is located on Shivers Road, and the Office of the Inspector General which is located on Broad River Road.

The Division of Community Services has four state-level offices located in Columbia: the Office of Community Residential Services, the Office of Community Justice, the Office of Community Alternatives, and the Office of Consultation and Evaluation Services. The Office of Community Residential Services manages three regional secure evaluation centers located in Union, Columbia, and Ridgeville as well as a secure detention center in Columbia. The Office of Community Justice manages the Victim Services Program, the Balanced and Restorative Justice initiative, Juvenile Arbitration Program, and the Intensive Supervision Initiative. The Office of Community Alternatives manages a variety of placement options located around the state. The Office of Consultation and Evaluation Services manages and coordinates Evaluation Services throughout all regions of the state. The Division of Community Services serves all 46 counties through 43 local county offices. Previously, the county offices were managed from five regional locations: Beaufort (Coastal Region), Orangeburg (Midlands Region), Florence (Pee Dee Region), York (Piedmont East Region) and Laurens (Piedmont West Region). However, in FY 08-09, the two Piedmont regions were consolidated into one region. This regional office is located in York.

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

The Division of Educational Services operates a special school district that oversees three school programs within the Broad River Road Complex ( BRRC) and the satellite education programs at the regional evaluation centers and the Detention Center. The Birchwood and Willow Lane schools are fully accredited by the State Department of Education and serve the BRRC juveniles. Additionally, the district oversees educational programs operated by contracted vendors such as the marine and wilderness institutes that serve DJJ youth.

The Division of Administrative Services supports other divisions and includes Human Resources, Fiscal Affairs, Compliance and Medicaid, Staff Development and Training, Information Technology and Support Services.

The Office of Planning and Programs includes Research and Statistics, Planning and Evaluation, Project Development and Program Development. All of these components are located on Shivers Road in Columbia.

The Office of the Inspector General consists of an Investigations Section, Compliance and Inspections Section, a Juvenile and Family Relations Section, and a Communications Section. These work groups are located within the Broad River Road Complex in Columbia or near the Shivers Road/Broad River Road intersection.

### Number of Employees

Permanent Employee FTE's		Classified Employees	Unclassified Employees	Temporary Employees		Temporary Grant Employees	
State Funded	1530.16	1715.1287	120	State Temps	58	Federally Funded	9
Federally Funded	20.8			Contract Temps	14	Other Funded	0
Other Funded	285.15						
<b>Total</b>	<b>1836.11</b>	<b>1715.1287</b>	<b>120</b>		<b>72</b>		<b>9</b>

### Regulatory Environment Under which the Agency Operates

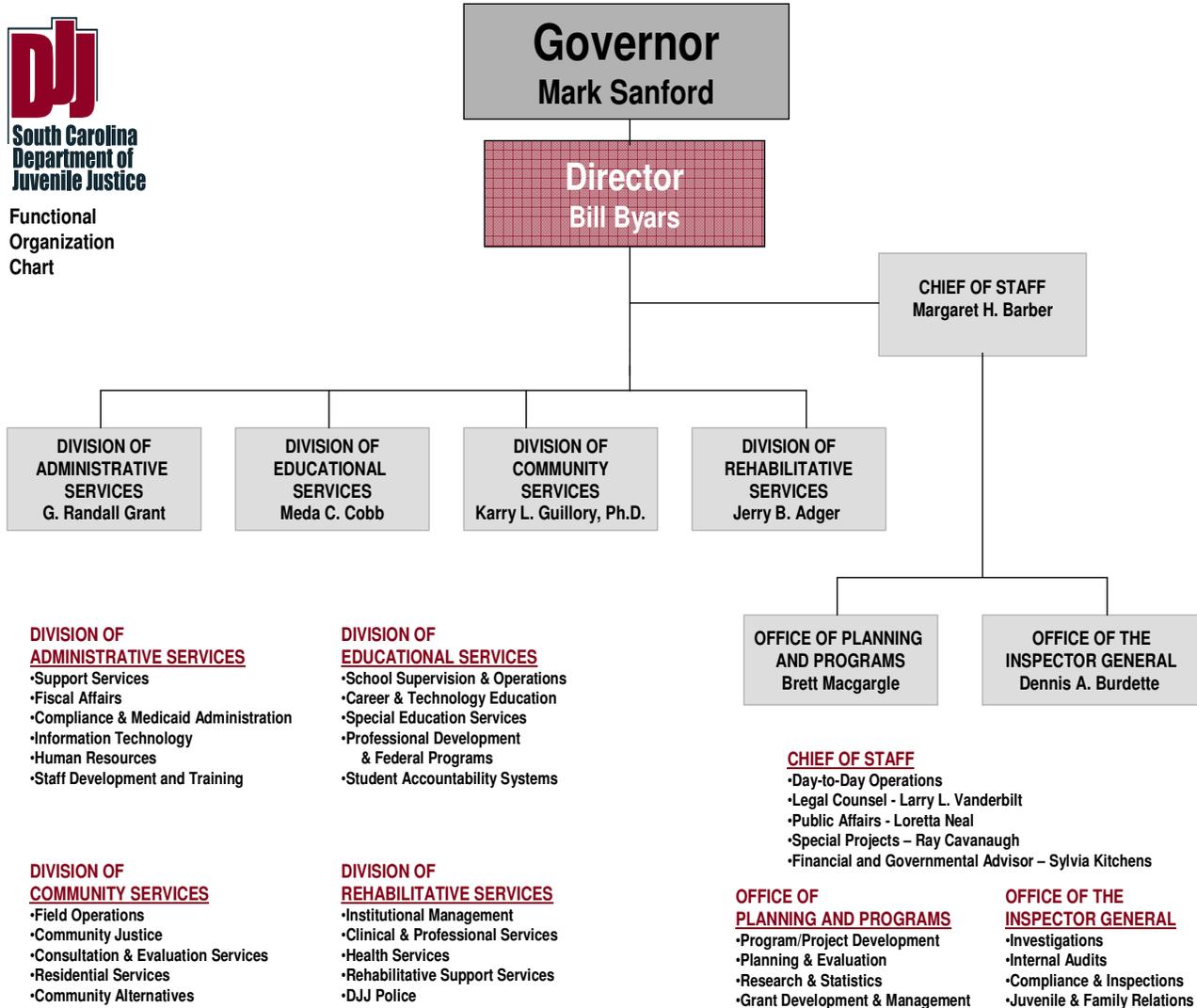
DJJ operates pursuant to state and federal law, South Carolina Children's Code and the Juvenile Justice & Delinquency Prevention Act of 1974. Other regulatory entities include Occupational Safety and Health Administration (OHSA), State Fire Marshall, Department of Health and Environmental Control (Food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

### Performance Improvement System

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



**Functional  
Organization  
Chart**



- DIVISION OF ADMINISTRATIVE SERVICES**
- Support Services
  - Fiscal Affairs
  - Compliance & Medicaid Administration
  - Information Technology
  - Human Resources
  - Staff Development and Training

- DIVISION OF EDUCATIONAL SERVICES**
- School Supervision & Operations
  - Career & Technology Education
  - Special Education Services
  - Professional Development & Federal Programs
  - Student Accountability Systems

- DIVISION OF COMMUNITY SERVICES**
- Field Operations
  - Community Justice
  - Consultation & Evaluation Services
  - Residential Services
  - Community Alternatives

- DIVISION OF REHABILITATIVE SERVICES**
- Institutional Management
  - Clinical & Professional Services
  - Health Services
  - Rehabilitative Support Services
  - DJJ Police

- OFFICE OF PLANNING AND PROGRAMS**  
Brett Macgargle

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

- CHIEF OF STAFF**
- Day-to-Day Operations
  - Legal Counsel - Larry L. Vanderbilt
  - Public Affairs - Loretta Neal
  - Special Projects – Ray Cavanaugh
  - Financial and Governmental Advisor – Sylvia Kitchens

- OFFICE OF PLANNING AND PROGRAMS**
- Program/Project Development
  - Planning & Evaluation
  - Research & Statistics
  - Grant Development & Management

- OFFICE OF THE INSPECTOR GENERAL**
- Investigations
  - Internal Audits
  - Compliance & Inspections
  - Juvenile & Family Relations

9/10/2009

## Organizational Structure

- ◆ The Office of the Chief of Staff – The Office of the Chief of Staff provides oversight of the day-to-day operations of the agency. This office includes legal counsel, public affairs, and policy administration. The Inspector General and the Associate Deputy Director for Planning and Programs also report to the Chief of Staff.
- ◆ Division of Administrative Services – This division’s overarching functions include fiscal affairs, human resources, support services, fleet management, grounds management, compliance and Medicaid administration, staff development and training, and information resource management.
- ◆ Division of Educational Services – This division provides and oversees education programs at DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road Complex as well as satellite programs at the three evaluation centers, the Detention Center, and nine alternative programs and community residential placements. The school district also offers career and technology education courses, school to work development courses, and extensive special education services.
- ◆ Division of Community Services – This division’s services include county-level case management supervision at 43 county offices, residential diagnostic evaluations at three regional evaluation centers, pretrial juvenile detention at the states only central detention center, community psychological evaluations and assessments, prevention and early intervention services, victim services, alternatives to commitment at residential facilities located throughout the state, and community justice services. Additionally, the juvenile justice process, for all 23,111 youth served by the agency, begins in 43 county offices.
- ◆ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined within the Broad River Road Complex. The division consists of five functional areas: Institutional Management, Clinical and Professional Services, Support Services, Health Services and the DJJ Police. In addition to managing the three campuses that comprise the Broad River Road Complex, the division is responsible for clinical oversight of professional treatment services, classification services, and primary and specialty medical and dental care.
- ◆ The Office of Planning and Programs – The Office of Planning and Programs supports all agency divisions in four functional areas – project development, program and grants development, research and statistics, and strategic planning. The office's twofold mission is to plan and implement effective juvenile programs/services and provide the necessary information to manage resources effectively for quality service delivery.
- ◆ The Office of Inspector General – This office ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include investigations, communications, compliance and inspections, and juvenile and family relations.

## Expenditures/Appropriations Chart

### Accountability Report Appropriations/Expenditures Chart

#### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 61,632,889	\$ 50,033,138	\$ 55,587,856	\$ 44,505,488	\$ 55,644,206	\$ 43,875,396
Other Operating	\$ 16,917,944	\$ 11,600,896	\$ 12,763,397	\$ 9,170,224	\$ 11,342,092	\$ 6,961,242
Special Items	\$ 2,702,322	\$ 1,404,791	\$ 2,216,099	\$ 2,216,099	\$ 1,977,410	\$ 1,977,410
Permanent Improvements	\$ 6,751,243	\$ -	\$ 5,483,303	\$ -	\$ -	\$ -
Case Services	\$ 30,018,668	\$ 22,834,517	\$ 29,625,018	\$ 15,893,124	\$ 25,087,143	\$ 20,945,990
Distributions to Subdivisions	\$ 141,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ 22,629,861	\$ 18,701,806	\$ 22,318,199	\$ 18,173,599	\$ 21,843,061	\$ 17,818,633
Non-recurring	\$ 9,411,141	\$ 9,071,305		\$ -	\$ -	\$ -
<b>Total</b>	\$ 150,205,068	\$ 113,646,453	\$ 127,993,872	\$ 89,958,534	\$ 115,893,912	\$ 91,578,671

#### Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
II Administration Division	Leadership and direction for the agency and major support functions	State: 6,037,933.00 Federal: 0.00 Other: 143,451.00 Total: 6,181,384.00 % of Total Budget: 4%	State: 7,197,287.00 Federal: 0.00 Other: 71,952.00 Total: 7,269,239.00 % of Total Budget: 6%	Chart 7.3-1 Chart 7.6-2
III (A) Community Services (C) Eval. Centers (D) Detention Center (E) Res. Operations	Intake processing, supervision of probationers and parolees, assessment, residential care, and pretrial detention for juvenile offenders.	State: 53,005,368.00 Federal: 395,769.00 Other: 16,027,663.00 Total: 69,428,800.00 % of Total Budget: 46%	State: 42,088,004.00 Federal: 443,357.00 Other: 21,720,082.00 Total: 64,251,443.00 % of Total Budget: 50%	Graph 7.1-2 Graph 7.1-3 Graph 7.1-5 Graph 7.5-2
III (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State: 30,438,731.00 Federal: 1,243,871.00 Other: 493,077.00 Total: 32,175,679.00 % of Total Budget: 21%	State: 26,192,837.00 Federal: 1,360,468.00 Other: 237,892.00 Total: 27,791,197.00 % of Total Budget: 22%	Graph 7.1-5 Graph 7.1-8 Graph 7.2-1 Graph 7.5-1
III (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State: 7,179,364.00 Federal: 0.00 Other: 494,490.00 Total: 7,673,854.00 % of Total Budget: 5%	State: 7,068,464.00 Federal: 0.00 Other: 450,271.00 Total: 7,518,735.00 % of Total Budget: 6%	Graph 7.1-10 Graph 7.6-1
III (H) Education	School programs for committed juveniles and others in residential programs	State: 3,301,023.00 Federal: 1,571,684.00 Other: 7,598,451.00 Total: 12,471,158.00 % of Total Budget: 8%	State: 2,629,812.00 Federal: 1,472,697.00 Other: 6,752,291.00 Total: 10,854,800.00 % of Total Budget: 8%	Graph 7.1-10 Graph 7.1-11 Graph 7.1-12

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

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

<b>Remainder of Expenditures:</b>	State:	13,684,041.00	State:	4,782,133.00	Graph 7.4-1 Chart 7.4-2
	Federal:	2,400.00	Federal:	32,556.00	
	Other:	8,587,757.00	Other:	5,493,769.00	
	Total:	22,274,198.00	Total:	10,308,458.00	
	% of Total Budget:	15%	% of Total Budget:	8%	

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

## Section III – Elements of the Malcolm Baldrige Award Criteria

### Category 1 – Senior Leadership, Governance, and Social Responsibility

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

1. *How do senior leaders set, deploy, and ensure two-way communication for:*

a. *Short- and long-term organizational direction and organizational priorities?* Senior leadership sets and deploys short and long-term direction through the agency mission statement and key planning processes, which are revisited each year in a deliberately orchestrated and inclusive process. Moreover, as the DJJ Director began his second

administration he developed a “Blueprint” in an issue/solution format that spelled out broad strategies to achieve a more responsive, accountable and effective juvenile justice system in South Carolina. The Blueprint, related documents prepared in response to the needs of legislators and state policymakers, and recommendations from independent reviews of agency progress guide resource development and strategic planning.

- b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. He began his administration with a determination to achieve far reaching systemic reforms that will improve the outcomes of young people under the agency’s care, and in so doing, improve the safety of South Carolina’s communities. Using a cross-divisional team approach, he and his senior staff provide abundant opportunities for employees to participate in decision making through carefully tasked working committees. This year, for example, a newly formed Transfer Oversight Committee will review cases of institutionalized youth to determine their eligibility for step-down placement prior to final release to the community. The committee method showcases the depth of talent within the workforce and helps to identify/develop future senior leaders. As fiscal year 2008-2009 drew to a close the Director assembled his senior management staff in budget planning sessions that have resulted in a plan for rebuilding the juvenile justice system after the devastating budget cuts. Fully committed to an open and publicly accountable administration the Director has elected to participate in certain initiatives such as the national evaluation of the federal intensive aftercare program, the national BARJ report card, and the Performance-based Standards project of the Council of Juvenile Corrections Administrators. This delivers a clear message that DJJ employees will strive toward the highest standards, measure their progress, be self critical, and operate in a continuous improvement mode.
- c. *Organizational values?* Senior management developed an organizational value statement that supports the accomplishment of the agency’s mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation, leadership training, and by daily practice within the senior leadership of the agency.
- d. *Ethical Behavior?* As a child-serving agency DJJ holds its employees to the highest standards of ethical behavior. Staff members, in their demeanor and appearance, are expected to serve as positive role models for the youth under DJJ care. One of DJJ’s published organizational values, “Integrity,” calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. DJJ’s security officers embrace a code of conduct called CLASS, which stands for commitment, leadership, accountability, service and standards. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency “expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service.” Moreover, procedural guidelines address the areas of “Relationships with Juveniles, Colleagues, other Professionals, and the Public,” and “Professional Conduct and Practices.”

2. *How do senior leaders establish and promote a focus on customers and other stakeholders?*  
Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines its customer base and constituency in a highly inclusive manner. Within the Inspector General's Office the Juvenile and Family Relations Section responds to juvenile grievances and the concerns of families, serving in an investigative capacity and an ombudsman-like role for these customers. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. Annually DJJ polls victims to determine their satisfaction with information and services. Moreover, the Performance Based Standards (PbS) project requires biannual self-report surveys of youth and staff in facilities as one measure of safety and general well being. PbS enables DJJ to compare its facilities internally and to benchmark them individually and collectively against a national average. More broadly, comprehensive assessment processes occurring at all key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves.
3. *How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?* The Department's senior leadership and staff are fully cognizant of their responsibilities to promote public safety, be responsive to the victims of juvenile crime, improve the futures of the offenders under their care or supervision, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at key decision points within the juvenile justice system, the Department ensures to the best of its ability that juvenile offenders, who pose a threat to the public, are securely maintained and restricted from access to the community. In embracing balanced and restorative justice as its underlying principle, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its fifth year of participation in the national BARJ report card initiative, DJJ has invited public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also is reflected in the agency's determination to carry out its mandate to rehabilitate juvenile offenders. DJJ endeavors to improve offender outcomes through education, treatment, employability skills, and decision making skills, thereby enhancing the safety of communities by returning to them youth who are capable of productive and responsible citizenship.
4. *How do senior leaders maintain fiscal, legal, and regulatory accountability?*  
Senior leaders regularly consult DJJ's legal office regarding the legal ramifications of major program initiatives and prior to taking any action or making any major decisions which could have a negative impact on the agency or the juveniles committed to its care. Such consultations have, when necessary, included seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the Chief Legal Counsel reports to the Chief of Staff. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions routinely are scrutinized by the State Auditor's Offices. For the fifth year in a row, DJJ ranked first among law enforcement agencies in attainment of Equal Employment Opportunity/Affirmative Action (EEO/AA) goals.

5. *What performance measures do senior leaders regularly review to inform them on needed actions?* Senior leaders regularly review key performance measures using this information for responding to internal issues and questions from external sources such as the legislature, as well as for strategic and long term planning purposes. Population levels in facilities and placements receive daily scrutiny to determine “hot spots” for seasonal overcrowding and utilization levels in alternative programs. After the federal lawsuit concluded in December 2003, the Director continued the incident reporting system to ensure that incident data reports received the same level of internal scrutiny and response that occurred during the lawsuit period. The Director regularly reviews the juvenile grievances, types of issues revealed in the employee grievance process, and the results of these investigations. Additional key measures that receive regular attention from the senior leadership include population projections, budget/expenditure patterns within and across divisions and offices, workload/caseload ratios, and Medicaid reimbursement trends. The Director, his senior leadership staff, and the Facility Standards workgroup also study the results from the Performance-based Standards bi-annual measurement process.
6. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?* In an open administration the Director has welcomed, indeed invited, external reviews of progress by experts in the field. After successfully concluding thirteen years of federal class action litigation on conditions of confinement, he agreed to have a nationally known justice planning firm review the progress of the agency every two years over a six year period. The last of these reviews, conducted in 2009, resulted in a highly positive report that listed many specific programming and facility improvements since 2007 and endorsed the Director’s mission of strengthening community services in his second administration. Within the organization the Director exemplifies a “hands-on” and “open door” approach to the communication of priorities and the investigation/resolution of issues. He sets aside opportunities to communicate directly with staff at every level and with the juveniles under agency care. Senior leadership is held to same standard of accountability. The Agency’s Executive Management Team assembles weekly in an open meeting where the attendance of subordinate staff is encouraged. This provides a consistent forum for communicating priorities, strategizing improvement plans, monitoring progress on identified issues and assessing organizational performance across divisions in a continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the agency including legislative and major policy initiatives, and to review progress toward strategic planning goals.
7. *How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?* The senior leadership of DJJ is committed to working in a manner that supports the development of future leaders. For the past several years, the Department has been working to develop and refine a comprehensive workforce succession plan. Regrettably, in 2008-2009 these activities were placed on hiatus in response to the budget crisis and reduction in force of more than 250 employees. The Department will

resume its Workforce Planning Committee in 2009-2010 to review attrition from the reduction in force and identify new leadership cohort members.

8. *How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?* In management philosophy the senior leaders of DJJ are outcome focused, working in a continuous improvement mode. The Director has identified four strategic goals, which taken as a whole, comprise a reform package for the juvenile justice system. These include strengthening community alternatives and supervision, improving conditions of confinement within the Broad River Road Complex, exploring partnerships for funding and programming specifically tied to DJJ services and needs, and increasing the employability of juveniles. The goals are supported through a global “Blueprint” document, specific, division-assigned outcomes in DJJ’s strategic plan, and annual budget allocation and request processes. They are widely communicated throughout the agency in regularly scheduled manager meetings, new employee orientation, the employee newsletter, and in the content of the agency website. Through the normal executive and legislative processes that result in a state budget each year, organizational priorities are communicated to key external stakeholders and committees. The Director and his senior leaders take every opportunity to educate policymakers in the Executive and Legislative branches about juvenile justice needs and best practice responses.
9. *How do senior leaders create an environment for organizational and workforce learning?* DJJ continuously assesses new employee orientation, correctional officer basic training, other specialized training for direct service employees, and inter-agency training opportunities to develop an organizational culture that is supportive of its mission and the underlying philosophy of balanced and restorative justice. New videoconferencing technology has made it easier and more efficient than ever to reach out to employees around the state in an interactive “fireside chat” format where participants can see and ask questions of the Director and his Executive Management Team. During the fiscal crisis of 2008-2009 as the agency faced deep budget cuts, the “fireside chat” approach achieved through videoconferencing, proved to be a cost effective means for the Director to discuss issues, determine priorities, deliver a consistent message of hope, and reassure employees to the maximum extent possible.
10. *How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?* The Director sets a personal example in engaging, empowering, and motivating the workforce, and in recognizing, rewarding and reinforcing excellence in employees. All employees are aware that the Director is an approachable leader who makes it a point to speak and to listen. He visits with staff on a regular basis, and makes himself available for meetings whether in a leadership or audience/participant capacity. He expects no less of his senior leaders. DJJ scaled back, but did not eliminate its yearly employee recognition ceremony in 2008-2009 due to the budget cuts. Beyond this annual event every opportunity is taken throughout the year to recognize the “unsung heroes” of the organization at executive and senior manager meetings.

11. *How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.* DJJ senior leadership recognizes that its primary role in strengthening the community is to redirect the lives of young people who come to the attention of the juvenile justice system. To that end the Director and his managers are comprehensively “rethinking” juvenile justice with a focus on front-end programs that yield better results for juveniles. Understanding the importance of ownership at the local level, DJJ actively seeks community involvement in its programs. The agency is proud of the fact that the network of agency volunteers continues to thrive. Moreover, as DJJ seeks to rebuild its system of community programs including Teen After-School Centers, juvenile employment programs, and anti-gang initiatives after a year of devastating budget cuts, its foundation of partnerships with faith based and eleemosynary organizations and institutions of higher education will continue to play a critical role.

## Category 2 – Strategic Planning

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

The Department of Juvenile Justice’s strategic plan is an integrated document that aligns with its mission and statutory responsibilities as well as its budget request, internal budget allocation process, the Director’s performance appraisal, and the Annual Accountability Report. Strengths of this planning process include the active participation of all divisions and offices as well as the manner in which the document is constructed. The strategic plan is organized by chronological outcomes and anticipated completion dates, with each outcome being assigned to one or more divisions and/or offices. Another strong point is the agency’s ability to access tangible support from external partners such as Friends of Juvenile Justice, the DJJ-Clemson Steering Committee, the USC’s Children’s Law Center, and other state agencies such as Department of Vocational Rehabilitation, Department of Mental Health, Department of Social Services, and Department of Health and Human Services to accomplish goals and objectives. Each of these achievements exemplifies the agency’s ability to collaborate with external partners to achieve a common goal. These accomplishments are evidence of steady progression towards the achievement of four key strategic goals. The process is driven by customer and stakeholder needs and expectation as well as fiscal implications and other considerations including human resource, operational, and contractor/partner capacities. The DJJ Facilities Standards Workgroup was established to ensure the ongoing monitoring of the conditions of confinement. Major capital improvement projects were completed in FY 08-09. Two replacement dormitories were completed and subsequently occupied in fall 2008. Two additional units are ready to receive male residents.

The agency relies on the Research and Statistics Section of the Office of Planning and Programs for data collection and analysis relative to the strategic planning process and the agency's Director of Planning and Evaluation facilitates annual updates. This research work group routinely publishes longitudinal comparisons of agency populations and workloads over time and at various levels of detail (state, region, and county). Staff members also generate and update population projections, collect data and information from other states or jurisdictions for comparison purposes, and profile specific target populations for an informed program development process.

2. *How do your strategic objectives address the strategic challenges you identified in your Executive Summary?* DJJ is committed to achieving far reaching systematic reforms that yield positive outcomes for the youth under its jurisdiction. The Director's Blue Print guides resource development and the annual reformulation of the strategic plan. Although the agency continues to press forward with strategic plan initiatives that include strengthening community alternatives and supervision, improving the conditions of confinement and services, exploring partnerships for funding programs, and increasing the employability of juveniles, strategic challenges frequently impede the process and sometimes threaten to derail efforts. The budget cuts of FY 08-09 dealt a tremendous blow to agency programs and initiatives. Rising to this challenge, DJJ prioritized programming to ensure that core mandates and certain successful programs were maintained and has been relentless in its effort to work through obstacles maintaining the infrastructure necessary to reconstruct programming as resources permit. Moreover, the agency is revising some of its programming to operate more efficiently with fewer resources. To that end, an after school-employment program is being developed. This veritable hybrid program will replace the two previously distinct initiatives. Additionally, DJJ actively pursues partnerships with entities that have a shared agenda and seeks alternate funding sources such as federal grants to create, expand and sustain programming. In a year of incredible budgetary constraints, the agency has maintained core mandates and certain effective programming while completing capital improvement projects. These and other successes are articulated in the Executive Summary and demonstrate the agency's ability to advance its agenda in difficult times through results oriented strategic planning efforts that include resource development, collaboration and perseverance.
  
3. *How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?* The Office of Planning and Programs oversees strategic planning processes. Executive and senior management review strategic plan objectives on quarterly basis. In addition, a comprehensive review of the strategic plan is typically conducted annually to assess progress toward goal attainment and to ensure that the plan remains reflective of the agency's direction. Among the key strategic planning outcomes achieved in fiscal year 2008-2009:
  - ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices. During FY 08-09, the Director and Chief of Staff continued to use the technology to conduct periodic "fireside chats" with the county offices. This innovative use of technology has increased statewide access to Executive staff while

eliminating costs associated with travel and was particularly useful during the fiscal crisis FY 08-09 providing a vehicle for the Director and his team to communicate priorities and a message of hope to employees across the state. Additionally, the BRRRC closed circuit television system(CCTV) was updated connecting the new dormitories to the central monitoring system and providing up to date software and hardware for the entire BRRRC system.

- ◆ Within Community Services, we have decreased detention rates due to alternative placement in Jail Removal Initiative ( JRI) homes by 20% in FY 08-09.
- ◆ Within Community Services, an intensive supervision officer was recently recognized as the “Best of the Best” by *Corrections Today* for his contributions to the agency’s Intensive Supervision Program.
- ◆ Within Rehabilitative Services, we opened the two new dormitories located with in the BRRRC in fall 2008; two additional newly constructed units are ready for occupancy.
- ◆ Within Education Services, DJJ youth achieved a 67% pass rate on the General Equivalency Diploma (GED), exceeding the state average of 60%. Additionally, a capital improvement project resulted in the construction of covered walkways at BRRRC schools.
- ◆ Within the Inspector Generals Office, we provide continuous agency wide gang awareness training and maintain the violent gang terrorist organization file to identify gang involved young offenders.

4. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?* DJJ utilizes management forums, focused division/office work groups and comprehensive marketing initiatives to disseminate information regarding the strategic plan. Additionally, the Office of Planning and Programs has three platforms that shape and support the strategic goals and objectives. The “research agenda” promotes data advocacy and data based decision making by steering the agency to research and measurement processes pertinent to the agency’s identified needs. The “programs agenda” is related to the findings derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening programming, gender-responsive programming for females, the reintegration of incarcerated youth into the community, after-school initiatives, and intensive case supervision. The “grants agenda” supports agency development by securing resources for program development and expansion. Grant awards have been used in several key areas including educational services for neglected, delinquent and at risk youth, community victim services initiative, life skills and employment oriented after school programs, TASC (which is a partnership with Public Safety and State Department of Education), reintegration through intensive aftercare programs, juvenile detention alternatives initiatives and strengthening information systems and the information technology infrastructure.

5. *How do you measure progress on your actions plans?* Action plans are regularly monitored by the executive staff during Executive Management Team meetings. Progress reports are also provided on a quarterly basis during the Senior Managers meeting. Additionally, the Director’s Blue Print guides agency resource

development and the annual reformation of the Strategic Plan. Both planning documents are utilized to monitor progress towards key goals and objectives.

<b>Strategic Planning</b>			
<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 08-09 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross References for Performance Measures*</b>
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ	Not applicable	Not applicable
II. Administration Division	Explore partnerships for alternative funding and programs specifically tied to DJJ services and needs	Through Friends of Juvenile Justice develop marketing plan to fund Hope Street, transitional housing for males and females	Graphs 7.3-1,
III. Program Services (A) Community Services	1) Strengthen community alternatives and supervision and 2) Increase the employability of juveniles	Increase day treatment/after-school programs for juveniles under DJJ supervision	Graphs 7.1-2, 7.1-3, 7.1-5, 7.1-11
III (B) Long-term Facilities	Improve conditions of confinement and services at the Broad River Road Complex	1)Pursue funding for transitional housing for males and females	Graphs 7.1-5, 7.3-1
III (C) Evaluation Centers	Strengthen community alternatives and supervision	1)Increase the proportion of evaluations performed in the community	Graph 7.1-3
III (D) Detention Center	Strengthen community alternatives and supervision	Continue to work with USC's Children's Law Center on non-secure and secure detention options	
III (E) Residential Options	Strengthen community alternatives and supervision	Develop additional high management beds for males	Graph 7.1-5
III (F) Juvenile Health and Safety	Improve conditions of confinement and services at the Broad River Road Complex	Develop and implement a plan to replace existing housing units for males and females	Graphs 7.1-5, 7.1-6, 7.1-8, Charts 7.4-2, 7.6-1
III (G) Program Analysis/ Development	Increase the employability of juveniles	Increase and improve treatment services at the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.1-11, 7.-12
III (H) Education	Increase the employability of juveniles	Continuing to establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs, 7.1-10, 7.1-11, 7.1-12

6. *How do you evaluate and improve your strategic planning process?* The strategic planning process at DJJ is dynamic. Goals are revisited and/or revised annually as necessary to accommodate shifts in stakeholder/customer needs as well as changes in the law or economic fluctuations that impact policy or programming. Senior managers review key performance

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

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

### Category 3 – Customer and Market Focus

1. *How do you determine who your customers are and what their key requirements are?*  
The statutory mandates of the Department of Juvenile Justice establish its customer base. These customers include juvenile offenders and their families, victims of juvenile crime, law enforcement officers and family court judges. Other customers include ordinary people who have a stake in public safety, the citizens of South Carolina. Key customer requirements are delineated in statute and include assessment services, providing information about due process rights, case management services, supervision, and placement. The law mandates that victims of juvenile crime be given access to information regarding their cases and the ability to provide input into decisions that impact these cases. DJJ is legally mandated to make recommendations to law enforcement, solicitors, and judges as juvenile cases work their way through the system, and to perform extensive evaluations of youth when so ordered by the court. The agency must also provide secure placement services when needed or ordered by the courts. These placements range from least restrictive to secure detention and correctional facility beds. Additionally, the agency ensures public safety by identifying the highest risk youth and restricting their access to the community. Looking at longer-range public safety goals, customers expect young people involved in the juvenile justice system to have improved their chances of a productive and crime-free future as a result of the experience.
2. *How do you keep your listening and learning methods current with changing customer/business needs?* The Office of Planning and Programs is responsible for keeping abreast of the characteristics of the youth involved in the juvenile justice system and projecting future trends that impact customer requirements. Through research and technical assistance, the Office of Planning and Programs maintains updated information on “blueprint” programs to assist the Department in selecting best practice models for implementation in South Carolina.

DJJ is invested in hearing from customers regarding their respective needs. The long term facilities use juvenile-led councils and maintain ongoing dialogue with protection and advocacy organizations to keep abreast of customer needs. The Office of Juvenile and Family Relations oversees the grievance process that permits juveniles and families to register complaints. These complaints are investigated and responded to in a timely fashion.

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. In fall 2008, the agency published its Report Card measuring agency progress across the critical areas of protecting the public, accountability, competency development of offenders, and customer service.

In program development the agency works extensively with other organizations including members of faith based communities, youth serving agencies, institutions of higher learning, and entities such as Workforce Investment Boards. These partners provide a sounding board, offering a unique knowledge of the local customer environment that is often a key to successful implementation of youth initiatives.

3. *How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?* DJJ uses customer/stakeholder information for continuous improvement of current programs and services. The Juvenile and Family Relations staff routinely receives feedback in response to proposed programs and practices. The leadership of the agency regularly reviews the results of investigations by this branch of the Inspector General's Office into grievances and complaints of juveniles and their parents for appropriate remedial action.

In fall 2008, the agency published its fifth user-friendly Report Card measuring agency performance across the critical areas of protecting the public, accountability, competency development of offenders, and customer service. This Report Card is assessable via the agency's website. DJJ is one of only two statewide jurisdictions in the country that produces such a document.

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

4. *How do you measure customer/stakeholder satisfaction?* Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers. They advocate on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. Juvenile and Family Relations staff also submit quarterly reports on trends in grievances to DJJ's Facilities Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. A crime victim's survey is administered annually to assess the degree to which this customer group is satisfied with the services rendered.
5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.* DJJ is responsive to the needs of stakeholders and customers. Key stakeholders are invited to participate in juvenile justice forums and meetings. DJJ staff serve on multiple interagency committees and collaborate with stakeholder and customers around shared agenda initiatives. The agency sponsors conferences to apprise interested parties on best practice interventions for at risk

and DJJ involved youth and to educate participants on juvenile justice trends. Using written and face to face communication, the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ such as juveniles, their families, and victims of juvenile crime, are maintained by implementing processes that ensure that the needs of each group is met.

#### Category 4 – Measurement, Analysis, and Knowledge Management

1. *How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?* Measurement decisions relative to operations, processes, and systems are driven by legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the development of baseline information and sustained, consistent longitudinal data collection processes to measure progress and identify areas requiring attention or remediation. Measurement priorities take into account a number of factors including the expressed interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development, program initiatives, and management decisions, and the reporting and auditing requirements of funding sources. Priorities also derive from the Department's participation in the Performance-based Standards project of the National Council of Juvenile Corrections Administrators, which requires a standardized bi-annual measurement process across seven key areas relating to the operation of facilities: Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration.
  
2. *How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision-making and innovation throughout your organization?* Promoting data based decision making as a routine management practice throughout the agency is the responsibility of the Office of Planning and Programs. Within this office the Research and Statistics Section serves as a clearinghouse for information requests of all types to assure timely, accurate, and consistent responses and to structure the analysis of complex issues. Staff members publish statistical reports containing statewide, regional, and county-level data. Annually they provide updated population projections for the agency's residential programs to the Director and Chief of Staff. They are responsible for statistical input into problem statements that support the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, and fiscal impact assessment as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance. Research and Statistics staff members frequently are participants of working committees within and external to the agency to provide basic data support for agency initiatives.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly,

the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. A prominent research agenda item is an exploration of the causative factors that have resulted in African-American overrepresentation in the juvenile justice system, including the role of school based offenses such as disturbing schools as gateway offenses for minorities entering the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal MOU with Clemson University. This year DJJ supported Clemson's response to a research solicitation from the National Institutes of Health on factors that may help protect juvenile justice-involved youth from later adverse outcomes including adult recidivism. DJJ also partners with the state Data Warehouse, the National Center of Juvenile Justice to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

3. *What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?* The measures listed below in three categories (Workload, Outcome, and Efficiency) are among the chief repetitive measures that DJJ uses for short and long-term planning, and for public information purposes.

Type Of Measure	Measures
<b>Workload</b>	1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Intensive supervision caseloads 4) Juvenile probation/aftercare worker/client caseload ratio 5) Intensive supervision officer/client caseload ratio 6) Annual admissions to facilities, and alternative placements 7) Average populations in residential programs
<b>Outcome</b>	1) Ratio of juveniles completing probation/parole requirements to those committed for technical violations in an annual period 2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency 3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new adjudication or conviction within 12 months 4) Recidivism of juveniles while under DJJ supervision.
<b>Efficiency</b>	1) Average daily cost of care for youth in DJJ and contractual beds 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and volunteerism 5) Capacity versus average daily population in DJJ and contractual beds

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

of comparative data. DJJ may compare itself to other juvenile justice agencies in the southeastern region, where certain socio-demographic and other population characteristics are similar. When the focus of the query is organizational structure, analysts seek out states where the juvenile justice system is administered in a similar fashion to South Carolina. Another criterion involves the identification of states that have the same age of majority as South Carolina. For benchmarking purposes, states/jurisdictions may be identified based on the existence of best-practice programs (Missouri and Kentucky for example). Valid comparisons, however, are limited by the relatively unique scope of South Carolina's juvenile justice system in its state-level oversight of both correctional facilities and community based services, which more typically are administered at the county level. Performance Based Standards (PbS) enables benchmarking of DJJ facilities against a national average, but no comparable set of standards exists for community-level services other than aftercare (parole).

5. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?* DJJ has instituted a committee co-chaired by the Chief of Staff and Deputy Director for Administration to oversee the implementation and further development of its internet-based Juvenile Justice Management Information System (JJMS), which replaced DJJ's legacy system in October 2006. The committee includes representatives from Information Resource Management, Research and Statistics, and a wide variety of users and program managers. This group has played a key role in prioritizing concerns to be addressed relative to integrity, accuracy, security and the need for mission critical data reports. It is guiding the further development of JJMS as its scope expands to become a true case management system for the Agency. The committee also is establishing a system by which JJMS can be audited for accuracy and timeliness of data entry. DJJ's data quality also continues to benefit from the oversight of several external sources that will routinely receive extracts from JJMS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. Moreover, DJJ depends upon customized in-house Access databases to track in detail key programs, operations, and functions that are not currently within the scope of JJMS. These databases are routinely accompanied by exception reports that users run regularly to pinpoint omissions and inaccuracies in their work.
6. *How do you translate organizational performance review findings into priorities for continuous improvement?* The agency's Executive Management Team selects managers at both the frontline and senior management levels to lead innovative process improvement initiatives in support of identified performance challenges. An ongoing initiative for detention reform is addressing the baffling trend of increasing numbers of juvenile pre-adjudicatory detentions during a time period when juvenile violent crime has actually declined. The Executive Management Team in partnership with the University of South Carolina's Children's Law Center has implemented detention reform initiatives in several counties. The Children's Law Center also is leading an initiative to address the impact of disturbing schools, South Carolina's number one delinquency offense, on the future of children in this state, particularly minority children. At the facility level, DJJ's participation in the Performance-based Standards (PbS) project entails a bi-annual data collection process across seven key areas of operation. Data collected each April and October allows comparisons of performance among DJJ's facilities and to a national average. Weaknesses

are then addressed in written improvement plans, to be measured again in six months. Using a structured measurement and response process, PbS has become a powerful tool for continuous improvement in the state's juvenile correctional facilities.

7. *How do you collect transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?* DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end, DJJ's Workforce Planning Group has established career paths within the agency, expanded leadership development programs, and improved the training of line staff. After a year in which budget cuts and reductions in force impacted leadership development processes, the Workforce Planning Group will regroup to reformulate the leadership cohorts that were impacted by the economic crisis. The Director's committee process, in taking on some of the largest operational challenges facing the agency, also provides an opportunity for staff to grow from one another's knowledge and expertise and for senior managers to assess leadership potential across a broad range of employees. Moreover agency managers identified key personnel who retain a great deal of institutional knowledge to develop "Continuity Books" as guides for their successors. The Office of Planning and Programs, through its own research capacity and by obtaining expert technical assistance in key areas of juvenile justice program development, assumes primary responsibility within the agency for ensuring that program development is in line with recognized best practice and national standards. DJJ has traveled to other states/jurisdictions, and received visitors from out of state, to share expertise in the areas of Performance-based Standards, development of a juvenile justice Report Card, transition programming for girls, and intensive supervision for juveniles re-entering the community.

### Category 5 – Workforce Focus

1. *How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?* The agency continues to see success in its new employee orientation program. The Training Advisory Council implemented the innovative Working Together as ONE (Orientation of New Employees) training program in 2006. The program is incorporated into the new employee orientation curriculum and provides a forum for the new employees to interact with seasoned staff. This new business process promotes the sharing of seasoned employee perspectives with new employees while and promoting agency wide teamwork. Since its inception, 1844 staff have completed the Working Together as ONE Orientation Program. Senior leaders continue to provide opportunities for staff growth and development through a series of Director's committees. These work groups enable staff to participate in discussions regarding important issues that impact agency operations as well as providing opportunities for cross-divisional communication, learning, and leadership development. DJJ's Broad River Road Complex (BRRC) Management Team continues to function in a cross-divisional manner and addresses management issues that affect the youth at long-term facilities. The agency's Treatment Council utilizes input from various sectors of the agency to identify gaps in service delivery and to integrate treatment services for youth.

The Community Services Division has a mentorship program designed to develop and enhance leadership qualities in the workforce. This process ensures the availability of competent staff ready to transition into senior level positions as positions are vacated through retirement or attrition. Approximately 50% of staff who participated in the mentorship program have been promoted.

2. *How do you achieve effective communication and knowledge/skill/best practice sharing across department, jobs and locations? Give examples.* The agency employs a variety of methods to ensure and enhance effective communication across all divisions. Senior and frontline managers share information in a number of formats to include one on one and group meetings. DJJ advances cross divisional communication by utilizing committees with cross section participation such as the Senior Managers quarterly meeting and the Facility Management Work Group. Additionally, new video conferencing technology has provided an efficient cost effective mechanism to communicate and disseminate information across the entire DJJ system. The Director and Chief of Staff use this system to engage in interactive “fire side chats” with off site employees. This effective communication tool permits employees and executive staff to see and directly dialogue with each other. The agency continually assesses employee training and continuing education processes to ensure that employees are provided the requisite knowledge and skills to perform their job duties. The agency’s annual in-service requirement minimum of 15 hours is an indicator of DJJ’s commitment to staff development. Certain job classification’s training requirements exceed the agency minimum. Juvenile Correctional Officers are required to obtain 31 hours of training annually. Moreover, the Office of Staff Development and Training launched an internal e-learning component that offers a number of courses. A total of 348 staff participated in the e-learning program during FY 08-09. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. In keeping with this philosophy, the agency collaborated with Darkness to Light, Inc., and the SCDSS in the Stewards of Children child sexual abuse prevention initiative. This partnership resulted in the training of 909 agency staff in this evidence based curriculum.
3. *How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.* DJJ utilizes a variety of methods to recruit new employees. The State of South Carolina’s web based e-recruitment system continues to provide a large number of qualified applicants to the Department. DJJ has seen a 200% increase in the number of applicants since the implementation of the e-recruitment system. During FY 08-09, DJJ reduced its recruiting staff as a part of the Agency’s reduction in force. To offset these losses the Human Resources Director opened a virtual recruiting station in the lobby of the Human Resources Office. The station provides prospects with two computers linked to the State’s internet job postings enabling them to complete job applications on line. DJJ is committed to retaining valued employees. To that end, the agency recognizes employee achievement and excellence annually via employee recognition ceremonies and designated discipline specific appreciation periods such as State Employee Recognition, Administrative Professionals Appreciation and Training Day. The agency continues to look at ways to expand career progression efforts for job classifications by implementing career step increases. To date, we have developed career step increases for our Juvenile Correctional Officers and Community Specialists.

4. *How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?* DJJ assesses workforce capacity on a regular basis. The Division of Human Resources reviews staffing levels/vacancies monthly. Individual managers determine skill and competency levels necessary to complete the job tasks in their respective areas. The agency is committed to developing and maintaining a competent workforce. To ensure this outcome, DJJ employees receive a minimum of 15 hours of continuing education training annually. Annual training requirements exceed 15 hours for certain job classifications.
5. *How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plan?* DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy ensures that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals.
6. *How does your development and learning system for leaders address the following: a. development of personal leadership attributes b. development of organizational knowledge c. ethical practices d. your core competencies, strategic challenges, and accomplishment of action plans.* A highly qualified cadre of leaders is necessary to advance innovative juvenile justice reform and initiatives. As the agency's agenda is moved forward, it is essential to ensure the availability of qualified, competent staff prepared to assume key leadership positions made vacant by retirement and attrition. To prepare for this inevitability, two leadership development cohorts were established. Participants undergo a rigorous leadership program that includes a mentorship, job shadowing, and special project component. Additionally, the Office of Staff Development and Training, with input from the Training Advisory Council and the Workforce Planning Group, developed a ten course Leadership Development Certificate Program designed to prepare participants for leadership/promotional opportunities. This fifty-seven hour program covers diversity awareness, leadership practices, workplace communication and employee retention as well as other relevant topics. Five persons completed this program in FY 08-09. All of the leadership development programs infuse elements of organizational knowledge as well as the agency's mission and values. Ethical standards are mandated and imperative particularly for child serving agencies. DJJ staff are expected to serve as positive role models for the youth under the agency's care. These principles are modeled by agency leadership and incorporated into all of the agency's employee orientation and leadership training.
7. *How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?* DJJ implemented a workforce planning group with representatives from all divisions of the agency. Although the group underwent a period of hiatus during the budget crisis of FY 08-09, its purpose is to ensure orderly succession planning to meet the challenge of a high rate of management turnover due to retirement. Two leadership cohorts were designated as a part of this process. Many of the participants have already been promoted. In FY 07-08, the agency

initiated a Juvenile Correctional Officer career map. This tool will be used as a standard for developing other division and office employee career maps. Divisions and offices are currently working on Community and Residential Specialists, law enforcement and other career maps. Staff Development and Training, in conjunction with the Office of Human Resources, offers a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the management of employees who present discipline and performance challenges, and includes frontline leadership skills to further develop supervisors into managers for the Department. Training critiques by participants have been positive. A centerpiece of staff development and training is the package offered to newly hired juvenile correctional officers. Since 2003, Staff Development and Training has conducted monthly basic training surveys to provide objective and constructive feedback on the effectiveness and overall quality of the basic training program. The Office of Planning and Programs summarizes and condenses the survey data into a user-friendly comprehensive report that is distributed at six-month intervals to appropriate management personnel. Staff Development and Training successfully attained accreditation through the New York based Excelsior College. This accreditation will allow agency personnel who complete the key training tracks to receive up to 19 credit hours towards an associate or bachelors degree.

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

and wellness are important to the administration. The agency provides a Wellness Center in the Midlands for staff. In addition to physical fitness opportunities, the Center sponsors health fairs and blood drives at no cost to employees. During FY 08-09, 103 employees maintained active membership. DJJ utilizes a variety of platforms to acknowledge employee excellence and express appreciation for employee commitment and hard work. The agency hosts formal employee recognition ceremonies annually that acknowledge individuals and work groups. Additionally, specific disciplines are acknowledged during designated time periods such as JCO/Police Officers Recognition Week, Social Workers Recognition Month, Teachers Appreciation Week, Nurses Appreciation Week, a Performance-based Standards Awards Event and Administrative Professionals Appreciation and Training Day. Moreover, DJJ supports the Budget and Control Board's Certified Public Manager Program. Two managers graduated in the 2008-2009 class, and one employee graduated from the Associate Public Managers Program. The Office of Staff Development and Training, in conjunction with the State Agencies Training Consortium, provides a wide range of opportunities for employee growth.

12. *What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?* The Executive Management Team utilizes the EPMS process to evaluate senior and front line manager's ability to develop and motivate subordinates. DJJ has consistently demonstrated improvement in the area of on-time reporting of EPMS evaluations. Timely submissions of EPMSs have increased from 76 % in FY 06-07 to 84% in FY 07-08. Managers are encouraged to include projects and assignments related to agency strategic goals into employee planning stages. Moreover, DJJ promotes a positive work environment by referring employees requiring specialized assistance to the Department of Vocational Rehabilitation's Job Retention Services. An excellent source of feedback is the climate survey component of the Performance based Standards Project, wherein facility staff and residents respond to questions related to personal safety and general well being. Additionally, employees leaving the agency are given an opportunity to complete an exit interview form or speak with Human Resources staff. This is yet another method that the agency employs to measure employee satisfaction. Staff and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Moreover, human resources staff is attentive to complaints received by the Employee Relations Office.
13. *How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?* DJJ is invested in developing future leaders. The Workforce Development Group was established to examine and find solutions for workforce issues such as career progression and succession planning. To accomplish this goal, the executive management team designated two leadership cohorts to participate in an innovative program designed to enhance leadership skills. Approximately twenty-four of the cohort participants have been promoted since the program's inception. Moreover, the Office of Staff Development and Training has developed a ten course Leadership Development Certificate Program that is designed to prepare participants for leadership/promotional opportunities.

14. *How do you maintain a safe, secure, and healthy work environment?* DJJ has a comprehensive safety network. The Office of the Inspector General conducts fire, life and safety inspections, and the agency has developed a health and wellness program for employees. An occupational health nurse maintains employees' environmental health records and offers annual influenza shots to employees. Additionally, in coordination with the Public Affairs Office, the nurse sponsors a variety of staff health initiatives such as an annual health fair.

DJJ is a part of the Governor's preparedness initiative. The agency addresses emergency preparedness both in policy and in a written plan that covers a range of emergency situations such as flooding, hurricanes, tornadoes, bomb threats, and suspicious mail. The agency has put together a specialized planning team to address the preparations needed in the event of an H1N1 Swine flu pandemic under the direction of the Inspector General and Director of Health Services. Emergency response is administered through the Inspector General's Office, working with an inter-divisional emergency control team.

### Category 6 – Process Management

1. *How do you determine, and what are your organizations core competencies, and how do they relate to your mission, competitive environment, and action plan?*-DJJ's key competencies are predicated on statute and include programs and services provided by agency staff in the community, rehabilitative and educational divisions. Specific competencies include community-based services such as case management, intake and probation/parole supervision as well as institutional services that include secure confinement and services to incarcerated juveniles.
2. *How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?* DJJ's work processes align with the agency's mission which is protecting the public and reclaiming juveniles through preventive, community based programs, education, and rehabilitative services in the least restrictive environment. Key work processes encompass the case management and rehabilitative services provided in support of the Juvenile Justice System. The agency endeavors to administer these services with equity, efficiency, and effectiveness. A sound juvenile justice system impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.
3. *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?* Inclusive strategic planning processes enable the agency leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Strategic planning is a dynamic process, the goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. An example is the statewide installation of the videoconferencing system. This technological advancement has improved communication and enabled the agency to

better serve juveniles and their families while providing a valuable resource for agency staff. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services.

4. *How does your day-to-day operation of these processes ensure meeting key performance requirements?* Regular scrutiny of performance indicators is a key to meeting performance requirements. In juvenile justice systems, creating safe and secure environments is essential to the rehabilitative process. Senior leaders and operations staff closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:

- ◆ Rates of facility assaults, fights, horseplay incidents, and injuries to youth.
- ◆ Facility and community program utilization particularly relative to bed space and capacity.
- ◆ Workload and caseload activity within the Community Services Division
- ◆ Results of grievance investigations
- ◆ Allegations of abuse and neglect and the results of the investigative process.
- ◆ Performance-based Standards measurement results and corrective action plans.

5. *How do you systematically evaluate and improve your key product and service related work processes?* DJJ enters into informal and formal contractual arrangements and memoranda of understanding with a wide variety of entities ranging from private non-profit organizations and members of the faith community to institutions of higher education, sister state agencies, and private providers of specialized residential/treatment services. The negotiation of formal agreements is a carefully managed process to ensure clarity in the nature of the relationship and expectations for performance and outcomes. All such agreements undergo a comprehensive review for programmatic, fiscal and legal integrity before final signature. DJJ uses a number of approaches to support its interactions with contractors and partners once agreements are in place. Since the formal agreements are time bound, there are regular opportunities to revisit, revise, or terminate the arrangement based on performance or changing needs.

DJJ is attentive to the need for monitoring and support of its contracts and partnerships once the particulars have been negotiated. The Agency's innovative partnership with Clemson University includes an oversight committee with representation from both entities that meets regularly to review the progress of related projects and initiatives. Another way that the agency supports its contractual relationships with program providers is through the development of databases, and other technical assistance, to ensure that reliable information is available for tracking, analysis, and evaluation purposes.

6. *What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?* Organizational support components bring together employees and administrators with many years of professional experience in fiscal, human resource, physical plant, and information technology management. Moreover, the Office of Planning and Programs has helped align the agency's programs and services with mission and national best practice models. Planning and Programs also promotes data-based decision-

making for continuous improvement, resource development through its grants agenda, and focused planning to ensure agency growth in a positive direction.

The agency has assigned committees to study issues and make recommendations, employed survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. The Director uses working committees to improve specific areas that affect multiple divisions within the agency. One example is the implementation of the intensive supervision case management process throughout the agency in a coordinated after-care and re-entry initiative. This will lead the agency to provide better potential outcomes for our youth as they prepare to become successful members of society.

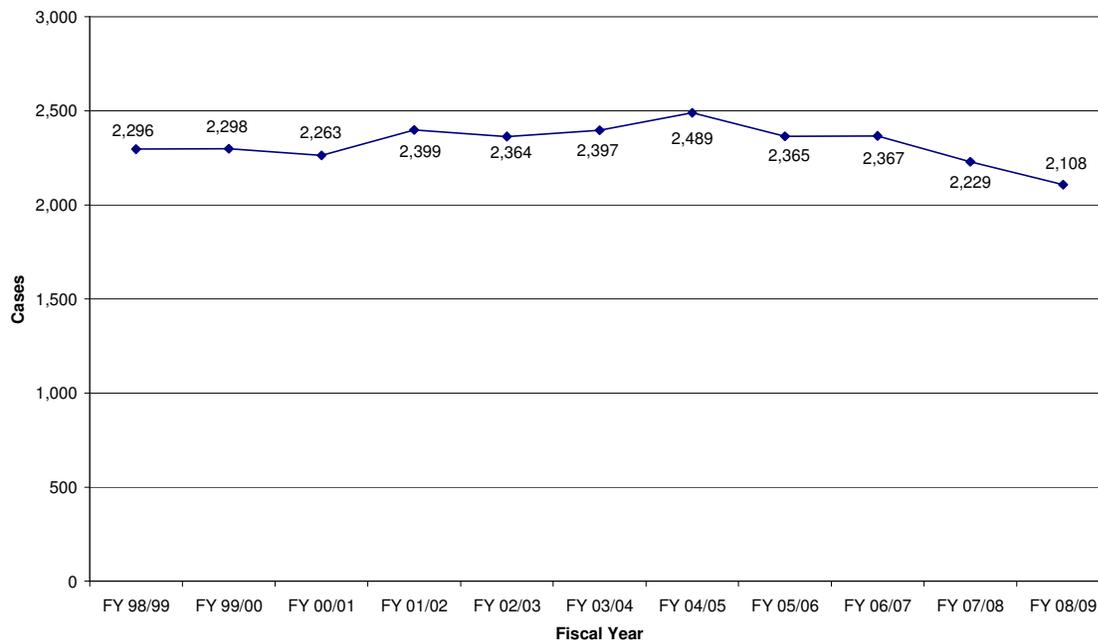
7. *How does your organization determine the resources needed to meet current and projected budget and financial obligations?* The agency's Blueprint and Strategic Plan drives the budget process. Executive managers prepare and submit budget requests to the Director, Chief of Staff and the Deputy for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

## Category 7 – Results

1. *What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations? One of DJJ's key strategic goals continues to focus on strengthening community alternatives and supervision. The graph below is reflective of a relatively stable level of violent and serious juvenile crime since 1998-99. Notably, the graph illustrates a steady decline in the rate of violent and serious offenses over the last few years with FY 2008-2009 representing a ten year low.*

**Graph 7.1-1**

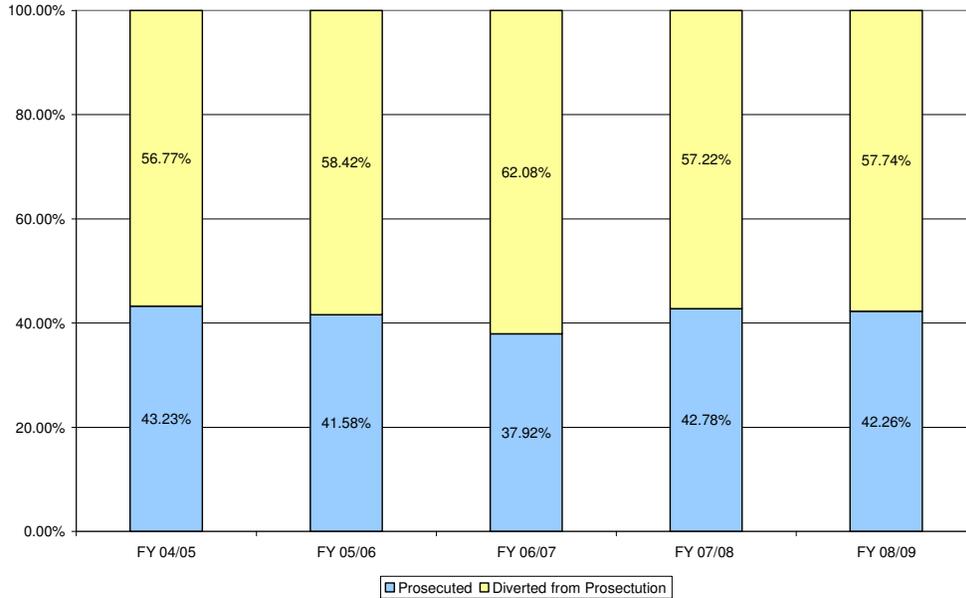
**Violent and Serious Juvenile Cases  
Longitudinal Comparison**



At the family court referral stage appropriate delinquency cases are diverted from prosecution. Diversion is achieved through Juvenile Arbitration, an accountability-based program operated through the solicitor's office, and through the use of behavioral contracts, pretrial intervention programs, or other local options. Typically, diversion programs target first time non-violent juvenile offenders. Solicitors also may elect to dismiss or not prosecute, thus diverting the case out of the juvenile justice system. The diversion of cases helps to ease backlogs on family court dockets, reduce juvenile probation caseloads, and maintain appropriate population levels in DJJ facilities. The chart below depicts five-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for South Carolina's juvenile justice system.

**Graph 7.1-2**

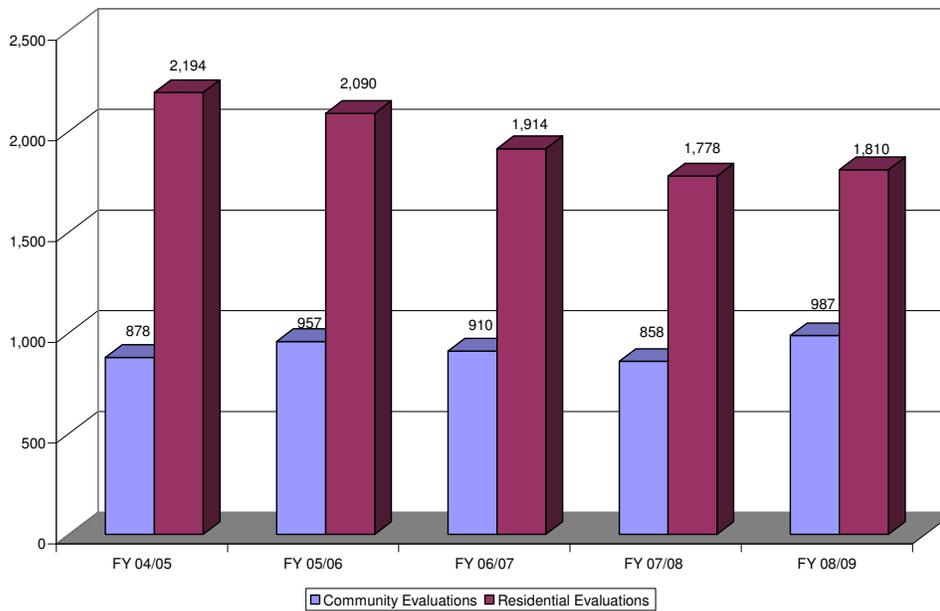
**Solicitor Actions to Prosecute Versus Divert Juvenile Cases**



A key goal of the current administration is to increase the proportion of community based evaluations for low risk offenders who do not pose a public safety risk. Affirming the importance of this goal, a recent independent study revealed that juveniles offenders evaluated in the community had a 33% percent lower re-arrest rate than comparable offenders evaluated in a secure custody setting. During FY 08-09, 35.3% of post adjudicatory evaluations were performed in the community, compared to 28.6% in FY 02-03.

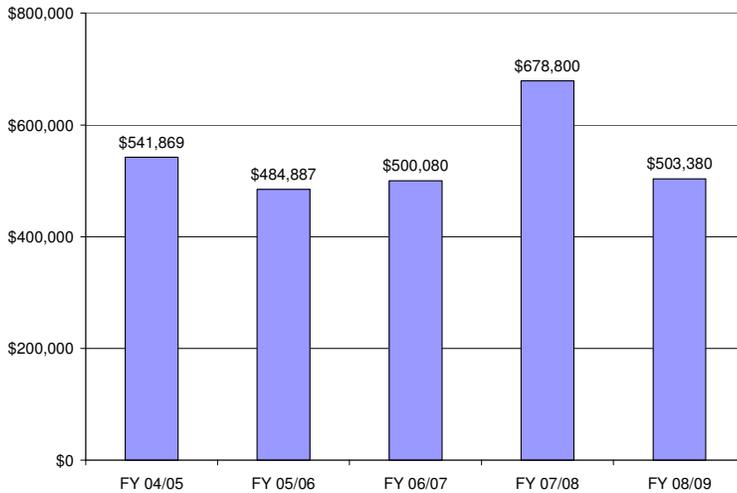
**Graph 7.1-3**

**Residential Versus Community Based Evaluations.**



An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. In FY 08-09 juvenile offenders were ordered to pay \$503,380 in restitution to victims.

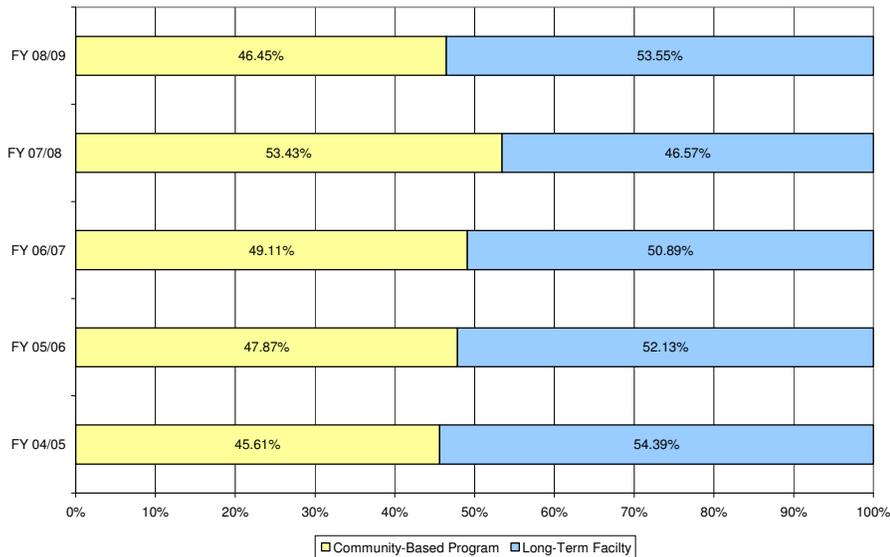
**Graph 7.1-4**



DJJ’s strategic goal of improving the conditions of confinement within the Broad River Road Complex of facilities was adversely affected by the the FY 08-09 budget cuts. In previous years, the agency used community-based programs for appropriate committed offenders. Studies indicate that these programs yield better outcomes for youth than do large institutions. The budgetary constraints of the current reporting period led to the elimination of all agency-operated group homes and one contractual wilderness camp. Graph 7.1.-5 indicates that community-based placements of committed offenders declined from 53% to 46% between FY 07-08 and FY 08-09.

**Graph 7.1-5**

**Placement of Juveniles Comitted to DJJ**

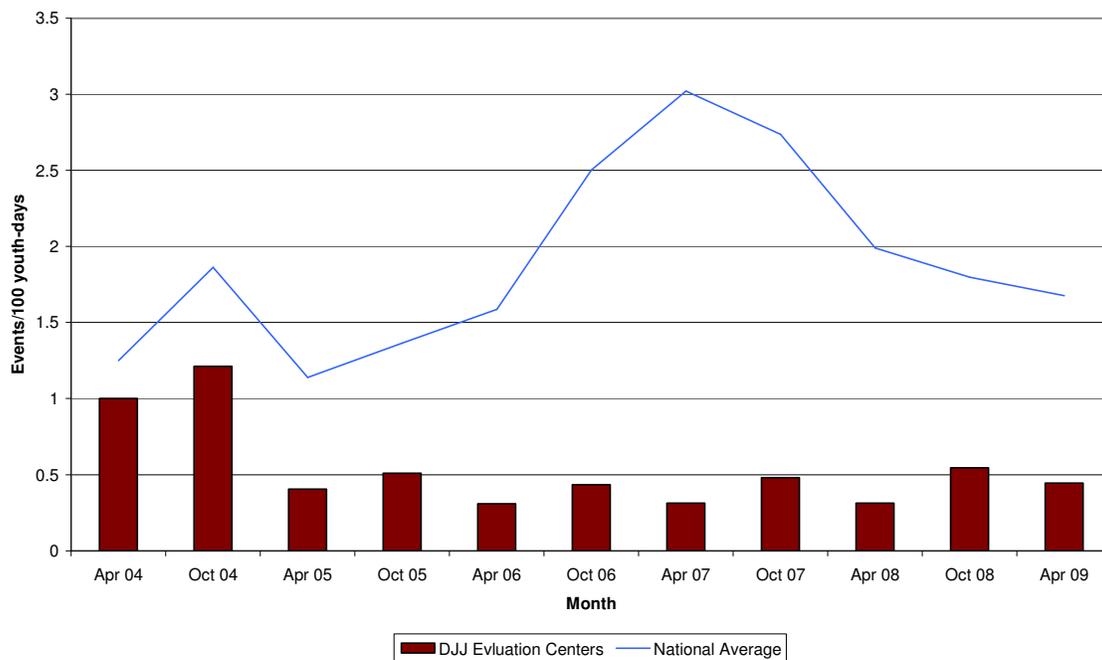


All of DJJ's facilities participate in Performance Based Standards (PbS), a project of the Council of Juvenile Corrections Administrators (CJCA). Facilities measure their performance bi-annually based on standards that cover seven critical areas of operation including Security, Safety, Order, Justice,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

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

**Graph 7.1-6**

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

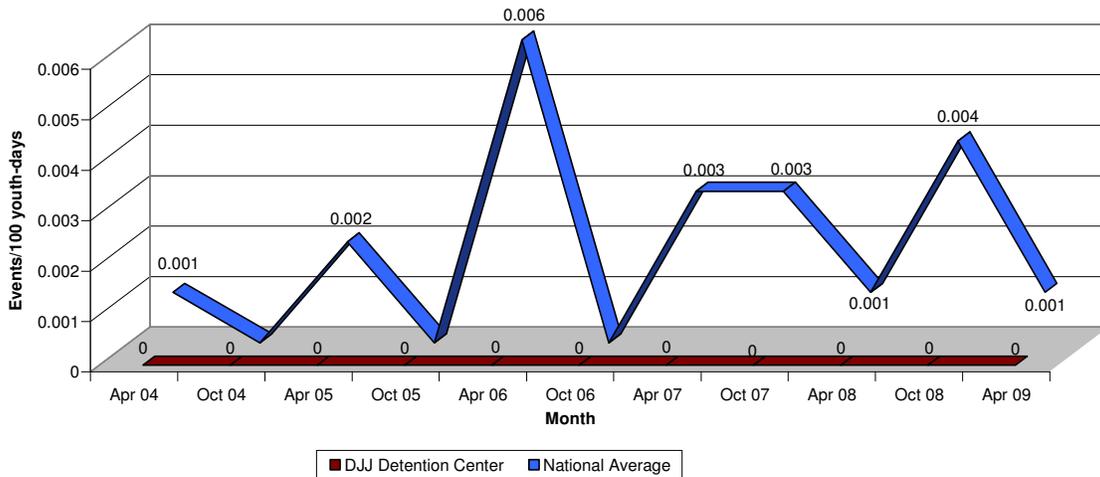


In juvenile corrections the interests of public safety are best served when violent and serious offenders are maintained in secure facilities where they pose no threat to the community. DJJ's Detention Center is a centralized pretrial detention facility, serving juveniles from most of the state's 46 counties. The facility provides secure, short-term custodial care and treatment for youth detained by law enforcement agencies and the family courts prior to disposition. Graph 7.1-7 illustrates "Completed escapes, walk-aways, and

AWOLs per 100 person days of youth confinement.” The agency’s performance on this critical standard has been exemplary relative to the national trend line.

**Graph 7.1-7**

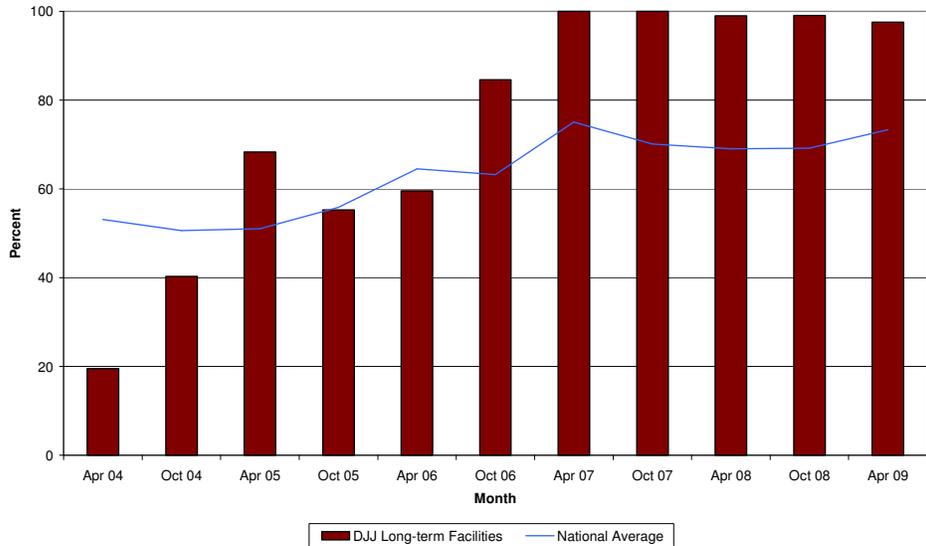
**Completed escapes, walk-aways, and AWOLs per 100 person-days of youth confinement.**



Beyond safely maintaining juveniles in a secure environment, DJJ has a mission reclaim them as productive members of society through education and rehabilitative services. A relevant PbS standard for DJJ’s Long Term Facilities is “Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by their individual treatment plans.” DJJ’s Long Term Facilities have exceeded the national average on this domain for the last six reporting periods. Listed below Graph 7.-8 illustrates the “Percent of released youths confined for more than 60 days whose records indicate that they completed the psychosocial/skills curriculum.”

**Graph 7.1-8**

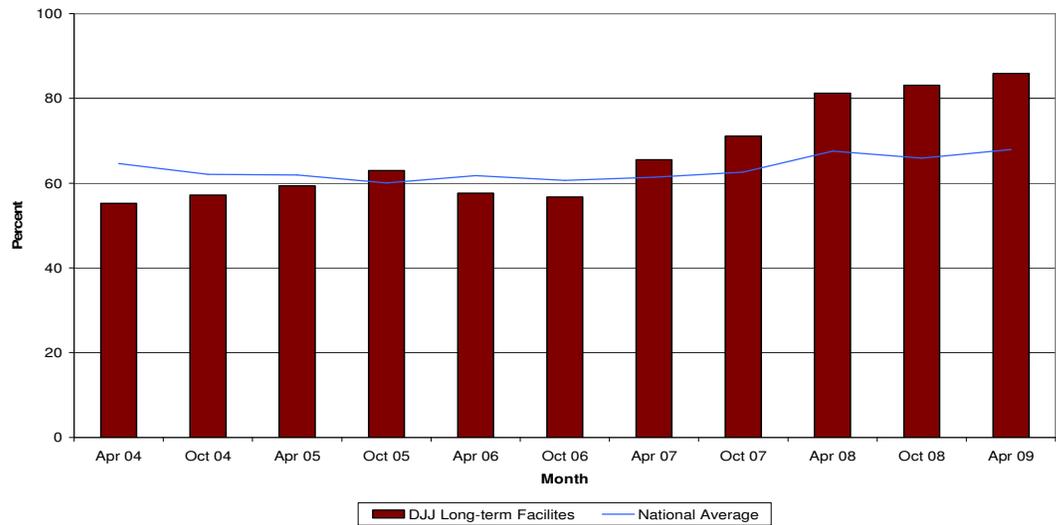
**Percent of released youths confined for more than 60 days whose records indicate that they completed the psychosocial/social skills curriculum.**



When juveniles have experienced periods of confinement in long term correctional facilities, aftercare planning is essential for a safe and successful transition back to the community. When youth are cognizant of their aftercare plans they are better prepared to transition to community-based programs and services. DJJ has exceeded the national average and demonstrated progress in this area over the past five PbS reporting cycles. This improvement is reflected on the PbS standard that measures “Percent of interviewed youths who know they are going to a community service/agency program upon release.”

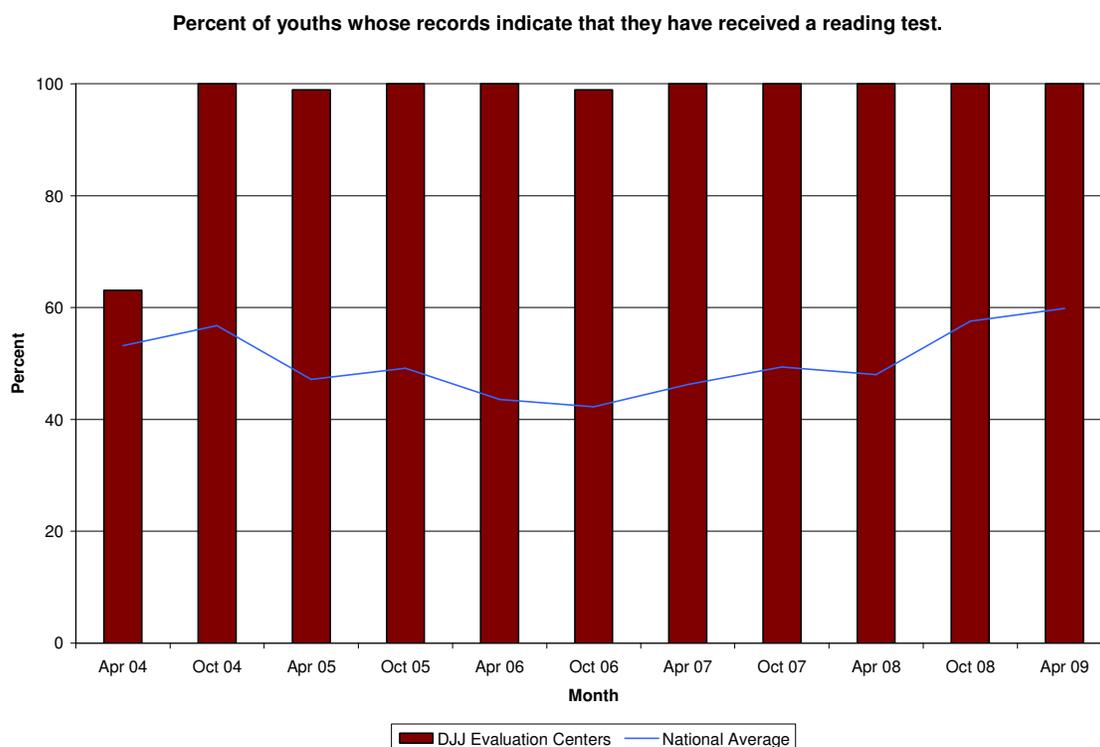
**Graph 7.1-9**

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



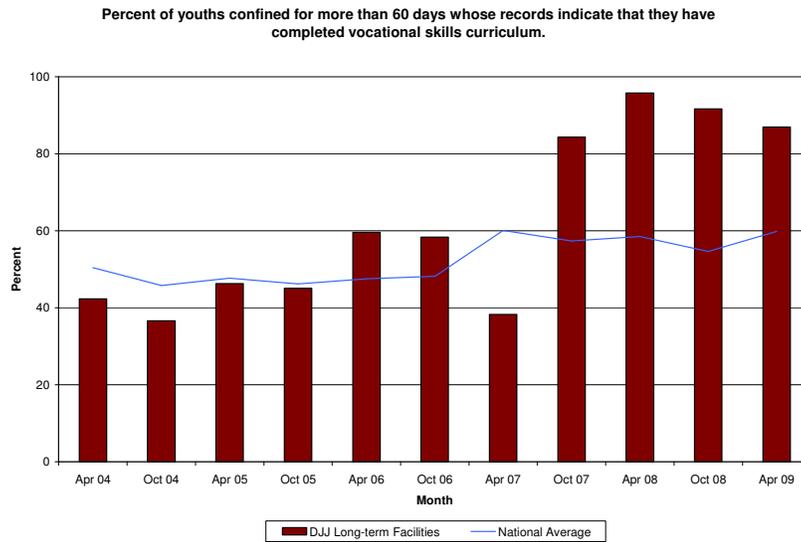
Improving educational outcomes for the youth committed to its care is a key goal of the DJJ School District. Poor academic performance is one of the risk factors that has been associated with delinquency. The PbS critical operating area of programming has comparative data on educational elements which include reading. Graph 7.-10 reflects the percent of youth who were administered a reading test. DJJ's Regional Evaluation Centers rank above the national average in this area and has done so since the measuring began in April 2004. Notably, the percent of youth that are administered a reading test has consistently been around 100 % since October 2004, an indicator of the agency's commitment to assessing the education needs of its youth in order to begin the remediation process.

**Graph 7.1-10**



Increasing the employability of juveniles is a key goal of the current DJJ administration. In keeping with this objective, the agency tapped into nontraditional funding sources such as Workforce Investment Act and was successful in bringing the WorkKeys Program to eligible youth. Additionally, DJJ youth participate in Career and Technology Education (CATE) in an effort to prepare them for technical school or the job market upon release to the community. Over 80% of the youth, who are committed to DJJ in excess of 60 days, have taken part in CATE. Notably, the agency has exceeded the national average in youth completing a vocational skills curriculum since October 2007.

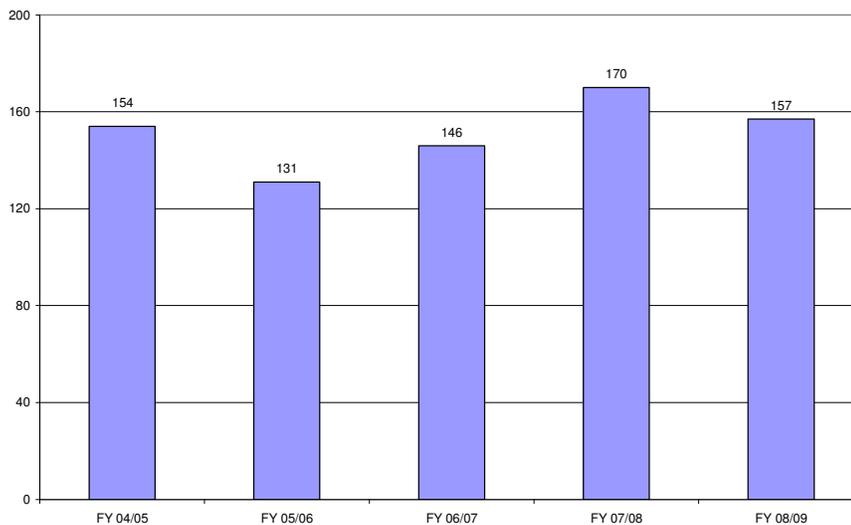
**Graph 7.1-11**



Within its school district, DJJ emphasizes academics and basic literacy to increase youth capacity for future productivity. The DJJ school district, in keeping with the key strategic goal of increasing employability of juveniles, is committed to ensuring that eligible juveniles complete their high school education and return home ready to enter the job market. During FY 08-09, 157 students earned their GEDs. While this represents a decline in the number of GEDs awarded over the previous year, it reflects an increase in the GED pass rate. Sixty-seven percent of the students who took the GED passed the test in FY 08-09, while in FY 07-08, only sixty-four percent of the students taking the test earned a GED. Moreover, DJJ's GED passage rate now exceeds the state average.

**Graph 7.1-12**

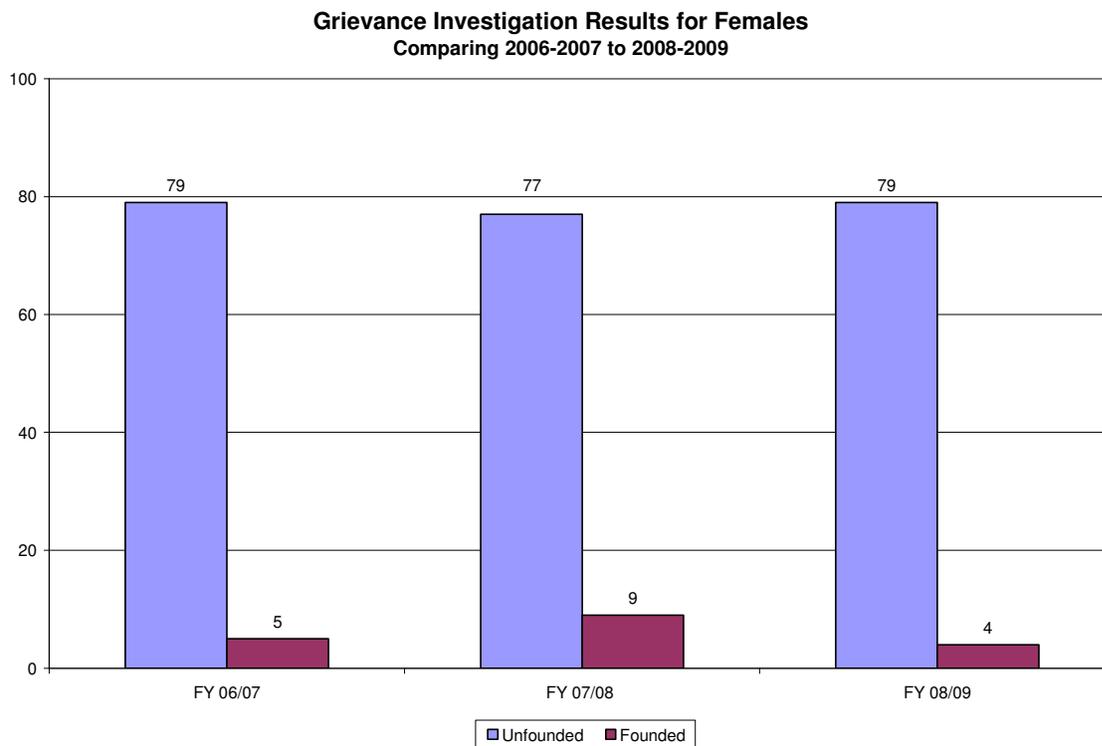
**GEDs Earned**



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

that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Female residents in particular are likely to file grievances around issues in facilities. The number of grievances by females remained stable over the past three years. The number of founded grievances in 2008-2009 was a very small percentage of all grievances filed by females (5.1%).

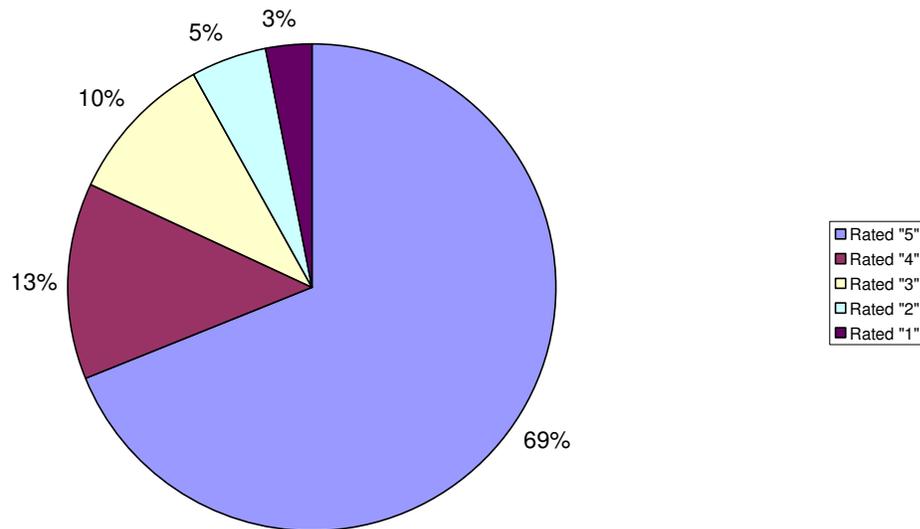
**Graph 7.2-1**



DJJ is responsible for ensuring that the victims of juvenile crime have a voice in how their cases are handled. In FY 08-09 the agency surveyed crime victims in an effort to ascertain their satisfaction with the juvenile justice system. A scale of 1 to 5, with 5 being the most positive, was employed. Over two-thirds of the survey respondents gave the highest rating of “5.” Eighty-two percent gave a rating of “5” or “4.” Listed below Graph 7.2-2 illustrates the “Updated Victims’ Ratings of their experience with the Juvenile justice System.”

**Graph 7.2-2**

**Updated Victims' Ratings of their experiences with the Juvenile Justice System  
(5 = most positive)**



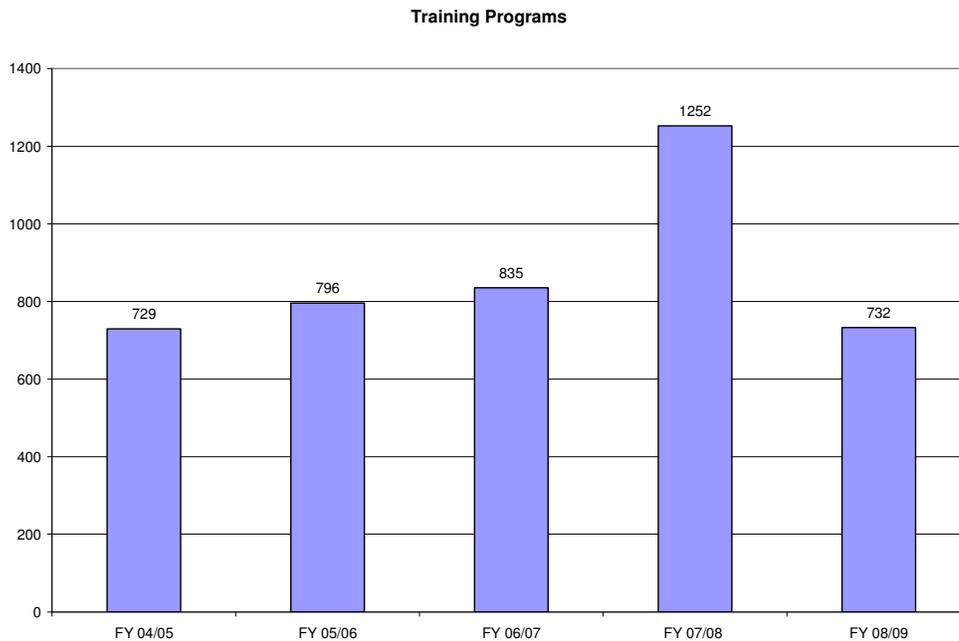
3. *What are your performance levels for key measures of financial performance, including measures of cost containment, as appropriate?*

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

Chart 7.3-1

Description of Strategy	Dollar Value or Current Status
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,791 volunteers contributed 34,257 hours of services, which is valued based on the federal minimum wage (34,257 x \$6.55)	\$224,383
2) In addition to the hours of service that was captured in item one, volunteers donated in kind gifts to volunteer services.	\$60,000
3) Friends of Juvenile Justice is a private non profit foundation supporting DJJ progammatically and financilly. Monetary contributions in FY 08-09 funded Teen After School Centers as well as and educational, transitional and gender specific services for youth.	\$88,198
4) Use federal funding to create, expand, and sustain program initiatives and education services to build capacity within the juvenile justice system	\$2,271,542

4. *What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety and security?* Staff development is a key element of agency competence and growth. SCDJJ has endeavored to expand its training program in an effort to enhance the professional development of employees. In a year of tremendous budgetary constraints, administrators made tough decisions in an effort to ensure that core mandates and responsibilities could be met. That said, Graph 7.4-1 illustrates a consistent growth pattern from FY 03-04 culminating in a dramatic spike in FY 07-08. Regrettably, training resources were significantly impacted by the budget cuts imposed during this reporting period which resulted in a 42% decrease in the training programs within a one year period.

**Graph 7.4-1**

Juvenile Correctional Officer ( JCO) Basic Training is the centerpiece of SCDJJ’s Staff Development and Training Program. In Fiscal Year 2002-2003, the agency reorganized this training package to include an on-the-job (OJT) training and mentoring component midway through the course of study so that candidates would gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are being surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some key results from the candidates surveyed in 2008-2009 are summarized below:

**Chart 7.4-2**

Statement	Percentage of Agreement
I understand how to conduct a Unit Inspection.	71.79%
I understand how to conduct a head count.	94.87%
I understand how to move a juvenile within the facility.	89.74%
I understand how to make entries into a Log Book.	94.87%
I understand the proper procedure to frisk and/or search a juvenile.	94.87%
I understand how to supervise juveniles during mealtimes.	92.31%
I understand how to supervise juveniles during recreational activities.	92.30%
I plan to work as a JCO for at least a year.	78.95%

5. *What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance?* Public safety is the key measure of organizational effectiveness and work system performance for a juvenile corrections agency. The public wants assurances that facilities housing serious juvenile offenders are indeed secure in maintaining residents without incidents of escape. Another reasonable public expectation is that juvenile offenders in the community will not commit new offenses while under agency supervision. Chart 7.5-1 presents escapes from SCDJJ’s Broad River Road Complex, which houses the states most serious long-term committed juvenile offenders. During the 12-year period of recordkeeping, the BRRC has average one escape per year, and 6 of the 12 years were escape-free.

**Chart 7.5-1**

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

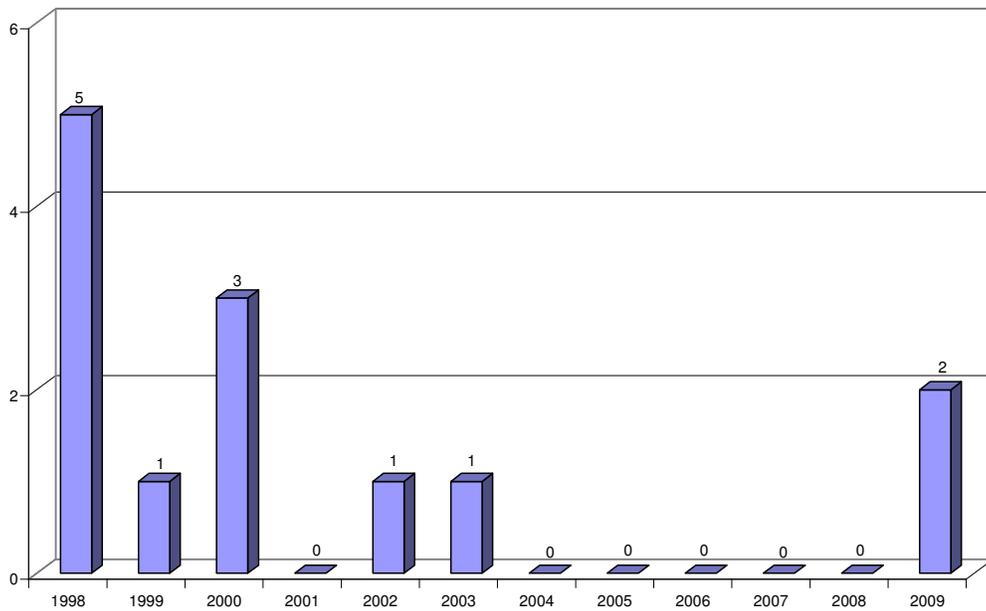
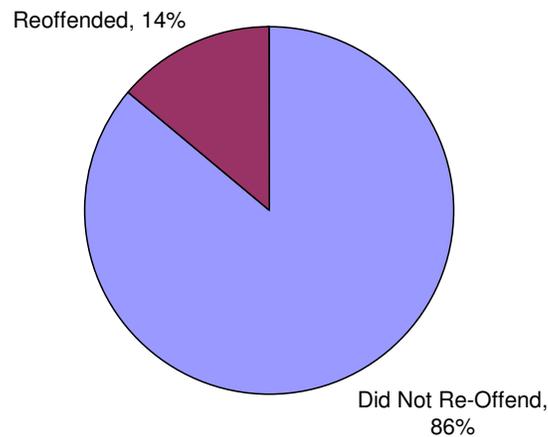


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. It reveals that 86 percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

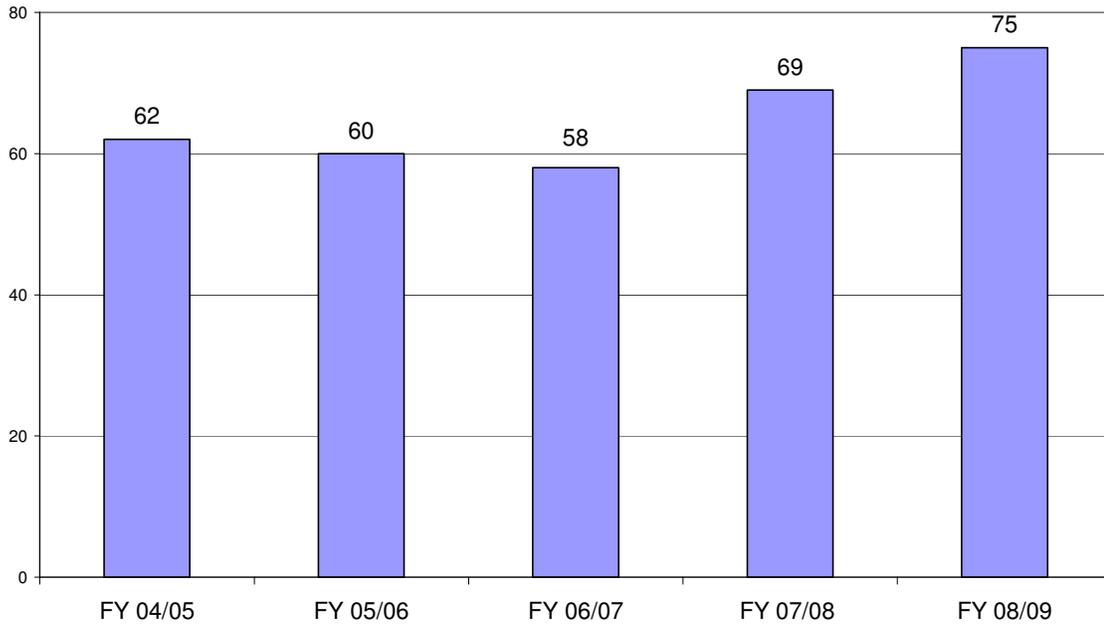
**Chart 7.5-2**  
**Juvenile Recidivism While Serving Probation/Parole or Arbitration Programs**



6. *What are your performance level and trends for key measures of regulatory/legal compliance and community support?* Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against SCDJJ that concluded favorably in FY 2003-2004. Since 1998, SCDJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. During the last five fiscal years clinical staff identified and transferred a total of 324 such juveniles.

**Graph 7.6-1**

**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. SCDJJ is compared to other law enforcement agencies and against all “large” state agencies. The agency has ranked first among law enforcement agencies for the fifth consecutive year in EEO/AA compliance with a rate of 87%.

**Chart 7.6-2**

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

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