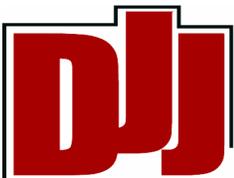


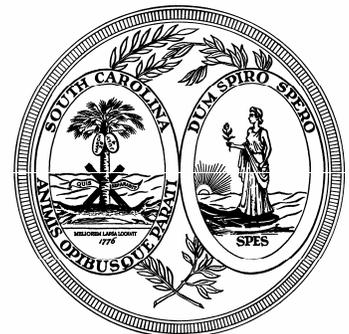
ANNUAL ACCOUNTABILITY REPORT

**Fiscal Year
2005 - 2006**



**South Carolina
Department of
Juvenile Justice**

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



**Mark Sanford
Governor**

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Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 15, 2006

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Section I – Executive Summary

Fiscal year 2005-2006 marked another period of substantial progress in the Agency’s mission of systemic reform and capacity building within the juvenile justice system. Having accomplished the Governor’s mandates of ending the lawsuit over conditions of confinement and the practice of “warehousing” juveniles the Director has shifted his focus to the community side of the juvenile justice system with initiatives that address detention reform and the supervision of high risk paroled juveniles. Another area receiving long overdue attention is programming for girls. These initiatives have benefited from Executive and Legislative support, as well as strong partnerships with higher education, the faith community, other agencies, and eleemosynary organizations to align resources for a more effective, responsive, and accountable juvenile justice system.

DJJ has adopted Balanced and Restorative Justice (BARJ) as its guiding principle. BARJ places equal emphasis on victim accountability, community restoration following crime incidents, and the development of pro-social skills in youth to prevent future offending. BARJ meshes well with the agency’s newly adopted treatment philosophy for youth, called the “Truthought Corrective Thinking Process.” Truthought is a methodology to promote cognitive and behavioral growth in the youth under DJJ care. The approach empowers individuals with decision making skills in addressing respect, delayed gratification, fair mindedness, responsible thinking, intellectual integrity, and peer pressure among other areas. Truthought and Balanced and Restorative Justice are in close alignment with DJJ’s statutory requirements, which include sanctions and rehabilitative services for offenders as well as the involvement of victims in decisions about juvenile delinquency cases.

Mission and Values

The frame of reference for DJJ’s mission is set forth in state law. Section 20-7-6805 establishes the Department as a state agency. Other key provisions include:

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

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

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

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

DJJ embraces as its core organizational values:

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

Major Achievements from Past Year

Following is a brief synopsis of the Department of Juvenile Justice's most significant achievements during this fiscal year:

- DJJ received national recognition for its Juvenile Justice Report Card, the second edition of which appeared in Fall 2005. Douglas W. Thomas, a Research Associate at the National Center for Juvenile Justice, recently published an article entitled *Measuring Juvenile Justice System Performance: Focus on South Carolina*. He praised DJJ's progress in maintaining public safety and meeting Balanced and Restorative Justice goals. Citing "a new era of openness for South Carolina's juvenile justice system," Thomas concluded that the agency is "distinguishing itself as a bold and innovative leader in juvenile justice nationwide."
- DJJ has built upon its partnerships with the Legislative Black Caucus, the faith-based community, Clemson University, the Children's Law Office of the University of South Carolina, and the State Department of Education for continued development and expansion of the Teen After School Center (TASC) program model. TASCs operated at 12 sites in 10 counties in 2005-2006, serving a total of 166 at risk

children. This represents a 118 percent increase in children served over the previous year.

- In July 2005 DJJ formalized its partnership with the African Methodist Episcopal Church in a Memorandum of Agreement that calls for the organization to incorporate into its social ministry the development of Teen After School Centers (TASCs) and the establishment of Auxiliary Probation Officer programs. Recruitment of volunteer probation officers is underway within the denomination, and numerous churches have expressed an interest in applying to develop TASC sites. Two such applications already have been accepted.
- Within the DJJ special school district, Birchwood Middle and High Schools are now accredited. These schools earned the “Palmetto Gold” award for the second year in a row. Moreover, DJJ has surpassed the 500 mark in number of GEDs and diplomas awarded in education programs under the district’s administration since 2003.
- DJJ employment enrichment programs served a total of 234 juveniles in three rural and two metropolitan counties. The agency relied on diverse public and private sector partners to provide jobs and supervision, yet another way of engaging citizens in promoting the well being of young people in their communities.
- DJJ received the 2006 Certificate of Appreciation on behalf of the nations’ crime victims from the US Department of Justice Office for Victims of Crime.
- DJJ implemented in partnership with the Horry County School District a School-Based Arbitration Program. This successful program embraces the principles of balanced and restorative justice and is centered on diverting school-based crime for first time offenders charged with non-violent crimes.
- DJJ reorganized the Adopt a Class Project (AAC) with a nationally recognized violence prevention curriculum for elementary and middle schools. The AAC project renewed partnerships with the South Carolina Department of Education, the South Carolina Bar Association, and the South Carolina Department of Mental Health. This project is piloted in 11 counties with plans for expansion.
- DJJ developed more fully its unique Community Behind the Fence model. This model is facilitating a major paradigm shift to end the practice of “warehousing” children within the Broad River Road Complex by engaging them in normative skill development and enrichment activities during otherwise idle hours.
- DJJ substantially strengthened its staff development offerings with a cross training initiative aimed at both new hires and existing personnel, advanced team building training provided through Clemson’s Youth Learning Institute, and by bringing in national experts to introduce staff to best practice models in programming for girls.

- DJJ implemented a career ladder for correctional officers as part of its strategy to strengthen recruitment and retention within this critical personnel category.
- DJJ implemented a unique partnership with the South Carolina Department of Mental Health in providing a comprehensive parent training program. The Parenting with Love and Limits curriculum is piloted in Charleston, Dorchester, and Berkley Counties.
- DJJ implemented a South Carolina Department of Public Safety grant that places three South Carolina Department of Mental Health masters-level counselors in the Marion, Aiken and Laurens DJJ county offices. These counselors will provide direct mental health services to juveniles and their families, helping to provide treatment services where they are needed most.
- With the hiring of additional security staff in the Broad River Road Complex DJJ has been able to achieve the important goal of dedicated assignment to housing units, enabling staff to better monitor and supervise the juveniles under their care.

Key Strategic Goals for Present and Future Years

Goal # 1: Strengthen Community Alternatives and Supervision – DJJ’s successes this year affirm its commitment to strengthening the juvenile justice system with strategies that enable most youth to receive supervision and services at home or in the least restrictive setting in the community. DJJ gained legislative support for the intensive supervision of parolees re-entering the community from its commitment facilities. Resources provided for fiscal year 2006-2007 will enable the agency to initiate intensive supervision in 23 counties, targeting those with the largest caseloads of parolees. The ratio of staff to juveniles served in intensive supervision is 1:20 vs. the current staff caseloads of 1:50 served in standard parole and probation programs. This will allow reduced caseload sizes for other case managers in these targeted counties. The agency is using the nationally recognized Intensive After-care Program model to encourage successful outcomes for parolees who are at the greatest risk to re-offend. Paroled juveniles will receive intensive supervision and case management for a minimum of three months to promote a positive transition for the youth while maintaining public safety. Case management activities will be facilitated by a videoconferencing system enabling transition planning to take place without the excessive travel of staff between facilities and county offices.

In other areas of concern, DJJ is expanding its capacity for family services to juveniles under supervision, using several proven models of greater and lesser intensity depending on level of need. A primary advantage of family oriented services is its impact on the entire household unit. While serving as an intervention for the delinquent juvenile, it also becomes a primary prevention strategy for other minor children in the home. Effective family services empower parents to retake primary responsibility for monitoring and correcting their children’s behavior.

DJJ's detention reform initiative, collaboration with the Children's Law Office at the University of South Carolina, will use risk-based decision making and detention alternatives to reduce secure detentions and the amount of time spent in secure detention. Spartanburg and Lexington Counties will function as pilot sites for programs and strategies to be activated in fiscal year 2006-2007.

Goal # 2: Improve Conditions of Confinement and Services at the Broad River Road Complex (BRRC) Across All Disciplines – As the “Community Behind the Fence” model for BRRC continued to flourish and provide normative skill development activities for incarcerated juveniles, DJJ focused on other essential improvements including establishment of a correctional officer career ladder, dedicated assignment of security staff to housing units, gender specific programming for incarcerated girls, and planning for physical improvements to the campuses. No area of concentration was more overdue than girls' programming, which is benefiting substantially from DJJ's relationships with the higher education community. The DJJ/Clemson Steering Committee selected “girls in confinement” as its major annual initiative in 2006 to address needs and identify resources around four key domains: health, relationships, physical environment, and education. Clemson offered resources in the form of mini grants as seed monies for the initiative, the only requirements being that projects be sustainable beyond the grant period and involve Clemson students in design and/or implementation. Columbia College has emerged as a key collaborative partner. For example, this institution is working with the DJJ on the transitioning of girls in confinement to higher education opportunities, exploring on-line college credit courses for those who have completed high school work, as well as enrollment on-campus for girls leaving the Willow Lane facility. Physical improvements benefiting both female and male residents are an emerging priority within the BRRC. During 2006-2007, for the first time in more than 30 years, ground will be broken for construction of replacement residences. The first project is a transition home where girls can live in a more normal environment in the months before they return to the community. Plans also have been finalized for the prototype living unit that will serve as a model in replacing 10 substandard residences, beginning this year.

Goal # 3: Explore Partnerships for Funding and Programs Specifically Tied to DJJ Services and Needs – The DJJ administration has demonstrated its capacity to garner resources beyond conventional state funding on behalf of agency services and needs. The Friends of Juvenile Justice (FJJ), a foundation established to support the agency's strategic goals, is a prime example. FJJ has adopted a community center for the BRRC as its major fundraising project. The center will safely link the BRRC to the outside community, using a building that is in close proximity to the perimeter to allow closely controlled access internally and externally for visitation, volunteer and special activities. Soon physical improvements such as the community center with its redesigned front gate entrance will give the BRRC a whole new appearance; these improvements are a direct result of the Clemson University partnership, which helped to design the project, and to FJJ, which has pledged funding support for construction.

The Clemson partnership also contributed to this year's focus on staff development. Its Youth Learning Institute provided an advanced teamwork training called “Heartmath” to

staff working within the BRRC. This training was so successful in bringing the disciplines together toward common goals that the decision has been made to integrate the Heartmath curriculum into DJJ's overall training design. Also relating to staff development, federal technical assistance enabled three key training sessions by national experts on best practice programs for girls, to include topics on trauma assessment, gender-responsive practices in facilities, and the implementation of Girls Circles. In the community, partnerships with the African Methodist Episcopal Church and other faith based organizations, local eleemosynary organizations, and private businesses are enabling expansion of Teen After-School Centers, establishment of auxiliary probation officer volunteer programs, and the development of work sites for juvenile employment.

Goal #4: Increase the Employability of Juveniles – DJJ recognizes the key role of employability in a young person's prospects for a productive and law-abiding future following contact with the juvenile justice system. The goal of increasing employability extends across all of DJJ's major service divisions. In DJJ facilities, "Community Behind the Fence" after-school activities promote the development of academic, employability, and leadership skills, complementing vocational course offerings within the agency's school district. Several Education programs focus on youth industries and are cooperative efforts between business/industry and government in which juveniles participate in a registered apprenticeship program. These juveniles learn a trade and receive wages while committed to DJJ. Participating youth make Adirondack chairs as part of a work-based program approved through the State Department of Education. Another program produces bathtub covers for the Mungo Construction Company. The youth in these employability programs are able to make victim restitution, contribute to child support and save money for re-entry to their community.

In the spring of 2006, senior staff at the Department of Juvenile Justice and the Vocational Rehabilitation Department (VR) began meeting to establish a collaborative partnership between the two agencies to serve at-risk youth in the state. The main focus of this renewed partnership is on those youth served by DJJ that are 16 years or older and have a documented physical or psychological barrier to finding employment that may qualify them for services provided by VR. DJJ and VR are working to ensure that these youth are identified and referred to VR across the state so that they may receive the educational and vocational services they need to become successful, contributing members of the state's workforce.

DJJ has also been able to extend its Employment Enrichment model to five counties including the metropolitan counties of Florence and York. Using a new federal funding source this year, DJJ will build upon its success in 2005-2006 to enhance and expand the model.

Opportunities and Barriers

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

1. Expand and reinvigorate partnerships with sister agencies, the higher education community, the faith community, and private sector enterprises as resources to build capacity in South Carolina's juvenile justice system.
2. Draw funding support from the Friends of Juvenile Justice for construction of the new community center within the Broad River Road Complex.
3. Maintain the agency focus on juvenile employability to expand employment opportunities for juveniles under DJJ supervision and in DJJ custody.
4. Remain focused on critical issues affecting the Broad River Road Complex including replacement of obsolete residences, the addition of transitional programs and housing, the common treatment philosophy, and gender responsive programming.
5. Improve public safety and juvenile outcomes by implementing an intensive supervision program for high risk parolees returning to the community.
6. In collaboration with the Children's Law Office, introduce detention reform strategies in two pilot counties as models for expansion around the state.
7. Recognize that juvenile justice reform is an incremental process requiring many years of focused leadership and the continued support of state policymakers to achieve the stature of a national model system.

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

1. Policymakers and agency staff may have the perception that ideal, or at least adequate conditions have been accomplished within DJJ facilities and community based programs without understanding the depth of issues to be faced and the amount of effort necessary to achieve/sustain a model juvenile justice system.
2. Substantial relief of overcrowding in DJJ's pre-adjudicatory facility remains a distant future goal.
3. DJJ must continue to make its case each year for a sustained commitment to permanent improvement funding in order to complete the replacement of obsolete residences within the Broad River Road Complex. These projects may face competing state needs.

How the Accountability Report Will Be Used to Improve Performance

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

Section II – Organizational Profile

Number of Employees

Permanent Employee FTEs	Temporary Employees	Temporary Grant Employees
♦ State funded = 1249.63 ♦ Federally funded = 20.8 ♦ Other funded = 398.68 Total = 1669.11	♦ State temporaries = 85 ♦ Contract temporaries = 0 Total = <u>85</u>	♦ Federally funded = 14 ♦ Other funded = 0 Total = <u>14</u>

Grand Total Permanent, Temporary, and Temporary Grant Employees = **1,768.11**

Operation Locations

The nature of its core mandates is such that DJJ operates at the state, regional, and local levels. Although its administrative functions and many of its facilities are centralized in Columbia, achieving a certain efficiency of operation, DJJ has a local presence through regional and county offices, regionally based evaluation centers, and smaller residential programs that are spread across the state. DJJ's administrative headquarters are located in the Goldsmith Building at 4900 Broad River Road in Columbia, South Carolina. The administration offices for the agency include the Director, Chief of Staff, Deputy Directors for Rehabilitative Services, Community Services and Administrative Services, the Superintendent of Education, the Office of Policy and Planning and the Inspector General's office. All administration offices are located at the Goldsmith Building except the Inspector General which is located off Broad River road and close to DJJ's other facilities on Shivers Road.

Within the Division of Community Services are four state-level offices located in Columbia - - the Office of Community Residential Services, the Office of Community Justice, the Office of Community Alternatives, and the Office of Consultation and Evaluation Services. The Office of Community Residential Services manages three regional secure evaluation centers located in Union, Columbia, and Ridgeville as well as a secure detention center in Columbia. The Office of Community Justice manages 12 Teen After School Centers located throughout the state. The Office of Community Alternatives manages five DJJ staff-secure group homes in Charleston, Columbia, and Greenville, and a variety of placement options located around the state. The Office of Consultation and Evaluation Services manages and coordinates Evaluation Services throughout all regions of the state. The Division of Community Services serves all 46 counties through 43 local county offices. The county offices are managed from four regional locations in Orangeburg (Coastal Region), Chester (Midlands Region), Florence (Pee Dee Region), and York (Piedmont Region).

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

Under state statute the Division of Educational Services constitutes a special school district that operates three school programs on the premises of the Broad River Road Complex. It also operates satellite education programs in the regional evaluation centers and the Detention Center. In total the school district directly provides or oversees education programs daily for over 500 residents at 20 DJJ-operated and contractual facilities.

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

The Office of Policy and Planning includes Research and Statistics, Planning, Grants and Evaluation, Program Development and External Relations. All of these components are located within the Broad River Road Complex or nearby off Shiver's Road.

The Office of the Inspector General consists of an Investigations Section, Compliance and Inspections Section, an Internal Audits Section, a Juvenile and Family Relations Section, and the DJJ police force. These work groups are located within the Broad River Road Complex in Columbia or near the Shiver's Road/Broad River Road intersection.

Expenditures/Appropriations Chart

Major Budget Categories	04-05 Actual Expenditures		05-06 Actual Expenditures		06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$47,239,398	\$35,539,611	\$52,047,756	\$39,297,060	\$57,058,045	\$42,224,120
Other Operating	\$12,323,435	\$7,908,207	\$12,108,608	\$8,476,506	\$12,103,035	\$8,170,378
Special Items	\$175,000	\$175,000	\$175,000	\$175,000	\$2,252,410	\$2,252,410
Permanent Improvements	\$2,048,993	\$155,000	\$516,163	\$25,000	\$0	\$0
Case Services	\$22,873,416	\$12,593,570	\$27,260,956	\$21,877,939	\$27,463,926	\$21,231,901
Distributions to Subdivisions	\$70,000	\$17,500	\$50,000	\$15,000	\$33,336	\$0
Fringe Benefits	\$16,032,331	\$12,141,243	\$17,970,763	\$13,740,160	\$20,053,334	\$15,256,476
Non-recurring	\$0	\$0	\$100,000	\$100,000	\$0	\$0
Total	\$100,762,573	\$68,530,132	\$110,229,246	\$83,706,665	\$118,964,086	\$89,135,285

Other Expenditures

Sources of Funds	04-05 Actual Expenditures	05-06 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

Major Program Areas Chart

Program	Major Program Area	FY 04-05	FY 05-06	Key Cross	
Number and Title	Purpose (Brief)	Budget Expenditures		References for Financial Results*	
II. Administration Division	Leadership and direction for the agency and major support functions	State:	4,656,979.00	State: 4,867,646.15	Chart 7.3-3
		Federal:	333,001.19	Federal: 131,762.60	
		Other:	506,030.98	Other: 317,873.47	
		Total:	5,499,011.17	Total: 5,317,282.22	
		% of Total Budget:	6%	% of Total Budget: 5%	
III. (A) Community Services (C) Evaluation Centers and (D) Detention Center	Intake processing, supervision of probationers, and parolees, assessment, residential care, and pretrial detention for juvenile offenders	State:	32,247,897.00	State: 43,655,838.75	Graph 7.3-1 Graph 7.3-2 Chart 7.3-3
		Federal:	695,276.72	Federal: 859,044.46	
		Other:	20,286,411.65	Other: 14,406,141.11	
		Total:	53,229,585.37	Total: 58,921,024.32	
		% of Total Budget:	52%	% of Total Budget: 53%	
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State:	19,496,670.00	State: 23,739,754.02	Chart 7.3-3

		Federal:	1,211,727.67		Federal:	1,290,748.84		
		Other:	113,658.13		Other:	462,189.99		
		Total:	20,822,055.80		Total:	25,492,692.85		
		% of Total Budget:		21%	% of Total Budget:		23%	
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State:	6,200,789.00		State:	6,247,197.16		Chart 7.3-3
		Federal:	0		Federal:	0		
		Other:	455,727.12		Other:	466,137.47		
		Total:	6,656,516.12		Total:	6,713,334.63		
		% of Total Budget:		7%	% of Total Budget:		6%	
III. (H) Education	School programs for committed juvenile and others in residential programs	State:	3,658,487.00		State:	2,615,932.05		Chart 7.3-3
		Federal:	942,003.64		Federal:	931,255.30		
		Other:	5,372,692.39		Other:	6,740,617.91		
		Total:	9,973,183.03		Total:	10,287,805.26		
		% of Total Budget:		10%	% of Total Budget:		10%	
Below: List any programs not included above and show the remainder of expenditures by source of funds.								
Parole Board, Program Analysis/Staff Development, Capital Projects								
		Remainder of Expenditures:			State:	2,580,296.70		
			2,269,310.00		Federal:	191,656.60		
					Other:	725,153.93		
					Total:	3,497,107.23		
		% of Total Budget:		4%	% of Total Budget:		3%	

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

Key Customers and Key Products/Services

The customer base of DJJ includes:

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

Young people involved in the juvenile justice system and their families are DJJ's primary customers. The mandates to serve them are made clear in statute. The magnitude of DJJ's population is perhaps measured best by the 25,820 referrals that the agency received this year. To meet the needs of these juvenile offenders DJJ provides case management,

supervision, and programs that range from front-end prevention and early intervention initiatives to specialized treatment in secure facilities. These programs and services are among DJJ's most important products. Examples include:

- ◆ Teen After-School Centers – The Teen After-School Center (TASC) program within the Community Services Division has thrived in its third year of implementation, expanding from the original three sites to a total of twelve sites around the state. Teen After School Centers now operate in Bishopville, Columbia, Beaufort, Hemingway, Georgetown, Greenville (2 sites), Dillon, Lake City, Aiken and Orangeburg (2 sites). There are currently 8 additional Teen After School Centers pending the applications approval process. DJJ has implemented this program through partnerships with the Legislative Black Caucus, the AME Church and other members of the faith community, the Children's Law Office at the University of South Carolina, Clemson University, the State Department of Education, and local youth organizations. The TASC program links the human and physical resources of local churches and organizations with at risk young people in the community to provide tutoring, mentoring, and skill development during after school hours when teenagers are most likely to get into trouble with the law. A variant of the TASC program is continuing to progress and serve the youth within the Rehabilitative Services Division for residents of the Broad River Road Complex.
- ◆ Juvenile Employment Enrichment Program (JEEP) – The Juvenile Employment Enrichment Program, in its second year through a continued partnership with the State Workforce Investment Board and the Department of Commerce, is implementing summer/after-school employment programs in Allendale, Marlboro, and Orangeburg counties. New JEEP programs were implemented in Florence and York Counties bringing the total programs to five. These programs targeted juveniles under DJJ supervision, providing employability and life skills development as well as actual paid work experience.
- ◆ CHOICES – A key aspect of the Balanced and Restorative Justice model is for juvenile offenders to develop competencies that will enable them to remain crime-free. "CHOICES" is a curriculum that teaches young people to make positive decisions in their lives to help them to avoid repeating criminal behaviors.
- ◆ Juvenile Arbitration – This key diversion program operates within DJJ's Division of Community Services in partnership with Solicitors' Offices across the state. It provides a statewide network of community-based programs that successfully divert first-time juvenile offenders charged with nonviolent crimes. The Juvenile Arbitration Program embraces the principles of balanced and restorative justice and is centered on a community-based and school-based response to crime by holding the juvenile offender accountable for the harm caused to individual victims and the community. This year juvenile arbitration served 5215 juveniles and represents a 7% increase in juveniles served compared to FY 04-05.

- ◆ Consultation and Evaluation Services – Consultation and Evaluation Services perform community psychological evaluations and consultations for Family Courts and local DJJ offices around the state. Staff psychologists and social workers participate in pre-court and interagency staffings, parent training groups, crisis management, and consultation with community leaders. Staff completed 957 psychological consultations/evaluations and 2090 evaluation center evaluations in FY-05-06, working towards an overall agency goal of completing 50% of psychological evaluations in the community (compared to the percentage of secure evaluations completed in evaluation centers). A pilot outpatient sex offender program was completed in Spartanburg in 2004-2005, which will serve as a model for similar programs across the state; new programs are planned beginning in August of 2006.
- ◆ Community Alternatives – DJJ provides community-based residential programs that offer intervention services to juveniles in the least restrictive environment commensurate with risk factors and public safety concerns. These include placements in lieu of commitment to DJJ, alternative placements for appropriate committed youth, and step-down placements for juveniles who need to transition back to the community. During fiscal year 2005-2006, DJJ increased available high management placements thereby increasing the continuum of services available to juveniles.
- ◆ The Drug and Alcohol Treatment Program – Within the Rehabilitative Services Division the Drug and Alcohol Treatment Program serves committed youth, aged 12 to 17, with a history of substance abuse or dependency. Any youth committed to the Department of Juvenile Justice for whom substance abuse is the primary treatment need receives services regardless of the anticipated length of time in custody. The program uses a developmentally appropriate cognitive/behavioral approach with clinical services provided through Civigenics, a contractual provider.
- ◆ Junior Reserve Officer Training Corps (JROTC) Program – The JROTC program within DJJ's school district teaches students the values of citizenship, leadership, service to community, and personal responsibility. JROTC fosters a sense of accomplishment, instilling self-esteem, teamwork, and self-discipline. The target population consists of male and female juveniles committed to DJJ who are 14 to 18 years old and enrolled full-time in a high school course of study.
- ◆ Communities in Schools (CIS) Program – The purpose of this program within DJJ's school district is to impact the intellectual, social, emotional, and spiritual lives of youth by providing a nurturing and challenging environment that features a continuum of education and social services. The target population includes committed juveniles within the Broad River Road Complex who exhibit the capability to excel academically and express a desire to participate and to change.
- ◆ Peer Mediation Services – The purpose of Peer Mediation/Conflict Resolution is to promote better decision making in juveniles and help them to develop into responsible citizens. Peer mediation services are available to residents of the Willow

Lane Campus within the Broad River Road Complex.

- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – The STAR program within the Broad River Road Complex has as its target population chronically aggressive adolescents. It provides diverse treatment interventions in a separate and highly structured environment, the goals being to reduce incidents of aggressive conduct and promote pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) – The purpose of the SOTP is to provide comprehensive, researched-based treatment for adolescents with sexual offending issues and for their families. The goal of the program is to enable each juvenile to fully acknowledge the behavior, recognize its impact on others, and understand the underlying motivations well enough to develop a comprehensive safety plan to use upon return to the community. The target population is any committed juvenile having a history of sexually inappropriate behavior. The Sex Offender Treatment Program occupies two living units within the Broad River Road Complex.
- ◆ Health Services – DJJ provides a wide range of quality health care services based on the medical needs of committed juveniles in the Broad River Road Complex and DJJ group homes. DJJ’s health program consists of medical services, dental services, nursing services, pharmacology, laboratory services, optometry, psychiatric services, an inpatient infirmary, and nursing dispensaries. Provision of dental services through a cooperative arrangement with the Department of Corrections has improved access to specialty dental care for juveniles and reduced costs for oral surgery. The privatization of pharmacology also has resulted in a cost saving to the state.
- ◆ Mental Health Services – Comprehensive mental health services are available for all juveniles at the Broad River Road Complex, through the disciplines of social work, psychology, and psychiatry. The agency has established a sound system for identifying seriously mentally ill and severely developmentally disabled juveniles for transfer to the Department of Mental Health or the Department of Developmental Disabilities and Special Needs. Further, the agency is committed to maintaining at least a 1:50 ratio of psychologists to committed juveniles, and assigns two social workers to its living units that hold approximately 40 juveniles. The psychologists offer consultation services, assessment services, and support for treatment programs within the Broad River Road Complex. Social workers develop service plans, conduct group therapy sessions, provide individual and family counseling, and perform other case management functions for the juveniles assigned to their care. Mental Health Services is an integral part of the “Community Behind the Fence” and provides a holistic approach to addressing the juvenile’s minds, body, and spiritual needs and skill deficits.
- ◆ Volunteers Program – Citizen participants in the juvenile justice system enhance DJJ programs across all service divisions. These volunteers act as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities. In fiscal year 2005-2006, 1,867 volunteers donated 108,622 hours of time, averaging 58 hours per individual.

For many juvenile crimes there exist one or more victims. Since 1998 state law has required DJJ to provide services to victims that inform them about juvenile justice proceedings and involve them in decisions about cases. DJJ staff contact victims for their input as they prepare recommendations to the Solicitor on the prosecution or diversion of juvenile cases. They ensure that victims receive information about the scheduling of pre-adjudicatory hearings and notifications about releases from custody, escapes from custody, transfers to SCDC and of any case status changes. Staff members also advocate for victims and refer them to community resources. Victims have access to a toll-free number (1-888-224-6165) and the Internet Victim Information System (IVIS).

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

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

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

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

DJJ recognizes its internal staff as key customers in the process of rehabilitating the youth we serve. We have committed agency resources to identify and improve the

services provided by our staff that supports this process. One way we have begun to improve services is through internal customer surveys. Last year we completed internal customer survey projects in such areas as Staff Development and Training, Policy Management, Public Affairs and Legal Services. Some of the indicators of the surveys include:

- 92.1% of staff support DJJ's website
- A majority of staff are completely satisfied with the agency's training offerings
- 88.2% of staff use the policy manual that is online
- 92.6% of staff receive a very timely response when they have a legal question

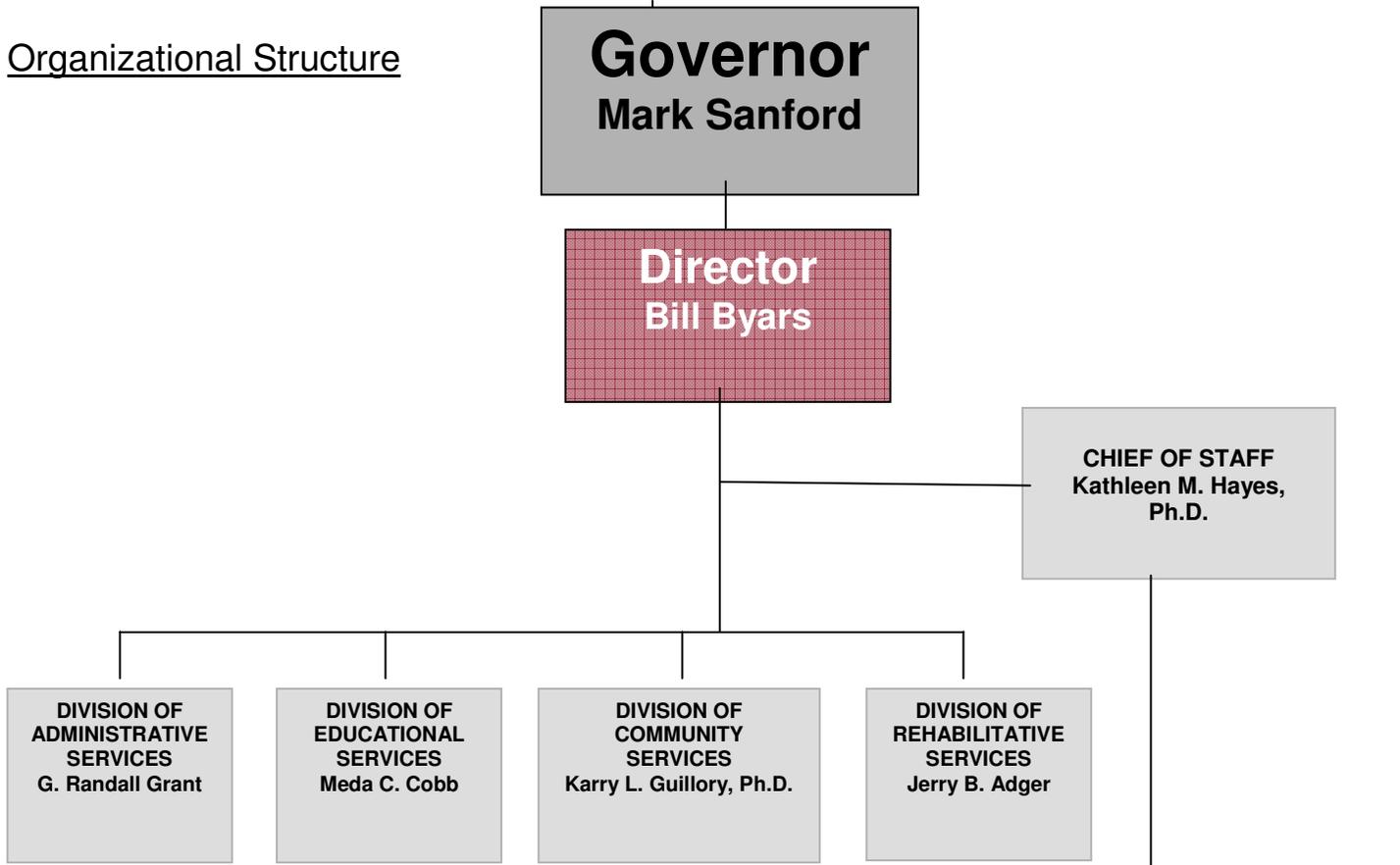
Further suggestions by staff who responded to the surveys give the agency opportunities to improve our internal processes.

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

Key Suppliers

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

Organizational Structure



DIVISION OF ADMINISTRATIVE SERVICES

- Support Services
- Fiscal Affairs
- Medicaid Administration
- Information Technology
- Human Resources
- Staff Development and Training

DIVISION OF EDUCATIONAL SERVICES

- School Supervision & Operations
- Career & Technology Education
- Special Education Services
- Professional Development & Federal Programs
- Student Accountability Systems

**OFFICE OF POLICY AND PLANNING
V. Susan Alford**

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

CHIEF OF STAFF

- Day-to-Day Operations
- Chief Legal Counsel - Larry L. Vanderbilt
- Public Affairs - Loretta Neal
- Policy Administration - Jenny Mangum

DIVISION OF COMMUNITY SERVICES

- Regional Offices - Field Operations
- Community Residential Services
- Community Alternatives
- Community Justice
- Consultation & Evaluation Services

DIVISION OF REHABILITATIVE SERVICES

- Institutional Management
- Clinical & Professional Services
- Health Services
- Rehabilitative Support Services

OFFICE OF POLICY AND PLANNING

- Research & Statistics
- Program Development
- Grants & Evaluation
- Planning
- External Relations

OFFICE OF THE INSPECTOR GENERAL

- DJJ Police
- Internal Affairs
- Internal Audits
- Compliance & Inspections
- Juvenile & Family Relations

Key Strategic Challenges

- ◆ Funding for improving conditions of confinement through housing replacement
- ◆ Developing a culture that is holistic, youth and family focused and at the same time provides public safety
- ◆ Enhancing and expanding partnerships to meet the juveniles program needs
- ◆ Adequately addressing the needs of victims of crime

Organizational Structure

- ◆ The Office of the Chief of Staff – The Office of the Chief of Staff provides oversight of the day-to-day operations of the agency. This office includes legal counsel, public affairs, and policy administration. The Inspector General and the Associate Deputy Director for Policy and Planning also report to the Chief of Staff.
- ◆ Division of Administrative Services – This division’s overarching functions include fiscal affairs, human resources, support services, fleet management, grounds management, Medicaid administration, staff development and training, and information resource management.
- ◆ Division of Educational Services – This division provides and oversees education programs in support of populations in DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road complex as well as satellite programs at the three evaluation centers and the Detention Center. The school district also offers vocational courses, school to work development courses, and extensive special education services.
- ◆ Division of Community Services – This division’s services include county-level case management supervision at 43 county offices throughout the state, residential diagnostic evaluations at three regional evaluation center, pretrial juvenile detention at the states only central detention center, community psychological evaluations and assessments, prevention and early intervention services, victim services, community-based residential services at several facilities around the state, and community justice services. All of the 25,820 juveniles served by the agency begin the juvenile justice process in community services’ 43 county offices.
- ◆ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined within the Broad River Road Complex. The division is composed of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to the management of the three campuses within the Complex, the division is responsible for clinical oversight of professional treatment services, classification services, and primary and specialty medical and dental care.
- ◆ The Office of Policy and Planning – The Office of Policy and Planning supports all

agency divisions in five functional areas – program development, grants development, research and statistics, external relations and strategic planning. The office's twofold mission is to plan and implement effective juvenile programs/services and provide the necessary information to manage resources effectively for quality service delivery.

- ◆ The Office of Inspector General – DJJ's Inspector General ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include the DJJ police, investigations, internal audits, compliance and inspections, and juvenile and family relations.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Leadership

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

1. *How do senior leaders set, deploy, and ensure two-way communication for:*
 - a. *Short- and long-term direction?* Senior leadership sets and deploys short and long-term direction through the agency mission statement and key planning processes, which are revisited and reformulated annually in a deliberately orchestrated and inclusive process. The goals identified in the Agency's Strategic Plan for 2005-2006 have been achieved in timely fashion, as highlighted in the accomplishments section of the Executive Summary. This plan, which is updated annually with wide input from management staff, projects out to fiscal year 2013 for certain projects of an incremental, long-term nature such as replacement of housing units within the Broad River Road complex. The strategic plan is a key mechanism for the attainment of specific goals within the DJJ administration's overarching systemic reform initiative whose aim is to create a more responsive, accountable, and effective juvenile justice system.
 - b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. He began his administration with a determination to achieve far reaching systemic reforms that will improve the outcomes of young people under the agency's care, and in so doing, to improve the safety of South Carolina's communities. Using a cross-divisional team approach, he and his senior staff provide abundant opportunities for employees to participate in decision making through carefully tasked working committees. One such committee is performing the detailed planning required to successfully launch an intensive supervision initiative that will affect 23 counties in the fall of 2006. The committee method showcases the

- depth of talent within the agency workforce and helps to identify/develop potential future leaders. Fully committed to an open and publicly accountable administration the Director also has elected to participate in certain initiatives such as the national evaluation of the federal intensive aftercare program, the national BARJ report card, and the performance based standards project of the Council of Juvenile Corrections Administrators. This position delivers a clear message that DJJ employees will strive toward the highest standards, measure their progress, be self critical, and operate in a continuous improvement mode.
- c. *Organizational values?* Senior management developed an organizational value statement that supports the accomplishment of the agency's mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation and other agency training.
- d. *Empowerment and Innovation?* DJJ places a high premium on empowerment and innovation. The DJJ Director views himself and his executive team as catalysts for change. He identifies five essential components in the change process. The first is a strong knowledge base on the issues to be addressed. Secondly, there must be a vision for improvement or resolution. Along with knowledge and vision comes salesmanship or the ability to engage others internal and external to the agency in effecting change. As change moves forward, selecting and tasking the right people for leadership roles is a critical component. Finally, as the vision comes to fruition the people involved must be acknowledged and receive credit for their hard work. The Director's vision for reform reflects his broad knowledge of systemic juvenile justice issues and national best practice models that can be adapted to South Carolina. He and his executive team have successfully marketed that vision at every available forum both within the agency and externally to state policymakers. He has empowered employees to lend their expertise in making changes effectively and efficiently, and has acknowledged the contributions of staff and supporters by publicly recognizing their good work. Each component of the change process has been an exercise in asking the right questions, assessing the strengths of staff, and building upon the positives that always exist in a large and diverse agency. By creating a climate that allows employees to embrace change rather than fear it, the Director is achieving his goal of systemic reform with ownership and buy-in from all levels within the organization.
- e. *Organizational and Employee Learning?* Since 2003-2004 DJJ has emphasized workforce planning, developing leadership cohorts of employees to step in as anticipated retirements occur through a senior manager selection process. Leadership development and career path issues are being addressed through an interdisciplinary Workforce Planning Initiative that has researched these areas, identified/expanded core supervisory and leadership development courses, and developed a career progression for DJJ security officers. The intensive supervision initiative beginning in 2006-2007 will help to create a parallel career ladder for experienced community specialist staff in the DJJ county offices. In 2005-2006 there were three key areas of emphasis in employee learning: 1) cross-divisional training for both new hires and seasoned staff to develop a greater appreciation among all employees of the diverse functions that staff perform across the agency, 2) advanced teamwork training through Clemson University's

- Youth Learning Institute for interdivisional/interdisciplinary teams that work closely together in providing services and education to juveniles; and 3) training on gender-responsive services for girls, using national experts to instruct appropriate staff in the best therapeutic methods for working with young women.
- f. *Ethical Behavior?* As a child-serving agency DJJ holds its employees to the highest standards of ethical behavior. Staff members, in their demeanor and appearance, are expected to serve as positive role models for the youth under DJJ care. One of DJJ's published organizational values, "Integrity," calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. One area that has received executive attention is DJJ's security staff and their new code of conduct called CLASS. CLASS stands for commitment, leadership, accountability, service and standards. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency "expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service." Moreover, procedural guidelines address the areas of "Relationships with Juveniles, Colleagues, other Professionals, and the Public," and "Professional Conduct and Practices."
2. *How do senior leaders establish and promote a focus on customers and other stakeholders?* Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines its customer base and constituency in a highly inclusive manner. Within the Inspector General's Office the Juvenile and Family Relations section responds to juvenile grievances and the concerns of families, serving in an investigative capacity and an ombudsman-like role for these customers. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. DJJ considers its own staff to be customers of the agency and this year embarked upon a series of internal customer satisfaction surveys to examine key administrative support functions. Moreover, the Performance Based Standards (PbS) project requires biannual self-report surveys of youth and staff in facilities as one measure of safety and general well being. PbS enables DJJ to compare its facilities internally and to benchmark them individually and collectively against a national average. More broadly, comprehensive assessment processes occurring at all key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves. The Director, by his own example, encourages management staff to be broadly inclusive of customers in appropriate activities and planning processes.
3. *How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?* The Department's senior leadership and staff are fully cognizant of their responsibilities to promote public safety, be responsive to the victims of juvenile crime, improve the futures of the offenders under their care or supervision, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at all key decision points within the juvenile justice system, the

Department ensures to the best of its ability that juvenile offenders who pose a threat to the public are securely maintained and restricted from access to the community. In embracing the balanced and restorative justice as its underlying principle, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its second year of participation in the national BARJ report card initiative DJJ has invited public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also is reflected in the agency's determination to carry out its mandate to rehabilitate juvenile offenders. DJJ endeavors to improve offender outcomes through education, treatment, employability skills, and decision making skills, thereby enhancing the safety of communities by returning to them youth who are capable of productive and responsible citizenship.

4. *How do senior leaders maintain fiscal, legal, and regulatory accountability?*
Senior leaders regularly consult DJJ's legal office for consideration of legal ramifications associated with major program initiatives, and prior to taking any action or making any major decisions which could impact upon the agency or juveniles. Such consultations have, when necessary, included seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the chief legal counsel reports to the Chief of Staff. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions are scrutinized by the State Auditor's Offices. For the third year in a row, the agency's financial audit found no major exceptions. Moreover, for the 2nd year in a row, SCDJJ ranked first among law enforcement agencies and 3rd among large agencies in reaching its Equal Employment Opportunity/Affirmative Action (EEO/AA) goals. This information was published in the State Human Affairs Annual Report to the General Assembly (February 2006).
5. *What key performance measures are regularly reviewed by senior leaders?*
Senior leaders regularly review key performance measures, using this information for responding to internal issues and questions from external sources such as the legislature, as well as for strategic and long term planning purposes. Population levels in facilities and placements receive daily monitoring to determine "hot spots" for seasonal overcrowding and utilization levels in the alternative programs. After the federal lawsuit concluded in December 2003 the Director determined that the agency would continue the incident reporting system set in place when the agency was under court supervision. Incident data reports thus continue to receive the same level of internal scrutiny and response that occurred during the lawsuit period, when the federal court required monthly reports. The Director regularly reviews the juvenile grievances in facilities/placements, types of issues revealed in the grievance process, and the results of these investigations. Other examples of key measures that receive regular attention from the senior leadership include population projections, which are updated annually, budget/expenditure patterns within and across divisions/offices, workload/caseload ratios, and Medicaid reimbursement for placement, treatment, targeted case management, and wraparound services. The Director, his senior leadership staff, and the Facility Standards workgroup also study the results from the

Performance-based Standards measurement process (October and April are data collection months), juvenile and family grievances, staff and juvenile incidents, education, treatment and security measures to ensure consistent improvement in key areas of operations and management.

6. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?* The Director exemplifies a “hands-on” and “open door” approach to the communication of priorities and the investigation/resolution of issues, making deliberate opportunities to communicate directly with staff at every level in the organization and with the juveniles under agency care. He holds his senior leadership to the same standard of accountability. The Agency’s Executive Management Team assembles weekly in an open meeting where the attendance of subordinate staff is encouraged and practiced. This provides a consistent forum for communicating priorities, airing issues, strategizing improvement plans, monitoring progress on identified issues, problem areas, or initiatives, and assessing organizational performance across divisions in a continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the agency including legislative and major policy initiatives, and to review progress toward goals outlined in the strategic plan. Another tool utilized by agency leadership is the agency’s newsletter that highlights events, leadership successes and is a forum for communicating employee accomplishments. Last year DJJ completed internal customer survey projects in such areas as Staff Development and Training, Policy Management, Public Affairs and Legal Services.
7. *How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?* The senior leaders of DJJ are committed to working in a manner that has the potential to support and develop many of our future leaders. The Director has selected a workgroup that focuses on workforce development. The executive management team approved two leadership development cohorts of front-line managers and senior managers while providing development opportunities through mentorship, leadership training, job shadowing, and special project assignments. The agency has successfully advanced 16 members of these two cohorts since the inception of this program. The Director has continued to support updates on succession and workforce development planning during weekly Executive Management meetings and Senior Manager Forums.
8. *How do senior leaders create an environment for performance improvement, accomplishing of strategic objectives and innovation?* In management philosophy the senior leaders of DJJ are outcome focused, working in a continuous improvement mode. The Director has identified four strategic goals, which taken as a whole comprise a reform package for the juvenile justice system. These include strengthening community alternatives and supervision, improving conditions of confinement within the Broad River Road Complex, exploring partnerships for funding and programming specifically tied to DJJ services and needs, and increasing

the employability of juveniles. The goals are supported through specific, division-assigned outcomes in DJJ's strategic plan and through its annual budget allocation and request processes. They are widely communicated throughout the agency in regularly scheduled manager meetings, new employee orientation, the employee newsletter, and in the content of the agency website. Through the normal executive and legislative processes that result in a state budget each year, organizational priorities are communicated in writing and in conference with key external stakeholders and committees.

9. *How does senior leadership actively support and strengthen the community? Include how you identify and determine areas of emphasis.* DJJ senior leadership recognizes that its primary role in strengthening the community is to redirect the lives of young people who come to the attention of the juvenile justice system. To that end the Director and his managers are comprehensively "rethinking" juvenile justice with a focus on front-end programs that yield better results for juveniles. Understanding the importance of having ownership at the local level in programs that address the problems facing young people, DJJ has actively sought community involvement in the development of Teen After-school Centers. These mentoring programs now exist at numerous sites around the state thanks to partnerships with faith-based and eleemosynary organizations, and to the support of DJJ partners in the higher education community. DJJ also calls upon citizen volunteers to provide work sites for restitution and employability programs, to supervise lower risk juvenile probationers on a one-on-one basis, and to join with the agency in many other capacities that promote youth well-being.

Category 2 – Strategic Planning

1. *What is your strategic planning process, including KEY participants, and how does it account for:*
- a) *Your organization's strengths, weaknesses, opportunities and threats*
 - b) *Financial, regulatory, societal, and other potential risks*
 - c) *Shifts in technology or the regulatory environment*
 - d) *Human resource capabilities and needs*
 - e) *The opportunities and barriers you described in the Executive Summary*
 - f) *Business continuity in emergencies*
 - g) *Your ability to execute the strategic plan*

The Department of Juvenile Justice's strategic plan is an integrated document that aligns with its mission and statutory responsibilities, its budget request, its internal budget allocation process, the Director's performance appraisal, and the annual Accountability Report. The strengths of this planning process are its inclusiveness of all agency divisions and offices. It is organized by chronological outcomes and expected completion dates, with each outcome being assigned to one or more divisions and/or offices. Another key strength of this process is the support in developing strategic initiatives from agency partners such as Friends of Juvenile

Justice, the DJJ-Clemson Steering Committee, the USC's Children's Law Office, and other state agencies such as DMH, DSS, and DHHS. As such it provides a straightforward point of reference to reflect on present and approaching years, and to gauge agency progress toward meeting its four key strategic goals. The process focuses on both the expectations and needs of customers and potential financial, societal, and other risks. The practical considerations of human resource, operational, and contractor/partner capacities come into play through the development of customized division and office-level outcomes. DJJ focuses on eliminating the barrier of staff perception that ideal or at least adequate conditions have been accomplished since being removed from the Federal Law suit by maintaining the Facilities Standards Workgroup. The Facilities Standards Workgroup is a central agency team that helped implement successful innovations and process improvements to conditions of confinement and services that are integral to the rehabilitation process for the youth we serve. Permanent improvement funding in order to complete the replacement of obsolete residences within the BRRC is at the forefront of the agencies budget requests and adequate funding is approved for the first of two new housing units.

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

2. *What are your key strategic objectives?* In conjunction with the Governor's Office, DJJ has developed four broad strategic goals/objectives that are achievable over a three to four year period of time as a reform package for South Carolina's juvenile justice system. These are listed beside the related actions/initiatives for the year 2005-2006 on the Strategic Planning Chart that follows. The first objective is to strengthen community alternatives and supervision. This objective reflects the administration's commitment to focus on the front end of the juvenile justice system in seeking to create a continuum of community based programs that bolster local supervision capacity and reduce the need for costly periods of confinement in large facilities. A second objective is to improve conditions of confinement and services within the Broad River Road Complex of facilities, aimed at exceeding minimal "constitutional" standards to achieve more positive results for juveniles and their families. The third objective is to explore partnerships for funding and programs specifically tied to DJJ services and needs. This objective is responsive to operational, program development, and permanent improvement issues that may be beyond the scope of regular funding streams. The last objective, increasing the employability of juveniles, crosses all DJJ service divisions (Community Service, Rehabilitative Services, and Education). It aligns with the Balanced and Restorative

Justice principle of competency development to improve the likelihood that juvenile offenders will become law-abiding citizens.

3. *What are your key action plans/initiatives?* DJJ's key action plans/initiatives for 2005-2006 are depicted in alignment with the applicable program title and the strategic planning goals they support. One of the most significant actions/initiatives this year in terms of the Agency's future development is the continued collaboration with the Friends of Juvenile Justice as a means of providing alternative resources to support DJJ's mission and strategic goals. This community support type organization is conducting marketing campaigns to meet the needs of the future Community Connections Center, providing furnishings for the new Girls Transition Home and the design of a new highly secure front entrance to the Broad River Road Complex.

DJJ also met its goal of substantially increasing the number of day treatment and after-school programs for youth under supervision in the community from 12 to 17. Partnerships with the faith-based community, other organizations, and higher education as well as federal funding support for after-school employment programs assisted the agency in meeting this goal. Broad-based and diverse partnerships also have been critical in DJJ's targeted efforts to improve gender-responsive services to the female residents of the Broad River Road Complex.

In 2005-2006 DJJ identified federal VOITIS (Violent Offender Initiative Truth in Sentencing) monies to develop transitional housing within the Broad River Road complex, beginning with a female housing unit that has been designed and will be ready for occupancy in 2007. The purpose of transitional housing is to provide an environment in which residents nearing the end of their incarceration can practice independent living skills within a home like environment while still remaining under close custody and supervision.

Another key initiative that addresses one of DJJ's most pressing population issues is detention reform. This year the agency began working with the Children's Law Office and the Governor's Juvenile Justice Advisory Council to plan and implement pilot programs in two judicial circuits of the state. Two pilot counties in Spartanburg and Lexington have been selected for this juvenile detention reform initiative. These programs will conduct arrest and detention data analysis, employ risk-based criteria in detention decision-making and develop alternatives to secure detention for appropriate juvenile offenders using a community grassroots implementation model.

Strategic Planning			
Program	Supported Agency	Related FY 04-05	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ		
II. Administration Division	Explore partnerships for alternative funding and programs specifically tied to DJJ services and needs	Through Friends of Juvenile Justice develop a marketing campaign for the Community Connections Center, furnishings for the Girls Transition Home and new Front Gate processing facility	Graphs 7.3-1, 7.3-2 Chart 7.3-3
III. Program Services (A) Community Services	1) Strengthen community alternatives and supervision and 2) Increase the employability of juveniles	Increase day treatment/after-school programs for juveniles under DJJ supervision	Graphs 7.1-2, 7.1-4, 7.1-5, 7.1-6
III (B) Long-term Facilities	Improve conditions of confinement and services at the Broad River Road Complex	1)Develop gender-responsive services for females housed in the BRRC, such as Girls Circles 2) Pursue funding for transitional housing for males and females	Graphs 7.2-1, 7.1-8, 7.1-9, 7.1-10
III (C) Evaluation Centers	Strengthen community alternatives and supervision	1)Increase the proportion of evaluations performed in the community 2)Expand communication access to the community through videoconferencing	Graph 7.1-3
III (D) Detention Center	Strengthen community alternatives and supervision	Continue to work with USC's Children's Law Office on non-secure and secure detention options	
III (E) Residential Options	Strengthen community alternatives and supervision	Develop high management beds for males	Graph 7.1-6
III (F) Juvenile Health and Safety	Improve conditions of confinement and services at the Broad River Road Complex	Develop and implement a plan to replace existing housing units for males and females	Graphs 7.2-1, 7.1-7, 7.1-9, 7.4-1, 7.5-2 Charts 7.4-2, 7.5-1
III (G) Program Analysis/ Development	Increase the employability of juveniles	Increase and improve treatment services at the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.1-8, 7.1-10
III (H) Education	Increase the employability of juveniles	Establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs 7.1-8, 7.1-10

4. *How do you develop and track action plans that address your key strategic objectives?*

The Office of Policy and Planning oversees strategic planning processes within the agency. Executive and senior management staff reviews actions toward strategic objectives on a quarterly and annual basis to determine the extent to which their completion is occurring on schedule. At the beginning of each fiscal year actions toward fulfillment of these objectives undergo revision based upon the previous year's accomplishments and any newly relevant developments. Among the key strategic planning outcomes achieved in fiscal year 2005-2006:

- ◆ Within Administrative Services, further developing the agency's succession plan through targeted leadership development opportunities for its Leadership Cohorts. Sixteen managers in Leadership Cohorts have been promoted since inception of this program.
- ◆ Within Community Services, increasing the proportion of evaluations performed in the community rather than in secure custody settings. The proportion of evaluations performed in the community increased by 3% from 2004-2005 to 2005-2006 from (29% to 32%).
- ◆ Within Community Services, increasing the number of day treatment and after-school programs for youth in the community from 12 to 17.
- ◆ Within Community Services, increasing the number of programs focusing on employability from 3 to 5.
- ◆ Within Rehabilitative Services, strengthening the gender responsive services skills in staff through training and implementation of programs such as Girls Circles and trauma recovery.
- ◆ Within Community Services and the Director's Office developing a report card to communicate with the public on results relative to DJJ's mission and purpose.

5. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?*

DJJ communicates and deploys the strategic plan through management forums, focused division/office work groups, and implementation of a comprehensive marketing plan to infuse the knowledge throughout the agency. In support of the strategic plan the Office of Policy and Planning within DJJ has developed three agendas that shape and support the strategic goals/objectives. The "research agenda" promotes data advocacy and data based decision making in directing the agency to the types of studies and measurement processes that address knowledge needs within the Department. The "programs agenda" is tied to data derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening, gender-responsive programming for females, the reintegration of incarcerated youth into the community, day reporting and after-school initiatives, and intensive case supervision. The "grants agenda" supports agency development by aligning resources with programs. Grant awards reflect several key areas of emphasis including education services for neglected, delinquent and at risk youth, community victim services initiative, life skills and employment oriented after school programs, TASC (which is a partnership with Public Safety and State Department of Education), reintegration through intensive aftercare programs and strengthening information systems and the information

technology infrastructure.

6. *How do you measure progress on your actions plans?* Quarterly updates are prepared by agency senior managers and provided to the Office of Policy and Planning's Senior Planner. Progress towards action plans are put in the agency's progress measurement format and reviewed by the Executive Management Team and presented at quarterly Senior Manager Meetings.
7. *How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?* The administration continues its commitment to focus on front end services for juveniles and their families by creating a continuum of youth and family interventions programs. Some of these programs include family initiatives such as "Parenting with Love and Limits" and "Choices" for youth. These programs address the challenge of meeting the needs of the youth and their families in the community. Prioritizing the replacement of housing units as one of the key strategic and budget initiatives has proved to be a successful approach for agency leadership. Funding is now available for the first 2 of 10 replacement housing units. The DJJ-Clemson Steering Committee, the partnership with USC's Children's Law Office, Columbia College, the AME church and other faith based organizations, sister agencies, and the Friends of Juvenile Justice are key partners in our fight to rehabilitate youth and in adequately strengthening youth with protective factors that help foster a brighter academic and economic future for those we serve.

Category 3 – Customer Focus

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

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

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

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. In fall 2005, continuing to participate as the only statewide jurisdiction in a national demonstration project, the agency published on its web-site its second user-friendly Report Card measuring agency progress across the critical areas of protecting the public, accountability, competency development of offenders, and customer service.

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

3. *How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?* DJJ uses customer/stakeholder information for continuous improvement of current programs and services. The Juvenile and Family Relations staff routinely receives feedback in response to proposed programs and practices. The leadership of the agency regularly reviews the results of investigations by this branch of the Inspector General’s Office into grievances and complaints of juveniles and their parents for appropriate remedial action. Another excellent source of feedback is the climate survey component of the Performance Based Standards Project wherein both the staff and residents of facilities respond to questions about their personal safety and general well being. These results form the basis for corrective action plans, the success of which is gauged in subsequent measurement periods.
4. *How do you measure customer/stakeholder satisfaction?* Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers, advocating on behalf of

juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. They report quarterly on trends in grievances to DJJ's Facilities Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. For example, the agency regularly surveys crime victims to determine their satisfaction with the outcomes of their cases and their interactions with DJJ staff.

5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.* DJJ invites key stakeholders to juvenile justice forums and meetings, sponsors conferences, and conducts employment work fairs for customers/stakeholders. Using written and face to face communication the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ – that is, juveniles, their families, and the victims of juvenile crime, are built by ensuring that processes are in place to give these individuals a voice in how they are being treated as a result of their interface with DJJ.

Category 4 – Measurement, Analysis, and Knowledge Management

1. *How do you decide which operations, processes, and systems to measure for tracking financial and operational performance?* Measurement decisions relative to operations, processes, and systems 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 also take into account a number of factors including the expressed interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development, program initiatives, and management decisions, and the reporting and auditing requirements of funding sources.
2. *How do you use data/information analysis to provide effective support for decision-making?* Promoting data based decision making as a routine management practice throughout the agency is the responsibility of the Office of Policy and Planning. Within this office the Research and Statistics Section serves as a clearinghouse for information requests of all types to assure timely, accurate, and consistent responses and to structure the analysis of complex issues. Staff members publish statistical reports containing statewide, regional, and county-level data. Annually they provide updated population projections for the agency's residential programs to the Director and Chief of Staff. They are responsible for statistical input to support the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, and fiscal impact assessment as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of

performance. Research and Statistics staff frequently are key members of working committees within the agency to provide basic data support for agency initiatives.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. Prominent on this agenda is a nationally funded project that examines a birth cohort of DJJ-involved youth and tracks their linkages to other social agencies before, during and after the interface with DJJ. This important project is yielding data that are unique from a national perspective. Another research agenda item is an exploration of the causative factors that have resulted in minority overrepresentation in the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal Memorandum of Understanding with Clemson University. This year DJJ supported Clemson's applications for two major research grants to the National Institute of Corrections and the Office of Juvenile Justice and Delinquency Prevention to advance research in the prediction of juvenile justice outcomes. DJJ also routinely partners with the state Data Warehouse, the National Center of Juvenile Justice, and other state agencies to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

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

Type Of Measure	Measures
Workload	<ol style="list-style-type: none"> 1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Juvenile probation/aftercare worker/client caseload ratio 4) Annual admissions to detention, regional evaluation centers, long-term facilities, and alternative placements 5) Average populations in residential programs
Outcome	<ol style="list-style-type: none"> 1) Ratio of juveniles completing probation/parole requirements to those committed for technical violations in an annual period 2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency 3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new arrest/referral within 12 and 24 months 4) Recidivism of juveniles completing diversion

	programs and probation supervision
Efficiency	<ol style="list-style-type: none"> 1) Average daily cost of care for youth in DJJ and contractual beds 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and volunteerism 5) Capacity versus average daily population in DJJ and contractual beds

4. *How do you select and use comparative data and information?* DJJ relies on relationships with entities that analyze and compile national data such as the National Center for Juvenile Justice, the federal Office of Juvenile Justice and Delinquency Prevention, and the United States Bureau of the Census. DJJ also employs best-practice research and analysis and technical assistance from nationally recognized experts to keep abreast of national trends in comparison to South Carolina. Depending on the nature of the inquiry, many factors govern the selection and use of comparative data. DJJ may compare itself to other juvenile justice agencies in the southeastern 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. Comparative data are used to assess the performance of programs and operations relative to other states in Performance Based Standards processes and in response to stakeholder questions.
5. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?* One of DJJ's most important data analysis tools is its on-line Management Information System (MIS) that stores the social and judicial records of all juvenile offenders for whom the agency bears responsibility. Although this system is obsolete as a case management tool and will be replaced by the new JJMS system in 2006-2007, it has reliably catalogued mission-critical information since the early 1980s. Thus it remains a powerful research tool for examining longitudinal trends in South Carolina's juvenile justice system. The new JJMS will become a modern case management system from which information is more readily retrievable and more reliable based on a user-friendly structure and built-in auditing functions. DJJ's data quality also benefits from the oversight of several external sources that routinely receive extracts from MIS (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. These databases are routinely accompanied by exception reports that users run regularly to pinpoint omissions and inaccuracies in their work.

6. *How do you translate organizational performance review findings into priorities for continuous improvement?* The agency's Executive Management Team selects managers at both the frontline and senior management levels to lead innovative process improvement initiatives in support of identified performance challenges. One such initiative is in the area of detention reform as identified by an alarming trend that when juvenile violent crime is on a downward trend the frequency of juveniles detained is on an upward trend. The Executive Management Team in partnership with the University of South Carolina's Children's Law Office began a year long planning process to ignite a community led juvenile detention reform initiative addressing this disparity.

7. *How do you collect transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?* DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end DJJ's Workforce Planning Group has established career paths within the agency, expanded leadership development programs, and improved the training of line staff. Two cohorts of employees, identified by their supervisors and peers, are participating in a series of leadership development courses to ensure that the DJJ of the future has a core of competent managers to step forward as individuals retire or new positions are created within the agency. To date 16 managers have been promoted through this leadership development program. The Director's Committee process, in taking on some of the largest operational challenges facing the agency, also has provided the opportunity for staff to grow from one another's knowledge and expertise and for senior managers to assess leadership potential across a broad range of employees. The Office of Policy and Planning, through its own research capacity and by obtaining expert technical assistance in key areas of juvenile justice program development, assumes primary responsibility within the agency for ensuring that program development is in line with recognized best practice and national standards.

Category 5 – Human Resources

1. *How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?* The agency has completely revamped its employee orientation program and has made great strides in designing an organizational culture that is team oriented and provides many opportunities for team work, empowerment and innovation. The agency has a newly empowered training task force that implemented a training program called Working Together as ONE (Orientation of New Employees). This program focuses on integrating new staff during their orientation with seasoned staff utilizing a panel and questioning format that fosters a team supportive culture and sends a message to new staff that they have a voice.

Senior leaders continue to provide opportunities for staff development through a series of Director's committees. These committees have tackled substantial issues in

an effort to refine and improve agency operations. Besides the obvious by-products of greater efficiency and better outcomes these committees were opportunities for cross-divisional communication and learning, as well as leadership development. DJJ's newly organized Broad River Road Complex (BRRC) Management Team functions in a cross-divisional manner and addresses management issues that affect the youth at long-term facilities. The agency's Treatment Council utilizes input from across the organization to identify gaps in service delivery and integrate treatment services for youth. Within the Community Services Division, which will be heavily impacted by the retirement of seasoned employees, an active mentoring, leadership development and job shadowing program for staff is helping to develop management capacity and prepare the community's leaders of tomorrow.

2. *How do you evaluate and improve your organization's human resource related processes?* The agency has developed an across division and office disciplines workforce planning workgroup. The objectives of this new team are to implement innovations in workforce development, succession planning, and leadership development to adequately address the fact that we work in a time of an aging workforce. This workgroup is evaluating human resource processes in the agency and developing action plans for improvement opportunities. One such opportunity is a new designed human resource enterprise system initiative that is now part of the agency's strategic plan. Prior to the replacement of our current system the human resources division is enhancing employee services through the agency's intranet. Employee forms are now available on line as well as key Human Resource policies and information.

3. *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?* DJJ maintains an active workforce planning group with representation from all divisions of the agency. The main purpose of this group is orderly succession planning to meet the challenge of a high rate of management turnover due to retirements. Last year the group further determined areas of critical need, initiated a JCO career map as a standard for developing other division and office employee career maps. Division and offices are currently working on Community and Residential Specialists, law enforcement and other career maps. Another area of development is in preparing the agency for any contingency that may effect critical or key positions or areas of responsibility. One way to accomplish this is through preparing key position continuity and resource books. The Executive Management Team has taken the lead in identifying and preparing these valuable resource books. Also, the two leadership cohorts are continuing in the process of preparing for possible promotion opportunities within the agency as appropriate vacancies occur, and involving its membership in a comprehensive leadership development program.

Staff Development and Training in conjunction with the Office of Human Resources presents a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the

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

Staff Development and Training, after undergoing a rigorous assessment and evaluation process, successfully attained accreditation through Excelsior College, based in New York. The accreditation will allow agency personnel who have completed key agency training tracks to qualify for college credits. The 6 accredited agency training tracks will qualify employees for up to 19 college credit hours towards an associate or bachelors degree.

The staff development and training area will receive deliberate emphasis in 2006-2007, as the agency brings on new employees to work in such diverse areas as Community Intensive Supervision. To guide a committee process that is examining this critical area, a customer survey has been distributed to all staff within the agency.

4. *How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?* DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy will ensure that employees throughout the agency understand their roles in the context of DJJ's mission and strategic goals.
5. *How do you motivate your employees to develop and use their full potential?* Annually DJJ holds a formal ceremony recognizing both individuals and work groups that have been nominated for excellence by their peers. Other recognition programs include JCO/Police Officers recognition week, Social Workers Recognition Month, Teachers Appreciation Week, Nurses Appreciation Week, a Performance-based Standards Awards Event and Administrative Professionals Appreciation and Training Day. The Director also sponsors receptions at appropriate times of the year that provide opportunities for him to meet, greet and thank employees for their work in support of the agency's mission. One such reception was in recognition of the progress in developing Teen After School Centers; receiving awards were the State Education Superintendent, the chair of the Corrections and Penology Committee, and the agency's Director of Community Justice. The agency supports the Budget and Control Boards Certified Public Manager Program (an 18-month certification). Two managers graduated in the 2006 class, and three managers are enrolled in the 2008

class. A full curriculum of continuing education offerings by DJJ's own Staff Development and Training Section, and participation in the State Agencies Training Consortium, afford a wide range of opportunities for employee growth.

6. *What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?* The agency's Executive Management Team, in order to hold senior and frontline managers accountable for their staff's development, strongly supports the EPMS process. Again, this year we have seen significant progress in the on-time reporting of EPMS evaluations from 41% timely submissions in FY 02-03 to 73% timely submissions in FY 05-06. The agency continually tries to identify and improve the services provided by our staff that supports employees. One way we have begun to improve services is through internal customer surveys. Last year we completed internal customer survey projects in such areas as Staff Development and Training, Policy Management, Public Affairs and Legal Services. Suggestions by staff who responded to the surveys are giving the agency opportunities to improve our internal processes. Managers are highly encouraged to include projects/assignments linked to agency strategic goals in their employee planning stages. DJJ also refers employees to the Department of Vocational Rehabilitation's Job Retention Services. The purpose generally is to facilitate a change in conduct and/or performance. Referrals to this program may help employees experience a greater sense of well being, stronger motivation, and more job satisfaction as a result.

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

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

DJJ addresses emergency preparedness both in policy and in a written plan and is part of the Governor's preparedness initiative. The plan covers a range of emergency circumstances 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 Avian 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. *What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success?* DJJ's key processes encompass the case management and rehabilitative services provided in support of the juvenile justice system of South Carolina. The agency endeavors to administer these services with equity, efficiency, and effectiveness. A sound juvenile justice system impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.

2. *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?* Inclusive strategic planning processes enable the agency leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Strategic planning is a dynamic process, the goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. The agency has developed and implemented a plan to deploy videoconferencing systems in two phases throughout the state to enhance communications, better serve juveniles and their families and provide a valuable resource for more intensive case management services. The first phase of the plan begins with 25 videoconferencing sites in 16 judicial circuits, representing approximately 80% of the youth we serve, and connects these sites to our long-term facilities. The second phase will include an additional 36 videoconferencing sites for a total of 61 and provide this resource throughout all communities in the state. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services. DJJ's Office of Policy and Planning has administered a program analysis instrument to aid in assessing its programs by best-practice standards. On the technical side DJJ has developed a modern web-based information system (JJMS) to replace its archaic MIS client tracking system. JJMS will come on line in 2006-2007 as a more user friendly and reliable means of supporting case management and information needs throughout the agency.

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

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

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

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

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

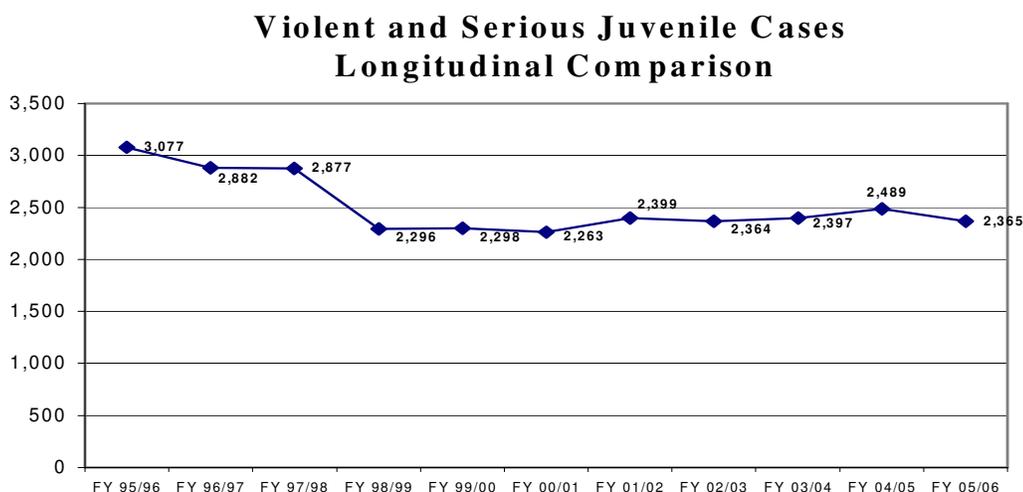
The agency has tasked committees to study issues and make recommendations, used survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. The Director uses working committees to improve specific areas that affect multiple divisions within the agency. One example

is the implementation of the intensive supervision case management process throughout the agency in a coordinated after-care and re-entry initiative. This will lead the agency to provide better potential outcomes for our youth as they prepare to become successful members of society.

Category 7 – Results

1. *What are your performance levels and trends for the key measures of mission accomplishment?* One of DJJ's key strategic goals continues to focus on strengthening community alternatives and supervision. The graph below shows that the level of violent and serious juvenile crime fell beginning in fiscal year 1996-97 and has stabilized since 1998-99, supporting DJJ's shift in focus to a community based juvenile justice system that allows most juveniles to receive services/supervision close to home.

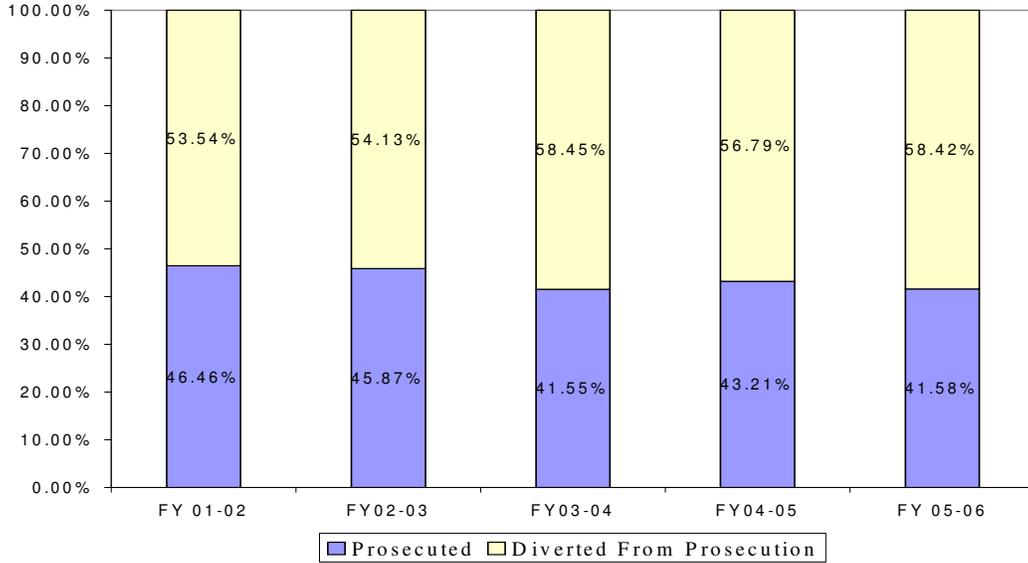
Graph 7.1-1



At the family court referral stage appropriate delinquency cases may be diverted from prosecution. Programs such as Juvenile Arbitration and other Solicitor's actions to dismiss charges, decisions not to prosecute, and the use of behavioral contracts, pretrial intervention programs, or other local options continually divert cases from prosecution. This diversion of cases helps to prevent backlogs on family court dockets, reduce juvenile probation caseloads, and overcrowding in DJJ evaluation centers and commitment programs. The chart below depicts five-year trends in the

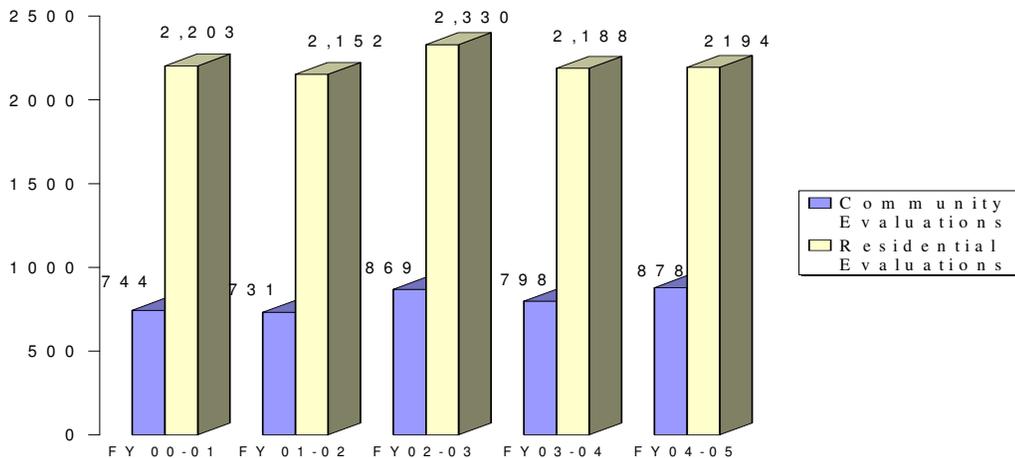
intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for South Carolina’s juvenile justice system.

**Graph 7.1-2
Solicitor Actions to Prosecute Versus Divert Juvenile Cases**



DJJ is now performing 32 percent of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. Reaching 32 percent for FY 05-06 represents a 3 percent improvement from FY 04-05. A key goal of the current administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society.

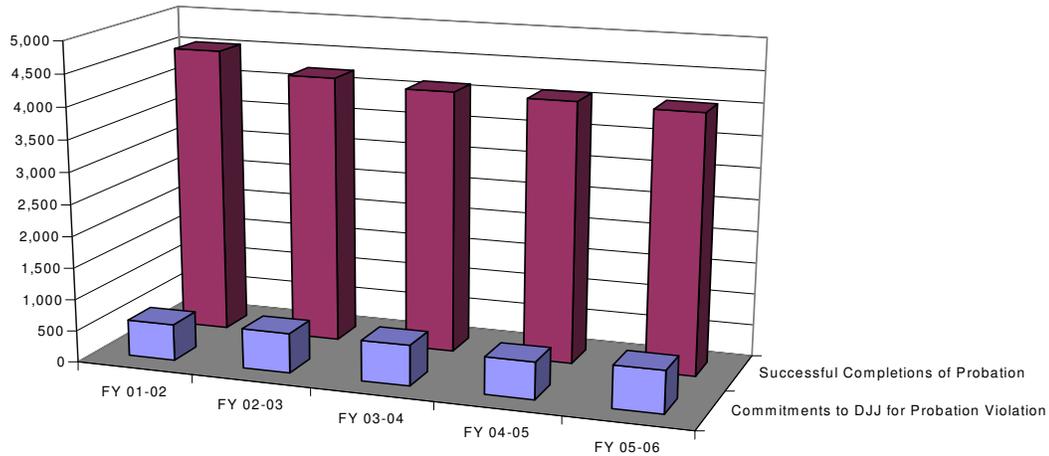
**Graph 7.1-3
Residential Versus Community Based Evaluations**



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

Graph 7.1-4

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

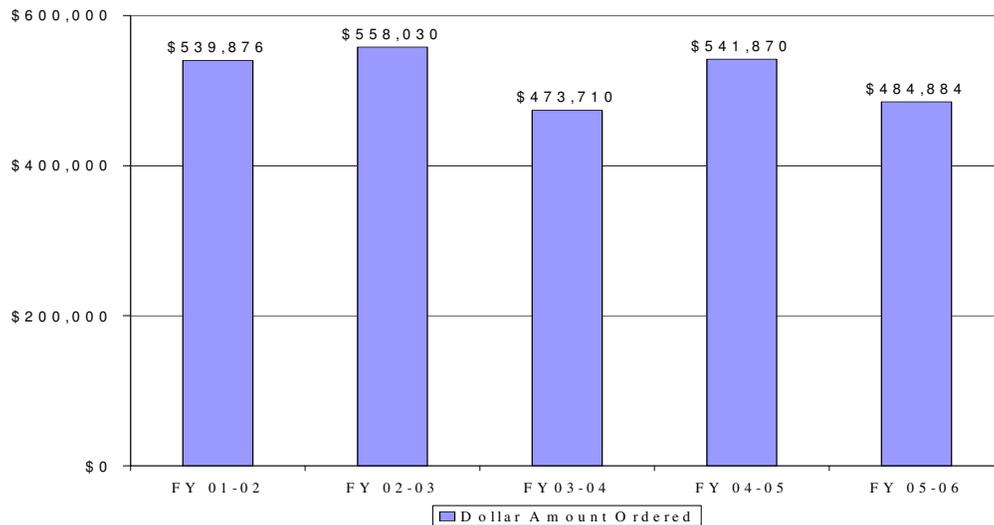


	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Commitments to DJJ for Probation Violation	574	624	638	584	661
Successful Completions of Probation	4,536	4,225	4,125	4,103	4,060

An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. Last year juvenile offenders were ordered to pay nearly one-half million dollars in monetary restitution to victims, averaging approximately \$600 per individual court order.

Graph 7.1-5

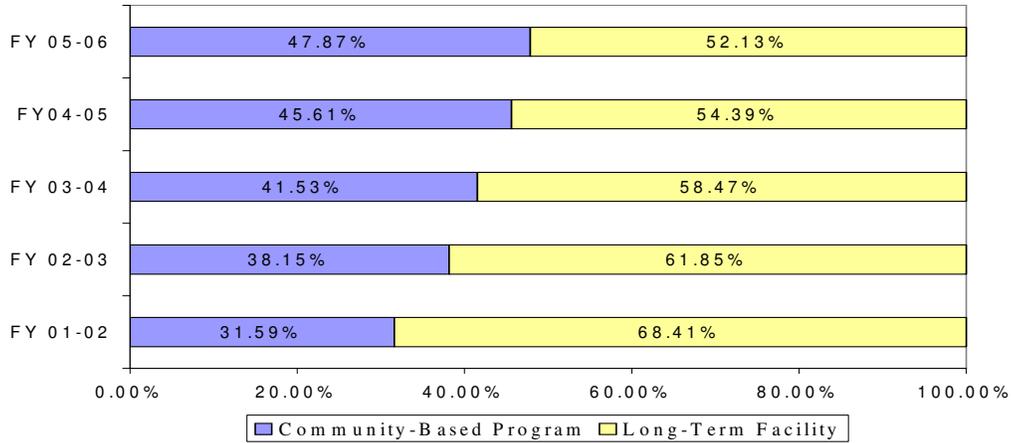
Monetary Restitution Ordered to Victims



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

Graph 7.1-6

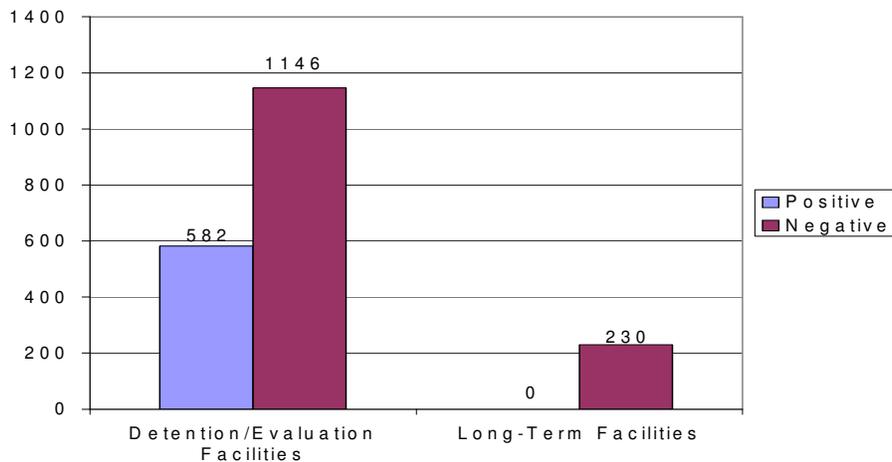
Placement of Juveniles Committed to DJJ



Drug testing in DJJ facilities not only helps identify treatment needs, but also enables staff determine to where contraband control issues may exist. For FY 05-06, DJJ conducted 1,376 random drug screenings. Testing in detention and evaluation centers, where youth had immediate community access prior to admission, yielded a 50% percent positive rate (mostly for marijuana). Testing juveniles in long term facilities who had been in custody for a period of time revealed a positive rate of zero percent.

Graph 7.1-7

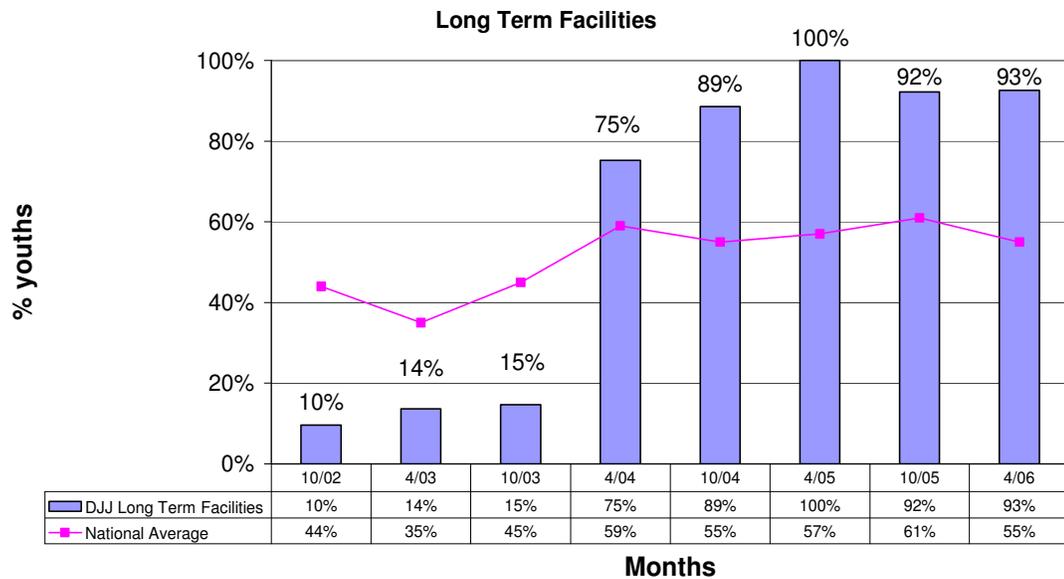
Drug Testing Results for Youth in DJJ Facilities by Facility Type FY 05-06



Increasing the employability of juveniles is a key strategic goal of DJJ, impacting all of its service divisions. One way in which the Education Services Division contributes is by conducting vocational assessments of juveniles committed to DJJ. Vocational assessment also is a treatment measure for PbS purposes. With the new agency emphasis on employability DJJ not only has improved on this measure but has substantially exceeded the national average over the last two years and consistently has been over the 90th percentile in the last three measurement periods.

Graph 7.1-8

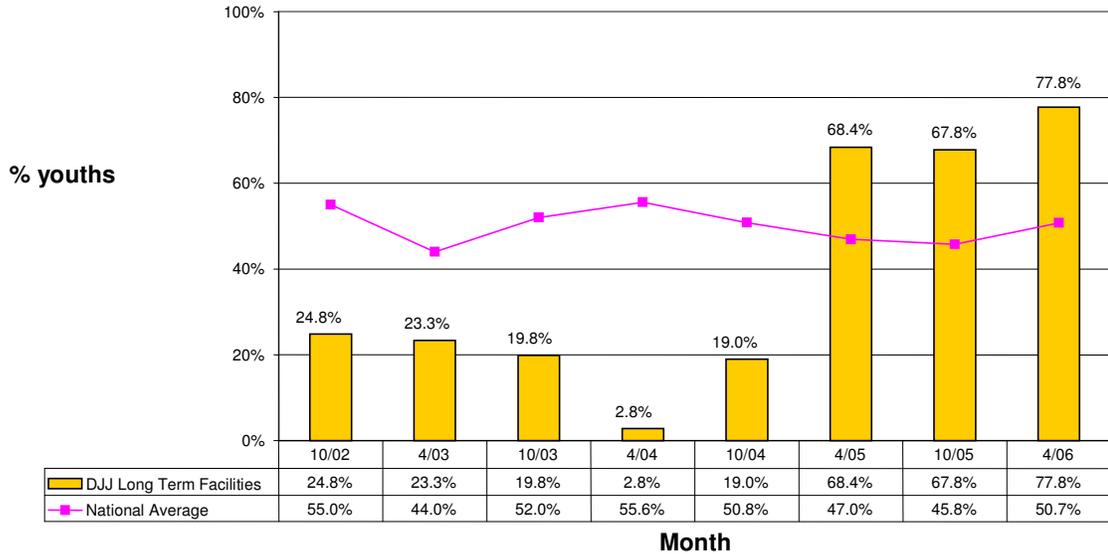
Percent of youths whose records indicate that they received a vocational assessment by qualified staff



A key performance indicator for improving treatment services is completing mental health assessments for juveniles prior to admission or shortly after admission to a DJJ long term facility. SCDJJ participates in the national Performance-based Standards (PbS) project which measures the treatment of juveniles in correctional facilities as a rate of appropriate mental health assessments within seven days of admission. During the last three data collections in FY 05-06, DJJ has exceeded the national average on this measure.

Graph 7.1-9

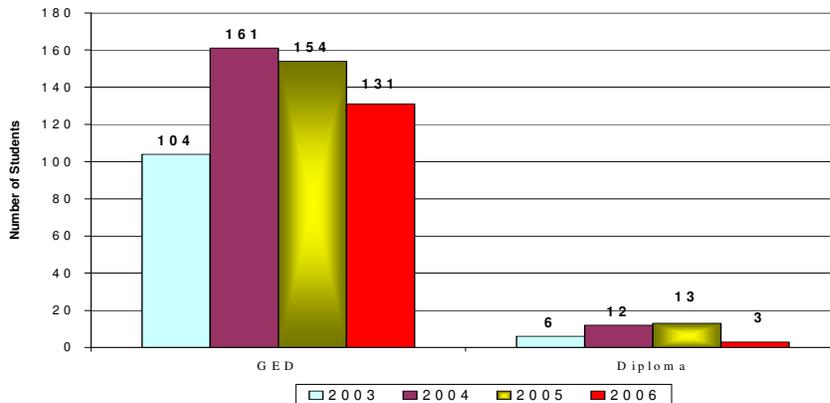
Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff within seven days of admission



Within its school district DJJ also is working on academics and basic literacy to increase youth capacity for future productivity. The number of youth earning their GED Certificates/Diplomas has improved dramatically since school year 2003. The DJJ school district will persist in its efforts to ensure that as many committed juveniles as possible (given their age and length of time in custody) complete their high school education and return home ready to enter the job market.

Graph 7.1-10

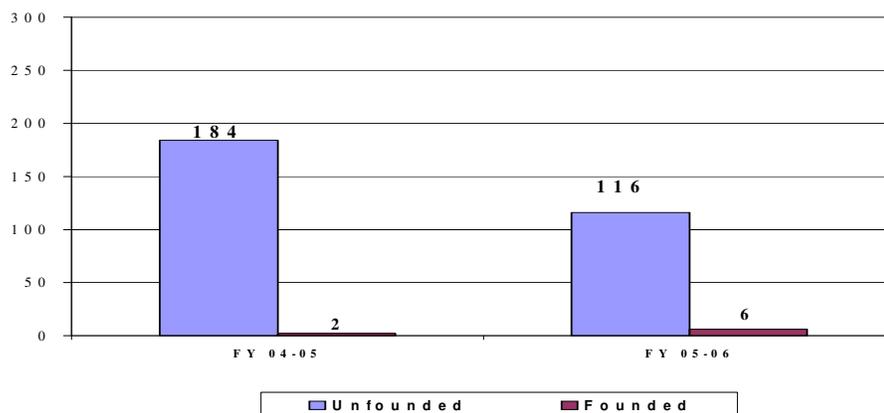
G E D and Diploma Results



2. *What are your performance levels and trends for the key measures of customer satisfaction?* An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Overall, grievances declined 14.5 percent in 2005-2006 compared to the previous year, while the percentage determined to have been founded decreased from 6.8% to 6.6%. The number of grievances for females dropped by 36.9%.

Graph 7.2-1

**G r i e v a n c e I n v e s t i g a t i o n R e s u l t s f o r F e m a l e s
C o m p a r i n g 2 0 0 4 - 2 0 0 5 t o 2 0 0 5 - 2 0 0 6**



DJJ is responsible for ensuring that the victims of juvenile crime have a voice in how their cases are handled. In April 2005 DJJ surveyed crime victims across the state, asking them to rate their experiences with the juvenile justice system on a scale of 1 to 5, with 5 being the most positive. Over one-half of the survey respondents gave the highest rating of “5.” Approximately 82 percent gave a rating of “5” or “4.”

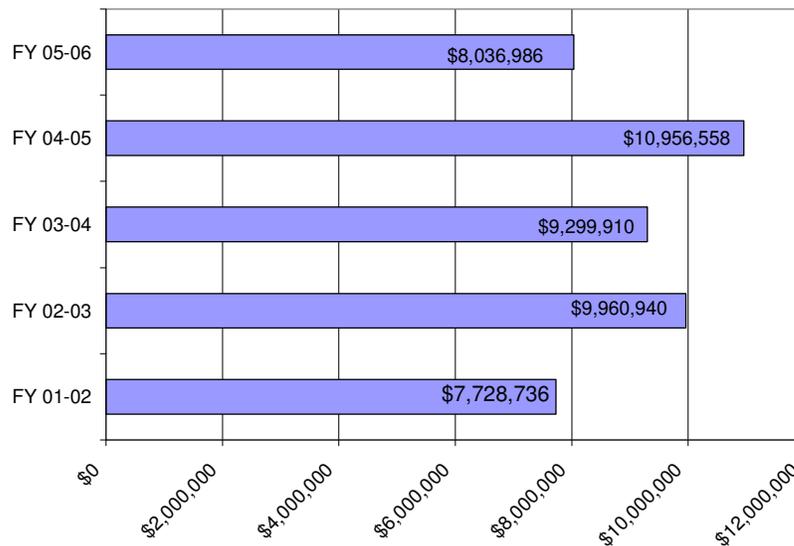
Graph 7.2-2

2005 Victims’ Ratings of their Experiences with the Juvenile Justice System (5=most positive)

Rated “5”	52.7%
Rated “4”	29.1%
Rated “3”	14.6%
Rated “2”	3.6%
Rated “1”	0%

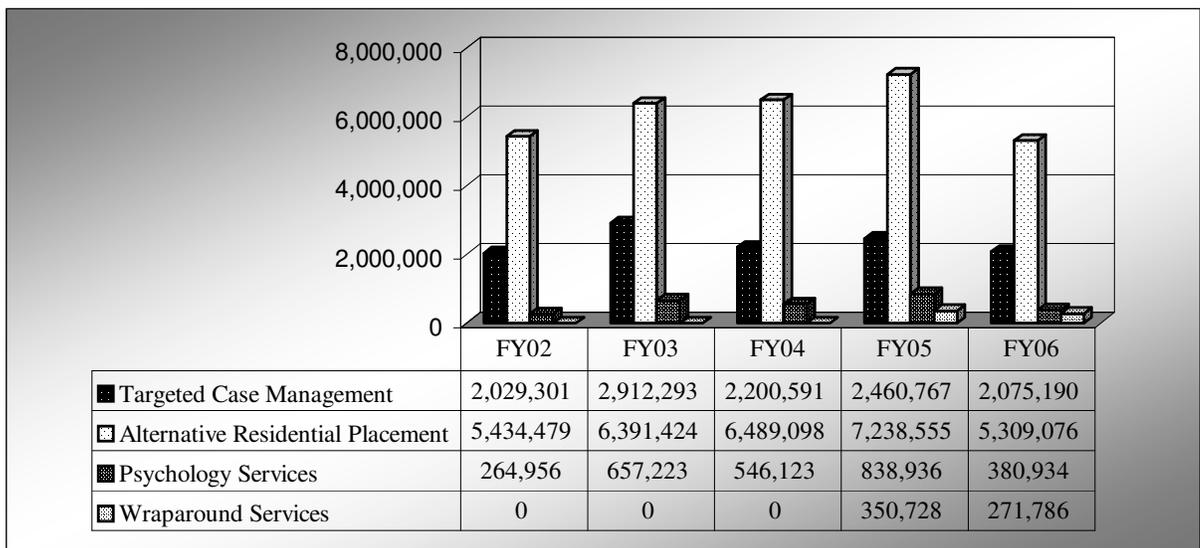
3. *What are your performance levels for key measures of financial performance?*
 Medicaid reimbursement is an important means of offsetting costs for placements and services within the juvenile justice system, providing dollars to reinvest in programs that are still needed to fill out the continuum. Total Medicaid reimbursements for FY 05-06 is \$8,036,986 and decreased to a little better than FY 01-02 levels due to a change in the federal rules for reimbursement.

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



The graph below depicts this Medicaid reimbursement information categorically.

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



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

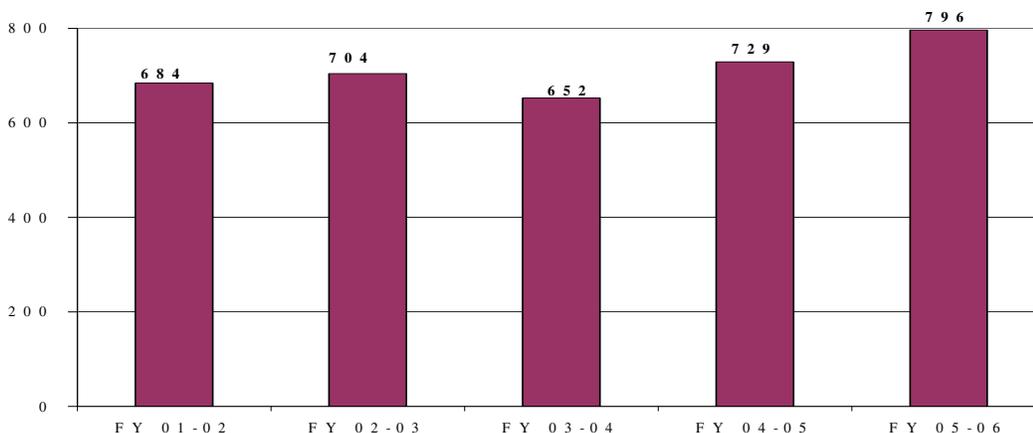
Chart 7.3-3

Description of Strategy	Dollar Value or Current Status
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,867 volunteers contributed 119,717 hours of services, which is valued based on the federal minimum wage (119,717 x \$5.15)	\$616,542
2) Use federal funding as “seed money” for program initiatives and education services to build capacity within the juvenile justice system	\$3,130,390
3) Friends of Juvenile Justice is serving as a financial vehicle in support of DJJ’s mission and strategic goals.	Marketing campaign for Girls Transition Home, Architectual Plans for the Community Connections Center, Funds received for the new front gate processing facility

4. *What are your performance levels and trends for the key measures of Human Resource Results?* Staff development is a key element of agency competence and growth. In fiscal year 2005-2006 DJJ offered 11,674 class hours to 16,264 participant employees, The total number of training programs, 796, represents a 8.5% percentage increase over the previous year.

Graph 7.4-1

T r a i n i n g P r o g r a m s



Juvenile Correctional Officer Basic Training is the centerpiece of DJJ's Staff Development and Training Program. In Fiscal Year 2002-2003 DJJ reorganized this training package to include an on-the-job (OJT) training and mentoring component midway through the course of study so that candidates would gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are being surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some key results from the candidates surveyed in 2005-2006 are summarized below:

**Chart 7.4-2
2005 Results of Juvenile Correction Officer On-the-Job Training Survey**

Statement	Percentage of Agreement
I understand how to conduct a Unit inspection.	95.1%
I understand how to conduct a head count.	95.5%
I understand how to move juveniles within the facility.	97.0%
I understand how to make entries into a Log Book.	93.6%
I understand the proper procedure to frisk and/or search a juvenile.	96.2%
I understand how to supervise juveniles during mealtimes.	95.8%
I understand how to supervise juveniles during recreational activities.	93.9%
I plan to work as a JCO for at least a year.	90.2%

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

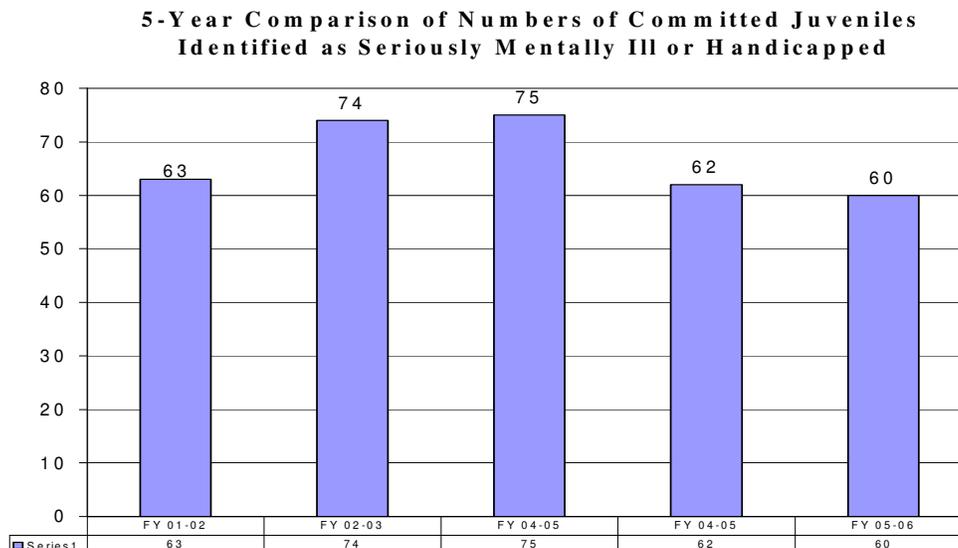
Chart 7.5-1

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

Location	Number of Violations in 03-04	Number of Violations in 04-05	Number of Violations in 05-06
Willow Lane Facility	0	0	0
Willow Lane School	0	0	0
John G. Richards Facility	0	0	0
Birchwood School	0	0	0
Birchwood Facility	0	0	0
Total Violations	0	0	0

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against DJJ that concluded favorably in FY 2003-2004. Since 1998, DJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. During the last five fiscal years DJJ clinical staff identified and transferred a total of 334 such juveniles.

Graph 7.5-2



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. DJJ is measured against other law enforcement agencies and against all “large” state agencies in the most recent Commission report issued in 2006 to cover through the year 2005. The chart below depicts results from the last five years, showing that in 2005 DJJ ranked first among law enforcement agencies for the second year in EEO/AA compliance with a rate of 90.9%. The agency also ranked 3rd among large state agencies for the second year in a row.

Chart 7.5-3

South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance

Year	Juvenile Justice	Corrections	Probation, Parole and Pardon Services	Public Safety	State Law Enforcement Division
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%
2001	89.3%	89.8%	91.5%	81.8%	79.1%