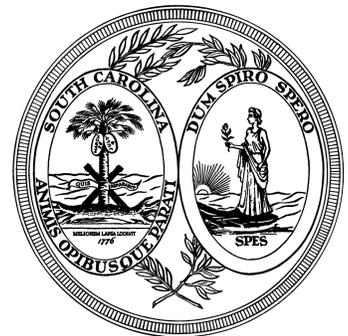




***ANNUAL
ACCOUNTABILITY
REPORT***

**Fiscal Year
2010 - 2011**



**Nikki R. Haley
Governor**

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Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 15, 2011

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Purpose, Vision, Mission and Values

The Department of Juvenile Justice (DJJ) administers South Carolina’s juvenile justice system at the state and local levels. DJJ has adopted Restorative Justice and treatment in the Least Restrictive Setting as its guiding principles. Restorative justice places equal emphasis on accountability to victims, restoration of harmony in communities where crime has caused harm, and the development of pro-social skills in offenders to prevent re-offending. The least restrictive principle calls for juvenile offenders to be treated in the least restrictive setting that is commensurate with public safety. Restorative Justice is in alignment with DJJ’s statutory mandates, which include sanctions and services for offenders, and consultation/information sharing with victims as decisions are made 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:

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

Based upon these responsibilities DJJ’s mission is as follows:

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

The Agency’s vision as it enters a new administration is:

DJJ will fuse its community and institutional resources to create a seamless continuum of services within a restorative justice framework, thereby becoming optimally effective in fulfilling its mission to redirect the lives of troubled children.

DJJ embraces these 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.

Through another difficult economic year, DJJ leaders and employees persisted in their dedication to the agency's mission. Two agency mottos have emerged, the first reflecting the agency's spirit in the face of adversity:

We just won't quit helping children and families.

The second motto aligns with the new Governor's emphasis on employment and workforce development:

Youth will leave DJJ supervision crime free and job ready.

Major Achievements from Past Year

DJJ is pleased to report these major achievements in fiscal year 2010-2011:

- The Broad River Road Complex (BRRC) of secure facilities reached record low population levels based on improvements in case management processes and optimal utilization of alternative beds; the average daily population in the BRRC for fiscal year 2010-2011 dropped below 200 (to 180) for the first time ever.
- Based on declining population levels DJJ began a process of transferring clinical staff from Rehabilitative Services to the community where they are providing services to youth and families.
- DJJ reconstituted its Rehabilitative Services Division to include all seven (7) hardware secure facilities within a single organizational component, thereby ensuring consistency of operation.
- In keeping with a previous commitment to improve conditions of confinement at BRRC, the dilapidated Hickory Dormitory located on the antiquated John G. Richards Campus was demolished.
- In the community DJJ implemented intensive supervision for high risk probationers, now providing services to approximately 500 juvenile offenders.
- DJJ's Special School District awarded 115 General Equivalency Diplomas and 5 High School Diplomas in school year 2010-2011.
- The GED passing rate for DJJ in 2010-2011, at 78%, exceeded the last quoted average for the state and nation of 75% and 73%, respectively.

- DJJ's school district achieved Palmetto Gold status for the 6th year in a row.
- DJJ staff, in collaboration with a host of volunteers and nearly 900 juvenile offenders, conducted 85 community service projects in the state's 46 counties as well as in DJJ facilities and community residential sites; the "Restoring Carolina through Youth Service Day" coincided with the September 11th National Day of Service.
- DJJ operated a summer and after-school employment program for Kershaw County; 58 at risk juveniles successfully completed the program in 2010-2011.
- DJJ, in collaboration with the State Law Enforcement Division and the SC Department of Commerce, organized summer (2011) employment programs that served 54 high risk youth in Colleton and Laurens Counties.
- DJJ, in partnership with faith based and other non-profit entities, operated 21 Teen After-school Centers in 19 counties, serving an average of 705 youth per quarter.
- DJJ sponsored training for juvenile probation officers in the evidence-based U.S. Department of Justice's Gang Resistance Education And Training (G.R.E.A.T.) gang prevention curriculum, becoming the first juvenile justice agency in the nation to certify officers statewide; the newly certified officers are prepared to introduce G.R.E.A.T. to 12 elementary and middle schools in 2011-2012.
- DJJ's administrative offices in Columbia have vacated all leased space and now are located on state property; this move will amount to an annual cost avoidance of more than \$136,000 once renovation costs for the state buildings have been recouped.
- DJJ's information technology team created a view of its juvenile offender management system for law enforcement officers to access when a juvenile is taken into custody; twenty-three (23) law enforcement agencies now use the Juvenile On Demand Access (JODA) screen, ensuring that they have real time information of public safety relevance for detention screening purposes.

Key Strategic Goals for Present and Future Years

DJJ's goals for the new administration group around two macro strategies.

Macro Strategy #1: Create a continuum of evidence-based programs and practices throughout the South Carolina Department of Juvenile Justice. The related goals include:

- Reinvest in community services;
- Restructure and improve Rehabilitative Services and the DJJ School District;
- Maintain and improve essential core services across all Divisions;
- Expand after-school programs, job readiness programs, and victim's services; and
- Expand the G.R.E.A.T. anti-gang curriculum.

Key future deliverables associated with these goals include:

- ✓ Intensive case management at the Family Court Intake level to divert status and low risk offenders to appropriate community based services;
- ✓ Statewide implementation of a 4th Generation Risk Assessment instrument;

- ✓ Evidence based programming in Community and Rehabilitative Services including cognitive behavioral therapy, incentives based probation supervision, trauma informed care, and gender responsive services for females;
- ✓ Greater utilization of community evaluations for low risk and status offenders;
- ✓ Population reductions achieved/sustained in DJJ secure facilities;
- ✓ Reduction in use of lock-up within the Broad River Road Complex (BRRC);
- ✓ Incentives-based behavior management within the BRRC;
- ✓ Improved access to after-school programs, employability programs, and gang prevention programs system-wide;
- ✓ Improved services to victims including victim-offender dialog; and
- ✓ Expanded options for family-based treatment.

Macro Strategy #2: Reallocate and develop resources to achieve continuous improvement in South Carolina's Juvenile Justice System.

- Redirect resources to the community;
- Maximize collaborations, partnerships and volunteerism system-wide; and
- Implement succession planning.

Key future deliverables associated with these goals include:

- ✓ Clinical resources transferred from DJJ secure facilities as populations decline to strengthen community-based services to youth and families;
- ✓ Diverse collaborations that include state agencies not typically partnered with DJJ;
- ✓ Interagency State Advisory Council formed to focus on issues of employment and education for at risk youth;
- ✓ DJJ Workforce Planning Committee established as a standing committee of the agency; and
- ✓ Leadership cohorts identified, and leadership training assessed/revamped.

Key Strategic Challenges

The key strategic challenges DJJ will face in the near future include:

- Restore and strengthen capacity in community programs through internal reallocation of resources and effective partnerships/collaborations.
- Identify and introduce evidence-based practices and programs throughout the juvenile justice system that are responsive to juveniles' assessed strengths and needs.
- Guard against the potential leadership vacuum created by an aging workforce through a comprehensive and continuous approach to succession planning.
- Develop, expand and reinvigorate partnerships with sister state agencies (including non-traditional agency linkages), the higher education community, the faith community, private foundations, and private sector enterprises to improve South Carolina's juvenile justice system.
- Expand after-school and juvenile employment programs in the community as an important dimension of preventing delinquency and developing productive citizens who are ready to contribute in the state's workforce.

- Fully develop all planned strategies that respond to gang violence at the prevention and intervention levels.
- Remain focused on conditions of confinement and use Performance based Standards as a means of continuous improvement in DJJ facilities.

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 few critical goals that are measurable and accomplishable within a two to three year time frame. The information presented herein will benchmark its progress as DJJ moves forward in rethinking South Carolina's juvenile justice system to make it more accountable, efficient, and evidence-based in its approach to reclaiming young people as productive citizens.

Section II – Organizational Profile

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

DJJ is committed to advancing public safety while reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment appropriate. The agency offers a continuum of programs and services ranging from the preventive and diversionary initiatives to intensive case management and supervision services, and specialized treatment in secure facilities. Balanced and Restorative Justice (BARJ) principles emphasizing accountability to the victim and community, competency development for the offender, and public safety are infused in many of the agency's programs and services. While programming and services overlap, they typically fall under one of three functional divisions: Community Services, Rehabilitative Services or Educational Services. Primary programs and services are highlighted below:

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

- ◆ **CHOICES** – a curriculum that uses restorative principles to enhance decision making skills in an effort to promote pro-social behaviors in youth leading to decreased antisocial behaviors and a reduction in recidivism rates.
- ◆ **Juvenile Arbitration** – a statewide community and school based initiative that works with Solicitor's Offices to divert first-time, non violent offenders. This initiative uses restorative principles that hold offenders accountable for their actions. During FY 10-11, 4569 youth were referred to the Juvenile Arbitration Program.
- ◆ **Consultation and Evaluation Services** - Staff offer an array of services for juveniles and their families. In FY 10-11, community psychology staff conducted 1021 community based psychological evaluations and written consultations while providing various support services such as special needs case management and placement reviews.

Three institutional social workers were reassigned to this office during FY 10-11. Working primarily in the Midlands Region, they provided a variety of services such as; individual, group, family and crisis counseling as well as walk-in assessments and referral services demonstrating the effectiveness of brief, solution focused services.

County staff facilitated Family Solutions groups across the state. These evidence-based family group counseling services, typically, occur after hours. In FY 10-11, 35 Family Solutions cycles (groups) were facilitated in 15 counties, compared to 30 cycles in FY 09-10.

- ◆ **Community Alternatives** - Community-based residential programs provide alternatives to secure confinement. In keeping with DJJ's least restrictive placement philosophy, these programs are used to divert lower risk juveniles from secure confinement or as a step down placement prior to transitioning home. When appropriate, these placements are used as an alternative to secure detention.
- ◆ **Teen After-School Centers (TASC)**-are after school programs based in churches, community centers and other public buildings across the state. This initiative began as a partnership between the Legislative Black Caucus, the AME Church, the Children's Law Center at the University of South Carolina, Clemson University, the State Department of Education, and other youth organizations. TASC is staffed by a mix of employees and volunteers. The program offers structure and supervision and various activities including tutoring, life skills development, spiritual development and recreation. There are currently 23 TASC sites across the state.
- ◆ **Victim Services** - Based on state statute and BARJ principles, DJJ offers services to victims of juvenile crime. Victims receive information pertaining to pre-adjudicatory hearings and are notified of releases from custody, escapes and transfers to SCDC. Victim impact panels are conducted in the community, and victim input is sought before recommendations to the solicitor are finalized.

The Division of Rehabilitative Services provides custodial care and treatment for all juveniles within the hardware secure facilities. In addition to the Broad River Road Complex (BRRC), the Division is responsible for youth at the Juvenile Detention Center and the Coastal, Midlands and Upstate Evaluation Centers. Responsibility for these four facilities was assigned in FY 10-11.

Professional treatment services, chaplaincy, DJJ Police, custodial care, and medical/dental services all fall under the purview of Rehabilitative Services. The agency employs licensed practitioners to render psychological and social work services to youth committed to its care. Medical, dental and psychiatric services are available via contracted licensed practitioners. Certified clinical chaplains address the spiritual needs of juveniles and custodial care is provided by certified correctional staff. Recreational services are delivered by trained activity therapists.

Listed below is a snapshot of the programs and services within this Division:

- ◆ **Drug and Alcohol Treatment Program** - serves youth with substance abuse or dependency issues. The treatment component is provided by the clinical staff. However, psycho-educational drug and alcohol prevention courses are embedded within the educational

curriculum and are taught by teachers at DJJ's Birchwood High School. Certified alcohol and drug counselors are available for assessment and provide individual/group treatment for youth who are not a part of the regular drug and alcohol treatment program.

- ◆ **Female Offender Program**-is a gender specific program using evidence-based interventions such as Girls Circles and Dialectical Behavior Therapy (DBT) to meet the needs of the female juvenile offender. Within the Female Offender Program is the Girls Transition Home. This innovative component teaches independent living and social skills in a home like setting. Upon release from DJJ, these youth receive transitional services for up to one year to ensure successful reentry into the community. The Transition home debuted in 2007. Over 69 youth have been served to date.
- ◆ **Peer Mediation Services** - are available to all juveniles within BRRC. Peer mediation is restorative in nature and helps to improve conflict resolution and decision making skills.
- ◆ **Systematic Treatment for Aggression Replacement (STAR) Program** - is a self contained program for chronically aggressive juveniles. The program uses the evidenced- based Aggression Replacement Training (ART) and other interventions to teach anger management skills while promoting pro-social behavior. STAR is co-located in the Special Management Unit with a newly developed strength based program. The new program uses an asset based approach to developing treatment and reintegration services.
- ◆ **Sex Offender Treatment Program (SOTP)** - provides comprehensive, evidence-based interventions for adolescents with sexual offending issues and their families. Using a multi-layered BARJ approach, the program incorporates relapse prevention strategies and aftercare planning into the treatment modality and adheres to all Jessica's Law and Sexually Violent Predator Act requirements.
- ◆ **Rehabilitative Support Services** – This intervention uses a holistic approach that focuses on strengthening the mind, body, and spirit. Four Program Platforms are used to enhance basic life skills and personal growth: Job Apprentice Training, Sports & Fitness, Youth Leadership, and Volunteer, Mentor, and Intern Services. These services are designed to supplement the treatment and security goals of participants and promote positive coping skills, pro-social behaviors and increased competencies across multiple domains.
- ◆ **Reintegration Services** - are designed to facilitate successful transition from BRRC home or to a step down program in the community. This effort begins at commitment and intensifies as the youth nears his or her release date. Reintegration specialists work to ensure that an appropriate aftercare plan is in place, prior to a juvenile's release, to increase the likelihood of a successful transition to the community thereby reducing recidivism. An additional reintegration specialist was added during this reporting period.
- ◆ **Health Services** - A wide range of quality health care services are available for the juveniles committed to the hardware secure facilities. Services include medical, nursing, laboratory and psychiatric services. Optometry, pharmacology, an inpatient infirmary and nursing dispensaries are also accessible. Dental services are provided by agency personnel at a South Carolina Department of Corrections (SCDC) dental facility. Additionally, Health Services

coordinates contracts with private providers to serve DJJ's wilderness camp youth at Medicaid rates.

- ◆ **Mental Health Services** - are available for all juveniles at the Broad River Road Complex (BRRC). These services are provided by social workers, psychologists and contracted psychiatrists and are an integral component of the "Community Behind the Fence" experience. The array of services includes consultation and assessment services as well as individual, group and family counseling and therapy. Although clinical expertise is accessible at DJJ, 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 two 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 nine 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, 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 expanding job readiness for DJJ involved youth. 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.

While DJJ is an integral part of the juvenile justice system in South Carolina, it operates in conjunction with other related entities including law enforcement, solicitors, family court judges, the Juvenile Parole Board, and staff in other child serving agencies. The key products and services associated with these relationships include:

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

Key Customers Groups and Their Key Requirements/Expectations

DJJ is statutorily required to provide intake, probation and parole supervision services as well as community-based, educational and victim services. The agency processed 18,114 cases in FY 10-11. 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 "*protecting the public and reclaiming 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. Justice system stakeholders 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

Cognizant of its obligation to stakeholders, the agency strives to deliver efficient, results oriented programs and services. Key stakeholders include the Governor's Office, State legislature, victims of juvenile crime and the citizens of South Carolina. As a cabinet agency, DJJ is subject to gubernatorial oversight and is committed to maintaining public trust by ensuring public safety by "*reclaiming juveniles 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. Department of Education (IDEA and Perkins Act monies; Title 1 Part A & D)
- ◆ S.C. Department of Health and Human Services (Medicaid Reimbursement)
- ◆ S.C. Department of Education (EFA and EIA funding; 21st Century Learning Grant)
- ◆ U.S. Department of Labor (Workforce Investment Act monies administered through the State Workforce Investment Act Board and SC Department of Commerce)
- ◆ South Carolina Department of Public Safety

3. Specialized contractual vendors

4. Partnership with Institutions of Higher Education

- ◆ The Georgetown University Public Policy Institute's Center for Juvenile Justice Reform (CJJR) – One of seven states selected to participate in an initiative to improve services, communication and outcomes for children that penetrate the juvenile justice and foster care systems and their families
- ◆ Clemson University - Youth Learning Institute and Families for Change (Family Solutions)
- ◆ Columbia College & Bank of America - Annual Girl's Leadership Conference

5. Partnership with public & private child serving agencies

- ◆ Department of Mental Health - Rural initiative, Multi-Systemic Therapy, Justice & Mental Health Collaborative
- ◆ South Carolina Joint Council on Children and Adolescents
- ◆ Adopt a Class
- ◆ Teen After-School Centers

Operation Locations

DJJ operates at the state, regional, and local levels. While the administrative functions and most of its facilities are centralized in Columbia, DJJ oversees three regional offices and 43 county offices serving 46 counties as well as three regionally based evaluation centers and a juvenile detention center.

Administrative headquarters are located at 4900 Broad River Road in Columbia, South Carolina. The Director, Deputy Directors for Rehabilitative Services, Community Services, the Superintendent of Education, Legal Office and the Associate Deputy Director for the Office of Planning and Programs are all housed in the Goldsmith Building, and the Deputy Director for Administrative Services is located in the Palmetto Building. The Office of the Inspector General is located on Broad River Road.

The Division of Community Services has three state-level offices located in Columbia: the Office of Community Justice, the Office of Community Alternatives, and the Office of

Regulatory Environment Under which the Agency Operates

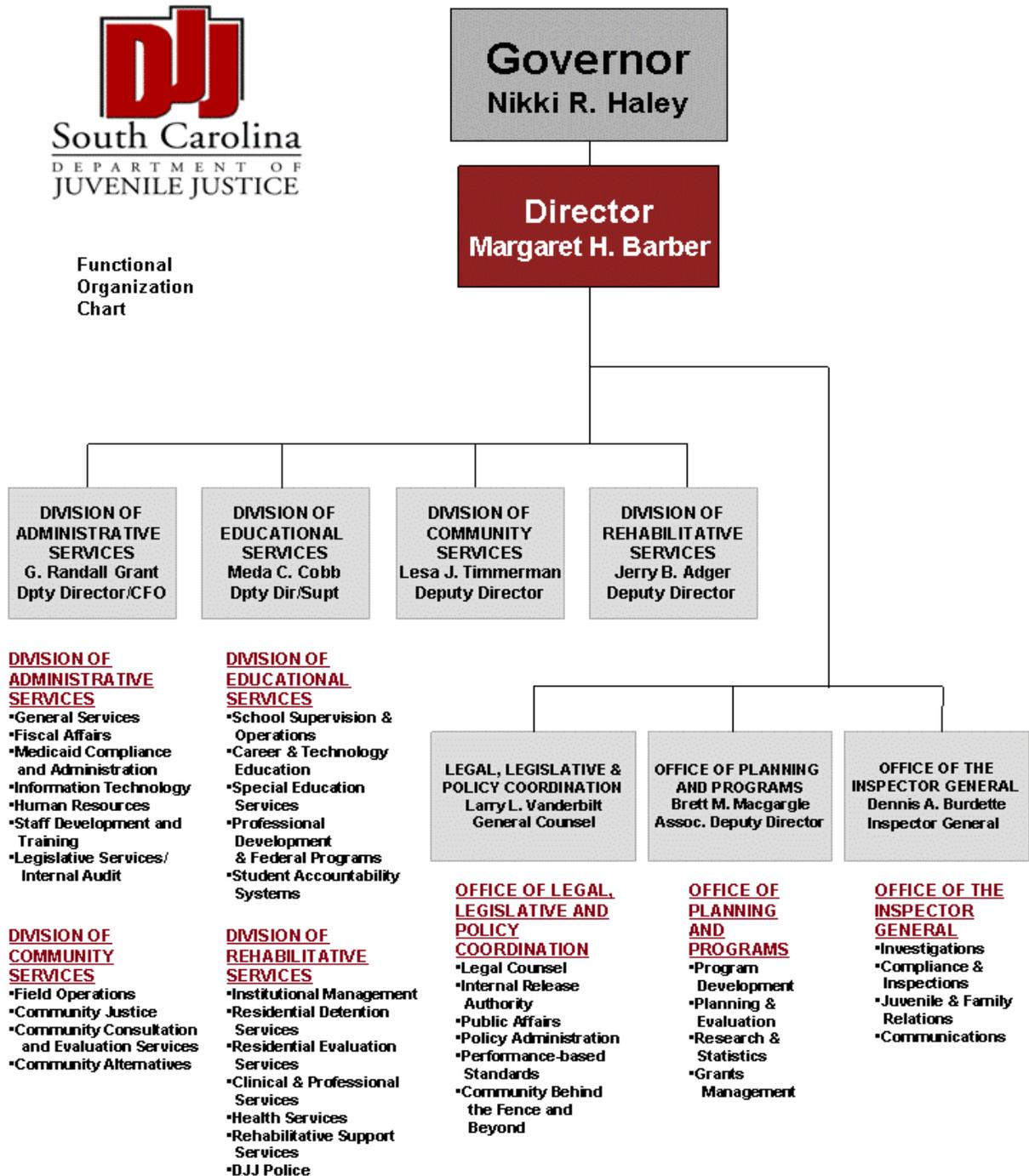
DJJ operates pursuant to state and federal law: South Carolina Children's Code and the Juvenile Justice & Delinquency Prevention Act of 1974. As a Cabinet Agency, SCDJJ reports directly to the Governor and operates under the regulations of several Constitutional Officers to include the Comptroller General (fiscal direction and accounting), Secretary of State (charitable organizations), State Treasurer (fiscal management, including receipt and disbursement of funds), and State Superintendent of Education (as a special school district). 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, Council of Juvenile Corrections Administrator's Performance based Standards (PbS), and Standards covering Prisons and Jails conducted yearly by SCDC. Fiscal responsibilities, materials management, payroll and human resources are regulated by various departments of the State Budget and Control Board, including documentation and accountability through the use of the South Carolina Enterprise Information System (SCEIS).

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



7/18/2011

Organizational Structure

- ◆ **Division of Administrative Services** - This Division's overarching functions include general services, fiscal affairs, human resources, Medicaid compliance and administration, staff development and training, information technology and legislative services/internal audit.
- ◆ **Division of Educational Services** - This Division operates 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.
- ◆ **Division of Community Services** - This Division's services include county-level case management supervision at 43 county offices, 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.
- ◆ **Division of Rehabilitative Services** - This Division is responsible for the custodial care and treatment of all juveniles confined to the hardware secure facilities: Broad River Road Complex, the DJJ Detention Center, Coastal Evaluation Center, Midlands Evaluation and the Upstate Evaluation Center. Seven functional areas operate within this division: Institutional Management, Residential Detention Services, Residential Evaluation Services, Clinical and Professional Services, Rehabilitative Support Services, Health Services and the DJJ Police.
- ◆ **The Office of Planning and Programs** - This Office 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.
- ◆ **The Office of Legal, Legislative and Policy Coordination** - This Office falls under the leadership of DJJ's Legal Counsel. Housed within this Office are the Internal Release Authority, Public Affairs, Policy Administration, Performance-based-Standards and the Community Behind the Fence.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 45,286,396	\$ 37,892,599	\$ 49,200,506	\$ 39,119,802	\$ 51,866,647	\$ 39,936,211
Other Operating	\$ 15,101,858	\$ 7,798,988	\$ 10,710,775	\$ 7,611,424	\$ 12,253,170	\$ 8,631,158
Special Items	\$ 2,230,797	\$ 2,230,797	\$ 1,954,873	\$ 1,954,873	\$ 1,977,410	\$ 1,977,410
Permanent Improvements	\$ 403,121	\$ -	\$ 1,015,031	\$ -	\$ 6,043,613	\$ -
Case Services	\$ 28,519,623	\$ 25,864,467	\$ 23,405,239	\$ 21,801,549	\$ 25,775,138	\$ 21,628,985
Distributions to Subdivisions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ 16,408,159	\$ 14,475,053	\$ 21,706,104	\$ 17,849,123	\$ 21,483,585	\$ 17,304,297
Non-recurring	\$ 5,904,019	\$ -	\$ 5,593,499		\$ -	\$ -
Total	\$ 113,853,973	\$ 88,261,904	\$ 113,586,027	\$ 88,336,771	\$ 119,399,563	\$ 89,478,061

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures	Key Cross References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions.	State: \$6,411,405 Federal: \$76,189 Other: \$29,515 Total: \$6,517,109 % of Total Budget: 6%	State: \$5,947,194 Federal: \$83,225 Other: \$109,059 Total: \$6,139,478 % of Total Budget: 5%	7.3-1 7.4-1 7.6-3
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: \$48,252,041 Federal: \$328,336 Other: \$9,983,339 Total: \$58,563,716 % of Total Budget: 50%	State: \$44,606,740 Federal: \$5,338,722 Other: \$9,691,905 Total: \$59,637,367 % of Total Budget: 53%	7.1-1 7.1-2 7.1-3 7.5-2
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State: \$22,519,972 Federal: \$1,022,699 Other: \$186,155 Total: \$23,728,826 % of Total Budget: 21%	State: \$26,841,937 Federal: \$1,260,722 Other: (\$56,995) Total: \$28,045,664 % of Total Budget: 25%	7.1-7 7.1-8 7.2-1 7.3-1 7.6-1
III (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs.	State: \$5,930,341 Federal: \$0 Other: \$754,361 Total: \$6,684,702 % of Total Budget: 6%	State: \$5,486,144 Federal: \$0 Other: \$972,662 Total: \$6,458,806 % of Total Budget: 6%	7.1-6 7.1-8 7.6-1
III (H) Education	School programs for committed juveniles and others in residential programs.	State: \$1,246,392 Federal: \$2,594,387 Other: \$5,253,449 Total: \$9,094,228 % of Total Budget: 8%	State: \$1,449,406 Federal: \$2,111,360 Other: \$4,644,396 Total: \$8,205,162 % of Total Budget: 7%	7.1-10 7.1-11 7.1-12

Below: List any programs not included above and show the remainder of expenditures by source of funds.
Parole Board, Program Analysis/Staff Development, Capital Projects, TCM, Sex Offender, Community Advocacy.

Remainder of Expenditures:	State: \$3,901,752 Federal: \$4,960,520 Other: \$703,121 Total: \$9,265,393 % of Total Budget: 8%	State: \$4,005,351 Federal: \$0 Other: \$1,076,877 Total: \$5,082,228 % of Total Budget: 4%
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* 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: DJJ's senior leadership includes the Director and the Deputy Directors for Administrative, Community, Rehabilitative and Educational Services. Other members of this team include the Associate Deputy Director for Planning and Programs, the Inspector General, the 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 short and long-term direction through the agency's mission statement and key planning processes which are revisited annually in a deliberately orchestrated, inclusive manner. DJJ operates under a multi-year plan whose main premise is reinvestment in the community through evidence based programs that are responsive to the agency's dual mission of protecting the public and reclaiming juvenile offenders to become productive members of society. The new agency Director sought input from a wide variety of internal and external stakeholders including the Executive and Legislative Branches as well as state policy makers and independent reviewers prior to developing her plan.
- b. **Performance expectations?** The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels of the organization. Using a cross-divisional team approach, she and her senior staff provide opportunities for employees to participate in decision making processes through carefully crafted committees and senior manager training. Fully committed to an open and publicly accountable administration the Director has elected to continue participation in certain optional initiatives such as the annual report card to the citizens of South Carolina and the Performance-based Standards Project of the Council of Juvenile Corrections Administrators. Continuation of these initiatives is evidence of the Director's commitment to transparency and her drive to achieve the highest standards, measure progress, be self critical, and operate in a continuous improvement mode.
- c. **Organizational values?** Senior management developed an organizational value statement that supports the accomplishment of the agency's mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation, leadership training, and by daily practice within the senior leadership of the agency.
- d. **Ethical Behavior?** DJJ holds its employees to the highest standards of ethical behavior. Staff members are expected to serve as positive role models for the youth under DJJ care. One of DJJ's published organizational values, "Integrity," calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. DJJ's security officers embrace a code of conduct called CLASS, which stands for commitment, leadership, accountability, service and standards. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency "expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service." Moreover, procedural guidelines address the

areas of “Relationships with Juveniles, Colleagues, other Professionals, and the Public,” and “Professional Conduct and Practices.”

2. ***How do senior leaders establish and promote a focus on customers and other stakeholders?*** Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines its customer base and constituency in a highly inclusive manner. Within the Inspector General’s Office the Juvenile and Family Relations Section responds to juvenile grievances and the concerns of families. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. Annually DJJ polls victims to determine their satisfaction with information and services. Moreover, the Performance based Standards (PbS) project of the Council of Juvenile Corrections Administrators 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 cognizant of their responsibility 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 maintained securely and restricted from access to the community. In embracing 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 sixth year of participation in the national restorative justice 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 Director. 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.

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. Risk profiling of populations in secure facilities has been an important tool in strategies to reserve DJJ’s hardware secure beds for its highest risk offenders. The success of this effort is readily apparent in the record low population levels realized in fiscal year 2010-2011 in the Broad River Road Complex of facilities. Since the conclusion of the federal lawsuit concluded in December 2003, the agency has continued its incident reporting system to ensure that incident data receive 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, her senior leadership staff, and the Facility Standards workgroup also study the results from the Performance-based Standards bi-annual measurement process.
6. ***How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?*** In an open administration the Director has welcomed external reviews of progress by experts in the field. Within the organization the Director exemplifies a “hands-on” and “open door” approach to the communication of priorities and the investigation/resolution of issues. She 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 twice a month 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, to receive management training, and to enjoy artistic performances by youth in custody as a visible reminder of the agency’s mission.
7. ***How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?*** There is great concern within the agency about the potential leadership vacuum created by an aging workforce. Therefore, implementation of succession planning is a key strategic goal. DJJ will reconstitute a workforce planning committee as a standing committee of the agency this year. Leadership cohorts will be identified in a consistent manner across agency divisions, and leadership training will be assessed/revamped to develop the next generation of leaders.

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 and operate in a continuous improvement mode. The Director has identified eight strategic goals that will infuse the juvenile justice system with evidence based programs and practices, using internal reallocation of resources, partnerships, collaborations, and volunteerism as the primary means to achieve this end. These new goals will be widely communicated throughout the agency in “fireside chats” conducted via videoconferencing, 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 her 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, basic training, leadership 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 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 her Executive Management Team. In collaboration with the Joint Council on Children and Adolescents, the agency has endorsed basic core competencies for all youth serving providers and is working with member agencies to develop and implement training modules on the identified competencies in an efficient cost effective manner.
10. ***How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?*** The Director sets a personal example in engaging, empowering, and motivating the workforce, and in recognizing, rewarding and reinforcing excellence in employees. All employees are aware that the Director is an approachable leader who makes it a point to speak and to listen. She visits with staff on a regular basis, and makes herself available for meetings whether in a leadership or audience/participant capacity. The Director is committed to the recognition of deserving employees. Understanding the inherent limitations of a single annual “employee of the year” process, the Director instituted a monthly “Unsung Heroes” award that is presented at the Executive Management Team meeting. DJJ employees are encouraged to nominate deserving candidates in their own and other divisions of the agency.
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.*** The restorative justice model requires positive community involvement by juvenile offenders as a means of restoring communities that have been harmed by crime. In addition to performing thousands of hours of community service each year, DJJ youth work side by side with staff and volunteers

during a special “Restoring Carolina through Youth Service” event in the fall. 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 her managers are comprehensively “rethinking” juvenile justice with a focus on community-based programs that yield better results for juveniles. Understanding the importance of ownership at the local level, DJJ actively seeks community involvement in its programs. DJJ is proud of the fact that its network of volunteers continues to thrive, now outnumbering actual agency employees. As DJJ rebuilds its network of Teen After-School Centers, juvenile employment programs, and anti-gang initiatives, collaborations with partners will play a critical role. The new Director is making a particular effort to enlist the assistance of other cabinet and state agencies, including many non-traditional partners in this endeavor.

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 the South Carolina Departments of Vocational Rehabilitation, Mental Health, Social Services and Commerce to accomplish goals and objectives. Each of these achievements exemplifies the agency’s ability to collaborate with external partners to achieve a common goal. Maximizing collaborations, partnerships and volunteerism system wide is one the eight strategic goals that have been identified by the new Director.

These accomplishments are evidence of steady progression toward key strategic goals. This 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. One of the challenges requiring attention is an aging workforce. Workforce development and succession planning are key to preventing a leadership vacuum resulting from the retirement of key senior staff.

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 mission, vision and goals guide resource development and the annual reformulation of the strategic plan. The new administration has identified eight strategic goals. These goals are subsumed under two Macro Strategies.

Macro Strategy One: Create a continuum of evidence-based programs and practices through SCDJJ. Goals affiliated with this macro strategy include:

- Reinvest in community services
- Restructure and improve Rehabilitative Services and DJJ Schools
- Maintain and improve essential core services across all Divisions
- Expand after-school programs, job readiness programs and victim's services
- Expand the G.R.E.A.T. anti-gang curriculum

Macro Strategy Two: Reallocate and develop resources to achieve continuous improvement in SCDJJ. Goals grouping around this macro strategy include:

- Redirect resources to the community
- Maximize collaborations, partnerships and volunteerism system-wide
- Implement succession planning

The devastating budget cuts of FY 08-09 and FY 09-10 dealt a tremendous blow to the agency's programs and initiatives. That said, DJJ prioritized programming to ensure that core mandates and key programs were maintained. With this in mind, the new Director is positioning the agency to advance key goals in spite of economic conditions, and in the absence of any new monies because many are doable via reprioritizing and streamlining programs and processes and reallocating of existing resources. Additionally, DJJ actively pursues partnerships with entities that have a shared agenda and seeks alternate funding sources such as federal grants to create, expand and sustain programming. In a year of continuing budgetary constraints, the agency has maintained core mandates and expanded effective programming. 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 a 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 2010-2011:

- ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices expanding it to the wilderness camps and additional support offices in FY 09-10. During FY 10-11, the Director and the Deputy Director for Community Services have 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. Additionally, the BRRC closed circuit television system (CCTV) update was completed connecting the new dormitories to the central monitoring system and providing up to date software and hardware for the entire BRRC system. Additional monitors and recorders were added in FY 10-11 to address some "blind spots" in the treatment areas. Administrative offices in Columbia vacated all leased space and are now located on state property. The move will amount to an annual cost avoidance of about \$136,000 once renovation costs have been recouped.
- ◆ Within Community Services, DJJ operated a summer after-school program in Kershaw County. Fifty-eight at-risk youth participated in this program during FY10-11. Additionally, intensive supervision for high risk probationers was implemented. Approximately 500 juvenile offenders have been served. The Division hosted the "Restoring Carolina thru Youth Services Campaign" on September 11, 2010. Nearly 900 juvenile offenders from across the state participated in this community service project. Fifteen staff were certified as instructors in the evidence-based G.R.E.A.T. anti-gang curriculum in March 2011. This curriculum will be facilitated in 12 elementary and middle school in FY 11-12.
- ◆ Within Rehabilitative Services, BRRC achieved record low population levels. The census dropped below 200 for the first time. Additionally, all seven hardware secure facilities were reconstituted under this Division ensuring consistency of operations.
- ◆ Within Education Services, DJJ youth achieved a 78% pass rate on the General Equivalency Diploma (GED), exceeding the state average of 75%. A total of 115 GEDs and five High School Diplomas were awarded in FY 10-11 as well.
- ◆ 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 four 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 “planning and evaluation agenda” focuses on planning processes to ensure that the agency remains focused on the strategic plan. The second piece of this agenda addresses program evaluation and assessment to ensure effective programming. 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.

Strategic Planning			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ	Not applicable	Not applicable
II. Administration Division	<ol style="list-style-type: none"> 1. Implement succession planning 2. Maximize collaborations, partnerships & volunteerism statewide 	Through Friends of Juvenile Justice develop marketing plan to fund Hope Street, transitional housing for males and females	Graphs 7.4-1 Chart 7.3-1, 7.6-3
III. Program Services (A) Community Services	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Reinvest in Community Services 3. Redirect resources to the community 4. Expand G.R.E.A.T. Anti-gang Curriculum 5. Expand after-school and job readiness programs and victim’s services 6. Maximize collaborations, partnerships & volunteerism statewide 	Develop a plan to enhance community based services focusing on innovative practices such intensive case management at intake, implementation of a 4 th generation risk assessment instrument and expansion of evidenced based programming within the community	Graphs 7.1-1,7.1-2, 7.1-3, 7.1-4, 7.5-2

Strategic Planning Continued			
Program Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan Initiative(s)	Key Cross References for Performance Measures*
III (B) Long-term Facilities	<ol style="list-style-type: none"> Maintain & improve essential core services across all divisions Restructure & improve Rehabilitative Services & the DJJ School District Expand after-school and job readiness programs and victim's services Maximize collaborations, partnerships & volunteerism statewide 	Develop a plan to expand evidence-base programming, implement an incentive-based behavior management program within BRRC, and reduce the use of lock ups within BRRC	Graphs 7.1-8, 7.2-1, 7.6-1 Chart 7.3-1
III (C) Evaluation Centers	<ol style="list-style-type: none"> Maintain & improve essential core services across all divisions Maximize collaborations, partnerships & volunteerism statewide 	Increase the proportion of evaluations performed in the community	Graph 7.1-3, 7.1-10, 7.2-1
III (D) Detention Center	<ol style="list-style-type: none"> Maintain & improve core services across all divisions Maximize collaborations, partnerships & volunteerism statewide 	Continue to work with USC's Children's Law Center on non-secure and secure detention options	Graphs 7.1-7, 7.2-1
III (E) Residential Options	<ol style="list-style-type: none"> Maintain & improve essential core services across all divisions Restructure and Improve Rehabilitative Services & the DJJ School District 	Develop additional high management beds for males	Graphs 7.1-5, 7.5-1
III (F) Juvenile Health and Safety	1. Maintain & improve essential core services across all divisions	Develop and implement a plan to enhance evidence based program and decrease lock up within BRRC and the hardware secure facilities as appropriate.	Graph 7.1-6, 7.1-8, Charts 7.4-2, 7.6-1
III (G) Program Analysis/ Development	<ol style="list-style-type: none"> Maintain & improve essential care services across all divisions Expand after-school and job readiness programs and victim's services 	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

Strategic Planning Continued			
Program Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan Initiative(s)	Key Cross References for Performance Measures*
III (H) Education	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Expand after-school and job readiness programs and victim's services 3. Maximize collaborations, partnerships & volunteerism statewide 	Continue 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?*** The 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. Redirecting resources to the community such as clinical supports is one of the strategies being used to improve outcomes for DJJ involved youth thereby enhancing public safety.

- 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 electing evidence-based programs 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 2010, 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 2010, the agency published its seventh 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.

Another excellent source of feedback is the climate survey component of the Performance based Standards Project (PbS) 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. Some of the PbS results are captured in Category Seven of this document.

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 serves on multiple interagency committees and collaborate with stakeholder and customers around shared agenda initiatives. The agency sponsors conferences to apprise interested parties on best practice interventions for at risk and DJJ involved youth and to educate participants on juvenile justice trends. Using written and face to face communication, the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ such as juveniles, their families, and victims of juvenile crime, are maintained by implementing processes that ensure that the needs of each group are 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, the reporting and auditing requirements of funding sources, and, on occasion, participation as a national evaluation site for a particular program area. 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 this Office provides updated population projections for the agency's residential programs to the Director and is 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, and population profiling as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance. Research and Statistics staff members frequently support or "staff" working committees within and external to the agency to provide basic data for analysis and decision-making.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. A prominent research agenda item is an exploration of the causative factors that have resulted in African-American overrepresentation in the juvenile justice system, including the role of school based offenses such as disturbing schools as gateway offenses for minorities entering the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal MOU with Clemson University. DJJ also partners with the state Data Warehouse, the National Center of Juvenile Justice to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

3. ***What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?*** The measures listed below in three categories (Workload, Outcome, and Efficiency) are among the chief annually repetitive measures that DJJ uses for short and long-term planning, and for public information purposes. Many of these measures derive from DJJ's internet-based Juvenile Justice Management System, which is populated daily and facilities and local offices around the state.

Type Of Measure	Measures
Workload	1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Intensive supervision caseloads 4) Juvenile probation/aftercare worker/client caseload ratio 5) Intensive supervision officer/client caseload ratio 6) Annual admissions to facilities and alternative placements 7) Average populations in residential programs
Outcome	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.
Efficiency	1) Average daily cost of care for youth in DJJ and contractual beds, as well as average daily cost for intensive supervision 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and volunteerism 5) Capacity versus average daily population in DJJ and contractual beds

4. ***How do you select and use key comparative data and information to support operational and strategic decision making and innovation?*** DJJ relies on relationships with entities that analyze and compile national data such as the National Center for Juvenile Justice, the federal Office of Juvenile Justice and Delinquency Prevention, the federal Bureau of Justice Statistics, 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. The Performance Based Standards (PbS) project enables benchmarking of DJJ facilities against a national average, but no comparable set of standards exists for community-level services other than aftercare (parole).

5. ***How do you ensure data integrity, reliability, timeliness, accuracy, security, and availability for decision-making?*** DJJ has instituted a standing User Committee to provide continuous oversight for further development of its internet-based Juvenile Justice Management Information System (JJMS) in a full case management system. The committee includes representatives from Information Resource Management, Research and Statistics, and a wide variety of users and program managers. This group has played a key role in

prioritizing concerns to be addressed relative to integrity, accuracy, security and the need for mission critical data reports. Based on Committee input key exception reports have been developed for users to improve the accuracy and completeness of JJMS. 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 routinely receive extracts from JJMS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. Moreover, DJJ depends upon customized in-house Access databases to track in detail key programs, operations, and functions that are not currently within the scope of JJMS. These databases routinely include exception reports that users run to pinpoint omissions and inaccuracies in their work.

6. ***How do you translate organizational performance review findings into priorities for continuous improvement?*** The agency's Executive Management Team (EMT) selects managers at both the frontline and senior management levels to lead innovative process improvement initiatives in support of identified performance challenges. An ongoing initiative for detention reform is addressing the detention of low risk and status offenders, and disproportionate minority confinement in detention centers. EMT in partnership with the University of South Carolina's Children's Law Center has implemented detention reform initiatives in several counties. At the facility level, DJJ's participation in the Performance-based Standards (PbS) project entails a bi-annual data collection process across seven key areas of operation. Data collected each April and October allows comparisons of performance among DJJ's facilities and to a national average. Weaknesses are then addressed in written improvement plans, to be measured again in six months. Using a structured measurement and response process, PbS has become a powerful tool for continuous improvement in the state's juvenile correctional facilities.

7. ***How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share and implement best practices?*** DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end, DJJ's Workforce Planning Committee is being reactivated to establish career paths within the agency, assess/revamp leadership development programs, and improve the training of line staff. The Workforce Planning Committee will identify new leadership cohorts in a consistent manner for special training. 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 evidence-based and standards. Historically, DJJ has traveled to other states/jurisdictions, and received visitors from out of state, to share expertise in the areas of Performance-based Standards, development of a juvenile justice Report Card, transition programming for girls, and intensive supervision for juveniles re-entering the community.

Category 5 – Workforce Focus

1. ***How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?*** DJJ implemented the innovative Working Together as ONE (Orientation of New Employees) training program in 2006. This process provides a forum for new hires to interact with seasoned staff promoting agency wide teamwork. Since its inception, **2279** staff participated. The One program was updated in July 2010 with the addition of the self assessment instruments on Conflict Management and Team Styles. 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
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, video conferencing technology has provided an efficient cost effective mechanism to communicate and disseminate information across the entire DJJ system. The Director and Deputy Director of Community Services use this system to engage in interactive "fireside 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. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. The implementation of SCEIS also brought various training requirements for all staff, both classroom and online.
3. ***How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.*** DJJ utilizes a variety of methods to recruit new employees. The State of South Carolina's web based e-recruitment system continues to provide a large number of qualified applicants to the Department. DJJ continues to see a significant increase in the number of applicants since the implementation of the e-recruitment system. The

agency continues to look at ways to expand career progression efforts for job classifications by implementing career step increases. To date, we have developed career step increases for our Juvenile Correctional Officers and Community Specialists.

4. ***How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?*** DJJ assesses workforce capacity on a regular basis. The Division of Human Resources reviews staffing levels/vacancies monthly. Individual managers determine skill and competency levels necessary to complete the job tasks in their respective areas. The agency is committed to developing and maintaining a competent workforce. To ensure this outcome, DJJ employees receive a minimum of 15 hours of continuing education training annually. Annual training requirements exceed 15 hours for certain job classifications.
5. ***How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plan?*** DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy ensures that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals. We continue to sustain a very low rate of overdue EPMS evaluations as shown below. As an additional tool, we continue to provide EMT members with a monthly report of overdue reviews. EPMS can be a succession-planning tool. Adequate feedback allows an employee to assess his/her strengths and weaknesses and then use that information to prepare for promotional opportunities.
- | | |
|-----------|-------|
| FY 10-11 | 29.9% |
| FY 09-10: | 21% |
| FY 08-09: | 20% |
| FY 07-08: | 17% |
| FY 06-07: | 25% |
| FY 05-06: | 27% |
| FY 04-05: | 35% |
| FY 03-04: | 56% |
| FY 02-03: | 59% |
6. ***How does your development and learning system for leaders address the following: a. development of personal leadership attributes b. development of organizational knowledge c. ethical practices d. your core competencies, strategic challenges, and accomplishment of action plans.*** A highly qualified cadre of leaders is necessary to advance innovative juvenile justice reform and initiatives. As the agency's agenda is moved forward, it is essential to ensure the availability of qualified, competent staff prepared to assume key leadership positions made vacant by retirement and attrition. To prepare for this inevitability, two leadership development cohorts were established. Participants undergo a rigorous leadership program that includes a mentorship, job shadowing, and special project component. Additionally, the Office of Staff Development and Training, with input from the Training Advisory Council and the Workforce Planning Group, developed a ten course Leadership Development Certificate Program designed to prepare participants for leadership/promotional opportunities. This fifty-seven hour program covers diversity

awareness, leadership practices, workplace communication and employee retention as well as other relevant topics. All of the leadership development programs infuse elements of organizational knowledge as well as the agency's mission and values. Ethical standards are mandated and imperative particularly for child serving agencies. DJJ staff are expected to serve as positive role models for the youth under the agency's care. These principles are modeled by agency leadership and incorporated into all of the agency's employee orientation and leadership training.

7. ***How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?*** DJJ implemented a workforce planning group with representatives from all divisions of the agency. Although the group underwent a period of hiatus during the budget crisis of FY 08-09, its purpose is to ensure orderly succession planning to meet the challenge of a high rate of management turnover due to retirement. Two leadership cohorts were designated as a part of this process. Many of the participants have already been promoted. In FY 07-08, the agency initiated a Juvenile Correctional Officer career map. This tool will be used as a standard for developing other division and office employee career maps. Divisions and offices are currently working on Community and Residential Specialists, law enforcement and other career maps. Staff Development and Training, in conjunction with the Office of Human Resources, offers a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the management of employees who present discipline and performance challenges, and includes frontline leadership skills to further develop supervisors into managers for the Department. Training critiques by participants have been positive. Continuing budgetary stresses and the related fewer promotions resulted in only 23 personnel completing training for new supervisors in FY 10-11. 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. 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, 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 that 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. During FY 10-11 Staff Development and Training, expanded its e-learning course menu to include two of the core competencies identified as being prerequisites for youth service workers.

- 10. How do you evaluate the effectiveness of your workforce and leader training and development systems?** 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. She 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. 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. Additionally, the Office of Staff Development and Training-provides a wide range of opportunities for employee growth.
- 12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?** The Executive Management Team utilizes the EPMS process to evaluate senior and front line manager's ability to develop and motivate subordinates. DJJ has consistently demonstrated improvement in the area of on-time reporting of EPMS evaluations. Timely submissions of EPMSs have increased from 61% in FY 02-03 to a high of 83% in FY 07-08 and then stabilized at approximately 80% for the last three fiscal years. Managers are encouraged to include projects and assignments related to agency strategic goals into employee planning stages. Moreover, DJJ promotes a positive work environment by referring employees requiring specialized assistance to the Department of Vocational Rehabilitation's Job Retention Services. An excellent source of feedback is the climate survey component of the Performance based Standards Project, wherein facility staff and residents respond to questions related to personal safety and general well being. Additionally, employees leaving the agency are given an opportunity to complete an exit interview form or speak with Human Resources staff. This is yet another method that the agency employs to measure employee satisfaction. Staff and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Furthermore, human resources staff is attentive and maintains confidentiality regarding complaints received by the Employee Relations Office.

Turnover Rates for JCOs and Agency-Wide

FY 10-11	JCOs 32%	Agency-wide 15%
FY 09-10	JCOs 29%	Agency-wide 11%
FY 08-09	JCOs 25%	Agency-wide 26%
FY 07-08	JCOs 33%	Agency-wide 21%
FY 06-07	JCOs 45%	Agency-wide 21%
FY 05-06	JCOs 56%	Agency-wide 22%
FY 04-05	JCOs 52%	Agency-wide 27%

- 13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?** DJJ is invested in developing future leaders. A Workforce Development Group was established several years ago to examine and find workforce solutions such as career progression and succession planning. Regrettably, over the last several years, many of the activities initiated by this group were placed on hold as the agency dealt with emergent workforce issues brought on by the economic downturn. We are now at a point where we can refocus on the workforce planning strategies of the past and look outward at new ideas and approaches to deal with the “new economy” and personnel needs of the Department. To that end, the Department has reorganized the Workforce Development group and included succession planning and career development as one of the Director’s eight major goals.

Additionally, the Office of Staff Development and Training facilitates a 10-course Leadership Development Certificate Program. This 12 to 18 month long course is intended to provide participants with the requisite knowledge base and skills to pursue managerial/leadership opportunities. **Twelve** individuals are on track to complete the program in FY 2011-2012.

- 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 prevention, 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 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.

7. ***How does your organization determine the resources needed to meet current and projected budget and financial obligations?*** The agency's Strategic Plan drives the budget process. Executive managers prepare and submit budget requests to the Director and the Deputy for Administrative Services. Requests are approved based on agency priorities and available resources. DJJ is committed to the most efficient use of resources and systematically examines its internal processes, needs and resources to determine the most effective use of resources. This process has led to the redistribution of existing resources to better meet agency objectives. We are cognizant of our responsibility to our stakeholders and strive to be good stewards of tax payer dollars. Solid budget and planning processes are used to ensure the availability of resources to carry out mandated functions and accomplish strategic plan initiatives.

Category 7 – Results

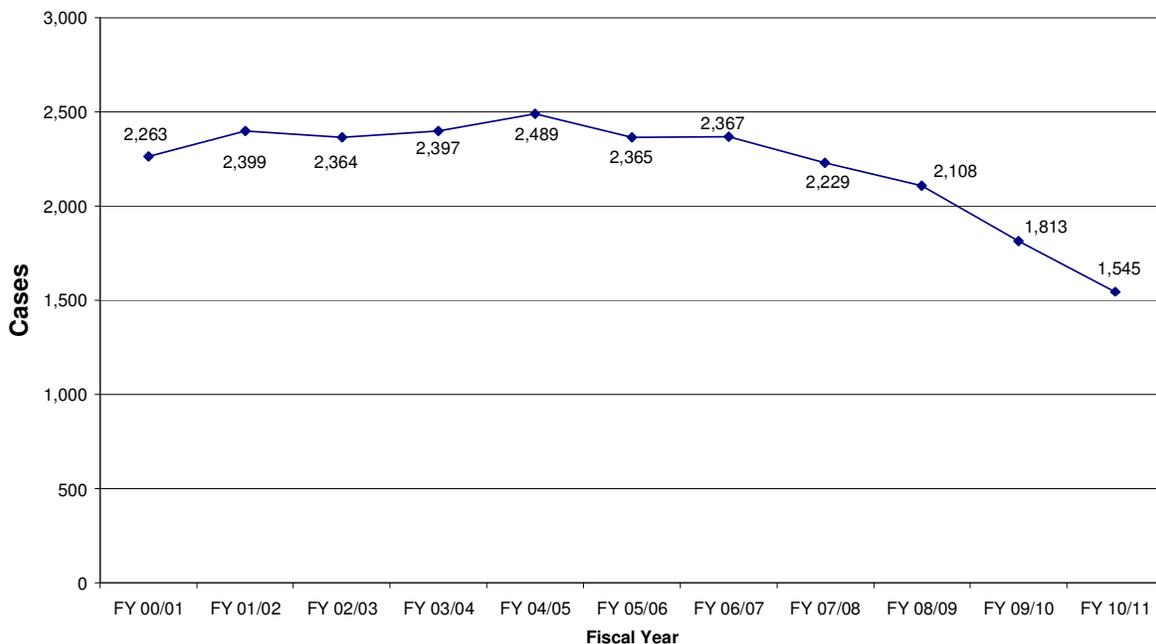
1. What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations?

One of DJJ’s key strategic goals is to reinvest in the community as a means of preventing delinquency and improving the outcomes of youth under agency supervision, thereby decreasing the impact of juvenile crime. This goal speaks to long-term cost avoidance in reclaiming at risk and delinquent youth as productive members of society.

Graph 7.1-1, below, indicates that since FY 04-05 violent and serious juvenile crime has declined 38 percent, a very positive indicator from the standpoint of public safety.

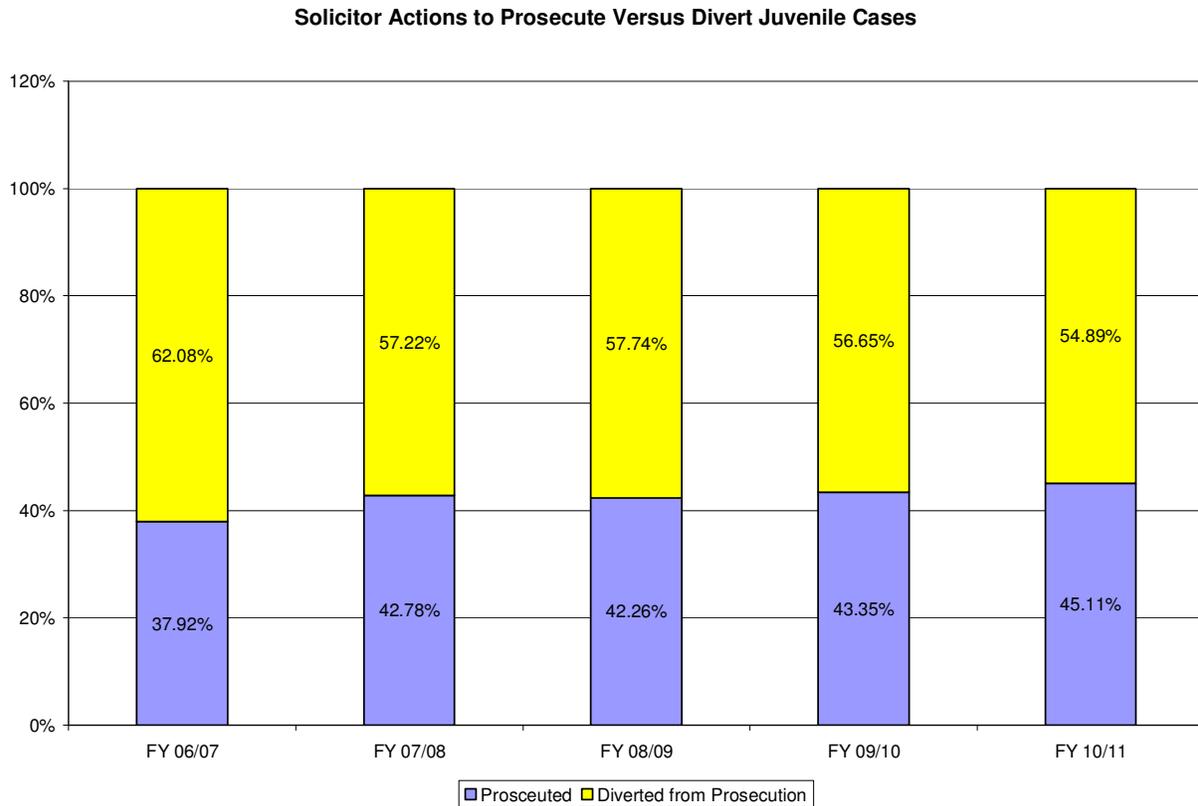
Graph 7.1-1

**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 restorative justice program operated through the solicitor’s office, and through the use of behavioral contracts, pretrial intervention programs, or other local options. Typically, diversion programs target first time non-violent juvenile offenders. Solicitors also may elect to dismiss or not prosecute, thus diverting the case out of the juvenile justice system. The diversion of cases helps to ease backlogs on family court dockets, reduce juvenile probation caseloads, and maintain appropriate population levels in DJJ facilities. The chart below depicts five-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level of over 50 percent for South Carolina’s juvenile justice system.

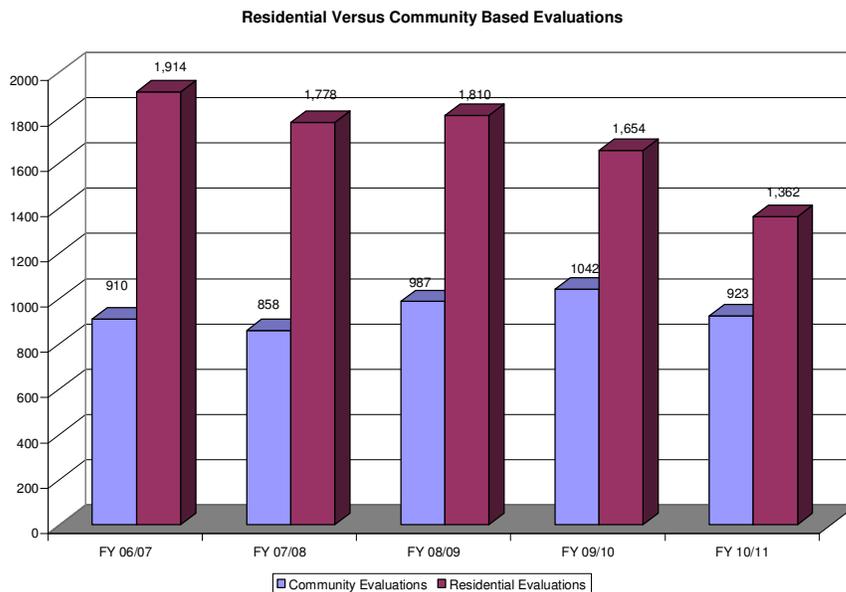
Graph 7.1-2



A strategic goal of DJJ is to redirect resources to the community that will enable more evaluations to be performed locally rather than in secure custody settings. Community evaluations are less costly, are a Medicaid billable service, and are believed to provide superior information back to the court because there is more ready access to information from parents, the school district, and local agencies that may be involved with the child and/or family. Moreover, a recent independent study revealed that juvenile offenders evaluated in the community had a 33% lower re-arrest rate than comparable offenders evaluated in a secure custody setting.

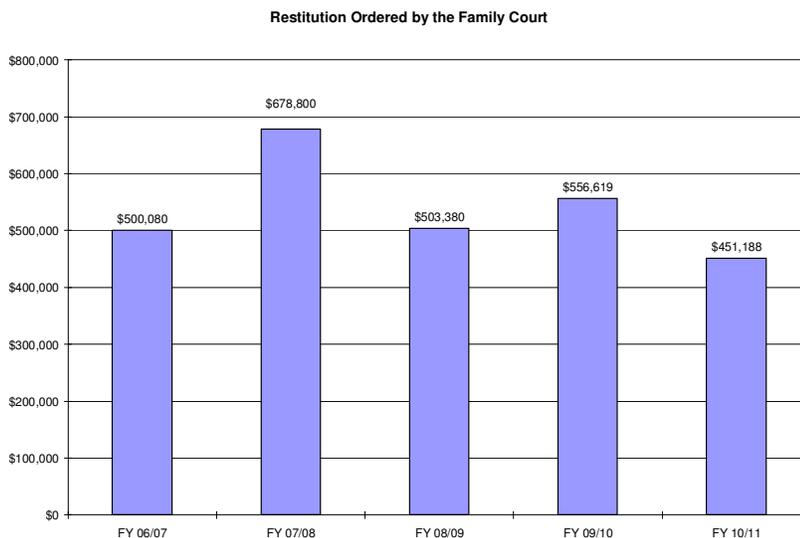
During FY 10-11 the family courts ordered a total of 2,285 predispositional evaluations. Nine hundred twenty-three (923) of these were performed in the community, which represents 40.4% of the total (the highest percentage ever). Graph 7.13 on the following page presents five-year trends in residential versus community evaluations.

Graph 7.1-3



An essential principle of restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. In FY 10-11 juvenile offenders were ordered to pay \$451,188 in restitution to victims by the family courts and the Juvenile Parole Board. The fact that this number is lower than in previous years reflects the decline of cases coming before the Family Courts.

Graph 7.1-4

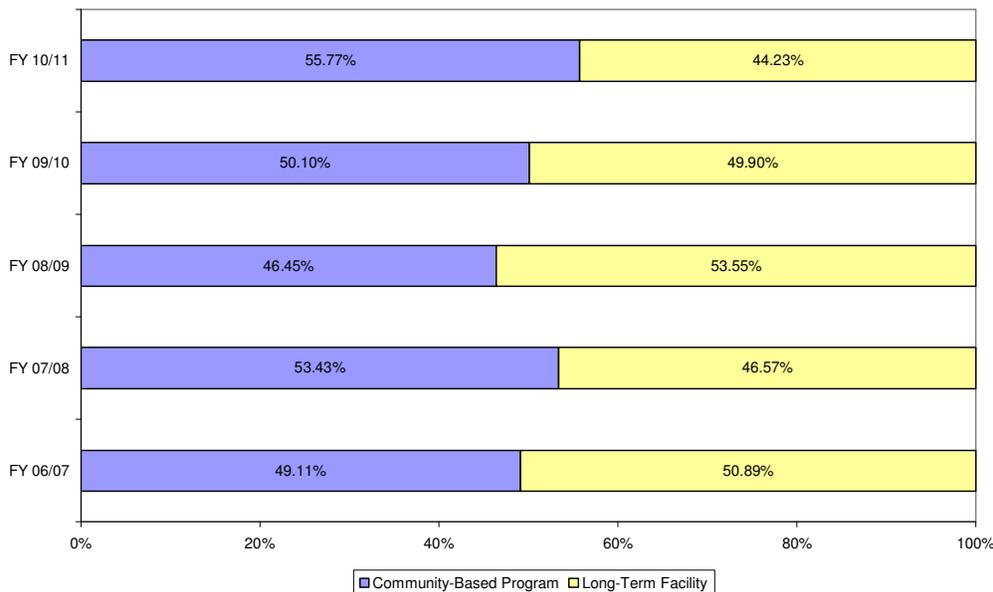


DJJ’s strategic goal of improving Rehabilitative Services and the DJJ School District is based in part upon controlling population levels in secure facilities to avoid overcrowding. To accomplish this the agency uses alternative community-based programs for appropriate committed offenders. Studies indicate that these programs yield better outcomes for youth than

do large institutions. Budget cuts during the fiscal years 08-09 and 09-10 forced the elimination of all agency-operated group homes and two contractual wilderness camps. Nevertheless, Graph 7.1-5 indicates that community-based placements have rebounded, accounting for nearly 56 percent of all juveniles committed to DJJ in 2010-2011. Careful management and full utilization of alternative beds is a major reason why population levels in the BRRC reached record lows this year.

Graph 7.1-5

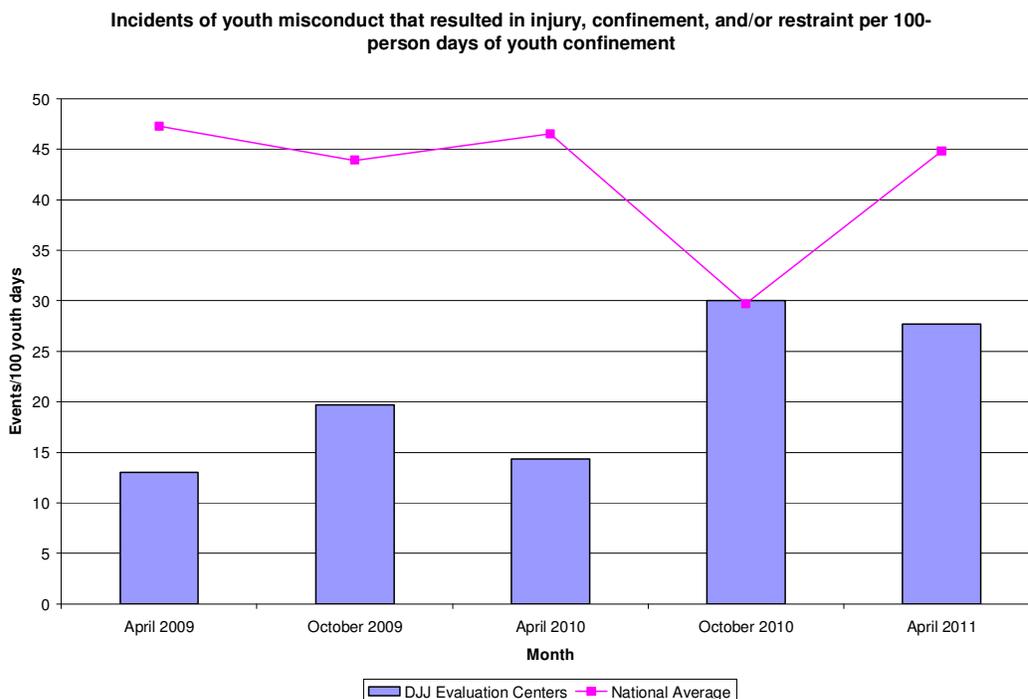
Placement of Juveniles Committed to DJJ



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. Staff develop action plans 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.

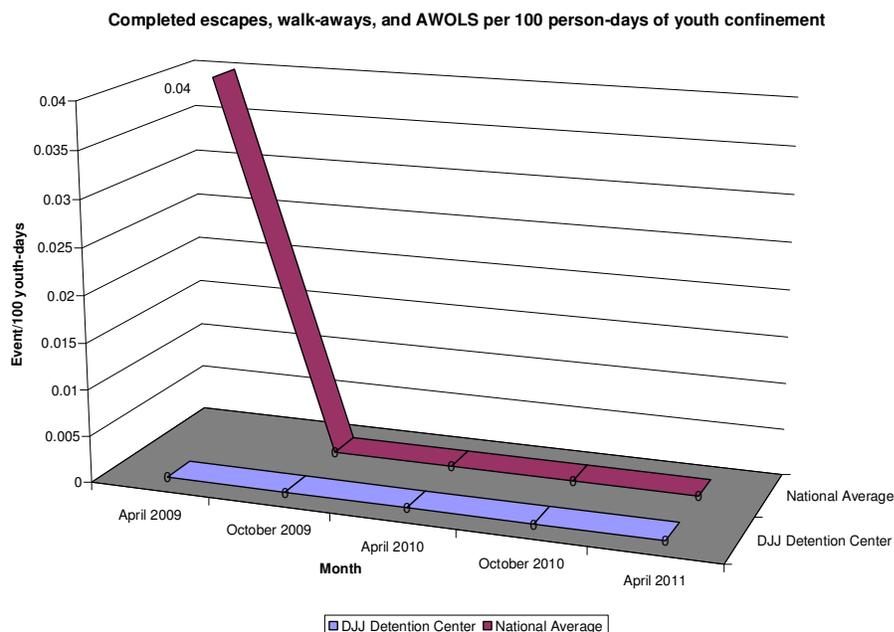
A measure of safety and order for the DJJ Regional Evaluation Centers is specified as “Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100 days of youth confinement.” Graph 7.1-6 on the next page reveals that the Regional Evaluation Centers have consistently maintained themselves at or below the national average. That is, the Evaluation Centers had fewer such incidents than similar facilities across the United States.

Graph 7.1-6



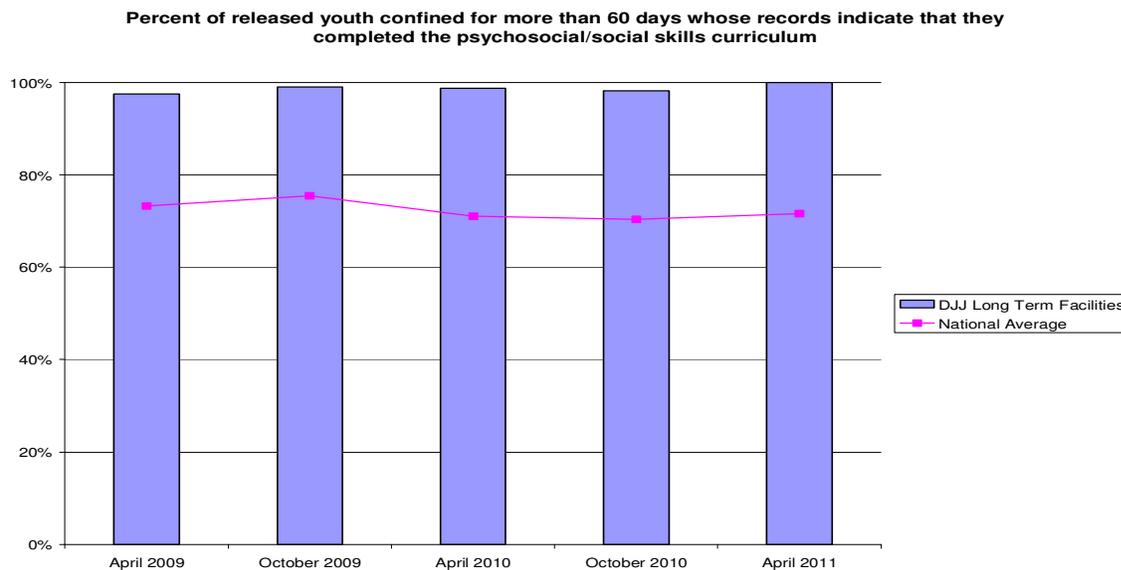
In juvenile corrections the interests of public safety are best served when violent and serious offenders are maintained in secure facilities where they pose no threat to the community. DJJ’s Detention Center is a centralized pretrial detention facility. Graph 7.1-7 illustrates “Completed escapes, walk-aways, and AWOLs per 100 days of youth confinement.” The agency’s performance on this critical standard has been exemplary over the past five measurement periods, with zero (0) escapes recorded.

Graph 7.1-7



Beyond safely maintaining juveniles in a secure environment, DJJ has a mission to 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 substantially exceeded the national average on this domain for the last five reporting periods, actually achieving 100% in April 2011 as indicated on Graph 7.1-8 below:

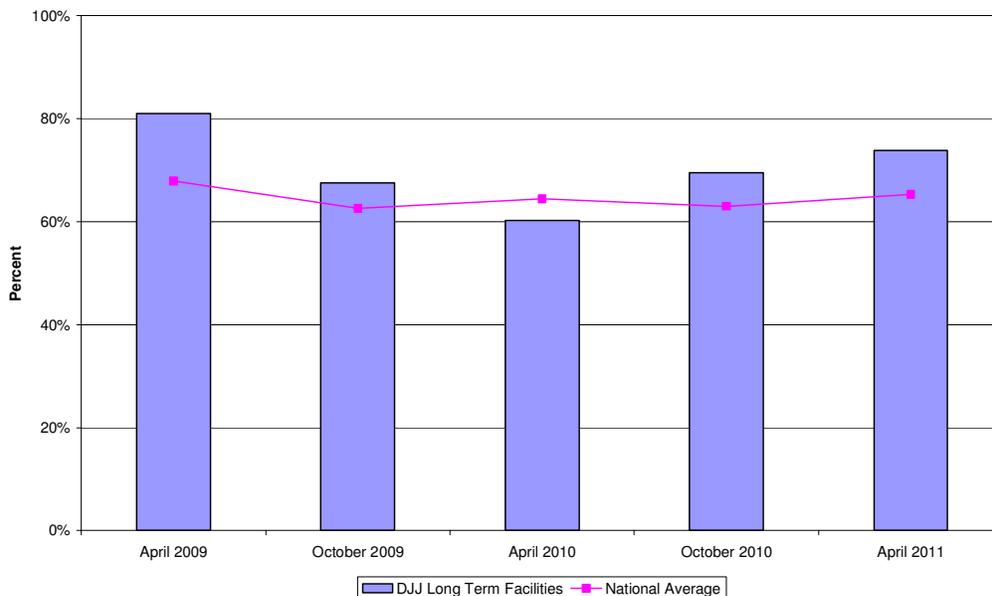
Graph 7.1-8



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

Graph 7.1-9

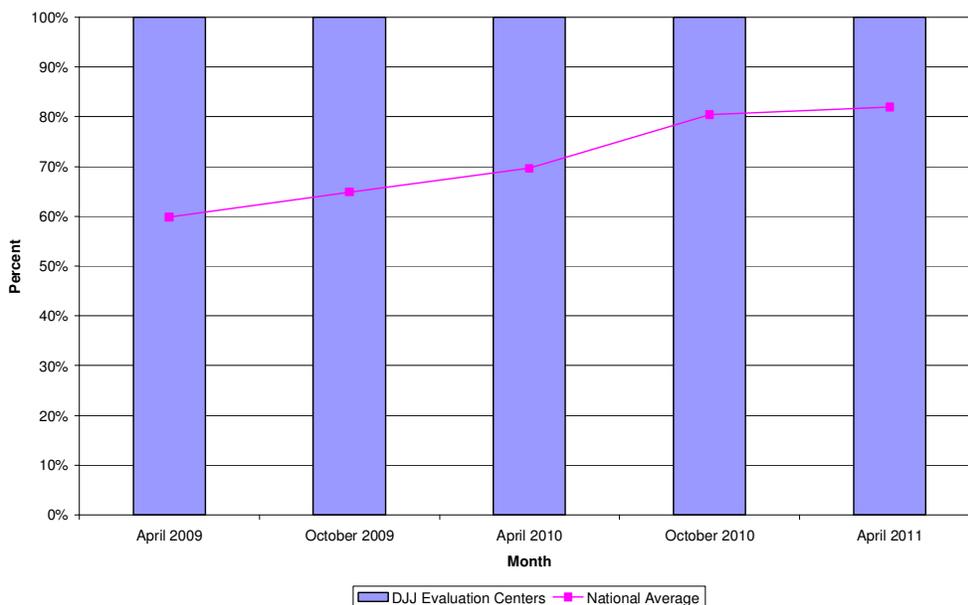
Percent of interviewed youth who know they are going to a community service/agency program upon release.



Improving educational outcomes for the youth committed to its care is a key goal of the DJJ School District. Poor academic performance is a risk factor associated with delinquency, unemployability, and adult criminality. PbS measurements in the area of programming provide comparative data on basic educational elements including reading. Graph 7.1-10 reflects the percent of youth who were administered a reading test. DJJ’s Regional Evaluation Centers ranked above the national average in the last five reporting periods, achieving a 100% standard.

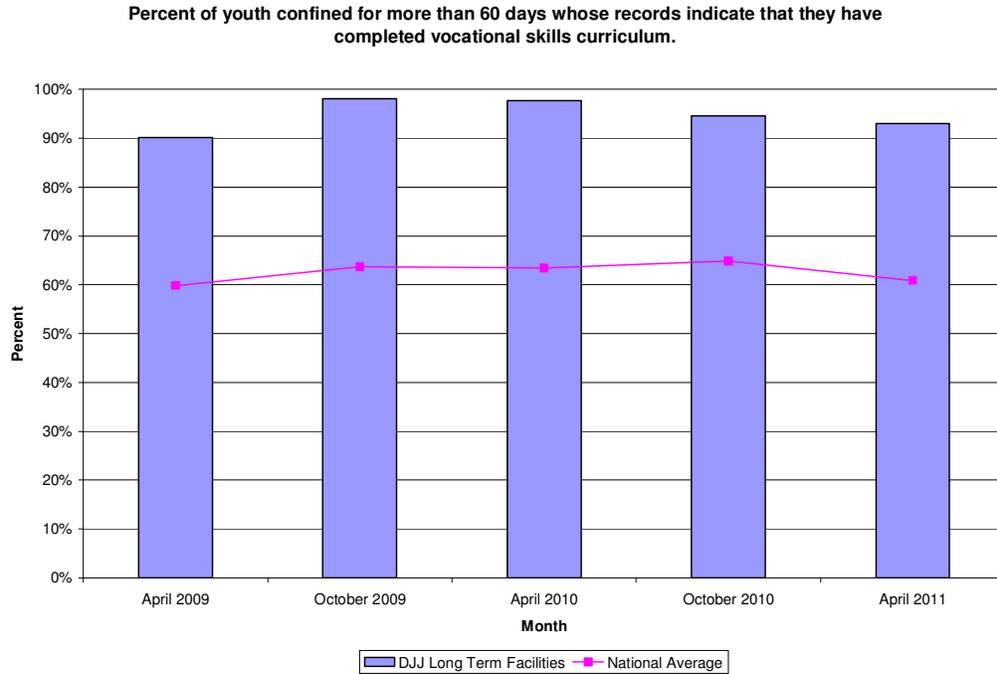
Graph 7.1-10

Percent of youth whose records indicate that they have received a reading test



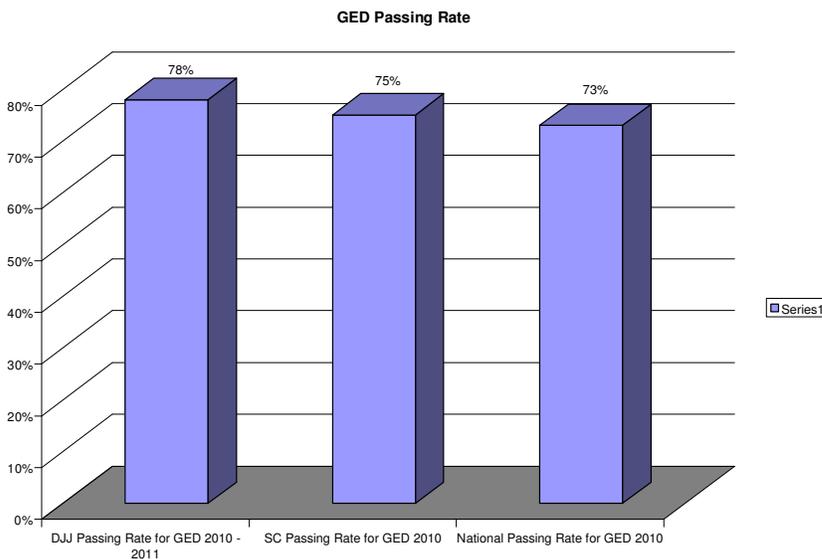
The job readiness of youth leaving DJJ supervision is a key theme of the new DJJ administration. Notably, DJJ’s long term facilities have substantially exceeded the national average for the last five PbS measurement periods in youth completing a vocational skills curriculum:

Graph 7.1-11



Within its school district, DJJ also emphasizes basic literacy as a means to increase youth employability. This year DJJ’s passing rate for the GED examination improved to 78%, exceeding the last reported rate for the state (75%) and the nation (73%).

Graph 7.1-12

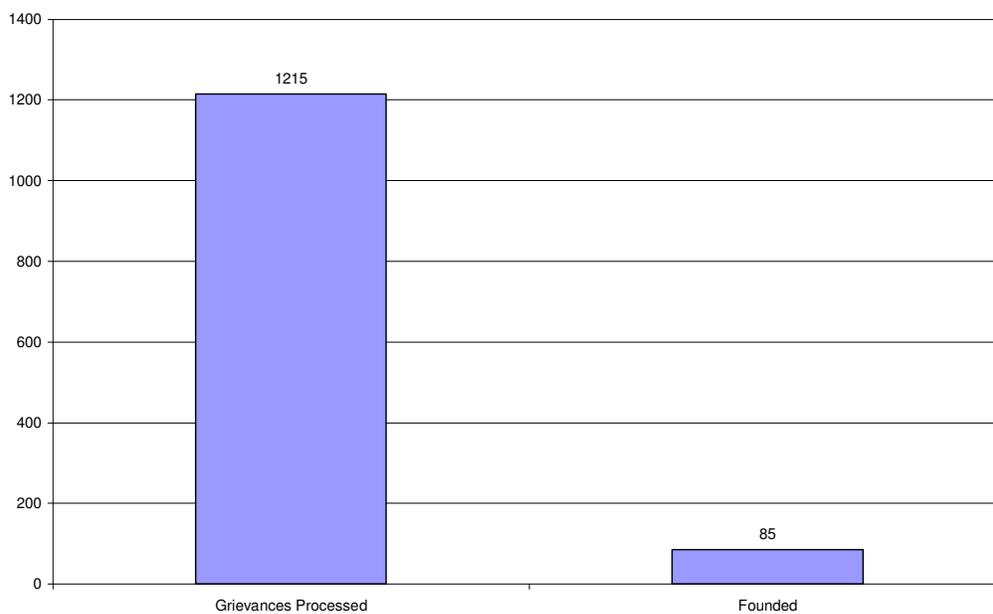


2. What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction? How do your results compare to comparable organizations?

An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. In FY 2010-2011 DJJ’s Juvenile and Family Relations Section within the Inspector General’s Office processed more than 1,200 grievances. Of these, 85 or 7.0% were founded, meaning that corrective action was required to remedy the concern. Since FY 2002-2003 the percentage of grievances founded has varied from 8.9 percent to 4.3 percent.

Graph 7.2-1

Grievances received from Juveniles in all DJJ Residential Programs during FY 2010-2011



Periodically DJJ conducts customer surveys to gauge the degree of satisfaction with the services that the agency provides. Within DJJ’s customer groupings are the victims of juvenile crime. In FY 2010-2011, DJJ surveyed the victims of juvenile offenders diverted to Arbitration programs. Arbitration is a non-court sanction for first time non-violent offenders that is restorative in that it holds youth accountable for the harm caused to victims and the community.

As indicated in Table 7.2-2, the survey revealed that victims were very satisfied in their interactions with Arbitration staff. More than 90 percent affirmed that staff had helped them to understand the arbitration process, that staff listened to victim concerns, and that staff were polite and helpful. 84% affirmed their overall satisfaction with the Arbitration Program. In candid remarks, victims indicated positive experiences with the program, particularly with its restorative dimensions including appropriate sanctions and community service.

Table 7.2-2

Victim Survey Results from the Juvenile Arbitration Program

Question	Positive (rated 4 or 5)	Negative (rated 1 or 2)	Neutral (rated 3)
Rated on a Scale of 1 to 5 (with 5 being the most positive):			
The Arbitration Program staff helped me to understand the program’s process and procedures.	91.11%	4.44%	4.44%
The Arbitration Program staff listened to my concerns.	91.11%	4.44%	4.44%
The Arbitration Program staff was polite and helpful.	91.11%	4.44%	4.44%
Overall, I was satisfied with Arbitration Program Services.	84.44%	4.44%	11.11%

Additional Comments:

- “Thank you for the service that you do for our community.”
- “This is a great program!”
- “I am very happy with “D.s” (the juvenile offender’s) outcome. I expect great things from him and appreciate all your effort with him.”
- “The arbitrator did a great job as well as “Mrs. S.” This is a much better program than the adults receive.
- “I will keep coming to the arbitration program. I think it helps the DJJ system.”
- “The arbitrator did much research and was very knowledgeable about the case and the girls. We were very pleased with the sanction requirements.”
- “The program is a great one for juveniles, especially the community service.”

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

Maximizing collaborations, partnerships, and volunteerism is a key agency strategic goal relative to improving South Carolina’s juvenile justice system. To that end, DJJ actively pursues partnerships and nontraditional funding streams and has been successful in acquiring resources to maintain and expand initiatives in the absence of additional state funding. A highly developed volunteer services program has helped to supplement services in the community and at BRRC. Additionally, federal dollars have been secured to help implement and expand juvenile justice initiatives. The agency’s partnership with the Friends of Juvenile Justice has led to private sector financial support for projects that are central to the agency’s mission and goals. These activities are depicted in Chart 7.3-1, below.

Chart 7.3-1

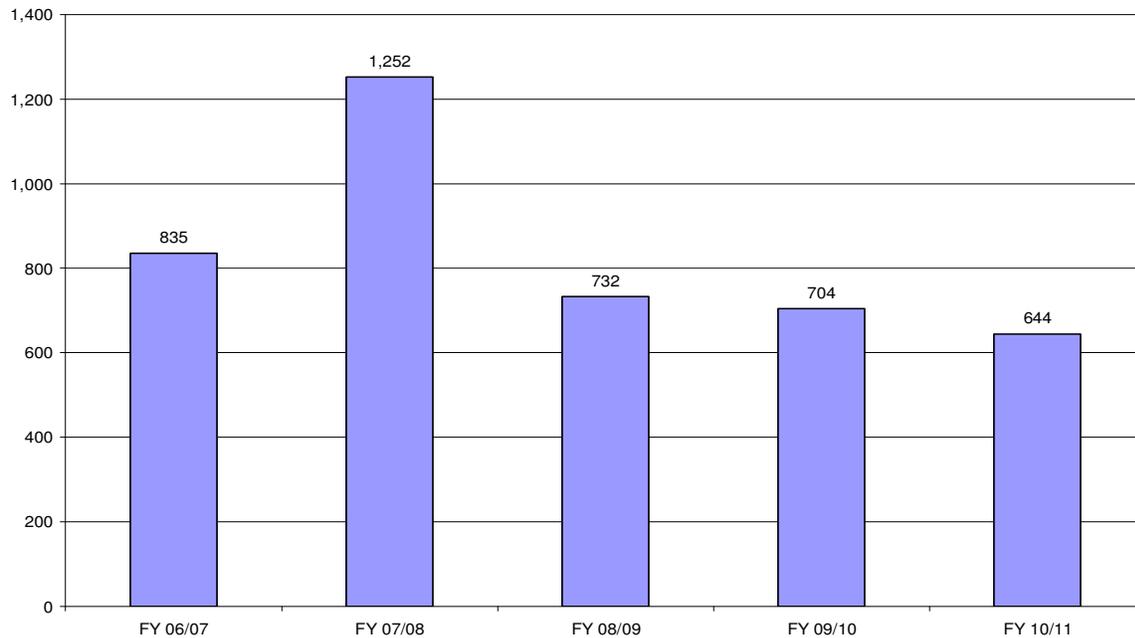
Description of Strategy	Dollar Value or Current Status
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities: 1,604 volunteers contributed 29,011 hours of services (29,011 x \$16.53). The value of their service was determined using the South Carolina Association of Volunteer Administration’s formula which is based on data retrieved from the “Value of a Volunteer Time” WWW.INDEPENDENTSECTOR.ORG/VOLUNTEER_TIME .	\$479,552
2) In addition to the hours of service that was captured in item one, volunteers donated in-kind gifts to volunteer services.	\$63,644
3) Friends of Juvenile Justice (FJJ) is a private non profit foundation that supports DJJ programatically and financially. Monetary contributions in FY 10-11 supported a number of special projects to include the Gang Resistance Education and Training (G.R.E.A.T.) Initiative, the Juveniles Experiencing Excellence Program, Teen After-School Centers as well as educational, transitional and gender specific services.	\$75,811.88.
4) Use federal funding to create, expand, and sustain program initiatives and education services to build capacity within the juvenile justice system.	\$10,154,300.38

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. Regrettably, training resources were significantly impacted by the budget cuts imposed in recent years:

Graph 7.4-1

Training Programs



Juvenile Correctional Officer (JCO) Basic Training is the centerpiece of SCDJJ’s Staff Development and Training Program. Since FY 2002-2003 “Basic” has included an on-the-job (OJT) training and mentoring component midway through so that candidates gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some results reflecting key competencies that future JCO’s must master are summarized below, based on surveys received in 2010-2011:

Chart 7.4-2

Statement	Percentage of Agreement
I understand how to conduct a unit inspection.	92.45%
I understand how to conduct a head count.	98.11%
I understand how to move a juvenile within the facility.	94.34%
I understand how to make entries into a Log Book.	83.02%
I understand the proper procedure to frisk and/or search a juvenile.	100.00%
I understand how to supervise juveniles during mealtimes.	90.57%
I understand how to supervise juveniles during recreational activities.	88.68%
I plan to work as a JCO for at least a year.	88.46%

5. What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance?

A strategic goal of DJJ is to maintain and improve core services, which include community supervision and the operation of secure facilities. DJJ recognizes that 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 (next page) presents escapes from SCDJJ’s Broad River Road Complex, which houses the states most serious long-term committed juvenile offenders. During the 14-year period of recordkeeping, the BRRC has averaged one escape per year. Seven of the 14 years, including fiscal year 2010-2011, were in fact escape-free:

Chart 7.5-1

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

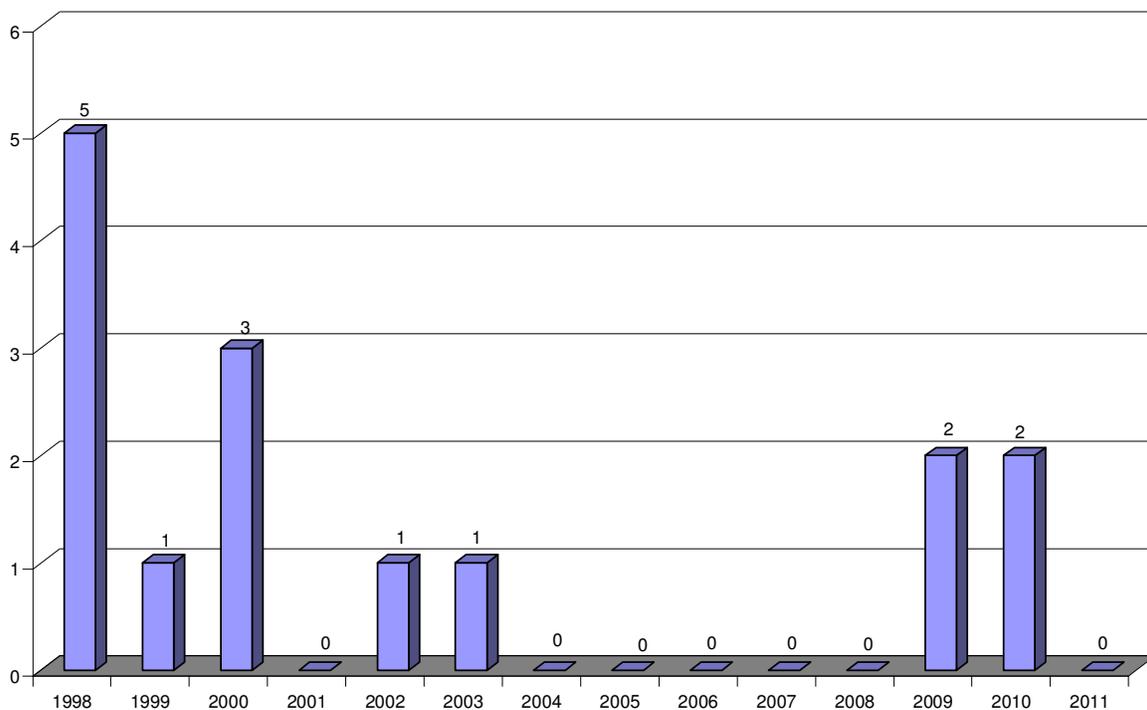
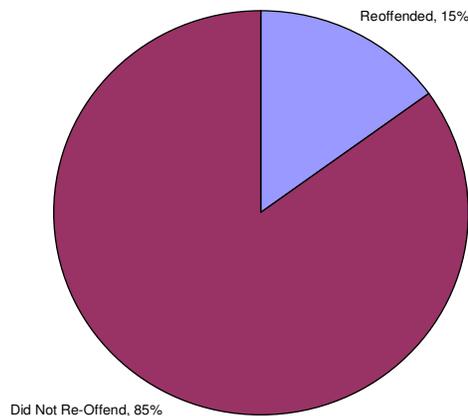


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. It reveals that 85 percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

Chart 7.5-2

Juvenile Recidivism While Serving Probation/Parole or Arbitration Programs

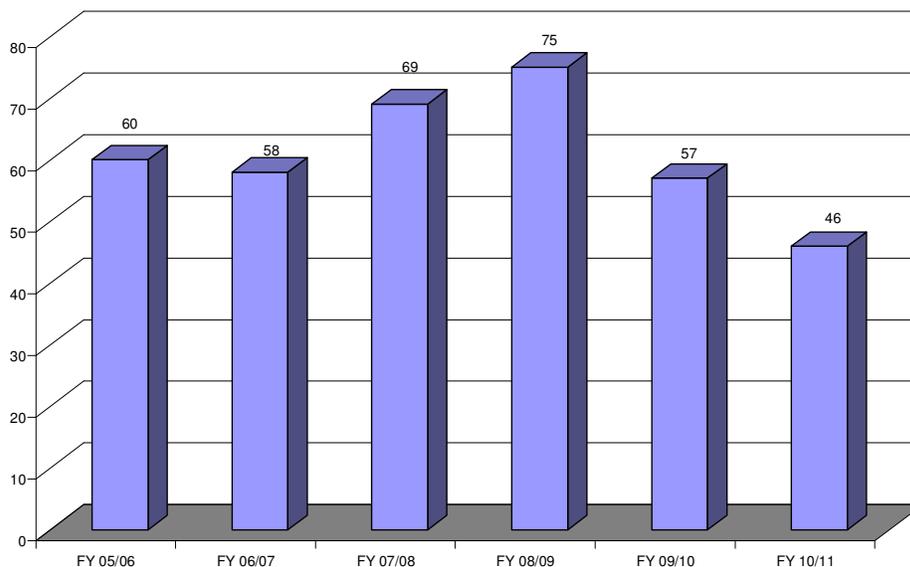


6. What are your performance level and trends for key measures of regulatory/legal compliance and community support?

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against SCDJJ that concluded favorably in FY 2003-2004. Since 1998, SCDJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. As depicted in Graph 7.6-1, during the last six fiscal years clinical staff identified and transferred a total of 365 such juveniles.

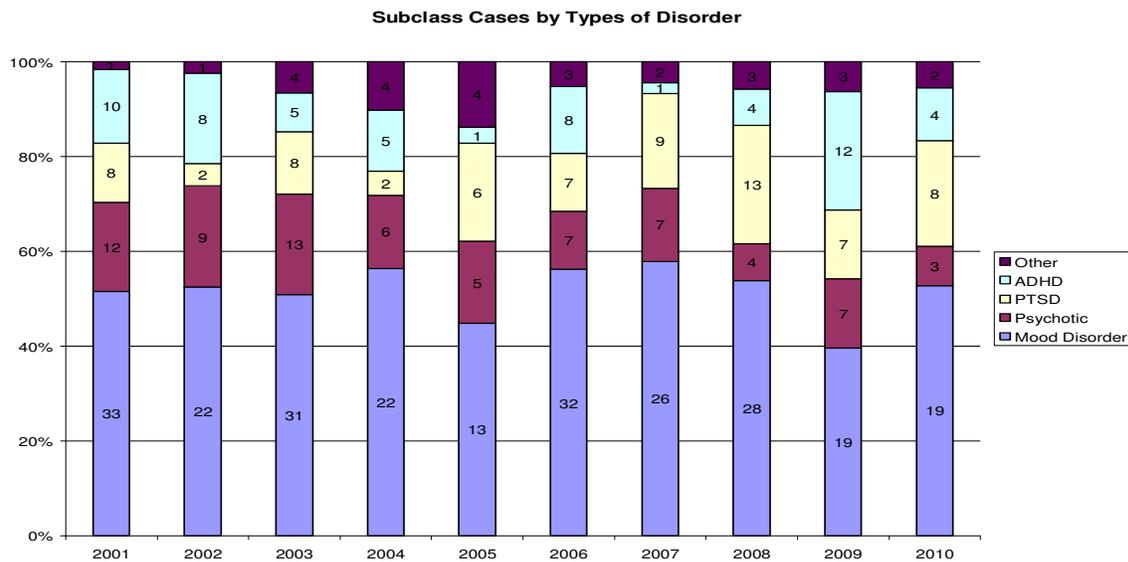
Graph 7.6-1

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



Staff of the Children’s Law Center at the University of South Carolina recently compiled additional information on DJJ youth who comprise the subclass of seriously mentally ill. As illustrated in Chart 7.6-2 (next-page) the most frequent diagnoses associated with subclass inclusion since 2001 include mood disorders, psychosis, post traumatic stress disorder, and attention deficit hyperactivity disorder.

Chart 7.6-2



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. SCDJJ is compared to other law enforcement agencies and against all “large” state agencies. In 2010, the last year reported, DJJ ranked third among law enforcement agencies at 83.7%, which represents a slippage from previous years.

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

YEAR	SCDJJ	SCDC	PPPS	DPS	SLED
2010	83.7%	89.1%	74.7%	73.9%	88.6%
2009	91.1%	88.1%	83.8%	74.7%	71.3%
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%