



**GEORGIA DEPARTMENT OF
JUVENILE JUSTICE
FY2013 THROUGH FY2016 STRATEGIC PLAN**

Georgia Department of Juvenile Justice

FY 2013-2016 Strategic Plan

MISSION

Our Mission is 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: DJJ will lead the nation in preparing young people in its care to develop and sustain productive lives.

VALUES

We strive to create and sustain an agency culture that values accountability, integrity, security, superior performance, ongoing personal growth, intellectual curiosity, innovation, teamwork, and leadership not only in our staff, but also in the young people in our facilities and programs.

GOALS

- ❖ Promote an agency culture that is leading edge and encourages innovation, excellence and efficiency
- ❖ Promote a continuum of high quality services for youthful offenders
- ❖ Maximize opportunities for employees to grow within the agency as individuals and agency leaders
- ❖ Maximize collaborative partnerships to create and sustain positive impacts on youth and their families

❖ Goal 1: Promote an agency culture that is leading edge and encourages innovation, excellence and efficiency

Strategy 1: Develop Innovative Technological Solutions

The DJJ Internal Management Team will promote the development of the following types of agency wide innovative technological solutions:

- Innovation that promotes safety and security in our secure facilities;
- Innovation that has a concurrence of high value and benefit to youth we serve, staff and stakeholders;
- Innovation that leverages technology to motivate youth to be successful; and
- Innovation that utilizes new technology will help staff be more productive, facilitate better communication, and improve accountability.

- ✓ *Objective: Achieve a culture of innovation at DJJ with the addition of at least five information technology projects that promote safety and security and increase staff productivity by December 31, 2013.*

Strategy 2: Utilize external expertise to support a culture of innovation

Utilize external expertise to support a culture of innovation through existing relationships with academic institutions, research organizations, or consulting firms. These relationships will foster innovative ideas that will provide incentive for staff growth and make DJJ the premier place to work. These external relationships will also assist in creating a culture where staff successfully provide quality supervision that develops and supports youth success. The agency will also seek funding and/or support from foundations or entities that will support implementation of quality services or programs.

- ✓ *Objective: Maintain collaborative relationships with at least two outside academic institutions, research organizations, or consulting groups through June 30, 2017 to assist in facilitating our efforts towards assessing and improving staff strengths, utilization of best practices and leadership development.*

Georgia Department of Juvenile Justice FY 2013-2016 Strategic Plan

❖ **Goal 2: Promote a continuum of high quality services for youthful offenders (Right service, right place, right time)**

Strategy 1: Enhance safety, security, and rehabilitation in our secure facilities

Enhance the current environment by establishing the following initiatives that promote optimal safety, security, and rehabilitation of youth in our care:

- Juvenile Drug Screening
 - Physical Intervention Training
 - Security Emergency Response Teams (SERT)
 - Security Management and Response Teams (SMART)
 - Define DJJ youth placement stratification system within our secure facilities
 - DJJ provided programs and services will be evaluated incrementally, utilizing a team-based approach. Findings from the evaluations will inform agency recommendations for annual improvements.
 - Develop system capacity to meet the identified needs of the department.
 - Develop and implement menu of core treatment programs and meaningful dormitory activities by June 30, 2013.
 - Review, revise and validate youth behavior management system or other incentive program.
 - Increase staff safety by enhancing accountability for youth assaults on staff.
 - Enhance consistency of employee accountability system.
- ✓ *Objective 1: Reduce the number of assaults from .61 to .55 per 100 child care days for youth on youth incidents by June 30, 2017.*
- ✓ *Objective 2: Reduce the number of assaults from .13 to .125 per 100 child care days for youth on staff incidents by June 30, 2017.*
- ✓ *Objective 3: Increase the percentage of youth who do not reoffend while in our care from 86% to 88% by June 30, 2017.*
- ✓ *Objective 4: Decrease the 3-year juvenile recidivism rate for the FY2013 cohort from 45% to 43% by June 30, 2017.*

Strategy 2: Develop performance evaluations to support budget and strategic initiatives; increase utilization of evidence-based and best practice interventions in the community

Develop and utilize a performance-based approach to program evaluation to support budget and strategic initiatives and adopt more evidence-based programming to our service delivery continuum. The purpose of the evaluations will be to examine contracted community services based on youth needs as identified by their Comprehensive Risks & Needs Assessments (CRN) and service plans. Additionally, these services will be evaluated based on their adherence to national best practice models and interventions, quality, and types of services offered which are relevant to the needs of the current offender population. The agency will build on existing DJJ sponsored research and studies to increase utilization of non-secure alternatives for low risk offenders and also define DJJ youth placement stratification system within the community. DJJ provided programs and services will be evaluated incrementally, utilizing a team-based approach. Findings from the evaluations will inform agency recommendations for annual improvements. Critical to the success of this strategy is the continued implementation of the Enhanced Service Plan, which is designed to link youth risks and needs to service plan objectives. Ensuring the accuracy of the CRN assessments are also essential for the success of this strategy. A service provider advisory council will provide input from vendors during the evaluation planning process.

- ✓ *Objective 1: Increase the percentage of youth who do not reoffend while in our care from 86% to 88% by June 30, 2017.*
- ✓ *Objective 2: Decrease the 3-year juvenile recidivism rate for the FY2013 cohort from 45% to 43% by June 30, 2017.*

Georgia Department of Juvenile Justice

FY 2013-2016 Strategic Plan

Strategy 3: Manage service capacity; Improve physical & functional efficiencies in our facilities and community placements

- Utilize current population trends and challenges in service planning and programming – i.e. adjust staffing & case supervision levels in response of serving more medium and high risk youth in the community and to initiate renovations of existing or procurement of new secure facilities and CSO building spaces.
 - Utilize tools such as population forecasting, recidivism data, and the long term facility master plan to manage facility renovations and service capacity.
 - Consider alternative structuring strategies to increase efficiency through redistricting, catchment area planning, and alternative youth placement approaches.
 - Develop non-secure residential program capacity and enhance community services for youth with behavioral health care needs.
 - Adjust agency vehicle fleet and fleet management as needed.
 - Consider non-secure alternatives for low risk youth in the community.
 - Implement evidence-based and best practice service models where available
- ✓ *Objective 1: Increase the percentage of regular committed youth placed in non-secure residential programming within 90 days as indicated by the youth's placement screening from 34.6% to 100% by June 30, 2017.*
- ✓ *Objective 2: Increase the number of quality, non-secure maximum level placement options to at least five per DJJ region.*

Strategy 4: Develop and Publish Long Term Facility Master Plan

The facility master plan is an effort to align the needs and assess the effectiveness of providing services to the youth of Georgia who are under the care of DJJ. The master plan reviews the current facilities and provides a long-term solution and expenditures required to address existing deficiencies, changing facility requirements, changing youth populations, and longer term facility needs of DJJ. Scheduled completion of the Master Plan is FY2018. Specific long term facility planning projects include:

- Open Rockdale and Clayton RYDCs by FY 2013
 - Open Maximum Security Facility by FY 2013
- ✓ *Objective 1: Reduce the number of assaults from .61 to .55 per 100 child care days for youth on youth incidents by June 30, 2017.*
- ✓ *Objective 2: Reduce the number of assaults from .13 to .125 per 100 child care days for youth on staff incidents by June 30, 2017.*

Strategy 5: Enhance youth rehabilitation and transition processes to facilitate successful reintegration into the community

Enhance youth transition processes by engaging services, resources, and support from outside entities that can help support youth access to adequate housing, health service benefits, mental health follow-up treatment, additional education vocational opportunities and employment assistance support. Specific initiatives will include the following:

- Develop and implement comprehensive youth service learning programs.
- Develop innovative educational and vocational programs to foster successful rehabilitation and successful transition back into the community
- Develop and implement a Post-Graduate Life Skills Program for youth within facilities and in the community.
- Create case management tools to support youth who need independent living assistance.
- Engage the faith-based community program to develop partnership in support of DJJ youth as they transition back into their communities.
- Enhance the case management process with focus on transition of youth from system entry to successful return to community.

Georgia Department of Juvenile Justice FY 2013-2016 Strategic Plan

- ✓ *Objective 1: Increase the percentage of youth who do not reoffend while in our care from 86% to 88% by June 30, 2017.*
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Strategy 6: Implement Prison Rape Elimination Act of 2003 (PREA) Recommendations

Work collaboratively with federal partners to meet the standards of the Prison Rape Elimination Act of 2003 (PREA) and increase sexual assault prevention efforts in our secure facilities through programmatic and physical facility enhancements.

1. Clear and Unobstructed View (Redesigning office doors, youth shower doors in all facilities)
2. Upgrading facilities Video Monitoring Systems
3. Upgrading Control Panel Systems (gates and doors)
4. Staff Ratios 1:8 wake hours and 1:16 sleep hours
5. Upgrading the phone systems in all facilities to include reporting sexual abuse outside the facility

- ✓ *Objective 1: Reduce the current facility sexual assault rate to 0 to comply with PREA's Zero Tolerance Standard by June 30, 2017.*

❖ Goal 3: Maximize opportunities for employees to grow within the agency as individuals and agency leaders

Strategy 1: Enhance Employee Growth and Satisfaction

Implement an Employee Satisfaction Enhancement Plan to improve employee satisfaction and the agency work environment by engaging in the following activities:

- Develop a JCO retention salary strategy plan.
- Strengthen and increase the training division's capacity to support increased safety and security initiatives.
- Develop cross-trained career tracks [career mapping].
- Develop regular employee surveys for analysis and strategy development, including analysis by job position.
- Integrate succession planning into the culture of the agency.
- Enhance the management development and leadership development programs as needed with a focus on developing facility leadership.
- Develop reporting mechanisms to track, measure and notify individuals of required trainings; generate baseline data
- Improve agency wide hiring and selection processes; create online hiring and exit interview system.
- Strengthen staff accountability
- Examine the skillset of the agency workforce with current needs and mission of the organization
- Establish relationships with outside organizations to foster employee growth
- Identify key staff within each Division for specific growth opportunities
- Cultivate an acceptance of change within the agency
- Track current staff retention rates and develop retention strategy plan.

- ✓ *Objective 1: Increase the percentage of employees who are satisfied or highly satisfied with their DJJ employment from 67% to 69% by June 30, 2017.*
- ✓ *Objective 2: Decrease job turnover rate for the JCO 1 position from 46% to 40% by June 30, 2017.*

Georgia Department of Juvenile Justice FY 2013-2016 Strategic Plan

❖ Goal 4: Maximize collaborative partnerships to create and sustain positive impacts on youth and their families

Strategy 1: Enhance Community Partnerships and Initiatives

- Enhance connections with community leaders & solicit their participation in Facility Advisory Boards within our secure facilities to support DJJ's mission & increase resources
 - Create a Commissioner's Youth Advisory Council and standardize the youth advisory councils within our facilities.
 - Build community partnerships by instituting the Faith Based Initiative to create an organizational culture that balances public safety & youth accountability through partnerships that positively supports successful re-entry of youth in their communities
 - Develop and maintain relationships with state, local & community based organizations to promote youth participation in service learning opportunities
 - Enhance processes to recruit & retain qualified volunteer resources
 - Develop processes & resources to fully utilize detention alternatives
 - Expand community & educational partnerships to support the provision of internships and mentorship programming
- ✓ *Objective 1: Achieve a network of comprehensive community partnerships through active Facility Advisory Board participation at all of our secure facilities by June 30, 2014.*
- ✓ *Objective 2: Increase the number of youth involved with community or youth development organizations at the time of release. (Generate baseline data through FY2015 and create measurable objective for FY2016.)*

Strategy 2: Develop and build relationships to ensure seamless services for victims of juvenile crime

- Develop & maintain formal relationships with local Child Advocacy Centers across the state
 - Maintain existing relationships with victim-witness advocates in the judicial districts throughout the state to ensure seamless services for victims of juvenile crime.
 - Develop a victim's satisfaction survey to generate baseline data & facilitate improvements to victims' services through continuous program evaluation
 - Enhance outreach & networking to increase public awareness for victims of juvenile crime - including promotional advertising, educational tools and a DJJ Victims of Juvenile Crime Conference. The conference will establish the kickoff of yearly Victim Services Days to provide victims of juvenile crime a forum to voice their experiences, questions, & concerns to agency leadership and stakeholders.
 - Enhance our restitution collection efforts by improving the JTS restitution module & hold youth accountable for court ordered restitution payments, while increasing staff accountability in managing the agency restitution program in the CSOs
 - Improve victim notification efforts by enhancing technology in the collection of victim contact information & in tracking compliance with victim notification of offender release within 30 days
 - Enhance follow through & accountability efforts related to victim impact statements in dependent court counties
 - Move DJJ toward full implementation of balanced and restorative justice practices for youth, victims and communities. The Department will continue to offer, provide & enhance restorative group conferencing as a tool to mediate victim & offender relationships and facilitate conflict resolution in schools & communities.
- ✓ *Objective 1: Increase the number of collaborative partnerships for victims of sexual assaults in our secure facilities by establishing formal relationships with victim service providers in at least half of our secure facilities by June 30, 2013.*
- ✓ *Objective 2: Increase the percentage of restitution collections payments entered into the Juvenile Tracking System's Restitution Module. (Baseline data will be generated for this objective through FY 2013. Then, a measurable objective will be created for FY 2014.)*

Georgia Department of Juvenile Justice FY 2013-2016 Strategic Plan

- ✓ *Objective 3: Increase the number of victim notification letters sent within 30 days of offender release. (Baseline data will be generated for this objective through FY 2013. Then, a measurable objective will be created for FY 2014.)*
- ✓ *Objective 4: Increase the Department's percentage of earned media stories. (Baseline data will be generated for this objective through FY 2013. Then, a measurable objective will be created for FY 2014.)*

Strategy 3: Develop a communication plan for engaging stakeholders, the public, and our employees

This strategy will create a baseline measure for this objective. The agency will increase and enhance opportunities to engage DJJ staff, stakeholders, citizens, and interested parties in open discussion regarding the needs of the at-risk youth population in our State. The agency will encourage and actively seek input from stakeholders and citizens of Georgia.

Communication priorities will include the following:

- Developing and maintaining community and interagency partnerships
- Promoting those partnerships through external media and internet channels
- Increasing transparency in public and media relations;
- Disseminating clear, accurate and timely information that displays the services and activities of the department;
- Creating direct access to community stakeholders and media partners through the use of information distribution ListServes; and
- Participating in any ongoing juvenile code rewrite efforts and other initiatives to build cooperation with juvenile justice partners and improve public policy.

This strategy includes a redesign of the DJJ website to better communicate with families, employees, news media, stakeholders and the general public. The website will integrate the latest in social media technology, including Twitter, Facebook, and YouTube channels. It will support agency-produced educational and instructional videos and audio programs. The website will also incorporate real-time media correspondence using syndication feeds, which allows immediate distribution of DJJ information across the web.

In addition, the website will serve as a clearinghouse for agency educational resources such as posters, brochures, and other promotional materials and will incorporate interactive applications based on employee feedback. These combined web design features will provide a more comprehensive picture of the juvenile justice mission and highlight current activities within the agency.

- ✓ *Objective 1: Increase the Department's percentage of earned media stories.**
- ✓ *Objective 2: Increase the number of unique visits to the DJJ News and Views website.**
- ✓ *Objective 3: Increase the demand for DJJ authored information and educational pamphlets related to various juvenile justice issues through an online reference store.**

*Baseline data will be generated for these objectives through FY2013. Then, measurable objectives will be created for FY2014.