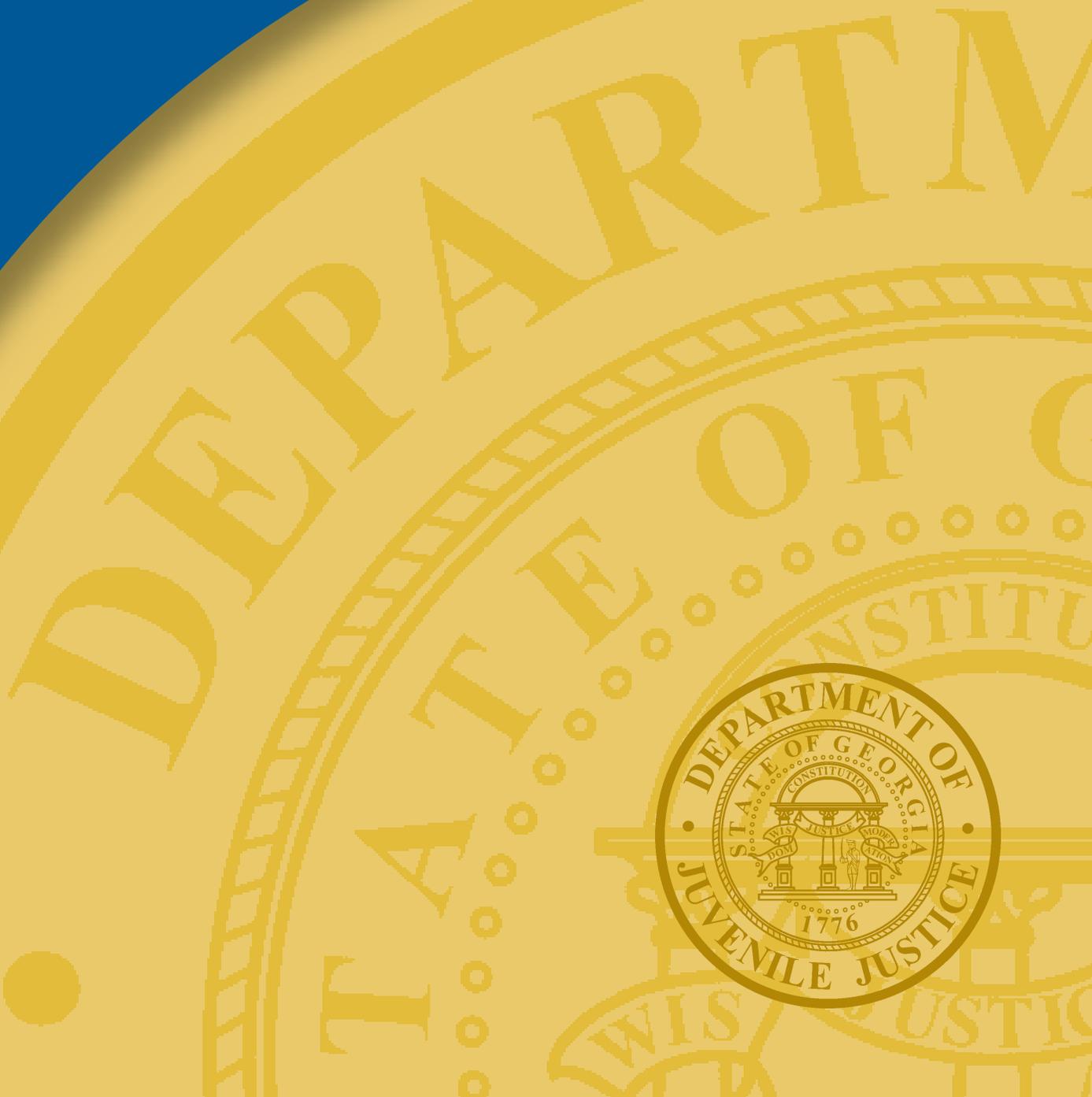


Georgia Department of Juvenile Justice

# Strategic Plan

2005-2007

Commissioner Albert Murray





Albert Murray, Commissioner



**DEPARTMENT OF JUVENILE JUSTICE**

3408 Covington Highway, Decatur, Georgia 30032  
Telephone: (404) 508-6500, Fax: (404) 508-7289

November 12, 2004

It is with great enthusiasm that I present the department of Juvenile Justices strategic plan through the year 2007.

This document provides the guiding principles for our strategic planning and budgeting process for the next four years. It represents the primary themes that will shape our collective future.

At the Department of Juvenile Justice, we believe these youth need every opportunity to turn their lives around and become productive citizens. It is our belief that given the right kind of attention and treatment, many of these youngsters can be redirected and that there is some "hope" for them.

While habilitation of these youth is our primary goal, public safety for the citizens of Georgia is paramount, and juvenile crime must not detract from this. We must not take for granted the many victims of juvenile crime and potential victims who deserve a better quality of life for themselves and their families.

I am personally pleased with the efforts and results of the strategic planning committee and thank all who participated in the process.

Sincerely,

A handwritten signature in black ink that reads "Albert Murray".

Albert Murray  
Commissioner

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## PLANNING-TO-PLAN

### Planning Process Description

The strategic planning process will include the following process with planning participants:

| Item Name   | Description   | Timetable  |
|---|---|------------|
| <b>Cross Section DJJ Staff Planning Meetings:</b>               | Two single day planning sessions, participants differ each day, which involves a cross section of the department's resources (60 people each day). The purpose of this meeting is to develop the strengths, weaknesses, opportunities and threats for each functional area in the department. | 26-30 July |
| <b>Cross Section Stakeholder Planning Meeting:</b>              | Single day planning session with stakeholders to develop their perceptions of the strengths, weaknesses, opportunities and threats for the department as a whole.   | 2-6 Aug    |
| <b>Assimilate Goals &amp; Objectives:</b>                       | Develop goals and objectives from meeting content for subsequent planning meetings  | 6-9 Aug    |
| <b>Review Of Goals &amp; Objectives From Previous Meetings:</b> | Smaller cross section of participants for review of goals and objectives  | 10-12 Aug  |
| <b>Review and Validation Of Goals &amp; Objectives:</b>         | Meet with Direct Reports for review, validation and prioritization of the goals and objectives previously defined.  | 13-16 Aug  |
| <b>Review Of Strategic Plans:</b>                               | Presentation to executive team for final decision making.   | 18-19 Aug  |
| <b>Document Preparation &amp; Delivery:</b>                     | Prepare formal documentation for delivery of the strategic plan.  | 20-25 Aug  |

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**Planning Contact Information**

| Role  | Name              | Title  | Telephone    | Email                            |
|---|-------------------|--|--------------|----------------------------------|
| <b>Planning Facilitator</b>                     | Doug Engle        | Chief Information Officer                              | 404-508-7220 | dougengle@djj.state.ga.us        |
| <b>Core Strategic Planning Team<sup>1</sup></b> | Albert Murray     | Commissioner   | 404-508-7200 | albertmurray@djj.state.ga.us     |
|   | Bill Reilly       | Chief Of Staff   | 404-508-7209 | BillReilly@djj.state.ga.us       |
|   | Rob Rosenbloom    | Deputy Commissioner                                    | 404-508-6557 | RosenR@djj.state.ga.us           |
|   | Thomas Coleman    | Deputy Commissioner                                    | 404-508-6695 | Coleman@djj.state.ga.us          |
|   | Gordon Fisher     | Assistant Deputy Commissioner                          | 404-508-6608 | fisher@djj.state.ga.us           |
|   | Steve Herndon     | Assistant Deputy Commissioner                          | 404-508-6697 | Herndon@djj.state.ga.us          |
|   | Jeff Minor        | Director of fiscal administration and support services | 404-508-6524 | JeffMinor@djj.state.ga.us        |
| <b>Internal strategic planning coordinator</b>  | Llewellyn Jenkins | Planning Consultant                                    | 404-508-5082 | LlewellynJenkins@djj.state.ga.us |
| <b>Workforce planning coordinator</b>           | Llewellyn Jenkins | Planning Consultant                                    | 404-508-5082 | LlewellynJenkins@djj.state.ga.us |
| <b>IT planning coordinator</b>                  | Doug Engle        | Chief Information Officer                              | 404-508-7220 | dougengle@djj.state.ga.us        |

<sup>1</sup> For the full list of participants refer to Appendix A: Strategic Planning Participants

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**Planning Participants**

|   |  |
|---|--|
| <p><b>Wednesday, 28<sup>th</sup> July:</b></p> <p><b>Facilitators:</b></p> <p>Venesa Foster, Staff Develop/Training Coordinator II<br/>         Barbara Smith, Staff Develop/Training Coordinator II<br/>         Doug Engle, CIO<br/>         Llewellyn Jenkins, Planning Consultant<br/>         Michael Pappas, Business Analyst Supervisor<br/>         Michael Roca, Statistical Research Analyst</p>  | <p><b>Thursday, 29<sup>th</sup> July:</b></p> <p><b>Facilitators:</b></p> <p>Michael Robinson, Program Manager<br/>         Chris Saxton, Training Instructor<br/>         Bayyinnah McGregeor, Program Manager<br/>         Doug Engle, CIO<br/>         Llewellyn Jenkins, Planning Consultant<br/>         Michael Pappas, Business Analyst Supervisor</p>  |
| <p><b>Participants:</b></p> <p>Janie Claiborne, Personnel Analysis Section Manager<br/>         Miriam Jackson, HR Planner<br/>         Rick Harrison, Director<br/>         Ron Koon, Administrative Psychologist<br/>         Ren Thorne, Behavioral Health Coordinator<br/>         Wes Evans, Social Services Provider<br/>         Jack Catrett, Program Coordinator<br/>         Coy Satterfield, Program Manager<br/>         Tom O'Rourke, Director<br/>         Jerry Jones, Principal<br/>         Pat Tweedy, Health Care Administrator<br/>         Michelle Staples-Horne, Director<br/>         Karyn Riggins, Lead Nurse<br/>         Patricia Jones, Regional Health Services Administrator<br/>         Micki Smith, Regional Administrator<br/>         Anderson Jones, RYDC Director<br/>         Roman Bing, JPPS III<br/>         Faye Bailey, Administrative Operations Manager<br/>         Chris West, Regional Administrator<br/>         Vicki Lambert, JPM<br/>         Robert Hooton, JPPS III<br/>         Wade Moore, JPM<br/>         Earnest Baulkmon, District Director<br/>         William Riddle, RYDC Director</p> | <p><b>Participants:</b></p> <p>Robert Fuller, Director<br/>         Paul Jones, Program Manager<br/>         Bonny Dixon, Principal<br/>         Frank Spearman, Principal<br/>         Barbara Harrell, Educations Supervisor<br/>         Jay Garbutt, Director<br/>         Byrl Bollers, Regional Health Services Administrator<br/>         Gayle Simmons, Nurse Manager<br/>         Libby Leverett, Nurse<br/>         Bill Parks, Program Director II<br/>         Kai Jackson, Support Services<br/>         Doug Jackson, Social Service Coordinator II<br/>         Marty Mathis, Psychologist<br/>         Vonnie Guy, District Director<br/>         Cathy Sells, JPM<br/>         Andrew Evans, Captain<br/>         Janice Gardner, Juvenile Worker II<br/>         Bobby Hughes, RYDC Director<br/>         Jewell Jackson, Lieutenant<br/>         Wallis Norman, Lieutenant<br/>         Georgette Wimbush, JPM<br/>         Robin Florie, Assistant District Director<br/>         Marie Martin, Case Expeditor<br/>         Frank Rodriguez, RYDC Director</p> |

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|   |  |
|---|--|
| <p>Laverne Campbell, Social Services Provider<br/>         Natilyne Young, Regional Administrator<br/>         Melissa Aaron, YDC Director<br/>         Jermaine Lango, JCO I<br/>         Neil Kaltenecker, Regional Administrator<br/>         Preben Heidemann, District Director<br/>         Curtis Benton, RYDC Assistant Director<br/>         Chad Hubbard, JCO II<br/>         Adam Kennedy, District Director<br/>         Zola Cason, JPPS III<br/>         Rodney Dinkins, RYDC Assistant Director<br/>         Brian Blount, JPM<br/>         Bill Reilly, Chief of Staff<br/>         Dr Tomas Coleman, Deputy Commissioner<br/>         Steve Herndon, Assistant Deputy Commissioner</p> | <p>Debbie Blasingame, YDC Director<br/>         Linda Layton, Program Director II<br/>         Jeff Minor, Director<br/>         Diana Aspinwall, Assistant District Director<br/>         Chris Patterson, JPM<br/>         James Bush, JPPS II<br/>         Leander Parker, RYDC Associate Director<br/>         Lorr Elias, Regional Administrator<br/>         Larry Anderson, District Director<br/>         Patricia Merritt, MSC Manager<br/>         Gary Pattman, District Director<br/>         Mike Sorrels, Deputy Commissioner<br/>         Ed Cook, Director</p> |
|---|--|

**Additional Interviews:**

The following participants were interviewed individually for their contribution to the departments strategic planning process.

- Mary E. Wilhete, DJJ Board Member
- Dick Key, Principal, Gilmer County Alternative School
- Sandra Mercier, Superintendent of Schools, Fannin County Schools
- Honorable William L. Tribble, Laurens County
- Honorable Steve Teske, Clayton County
- Honorable Aaron Cohn, Muscogee County
- Honorable Ellen McElyea, Cherokee County



## **VISION & MISSION STATEMENT**

### **Vision Statement**

“Youth served by the Department of Juvenile Justice will be offered the opportunity to achieve their highest potential through proven, innovative and effective programs delivered in appropriate settings by a well trained, professional staff, with a commitment to best practices in juvenile corrections.”

### **Mission Statement**

“To protect and serve the citizens of Georgia by holding youthful offenders accountable for their actions through the delivery of effective services, in appropriate settings, establishing youth in their communities as law abiding citizens.”

## **CORE BUSINESS**

- Provide community services for youthful offenders
- Provide secure confinement for youthful offenders
- Provide post-adjudicated prevention services



## ENVIRONMENTAL SCAN

### Scanning Process

The department of Juvenile Justice conducted a regional scanning process that included DJJ regional staff using population forecasts and recidivism information as drivers. In some regions also included Judges, Law Enforcement and School Officials. More recently Judges and Educators were interviewed and their views implemented in this plan.

### External Scan

| Georgia Department of Juvenile Justice Environmental Scan   |  |
|---|--|
| Indicator   | Potential Effect on Agency   |
| <p><b>MOA Monitoring</b> – The State of Georgia and the U.S. DOJ entered into a Memorandum of Agreement in 1999 based upon conditions of confinement at DJJ facilities. DJJ is assessed semi-annually by the U.S. department of justice.</p>  | <ul style="list-style-type: none"> <li>■ Potential need to redesign and upgrade facilities for MOA compliance</li> <li>■ Need for resources to address programmatic needs – education, medical, and behavioral health within institutions</li> </ul> |
| <p><b>External Forces</b> – Among the external forces that DJJ is subject to are public policy and public opinion. The efforts of advocacy groups have a major effect on public opinion. The courts, the State Legislature, and the federal government play a significant role in instituting policies that affect DJJ.</p> | <ul style="list-style-type: none"> <li>■ Information needed to monitor performance and resource consumption</li> <li>■ Further constraints on operations</li> </ul>  |
| <p><b>Population Increases</b> – The U.S. Census Bureau estimates that the total Georgia population has increased from 8.19 million to 8.68 million and the 17 and under population to have increased from 2.17 million to 2.30 million between 4/1/2000 and 6/1/2003.<sup>2</sup></p>                                      | <ul style="list-style-type: none"> <li>■ Increased volume of juvenile services and treatment needs</li> <li>■ Potential for greater staffing needs to meet the increased demand</li> </ul>   |
| <p><b>Increase in Hispanic Population</b> – The U.S. Census Bureau reports that the Georgia population has experienced a significant growth in its Hispanic population, which increased by 18.6% from 435,227 in 2000 to 516,530 in July 2002.<sup>3</sup></p>  | <ul style="list-style-type: none"> <li>■ Potential growth of Spanish-speaking population under DJJ's supervision</li> <li>■ DJJ needs to develop culturally specific programmatic/treatment services</li> </ul>                                      |

<sup>2</sup> <http://www.census.gov/popest/states/asrh/ST-EST2003-01.html>

<sup>3</sup> <http://www.census.gov/popest/states/asrh/>

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| Georgia Department of Juvenile Justice Environmental Scan  |  |
|--|--|
| Indicator  | Potential Effect on Agency   |
| <b>Georgia School Policy</b> – The effect of policies such as zero tolerance policies and no child left behind increases the referrals to both juvenile court and DJJ.   | <ul style="list-style-type: none"> <li>■ Increase in referrals to DJJ for minor offenses</li> </ul>  |
| <b>Availability of Mental Health Services From DHR</b> – Over the past 8 years Georgia has reduced its child and adolescent services leaving limited options for judges to place mentally ill youth.                                   | <ul style="list-style-type: none"> <li>■ Increase of DJJ population</li> <li>■ Increase in the training and education of staff that must be hired in order to serve youth with higher levels of need.</li> </ul> |
| <b>Growing Concern for Youth Nationally</b> – Youth issues have gained increased notoriety in recent years. DJJ can obtain further support for its initiatives by linking them to the specific issues facing youth across the country. | <ul style="list-style-type: none"> <li>■ Greater support for initiatives that address youth treatment and rehabilitation issues</li> </ul>   |
| <b>Economic Conditions</b> – The economic downturn has affected revenue collection efforts of most states including Georgia's.   | <ul style="list-style-type: none"> <li>■ Decreases in State budget and increased competition with other State agencies for funding could result in DJJ budget reductions</li> </ul>                              |

**Internal Scan**

| Georgia Department of Juvenile Justice Environmental Scan  |  |
|--|--|
| Indicator  | Potential Effect on Agency   |
| <b>Increased Treatment Options</b> – The Juvenile Justice community has developed additional treatment options with effective outcomes as alternatives to detention. | <ul style="list-style-type: none"> <li>■ More opportunities to apply cost reducing treatment options.</li> </ul> |

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| Georgia Department of Juvenile Justice Environmental Scan  |   |
|--|---|
| Indicator  | Potential Effect on Agency  |
| <p><b>Increased Coordination with External Agencies</b> – DJJ has progressed towards increased coordination with external entities, such as local governments, community organizations, private sector groups, and other state agencies such as the Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), the Department of Education (DOE), and the Council of Juvenile Court Judges (CJCJ).</p> | <ul style="list-style-type: none"> <li>■ Increased service delivery capacity</li> <li>■ Reduce recidivism</li> <li>■ The coordination achieved provides the opportunity to pool resources for greater impact.</li> </ul>  |
| <p><b>Case Management System</b> – DJJ implemented a case management system to track and report juvenile profiles and histories. The system enables enhanced communication and coordination among the 159 counties within the State.</p>   | <ul style="list-style-type: none"> <li>■ Increased technical skills needed for workforce</li> <li>■ Heightened coordination and data sharing throughout the State</li> <li>■ Greater accountability of services and programs</li> <li>■ Improve program evaluation</li> </ul> |
| <p><b>Existing Network Infrastructure</b> – DJJ has networked all facilities and offices. The IT infrastructure addresses the needs of the organization through improved communication and coordination.</p>   | <ul style="list-style-type: none"> <li>■ Heightened coordination and data sharing throughout the State – External Agencies and Regional DJJ sites</li> <li>■ Improved accuracy and timeliness of decision support data</li> </ul>   |
| <p><b>Innovative Methods for Securing Funding</b> – DJJ has continued to increase its sources of revenue through revenue maximization efforts and grants.</p>  | <ul style="list-style-type: none"> <li>■ Funding for priority initiatives</li> </ul>  |
| <p><b>Workforce Turnover</b> – DJJ currently experiences an employee turnover rate of approximately 29.5 percent annually a reduction of 6.5 percent compared to the fiscal year 2002 rate of 36.0 percent.</p>  | <ul style="list-style-type: none"> <li>■ Lack of workforce consistency, which is critical to service delivery</li> <li>■ Greater labor costs resulting from training, orientation, and recruitment</li> <li>■ Ineffective program and service delivery</li> </ul>             |

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Georgia Department of Juvenile Justice Environmental Scan

| Indicator  | Potential Effect on Agency  |
|--|---|
| <p><b>Facilities</b> – DJJ has outdated facilities that provide challenges for the workforce, security and personnel providing programs that serve the youth.</p>      | <ul style="list-style-type: none"> <li>■ Lowered morale for DJJ staff and youth</li> <li>■ Public opinion is negatively affected</li> <li>■ Adversely affects DJJ ability to comply with the MOA</li> <li>■ Offers challenges for the correct implementation of treatment programs, especially behavioral health programs.</li> </ul> |
| <p><b>Proximity of Services to Home</b> – By moving to a community regional model, DJJ’s services are moving closer to the homes and families of the youth served.</p> | <ul style="list-style-type: none"> <li>■ Increased effort needed to find regionally based providers</li> <li>■ Proximity of services can increase effectiveness and interactions with home and family can lead to reduced recidivism</li> </ul>   |
| <p><b>Partnership with Courts and Communities</b> – Enhanced partnerships with courts and communities enable greater productivity and interaction.</p>                 | <ul style="list-style-type: none"> <li>■ Better coordination can yield better alignment between a youth’s needs and the setting and services provided for him or her</li> <li>■ Courts can benefit from seeing the results of their decisions and acting accordingly in the future</li> </ul>   |



## **STRATEGIC GOALS**

### **Service Related Strategic Goals**

- Alignment with stakeholders
- Provide relevant and effective services to youth

### **Organizational Related Strategic Goals**

- Improve retention of staff and enhance accountability for productivity (Workforce Related)
- Reaffirm and implement core agency beliefs

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## Strategic Outcomes

| Georgia Department of Juvenile Justice Strategic Outcomes |   |
|---|---|
| Strategic Goal  | Strategic Outcomes  |
| Align DJJ processes with stakeholders                     | <ul style="list-style-type: none"> <li>■ Work with other state agencies, i.e. DHR, DFACS, DOE, DTAE, School districts, DOL, Law Enforcement and MHDDAD</li> <li>■ Educate media about the positive aspects of our mission, plans and operations</li> <li>■ Build credibility with judicial stakeholders</li> <li>■ Develop stronger relationships with the community</li> <li>■ Develop external advocates for the departments activities</li> </ul>  |
| Provide relevant and effective services to youth          | <ul style="list-style-type: none"> <li>■ Achieve an integrated, standardized and systematic approach for linking consequences to actions and developing youths awareness of the victims suffering due to their behaviors</li> <li>■ Make departmental staff more accessible to stakeholders, youth and their families</li> <li>■ Support programs and services that prove to positively meet the needs of youth leading to a reduction of recidivism. Close programs and services that do not meet the needs of youth that have high levels of recidivism.</li> <li>■ Reduction of recidivism</li> <li>■ Reduce non-delinquent juveniles served with mental health diagnosis</li> <li>■ Develop family based therapy</li> <li>■ Improve education practices to achieve better results from zero tolerance policy</li> </ul> |

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**Georgia Department of Juvenile Justice Strategic Outcomes**

| Strategic Goal  | Strategic Outcomes   |
|---|--|
| <p>Improve retention of staff and enhance accountability for productivity (Workforce Related)</p> | <ul style="list-style-type: none"> <li>■ Enhance the staff to youth ratio</li> <li>■ Better understand and address the causes of workforce turnover faced by the department</li> <li>■ Provide additional depth of talented resources</li> <li>■ Reduce staff turnover</li> <li>■ Evaluate succession planning improvement</li> <li>■ Expand professional staff recruitment efforts to additional post secondary colleges and universities through out the state.</li> </ul> |
| <p>Reaffirm and implement core agency beliefs</p>   | <ul style="list-style-type: none"> <li>■ Management trained in a standardized management philosophy</li> <li>■ Operational consistency in implementation within the state</li> </ul>   |



## Critical Success Factors & Success Inhibitors

To carry out our mission, several critical success factors must be met. The critical success factors for DJJ include the following:

- Comprehensive continuum of cost-effective, quality programs – DJJ must provide the necessary depth and breadth of services to positively affect youth under its supervision. DJJ services must span the complete continuum of care to enable desired outcomes to be achieved. To accomplish this, DJJ must have:
  - The capability to assess customer/client needs
  - Mechanisms to measure the cost and effectiveness of its programs
  - Access to a variety of placement programs
- Appropriate information technology resources – Effective use of information technology is critical for efficient and effective administration and operations. Examples of critical technology include:
  - Continue improvement of high-speed connectivity
  - Continue development of integrated classification system
  - Web-based tools to decentralize operations and disseminate information
  - Ability to capture and track pertinent management information
- Appropriately skilled and trained workforce – Human resources development and management is important to the performance of all service organizations. To be successful, DJJ must:
  - Hire, train, and retain quality staff
  - Provide fair and equitable compensation
  - Promote job satisfaction among employees
- Effective communication and coordination – To operate as efficiently and effectively as possible, there must be communication and coordination among the areas that participate in the service delivery process. This includes the divisions and units within DJJ as well as external agencies that play a role in the juvenile justice system.



- Appropriate facilities for youth and staff – DJJ must have the appropriate types of facilities with adequate capacity to support its programs and operations. The facilities must be safe and secure and have sufficient capacity to meet current needs.
  - In particular, improved physical plants at Bill Ireland and Augusta YDCs
  - In particular, develop and build long term YDC in metro Atlanta
- Comprehensive policies and procedures – DJJ must continue to enhance and enforce a comprehensive set of policies and procedures to ensure services and operations are conducted in an efficient, effective, and controlled manner. Policies and procedures communicate to staff and youth what needs to be done and how it should be done.

### *Success Inhibitors*

In addition to satisfying the above critical success factors, DJJ must avoid factors that may inhibit success, including:

- Funding restrictions/limitations – As part of State government, DJJ must deal with the competing needs for funds across all agencies. Funding restrictions can limit DJJ in many ways, including:
  - Providing sufficient pay to attract and retain qualified staff
  - Providing necessary staff training
  - Expanding programs and services
  - Maintaining or providing sufficient facilities
- ***Availability of local service providers*** – DJJ must provide a wide variety of services across the State. It is a challenge to find sufficient numbers of local service providers to meet DJJ’s service needs.
- ***Complicated legal environment*** – DJJ operates in an environment where policymakers, law enforcement, and juvenile courts affect the nature of the services that are provided. These entities have varying approaches for addressing juvenile issues.
- ***Difference in service offerings to court systems*** – The State has independent courts and non-independent courts, both of which adjudicate juveniles who have been taken into custody. DJJ’s responsibilities are standard for the non-independent courts but can vary for the independent courts.



**LINKAGE: STRATEGIC GOALS TO STATE STRATEGIC PRIORITIES**

| Governors Priorities   | A Healthy Georgia | A Safe Georgia | An Educated Georgia | A Growing Georgia | The Best Managed State In The Nation |
|--|-------------------|----------------|---------------------|-------------------|--------------------------------------|
| Alignment with stakeholders  | ✓                 | ✓              | ✓                   | ✓                 | ✓                                    |
| Provide relevant and effective services to youth                       | ✓                 | ✓              | ✓                   | ✓                 | ✓                                    |
| Improve retention of staff and enhance accountability for productivity | ✓                 | ✓              | ✓                   | ✓                 | ✓                                    |
| Reaffirm and implement core agency beliefs                             | ✓                 | ✓              | ✓                   | ✓                 | ✓                                    |



## STRATEGIC GOALS & OBJECTIVES

### Alignment with stakeholders

| Objectives  | Implementation Strategies   |
|---|---|
| <b>Build trust with judicial stakeholders</b>   | Assign an articulate and knowledgeable liaison, in each court, from operations to be the single point of contact with judges.   |
| <b>Community operations staff regularly meet with school officials to review kids and their needs</b> | Formalize and schedule regular reviews of youth with school representatives.  |
| <b>Educate media concerning the positive aspects of our mission, plans and operations</b>             | <p>Develop media agenda and campaign to provide informative articles and sources in Georgia which deal with positive aspects of Juvenile Justice not understood by the public.</p> <ul style="list-style-type: none"> <li>■ Formalize internal communication distributing positive news to public affairs. Provide this on a frequent basis.</li> </ul> |

### Provide relevant and effective services to youth

| Objectives   | Implementation Strategies   |
|--|---|
| Integrate Balanced and Restorative Justice Into DJJ operations | <ul style="list-style-type: none"> <li>■ Implementation of a Victim Services Program to include: <ul style="list-style-type: none"> <li>○ Outreach for victims of Juvenile crime and updates of information for victims of juveniles currently under DJJ supervision</li> <li>○ Training of all affected staff on guiding principles for victim centered services</li> <li>○ Development of community service projects that have victim input</li> <li>○ Review of restitution policies to ensure victim satisfaction</li> <li>○ Survey of victims served by DJJ to determine their level of satisfaction</li> <li>○ Implementation of Victim Impact Classes at the YDCs</li> </ul> </li> </ul> |



| Objectives | Implementation Strategies   |
|------------|---|
|            | <ul style="list-style-type: none"> <li>○ Victim inclusion in any restorative practices implemented by DJJ</li> <li>○ Consideration of the development of a victim advisory panel to DJJ</li> <li>■ Recruitment of BARJ implementation teams from each district</li> <li>■ Training of BARJ implementation team members:               <ul style="list-style-type: none"> <li>○ Review of BARJ 101</li> <li>○ Implementation training for operations</li> <li>○ Skills based training</li> <li>○ Train the trainer for Restorative Justice and/or Restorative group conferencing</li> </ul> </li> <li>■ Beginning tasks for BARJ implementation members:               <ul style="list-style-type: none"> <li>○ Update the BARJ practices survey</li> <li>○ Design a process to ensure that community service is restoratively principled in field and facilities</li> <li>○ Review of policies and local operating procedures for inclusion of BARJ</li> <li>○ Victim inclusion-notification, services, victim impact classes and panels</li> <li>○ Development of BARJ training for all field and institutional staff</li> <li>○ Very short BARJ presentation for community partners and stakeholders. Include an invitation for community volunteers to become involved in restorative practice.</li> <li>○ Begin developing a set of strategies for service plan implementation that supports stakeholders and goals</li> <li>○ Pilot restorative practices as developed.</li> <li>○ Consideration of restorative practice as a component of youth re-entry to community (best if used as a component of admission to facility to determine what must be accomplished prior to release and then used to build consensus and bridge for requirements once in community)</li> </ul> </li> <li>■ Review of significant policies immediately to include graduated</li> </ul> |

Georgia Department of Juvenile Justice  
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| Objectives   | Implementation Strategies  |
|--|--|
|  | <p>sanctions, multi-service centers and new service plan</p> <ul style="list-style-type: none"> <li>■ Review of RFPs for inclusion of BARJ principles and practices</li> <li>■ Review of grant/funding opportunities to include national, foundation and state funding</li> <li>■ Review of strategic allies in state government</li> <li>■ Training of stakeholders and other juvenile justice allies               <ul style="list-style-type: none"> <li>○ Juvenile judges</li> <li>○ Elected District Attorneys, and Solicitors</li> <li>○ Victim advocates and organizations</li> <li>○ Community treatment providers</li> <li>○ Community non-profit partners</li> <li>○ Evaluation of progress                   <ul style="list-style-type: none"> <li>▪ Measurement of project</li> <li>▪ Second use of restorative justice inventory</li> <li>▪ Survey of involved stakeholders</li> </ul> </li> </ul> </li> </ul> |
| <p><b>Align availability of staff with the period of high risk criminal activity</b></p> | <ul style="list-style-type: none"> <li>■ Shift caseworkers hours to cover after hours support and provide more flexible hours</li> <li>■ Develop team case management through use of information systems and team case management concepts</li> </ul>  |
| <p><b>Provide early diversion or prevention programs<sup>4</sup></b></p>                 | <ul style="list-style-type: none"> <li>■ Determine types of prevention programs that DJJ can support</li> <li>■ Determine who will operate them</li> <li>■ Determine where they will be operated</li> <li>■ Measure program effect in reducing juvenile crime</li> </ul>   |
| <p><b>Improve safety of staff and youth in facilities<sup>5</sup></b></p>                | <ul style="list-style-type: none"> <li>■ Define and enforce adherence to post assignments for security officers</li> </ul>   |

<sup>4</sup> High Priority Item

<sup>5</sup> High Priority Item

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| Objectives  | Implementation Strategies   |
|---|---|
|   | <ul style="list-style-type: none"> <li>■ Ensure security officers on duty have knowledge of the types and status of youth in their custody</li> <li>■ Define and implement consequences based on failure to perform duties</li> <li>■ Further educate and empower security staff</li> <li>■ Reduction of youth incidents</li> <li>■ Study and re-evaluate relief factors in facilities</li> </ul>   |
| <p><b>Achieve compliance with MOA verification tours.<sup>6</sup></b></p>   | <ul style="list-style-type: none"> <li>■ Open Augusta YDC to reduce the capacity of existing facilities</li> <li>■ Provide additional training programs specifically for protection from harm</li> <li>■ Operation of facilities within established capacity limits</li> <li>■ Appropriately match youth and risk needs for the facilities security and programming capabilities</li> <li>■ Develop and support the leadership for long term facilities</li> <li>■ Provide adequate medical and behavioral health staff</li> <li>■ Implementation of emergency staffing procedures with temporary personnel</li> <li>■ Provide proactive mental health treatment</li> <li>■ Ensure all facility staff fully understand and comply with suicide prevention policy</li> </ul> |
| <p><b>Ensure a consistent and standardized implementation of behavioral management methodology</b></p>                      | <ul style="list-style-type: none"> <li>■ Identify and select appropriate behavioral management implementation strategy</li> <li>■ Gain standardized usage of tools throughout all facilities.</li> <li>■ Implement a behavioral management system that adequately provides positive or negative consequence for youth behavior immediately</li> </ul>   |
| <p><b>Review classification and housing policy to create a more stratified grouping of youth based on risk and need</b></p> | <ul style="list-style-type: none"> <li>■ Develop alternative designations or method of assessing and distributing populations within facilities then develop programming suited to each group's individual needs.</li> </ul>  |

<sup>6</sup> High Priority Item

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| Objectives  | Implementation Strategies   |
|---|---|
| <b>Open Augusta and Muscogee YDC facilities<sup>7</sup></b>   | <ul style="list-style-type: none"> <li>■ Augusta opening November 2004</li> <li>■ Columbus opening March 2005</li> </ul>  |
| <b>Advocate goal oriented rather than time oriented placements</b>  | <ul style="list-style-type: none"> <li>■ This can only be achieved with a reduction of bed usage, opening Augusta and Columbus will not provide enough beds to enable this to be implemented. Additional capacity must be defined.</li> <li>■ Develop a behavior management system in conjunction with stakeholders and staff in order to achieve consensus on implementation of behavioral management philosophy.</li> </ul> |
| <b>Implementation of ongoing STP, long term, and residential evaluations<sup>8</sup></b>  | <ul style="list-style-type: none"> <li>■ In progress. Implementation complete November 1<sup>st</sup>, 2004. Project scheduled as an ongoing process.</li> </ul>  |
| <b>Establish appropriate and manageable environments for committed youth</b>  | <ul style="list-style-type: none"> <li>■ Establish a long term YDC in the northern part of the state</li> <li>■ Renovate and downsize older large facilities</li> </ul>   |
| <b>Expand programs or services that demonstrate effective out-comes and eliminate or reduce programs or services that do not.</b> | <ul style="list-style-type: none"> <li>■ Ensure that DJJ expends its budget in the most productive method</li> <li>■ Reduce recidivism</li> </ul>   |

<sup>7</sup> High Priority Item

<sup>8</sup> High Priority Item



**Improve retention of staff and enhance accountability for productivity**

| Objectives   | Implementation Strategies   |
|--|---|
| <p><b>Resolve compensation discrepancies between equally ranked positions based on experience and productivity</b></p> | <ul style="list-style-type: none"> <li>■ Identify comparable salaries for each affected job class and align all members of that category. Provide variance based on productivity in accordance with achievement of objectives as stated within the scope of each role. There is currently a plan that has been approved by the budget department currently in process.</li> </ul> |
| <p><b>Study reasons for retention or loss of staff</b></p>   | <ul style="list-style-type: none"> <li>■ Develop and implement a statewide staffing analysis.</li> <li>■ Include in this process the analysis of JCO testing procedures and outcomes.</li> </ul>  |
| <p><b>Develop a better staff to youth ratio</b></p>  | <ul style="list-style-type: none"> <li>■ Enhance support of staff. Create a stable and organized working environment.</li> <li>■ Study and re-evaluate shift relief factors in facilities</li> <li>■ See implementation of workload equalization strategies for community operations based initiatives.</li> </ul>  |
| <p><b>Promote and implement succession planning</b></p>  | <ul style="list-style-type: none"> <li>■ Use management by objective and the staffs adherence to those objectives to identify talented future managers</li> <li>■ Once identified offer intensive training to provide additional skills and experience that may be lacking</li> </ul>   |
| <p><b>Implement workload equalization strategies</b></p>   | <ul style="list-style-type: none"> <li>■ Currently in progress. Completion first phase due October 1, 2004. Project scheduled as an ongoing process.</li> </ul>   |



**Reaffirm and implement core agency beliefs**

| Objectives  | Implementation Strategies  |
|---|--|
| <p><b>Provide management training in a standardized management philosophy</b></p> | <ul style="list-style-type: none"> <li>■ Encourage enrollment of facility directors with ACA/CJCA or encourage ACA/CJCA like training.</li> <li>■ Provide a forum for best practices in the state between facility directors in order to provide internal cross training and idea development</li> <li>■ Implement a standard management philosophy, (an example being total quality management).</li> </ul> |
| <p><b>Define core agency beliefs</b></p>  | <ul style="list-style-type: none"> <li>■ Define and develop the beliefs held by the agency that encompass, but are not limited to:                             <ul style="list-style-type: none"> <li>○ Definition of productive environments</li> <li>○ Definition of what the department believes is in the best interests of youth served by the department</li> </ul> </li> </ul>                        |

The management within the department will be responsible for implementation of the objectives listed above. In order to aid the implementation effort project plans will be developed with distinct responsibilities and accountability targets that will be rolled up and made available to the executive team for review of the department's progress.



## Volume 1 Appendix A: DJJ Board Members

Tommy Lee Burgess, Jr.  
Augusta GA  
Congressional District #9

Mary Linda Duncan  
Duluth GA  
Congressional District #7

Lois Frank  
Atlanta GA  
Congressional District #6

Donnie Haralson, Sheriff  
Cordele GA  
Congressional District #2

Elizabeth Green Lindsey  
Atlanta GA  
Congressional District #5

William "Bill" McQueen  
Fairburn GA  
Congressional District #13

Judy Mecum  
Gainesville GA  
Congressional District #10

Daniel A. Menefee  
Columbus GA  
Congressional District #8

Edwin A. Risler, Ph.D.  
Athens GA  
Congressional District #12

J. Daniel Shuman, Vice Chair  
Reidsville GA  
Congressional District #3

Sandra Heath Taylor  
LaGrange GA  
Congressional District #8

Mary E. Wilhite  
Canton GA  
Congressional District #7

### **Judicial Advisor(s)**

The Honorable Quintress Gilbert  
Macon GA  
Bibb County Judicial Circuit