

<b>AGENCY NAME:</b>	South Carolina Department of Juvenile Justice		
<b>AGENCY CODE:</b>	N120	<b>SECTION:</b>	067



## Fiscal Year 2013-2014 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p><b>It is the mission of the South Carolina Department of Juvenile Justice to protect the public and reclaim juveniles through prevention, community services, education, and rehabilitative services in the least restrictive environment.</b></p>
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Please identify your agency's preferred contacts for this year's accountability report.

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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

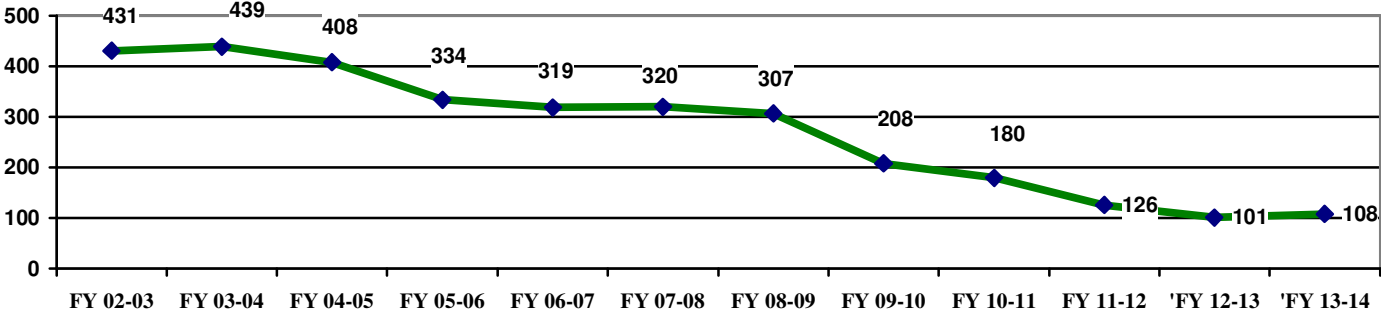
<b>AGENCY DIRECTOR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	Margaret H. Barber
<b>BOARD/CMSN CHAIR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	

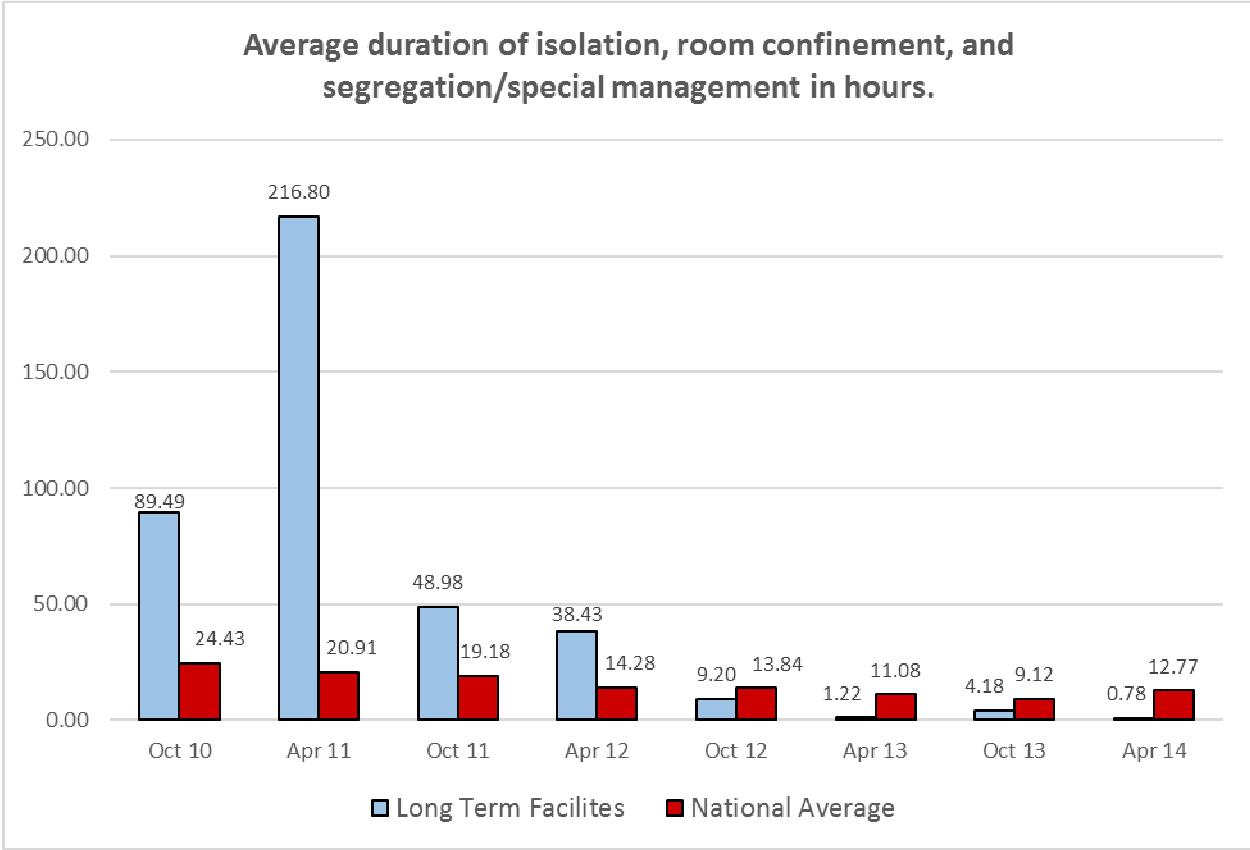
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DJJ is the agency where change is possible. According to Performance-based Standards (PbS) Coach, Dave Crowley, DJJ ranks among the best in overall juvenile justice performance nationally. Director Barber’s successful reform driven agenda has elevated the agency to its current status as a national leader in the juvenile justice field. Customized practices, innovative programming, improved prevention and supervision efforts and community justice options have led to improved outcomes for South Carolina’s juvenile justice system.

A key agency accomplishment is the dramatic reduction in the number of youth in long term facilities. This population plummeted 70% between 2003 and 2013. DJJ is continuing to maintain low numbers with the average daily population holding steady at 108 in FY 13-14. More evidence of the agency’s transformation is the marked decline in isolation hours. Isolation is a critical juvenile justice issue nationally. Under the leadership of Director Barber, isolation hours have declined substantially. The implementation of the Balanced and Restorative Justice Program (BARJ) and agency-wide trauma training have contributed to the decrease in isolation hours. Three of DJJ’s facilities are well under the national average in the isolation hours category and are meeting the PbS recommended best practices.

**Decline of Population within the BRRC**





DJJ is committed to improving outcomes for juvenile offenders through programs and services that promote public safety while reclaiming youth through prevention, community-based programs, education, and rehabilitative services in the least restrictive environment appropriate. Cost savings related to the reduction in the number of youth in confinement have enabled the agency to redirect resources to the front end of the spectrum. Regional prevention specialists were added to the Community Services Division. These specialists have streamlined processes to allow DJJ and at-risk youth to benefit from programming. During FY 13-14, Teen After-school Centers (TASC) gained 14 additional sites. A total of 1,112 youth were served. The Gang Resistance Education Program (G.R.E.A.T.) reached 1,053 elementary and middle school students in 23 counties.

“Job Ready and Crime Free” is a recurring theme. In an effort to reclaim and transform youth into productive citizens, the agency increased its emphasis on employability skills. In October 2013 the Job Readiness Training Center (JRTC) was opened. This innovative facility offers life and job skills training to youth primarily on probation or parole. This state of the art facility is equipped with videoconferencing and projection capabilities, and although centrally located on Broad River Road in Columbia, it is accessible to remote sites across the state in county offices and wilderness programs. During FY 13-14, the JRTC impacted 1,100 youth in 24 counties. Another job readiness initiative is Job Readiness for Teens (JRT). This program provides after-school and summer job skills training and paid internships for at risk students. During FY 13-14 DJJ funded eight JRT sites, serving 380 students.

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Good things are happening within the Education Division. The agency’s General Equivalency Diploma (GED) pass rate is 76%, four percentage points higher than the national average of 72%. Additionally, Career and Technology Education (CATE) students continue to excel. In the fall of 2013, a student came in second at the National SkillsUSA Competition. Another student came in first during the statewide SkillsUSA competition in the spring and was eligible to participate in the national competition.

Maximizing collaborations, partnerships, and volunteerism is a key strategic goal. DJJ is committed to the efficient use of resources and seeks opportunities to enhance programs using nontraditional partners where appropriate. The agency continues to push the envelope in terms of expanding partnerships. Collaborating with nontraditional stakeholders has led to new and exciting opportunities for DJJ youth. In December 2013, a formal agreement with the Missing in America Project was signed enabling the Youth Industry’s carpentry program to design and construct burial urns for the remains of unclaimed veterans. Partnerships with the Banking Association and the South Carolina Economics Association enabled over 400 youth to receive instruction in financial literacy. Moreover, DJJ youth worked with Habitat for Humanity to construct a second home. In addition to its work with community partners, the agency uses volunteers to supplement services in the community and at residential facilities. Volunteers provide an invaluable service to the agency. One example of the successful use of volunteers is the Annual Restoring Carolina Through Youth Services event. On September 12-14, 2013, a total of 1,369 participants, including DJJ staff, volunteers and 719 juvenile offenders took part in this statewide initiative. Agency volunteers contributed many valuable hours.

Additionally, federal dollars have been secured to help implement and expand juvenile justice initiatives. A Rural Utilities Services grant from the U.S. Department of Agriculture (USDA) in the amount of \$196,809 provided funding to enhance services for youth in rural facilities. Specifically, telemedicine services and distance learning are being implemented at the Coastal and Upstate Evaluation Centers and the six wilderness camps. The funding has enabled the agency to increase access to primary and behavioral healthcare services for youth placed at the Coastal and Upstate Evaluation Centers. Because of the distance learning piece, certified teachers from DJJ’s Birchwood High School are now able to reach youth in the rural evaluation centers, wilderness camps, and the Youth Challenge Academy.

<b>Impact of Volunteer Services &amp; Federal Grant Dollars</b>	<b>Dollar Value</b>
1) In FY 13-14, 1,443 volunteers contributed 16,336 hours of service to the Agency. The Independent Sector’s Value of Volunteer Time estimates the value of volunteer time is \$17.20 per hour in SC .	\$280,979.20
2) In addition to their time, volunteers donated supplies, goods, services and monetary contributions during FY 13-14.	\$56,892.34
3) DJJ used federal funding to create, expand, and/or sustain program initiatives and education services to build capacity within the juvenile justice system.	\$2,520,081

In summary, DJJ continues to lead the way in juvenile justice reform. The agency marked its 12th year of participation in the PbS continuous improvement process sponsored by the Council of Juvenile Justice Administrators. In April 2014, DJJ’s Midlands Evaluation Center and Birchwood Facility

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achieved Level Four on the PbS rating scale. Level Four is the highest rating signifying outstanding performance. These successes have not gone unnoticed. Representatives from six states have visited DJJ in the last year to observe the innovative changes that have led to the agency’s success. With a renewed emphasis on job readiness, DJJ is equipping youth with the requisite skills to lead productive, crime free lives. The agency is effectively customizing practices to better serve youth by specifically targeting criminogenic, crime producing risks and needs. These interventions are designed to disrupt the DJJ to SCDC pipeline by preparing youth for a future that is job ready and crime free. At DJJ, change is possible.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				TOTAL	FY 2013-14 Expenditures				TOTAL	Associated Objective(s)
		General	Other	Federal			General	Other	Federal			
I. Parole Division	Not applicable	\$ 376,433	\$ -	\$ -	\$ -	\$ 376,433	\$ 395,360	\$ -	\$ -	\$ -	\$ 395,360	N/A
II. Administration Division	Leadership and direction for the agency and major support functions.	\$ 4,435,416	\$ 105,693	\$ 2,420	\$ -	\$ 4,543,529	\$ 7,434,362	\$ 66,652	\$ -	\$ -	\$ 7,501,014	(1) 8.1.1, 8.1.2, 8.2.1, 8.2.2, 8.2.3, 8.2.4
III. A. Community Services	Intake processing and supervision of probationers and parolees.	\$ 14,310,443	\$ 1,513,071	\$ 57,056	\$ -	\$ 15,880,570	\$ 15,446,861	\$ 1,445,640	\$ -	\$ -	\$ 16,892,501	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.4.1, 1.4.2, 1.5.1, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3
III. B. Longterm Facilities	Treatment and supervision of committed juvenile offenders	\$ 18,534,391	\$ 674,601	\$ 648,809	\$ -	\$ 19,857,801	\$ 18,774,756	\$ 546,649	\$ 716,633	\$ -	\$ 20,038,038	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 3.1.1, 3.1.2
III. C. Reception & Evaluation	Assessment of juveniles	\$ 6,158,216	\$ 2,879,405	\$ -	\$ -	\$ 9,037,621	\$ 6,985,202	\$ 1,661,026	\$ -	\$ -	\$ 8,646,228	3.1.1, 3.1.2, 5.2.1, 5.2.2
III. D. County Serv-Detention Center	Pretrial detention for juvenile offenders	\$ 363,806	\$ 3,043,149	\$ -	\$ -	\$ 3,406,955	\$ 916,111	\$ 2,551,876	\$ -	\$ -	\$ 3,467,987	2.1.4, 3.1.1, 3.1.2
III. E. Residential Operation	Residential care	\$ 24,847,663	\$ 2,400,169	\$ -	\$ -	\$ 27,247,832	\$ 27,449,488	\$ -	\$ -	\$ -	\$ 27,449,488	2.1.1, 2.1.3, 2.1.5,
III. F. Juvenile Health & Safety	Health Care for committed juveniles and others in residential programs	\$ 6,001,217	\$ 762,632	\$ -	\$ -	\$ 6,763,849	\$ 6,082,959	\$ 673,247	\$ -	\$ -	\$ 6,756,206	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5
III. G. Program Analysis/Staff	Program review and staff development	\$ 1,322,624	\$ 116,200	\$ -	\$ -	\$ 1,438,824	\$ 1,662,991	\$ 157,579	\$ 173,300	\$ -	\$ 1,993,870	1.4.1, 1.4.2, 1.5.1,
III. H. Education	School programs for committed juveniles and others in residential programs.	\$ 566,680	\$ 3,928,618	\$ 1,284,788	\$ -	\$ 5,780,086	\$ 849,966	\$ 3,799,152	\$ 1,242,507	\$ -	\$ 5,891,625	2.1.1, 2.1.6, 2.2.3, 2.2.4, 4.1.2
IV. Employee Benefits	Fringe benefits for employees	\$ 15,389,567	\$ 3,313,115	\$ 353,129	\$ -	\$ 19,055,811	\$ 17,713,049	\$ 2,738,618	\$ 387,640	\$ -	\$ 20,839,307	N/A
<b>TOTAL</b>		\$ 92,306,456	\$ 18,736,653	\$ 2,346,202	\$ -	\$ 113,389,311	\$ 103,711,105	\$ 13,640,439	\$ 2,520,080	\$ -	\$ 119,871,624	
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(1) The increase in Administration is the result of a 1.7 million dollar transfer to Permanent Improvements and the purchase of Information Technology equipment to replace aging equipment and provide Video Conferencing Job Training to remote locations.

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
Juvenile Cases processed through family court intake		16,754	16,429	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of youth screened during intake process	1.2.1, 1.2.2
Annual admissions to DJJ Long Term facilities		164	174	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Total number of admissions to long term facilities	1.3.1, 1.3.2, 2.1.2
Annual admissions to Wilderness Camps and marine institutions		863	895	-5%	Time	Monthly Juvenile Population Summary		Total number of admissions to wilderness camps marine institutions	
Percentage of annual admissions to alternative placements		87%	89%	-3%	15-Jun	Monthly Juvenile Population Summary	Monthly	Total number of admission to alternative placement	2.1.1, 2.1.2
Average populations in DJJ hardware secure facilities		370	372	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Daily count of juveniles divided by the number of days in a month	2.1.1, 2.1.2
Average populations in wilderness camps and marine institutes		270	272	-5%	Jun-15	Monthly Juvenile Population Summary	Monthly	Daily count of juveniles divided by the number of days in a month	2.1.2
Parole recidivism (Based on the total number of juveniles on probation/parole or in arbitration programs )		15%	15%	15%	Jun-15	Based on the results of the Serious and Violent Offender Reintegration Initiative Program Evaluation	Annually	Evaluators examined the juveniles that had intensive supervision. 15% of the youth recidivated.	1.3.1, 1.3.2, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3
Medicaid reimbursements taken in as a offset of state costs		\$532,776	\$590,456	\$515,672	Jun-15	SCEIS General ledger	Annually	Actual reimbursement	1.4.1, 1.4.2, 1.5.1, 5.1.1
Prior year non recurring Medicaid cost settlement		\$2,742,082	\$0	\$0		SCEIS General ledger	Annually	Actual reimbursement	N/A
Percentage of evaluations performed in the Community		42.17%	43.09%	5%	Jun-15	Juvenile Justice Management System	Annually	Number of community evaluations compared to the total numbe of evaluations	5.1.2, 5.2.1, 5.2.2
Capacity Versus Average daily populaton in DJJ		61.70%	62%	62%	Jun-15	Monthly Juvenile Population Summary	Monthly	Average daily population divided by the bed capacity	2.1.1, 2.1.2
Average Duration of isolation hours in Long Term Facilities		4.18	0.78	0.5	Oct-14 & Apr -15	PbS Site Coordinators Review of Isolation Records in April and October.	Biannually	The average number of isolation hours is based on the th	2.1.1, 2.1.3
Number of youth served in Job Readiness for Teens (JRT) Program		221	380	400	Jun-15	JRT attendance sheets	Monthly	Total number of youth that attended the JRT program	2.2.1, 2.2.2, 2.2.3, 2.2.4, 4.1.1, 4.1.2
Number of youth served in Job Readiness Training Center <b>Note: Facility opened in FY 13-14</b>		N/A	1,100	1,500	Jun-15	JRTC attendance sheets	Monthly	Total number of youth that attended JRTC.	2.2.1, 2.2.2, 2.2.3, 2.2.4, 4.1.1, 4.1.2
Number of Families served in Family Solutions		456	528	580	Jun-15	Family Solutions attendance Sheets	Annually	Total number of families that completed the Family Solutions Group	1.5.1
Number of Students participating in G.R.E.A.T.		574	1053	Mar-03	Jun-15	DJJ G.R.E.A.T. Attendance Sheets	Annually	The total number of students that attended the G.R.E.A.T. sessions	6.1.1, 6.1.2, 6. 1.3, 6.1.4, 6.1.5, 6.1.6, 6.1.7, 6.1.8

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
<b>G</b>	<b>1</b>			<b>Reinvest in Community Services</b>
S		1.1		Implement a 4th Generation Risk and Needs Assessment
O			1.1.1	Identify an assessment that would best fit DJJ , select a vender and pilot test the instrument
O			1.1.2	Refine assessment as needed, train staff and implement the instrument statewide
S		1.2		Provide Intensive Family Court Intake Services
O			1.2.1	Assess current intake practices, design model for intensive intake services, pilot test
O			1.2.2	Refine model, and provide training to staff and implement statewide
S		1.3		Assess & Enhance the Intensive Supervision Officer ( ISO) Services
O			1.3.1	Conduct assessment to identify program strengths/weaknesses and gaps in services
O			1.3.2	Develop and implement strategies to enhance and improve intensive supervision
S		1.4		Implement Evidence-Based Practices in the Community
O			1.4.1	Evaluate existing programs and practices to determine if they are evidence-based
O			1.4.2	Identify and implement evidence-based programs and practies throughout DJJ
S		1.5		Implement Effective Family Treatment Programs & Services
O			1.5.1	Research, develop, enhance and implement family treatment programs in Rehabilitative and Community Services
<b>G</b>	<b>2</b>			<b>Restructure and Improve Rehabilitative Services and the DJJ School District</b>
S		2.1		Improve Services for Youth Committed to DJJ Facilities
O			2.1.1	Enhance Services to Youth at the Broad River Road Complex (BRRC)
O			2.1.2	Monitor population levels to maintain record lows
O			2.1.3	Reduce admissions to lockup/by continuing to monitor major incidents
O			2.1.4	Expand Performance- based Standards tools to identify areas of improvement
O			2.1.5	Develop and Implement an Incentive-based Behavioral Management System at BRRC
O			2.1.6	Maintain a high pass rate on GED
S		2.2		Increase Juvenile Access to Current and Future Job Opportunities
O			2.2.1	Work with the Department of Employment and Workforce to identify current and future job opportunities
O			2.2.2	Determine if DJJ's vocational training and job readiness programs align with the SC's employment needs
O			2.2.3	Develop recommendations for enhancements to/and or development of new vocational training and job readiness skills training programs to meet employer needs and
O			2.2.4	Expand job readiness skills training programs at BRRC, wilderness camps, and the Job Readiness Center & provide necessary certifications
<b>G</b>	<b>3</b>			<b>Maintain and Improve Essential Core Services across all Divisions</b>
S		3.1		Reallocate resources to ensure mandated functions are maintained while operating within a balanced budget
O			3.1.1	Analyze current allocation of positions, staffing levels, and caseloads for community and rehabilitative staff(security and clinical positions)
O			3.1.2	Develop and implement a plan to shift staff between divisions to address needs and improve operations and outcomes
S		3.2		Establish an internal triage review process to decrease the number of commitments due to probation and parole violations
O			3.2.1	Analyze probation and parole revocations per county and review current revocation processes for probation and parole
O			3.2.2	Develop and implement a triage review process to ensure that low risk probationers/parolees are not committed/recommitted
S		3.3		Introduce or expand evidence-based probation and gender responsive services statewide
O			3.3.1	Assess probation practices to determine which practices meet evidence-based standards and revise to meet standards as needed
O			3.3.2	Assess probation practices to determine which standards are gender responsive and revise as needed
O			3.3.3	Introduce and/or expand evidence-based gender responsive probation practices statewide
<b>G</b>	<b>4</b>			<b>Expand After-School and Job Readiness Programs, and Victim Services</b>
S		4.1		Increase accessibility of after-school and job readiness programs
O			4.1.1	Identify future site locations and partners to assist with the expansion of after-school and job readiness programs
O			4.1.2	Enhance vocational training and job readiness programs at the BRRC and Wilderness Camps



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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			4.1.3	Train Community Staff to teach the job readiness training curriculum "Tackling the Tough Skills"
S		4.2		Improve the responsiveness to victims of juvenile crime
O			4.2.1	Identify and train staff to conduct victim impact sessions
O			4.2.2	Develop and implement a policy that ensures that each juvenile receives Victim Impact Education
<b>G</b>	<b>5</b>			<b>Redirect Resources to the Community</b>
S		5.1		Rotate clinical staff from BRRC to the Community
O			5.1.1	Out station social workers in the community to provide clinical support to county offices
O			5.1.2	Identify county offices with the greatest need for clinical support and determine the scope of services to be provided
S		5.2		Increase the Percentage of Juveniles Receiving Community Evaluations
O			5.2.1	Analyze population risk levels in the Evaluation Centers to identify youth that can be potentially evaluated in the community
S			5.2.2	Determine and address barriers to evaluating low risk juveniles in the community
<b>G</b>	<b>6</b>			<b>Expand Gang Resistance and Education Training (G.R.E.A.T.) Statewide</b>
S		6.1		Coordinate and Implement anti-gang awareness training programs for at-risk youth
O			6.1.1	Collaborate with State Department of Education to develop and sponsor a school based anti-gang program model
O			6.1.2	Identify staff to be trained in the G.R.E.A.T. curriculum
O			6.1.3	Ensure that identified staff complete the Train the Trainer (TOT) workshop
O			6.1.4	Apply to the Southeastern G.R.E.A.T. Region to get approval sponsor a G.R.E.A.T. certification workshop
O			6.1.5	Ensure that candidates for G.R.E.A.T. Officer Training submit G.R.E.A.T. Officer Training Applications
O			6.1.6	Hire/appoint G.R.E.A.T. State Coordinator to oversee G.R.E.A.T. expansion efforts
O			6.1.7	Coordinate with school districts for implementation of the G.R.E.A.T. program into local schools
O			6.1.8	Identify site locations and collaborative partners to assist with the expansion of anti-gang programs in each county
<b>G</b>	<b>7</b>			<b>Maximize Collaborations, Partnerships and Volunteerism-System-wide</b>
S		7.1		Enhance opportunities for volunteerism and collaboration throughout the juvenile justice system
O			7.1.1	Identify potential partnership opportunities with other state agencies
O			7.1.2	Enhance restorative justice opportunities through low cost programs like arbitration with the support of solicitors and volunteer arbitrators
S		7.2		Collaborate with faith based entities, higher education, and private citizens to increase after-school and job readiness programs
O			7.2.1	Conduct community-based information sharing and planning meetings with faith-based entities, higher education and private citizens to increase afterschool/employe
O			7.2.2	Identify potential partnership faith-based entities, higher education and private citizens to increase after-school/employment programs
O			7.2.3	Partner with private businesses to establish youth employment internships
O			7.2.4	Offer private businesses the opportunity to sponsor a county office or facility during the Annual Restoring Carolina Initiative
O			7.2.5	Establish Habitat for Humanity projects for DJJ youth
S		7.3		Expand the volunteer force to fulfill mentoring and other roles in the lives of the DJJ youth
O			7.3.1	Identify new or under utilized sources of volunteers
O			7.3.2	Create a victim restitution program supported with private donations where youth can earn money to be used to pay victim restitution
<b>G</b>	<b>8</b>			<b>Implement Succession Planning within the Agency</b>
S		8.1		Implement a succession planning program that identifies job characteristics, job knowledge, diversity and skills
O			8.1.1	Form a standing Workforce Planning Committee to address workforce issues such as succession planning
O			8.1.2	Partner with other cabinet agencies to share succession planning training and development opportunities
S		8.2		Conduct a needs assessment of future vacancies based on anticipated retirements and projected turnover
O			8.2.1	Determine the number of rehired retirees
O			8.2.2	Examine age and retirement eligibility dates
O			8.2.3	Conduct a gap analysis
O			8.2.4	Identify barriers to retention and recruitment

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S		8.3		Identify Leadership Cohorts and Provide Leadership Training Opportunities
O			8.3.1	Develop consistent selection criteria for leadership training candidates
O			8.3.2	Assess current leadership training