

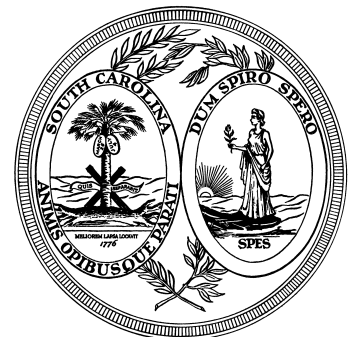
# ***ANNUAL ACCOUNTABILITY REPORT***

**Fiscal Year  
2002 - 2003**



**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, 2003**

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

**Agency Contact Person: Trudie C. Trotti**

**Agency Contact's Telephone Number: (803) 896-7538**

## Section I – Executive Summary

The South Carolina Department of Juvenile Justice (DJJ) has reconfigured its strategic goals to shift the focal point to the front end of the juvenile justice system. The intention is to realize a community-based juvenile justice system grounded in effective early interventions and an enhanced continuum of sanctions and services that offers viable alternatives to incarceration for appropriate offenders. The underlying philosophy of this reform effort is Balanced and Restorative Justice (BARJ), an approach now embraced in mission and statute by more than 30 states across the country. BARJ places equal emphasis on accountability to victims, restoring the community to a harmonious state following a crime incident, and building the competencies/skills of offenders to improve their outcomes in society. A fundamental premise is that offenders should emerge from the juvenile justice system better prepared to lead responsible and law abiding lives. Balanced and Restorative Justice aligns well with DJJ’s statutory responsibilities that include accountability-based sanctions and rehabilitative services for offenders as well as the involvement of victims in decisions made about juvenile delinquency cases.

### Mission and Values

Transition in leadership has presented the opportunity for DJJ to revisit its mission statement. A revised mission statement that reflects the new administration’s strategic goals will be published in fall 2003 and incorporated into the next Accountability Report.

The frame of reference for DJJ’s mission is set forth in its responsibilities and mandates under state law. Section 20-7-6805, *South Carolina Code of Laws* establishes the Department of Juvenile Justice as a state agency. Other key provisions include:

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

Based upon these statutory responsibilities and the framework of a restorative justice model, the mission of the South Carolina Department of Juvenile Justice as currently written is “to provide for a continuum of effective interventions that enables juveniles to become responsible, productive citizens and fosters safe and healthy communities.” 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 the agency.
- ❑ Diversity – Staff members will seek, value, respect, and promote differences among fellow workers and within the community.

### Key Strategic Goals for Present and Future Years

- ❑ Goal # 1: Continuum of Effective Interventions – DJJ will enhance the continuum of services for juvenile offenders with a focus on the front end of the juvenile justice system. Areas targeted for immediate emphasis include options for status offenders, after-school programming for juveniles under community supervision, day reporting centers, and wilderness camp alternatives for committed youth and those at risk of confinement.
- ❑ Goal # 2: Juveniles as Responsible, Productive Citizens – In program development DJJ will include components that address individual accountability and provide the opportunity for offenders to make amends for the harm resulting from their crimes. DJJ will seek to develop competencies, life skills, and pro-social behaviors in the juveniles assigned to its care to help them become law-abiding citizens.
- ❑ Goal # 3: Safe and Healthy Communities – In its offender assessment processes, staffing and caseload levels, other operational procedures, and permanent improvement planning DJJ will strive to optimize the safety of its employees, the juveniles under its care, and the public. DJJ will develop more front-end alternatives for non-violent offenders to ensure sufficient bedspace in hardware secure facilities for youth that present a risk to public safety. DJJ maintains its commitment to the rehabilitative ethic in the belief that redirecting the lives of juvenile offenders is the most important long-term contribution the agency can make to public safety and quality of life across South Carolina’s communities.
- ❑ Goal #4: Effective and Accountable Use of Resources – DJJ will make its operations more efficient by maximizing the use of Medicaid reimbursable services, eliminating the use of leased space for support offices, and exploring cross-agency funding of services, such as health care, where feasible and mutually beneficial. DJJ will use collaborative strategies and private sector partnerships wherever possible to develop

the continuum of services. DJJ will seek economical solutions to relieve overcrowding in its pre-adjudicatory facilities (detention and residential evaluation) to avoid potential, costly litigation.

- Goal #5: Customer Satisfaction – DJJ recognizes a wide array of “customers” ranging from the juveniles in its care to the state’s taxpayers and citizens at large. It is committed to involving stakeholders in planning processes and to maintaining open communication with constituents as an important means of promoting continuous improvement.

## Opportunities and Barriers

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

1. Focus on the front end of the juvenile justice system to create greater capacity in community based programs that cost less and achieve better results for youth.
2. Think and act creatively in developing collaborations with sister agencies, institutions of higher education, school districts, the faith based community, and other private sector organizations to develop resources for the continuum of services and to operate more efficiently.
3. Demonstrate that DJJ facilities meet constitutional standards in order to terminate federal court oversight and eliminate costly legal fees.
4. Fully develop the array of wilderness camps to achieve greater cost efficiency, improve outcomes for committed juveniles, and maintain constitutional population levels in hardware secure facilities.
5. Promote the use of community evaluation services as a more cost efficient means of achieving the optimal product, and to relieve overcrowded conditions in regional evaluation facilities.
6. Work proactively toward reform of juvenile detention practices in South Carolina as overcrowding begins to reach a critical level in DJJ’s detention facility.
7. Seek a means of fully funding DJJ’s school district operation, which lacks the local base of support enjoyed by other districts throughout the state.

*Barriers – The following barriers may influence DJJ’s ability to achieve its strategic goals:*

1. Funding will continue to be a challenge as DJJ begins the year using one-time appropriations for certain critical recurring needs (security staff); these monies will require annualization 2004-2005.
2. DJJ may face resistance in the area of detention reform as the state grapples with complex issues of regional versus centralized detention facilities, state control versus control at the local level, and formulas for funding juvenile detention operations.
3. Absent support for relief measures DJJ likely will manifest critical levels of overcrowding in its preadjudicatory facilities with the potential threat of litigation.

## Major Achievements from Past Year

The agency's most important achievements in fiscal year 2002-2003 included:

- ❑ Signing a historic memorandum of agreement with Clemson University to formalize collaboration in program development for juveniles and environmental design. Areas of particular emphasis include day reporting centers as front end, community based sentencing options and the Palmetto Plan, a master plan for DJJ's institutional properties to ensure that the physical environment supports skill development and therapeutic programming goals without compromising security.
- ❑ Being selected as one of five national demonstration models by the U. S. Department of Justice's Balanced and Restorative Justice (BARJ) Project that is housed at Florida Atlantic University.
- ❑ Providing Balanced and Restorative Justice training sessions for 900 DJJ employees, and external stakeholders including volunteers from 10 different faith organizations.
- ❑ Substantially increasing Medicaid billable units in the areas of targeted case management and psychological services. This contributed to an overall increase of 29 percent in Medicaid reimbursements when fiscal year 2003 is compared to the previous annual reporting period.
- ❑ Obtaining over 7 million dollars in federal funding under the Violent Offender Incarceration Truth in Sentencing Act to add female units at the Midlands and Upstate Evaluation Centers. This will ensure equal access to regional services for male and female offenders.
- ❑ Opening of the Coastal Evaluation Center in Dorchester County. This completed the planned regionalization of residential evaluation services and represented the final step towards compliance with the Agency's 1995 Remedial Plan filed with the federal court.
- ❑ Closing the Northeast Center facility in Columbia, allowing funds to be redirected to community-based placements and operation of the Coastal Evaluation Center.
- ❑ Expanding community-based placements for committed juveniles, including 40 beds at a new wilderness camp (White Pines 2) and 36 beds added to existing camps.
- ❑ Adding a science wing to Birchwood High School to provide needed classroom and laboratory space for modern instructional practices.
- ❑ Securing more than \$300,000 in federal grant funding to develop a modern, comprehensive juvenile tracking and case management system for the Agency.
- ❑ Receiving a finding of no fire and life safety violations in any DJJ secure facility based on the Deputy State Fire Marshall's annual inspection.

## How the Accountability Report Will Be Used to Improve Performance

With the recent advent of a new administration the formulation of the Accountability Report for 2002-2003 presents 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 – Business Overview**

### Number of Employees

Permanent Employee FTEs	Temporary Employees	Temporary Grant Employees
<ul style="list-style-type: none"> <li>◆ State funded = 1,180</li> <li>◆ Federally funded = 22</li> <li>◆ Other funded = 242</li> <li>Total = <b>1,424</b></li> </ul>	<ul style="list-style-type: none"> <li>◆ State temporaries = 55</li> <li>◆ Contract temporaries = 0</li> <li>Total = <b>55</b></li> </ul>	<ul style="list-style-type: none"> <li>◆ Federally funded = 9</li> <li>◆ Other funded = 2</li> <li>Total = <b>11</b></li> </ul>

Grand Total Permanent, Temporary, and Temporary Grant Employees = **1,490**

### Operation Locations

#### *Offices of the Director and Chief of Staff*

The Director and Chief of Staff Offices are located in the Goldsmith Building within the main Broad River Road Complex in Columbia. The office includes legal services, public affairs, and policy administration.

#### *Division of Rehabilitative Services*

The Office of the Deputy Director for Rehabilitative Services is located within the main Broad River Road Complex in Columbia.

The Division of Rehabilitative Services provides juveniles committed by the family courts with 24-hour care and individualized treatment at four facility locations. A fifth facility, the Northeast Center, closed in December 2002. The names, program services, and locations of the facilities operational at the close of fiscal year 2002-2003 are:



- ◆ Birchwood Campus: Junior Reserve Office Training Corps and Sex Offender Treatment Program – Columbia, South Carolina.
- ◆ John G. Richards Campus: Substance Abuse Treatment Program – Columbia, South Carolina.
- ◆ Willow Lane Campus: Aggression Replacement Therapy, Prerelease, and Young Offender Programs – Columbia, South Carolina.
- ◆ The Greenwood Center: Female Gender-Specific Program – Greenwood, South Carolina.

### *Division of Community Services*

The Office of the Deputy Director for Community Services is located within the Broad River Road Complex in Columbia. 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).

Four offices within the Division of Community Services administer residential placement, special programs/services, and clinical services. The Office of Community Residential Services operates three regional secure evaluation centers in Union, Columbia, and Ridgeville. This office also manages a secure detention center in Columbia, drawing its population from the 44 counties in which no local resources exist for juvenile detention.

The Office of Community Justice administers victims' services and prevention/early intervention services like the Youth Advocacy Program, Juvenile Arbitration, and Project Right Turn. This office also guides the development and implementation of restorative justice principles and practices for the agency.

The Office of Community Alternatives is in charge of residential placements, many of which serve as alternatives to commitment and secure confinement for appropriate juveniles. The agency contracts with service providers for a variety of placement options in locations across the state and operates five staff secure group home programs located in Greenville, Columbia, and Charleston.

The Office of Community Consultation and Evaluations provides the clinical expertise to complete community and secure evaluations as required by the family court.

### *Division of Educational Services*

Under state statute the Division of Educational Services operates as a special school district that includes a middle school and a high school supporting the Broad River Road complex of correctional facilities. The Superintendent and other district office personnel

are located at the Broad River Road Complex in Columbia. The school district provides educational services and oversight of education programs for youth housed at a total of 20 DJJ operated and contractual facilities.

#### *Division of Administrative Services*

The Division of Administrative Services supports the other divisions and offices within the Department of Juvenile Justice. The deputy director's office is located in the Goldsmith Building in the Broad River Road complex in Columbia. The Human Resources, Fiscal Affairs, and Medicaid sections of the division reside in the Santee Building off Bush River Road in Columbia. Staff Development and Training recently occupied the old R & E property on Shivers Road, which accommodates the goal of office and abundant classroom space in one location. The Division of Administrative services also includes Support Services, located on Shivers Road in Columbia, and Information Resource Management, which is housed within the DJJ Broad River Road complex.

#### *Office of Policy and Planning*

The Office of Policy and Planning is located within the Broad River Road complex. This office functions under the leadership of an Associate Deputy Director. It consists of three sections including Program and Grants Development, Research and Statistics, and Planning and Evaluation.

#### *Office of the Inspector General*

The Office of the Inspector General (IG), the Investigations section, and Internal Audits are co-located on Broad River Road in Columbia. The Office of Safety and Compliance resides in the Support Services Building on Shivers Road in Columbia. Juvenile and Family Relations and the DJJ Police are also functions within the Office of the Inspector General and are located at the Broad River Road Complex in Columbia.

**Expenditures/Appropriations Chart**

Major Budget Categories	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	48,078,141	39,148,437	45,610,492	35,867,037	46,402,185	35,898,453
Other Operating	10,049,696	7,532,258	10,386,243	7,454,155	9,730,895	6,654,686
Special Items	4,207,546	3,182,506	193,952	175,000	175,000	175,000
Permanent Improvements	3,284,157	245,000	3,093,816	25,000	0	0
Case Services	13,966,675	8,706,467	19,757,668	9,497,228	18,035,571	10,406,422
Distributions to Subdivisions	0	0	35,000	35,000	0	0
Fringe Benefits	15,533,674	12,843,191	15,730,869	12,698,527	15,581,079	12,617,386
Non-recurring	0	0	0	0	0	0
<b>Total</b>	<b>\$95,119,889</b>	<b>\$71,657,859</b>	<b>\$94,808,040</b>	<b>\$65,751,947</b>	<b>\$89,924,730</b>	<b>\$65,751,947</b>

**Other Expenditures**

Source of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	0	0
Capital Reserves	0	0
Bonds	0	0

## 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. Colleagues within the justice system (for example: family court judges, solicitors, public defenders, law enforcement officers, the Juvenile Parole Board), to whom DJJ provides services.
5. The staff in other agencies (public and private) that provide services to children, families, and victims.
6. Schools.
7. The general public.

Young people who are at risk to become involved in the juvenile justice system, those who already are, and their families are DJJ's primary customers. The mandates to serve these customers are made clear in statute. The magnitude of DJJ's client population is perhaps measured best by the nearly 30,000 referrals that the agency receives annually from around the state. To meet the needs of these juvenile offenders DJJ provides case management services, supervision, and programs that range from front-end prevention and early intervention initiatives to specialized treatment in hardware secure facilities. These programs and services are among DJJ's most important products. Examples include:

- ❑ Child Development/ Community Policing (CD/CP) - The CD/CP is a truancy intervention initiative that targets services for young people in Richland, Aiken, Florence, Spartanburg, Charleston, Orangeburg, Greenville, Sumter, and Anderson counties.
- ❑ Juvenile Arbitration -This 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 committing nonviolent criminal offenses. The Juvenile Arbitration Program embraces the concept of balanced and restorative justice and is centered on a community response to crime by holding the juvenile offender accountable for the harm caused to individual victims and the community.
- ❑ Project SEEL (Students Excelling in Education and Leadership) – This program in Allendale County, operating in cooperation with the local school district, provides juvenile offenders under probation and parole supervision with mentoring, skill development, and employment opportunities during the after school hours that present the highest risk for juvenile crime.
- ❑ Community-based Placements/Services – DJJ provides community-based residential placements that offer intervention services to juveniles in the least restrictive environment commensurate with risk factors and public safety concerns. Non-

residential services managed through this office include family preservation, home-based treatment, and specialized wraparound services.

- ❑ The Therapeutic Community Program – The John G. Richards Substance Abuse Treatment program serves males, aged 12 to 17, with a history of substance abuse or dependency. Any resident committed to the Department of Juvenile Justice who meets clinical criteria for substance abuse or dependency will receive services regardless of the anticipated length of time in custody.
- ❑ Birchwood High School and The Greenwood Center Junior Reserve Officer Training Corps (JROTC) Programs – The JROTC programs are designed to teach high school students the value of citizenship, leadership, service to community, personal responsibility, and a sense of accomplishment, while instilling self-esteem, teamwork, and self-discipline. The target population is both male and female juveniles committed to DJJ who are 14 to 18 years old, in the ninth grade or higher, and enrolled full-time as students at Birchwood High School or The Greenwood Center’s School.
- ❑ Communities in Schools (CIS) Program – The purpose of the program is to impact the intellectual, social, emotional, and spiritual lives of youths by providing a nurturing and challenging environment that features a continuum of whole-life rehabilitative services. The target population includes juveniles that are committed to the long-term institutions, exhibit intellectual capability to excel academically, and express a desire to participate and to change.
- ❑ Peer Mediation Program – The Peer Mediation/Conflict Resolution program promotes better decision making in juveniles within the agency and develops responsible citizens. The program is located on the Willow Lane Campus, a secure, long-term facility, which specifically works with younger juveniles who have committed serious and violent offenses.
- ❑ Systematic Treatment for Aggression Replacement (STAR) Program – The major goal of the STAR program at Willow Lane is to provide chronically aggressive adolescents with diverse treatment activities in a disciplined environment in order to reduce of aggressive conduct and promote prosocial behavior.
- ❑ Sex Offender Treatment Program (SOTP) – The purpose of the SOTP is to provide comprehensive, researched-based treatment for adolescents who have committed sex offenses and for their families. The goal of the program is to enable each juvenile to fully acknowledge his behavior, acknowledge the impact of his behavior, and understand his motivations for offending well enough to develop a comprehensive safety plan to use upon return to the community. The target population is any committed juvenile who is assessed to be in need of sex offender treatment by virtue of having a history of sexually aggressive behavior for which he has not received treatment.

For many juvenile crimes there exists one or more victims. Since 1997 state law has required DJJ to provide services to victims that inform them about juvenile justice

proceedings and involve them in decisions about cases. Key products and services associated with DJJ's Victim's Services program include:

- ❑ Contacting the victim prior to DJJ's issuing a recommendation to the Solicitor to divert, prosecute, or take any other action.
- ❑ Informing the victim of any post-adjudicatory hearings.
- ❑ Notifying the victim upon release of a juvenile (charged as an adult) on bond from the DJJ Detention Center.
- ❑ Notifying the victim when a juvenile is transferred to a less secure facility or to the Department of Mental Health.
- ❑ Notifying victims in the event of an escape from custody.
- ❑ Advocating for victims.
- ❑ Referring victims to community resources.
- ❑ Toll-free number access (1-888-224-6165).
- ❑ Access to 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, processing and dispositional decisions.
- ❑ Preadjudicatory secure detention.
- ❑ In-depth 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 these customers 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 about what their own residents can do to prevent juvenile crime and raise children who become law abiding, productive citizens.

DJJ's key products that are most associated with the general public are:

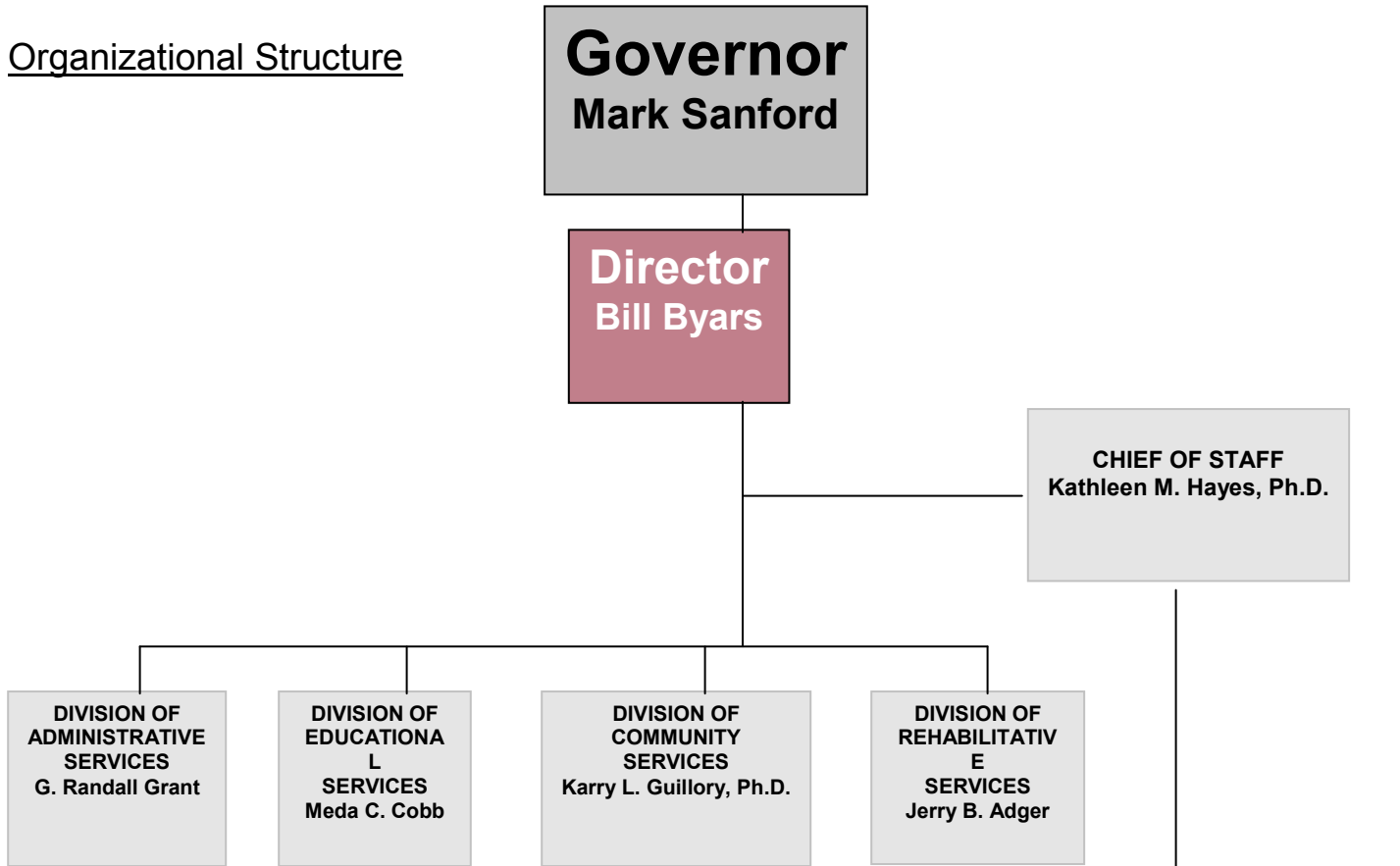
- ❑ Classification and assessment processes that result in the highest risk juveniles being restricted from access to the public pre- and post-adjudication.
- ❑ The maintenance of sufficient hardware-secure beds to accommodate juveniles assessed to be high risk to the public.
- ❑ A pervasive commitment to the balanced and restorative justice philosophy that holds youth accountable for their behavior through restitution and community service.
- ❑ Programs at all levels that are designed to equip juvenile offenders with the skills and motivation that they require for productive citizenship.
- ❑ The Communities that Care model active in 15 counties to analyze and address local youth needs in a prevention mode.

In addition to its customer base DJJ recognizes a number of 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 and defensible system that is sensitive to constituent concerns. Both of these 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 (earmarked funding through COPS and technical assistance grants)
  - ◆ U.S. Department of Agriculture (National School Lunch/Breakfast Program)
  - ◆ S.C. Departments of Health and Human Services (Medicaid Reimbursements) and Public Safety (JAIBG, VOITIS, and VOCA funding)
  - ◆ S.C. Department of Education – Education Finance Act (EFA) and Education Improvement Act (EIA) Funding
  - ◆ Federal Highway Administration funds (administered through the S.C. State Department of Transportation)
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

**DIVISION OF COMMUNITY SERVICES**

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

**DIVISION OF REHABILITATIVE SERVICES**

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

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

- OFFICE OF POLICY AND PLANNING**
- Program & Grants Development
  - Planning & Evaluation
  - Research & Statistics

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

- OFFICE OF THE INSPECTOR GENERAL**
- DJJ Police
  - Internal Affairs
  - Internal Audits
  - Compliance & Inspections
  - Juvenile & Family Relations

**CHIEF OF STAFF**

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



## 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.
- ❑ Division of Administrative Services – This division’s overarching functions include fiscal affairs, human resources, support services, facility support services, fleet management, grounds management, Medicaid administration, 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 academic programs at Birchwood, Willow Lane, John G. Richards, and the Greenwood Center, 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 intake and case management supervision, residential diagnostic evaluations, pretrial juvenile detention, community psychological evaluations and assessments, prevention and early intervention services, victim services, community-based residential services, and community justice services.
- ❑ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined in hardware secure facilities. The division is comprised of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to the management of four facilities, the division is responsible for clinical oversight of professional treatment services, intra- and interagency collaborative 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 through its programs and grants development, research and statistics, and planning and evaluation sections. 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, safety and compliance, 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, and four deputy directors in the areas of Administrative Services, Community Services, Rehabilitative Services, and Educational Services. The Associate Deputy Director for Policy and Planning, Inspector General, and Legal Counsel also act as part of DJJ's leadership team.

1. *How do senior leaders set, deploy, and communicate:*
  - 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. DJJ's comprehensive master plan serves as the global template for accomplishing the mission over a 10-year period. The agency's dynamic strategic plan focuses employees on a series of incremental shorter-term goals to be achieved within a time frame of one to three years. With the change of administration DJJ employees will have the opportunity to revisit mission and strategic goals during the fall of 2003 in a carefully planned and inclusive process.
  - b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. His office operates under an open door policy that encourages direct communication and fosters each employee's sense of self worth. Using a cross divisional team approach, he and his most senior staff provide abundant opportunities for employees to participate in work groups that tackle some of the most challenging issues faced by the agency. And, in choosing to participate in certain national projects and initiatives he delivers a clear expectation that the agency will strive toward the highest standards, measure its progress, be self critical, and operate in a continuous improvement mode. Specific examples that evidence high performance expectations and the degree to which these are communicated to and realized through the involvement of line staff include:
    - ◆ **Lawsuit Workgroup:** The lawsuit workgroup, co-chaired by the Associate Deputy for Policy and Planning and the Legal Counsel, meets monthly to review the status of identified areas of concern in the federal class action lawsuit and troubleshoot any emerging issues. Participants include representatives from the areas of facility operations, treatment services, juvenile classification services, educational services, staff development and training, physical plant, policy and planning, inspector general, and legal services, among others. This group is playing a leadership role in preparing the agency to file a motion to terminate the consent decree, an action that will be taken in early 2003-2004.
    - ◆ **Wilderness Camp Development Group:** In promoting wilderness camps as a key policy issue the new Director immediately assembled an internal team

comprised of community placement and Medicaid experts, facility operational and classification staff, physical plant managers, fiscal affairs personnel, and other support staff. Their task, on very short order, was to develop and implement a plan for expanding wilderness camps that is fiscally and operationally sound. Wilderness camps serve as alternatives to incarceration for appropriate committed juvenile offenders. The planned expansion will transfer carefully selected juveniles to these community-based programs, which yield better outcomes than large facilities and have the cost advantage of being Medicaid reimbursable.

- ◆ The national Performance-based Standards (PbS) Project: PbS is a continuous improvement system for juvenile correctional operations that has been fully embraced by the new administration. Under this concept facility staff measure their own performance across six key areas (such as safety and order) twice a year to benchmark against their own baseline measures, other facilities within DJJ, and similar juvenile facilities across the nation. Facility staff members select areas for emphasis in corrective action plans, and thus begin to have a positive impact on the culture of the organization from within, originating at the line staff level.
  - ◆ Reintegration Initiative: This federally funded project will allow DJJ to introduce a national best practice model of aftercare for juveniles being released from facilities to selected counties in South Carolina. DJJ's application for funding was recognized as one of the best in the nation and the agency was the first to be authorized to expend federal funds for this purpose.
- 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 during employee orientation and other agency training.
- d. *Empowerment and Innovation?* The Director and senior managers place a premium on innovation as a means of accomplishing mission and strategic goals in a restrictive budget climate. DJJ has forged the first of its kind partnership with a major land grant university to help actualize its juvenile justice reform package. For example, through Clemson University's Youth Learning Institute DJJ will transform its correctional programs into training centers that better prepare juveniles for productivity/employment by using experiential learning methods proven to be effective with high risk youth. This initiative is supported by a steering committee with cross-divisional representation in its DJJ membership and inter-departmental membership on Clemson University's behalf.
- e. *Organizational and Employee Learning?* Organizational and employee learning are fostered when planning and program development activities involve non-traditional partners and expert scrutiny from outside of the agency. The Clemson University initiative is an example of how organizations can grow through the cross-fertilization of ideas that occurs when agency practitioners match their

direct knowledge with academic knowledge and theory in a way that enriches both parties. The national performance-based standards (PbS) project also supports organizational and employee learning by using data collection/ analysis and benchmarking to support self-critique and continuous improvement. Introduced by outside experts, the PbS approach has been internalized as part of DJJ's organizational culture. This means that the agency's employees have embraced the concept of excellence in juvenile justice operations and will sustain the effort at the grass roots level.

- f. *Ethical Behavior?* As a child-serving agency DJJ must hold its staff to the highest standards of ethical behavior. Employees in all positions are expected in their demeanor to be positive role models for the youth under DJJ care. One of DJJ's published organizational values, "Integrity," calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. DJJ 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." Procedural guidelines incorporated within the policy cover 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?*

Drawing from DJJ's statutory mandates and its position within the justice system and state government, the senior leaders have identified a broad customer base. Customer service is a major theme in the agency's internal training program, specifically in the "Voice of the Customer" and "Frontline Leadership" courses which appear regularly on the calendar and are accessible to a wide range of DJJ staff. Within the Inspector General's Office the Juvenile and Family Relations section responds to juvenile grievances and the concerns of families, serving an investigative and ombudsman-like function 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. Moreover, the Performance Based Standards (PbS) project requires biannual self-report surveys of youth in confinement and facility staff around the issues of safety and overall well being. More generally, comprehensive professional assessment processes that are built into the key decision points of the juvenile justice system enable the Department to respond effectively and with sensitivity to the strengths and needs of the youth and families that it serves.

The Director, by his own example, encourages management staff to be visible, aware and receptive through active participation in activities and processes with their own staff, juveniles, parents, and partners within the justice system and state government. Forums at the state and local levels and public address opportunities also provide a means to promote customer focus and hear from the "consumers" of DJJ services.

3. *What key performance measures are regularly reviewed by senior leaders?*

The Director and senior leaders not only review key performance measures on a regular basis but also routinely use them in responding to issues as well as for planning purposes. Population levels in facilities and placements receive daily monitoring at the highest levels within the organization to determine “hot spots” for seasonal overcrowding. Any court-reportable incidents involving juveniles in DJJ facilities are tracked as they occur and compiled for monthly reporting. The Director regularly reviews the prevalence of 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 budget/expenditure patterns within and across divisions/offices to determine the funding status of agency priorities, workload/caseload ratios in the community offices, and Medicaid reimbursement for placement, treatment, and targeted case management services. The Director and his senior leadership staff also study the measurement results from the Performance-based Standards project to ensure consistent improvement in key areas of facility management.

4. *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” approach to communicating priorities and investigating/resolving issues. As an example, he routinely attends shift change meetings at each facility, eats lunch in facility dining halls, making deliberate opportunities to communicate directly with line staff and juveniles. He holds his senior leadership to the same level of accountability. The Agency’s senior staff members meet weekly to promote consistent communication of priorities, strategize improvement plans responsive to internal or external issues, and assess organizational performance in a continuous improvement mode.

5. *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 safeguard the public, be responsive to juvenile crime victims, improve the futures of the offenders under their care, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at key decision points within the juvenile justice system, the Department ensures to the best of its ability that juveniles who pose a threat to public safety are appropriately restricted from access to the community. In embracing the balanced and restorative justice model, the agency emphasizes the accountability of individual juveniles for the impact their crimes have on victims and communities. Accountability also extends to the level of the agency itself. DJJ endeavors to improve the outcomes of the juveniles under its care in the most cost efficient manner possible, thereby enhancing the long-term safety of communities by returning to them young people who are capable of productive and responsible citizenship.

6. *How does senior leadership set and communicate key organizational priorities for improvement?*

In management philosophy the senior leaders of DJJ are outcome focused and committed to working in a continuous improvement mode. The Director is currently working to streamline agency priorities. His intent is to select a limited number of the most important strategic goals for reform of the juvenile justice system and accomplish them within a two to three year period so that the impact is both visible and measurable.

7. *How do senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.*

DJJ's senior leadership recognizes that its primary role in strengthening the community is to improve the outcomes of young people who come to the attention of the juvenile justice system. To that end the staff are comprehensively "rethinking" juvenile justice with a focus on front-end programs that yield better results for juveniles. This is a major paradigm shift from the past decade when DJJ's confinement programs were funding priorities because of the federal requirements to remediate unconstitutional conditions. DJJ has made sufficient progress to file for termination of federal oversight of its facilities. With a new administration in place, it seems especially appropriate to re-examine priorities, identify the most cost efficient best practice programs, and revalidate classification tools to ensure that juveniles are matched to programs and placements that deliver reliable positive results.

## Category 2 – Strategic Planning

1. *What is your strategic planning process, including participants, and how does it account for:*

- ❖ *Customer needs and expectations*
- ❖ *Financial, societal, and other risks*
- ❖ *Human resource capabilities and needs*
- ❖ *Operational capabilities and needs*
- ❖ *Supplies/contractor/partner capabilities and needs*

The agency's strategic planning process is based on alignment/accountability and a planning process model. Alignment/accountability begins with a strategic plan that flows into the annual budget and the annual accountability report.

DJJ's highly inclusive planning process model involves the following internal stakeholders to formulate the plan around key agency-wide goals and gain both input and buy-in across the organization:

- ◆ Executive leadership planning sessions.
- ◆ Senior manager review of products.

- ◆ Cross-divisional mid-level manager working sessions to develop division/office outcomes and strategies in support of the agency's strategic goals.
- ◆ Division- and office-level manager and staff presentations.

The strengths, weaknesses, opportunities, and threats method of analysis has been used to take into account both the expectations and needs of customers and potential financial, societal, and other risks. Practical considerations of human resource, operational, and contractor/partner capabilities and roles come into play through the development of customized division and office-level outcomes, strategies, activities and performance indicators. Incorporation of outcomes, strategies, and performance indicators into the employee performance management system ensure that each employee understands his or her role in actualizing the goals of the agency. A tracking system apprises leadership of the status of achieving prioritized outcomes.

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

A detailed action plan tool is included as an appendix to the strategic plan. The plan requires the development of an action plan for all activities and their associated timetables and assigned responsibilities. Outcomes within the Agency's strategic plan provide a focal point for deliberation each year as resource allocation decisions are made and the agency grants agenda for pursuing federal resources is established.

3. *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 training seminars, and implementation of a comprehensive marketing plan to infusing the knowledge throughout the agency.

In support of the strategic plan DJJ has developed four agendas that shape the strategic objectives. The research agenda focuses on the outcome of data-based decision making and directs the agency to the types of studies, services and measurement processes that address knowledge needs within the Department. Some examples include longitudinal studies, customer-focused surveys, and data collection validity studies. The programs agenda is tied to data derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening, reintegration of youth into the community, after-school initiatives and gender-specific programming. The grants agenda supports agency development by aligning resources and programs. Grant awards included reintegration through intensive aftercare programs, multisystemic therapy in support of family strengthening, and information technology. The technical assistance agenda is another tool that supports excellence in programming. National best practice experts have provided the agency assistance in developing action plans for the reintegration initiative, balanced and restorative justice (agency vision), the continuum of effective interventions (strategic outcome #1), the development of graduated sanctions, and juvenile offender classification. These agendas have greatly helped the agency focus on its planning and development needs.

4. *What are your key strategic objectives?*

Governor Sanford has given DJJ, as a cabinet agency, the opportunity for DJJ to revisit its strategic planning process. Currently, five agency-wide outcomes are defined:

- ◆ Continuum of Effective Interventions
- ◆ Juveniles as Responsible, Productive Citizens
- ◆ Safe and Healthy Communities
- ◆ Effective and Accountable Use of Resources
- ◆ Customer Satisfaction

Under leadership of the Governor's Office DJJ is revisiting these outcomes with an eye toward compressing them into a critical few goals that are measurable and achievable in the two to three year time frame. Once these goals have been finalized a revised strategic plan will be developed as the blueprint of the new administration.

5. *Web Address for Public Availability of DJJ's Strategic Plan*

DJJ is in the process of compressing and revising its strategic plan to focus on a critical few goals for the new administration that align with Governor Sanford's goals for the state. This process, which flows from the development of a new mission statement, will be completed in the fall of 2003 and once finalized will be posted in the DJJ web site for public consumption. The DJJ web address is [www.state.sc.us/djj](http://www.state.sc.us/djj).

### Category 3 – Customer Focus

1. *How do you determine who your customers are and what their key requirements are?*

DJJ's customers are defined in statute. They include juveniles at risk for or already manifesting delinquent behavior, their families, the victims of juvenile crime, colleagues within the juvenile justice system to whom agency staff provide professional services, and the general public. 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 are required to receive information about their cases, 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 psychosocial evaluations of youth when so ordered by the court. DJJ also is mandated to provide or secure 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 be administered with an emphasis on keeping citizens safe from harm by identifying and restricting the access of the highest risk youth to the community.



2. *How do you keep your listening and learning current with changing customer/business needs?*

Within DJJ the Office of Policy and Planning is responsible for tracking the characteristics of service populations to review changes over time that suggest a shift in customer key requirements (for example, more female offenders who have different treatment needs than males). Additionally, through research and technical assistance this office maintains up to the minute knowledge of “blueprint” programs in juvenile justice and assists the Department in translating national best practice models for implementation at the local level.

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. The agency has established close working relationships with the faith community, a comprehensive volunteer and mentoring network, and families. Critical to this process is the feedback from community staff interaction with the families, the juveniles themselves, local law enforcement, the family court system, school districts throughout the state, and local health and human services case workers.

3. *How does DJJ use information from customers/stakeholders to improve services or programs?*

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.

4. *How do you measure customer/stakeholder satisfaction?*

Customer/stakeholder satisfaction is measured through a number of methods. The Juvenile and Family Relations staff is in daily contact with DJJ customers. Staff advocates on behalf of juveniles and families by investigating and addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. DJJ also uses survey methodology to gauge the satisfaction of customer segments with its services. Surveys currently underway are seeking input from crime victims and the parents of juveniles who have received group home services. An integral part of the biannual Performance Based Standards measurement process is anonymous surveying of juveniles in DJJ facilities on issues ranging from personal safety to access to treatment. DJJ also voluntarily participated in the National Survey of Youth in Residential Placement, when two of its facilities were selected, and is awaiting the results of this national follow-up to the “Conditions of Confinement” report that was issued in the mid 1990’s.

5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.*

The agency takes very seriously each interaction with its customers and stakeholders. DJJ invites key stakeholders to juvenile justice forums, sponsors conferences and seminars for customers/stakeholders, and develops opportunities for effective work group interaction. The agency collaborates with law enforcement, family court judges, solicitors and their associations in developing policy initiatives.

#### Category 4 – Information and Analysis

1. *How do you decide which operations, processes, and systems to measure?*

The decision of which operations, processes and systems to measure is determined by legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the development of baseline information and a sustained, consistent longitudinal data collection process to measure progress and identify areas needing critical attention. Measurement priorities also take into account a number of factors including the interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development and management decisions, and the reporting requirements of funding sources.

2. *How do you ensure data quality, reliability, completeness, and availability for decision-making?*

One of DJJ's most important data analysis tools is its 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 is being replaced 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. MIS has been assessed on a regular basis as to its accuracy/completeness, and training has been provided to address identified problems. Data quality also benefits from the oversight of several external sources that routinely receive extracts from MIS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice.

3. *How do you use data/information analysis to provide effective support for decision-making?*

The promotion of data-based decision making within DJJ has been enhanced by the establishment of a Research and Statistics section within the Office of Policy and Planning. This 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 annual and other regular statistical reports. They provide statistical input for the Program and Grants Development and Planning and Evaluation sections. The Research and Statistics section also offers support to agency divisions in specific areas such as staffing and caseload analysis and fiscal

impact assessments. One staff position within Research and Statistics is dedicated to providing direct assistance throughout the agency in developing databases and tracking systems that support the management of programs and functions and the measurement of performance.

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 project that is examining the delinquency careers of a cohort of youth who recently reached the age of majority. 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, the state data warehouse, other state agencies, and the National Center of Juvenile Justice as a means of extending the research arm of the agency and bringing specialized expertise to bear on critical areas of interest.

4. *How do you select and use comparative data and information?*

DJJ relies on well-established working relationships with experts who analyze and compile national data such as the National Center for Juvenile Justice. 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 United States, 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 manner to South Carolina. Another criterion involves the identification of states that serve 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 DJJ's programs and operations in relation to other state systems as an inherent part of the Performance Based Standards process and on an ad hoc basis to respond to stakeholder questions.

## Category 5 – Human Resources

1. *How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?*

The Director and senior leadership provides opportunities for staff development through project work groups and committees. Each year DJJ selects staff members to attend the Governor's EXCEL Program and the Executive Institute. The agency also

has a formal employee recognition program that culminates with an annual ceremony. This ceremony highlights work excellence in a variety of categories and is widely supported by staff. The Staff Development and Training Section, through its continuing education offerings and its participation in the State Agencies Training Consortium, provides a wide range of new programs for seasoned employees.

2. *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?*

A workforce planning taskforce is operational with representation from all divisions. The taskforce is engaged in succession planning to meet an anticipated crisis in management turnover due to retirements expected in the next few years. This taskforce has determined areas of critical need, begun career mapping, and developed a bidding/recommendation instrument to identify staff having management potential. The group has selected a developmental training package that includes 70 hours of coursework in basic supervision skills and the Frontline Leadership curriculum.

This year Staff Development and Training in conjunction with the Office of Human Resources presented a mandatory three-day block of training for new supervisors. 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 new program has been well received. It is offered on a quarterly basis.

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 July, 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 also uses more informal assessment processes in the field to determine and respond to employee needs.

3. *How does your employee performance management system, including feedback to and from employees, support high performance?*

DJJ has initiated processes to align the key strategies and outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers.

4. *What formal and/or informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation?*

Through its course evaluation system and regular contacts with a variety of employee classes Staff Development and Training endeavors to gear its offerings to identified

needs, assess the morale of DJJ's workforce, and relay appropriate information to management. The agency itself provides assistance to employees through its Comprehensive Assistance in Response to Employees (CARE) program. Select personnel throughout the agency have been identified and trained to act as resources in providing peer support, information, and referral, in the event that a staff person is injured or experiences trauma on the job. The agency's CARE program currently consists of 13 advisory board members and 81 staff peer supporters representing all divisions and offices.

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 experience a greater sense of well being, stronger motivation, and more job satisfaction as a result.

Exit interviews and focus groups are conducted throughout the agency. Staff councils and community advisory councils are convened to assess employee wellbeing, satisfaction, and motivation. Human Resources staff also are attentive to complaints received by the Employee Relations Office from any sector of the agency, isolating the underlying issues and presenting recommendations to management that lead to a resolution.

5. *How do you maintain a safe and healthy work environment?*

DJJ has a comprehensive safety network. The Office of the Inspector General conducts fire, life and safety inspections, and the agency has developed a health and wellness program for employees. An occupational health nurse maintains employees' environmental health records and, in coordination with the Public Affairs Office, provides opportunities for a variety of staff health initiatives. Highlighted activities that receive employee support are an annual health and wellness fair, free flu vaccinations, blood drives, and celebrity basketball games between staff and member of the local community.

6. *What is the extent of your involvement in the community?*

DJJ has an effective staff volunteer program that includes thousands of staff-dedicated hours serving on community and organizational boards, participating in Richland School District 1's *Lunch Buddy* program, and participating in the *First Ladies' Walk for Life*. Numerous examples exist within the Agency of staff dedicating time and other resources to youth of the agency far beyond their routine personal job duties.

Staff members have worked closely with youth on balanced and restorative justice (BARJ) initiatives. DJJ youth are given the opportunity to give back to the community by their participation in BARJ projects. A DJJ Boy Scout Troop raised over \$1,000 to purchase the supplies needed to make BARJ chairs for Habitat for Humanity by sponsoring car washes and barbeque lunches. Additionally, a BARJ chair was donated to the 2003 South Carolina Victim Rights Week Silent Auction, the funding from which benefits crime victims. Juveniles also have meaningful

involvement with the community through victim impact classes and participation in victim impact panels that teach them first hand about the impact of their crimes.

## Category 6 – Process Management

1. *What are your key design and delivery processes for products/services, and how do you incorporate new technology and changing customer and mission-related requirements into these design and delivery processes and systems?*

Master planning, including most recently a plan completed in January 2002 by an outside expert, provides a kind of blueprint for design and service delivery processes over a 10-year period. Additionally, the Department engages expert technical assistance and performs best practice research and analysis in-house for guidance in developing and improving programs/services. DJJ's Office of Policy and Planning has developed a standardized program analysis instrument to aid in assessing its programs by best-practice standards. On the technical side DJJ is using in-house expertise and federal funding support to replace its archaic client tracking system with a modern case management system and to develop an infrastructure capable of supporting diversified functions at physical locations around the state.

2. *How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?*

The agency's ability to daily monitor program utilization, workload and caseload activity, facility activity, and placement is an integral part of delivering services. Critical to juvenile rehabilitation is a safe and secure environment. To this end, staff members closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:

- ◆ Rate of facility assaults, fights, and horseplay.
- ◆ Facility and community program utilization.
- ◆ Workload and caseload activity.
- ◆ Allegations of abuse.

3. *What are your key support processes, and how do you improve and update these processes to achieve better performance?*

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. 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.

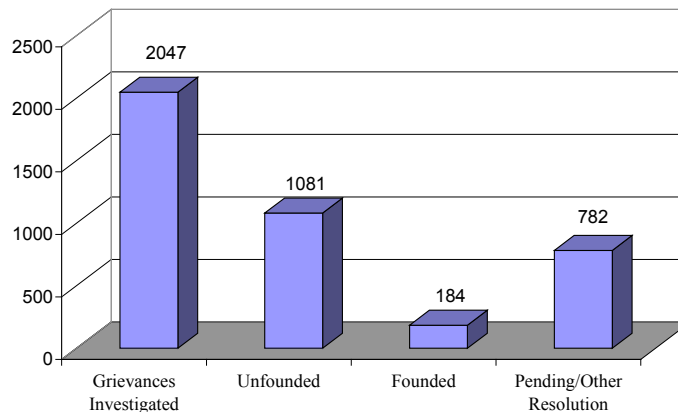
## Category 7 – Results

### 1. *What are your performance levels and trends for the key measures of customer satisfaction?*

- ◆ Promote and protect customer interests by developing an independent system to respond to juvenile/family grievances/complaints in a timely fashion.

DJJ’s Office of the Inspector General Juvenile and Family Relations Section investigated over 2,000 grievances/complaints by youth in DJJ facilities and placements in fiscal year 2002-2003. Unfounded grievances/complaints far outnumbered those determined to be founded as evidenced in the chart below. Included in the “Pending/Other Resolution” category were outcomes such as rescinding the complaint or forwarding the matter to a higher authority for resolution.

**Grievances/Complaints Filed in FY 2002- 2003 with Investigation Results**

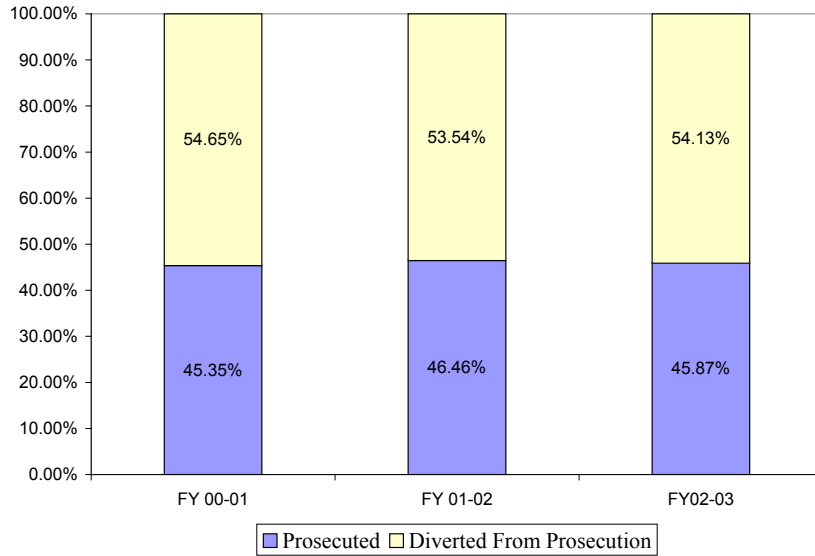


### 2. *What are your performance levels and trends for the key measures of mission accomplishment?*

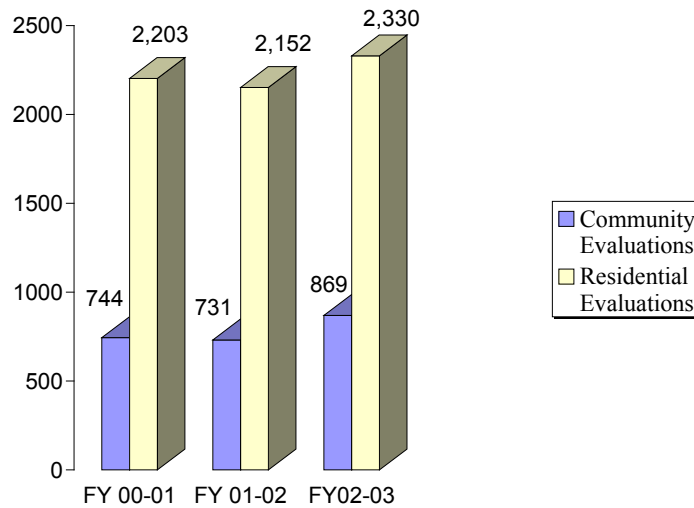
- ◆ Develop a continuum of effective interventions that focuses on front-end programs within the juvenile justice system and maximizes the use of community-based services for appropriate offenders.

More than fifty percent of delinquency cases are diverted from prosecution, helping to maintain an equilibrium within the juvenile justice system by not overloading probation caseloads, DJJ facilities, and other deep end programs. DJJ’s contribution to this process is risk and needs assessment to identify appropriate candidates for diversion and the management/support of front-end programs such as juvenile arbitration that provide effective and accountable interventions for first time offenders without formal court processing. Cases also are diverted from prosecution through Solicitors’ actions to dismiss charges,

decisions not to prosecute, and the use of restitution in lieu of court processing. The chart below depicts three-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for the juvenile justice system:



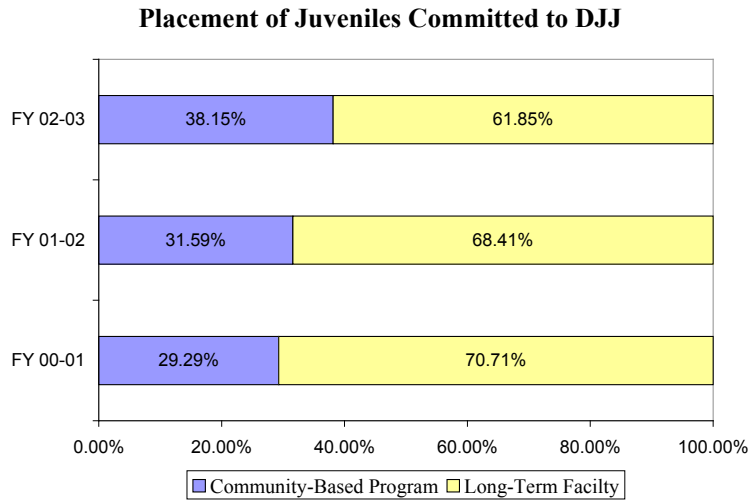
DJJ is performing just over one-fourth of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. A key strategic goal of the new administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society.



Another key strategic goal of DJJ is the continuing development of alternatives



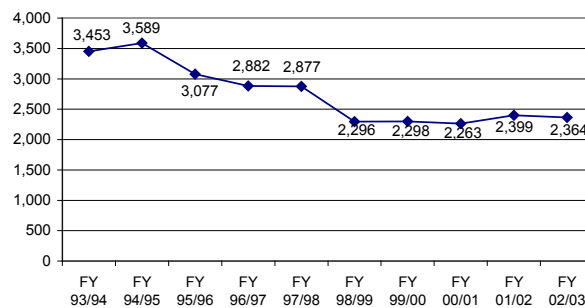
such as wilderness camps for appropriate committed offenders in the belief that smaller, more focused programs produce better outcomes for youth than do large institutions. As a result of this emphasis the proportion of committed youth that serve their sentences in community-based programs is increasing:



◆ Promote safe and healthy communities in South Carolina

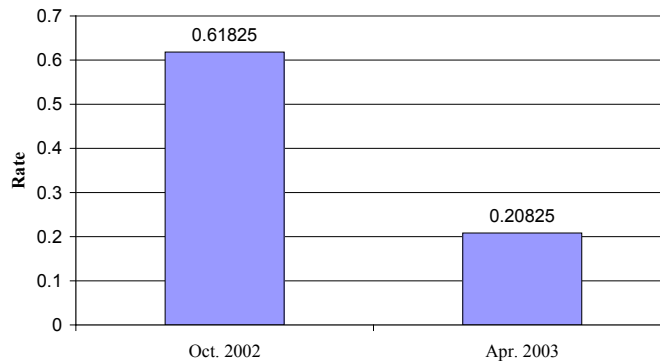
It is good news for the citizens of South Carolina that violent and serious juvenile crime has stabilized at a level well below the peak period in the mid 1990s. This trend, which is illustrated graphically below, supports DJJ’s strategic goals to strengthen the front end of the juvenile justice system and promote community-based services for the youth under its care.

**Violent and Serious Juvenile Cases - Ten-Year Comparison**



DJJ's long-term facilities are very much their own communities, where maintaining interpersonal safety among residents is of paramount importance. The Performance based Standards (PbS) national project measures the safety of juvenile correctional facilities as a rate of injury per 100 person days of youth confinement, enabling comparison across facilities of differing sizes and other attributes such as average length of stay. In its long term facilities DJJ improved markedly when injury results for the data collection period October 2002 are compared to the most collection in April 2003. Based on October results, the average youth confined in a DJJ long term facility for 100 days would be expected to sustain .62 (just less than 1) injury during the period. That rate dropped to .21 (closer to 0 than 1) when the same measure was taken in April after corrective action plans addressing the October findings.

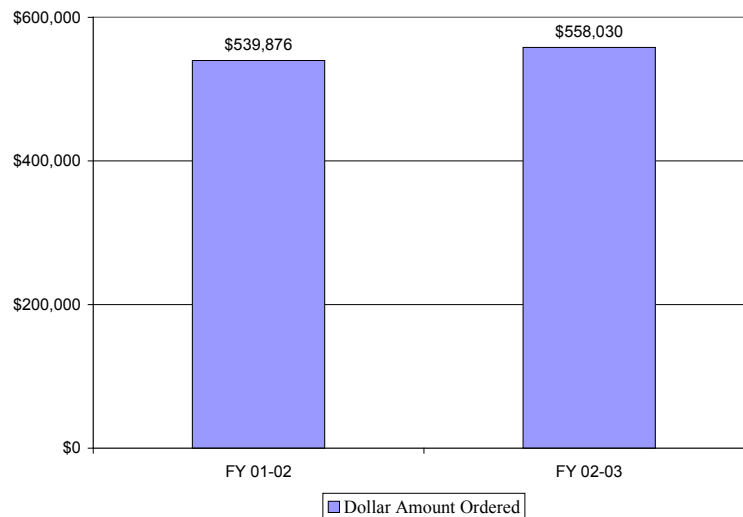
**Injuries to youths per 100 person-days of youth confinement**



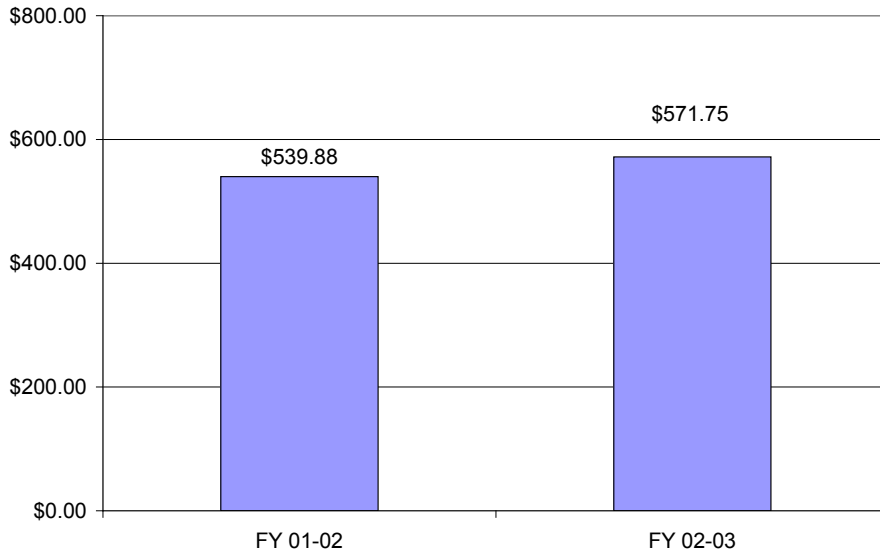
- ◆ Develop in Juveniles the Capacity to Be Responsible, Productive Citizens.

An essential part of the balanced and restorative justice concept is holding juveniles accountable through restitution to victims.

**Monetary Restitution Ordered to Victims**

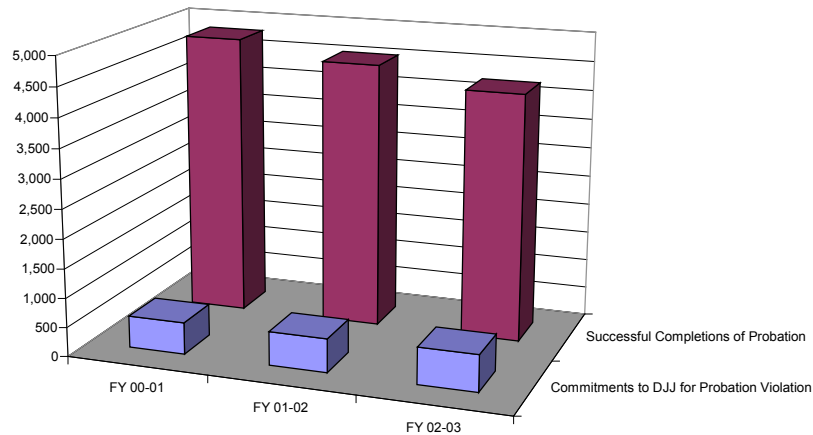


### Average Amount of Monetary Restitution Ordered to Victims



Each year many more juveniles successfully complete their probation sentences than violate the terms of probation with the result that they enter DJJ custody. However, probation violations are a driving force in commitments to DJJ. It is a strategic goal of DJJ to develop community based programs such as day reporting centers that can serve youth assessed to be at risk for probation violation and provide the structure/support they need to complete probation requirements successfully.

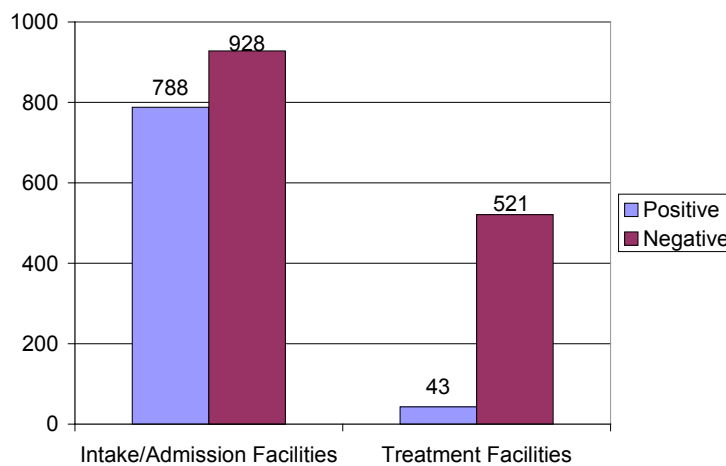
**3-Year Comparison of Successful Completions of Probation to Commitments to DJJ for Probation Violation**



	FY 00-01	FY 01-02	FY 02-03
Commitments to DJJ for Probation Violation	544	574	624
Successful Completions of Probation	4,815	4,536	4,225

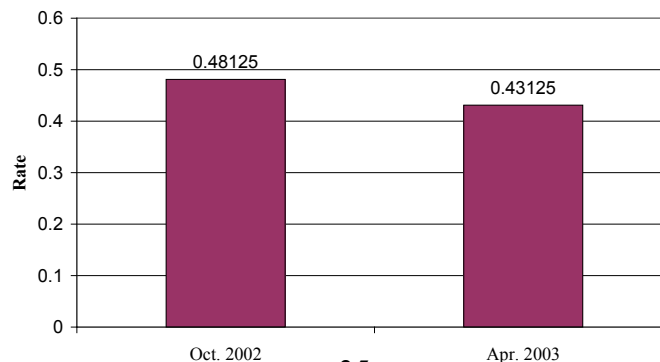
DJJ is committed to assessing juveniles in its facilities for substance abuse disorder, which is causally linked to delinquent behavior, and to providing treatment. In Fiscal Year 2002-2003 DJJ conducted 2,280 random drug screenings. Testing in intake and orientation facilities, where youth had access to the street immediately prior to admission, yielded positive results in 788 juveniles or 46 percent of those tested. Testing juveniles in treatment facilities who had been in custody for a period of time revealed a positive rate of less than 8 percent. Drug testing also helps DJJ staff determine where contraband control issues may exist in its facilities.

**Drug Testing Results for Youth in DJJ Facilities  
by Facility Type**



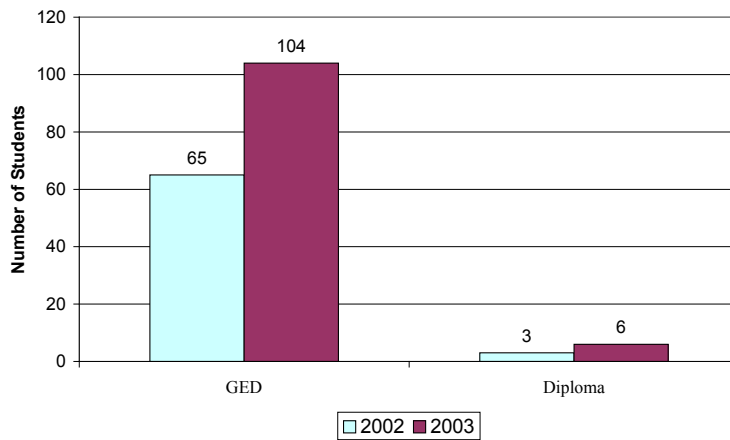
Discipline and control of behavior are essential elements of correctional programs that facilitate receptiveness to education and treatment services and contribute to youth/staff safety. The Performance Based Standards (PbS) project considers incidents of youth misconduct per 100 person days of confinement to be a key measure of adequacy of correctional programming. According to data results for October 2002 the average youth confined 100 days would be expected to have .48 misconduct incidents (less than 1) on record. This rate dropped to .43 in the April 2003 data collection period:

**Incidents of Youth Misconduct per 100-person Days of  
Youth Confinement**

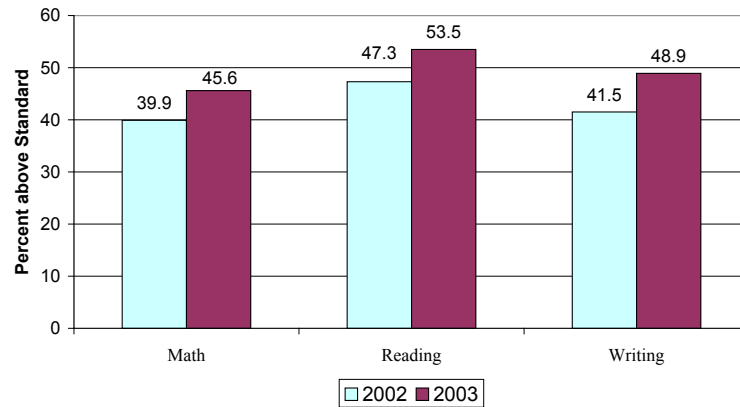


Within its school district for committed juveniles DJJ is working to increase youth capacity for future productivity. The proportion of 10<sup>th</sup> graders meeting standards on the exit examination at first attempt and the number and GED/Diplomas awarded improved in the last fiscal year. The new administration will persist in its efforts to ensure that more committed juveniles return to the communities with GEDs in hand and ready to enter the job market.

### GED and Diploma Results



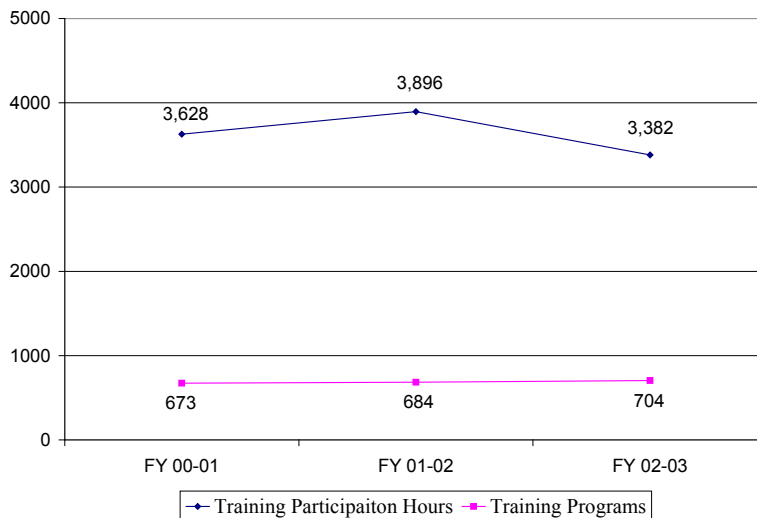
### Exit Examination Results (Grade 10 - 1st attempt)



3. *What are your performance levels and trends for the key measure of employee satisfaction, involvement, and development?*

- ◆ Design and develop training programs that meet assessed needs for staff development.

DJJ has increased its employee training programs and maintained training participation hours at between 3,000 and 4,000 annually for the last three years:



Juvenile Correctional Officer Basic Training is the centerpiece of DJJ’s Staff Development and Training Program. In Fiscal Year 2002-2003 DJJ reorganized this program 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 were surveyed 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 are summarized below.

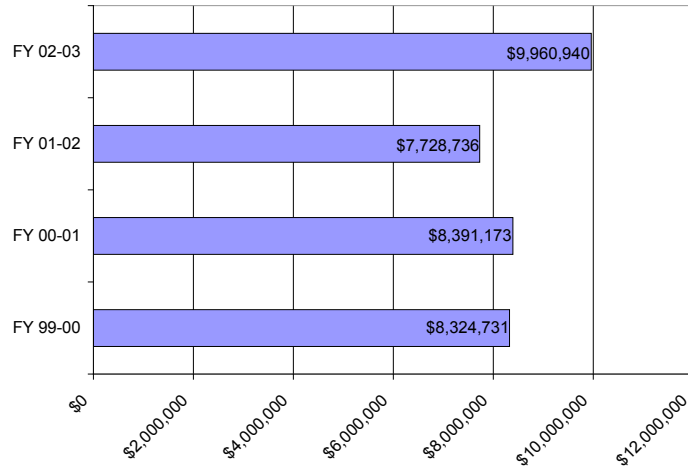
**Results of Juvenile Correction Officer On-the-Job Training Survey**

Statement	Percentage of Agreement
I understand how to conduct a Unit inspection.	98.3%
I understand how to conduct a head count.	98.3%
I understand how to move juveniles within the facility.	96.6%
I understand how to make entries into a Log Book.	95.0%
I understand the proper procedure to frisk and/or search a juvenile.	98.3%
I understand how to supervise juveniles during mealtimes.	96.6%
I understand how to supervise juveniles during recreational activities.	86.7%
I plan to work as a JCO for at least a year.	83.4%

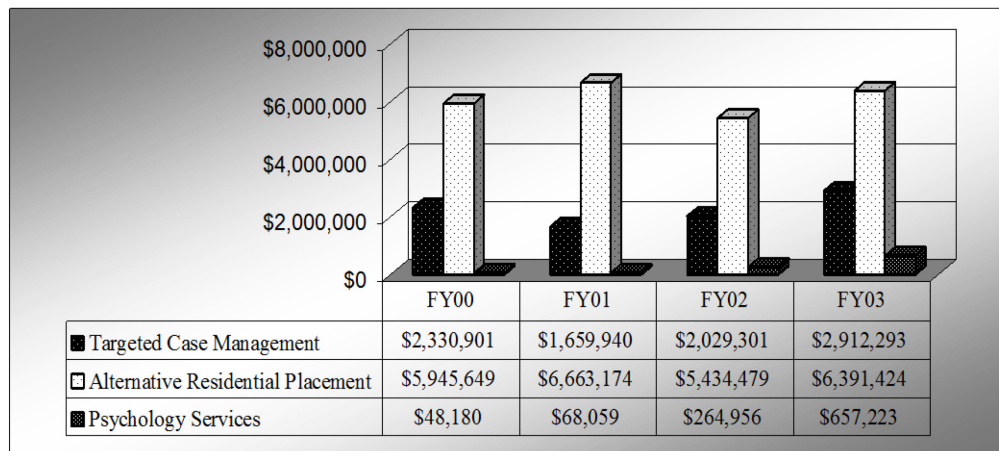
4. *What are your performance levels and trends for the key measures of supplier/contractor/partner performance?*

- ◆ Maximize Medicaid resources for children’s service delivery

Medicaid revenues increased 29 percent comparing FY 02-03 to FY 01-02.



Medicaid reimbursements for each specific area of eligibility increased substantially when FY 02-03 is compared to the last year or the baseline year.



6. *What are your performance levels and trends for the key measures of regulatory/legal/compliance and citizenship?*

- ◆ Comply with health, fire, and safety codes in facilities

Fire and life safety in DJJ’s facilities within the Broad River Road complex is a lawsuit issue and a matter taken very seriously by the Department on behalf its

employees and the juvenile residents. In fiscal year 2001-2002 the state Fire Marshall inspection process revealed a total of nine violations in buildings affiliated with these facilities and the middle and high schools that are located on premises. In 2002-2003, no such violations were recorded.

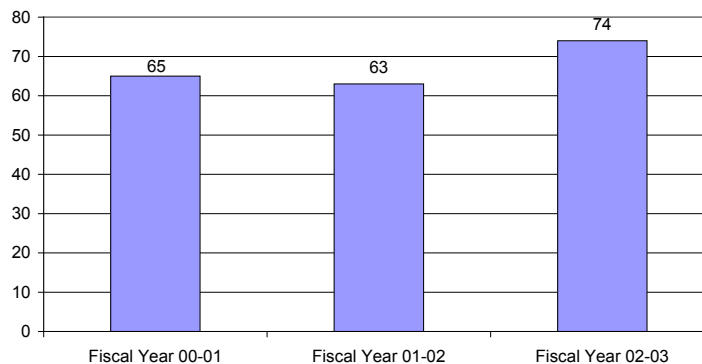
**Fire Marshal Inspection Results for DJJ's Broad River Road Facilities**

<b>Location</b>	<b>Number of Violations in 01-02</b>	<b>Number of Violations in 02-03</b>
Willow Lane Facility	1	0
Willow Lane Middle School	1	0
John G. Richards	4	0
Birchwood High School	3	0
Birchwood Facility	0	0
<b>Total Violations</b>	<b>9</b>	<b>0</b>
Nature of Violations:	Obstructed Exits (2) Storage of Flammable Liquids (2) Use of Extension Cords (2) Emergency Lights Need Repair (1) Control Valve Status (1) Bolts/Chain on Exit Door (1)	

- ◆ Ensure that seriously mentally ill and mentally handicapped committed juveniles are identified and diverted to appropriate programs/services within 90 days.

Seriously mentally ill and mentally handicapped juveniles are a subclass of the lawsuit. In 1998, DJJ set the standard of 90-days for their identification and transfer to appropriate programs. During the last three fiscal years DJJ clinical staff identified and transferred a total of 202 such juveniles. In only one case did identification and transfer process take longer than 90 days.

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





7. *What are your current levels and trends of financial performance?*

- ◆ Maintain core services in the face of budget cuts.

Like other agencies of state government DJJ has faced deep budget cuts in recent fiscal years. As a result, its annual expenditures have decreased 19 percent. Budget cuts are a particular challenge in that DJJ has no control over the volume of cases flowing through the juvenile justice system, nor can it decline to provide services to these juveniles. Through conservative fiscal management the agency's core programs have been protected and maintained to serve the same or higher numbers of juveniles. The increase in youth entering detention (17 percent) and custody (10 percent), however, may reflect fewer community-based resources available through DJJ itself and other state/local agencies due to cuts in funding.

	FY 00-01	FY 02-03	Percent Change
<b>Total Agency Expenditures</b>	<b>\$117,162,736</b>	<b>\$94,808,040</b>	<b>-19%</b>
<b>DJJ Core Services:</b>			
Juvenile Intake Cases	29,062	29,031	<b>0%</b>
Admissions to Detention Center	2,334	2,727	<b>17%</b>
Juvenile Probation Sentences	6,335	6,401	<b>1%</b>
Court-Ordered Evaluations	2,947	3,199	<b>9%</b>
Final Commitments to Custody	1,922	2,109	<b>10%</b>

- ◆ Reduce administrative costs and redirect savings to maintain core services.

DJJ has reduced its dependence on leased office space by 60 percent since fiscal year 2000-2001, resulting in net savings of \$350,961.

**Annual Lease Prices for Office Space**

