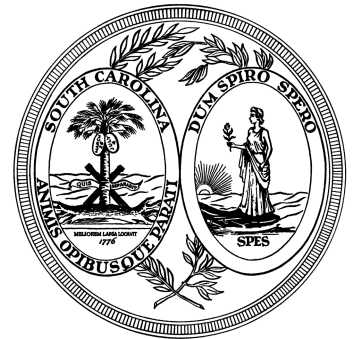




***ANNUAL
ACCOUNTABILITY
REPORT***

**Fiscal Year
2012 - 2013**



**Nikki R. Haley
Governor**

Table of Contents

Accountability Report Transmittal Form	
Section I – Executive Summary	1
Purpose, Mission, Vision and Values	1
Major Achievements from Past Year	2
Key Strategic Goals for Present and Future Years	3
Key Strategic Challenges	4
How the Accountability Report Will Be Used	4
Section II – Organizational Profile	4
Main Products and Services and Primary Methods by which Services are Delivered	4
Key Customer Groups and Their Key Requirements/Expectation	9
Key Stakeholder Groups	9
Key Suppliers and Partners	9
Operation Locations	10
Number of Employees	11
Regulatory Environment under which the Agency Operates	11
Performance Improvement System	12
Organizational Structure	13
Expenditures/Appropriations Chart	15
Major Program Areas Chart	16
Section III – Elements of the Malcolm Baldrige Award Criteria	17
Category 1 – Senior Leadership, Governance and Social Responsibility	17
Category 2 – Strategic Planning	21
Category 3 – Customer and Market Focus	26
Category 4 – Measurement, Analysis, and Knowledge Management	27
Category 5 – Workforce Focus	30
Category 6 – Process Management	35
Category 7 – Results	38

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 16, 2013

Agency Director: Margaret H. Barber

Agency Contact Person: Angela W. Flowers, LMSW

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

Purpose, Vision, Mission and Values

The Department of Juvenile Justice (DJJ) administers South Carolina’s juvenile justice system at the state and local levels. DJJ has adopted 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	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 reads as follows:

It is the mission of the South Carolina Department of Juvenile Justice to protect the public and reclaim juveniles through prevention, community services, education, and rehabilitative services in the least restrictive environment.

The Agency’s vision 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.

Major Achievements from Past Year

DJJ is pleased to report these major achievements in fiscal year 2012-2013.

- DJJ has expanded its unique partnership with Habitat for Humanity enabling youth in secure confinement to build walls for Habitat homes. DJJ, with the assistance of many diverse benefactors, has raised the funds necessary to begin construction on a new Habitat home in September 2013.
- The Director of Research and Statistics, the late Trudie Trotti, was named “Best in the Business” by the American Correctional Association for her lifetime contributions to the well being of justice involved youth. This recognition was featured in the June/July Issue of Corrections Today.
- DJJ was featured in the Journal of the American Probation and Parole Association’s Perspectives Magazine. “*Change is Possible*,” an article written by Director Barber, delineates the Agency’s transformation from an agency under a federal lawsuit into a model for positive change and juvenile justice reform.
- In keeping with the least restrictive principle, the Broad River Road Complex (BRRC) of secure long-term facilities achieved record low population levels reaching its “less than 100” benchmark on several days during FY 2012-2013.
- DJJ’s Special School District awarded 117 General Equivalency Diplomas and 2 High School Diplomas in school year 2012-2013.
- Two Career and Technology Education, CATE, students (welding and Chapter Display, Post Secondary) participated in the State level SkillsUSA Competition in Greenville. The Chapter Display participant advanced to the National SkillsUSA Competition in Kansas City, Missouri and took second place.
- SCDJJ continues to rank among the best in National Juvenile Justice overall performance, according to National Performance based Standards (PbS) Coach Dave Crowley. The Agency marked its 11th year of participation in this continuous improvement program sponsored by the Council of Juvenile Corrections Administrators. Three facilities achieved Level Four, the highest possible rating, ranking them in the top six (6) to twelve (12) percent of PbS participating facilities in the country.
- The Forth Annual Restoring Carolina Through Youth Services took place September 6-8, 2012. A total of 1,526 participants, including DJJ staff, volunteers and 968 juvenile offenders conducted 82 community service projects in the state’s 46 counties and in DJJ facilities and community residential sites.
- In its third year of funding, DJJ operated a summer and after-school employment program in Kershaw County serving 101 at risk students. Over 20 local businesses provided paid internships for the program.

- In partnership with the SC Department of Commerce, DJJ conducted summer and after school employment programs in the cities of Walterboro and Laurens. A total of 120 at-risk students were served. Due to the success of this initiative, the agency was able to sustain and expand this innovative program.
- DJJ, in partnership with faith based and other non-profit entities, served 1,156 youth in 21 Teen After-school Centers in 19 counties across the state.

Key Strategic Goals for Present and Future Years

DJJ's goals for the current administration focus on 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. gang prevention 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 Needs 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; and
- ✓ Expanded options for family-based treatment such as Family Solutions

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;
- ✓ Greater emphasis on employment readiness in correctional facilities and in the community;
- ✓ 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, **secure resources as appropriate**, and implement 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 while keeping citizens safe from juvenile crime.

Section II – Organizational Profile

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

DJJ is committed to improving outcomes for juvenile offenders through programs and services that promote public safety while reclaiming youth through prevention, community-based programs, education, and rehabilitative services in the least restrictive environment appropriate. Using the right mix of screenings, programs and services, DJJ is effectively customizing practices to better serve youth. Proving that change is possible, DJJ is transitioning from "business as usual" programs and services to a growing number of evidence based interventions. By incorporating services that specifically target criminogenic, crime producing needs, we are disrupting the DJJ to SCDC pipeline and preparing youth for a future that is job ready and crime free.

A wide array of services ranging from prevention and diversion to intensive case management and supervision to specialized treatment in secure facilities is available for youth under the agency's jurisdiction. DJJ has adopted a Balanced and Restorative Justice (BARJ) approach that emphasizes accountability to the victim and community, competency development for the offender, and public safety. Restorative principles are woven into the fabric of the agency and are evident in policy and practice.

Programs and services are administered under four functional sections: Community Services, Rehabilitative Services, Educational Services and Treatment and Intervention Services. Key programs and services are highlighted below:

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

- ◆ **CHOICES** is a curriculum that uses restorative principles to enhance decision making skills. The curriculum promotes pro-social behaviors that can decrease delinquent activities.
- ◆ **Juvenile Arbitration** is 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 12-13, 3886 youth were referred to the Juvenile Arbitration Program.
- ◆ **Family Solutions** is an evidence-based family group counseling service facilitated by DJJ community staff. Groups are conducted in the evening hours at various county offices. In FY 12-13, 57 Family Solutions cycles (groups) were facilitated in 17 counties, compared to 44 cycles in 15 counties in FY 11-12.
- ◆ **Community Alternatives** are community-based residential programs that 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.
- ◆ **Gang Resistance Education and Training (G.R.E.A.T)** is a 13 week school-based gang and violence prevention program taught by certified DJJ community specialists. This evidence-based program covers a broad range of issues including avoiding gangs, violence and drugs as well as goal setting, decision making and conflict resolution. G.R.E.A.T. was offered in 20 counties across the state.
- ◆ **Teen After-School Centers (TASC)** are after school programs based in churches, community centers and other public buildings. These centers are staffed by a mix of provider employees and volunteers. They provide structure, supervision and various pro-social activities such as tutoring, life skills development, spiritual development and recreation. During FY 12-13, a total of 1,056 youth were served at 21 TASC sites.
- ◆ **Job Readiness for Teens (JRT)** is an after school and summer employability program for at-risk high school students that helps prepare them for success in employment. JRT provides both job readiness skills training and paid internships in local businesses where students practice their new skills job skills in a "real life" work environment. During FY 12-13, JRT programs in Laurens, Walterboro and Kershaw County together served 221 at-risk high school students.
- ◆ **Victim Services** is based on state statute and BARJ principles. Victims receive information pertaining to pre and post 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. An automated victim notification

system is being implemented. Once operational, the new system will increase the timeliness in which victims are informed of their respective offender's transfer, runaway or escape. This system enhancement is in keeping with the DJJ's commitment to customer satisfaction and public safety.

- ◆ **Lunch Buddy Program** is a statewide prevention initiative that matches DJJ employees with elementary school students. Staff eat lunch with the student and work with him or her for an instructional period. Being connected to a caring adult and having a positive attachment towards school are protective factors that can mitigate risk factors that lead to delinquency. During FY 12-13, a total of 55 employees were matched with 150 students at six schools across the state.

The Division of Rehabilitative Services provides custodial care for all juveniles within the hardware secure facilities: the Broad River Road Complex (BRRC), DJJ Detention Center and the Coastal, Midlands and Upstate Evaluation Centers. Chaplaincy, custodial care and medical/dental services all fall under the purview of Rehabilitative Services. Medical 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 brief description of some of the services within this division:

- ◆ **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 and laboratory services. Optometry, pharmacology, an inpatient infirmary and nursing dispensaries are also accessible. In FY 12-13, DJJ relocated dental services from SCDC to BRRC increasing access to needed dental care for juveniles and decreasing the security risks inherent in transporting youth beyond the fence. Additionally, this unit coordinates contracts with private providers to serve DJJ's wilderness camp youth at Medicaid rates.
- ◆ **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.
- ◆ **Rehabilitative Support Services** focus 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 Spiritual Development. 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.
- ◆ **Restorative Justice Coordination Services** are available to youth within the agency's seven hardware secure facilities. A primary piece of this intervention is the use of Balanced and Restorative Justice (BARJ) conferencing. Victims, offenders, and others impacted by juvenile infractions take part in a community meeting for the purpose of restoring broken relationships. The goals of this initiative are to encourage accountability, teach social skills and to enable the youth to reintegrate successfully into the community following his or her release.

The Division of Educational Services operates a special school district that oversees one school program within the Broad River Road Complex and satellite educational 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 auto collision repair, auto mechanics, carpentry, graphic communications, desktop publishing, culinary arts, horticulture, business computer applications, accounting, personal finance, parent education, housing and upholstery, 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.
- ◆ **The Insiders** is a special group of juveniles who travel throughout the state encouraging troubled children and promoting community awareness of the prevalence and consequences of juvenile crime. These young leaders have committed themselves to serving others by telling personal stories of the choices that led to their incarceration.

The Office of Treatment and Intervention Services provides comprehensive treatment and intervention services through the professional practices of social work, psychology, and classification. The trauma informed services and training initiative is also housed within this office. The primary focus of this office is the youth at the Broad River Road Complex. However, youth housed at the three regional evaluation centers and the DJJ Detention Center receive social work and psychological services. Community social work and psychological services are available on a limited basis in certain locations. Listed below is a brief overview of programs and services available for youth within the Broad River Road Complex:

- ◆ **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 in need of substance use treatment services.
- ◆ **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.
- ◆ **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.

- ◆ **BRRC Trauma Services** are available to juveniles with a documented history of trauma, or who disclose trauma to DJJ personnel. Juveniles may receive treatment for emotional, physical or sexual abuse, neglect, exposure to domestic violence, and traumatic grief and loss. Services are voluntary and include assessment, individual, group therapy and family therapy, crisis intervention, community referrals as needed, and up to two follow-up visits in the community after release.
- ◆ **Project Best** is a state-wide collaborative effort coordinated by the Dee Norton Lowcountry Children's Center in Charleston, SC and the National Crime Victims Research and Treatment Center of the Medical University of South Carolina for the purpose of ensuring that all South Carolina children and their families, who are identified as having experienced abuse and resulting trauma, receive appropriate, evidence supported mental health assessment and psychosocial treatment. Eight DJJ clinicians were certified in trauma focused- cognitive behavior therapy (TF-CBT) in FY 12-13. This evidence based intervention is available to youth at BRRC.
- ◆ **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 youth with serious mental illness or severe developmental disabilities for an extended period of time. Juveniles falling into these two categories are quickly identified and transferred to the Department of Mental Health or the Department of Disabilities and Special Needs for treatment.
- ◆ **Social Work Services** are available to all youth within DJJ's seven hardware security facilities. Using an individualized plan of service, social workers infuse restorative concepts with rehabilitation/reintegration in working with each youth and family.

Below are the treatment and intervention services available in the community:

- ◆ **Community Social Work Services** are available in nine county offices: Clarendon, Darlington, Kershaw, Lancaster, Lee, Lexington, Richland, Sumter and York. This invaluable resource is in line with the agency's strategic goal of redirecting resources to the community. Community social workers offer an extra layer of support for justice involved youth and their families. Services include individual, group and family and crisis counseling, walk in assessments, and information and referral services.
- ◆ **Consultation and Evaluation Services** staff offer an array of services for juveniles and their families. In FY 12-13, community psychology staff conducted 969 community based psychological evaluations and written consultations while providing various support services such as special needs case management and placement reviews.

DJJ is an integral part of the juvenile justice system in South Carolina, but it operates collaboratively 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 mandated to provide intake, probation and parole supervision services as well as community-based, institutional, educational and victim services. 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. 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, DJJ 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 (Justice and Mental Health Collaborative)
 - ◆ 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)
 - ◆ U.S. Department of Labor (SC Department of Commerce)
 - ◆ South Carolina Department of Public Safety

3. Specialized contractual vendors
4. Partnership with Institutions of Higher Education
 - ◆ Medical University of South Carolina & Dee Norton Low Country Children's Center-Project Best
 - ◆ Clemson University - Youth Learning Institute and Families for Change (Family Solutions)
 - ◆ Columbia College & Bank of America - Annual Girl's Leadership Conference
5. Partnership with public & private child serving agencies
 - ◆ Department of Mental Health - Rural initiative, Multi-Systemic Therapy, South Carolina Joint Council on Children and Adolescents
 - ◆ Adopt a Class
 - ◆ Lunch Buddy Program
 - ◆ Teen After-School Centers
 - ◆ School Districts –GREAT Program
 - ◆ Big Brothers/Big Sisters

Operation Locations

Administrative headquarters are located within the Broad River Road Complex (BRRC) at 4900 Broad River Road in Columbia, South Carolina. The Director and the Deputy Directors for Rehabilitative Services and Community Services, the Superintendent of Education, and the Associate Deputy Directors for Legal and Policy Coordination, Planning and Programs and Treatment and Intervention Services are all housed in the Goldsmith Building. The Deputy Director for Administrative Services is located in the Palmetto Building, and the Inspector General is located on the Willow Lane Campus.

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.

The Division of Community Services has five state-level offices. The Offices of Community Justice and Community Alternatives are located in Columbia. The Office of Community Development is housed at Anderson County DJJ. The Office of Quality Assurance is located at Orangeburg County DJJ and the Office of Community Policy and Training is located at Dillon County DJJ. This Division supports all 46 counties through 43 county offices which are managed from three regional locations: Florence (Coastal Region), Columbia (Midlands Region) and Laurens (Piedmont Region).

The Division of Rehabilitative Services provides custodial care and supervision for all juveniles confined to the seven hardware secure facilities. Located in Columbia, the Broad River Road Complex (BRRC) is the main headquarters. The Birchwood, John G. Richards, and Willow Lane campuses comprise BRRC. The four remaining facilities include three regional evaluation centers located in Union, Columbia, and Ridgeville, and the juvenile detention center which is located in Columbia.

The Division of Educational Services operates a special school district overseeing a middle and high school program within the BRRC and satellite education programs at the regional evaluation centers and the juvenile detention center. This Division is also charged with overseeing the educational programs of nine contracted providers that serve DJJ youth in various locations across the state.

The Division of Administrative Services supports other divisions and includes Human Resources, Fiscal Affairs, Compliance and Medicaid, Staff Development and Training, Information Technology and Support Services. These components are located at BRRC or on Shivers Road in Columbia.

The Office of Planning and Programs includes Research and Statistics, Planning and Evaluation, Project Development, Grants Development, Public Affairs, Juvenile and Family Relations, Volunteer Services, G.R.E.A.T. and Project Hope. This office is housed in various locations on Shivers Road and BRRC in Columbia. G.R.E.A.T. is housed at the Upstate Evaluation Center in Union.

The Office of the Inspector General consists of the following areas Investigations, Internal Affairs, DJJ Police, Gate Security, Transportation and Communications. These work groups are located within the BRRC in Columbia.

The Office of Treatment and Intervention Services oversees clinical services through out the agency. Social Work, Psychology, Trauma Training and Classification Services are administered out of this office. While the Director of the Office Treatment and Intervention Services is housed in the Goldsmith Building within BRRC, staff are located within the seven hardware secure facilities, Shivers Road Offices, and various county offices across the state.

The Office of Legal and Policy Coordination is located in the Goldsmith Building within the BRRC. This office includes the Legal Counsel, Internal Release Authority, Policy Administration and Performance-based-Standards, PREA and Legislative Activities.

Total Number of Employees

Permanent Employee FTE's		Classified Employees	Unclassified Employees	Temporary Employees		Temporary Grant Employees	
State Funded	1212.160	1156.750	7.0	State Temps	74	Federally Funded	3
Federally Funded	20.8			Contract Temps	9	Other Funded	0
Other Funded	262.150			11.000	10.800		
		138.000	45.200				
Total	1495.110	1305.75	62		83		9

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),

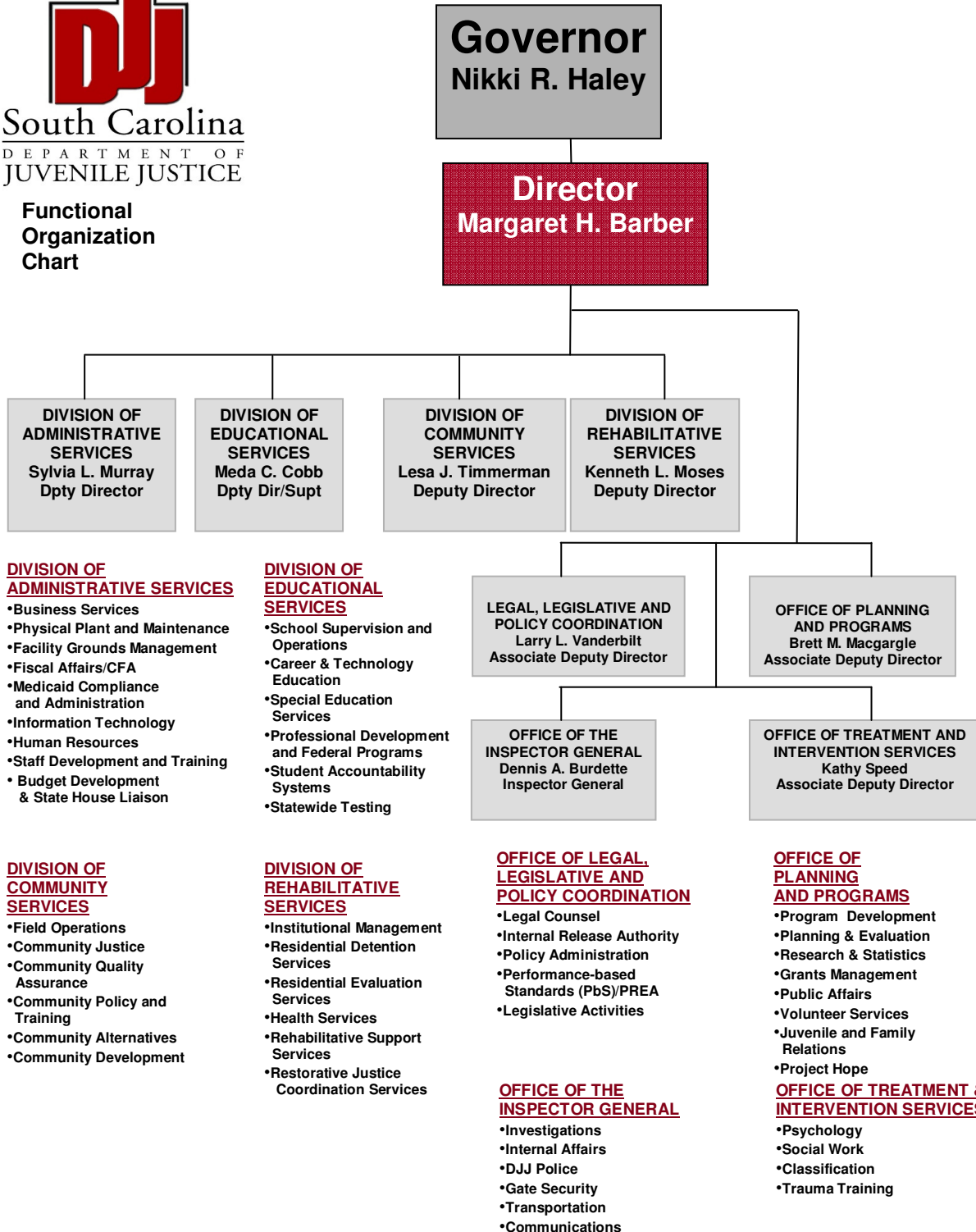
and Standards covering Prisons and Jails conducted yearly by SCDC. Fiscal responsibilities, materials management, payroll and human resources are regulated by various departments of the State Budget and Control Board, including documentation and accountability through the use of the South Carolina Enterprise Information System (SCEIS).

Performance Improvement System

DJJ utilizes the Employee Performance Management System's (EPMS) planning stage as the road map for employees' success. 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 DJJ understood their roles in the context of the 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**



05/09/2013

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, statehouse services and internal audit.
- ◆ **Division of Educational Services** - This division operates the educational programs at the residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road Complex and the 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, prevention and early intervention services, victim services, alternatives to commitment at residential facilities located throughout the state, and community justice services. Other areas include Community Justice, Community Alternatives, Community Development, Quality Assurance and Community Policy Development and Training.
- ◆ **Division of Rehabilitative Services** - This division is responsible for the custodial care of all juveniles confined to the hardware secure facilities: long term institutions, the DJJ Detention Center, Coastal Evaluation Center, Midlands Evaluation Center and the Upstate Evaluation Center. Six functional areas operate within this division: Institutional Management, Residential Detention Services, Residential Evaluation Services, Rehabilitative Support Services, Restorative Justice Coordination Services and Health Services.
- ◆ **The Office of Planning and Programs** - This office supports all agency divisions through nine functional areas: Program Development, Research and Statistics, Planning and Evaluation, Grants Management, Public Affairs, Juvenile and Family Relations, Volunteer Services, G.R.E.A.T., and Project Hope.
- ◆ **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, Internal Affairs, DJJ Police, Gate Security and Transportation and Communications. .
- ◆ **The Office of Legal, Legislative and Policy Coordination** - Housed within this office are the Legal Counsel, Internal Release Authority, Policy Administration, Performance-based-Standards (PbS), Prison Rape Elimination Act (PREA) and Legislative Activities.
- ◆ **The Office of Treatment and Intervention**- This office oversees agency wide treatment services. Four functional areas are administered out of this office: Social Work, Psychology, Trauma Training and Classification Services.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 49,922,692	\$ 40,127,015	\$ 52,067,987	\$ 41,508,242	\$ 50,385,182	\$ 43,463,926
Other Operating	\$ 12,330,150	\$ 8,499,497	\$ 12,022,455	\$ 8,953,776	\$ 14,245,768	\$ 8,957,702
Special Items	\$ 1,954,195	\$ 1,954,195	\$ 1,955,475	\$ 1,955,475	\$ 1,977,410	\$ 1,977,410
Permanent Improvements	\$ 518,080	\$ -	\$ 166,451	\$ -	\$ 1,953,278	\$ -
Case Services	\$ 29,190,295	\$ 23,962,468	\$ 28,285,203	\$ 24,499,396	\$ 32,148,021	\$ 28,823,654
Distributions to Subdivisions					\$ -	\$ -
Fringe Benefits	\$ 17,653,323	\$ 14,349,411	\$ 19,055,811	\$ 15,389,567	\$ 21,572,947	\$ 18,994,685
Non-recurring	\$ 1,379,784		\$ 2,410		\$ -	\$ -
Total	\$ 112,948,519	\$ 88,892,586	\$ 113,555,792	\$ 92,306,456	\$ 122,282,606	\$ 102,217,377

Other Expenditures

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions.	State: 5,947,194.00 Federal: 83,225.00 Other: 109,059.00 Total: 6,139,478.00 % of Total Budget: 5%	State: 5,674,449.00 Federal: 82,627.00 Other: 57,496.00 Total: 5,814,572.00 % of Total Budget: 5%	7.4-1 7.4-2 7.6-2
III. (A) Community Services [C] Eval. Centers (D) Detention Center (E) Res.	Intake processing, supervision of probationers and parolees, assessment, residential care and pretrial detention for juvenile offenders.	State: 44,606,740.00 Federal: 5,338,722.00 Other: 9,691,905.00 Total: 59,637,367.00 % of Total Budget: 53%	State: 46,970,413.00 Federal: 247,117.00 Other: 13,591,652.00 Total: 60,809,182.00 % of Total Budget: 54%	7.1-1 7.1-2 7.1-3 7.1-9 7.5-2
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders.	State: 26,841,937.00 Federal: 1,260,722.00 Other: (56,995.00) Total: 28,045,664.00 % of Total Budget: 25%	State: 25,864,362.00 Federal: 1,180,880.00 Other: 359,484.00 Total: 27,404,726.00 % of Total Budget: 24%	7.1-5 7.1-6 7.1-7 7.2-1 7.5-1
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs.	State: 5,486,144.00 Federal: 0.00 Other: 972,662.00 Total: 6,458,806.00 % of Total Budget: 6%	State: 5,683,689.00 Federal: 0.00 Other: 1,037,234.00 Total: 6,720,923.00 % of Total Budget: 6%	7.1-6 7.1-8 7.6-1
III. (H) Education	School programs for committed juveniles and others in residential programs.	State: 1,449,406.00 Federal: 2,111,360.00 Other: 4,644,396.00 Total: 8,205,162.00 % of Total Budget: 7%	State: 718,424.00 Federal: 1,686,403.00 Other: 5,172,073.00 Total: 7,576,900.00 % 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: 4,005,351.00 Federal: 0.00 Other: 1,076,877.00 Total: 5,082,228.00 % of Total Budget: 4%	State: 3,981,249.00 Federal: 0.00 Other: 640,967.00 Total: 4,622,216.00 % of Total Budget: 4%
-----------------------------------	--	--

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

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

Organizational Leadership: The Executive Management Team (EMT) consists of the Director and the Deputy Directors for Administrative, Community, Rehabilitative and Educational Services. Additional members of EMT include the Associate Deputy Directors for Legal, Legislative and Policy Coordination, Planning and Programs and Treatment and Intervention Services as well as the Inspector General, the Chief Legal Counsel, and the Public Affairs Director.

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

- a. **Short- and long-term organizational direction and organizational priorities?** With the mission statement as the reference point, senior leaders use key planning processes to set the short and long-term direction for the agency. DJJ operates under a multi-year strategic plan with a primary focus on 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 enable them to become productive members of society, job ready and crime free. This deliberate and inclusive strategic planning process is facilitated by the Office of Planning and Programs.
- 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. To ensure accountability and continuous quality assurance, DJJ voluntarily publishes an annual report card for the citizens of South Carolina and participates in the Performance-based Standards Project of the Council of Juvenile Corrections Administrators. These optional initiatives are evidence of the Director's commitment to transparency and her drive to achieve the highest in industry standards.
- c. **Organizational values?** Senior Managers adopted the following core organizational values: trust, honesty, respect, integrity, loyalty, and diversity. These longstanding values are woven in to agency operations and are incorporated into employee orientation and leadership training and are exemplified by senior leaders in their daily interactions.
- d. **Ethical Behavior?** DJJ holds its employees to the highest standards of ethical behavior. Staff serve as positive role models. Moreover, security officers have 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. Various measures are used to gauge customer satisfaction and to ensure that DJJ's operations are in tune with the mission. Within the Office of Planning and Programs is the Juvenile and Family Relations

Section. The unit responds to juvenile and family grievances and concerns. Other methods of assessing customer satisfaction include the use surveys and focus groups. Both methods are used periodically as deemed appropriate. Victims of juvenile crime are typically surveyed on an annual basis. During FY 12-13, the families of juveniles receiving intensive supervision services were surveyed. Records indicate that 90% of the respondents were satisfied with the services received. Bi annually, DJJ participates in PbS self-report surveys of youth and staff in facilities. These surveys are a measure of safety and general well being. Participation in this process 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?*** DJJ is cognizant of its responsibility to promote public safety, be responsive to the victims of juvenile crime and to improve the futures of the juveniles under their care or supervision. In an effort to strengthen case specific decision making processes, DJJ is transitioning to an evidenced based 4th generation risk assessment instrument. This process is being overseen by the Office of Planning and Programs and will enable users to better differentiate between lower and higher risk offenders while identifying case management needs.

As previously indicated, restorative justice is a key underlying agency-wide principle. This philosophical orientation emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. To that end, restorative practices were fully operationalized and codified in policy at the seven hardware secure facilities during FY12-13. Additionally, the agency is moving towards an automated victim notification system. Once implemented, the system will expedite the victim notification process increasing the timeliness in which victims are informed of their offender's transfer, runaway or escape.

DJJ published its ninth annual Report Card in 2012. This document gives the public a bird's eye view of the agency's outcomes pertaining to crime victims, communities, and juvenile offenders. Accountability also is reflected in the agency's determination to carry out its mandate to rehabilitate juvenile offenders. DJJ endeavors to improve juvenile 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 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. 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 are reviewed daily in an effort to determine "hot spots" for seasonal overcrowding and utilization

levels in alternative programs. The agency's least restrictive principle has led to risk profiling of populations in secure facilities. This practice has led to a reduction in the census in the hardware secure facilities as beds are now reserved for the highest risk offenders. As a result, BRRRC met the "less than 100" benchmark on several dates in FY 12-13. The Director and senior managers regularly review juvenile and employee grievances. Additional areas receiving regular attention include population projections, budget/expenditure patterns, workload/caseload ratios, and Medicaid reimbursement trends. The PbS-annual measurement process is also highly scrutinized by the Director, senior leadership and the Facility Standards workgroup.

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?*** 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 the 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 DJJ youth. These performances are visible reminders of the agency's mission.
7. ***How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?*** Succession planning includes tracking talent and developing employees. Adopted as a strategic goal, this evolving process is led by the Human Resources Director using the workforce planning committee format. This team of senior and mid level managers is working on a gap analysis of all agency workgroups with the goal of identifying leadership cohorts and providing the requisite training/mentoring to develop the next generation of leaders.
8. ***How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?*** The Director and her senior leaders operate in a continuous improvement and outcome focused mode. Processes are in place to ensure excellence and accountability across all divisions: Executive Management Team (EMT) meetings, PbS monitoring, the Facility Standards Committee, Senior Manager's meetings and the newly established Community Quality Assurance position. With an eye towards juvenile justice reform, the Director adopted the "Change is Possible" theme and is moving the agency forward with eight strategic goals and related strategies. (See Category 2-Strategic Planning). These goals have been shared with staff using the "community chats" format via videoconferencing, regularly scheduled manager's 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. Recent additions to the training menu include the agency-wide trainings on trauma informed practices, gender specific training and Fetal Alcohol Spectrum Disorders. Videoconferencing is another forum for reaching employees. This interactive “community chat” format allows off site employees to view and ask questions of the Director and her Executive Management Team, EMT. Finally, an online Learning Management System (LMS) is being developed for Joint Council on Children and Adolescents participating agencies. When fully operable, the LMS will include the Joint Council endorsed core competencies and various other workforce development options. These offering will be available at no cost to participants. DJJ already has many online training courses; the new LMS will expand and enhance training opportunities.
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. She has an open door policy and places a high premium on frequent, quality two-way communication. “Community chat” video conferencing is used to ensure accessibility across all geographic locations. Counties are able to request an audience with the Director as necessary. A key component of communication is employee recognition. The Director and her senior leaders are committed to acknowledging deserving employees and have implemented various employee informational and recognition formats. In March 2013, the bi-monthly DJJ Newsletter was introduced. This publication consolidated all agency newsletters into a single document thus reducing duplication and ensuring single message. Another communication strategy is the Director’s quarterly electronic correspondence. These informative messages highlight agency accomplishments and give insight into where the agency is headed in the future. Finally, recognizing the need to take employee recognition beyond the annual employee/volunteer recognition program, the Director introduced the “Unsung Hero Award.” This honor is granted monthly to a deserving employee or volunteer and is presented during the bi-monthly EMT meetings.
11. ***How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.*** The restorative justice model requires positive community involvement by juvenile offenders as a means of restoring communities that have been harmed by crime. DJJ’s 4th Annual Restoring Carolina through Youth Service Day corresponded with the National Day of Service. A total of 1,526 juveniles, volunteers and staff worked on 82 projects across the state.

Redirecting the lives of DJJ involved youth is a necessary step in strengthening communities. To that end, the Director and her managers have focused on re-tooling traditional, deficit- based, simplistic interventions and have moved toward evidence based strategies that yield better results for juveniles. Job ready and crime free is yet another recurrent theme. Job skills development is a priority and is thriving at BRRC and in the community. Understanding the importance of ownership at the local level, DJJ continues to seek community involvement in its programming.

This practice has proven fruitful and has led to a network of Teen After -School Centers in 19 counties and G.R.E.A.T. programs in 20 school districts.

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**

DJJ'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, Annual Report Card, 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, DJJ-Clemson Steering Committee, USC's Children's Law Center, and other state agencies such as the South Carolina Departments of Vocational Rehabilitation, Mental Health, Social Services, Alcohol and Other Drug Abuse Services, and Commerce. 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 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. Succession planning, a key strategic goal, continues to be a challenge. The Workforce Planning Committee headed by the Human Resources Director is working on a gap analysis of all agency work groups. Workforce planning is a day to day operation and an annual review process that collectively provide the agency with a roadmap for the future in the key area of human resource management.

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. The agency's Director of Planning and Evaluation facilitates annual updates of the plan. 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. Her administration has eight strategic goals which 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. gang prevention 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

DJJ continues to prioritize programming to ensure that core mandates and key programs are maintained while seeking innovative avenues to advance key goals. By prioritizing and streamlining programs and processes and reallocating existing resources, the agency is making strides in continuous improvement. Additionally, DJJ actively pursues partnerships with key stakeholders that have a shared agenda and seeks alternate funding sources such as federal grants to create, expand and sustain programming.

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 the strategic plan objectives regularly. Additionally, 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 2012-2013:

- ◆ Within Administrative Services, we maintain a comprehensive video conferencing network throughout all county offices and wilderness camps. The Director and the Deputy Director for Community Services continue to use this technology to conduct periodic "community chats" with the county offices. This innovative use of technology has increased statewide access to Executive staff while eliminating costs associated with travel. In keeping with its commitment to improve conditions of confinement, the dilapidated Alpha and Gamma Dormitories, within the antiquated John G. Richards Campus, were demolished.
- ◆ Within Community Services, DJJ operated Job Readiness for Teens (JRT) community based programs in Kershaw County, the City of Laurens and the City of Walterboro. Through these three programs, 221 at-risk high school students were served. The Division hosted the "Restoring Carolina Through Youth Services Project" September 6-8, 2012. A total of 968 juvenile offenders from across the state participated in this restorative community service project. G.R.E.A.T. certified instructors reached elementary and middle school students in 20 counties across the state. G.R.E.A.T. is an evidence-based gang and violence prevention program.

- ◆ Within Rehabilitative Services, BRRC continues to maintain record low population levels reaching its “less than 100” benchmark on several occasions. SCDJJ continues to rank among the best in national juvenile corrections overall performance, according to National Performance based Standards (PbS), Coach Dave Crowley. During FY 12-13, three facilities achieved Level Four, the highest possible PbS rating, ranking them in the top six to 12 percent of participating facilities nationally.
- ◆ Within Education Services, DJJ youth achieved a 72% pass rate on the General Equivalency Diploma (GED). A total of 117 GEDs and two High School Diplomas were awarded in FY 12-13. Auto collision and auto mechanics have been added to the Career and Technology Education (CATE) curriculum. Additionally, two CATE students participated in the SkillsUSA State level competition in Greenville. One of the students advanced to Nationals where he placed second in the Post Secondary, Chapter Display Category.
- ◆ 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.
- ◆ Within the Office of Planning and Programs, in its inaugural year the Store of Hope cleared \$32,400 in sales. This youth driven, job readiness enterprise has a retail focus. However, the items sold are youth made, teaching both production and retail skills. Volunteers continue to be an invaluable resource and source of support for DJJ involved youth. Once again, the number of volunteers exceeds the number of employees. These service minded citizens serve as mentors, tutors and in other capacities throughout the agency.
- ◆ Within the Agency, Youth Industries Program carpentry students designed and constructed six burial urns for donation to the Missing In America Project. A formal interment ceremony was held at the Fort Jackson National Cemetery laying to rest the veterans using the youth constructed urns.

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 is responsible for monitoring plan progress and meets with senior leaders on regular basis. Moreover, within this Office are 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. The “grants agenda” supports agency development by securing resources for program development and expansion.

5. *How do you measure progress on your actions plans?* Action plans are regularly monitored by the executive staff during Executive Management Team (EMT) meetings. The Office of Planning and Program staff meet with the EMT members quarterly to review the plan.

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, 7.6-2
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 as 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, 7.1-5,7.5-2
III (B) Long-term Facilities	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Restructure & improve Rehabilitative Services & the DJJ School District 3. Expand after-school and job readiness programs and victim’s services 4. 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"> 1. Maintain & improve essential core services across all divisions 2. 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"> 1. Maintain & improve core services across all divisions 2. 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

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 (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 7.6-1
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, 7.1-12
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"> Maintain & improve essential core services across all divisions Expand after-school and job readiness programs and victim's services 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?*

DJJ's customer base is determined by statute and includes juvenile offenders and their families, victims of juvenile crime, law enforcement officers, family court judges, and the citizens of South Carolina. Key customer requirements, such as the provision of assessment services, providing information about due process rights, case management services, supervision, and placement, are outlined in statute. Moreover, state law affords victims of juvenile crime access to information regarding their cases and the ability to provide input. 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.

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 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. The agency publishes its Report Card annually 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 the Joint Council on Children and Adolescents, faith based communities, 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 programs and services. Various processes have been put in place for quality assurance purposes. Juveniles in secure confinement and their families are able to file grievances through the Juvenile and Family Relations office. This forum is open to wilderness program residents and their families as well. Each complaint is investigated. Founded cases are shared with leadership and appropriate action is taken as necessary.

In 2012, the agency published its ninth 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 accessible 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 periodically to assess the degree to which this customer group is satisfied with the services rendered. Moreover, in FY 12-13, a group of parents, whose children received intensive supervision services, was surveyed. Ninety percent of the parents interviewed indicated that they were satisfied with the services provided.
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. DJJ staff serve on multiple interagency committees and collaborate with stakeholders 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, 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, 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.

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 used by 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.

Type of Measures	Measures
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 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. Additionally, DJJ has joined with other child serving public and private agencies and organizations around a shared agenda that improves services and

outcomes for children, adolescents and families. This collaboration has resulted in workforce development opportunities for staff and increased access to services for juveniles and their families. 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 was reactivated to establish career paths within the agency, assess/revamp leadership development programs, and improve the training of line staff. The Workforce Planning Committee has identified new leadership cohorts for specialized training. 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 standards. In Fiscal Year 12-13, the agency was able to garner Office of Juvenile Justice and Delinquency Prevention (OJJDP) funded technical assistance entitled "Engaging High Risk Youth for Transitional Change". A total of three hundred and twenty-two participants attended this two day workshop.

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?*** New hires complete the Working Together as One orientation process before reporting to their designated work stations. This innovative practice provides a forum for new hires to interact with seasoned staff. Participants gain exposure to a cross section of agency operations thus providing an opportunity for networking and team building. During FY 12-13, 254 new hires completed this orientation process. Additionally, DJJ offers the Frontline Leadership Series. This is a 32 hour national supervisory development program. Another option is the 57 hour Leadership Development Certificate. These offerings are evidence of the agency's commitment to enhancing employee skills and optimizing potential. Senior leaders continue to provide opportunities for staff growth and development through a series of committees. These work groups give staff the opportunity 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 is leading the state in trauma informed practices. The Office of Treatment and Intervention Services implemented a job specific, agency wide trauma training initiative. This proactive step was taken due to the high number of justice involved youth with histories of trauma and was intended to ensure that universal precautions are used throughout DJJ to minimize the impact of past trauma and to prevent recurrence of trauma. Introductory trauma training has been incorporated in the New Employee Orientation while the full training will continue to be offered on an annual basis to all JCO and community staff. DJJ, under the umbrella of the Joint Council on Children and Adolescence, is playing an integral role in rolling out trauma informed training across the state.

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 “county 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 training requirements exceed the agency minimum. Juvenile Correctional Officers (JCOs) are required to obtain 31 hours of training annually. Moreover, the Office of Staff Development and Training offers an internal e-learning component that offers nine courses. This system had 545 user/hits in FY 12-13. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. Membership in the Joint Council on Children and Adolescents’ interagency training collaborative enables DJJ staff to receive training from other member agencies at no cost. During FY 12-13, four training opportunities were made available to DJJ staff.
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. However, DJJ probation officers continue to be paid less than officers employed by the Department of Probation, Pardon and Parole.
4. ***How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?*** SCDJJ has convened a strong and representative team of senior and mid level managers to serve on its Workforce Planning Committee. Within DJJ workforce planning is a day to day operation and an annual review process for the purpose of constructing a road map for the future in the key area of human resource management. The Committee has representatives from the various divisions and offices and is chaired by the Human Resources Director. A primary concern for Human Resources is succession planning. As of July 2011, 35% of the workforce was within five years of retirement eligibility. To ensure viability and continuity of the agency, the HR director analyzed relevant data to identify critical positions. Additionally, the workforce and succession planning approaches of two Cabinet agencies were explored. Attrition and retirement data from SCEIS was disseminated among the Workforce Planning Committee. Using a standardized format with common criteria, committee members were tasked with conducting an independent review to identify critical positions within their respective areas.

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 (EPMS) 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. Moreover, EPMS is 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. During FY 12-13, the agency saw a significant decrease in the number of overdue EPMS evaluations as demonstrated below.

FY 12-13	11%
FY 11-12	23%
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.*** DJJ is committed to ensuring the availability of qualified, competent staff prepared to assume key leadership positions made vacant by retirement and attrition. The Office of Staff Development and Training implemented a 10 course Leadership Development Certificate Program designed to prepare participants for leadership/promotional opportunities. This 57 hour program includes Diversity Awareness for Supervisors, Problem Solving for Individuals & Teams, Developing Team Performance and Leadership Practices. Organizational knowledge as well as the agency's mission and values are incorporated within the various components of the Leadership Development Curriculum. 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 uses the workforce planning group as the forum for addressing workforce issues. However, supervisors and managers may also identify staff development areas requiring attention. 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. One hundred and twenty-nine employees completed this training in FY 12-13. 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.

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 who are knowledgeable about agency plans and initiatives. These groups compare agency long term goals and objectives with existing staffing patterns and skill sets. Strategies are developed and implemented to address employee skill gaps and enhance employee performance. DJJ is a member of the Joint Council on Children and Adolescents' workforce development collaborative. The goal of this collaborative is to ensure that the state's child/youth service workers meet certain core competencies and have access to effective and cost-efficient workforce development.
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 such as the PbS awards and the Unsung Hero recognition. Additionally, specific disciplines are acknowledged during designated time periods such as JCO/Police Officers Recognition Week, Social Workers Recognition Month, Teachers Appreciation Week, and Nurses Appreciation Week. In addition to the wide range of opportunities for employee growth offered by the Office of Staff, Development and Training, the agency participates in the Budget and Control Board's Certified Public Manager Program.
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 managers' ability to develop and motivate subordinates. 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 are attentive and maintain confidentiality regarding complaints received by the Employee Relations Office.

FY 12-13 JCOs 18% Agency-Wide 18%

Turnover Rates for JCOs and Agency-Wide

FY 12-13	JCOs 18%	Agency-wide 18%
FY 11-12	JCOs 17%	Agency-wide 20%
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. The Workforce Development Group examines and seeks solutions to workforce issues such as career progression and succession planning. The Office of Human Resources completed two work group analyses, Juvenile Correctional Officers (JCOs) and Community Specialists (CS). The results of the studies validated the agency's practice of promoting JCOs through step increases and semi-annual promotion testing, and enabling community specialists to advance from CS 1 to CS 2 positions. Much work is being done in the area of workforce planning. Strategies are in place that incorporate elements of succession planning and career development. Moreover, succession planning is among the Director's eight strategic goals. The Leadership Development Certificate Program and participation in the Certified Public Manager's Program are two strategies that are being used to develop future leaders.

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. DJJ, as a member of the SC Joint Council on Children and Adolescents, participates in an interagency workforce development collaborative. This partnership enables members to share training resources which leads to a reduction in training costs.
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 agreement 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 arrangements 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 uses key working committees to study issues and implement effective solutions. Additionally, DJJ has committed its facilities to the PbS project to achieve better performance. This investment has proven quite positive as three DJJ facilities achieved the highest PbS rating in April 2013, ranking them in the top 6-12% of facilities in the country.

DJJ is a member of the Joint Council on Children and Adolescence. This interagency collaborative of public and private child serving agencies is working to improve outcomes for children, youth and families and has adopted trauma informed services and core workforce competencies as priorities.

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 goals and internal processes 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

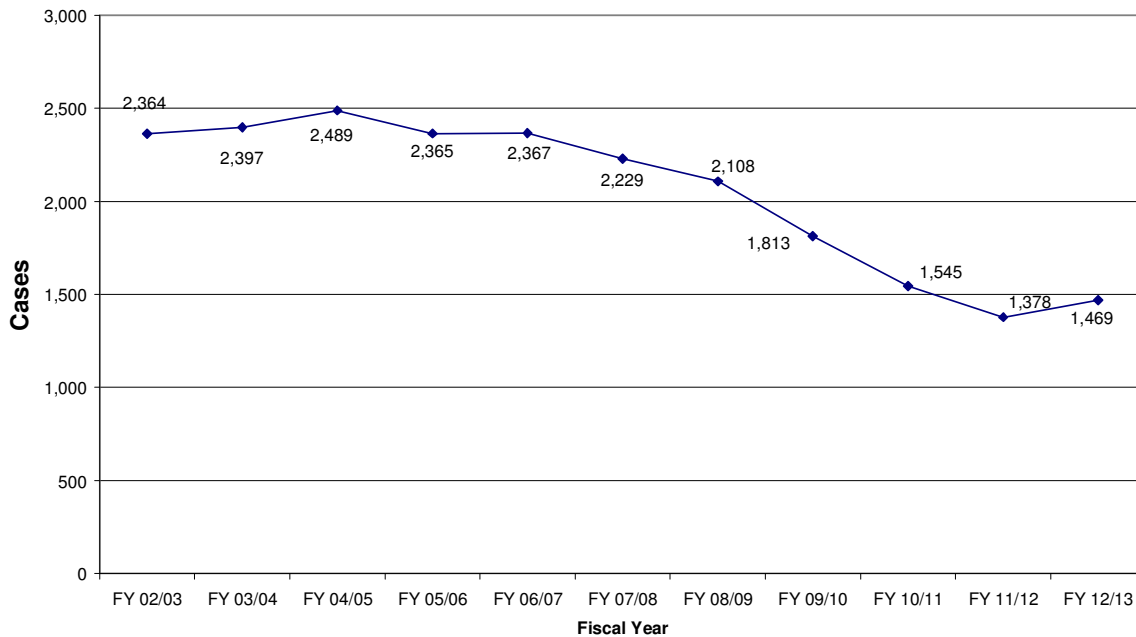
1. What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations?

A key strategic goal is to reinvest in the community as a means of preventing delinquency and improving outcomes for justice involved youth. This goal speaks to long-term cost avoidance in reclaiming at risk and delinquent youth as productive members of society.

Graph 7.1-1 indicates that since FY 04-05 violent and serious juvenile crime has declined 41 percent. This is a very positive indicator from the standpoint of public safety.

Graph 7.1-1

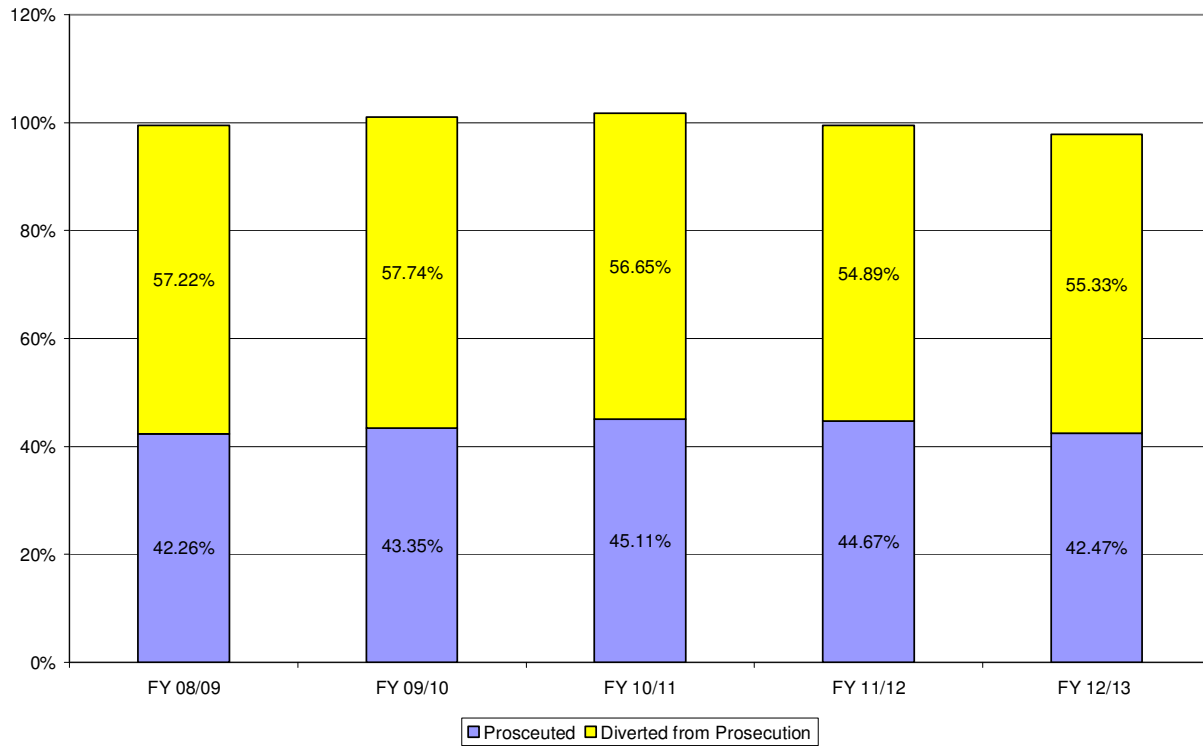
**Violent and Serious Juvenile Cases
Longitudinal Comparison**



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

Solicitor Actions to Prosecute Versus Divert Juvenile Cases

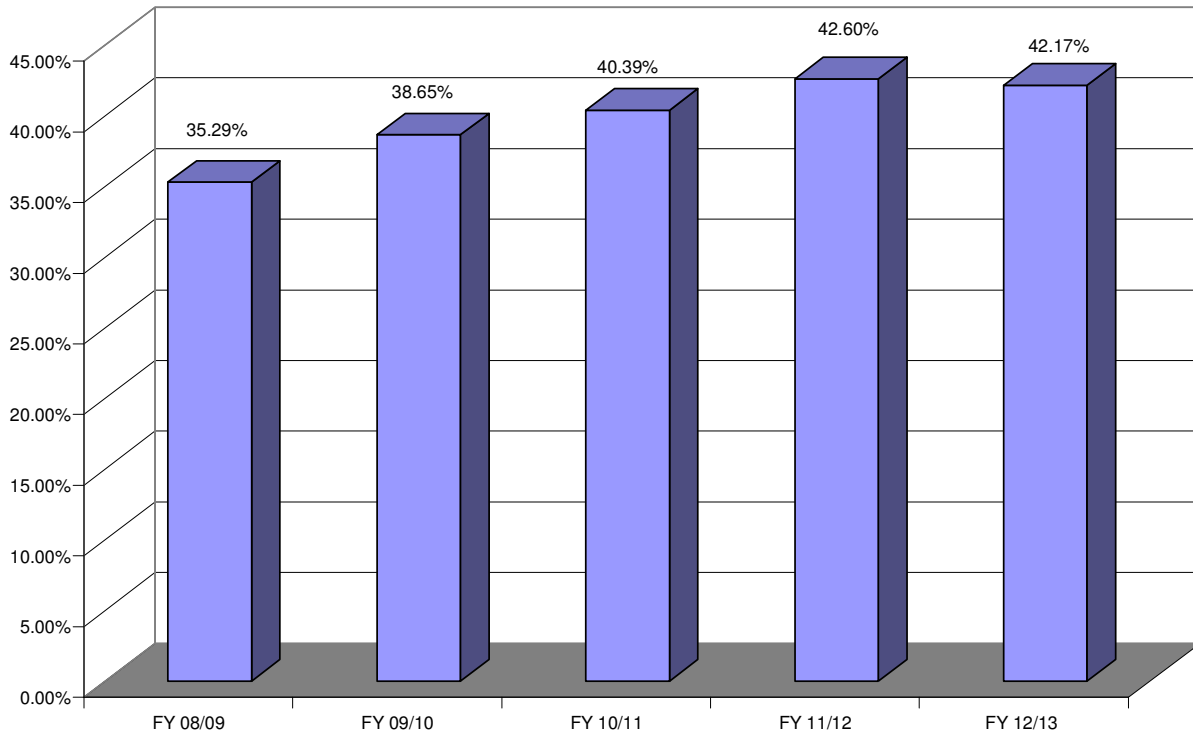


Greater utilization of community evaluations for low risk and status offenders is a key deliverable associated with DJJ’s strategic goal of reinvesting in community services. Community evaluations are in line with the least restrictive principle and are less costly than residential evaluations. Moreover, a recent independent study revealed that juveniles offenders evaluated in the community had a 33% percent lower re-arrest rate than comparable offenders evaluated in a secure custody setting.

As presented in Graph 7.1-3, over 42 percent of predispositionl evaluations were performed in the community.

Graph 7.1-3

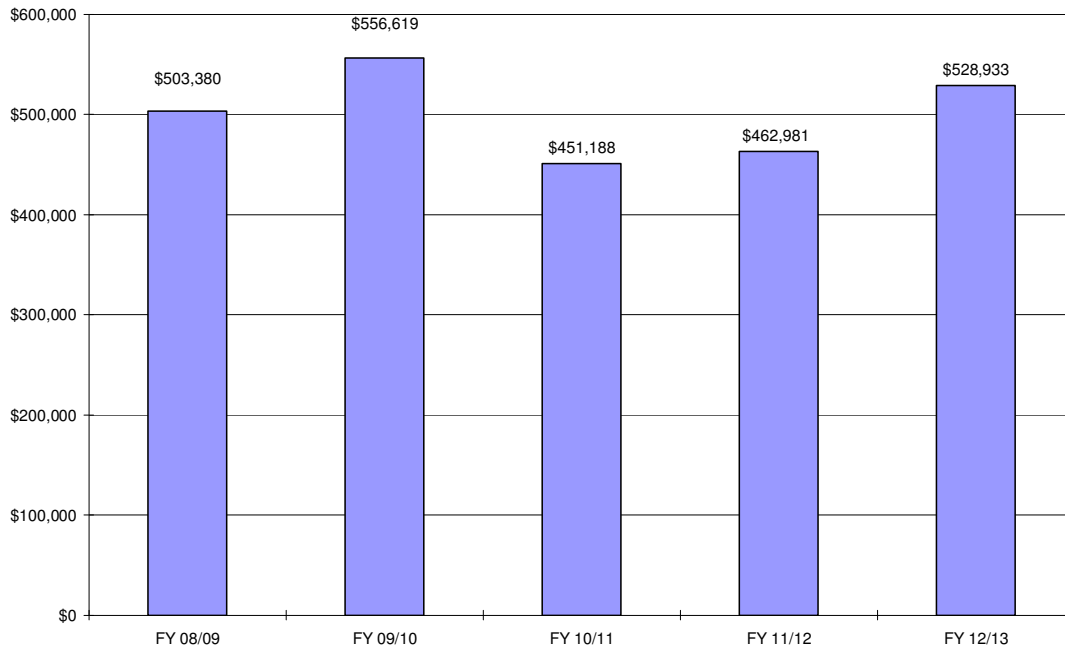
Percentage of Evaluations Performed in the Community



Improved services for victims of juvenile crime is a key deliverable associated with the strategic goal of expanding victim services. DJJ has adopted Balanced and Restorative Justice as a philosophical orientation. Holding juveniles accountable for the harm that they have caused is a key restorative principle. Monetary restitution is one way to hold juveniles accountable for the harm that they have caused. During FY 12-13, juvenile offenders were ordered to pay \$528,933 in restitution to victims by the family courts and the Juvenile Parole Board. **Graph 7.1-4** depicts an increase in the restitution dollars ordered over the past three years.

Graph 7.1-4

Restitution Ordered by the Family Court

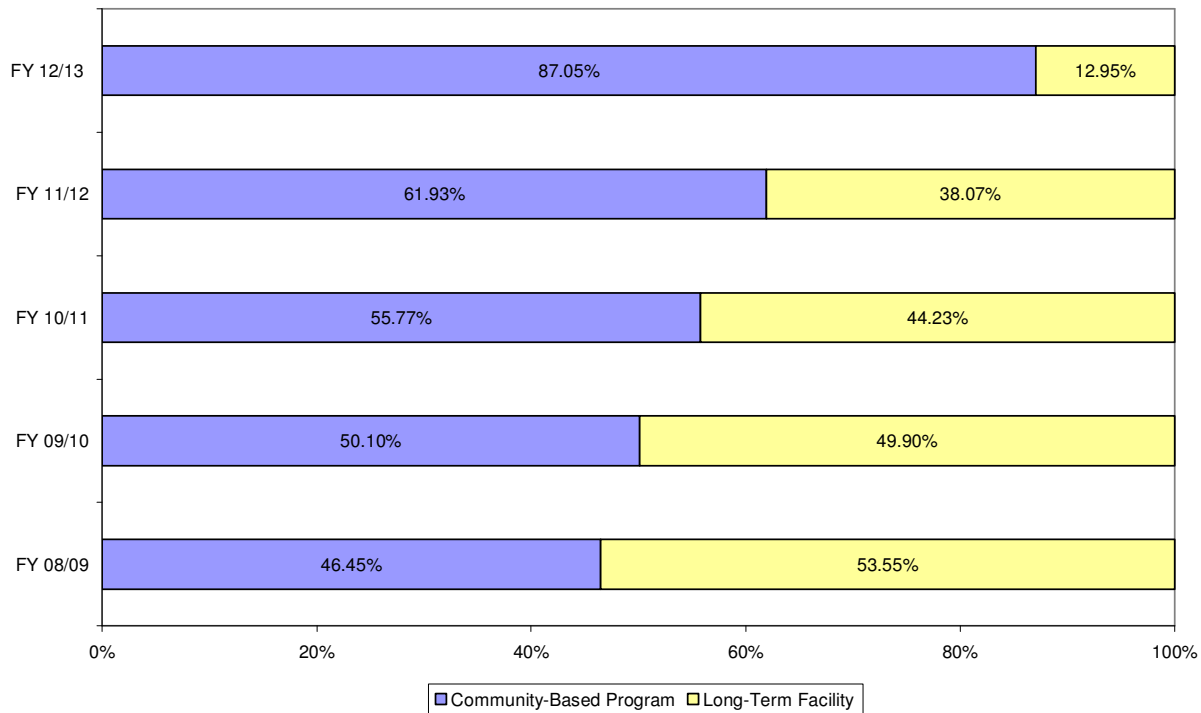


A key indicator that change is possible and evidence of a successful reform agenda is the dramatic decline in the number of youth in secure confinement. The population at DJJ’s Broad River Road Complex declined 76.6 percent between FY 02-03 and FY 12-13. Regular monitoring of risk profiles of the youth in secure custody and the implementation of strategies to keep lower risk offenders out of lock and key facilities are contributory factors. 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. Alternative community-based programs coupled with intensive supervision services are used to keep appropriate committed offenders out of secure confinement and to prevent commitment/recommitment to custody.

Graph 7.1-5 indicates that community-based placements accounted for an unprecedented 87% of all juveniles placed following commitment to DJJ in FY 12-13.

Graph 7.1-5

Placement of Juveniles Committed to DJJ

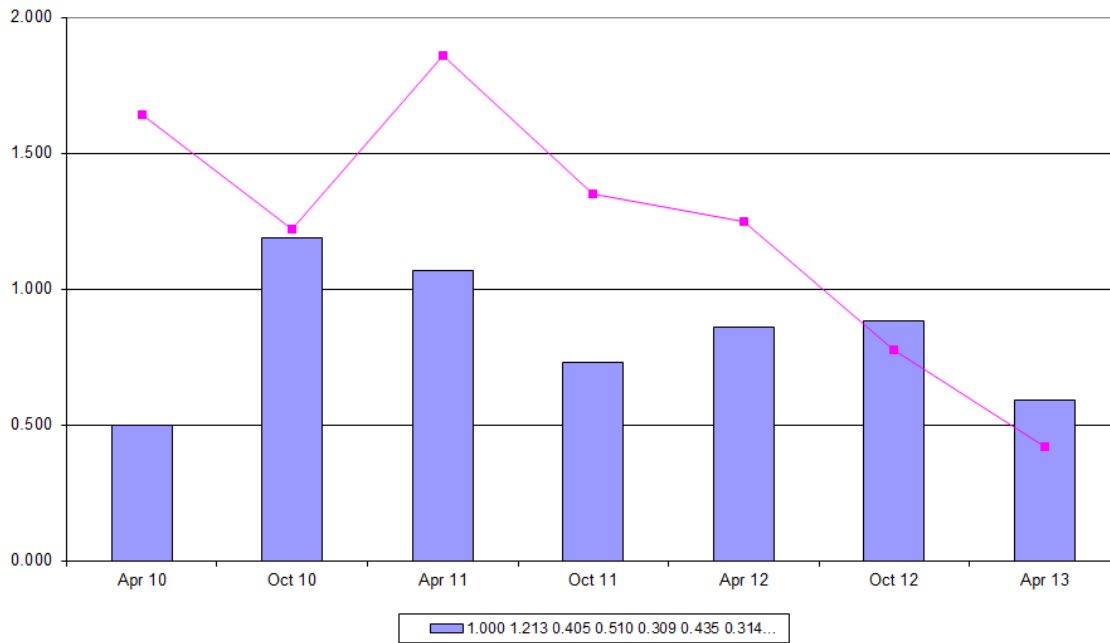


All of DJJ’s facilities participate in Performance Based Standards (PbS), a project of the Council of Juvenile Corrections Administrators (CJCA). Facilities measure their performance bi-annually based on standards that cover seven critical areas of operation including Security, Safety, Order, Justice, 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 person days of youth confinement.” Graph 7.1-6, on the below, shows a steady decline in the incidents of youth misconduct resulting in injury or requiring confinement and/or restraint in DJJ’s evaluation centers.

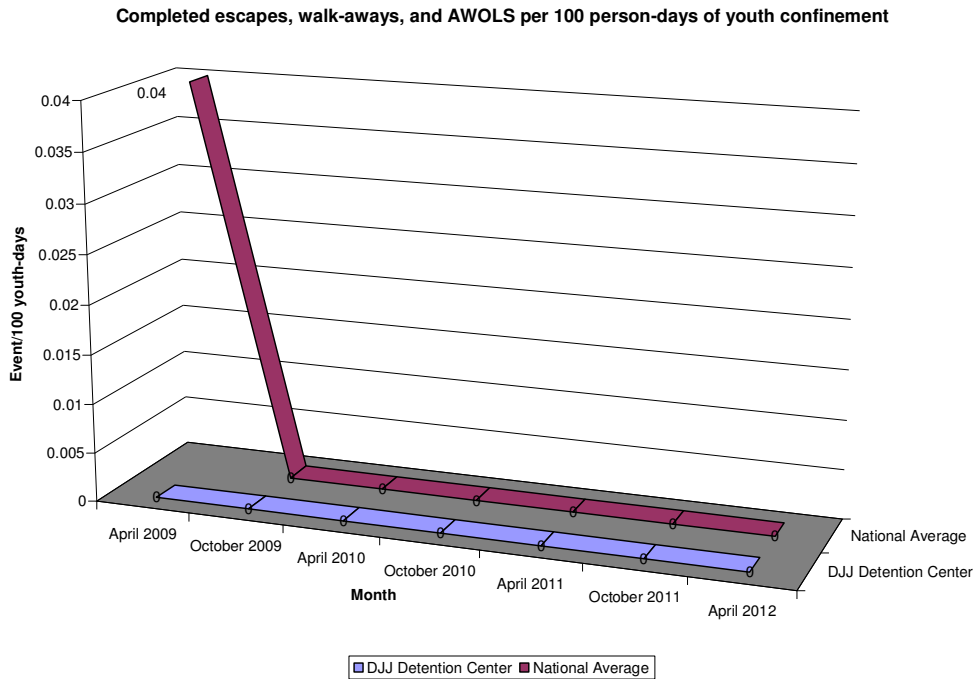
Graph 7.1-6

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



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

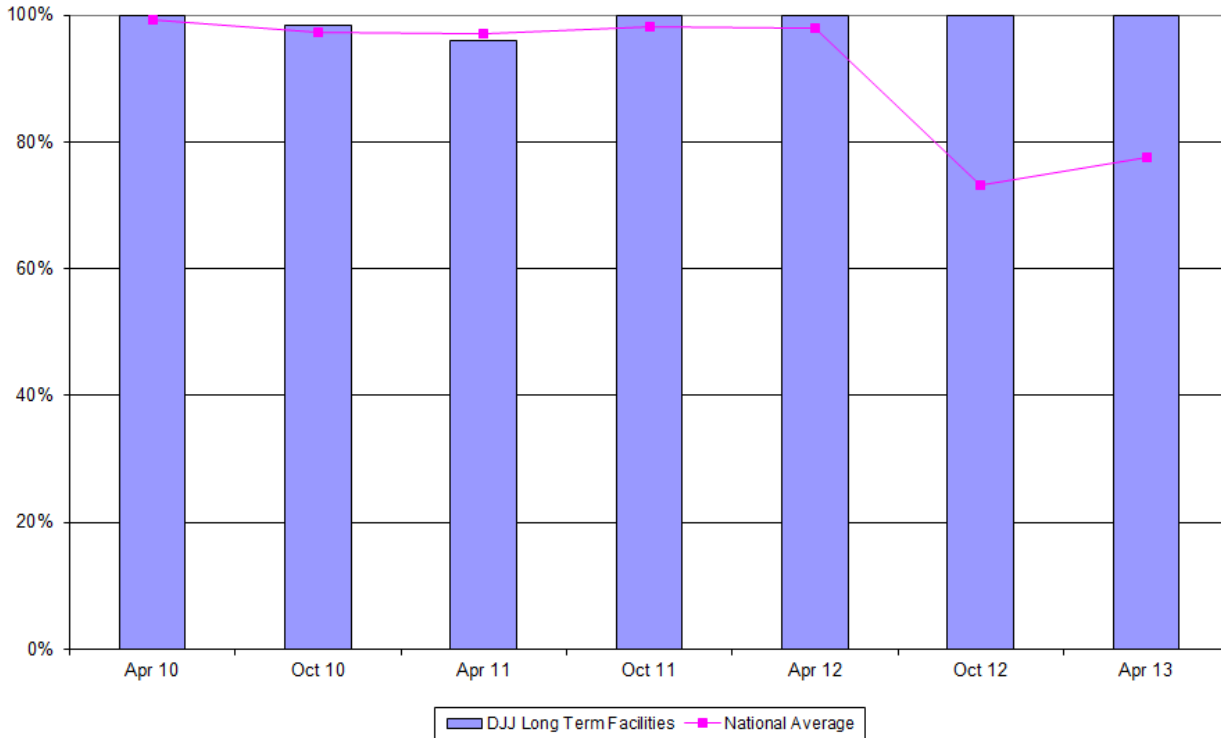
Graph 7.1-7



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.” Over the last four PbS reporting cycles, DJJ’s Long Term Facilities have exceeded the national average and achieved 100% on this domain proving that change is possible.

Graph 7.1-8

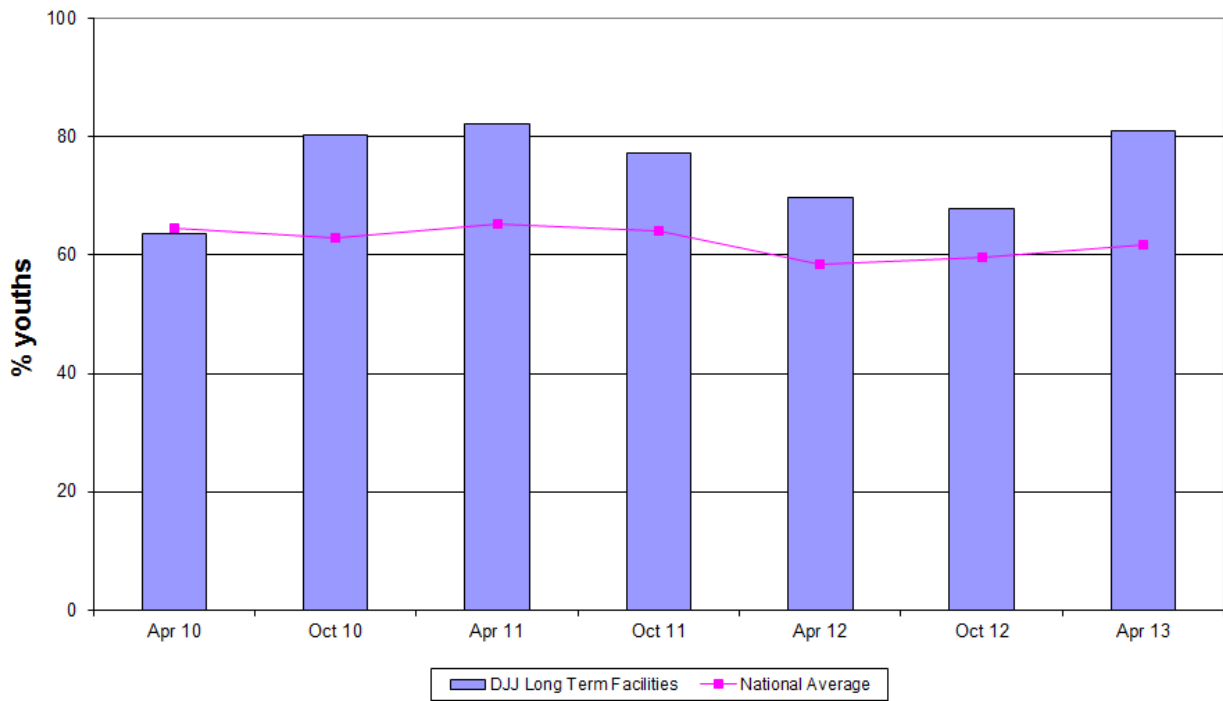
Percent of released youth confined for more than 60 days whose records indicate that they completed the psychosocial/social skills curriculum.



When juveniles have experienced periods of confinement, aftercare planning is essential for a safe and successful transition back to the community. If youth are cognizant of their aftercare plans, they are better prepared to return to their families and receive community-based services. DJJ has consistently exceeded the national average in this area indicating that DJJ is doing a better job of involving youth in the reintegration planning process than most PbS participating agencies. This noteworthy feat is represented in Graph 7.1-9 below.

Graph 7.1-9

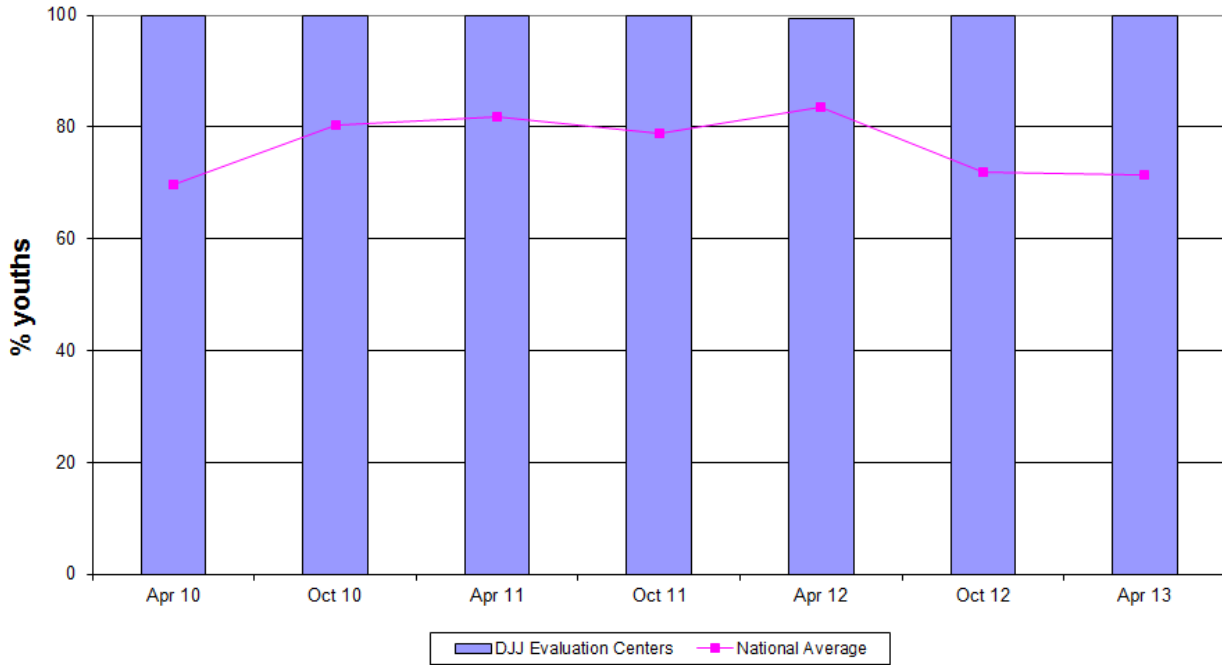
Percent of interviewed youth who know they are going to a community/agency program upon release.



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, unemployment, 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 seven reporting periods, achieving a 100% standard for each measurement period.

Graph 7.1-10

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



In addition to protecting the public from juvenile crime, DJJ is committed to producing youth who are job ready and crime free. 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, having achieved 100% from October 2011 through April 2013.

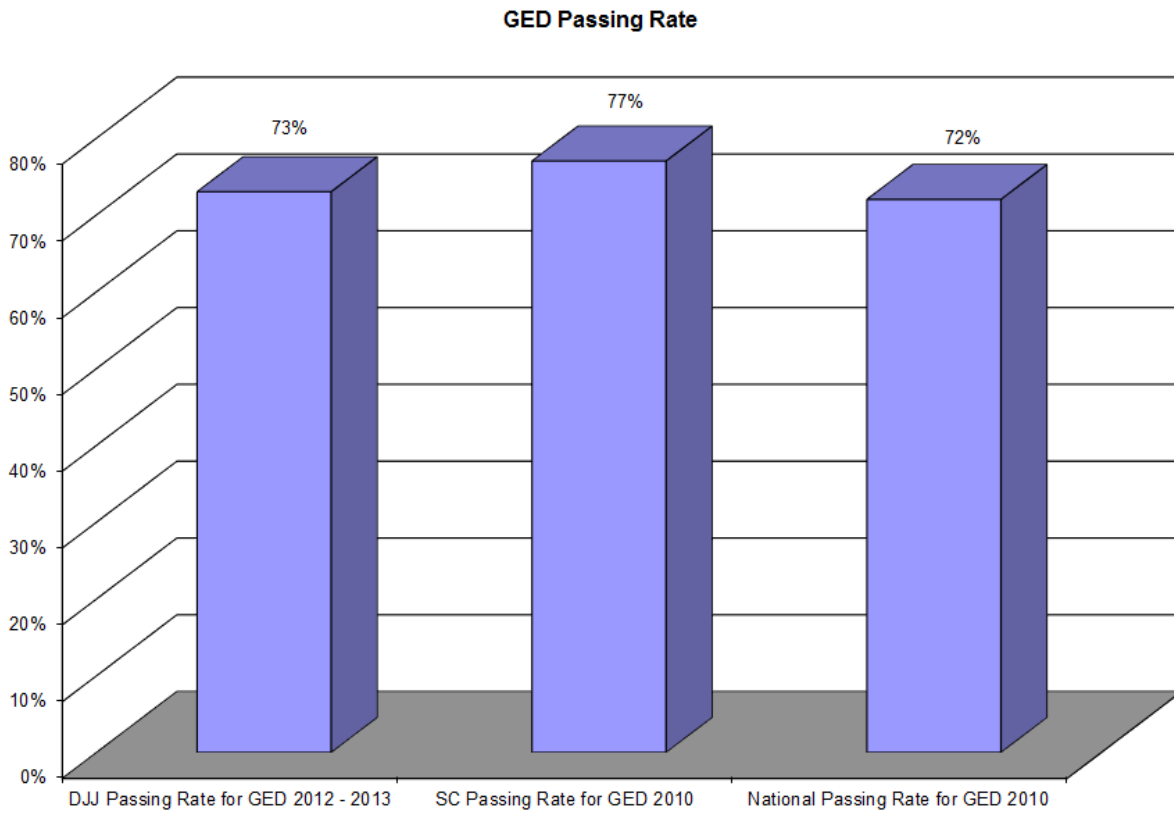
Graph 7.1-11

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



Improving the DJJ School District is a key strategic goal. The district emphasizes basic literacy and offers Career and Technology Education courses to increase youth employability. During FY 12-13, 117 GEDs were awarded. DJJ’s passage rate, though lower than the South Carolina average, is slightly higher than the national average of 72 percent.

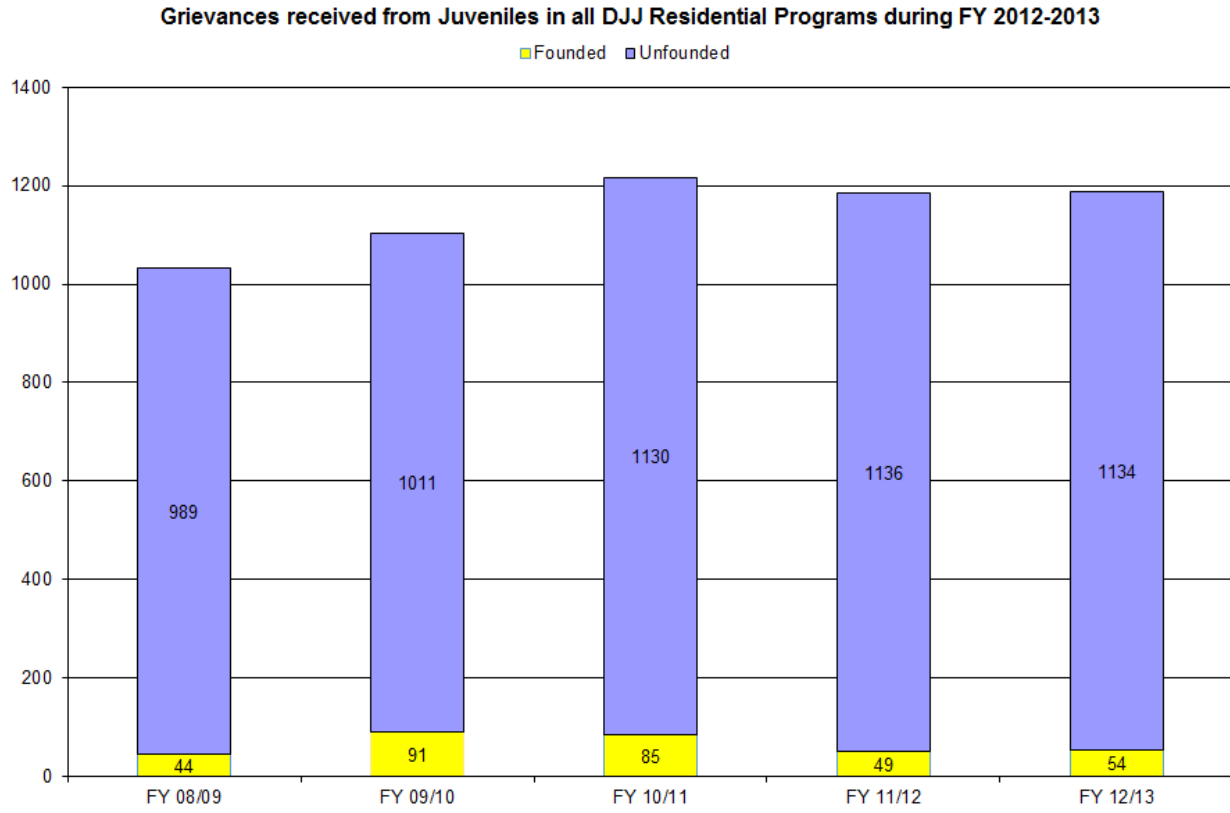
Graph 7.1-12



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 12-13 DJJ’s Juvenile and Family Relations Section investigated 1,188 grievances. Of these, 54 or approximately five percent (4.5%) were founded, meaning that corrective action was required to remedy the concern. Since FY 02-03, the percentage of grievances founded has varied from nine percent to four percent.

Graph 7.2-1



Periodically DJJ conducts interviews and/or surveys to gauge the degree of satisfaction with the services that the agency provides. Intensive Supervision Officer (ISO) audits are conducted annually. The protocol includes the random selection of parents/guardians using the ISO database. The audits consist of face to face interviews with parents and case file reviews. During FY 12-13, 90% of the parents/guardians interviewed reported satisfaction with the services provided by ISOs. The interview questions and a sampling of responses are depicted in Table 7.2-2.

Table 7.2-2

Parent/Juvenile Interviews about DJJ's Intensive Supervision Services

Question	Response	Respondent's County
"Tell me about the contacts you have had with your ISO."	<i>"He (the ISO) was accessible. She (mom) could call ISO anytime; if he was unavailable, he would return her call."</i>	Greenville
"Tell me the plans/goals you and the ISO are working on."	<i>"His (my child) goals are to improve his behavior, control his anger, show respect for others and abide by his curfew."</i>	Bamberg
"How has your ISO made a difference?"	<i>"They (the ISOs) have helped me. They let me know what's going on with my daughters. They both are firm, but will do everything to help me and my daughters."</i>	Richland
"Do you have any other comments about your ISO?"	<i>"He (the ISO) did what he could."</i>	Pickens
"Tell me what you would change about Intensive Supervision."	<i>"I can't think of anything to change"</i>	Barnwell

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 strategic goal. DJJ is committed to the efficient use of resources and seeks opportunities to enhance programs using collaborative partnerships and nontraditional partners where appropriate. 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. These activities are depicted in Chart 7.3-1, below.

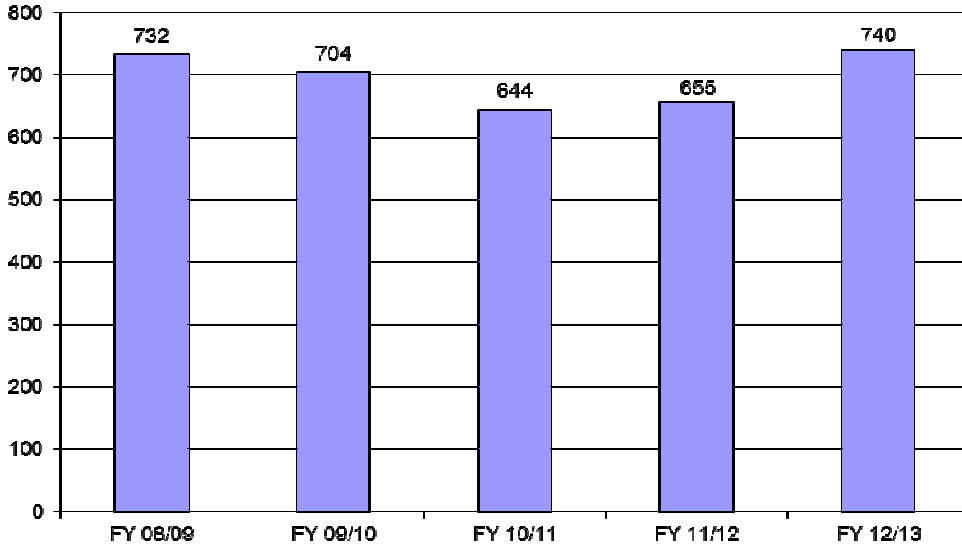
Chart 7.3-1

Description	Dollar Value
1) In FY 2-13, 1,905 volunteers contributed 29,091 hours of services the Agency. The Independent Sector’s Value of Volunteer Time estimates the value volunteer time is \$17.20 in SC .	\$500,365.20
2) In addition to their time, volunteers donated supplies, goods, services and monetary contributions during FY 12-13.	\$162,550.73
3) Friends of Juvenile Justice (FJJ) is a private non profit foundation that supports DJJ programmatically and financially. During FY 12-13, FJJ partnered with DJJ on a number of projects. Habitat House and job readiness programs are two of the many FJJ supported projects.	\$35,040.05
4) DJJ used federal funding to create, expand, and sustain program initiatives and education services to build capacity within the juvenile justice system.	\$2,492,500.23

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. Training resources decreased in recent years. However, these programs are on the rebound. The Office of Staff, Development and Training facilitated 740 programs (classes) in FY 12-13. This is the highest number in of programs offerered in five years.

**Graph 7.4-1
Training Programs**



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 presents escapes from SCDJJ’s Broad River Road Complex which houses the state’s most serious committed juvenile offenders. During the 16-year period of recordkeeping, the BRRC has averaged less than one escape per year. Nine of the 16 years, including FY 12-13, were escape-free:

Chart 7.5-1

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

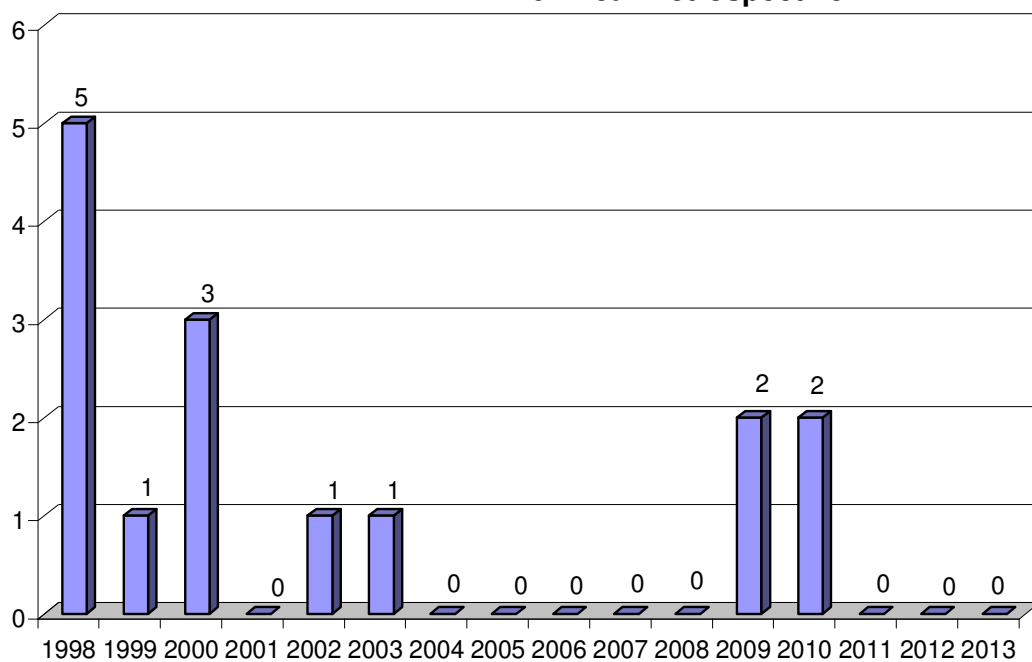
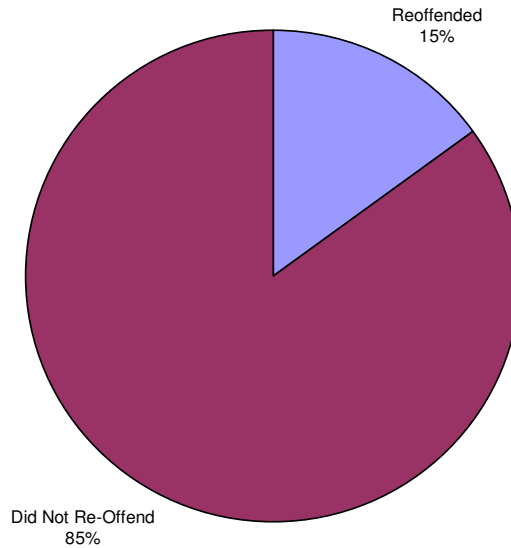


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. Eighty-five percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

Chart 7.5-2

Juvenile Recidivism While Under DJJ Supervision; Probation/Parole or Arbitration Program

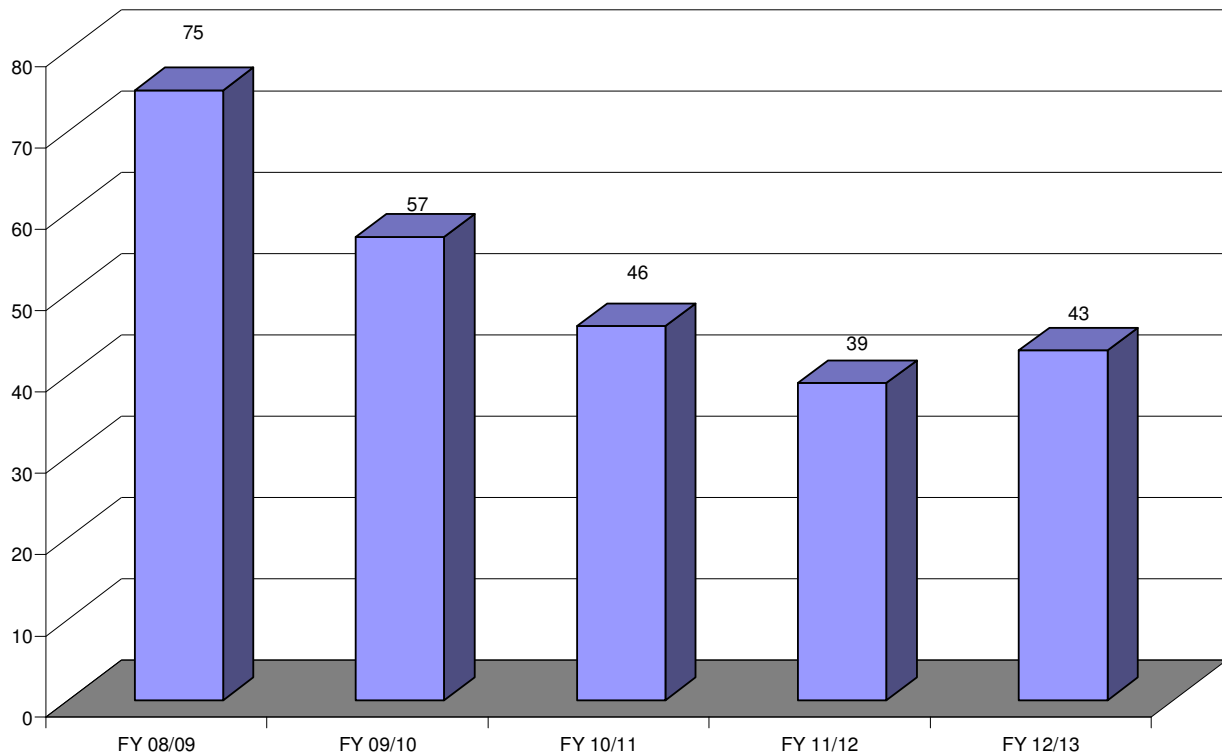


6. *What are your performance level and trends for key measures of regulatory/legal compliance and community support?*

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 five fiscal years clinical staff identified and transferred a total of 260 such juveniles.

Graph 7.6-1

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



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. SCDJJ is compared to other law enforcement agencies and against all “large” state agencies. In 2012, the last year reported, DJJ ranked second among law enforcement agencies at 85.5 percent.

Chart 7.6-2

South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance

YEAR	SCDJJ	SCDC	PPPS	DPS	SLED
2012	85.5%	88.4%	80.2%	79.1%	79.8%
2011	87.1%	89.3%	82.4%	72.4%	84.1%
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%	81.0	78.3%