



GEORGIA DEPARTMENT OF JUVENILE JUSTICE

FY2012 THROUGH FY2014 STRATEGIC PLAN

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MISSION

To protect and serve the citizens of Georgia by holding young offenders accountable for their actions through the delivery of services and sanctions in appropriate settings and by supporting youth in their communities to become productive and law abiding citizens.

VISION (OFFER HOPE AND YOUTH CHANGE)

The Georgia Department of Juvenile Justice will lead the nation in preparing young people in our care to develop and sustain productive lives.

VALUES

Intrinsic Values:	Integrity
Work Content:	Excellence Growth/Learning
Work Setting:	Security Action-Oriented
Work Relationships:	Teamwork

GOALS

1. **INNOVATION: CREATE AND SUSTAIN AN AGENCY CULTURE THAT IS LEADING EDGE AND PROMOTES EXCELLENCE.**
2. **PROVIDE A CONTINUUM OF HIGH QUALITY SERVICES FOR YOUTHFUL OFFENDERS, (RIGHT SERVICE, RIGHT PLACE, RIGHT TIME).**
3. **EMPLOYEES: PROVIDE OPPORTUNITIES FOR EMPLOYEES TO GROW AS INDIVIDUAL AND AGENCY LEADERS**
4. **PARTNERSHIPS: COLLABORATE TO MAXIMIZE POSITIVE IMPACT ON YOUTH AND FAMILIES**

GOAL 1: INNOVATION: CREATE AND SUSTAIN AN AGENCY CULTURE THAT IS LEADING EDGE AND PROMOTES EXCELLENCE.

OBJECTIVE 1: Create a culture of Innovation at DJJ, building on

- a. Strong in-house Technology Team
- b. Processes that are conducive to automation
- c. Staff strengths
- d. Research and best practices
- e. Leadership development program

STRATEGY 1: Form an Innovation Team and Advisory Team.

STRATEGY 2: Find foundations to support DJJ's search for Innovation based on Technology.

STRATEGY 3: Access external expertise to support DJJ's creation of an agency culture of innovation; e.g.:

- a. Businesses
- b. Universities
- c. Foundations
- d. Think Tanks

STRATEGY 4: Develop innovative energy efficient facility design.

STRATEGY 5: Develop innovative Educational Programs.

PERFORMANCE MEASURES OBJECTIVE 1:

- 5 innovation ideas for leveraging technology that get kids motivated to be successful and succeed
- 5 innovation ideas for acquiring and utilizing new technology that will help staff be more productive, facilitate better communications, and improve their accountability.
- 5 innovation ideas that will provide incentive to staff to grow, make DJJ the premier place to work, and will create a culture where staff can successfully provide quality mentoring, teaching, caring for through quality health and behavioral health treatment and a sense of urgency that develops and supports the youth success.
- Funding and/or support from 2 foundations or entities that will support implementation of quality services or programs
- Implementation of 2 technology innovation ideas that have concurrence of high value and benefit to youth we serve, staff and stakeholders.

GOAL 2: PROVIDE A CONTINUUM OF HIGH QUALITY SERVICES FOR YOUTHFUL OFFENDERS, (RIGHT SERVICE, RIGHT PLACE, RIGHT TIME)

OBJECTIVE 1: Develop system capacity to meet the identified needs of the department.

STRATEGY 1: Manage physical and service capacity through population forecasting, recidivism data, policy implementation, and facility master planning.

STRATEGY 2: Define DJJ youth placement stratification system within facilities and communities.

STRATEGY 3: Build on existing DJJ sponsored research and studies to increase utilization of non-secure alternatives for low risk offenders.

STRATEGY 4: Develop and implement system for performance evaluations for contracted community services.

STRATEGY 5: Continue implementation of the Enhanced Service Plan designed to link youth risks and needs to service plan objectives.

STRATEGY 6: Create and convene a service provider advisory council.

PERFORMANCE MEASURES OBJECTIVE 1:

- Court Service Office average case load.
- Community residential capacity meets a percentage of the demand for services.
- Deliverable Annual Population forecast by September 1st, 2011.
- Deliverable Annual Recidivism report by July 31, 2011. Continue measuring successful case completion monthly.
- Deliverable “DJJ Stratification plan and process for youth placements” document.
- Report that provides count of CRN assessment placement/service recommendation count of placements to following YDC, Residential, services provided to youth supervised at home, number of mental health service provided outside DJJ; Monthly service/program completions, failures to complete, still active in placement
- Deliverable: Service/treatment provider data base application that tracks: performance and quality data elements, services/treatment offered, capacity, competencies, cost, DJJ historical utilizations, youth outcomes (recidivism), yearly evaluation of vendors performance (etc)—(also called vendor maturity matrix)

OBJECTIVE 2: Improve facility safety and security.

STRATEGY 1: Develop and implement a menu of core treatment programs.

STRATEGY 2: Implement process requirement of HB373(Good Behavioral Bill), to petition Juvenile Courts for release from secure confinement those Designated Felons good behavior and have met established criteria.

STRATEGY 3: Review, revise and validate youth behavior management system.

STRATEGY 4: Improve the identification and timely resolution of facility maintenance issues.

STRATEGY 5: Increase staff safety by enhancing accountability for youth assault on staff.

PERFORMANCE MEASURES OBJECTIVE 2:

- Deliverable “DJJ Core Treatment Programs Plan”. Develop list of authorized core treatment programs for YDC/ RYDC
- Monthly progress report of types programs delivered and number of youth receiving treatment programs in facility.
- Self-harm incidents per 100 care days.
- Youth on youth incident per 100 care days **(DJJ WIG)**.
- Youth on staff incidents per 100 care days **(DJJ WIG)**.
- Monthly report on number of petitions filed for release and number of actual releases of YDC youth under HB373.
- Deliverable. “Facility Youth Behavioral Management Improvement Plan”
- Monthly report of each facility’s maintenance issues. Report content: metrics - number of serious/high, median, low facility repair issues, monitor “Mean Time To Repair (MTTR)” over time to insure vendor compliance and timely repair.
- JTS automation to improve work flow automation and enhanced productivity of incident and disciplinary processes: objective easy data capture, automated data sharing between incident and disciplinary process, reduce time (JCO’s) in particular are spending in recording and copying forms. IE. Possible innovation, use wireless computer devise for JTS access (mobile harden work stations or handheld tablet type devices for data capture, screen signature capture for youth and portable paper print device for printing ie. Youth copies of disciplinary)

OBJECTIVE 3: Improve the progress of youth through provision of treatment services while in a secure facility and/or the community.

STRATEGY 1: Develop and implement comprehensive youth service learning programs.

STRATEGY 2: Develop and implement menu of meaningful dorm activities.

STRATEGY 3: Create sustainable food projects statewide. Hospitality and food industry.

STRATEGY 4: Develop and implement a Post-Graduate Life Skills Program for youth within facilities and in the community.

PERFORMANCE MEASURES OBJECTIVE 3:

- Mental Health – Problem Severity Score improvement.
- Medical Exam – Admission and Annual.
- Sexually Abusive Youth – Treatment progress rated “good” or “excellent”.
- Substance Abuse – Sobriety level 6-months post program.
- Education – Average Carnegie (Academic) credits earned per semester, average reading grade level, average math grade level, diplomas achieved, GEDs achieved and vocational certificates.

- Youth with regular commitments begin at their first choice placement within 90 days.
- Regular commitments begin at their 1st, 2nd or 3rd placement within 90 days.
- Monthly progress report of programs delivered and number of youth receiving programs.
- Deliverable: Youth Program for Sustainable Food Plan
- Deliverable: Post-Graduate Life Skills program

OBJECTIVE 4: Improve transition planning to ensure youth have successful reintegration back into community with lasting positive outcomes.

STRATEGY 1: Improve the accuracy of the CRN assessment and re-assessments

STRATEGY 2: Develop/implement community service learning project for young offenders.

STRATEGY 3: Create case management tools to support youth who need independent living assistance.

STRATEGY 4: Engage faith based community program to develop partnership in support of DJJ youth.

STRATEGY 5: Integrate case management process with focus on transition of youth from system entry to successful return to community.

STRATEGY 6: Improve the transition process by engaging support from outside entities that can help support youth need requirements are met in the areas of having adequate housing, health service benefits, mental health follow-up treatment, additional education vocational opportunities and employment assistance support.

PERFORMANCE MEASURES OBJECTIVE 4:

- Percentage of youth employed at the point of case closure.
- Percentage of youth in school at the point of case closure.
- Percent of youth who do not reoffend while in our care. **(DJJ WIG)**
- Deliverable “Community Service Learning Plan”, and “DJJ Community Faith Based Partnership Plan”
- Deliverable “Gap analysis/study on effectiveness and weaknesses of case management from intake through release and reintegration into community”

GOAL 3 EMPLOYEES: PROVIDE OPPORTUNITIES FOR EMPLOYEES TO GROW AS INDIVIDUAL AND AGENCY LEADERS

OBJECTIVE 1: Increase the percentage of employees who are satisfied or highly satisfied with their DJJ employment.

STRATEGY 1: Employee Satisfaction Enhancement - Implement an Employee Satisfaction Enhancement plan to include regular employee surveys for analysis and strategy development.

STRATEGY 2: Explore performance based incentive programs.

STRATEGY 3: Develop cross-training career tracks [career mapping].

STRATEGY 4: Measure retention and develop retention strategy plan.

PERFORMANCE MEASURES OBJECTIVE 1:

- Employees satisfied with DJJ employment.
- Deliverable; report/study on options/strategies to improve staff performance based incentive programs.
- Deliverable; develop Cross Training Career Track Plan.
- Report monthly retention metrics with deliverable; Retention Strategy Plan.

OBJECTIVE 2: Develop DJJ leadership to be more capable, competent, innovative, and action oriented.

STRATEGY 1: Develop and improve DJJ management training program.

STRATEGY 2: Revitalize employee performance management plan

STRATEGY 3: Create a Leadership Mentorship Program for DJJ managers with local businesses, non-profits, and other State agencies

PERFORMANCE MEASURES OBJECTIVE 2:

- Management/Leadership complying with policy.
- Office of Training to introduce the Management Online Training Program for new DJJ managers – July 2011
- Office of Training to introduce the revised Management Development Program for new DJJ managers – July 2011 for Component 1 and August 2011 for Component 2
- Office of Training to present evaluation report of Management Development Program to Commissioner – January 2012
- Office of Training to present evaluation report of Management Development Program to Commissioner – June 2012

- Office of Training to research and prepare detailed Leadership Program plan to the Process Action Team - September 2011
- Office of Training to present Leadership Program plan to the Commissioner – October or November 2011
- Office of Training to introduce Leadership Program – January 2012
- Office of Training to present evaluation report to Process Action Team and Commissioner – March 2012
- Office of Training to present evaluation report to Process Action Team and Commissioner – June 2012

OBJECTIVE 3: Recruit and retain qualified staff with the appropriate skills and competencies.

STRATEGY 1: Improve hiring and selection process.

STRATEGY 2: Enhance consistency of employee accountability system.

STRATEGY 3: Create online hiring and exit interview system.

STRATEGY 4: Reduce the number of incident codes involving non-compliance with policy.

PERFORMANCE MEASURES OBJECTIVE 3:

- Reduce critical job turnover; JCO 1's, Food Service (hourly), Personnel Technician, and Nurse practitioner.
- Deliverable: "Update Staff Hiring and Selection Guidelines"
- Deliverable: "Guide to DJJ Management for Consistent Application of Performance Evaluation and Discipline".
- Automate processes, workflow and data capture for DJJ staff hiring process and exit interviews. Deliverable: automated system.
- Monthly report on metrics for "staff non-compliance with policy :

GOAL 4: PARTNERSHIPS: COLLABORATE TO MAXIMIZE POSITIVE IMPACT ON YOUTH AND FAMILIES

OBJECTIVE 1: Expand community partnerships to promote community safety, youth accountability and youth competency development.

STRATEGY 1: Participate in the Juvenile Code Rewrite [from DJJ 2009 plan: "...and other initiatives to build cooperation with juvenile justice partners and improve public policy".

STRATEGY 2: Create the Commissioner's Youth Advisory Council and student body councils within facilities.

STRATEGY 3: Develop processes and resources to fully utilize detention alternatives.

STRATEGY 4: Connect with community leaders around secure facilities to support DJJ's mission and grow resources.

STRATEGY 5: Balanced and Restorative Justice – Move DJJ toward full implementation of restorative practices for youth, victims and communities.

PERFORMANCE MEASURES OBJECTIVE 1:

- Successfully achieve acceptance of all DJJ desired requirements in Juvenile Code rewrite.
- Create Commissioner's Youth Advisory Council and student body councils. Define objectives of these councils and processes/procedures.
- Monitor by preparing quarterly or semi- annual facility (each facility) advisory board active members , initiatives, record of meetings, community outreach and activities.
- DAI "low risk" youth detain in secure confinement.
- Restorative group conferences.
- Schools participating in School-Based Supervision.

OBJECTIVE 2: Expand collaboration with victims and victim advocates to ensure appropriate support for victims of juvenile crime.

STRATEGY 1: Connect and build success relationships with Victim-Witness Advocates in the District Attorney's Offices through- out the state to ensure seamless services for victims of juvenile crime.

STRATEGY 2: Develop and implement a Victim Services Council to assist the agency in meeting victim needs.

STRATEGY 3: Build relationships with victim services providers statewide to develop activities for Crime Victims Rights Week 2012 to include service learning projects and Crime Victims Rights Week Ceremonies.

PERFORMANCE MEASURES OBJECTIVE 2:

- Number Victims notified of release of offender.
- Number of victim contacts.
- Number of witness advocates established.
- Deliverable: establish "Victim Services Council"
- Have at least one "Victim Service Provider" per district.

OBJECTIVE 3: Develop a communication plan for engaging stakeholders, public, and our employees.

STRATEGY 1: Increase opportunities and visibility to engage DJJ staff, stakeholders, citizens, and interested parties to open discussion regarding the needs of the at risk population.

STRATEGY 2: Through DJJ forums encourage input from stakeholders and citizens while continuing to develop interagency partnerships and understanding.

STRATEGY 3: Work more effectively to provide transparent public relations/media relations to disseminate clear, accurate and timely information that displays the services and activities of the department.

STRATEGY 4: Redesign DJJ web site to better communicate with the families, public, media, and stakeholders.

PERFORMANCE MEASURES OBJECTIVE 3:

- Create and maintain a list of key legislators, stakeholders, advocacy groups and DJJ staff that help support DJJ's mission and goals.
- Create and maintain a list of activities for attendance, i.e., PDC's, conferences, speaking engagements, Town Hall meetings and one-on-meetings.
- Coordinate, facilitate and plan 2(?) annual juvenile stakeholders forums with objectives; to develop common understanding of at risk youth needs, bring together community service providers, DJJ administrators and juvenile judges in a series of regional meetings to enhance communications
- Deliverable: DJJ Communication Plan for these key stakeholders; Elected Officials, Local Appointed Officials, State and Federal Government Agencies, The University System and the Department of Education, Chamber of Commerce, Non-profit Organizations, Cultural Organizations, Advocacy Groups, Faith Based Organizations, Service Providers, Citizens, Youth in Care and DJJ Staff.
- Deliverable: DJJ public information / media campaign plan