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State of South Carolina
Department of Juvenile Justice

DAVID M. BEASLEY
Governor



FLORA BROOKS BOYD
Director

April 18, 1997

Ms. Donna Capps
Office of State Budget
1122 Lady Street, 12th Floor
Columbia, South Carolina 29201

Dear Ms. Capps:

Enclosed is the FY 1995-96 Annual Accountability Report for the Department of Juvenile Justice. In accordance with the instructions, I am forwarding a printed copy of the report, along with a 3.5 inch diskette containing the complete file in WordPerfect For Windows Version 5.0.

Sincerely,

Flora Brooks Boyd
Director

FBB/CJO

Enclosure

cc: Mr. Don Hottel
Office of the Governor

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STATE DOCUMENTS

OUR MISSION

STATUTORY AUTHORITY

Created by Section 20-7-6805 of the South Carolina Code of Laws, the South Carolina Department of Juvenile Justice is involved in almost all aspects of the continuum of services provided to juveniles charged with and/or adjudicated for having committed criminal or status offenses. Services provided by the Department include primary and secondary prevention efforts aimed at lessening the frequency or severity of juvenile crime; diversion programming for 1st time non-violent offenders; psychological, social and physical evaluations of juveniles adjudicated delinquent or considered for possible transfer to adult court; intake services (which is an information gathering process on the juvenile for the benefit of the Solicitor and the Court and an information providing process to the juvenile to inform him/her of the juvenile court process); supervision of juveniles placed on probation by the Court or on parole by the Board of Juvenile Parole; and secure 24-hour custodial care of juvenile offenders committed to the Department. Consistent with the purpose for which they are confined within the institutional facilities, this 24-hour custodial care includes educational, recreational, treatment and rehabilitative services.

The Department operates according to the following statutory requirements:

- | | |
|------------------------|--|
| 20-7-6805 | Creates as a State Agency the S.C. Department of Juvenile Justice |
| 20-7-6810 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 |
| 20-7-6835 | Director to employ persons necessary to perform all duties and responsibilities of the Department |
| 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 - Includes secure detention services |
| 20-7-6855 | Establishes a special school district within DJJ. |

Since the State Government Restructuring Act of 1993, no significant changes in DJJ's statutory authority have occurred.

MISSION STATEMENT

The mission of South Carolina Department of Juvenile Justice is as follows:

"To provide juveniles with skill development opportunities which enhance public protection and promote individual accountability."

This mission statement was developed and adopted in 1994 in order to stress the agency's commitment to promoting a balanced approach to juvenile justice. The components of the balanced approach - accountability, skill development, and public protection - are further emphasized by the triangular logo that accompanies the mission statement.

STRATEGIC PLANNING

In support of its mission, DJJ has developed a detailed plan based upon the following eight (8) strategic goals:

1. Resource Management - DJJ will enhance its management and administrative capability by promoting effective and efficient use of resources and providing employees the tools needed to carry out the agency's mission.
2. HUMAN RESOURCES - DJJ will provide comprehensive human resource-related support through an array of programs, systems, and policies that contribute to and enhance the performance of all employees.
3. FACILITIES DEVELOPMENT AND STRUCTURE - DJJ will continue to develop decentralized facilities which provide more effective services to juveniles and their families while enhancing public protection.
4. FACILITIES IMPROVEMENTS - DJJ will continue to improve the overall conditions in all agency facilities, to include providing a safe environment for juveniles conducive to their resocialization and public protection.
5. EVALUATION, ASSESSMENT AND CLASSIFICATION - DJJ will continue to develop and fully implement a comprehensive evaluation, needs and risk assessment, and classification system which will be used to determine appropriate community-based and institutional programs and services for juveniles while enhancing public protection.
6. PROGRAMS AND SERVICES - DJJ will maximize the use of public/private resources in order to deliver a statewide, comprehensive array of programs and services for juveniles which are responsive to their individual

needs and promote accountability to victims and the community.

7. QUALITY ASSURANCE - DJJ will continually monitor, evaluate, and improve the internal processes of the agency to ensure that services are effectively delivered according to policies and procedures, contractual agreements, and accepted accreditation standards.
8. COMMUNICATIONS AND PUBLIC RELATIONS - DJJ will develop and implement a proactive plan to educate and inform the media, the public, and our customers about the Department's mission, goals, and programs in order to gain positive support and improve relationships.

PROGRAM GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

SECTION I: ADMINISTRATION

PROGRAM NAME: EXECUTIVE MANAGEMENT

PROGRAM GOAL:

To provide executive management and internal and external support services in the areas of legal affairs, internal auditing, public information, legislative and inter-agency relations, juvenile advocacy, and internal affairs.

PROGRAM OBJECTIVES:

1. To insure that Agency policies and practices conform with applicable state and federal laws and regulations and to represent the legal interests of the Department;
2. To keep the public and staff informed of issues confronting the Department and the Juvenile Justice system;
3. To provide information relevant to legislative issues in order to assist members of the legislature in being informed and knowledgeable of juvenile justice matters;
4. To maintain positive working relations with other agencies and to seek ways of promoting inter-agency collaboration;
5. To investigate allegations of abuse, neglect, and misconduct in an effort to maintain a safe and positive environment for juveniles and staff; and
6. To perform special and routine financial and program audits in order to insure that proper internal controls are established and maintained.

PERFORMANCE MEASURES:

1. A system was developed to ensure that agency policies and procedures reflect and comply with applicable laws and regulations. Policies are written to conform with national standards whenever possible.
2. Press releases highlighting various programs and services provided by the Department and outlining accomplishments of DJJ staff were issued to the media in an effort to keep the public informed of significant events in the Agency. Similar articles were placed in the Department's internal, statewide newsletter and in its monthly report to staff. A monthly Senior Managers Meeting and a statewide Quarterly Managers Meeting are conducted in order to keep supervisory staff apprised of significant developments within the Department and to provide training for the management staff. Additionally, brochures and a video presentation explaining and promoting the various programs offered by the Department were developed and are now being updated. Staff of the Department also conducted tours of the facilities for authorized groups, all in an effort to educate and inform the public of the services available for troubled youth throughout the state.
3. During FY 1995-96, the Department worked with representatives of the Governor's office and members of the legislature to provide a variety of information necessary to assist in the decision-making process and to enable the state's leadership to become knowledgeable in matters related to the juvenile justice system in South Carolina.
4. A number of inter-agency collaborative efforts were undertaken during FY 95-96, including the use of a former Department of Corrections facility which was renovated to house female juvenile offenders. In addition, working with the Department of Mental Health, a number of juveniles with serious emotional and/or psychological problems were shifted from DJJ facilities to DMH facilities. Another major collaborative effort is the agreement between DJJ and the U.S. Army to conduct the nation's first Junior ROTC program in a secure facility. Working with the Department of Alcohol and Other Drug Abuse Services, the Department established an Addictions Treatment Unit on the Willow Lane campus. In all, there were about a hundred collaborative efforts involving DJJ staff and staff of other agencies working together to solve common problems during FY 95-96.
5. The Office of Juvenile Advocacy investigates allegations of abuse & neglect and provides juveniles with representation involving due process hearings in which the liberty

interests of the juveniles are at stake. This office also assists with a variety of issues related to the Americans With Disabilities Act (ADA) and Section 504 of the Rehabilitation Act regarding the provision of facilities and services to persons with disabilities. The Office of Juvenile Advocacy investigates allegations promptly and keeps records and statistics regarding the type of allegations received and the locations of the allegations. In FY 1995-96, approximately 9% of the allegations investigated were determined to be founded.

6. The Office of Internal Affairs investigates and assists in the prosecution of criminal events perpetrated by juveniles and/or staff. This office also conducts investigations regarding violation of Department policies and makes recommendations to correct inappropriate behavior among staff. This office seeks to educate staff and juveniles in areas of crime prevention and keeps records reflecting the various types of investigations and outcomes under their authority.
7. A comprehensive program of internal auditing is in place to ensure adherence to applicable state and federal laws and regulations governing the administration of programs and the expenditure of funds. An annual audit schedule is approved by the Director, and special audits are initiated as needed. The audit staff also ensure that proper internal controls are in place and that the Department's policies and procedures are being followed. Internal Audit reports include recommendations for strengthening internal control procedures.

PROGRAM NAME: MEDICAID ADMINISTRATION

PROGRAM GOAL:

To ensure that the Department maximizes Medicaid funding in an effort to provide needed services to juveniles and their families.

PROGRAM OBJECTIVES:

1. To provide more programmatic support and increase available revenue; and
2. To expand and/or implement Medicaid entitlement services, Medicaid billing, and Medicaid program development.

PERFORMANCE MEASURES:

Medicaid staff provided accurate forecasting of Medicaid revenue for the Department. A system is in place to identify additional Medicaid eligible juveniles to ensure that the Department is recovering the maximum amount of funding to which it is entitled under the Medicaid program.

PROGRAM NAME: PERSONNEL

PROGRAM GOAL:

To provide comprehensive human resource services to the Agency's employees and potential employees through an array of programs, systems, and policies that contribute to and enhance the quality of life of all employees.

PROGRAM OBJECTIVES:

To efficiently and effectively provide classification and compensation services, employee benefits, employee recognition, employee relations, and applicant services.

PERFORMANCE MEASURES:

1. The Department ensured compliance with all State and Federal regulations related to its human resources activities during the hiring and administration of personnel functions for a work force that grew by 11% during FY 95-96. This growth was seen primarily in the area of correctional staff to oversee the growing population in the Department's secure institutions.
2. Policies and procedures were developed and/or revised in accordance with changes in human-resource related legislation. Compensation increases and benefits changes were implemented pursuant to State guidelines. Employee Relations and applicant services were vastly improved.

PROGRAM NAME: FINANCE/BUDGET

PROGRAM GOAL:

To provide a comprehensive financial management system for the entire Department, which promotes fiscal responsibility and accountability while adhering to relevant constraints.

PROGRAM OBJECTIVES:

1. To facilitate the fiscal operations of the Department in a manner that ensures efficiency and effectiveness while providing compliance with applicable State and Federal laws and regulations.
2. To provide management with accurate, complete and timely information needed to plan and monitor current operations while planning for the future.
3. To maximize the Department's resources by utilizing both technological and human resources to improve fiscal operations and eliminate unnecessary or duplicate functions.

PERFORMANCE MEASURES:

1. The Department successfully completed the fiscal year operations within the constraints of budgeted resources. Even though the Department's expenditures increased by 20% from Fiscal Year 94-95 to Fiscal Year 95-96, accounting and procurement personnel handled the increased volume with existing staff.
2. The payroll system was upgraded, thus enabling transmission of payroll data to the Comptroller General's Office by diskette and thereby eliminating submission of paper documents and reducing costs.
3. Accounts payable software was enhanced to allow transfer of disbursement data on diskette from the Comptroller General's Office to our system, thus eliminating manual keying.

PROGRAM NAME: INFORMATION RESOURCE MANAGEMENT

PROGRAM GOAL:

To develop and maintain automated systems for Human Resource Management, Fiscal Affairs, and Offender Records that reflect the management philosophy of the Department of Juvenile Justice and support DJJ in offender case management, administrative functions, and long range planning with accuracy, efficiency and effectiveness.

PROGRAM OBJECTIVES:

To pursue through the State's information technology planning process, the budget request process, internal needs assessment and direct user involvement three specific IT objectives:

1. Elevation of DJJ's hardware and software platforms and communications infrastructure to bring DJJ in line with the rest of state government and to provide a solid foundation for developing and acquiring new systems for offender and administrative management;
2. Development of a Juvenile Justice Case Management System (JJMS) to track juvenile offenders as to location, offense history and legal status while also providing aggregate data to facilitate policy decisions and meet other information needs within and outside of the Department; and
3. Development, acquisition and implementation of an administrative management system to provide accurate and timely budgetary, financial and personnel information, thereby supporting informed management decisions in these areas.

PERFORMANCE MEASURES:

DJJ's performance in fiscal year 1995-96 in relation to Information Resource Management above can be measured by the following:

1. Completion and approval of the state-required Information Technology Plan reflective of the goals and objectives articulated above;
2. Receipt of substantial one-time funding for IT development purposes;
3. Completion of a series of semi-structured interviews with senior management staff to elaborate on the IT needs of the Department; and

4. Continuation of JJMS development activities in the form of bi-monthly meetings with a user committee to agree upon the content and layout of the system, concurrent with substantial effort on the part of IRM staff to produce a system reflective of the Committee's input and recommendations.

SECTION II: PROGRAMS AND SERVICES

PROGRAM NAME: COMMUNITY SERVICES

PROGRAM GOAL:

To provide intake, probation and parole services for juveniles brought before the Family Courts of the state and for juveniles committed or referred to the Department of Juvenile Justice in cooperation with all local officials or agencies concerned.

PROGRAM OBJECTIVES:

1. To conduct a thorough assessment of the risk and needs of the juvenile in order to make an informed recommendation to the Solicitor's office and to the Family Court;
2. To ensure effective coordination and implementation of community based supervision services to juveniles on contract, probation, or parole status (to include Interstate Compact Supervision) based upon the risk and needs of the juveniles;
3. To involve juveniles' parents/guardians at every possible juncture in service provisions for the juvenile; and
4. To implement consistent and fair revocation proceedings when warranted.

PERFORMANCE MEASURES

1. DJJ processed 26,267 referrals statewide at the Intake level in 1995-96. This represents an increase of 1% over FY 1994-95. A thorough assessment of risks and needs was conducted on each juvenile in order to make an informed recommendation to the Solicitor's Office and to the Family Court.
2. The average number of juveniles under caseload supervision on any given day last year was 5,278. All juvenile cases reflecting contract, probation, or parole status were reviewed by the supervisor for compliance with Targeted Case Management standards, which address the juveniles' risks and needs.

3. During every aspect of the Juvenile Justice process, from intake to parole, Community Specialists contact parents or guardians to promote their continued involvement throughout the provision of services.
4. A total of 125 preliminary revocation hearings were conducted, resulting in 84 actual revocations. The Department's policies and procedures were consistently followed in making determinations in each case.

PROGRAM NAME: INSTITUTIONAL OPERATIONS

PROGRAM GOAL:

1. To provide for and ensure the confinement of all juveniles lawfully committed by the Family Court to DJJ until they reach the age of nineteen (19), unless sooner dismissed therefrom by order of the Juvenile Parole Board, transferred to the South Carolina Department of Corrections, or released therefrom by order of the appropriate authority as defined in the the law.
2. To provide for court-ordered evaluations of juveniles whose dispositions are pending before the Family Court.
3. To provide for the pre-adjudicatory detention of juveniles sent to DJJ's Detention Center for care and custody while awaiting further disposition.

PROGRAM OBJECTIVES:

1. To ensure that all juveniles committed to DJJ's custody and care remain confined and are accounted for at all times in order to enhance public protection;
2. To ensure that juveniles are provided with a safe and secure environment and that they receive adequate health care, and the other essentials of life, such as food, shelter, and clothing; and
3. To provide an array of treatment, rehabilitative, and program services (i.e., social work, psychological, religious, recreation, etc.) in an effort to afford juveniles opportunities for skill development and to promote accountability so that they can return to their communities as productive citizens.
4. To ensure that all juveniles committed to DJJ for evaluation receive a complete and thorough assessment in accordance with accepted standards and procedures and that information obtained from the evaluation process is effectively communicated to the Family Court.
5. To ensure that juveniles in preadjudicatory detention are provided a safe and secure environment and are separated by sight and sound from juveniles who have been adjudicated delinquent by the Family Court and committed to DJJ's secure institutions.

PERFORMANCE MEASURES:

1. Except for one escape, all juveniles committed to the Department's secure institutions/facilities remained confined and accounted for throughout 1996. Following the escape during the first quarter of the calendar year, more stringent security measures were implemented, and there have been no further escapes since that time.
2. In compliance with the Federal lawsuit, the Department reduced the population in its secure institutions by relocating all female juvenile offenders to the Greenwood Center. This move also allowed the agency to provide more gender-specific programming for this population. The Department also contracted with a private vendor to provide secure confinement and community-based (Wilderness Camps) programming and services for approximately 400 juveniles. As a result, the population in the secure institutions' living units on Broad River Road were decreased. This action led to a reduction in the incidences of violent behavior in the institutions. All facilities continue to work to further improve the quality of institutional life for its juveniles.
3. The Institutional Operations Division, through a concerted effort with the Divisions of Program Services and Education, continue to provide a broad range of treatment and rehabilitative services for juveniles in the long-term facilities. Programs such as JROTC; the Omega Therapeutic Treatment Unit, which provides for the treatment of juveniles with substance abuse problems; Sex Offender Treatment; Pre-Release; Special Needs/DDSN; and Volunteer and Mentoring provide excellent opportunities for juveniles to return to their respective communities as law abiding citizens with a reasonable chance to be successful.
4. Court-ordered evaluations were thorough and professional, and they were submitted to the court in a timely manner.
5. Juveniles committed to the Detention Center were provided care and custody commensurate with DJJ's responsibility to protect both the juveniles and the public.

PROGRAM NAME: OPERATIONAL SUPPORT SERVICES

PROGRAM GOAL:

To ensure that the needed services of general maintenance, groundskeeping, fleet management, physical plant, warehouse, laundry, dietary, telecommunications, and archiving of inactive records are provided in an organized and effective manner so as to provide the needed support to all areas of operation within the Department.

PROGRAM OBJECTIVES:

1. To plan and effectively manage dietary and laundry services to ensure that juvenile offenders receive services as needed;
2. To expeditiously provide maintenance services to departmental facilities, grounds, and vehicles; and
3. To manage construction and renovation projects, while complying with all state regulations.

PERFORMANCE MEASURES:

1. A room in the vocational wing of Birchwood High School was converted to a cafeteria through the Department's internal renovation program. This cafeteria permitted the Department to discontinue feeding juveniles in the housing units significantly reducing problems with pests and improving the quality control exercised over serving juvenile meals. The dietary program served nearly 1.5 million meals during FY 95-96.
2. Maintenance staff continued to respond to work orders but also began development of a preventive maintenance program. Reorganization of the layout and stockage level of parts and supplies in the maintenance shop improved response time in accomplishing work order repairs.
3. The Department continues to comply with regulations and codes in all renovation and construction projects. During the past year, the Department further refined its procedures for identifying, prioritizing and accomplishing minor construction and renovation projects. The cafeteria mentioned in item 1, above, a Junior ROTC classroom complex and the erection of picnic shelters are examples of accomplishments from this program.

PROGRAM NAME: RESIDENTIAL AND DAY PROGRAM OPERATIONS

PROGRAM GOAL:

To provide prevention and intervention services to juveniles at home, in day programs, and in residential settings which will teach skills, hold them accountable, and reduce further criminal behavior. To provide family preservation services that maintain and strengthen the family unit, thereby avoiding out-of-home placement or institutionalization.

PROGRAM OBJECTIVES:

1. To provide prevention and early intervention programs, including juvenile justice awareness, juveniles and the law, conflict management, and parenting skills to at-risk juveniles and their families;
2. To provide individualized treatment services;
3. To provide intensive supervision of daily activities;
4. To provide behavior management techniques which teach juveniles acceptable behavior;
5. To empower the family with skills and resources needed to address independently their difficulties with raising children;
6. To be available 24 hours a day, seven days a week, to support families receiving family preservation services;
7. To improve school and vocational performance and family/community relations;
8. To stabilize or resolve emotional disorders through the use of therapeutic foster care; and
9. To obviate further police and DJJ involvement.

PERFORMANCE MEASURES:

1. Prevention and early intervention programs focusing on juvenile justice awareness, juveniles and the law training, conflict management training, and parenting skills served 12,292 participants in FY 1995-96. An additional 593 juveniles were served through Double Dutch recreational programs, Camp Paupi-Win, and the Outdoor Youth Development camping program.
2. Three hundred eighty-nine (389) juveniles received increased supervision and individualized treatment services offered through the Department's Wrap Around Services Program.

3. One hundred seventy-three (173) juveniles received support services in Family Preservation programs.
4. One hundred seventy-four (174) juveniles were served in Marine Institute day programs, which focus on educational and vocational skills.
5. Thirty-four (34) juveniles received services through Therapeutic Foster Care to stabilize emotional or behavioral disorders.
6. Six hundred eighty-nine (689) juveniles received individualized treatment and supervision in Residential Group Home placements.
7. Eight hundred twenty-three (823) juveniles received individualized treatment and supervision in Short-term Shelter care.

PROGRAM NAME: TREATMENT SERVICES

PROGRAM GOAL:

To assess the needs of juvenile offenders and provide appropriate corrective treatment conducive to their resocialization.

PROGRAM OBJECTIVES:

1. To expeditiously conduct Family Court-ordered pre-dispositional and pre-waiver (transfer) psychological evaluations State-wide;
2. To deliver clinical treatment services, including group, individual, family and pastoral counseling, therapeutic recreation activities, and case planning to juvenile offenders in both community and institutional environments;
3. To coordinate psychiatric services and the identification of lawsuit subclass members; and
4. To provide health services to institutionalized youth.

PERFORMANCE MEASURES:

1. 100% of the pre-waiver and community evaluations requested by Family Court Judges were completed for court review.
2. In the area of community treatment services, the average number of units of therapy provided per month was 69 in FY 95-96. In the area of institutional treatment services, the number of hours of treatment by contract psychiatrists increased by 28.4%. There were 314 worship services held at the long-term institutions during FY 95-96.
3. During FY 95-96, 100% of identified potential subclass members were staffed monthly, and 100% of included subclass members were tracked through monthly automated reports.
4. In the area of Health Services, juveniles had access to physicians 16 hours per week in FY 95-96, compared to 15 hours per week during FY 94-95.

PROGRAM NAME: PROGRAM ANALYSIS AND QUALITY ASSURANCE

PROGRAM GOAL:

To ensure that all Agency programming initiatives contribute to DJJ's primary goals of public protection, accountability and skill development.

PROGRAM OBJECTIVES:

1. To evaluate existing Agency programs, identify gaps in services, and guide development of new programming efforts;
2. To design and conduct training to meet staff development standards as set for juvenile justice agencies;
3. To monitor DJJ programs to ensure that Medicaid and Targeted Case Management standards are met;
4. To coordinate and provide Statewide training on 24-hour juvenile detention screening and electronic monitoring services;
5. To administer the DJJ volunteer services program.

PROGRAM MEASURES:

1. During FY 95-96, 100% of all referrals for program implementation were reviewed to ensure consistency with the Department's mission.
2. During FY 95-96, 7872 Participants received 3278 hours of training for a total of 47493.4 participant hours.
3. In the area of medicaid standards, targeted case management services were delivered in 45 counties in FY 95-96, an increase of 50% over FY 94-95.
4. In the area of Juvenile Detention Screening, five (5) training programs were conducted, which exceeded the indicated goal of three (3) trainings by 66%.
5. The Volunteer Services database continued to include 100% of DJJ's individual volunteers for FY 95-96.

PROGRAM NAME: EDUCATION

PROGRAM GOAL:

To provide an appropriate education for all juveniles confined in Departmental facilities.

PROGRAM OBJECTIVES:

1. To ensure that all state and federal laws and regulations pertaining to education are followed;
2. To provide a core academic curriculum for all students;
3. To offer vocational education for all high school students;
4. To identify and serve students qualifying under the Individuals with Disability Education Act (IDEA);
5. To provide statutorily required in-service training programs for teachers;
6. To maintain compliance with the SCDJJ Defined Minimum Program; and
7. To provide a behavior management structure designed to enable students to adapt to their home schools.

PERFORMANCE MEASURES:

1. The DJJ School District ensured compliance with all State and Federal laws and regulation pertaining to Education through the use of both internal and external audits performed on the Education budgets and programs.
2. All students have access to classes in the core curriculum areas.
3. All students have access to vocational classes.
4. All special education students are placed into appropriate educational classes within a month of commitment to DJJ institutions.
5. Staff development activities were held on designated in-service days during the 1995-96 school year, and a Coordinator of Staff Development for the School District has been designated to plan and monitor these activities.
6. The School District maintained compliance with the SCDJJ Defined Minimum Program at all DJJ schools.
7. A behavior management system based upon consequences for student actions has been implemented at the Department.

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