

Servant Mindset



FY
2022
ANNUAL
REPORT



**Georgia Department of
Juvenile Justice**

Tyrone Oliver, *Commissioner* | **Sandra Heath Taylor**, *Chair, Board of Juvenile Justice*

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COMMISSIONER'S MESSAGE

On behalf of the Georgia Department of Juvenile Justice (DJJ), I am pleased to present you with our Fiscal Year 2022 (FY22) Annual Report. This year's report highlights some of the successes of the juvenile justice system in Georgia and the services provided to the youth under our care.

With a dedicated servant's mindset, our staff, under the leadership of Governor Brian P. Kemp, continued to focus its efforts on improving the lives of youth within our secure facilities and communities through education, rehabilitative programs, mentorship, and community-based services.

The primary goal for our school educators throughout the year was to provide opportunities for youth that empowered them to become college, or career ready. FY22 saw our school system issue 44 high school diplomas and 36 GEDs while expanding its certification program in copper-wiring that prepares students for work in the IT and technology field. Additionally, the school system began offering certification in welding through Columbus and Atlanta Technical Colleges and reactivated a horticulture certification course with Oconee Fall Line Technical College.

In FY22, the Department adopted a universal strategy for gang-involved youth issues. Externally, we partnered with Project Safe Neighborhood (PSN), an initiative that reduces youth re-offense rates earning recognition for our efforts from the U.S. Attorney's Office, Northern District of Georgia. In addition, our Gang Investigation Unit traveled across the state, counseling numerous local school boards on identifying and responding appropriately to potential gang-involved students. Internally, our Security Risk Group offered increased training to all staff on identifying justice-involved youth under our supervision in secure facilities and communities.

DJJ prioritized the operations of secure facilities in a safe and supportive environment through continued alignment with national standards. As a result, two of our secure facilities in middle Georgia received national reaccreditation from the American Correctional Association. In addition, several facilities underwent PREA evaluations during the same period and were found to be compliant. This achievement reflects the agency's ongoing commitment to protecting youth from assault or other types of victimization.

Finally, striving for success in all we do is a core component of the agency. Whether helping our youth further their education or preparing them to re-enter their communities, DJJ employees will continue to work with a servant mindset to impact youth positively.

I am grateful and proud to lead these great individuals while serving the citizens of the State of Georgia. On behalf of the Board of DJJ, I thank you for supporting our mission.

Sincerely,

Tyrone Oliver, Commissioner



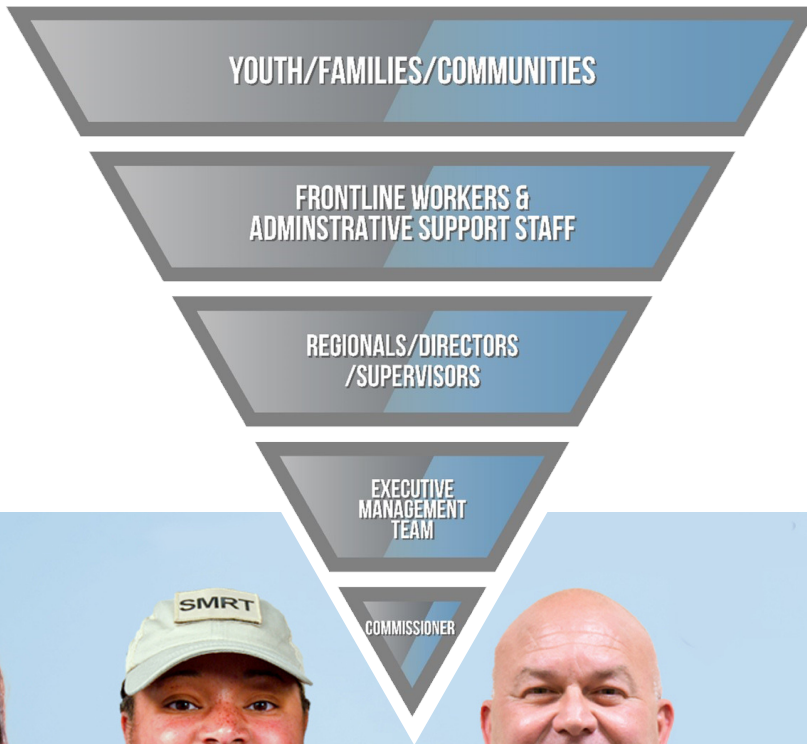
THE MISSION

The Georgia Department of Juvenile Justice (DJJ) transforms young lives by providing evidence-based rehabilitative treatment services and supervision, strengthening the well-being of youth and families, and fostering safe communities.



CULTURE

The DJJ Culture Wheel represents the agency's values and reinforces the commitment we have to our employees and the youth in our care. Each spoke of the DJJ Culture Wheel represents a different aspect important to the success of the agency.



INVERTED PYRAMID OF DJJ

The Inverted Pyramid displays DJJ's core values and emphasizes that the department's most important objective is to focus on youth, families, communities, and the frontline workers and administrative support staff serving them daily.



TOP FIVE STRATEGIC GOALS



The top five strategic goals for the Department were developed to provide clarity of the mission and set forth expectations for all Department personnel while conducting business operations.

By establishing these goals, DJJ works to fully align all objectives, programs, and services offered to youth that the Governor has outlined.

1

Operate safe and secure facilities and communities while providing educational opportunities in a safe and supportive environment

2

Provide a robust continuum of evidence-based behavioral health programs and services delivered to DJJ youth facilities and communities

3

Establish strategies that have a positive impact on gang-impacted youth in facilities and communities

4

Establish effective responses to the needs of human trafficking victims and families

5

Promote recruitment, retention, and succession planning



A BRIEF LOOK AT FY2022 ACCOMPLISHMENTS

DJJ's dedicated employees strive to demonstrate the change necessary 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 staff but also in the young people in the agency's facilities and programs. Here is a brief look at the Department's accomplishments in FY2022.

FY2022 ACCOMPLISHMENTS



The Division of Administrative Services applied for and was awarded \$126,459 from Georgia Criminal Justice Coordinating Council (CJCC) to assist with creating a training program to address youth mental health engagement, a Crisis Intervention Team (CIT), Virtual Training Systems, and Mental Health First Aid Training, collectively named Mental Health Training Suites (MHTS).



DJJ School System youth earned 44 high school diplomas and 36 GED diplomas.



The Division of Community Services provided residential placement services to an average of 164 juvenile justice-involved youth monthly within a total of 55 residential locations statewide.

- The Division of Treatment and Care utilized grant funding to implement substance use prevention and early intervention services at 10 RYDCs.

- The Division of Secure Facilities was selected as one of four cohorts to participate in Georgetown University's Ending Isolation in Youth Facilities Certificate Program. The program is designed to support leaders in ending isolation and promoting positive outcomes for youth, staff, and communities.



WHAT DJJ DOES AND WHY IT IS IMPORTANT

The Georgia Department of Juvenile Justice is a multi-faceted agency that serves the state's youthful offenders' needs up to the age of 21. The Department has more than 3,400 funded positions at its Central Office, 25 secure facilities (19 Regional Youth Detention Centers and six Youth Development Campuses), and 78 Community Services Offices throughout the state to affect justice and redirect the young lives in the agency's care.

Including those placed on probation, thousands of youths are diverted each year to evidence-based community programs, sentenced to short-term incarceration, and committed to long-term custody by juvenile courts. DJJ's professional corrections and law enforcement staff preserve public safety, safeguard Georgia's citizens, and protect victims of crime. DJJ holds juvenile offenders accountable for their delinquent conduct through a rehabilitative treatment model while under probation, supervision, or secure confinement.



While under DJJ supervision, the agency provides youth with educational opportunities by some of Georgia's best teachers and administrators. Youth also receive medical, dental, and mental health treatment from qualified professionals who provide a range of services and support. DJJ offers programs designed to equip the youth in its care with the social, intellectual, and emotional tools needed to achieve successful re-entry into the community and workplace as more productive and law-abiding citizens.



DJJ LEADERSHIP

The DJJ executive leadership team sets the Department's strategic direction. The leadership team drives the core mission and vision that strengthen the agency's daily work. DJJ leaders are passionate and focused veterans in their respective fields.



Tyrone Oliver
Commissioner



Shawanda Reynolds-Cobb
Assistant Commissioner



Glenn Allen
Director
Communications



Steven Carter-Williams
Chief Financial Officer
Financial Services



Margaret Cawood
Deputy Commissioner
Treatment and Care



Latera Davis
Director
Professional Development
and Standards



Pamela Hill
Deputy Commissioner
Secure Facilities



Katrina Patterson
Director
Human Resources



Allyson Richardson
Deputy Commissioner
Administrative Services



Victor Roberts
Deputy Commissioner
Community Services



Zane Shelfer
Deputy Superintendent
DJJ School District



Cindy Wang
General Counsel
Legal Services



Matthew Wolfe
Deputy Commissioner
Investigations and Special
Operations

BOARD OF JUVENILE JUSTICE AND BOARD OF EDUCATION

The Board of Juvenile Justice consists of 15 members and judicial advisors, each appointed by the Governor. Pursuant to Title 49-4A-2, Official Code of Georgia, the Board of Juvenile Justice establishes the general policy to be followed by the Department of Juvenile Justice. The Board also provides guidance to the Commissioner, leadership in developing programs to successfully rehabilitate juvenile offenders committed to the state’s custody and serves as DJJ school board members.



Sandra Heath Taylor
Board Chair
LaGrange
(Congressional District 3)



Danny L. Blackmon
Georgetown
(Congressional District 2)



Lisa Colbert
Savannah
(Congressional District 1)



Thomas L. Coleman
Lithonia
(Congressional District 4)



John Edwards
Claxton
(Congressional District 12)



Quintress Gilbert
Judicial Advisor
Bibb County



Joyette Holmes
Cobb County
(Congressional District 11)



Willie C. Bolton
Vice Chair
Athens
(Congressional District 10)



Angie Holt
Warner Robins
(Congressional District 8)



Margaret Kaiser
Atlanta
(Congressional District 5)



Timothy McCulley
Gordon County
(Congressional District 14)



Adam Kennedy
At Large Board Secretary
Claxton
(Congressional District 12)



Penny A. Penn
Cumming
(Congressional District 7)



Kathryn Powers
Clayton County
(Congressional District 13)



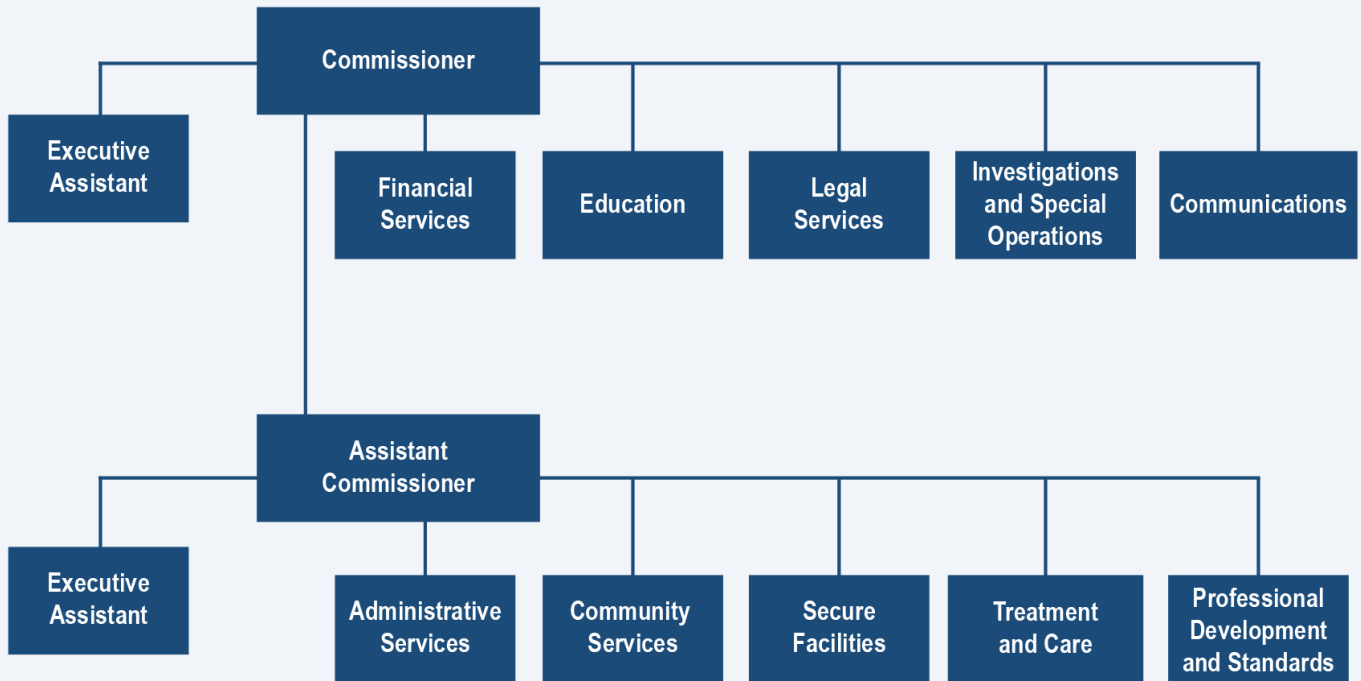
Fred E. Stephens
Cleveland
(Congressional District 9)



Gary Yandura
Brookhaven
(Congressional District 6)



GEORGIA DEPARTMENT OF JUVENILE JUSTICE ORGANIZATIONAL CHART

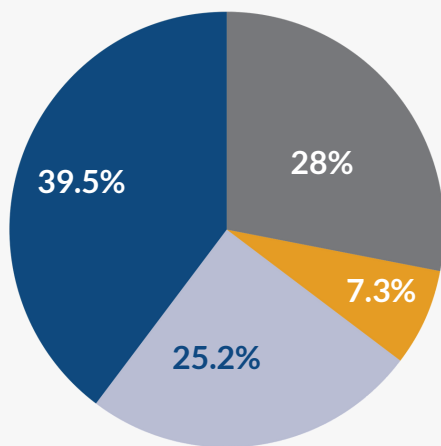


DIVISION OF FINANCIAL SERVICES

The Division of Financial Services (DFS) ensures that the Department is within state budgetary compliance, adheres to accepted accounting principles, and is compliant with all federal and state fiscal policies and procedures.

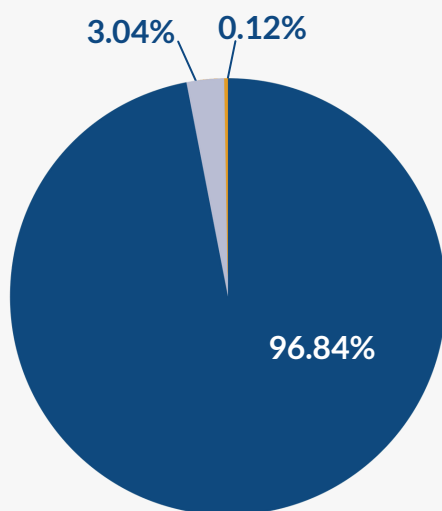
The division oversees Accounting, Budget Services, the Office of Federal Revenue Maximization, Procurement & Contracts and Auditing. The total budget for FY2022 was \$353,604,454.

BUDGET BY PROGRAM FY2022 - \$353,604,454



Community Services	\$98,585,718
Department Administration	\$24,711,405
Secure Commitment (YDCs)	\$89,729,213
Secure Detention (RYDCs)	\$140,578,118
Total Funds	\$353,604,454

BUDGET BY FUNDING SOURCE FY2022 - \$353,604,454



State Funds	\$342,430,746
Federal Funds	\$10,760,962
Other	\$412,746
Total	\$353,604,454



DIVISION OF SECURE FACILITIES

The Division of Secure Facilities provides safe and secure supervision for youth in the Department of Juvenile Justice custody. The Division manages 25 facilities, 19 Regional Youth Detention Centers (RYDC), and 6 Youth Development Campuses (YDC). The RYDCs provide secure care and supervision for youth initially charged with offenses or those adjudicated delinquent and awaiting placement elsewhere. In addition, the YDCs offer long-term care for post-adjudicated youth who are ordered to secure confinement or require specialized treatment or services.

Youth in our care are provided robust, varied services to include a broad range of education offerings, counseling, mental health services, food services, medical and dental services, substance abuse treatment, and volunteer programming, among other services.



FY2022 ACCOMPLISHMENTS

Capstone Project and Training

- The Division of Secure Facilities was selected as one of four cohorts to participate in Georgetown University’s Ending Isolation in Youth Facilities Certificate Program. The program is designed to support leaders in ending isolation and promoting positive outcomes for youth, staff, and communities. Members of the Division’s leadership team and staff from the Martha K. Glaze RYDC attended the week-long training with national experts on trends and best practices. The certificate program includes a year-long capstone project at Martha K. Glaze RYDC with support from Georgetown University. The capstone project will be designed to develop a culture of safety and well-being by implementing effective procedures for responding to behaviors and providing staff with targeted strategies for engagement and de-escalation.

Juvenile Correctional Officers Reimagined

- Revised the minimum and preferred qualifications for positions in the Juvenile Correctional Officer (JCO) series to reflect and foster a culture that places additional emphasis on engagement and a therapeutic environment.

Department of Juvenile Justice Secure Facility Type

	Regional Youth Detention Center	Youth Development Campus
Duration	Short-term	Long-term
Reason for Stay	Pre-adjudicated, Awaiting Placement, Superior Court - awaiting trial	Post-adjudicated, Designated Felon, Superior Court - awaiting transfer
Average Age Range of Youth	15/16 years of age	17+ years of age
Average Range of Length of Stay	3 days - 3 months	1-3 years
Total Bed Capacity	1204	596
Operational Bed Capacity	1104	415
Avg. Daily Population (FY22)	736.5	233.6

As we align with national best practices in developing a diverse range of direct care staff, we can broaden JCO qualifications which positively impacts staffing through an expanded applicant pool and the increased likelihood of attracting a more diverse pool of applicants.

- Additionally, leadership actively engages with new JCOs after they are hired to ensure visibility and additional support. The leadership team presents training during Basic Juvenile Correctional Officer Training (BJCOT) to establish initial expectations and provide guidance and tips based on their years of experience.



DIVISION OF SECURE FACILITIES

Recruitment and Culture

- The Division established 15 part-time recruiter positions assigned to selected facilities to allow for more effective and targeted local recruiting and the establishment of community assets and resources to develop and maintain robust applicant pools. These part-time recruiters focus exclusively on the recruitment of JCO-series applicants, which has allowed the Division to address identified staffing issues proactively and aggressively. Recruiters can also improve community perceptions and understandings of the role of secure facilities and the job duties and priorities of direct care staff. By placing emphasis on the role of therapeutic engagement in our facilities, we set the tone for potential staff from the beginning.

RYDC	FY2022	Month	Monthly Admissions		Monthly Releases		Monthly Average Daily Population
			Number	%Total	Number	%Total	ADP
2021		7	416	6.81%	411	6.68%	684.2
2021		8	470	7.69%	453	7.36%	723.3
2021		9	541	8.85%	511	8.30%	723.6
2021		10	530	8.67%	533	8.66%	763.2
2021		11	483	7.90%	528	8.58%	709.3
2021		12	498	8.15%	486	7.89%	755.9
2022		1	467	7.64%	432	7.02%	771.5
2022		2	561	9.18%	560	9.10%	710.9
2022		3	608	9.95%	642	10.43%	776.6
2022		4	519	8.49%	504	8.19%	748.3
2022		5	546	8.93%	553	8.98%	799.6
2022		6	472	7.72%	544	8.84%	730.6
Totals			6,111	100%	6,157	100%	736.5

Alignment with National Standards

- The Macon RYDC and Macon YDC received reaccreditation from the American Correctional Association (ACA). The reaccreditation process is a vigorous review of facility procedures and practices and the facility’s alignment with ACA standards over the course of a three-year period following the initial accreditation.
- Multiple secure facilities underwent rigorous PREA evaluations and were found to be compliant with comprehensive national standards, reflecting our ongoing commitment to protecting youth from assault or other types of victimization.

MSO= Most Serious Offense

¹ Public Order includes the following additional offenses: Drug selling, Drug use, Weapons violation, and Sex non-violent offenses

² Property includes, but is not limited to: Burglary, Arson, Theft, Criminal Trespass, and Forgery

³ Violent includes, but is not limited to: Aggravated Assault, Battery, Murder, Kidnapping, and Voluntary Manslaughter

⁴ Violent Sex includes, but is not limited to: Aggravated Child Molestation, Aggravated Sexual Battery, Rape, Sexual Assault, and Aggravated Sodomy

⁵ Violation of Probation (VOP) includes Violation of aftercare (VOAC, Violation of an Alternate Plan (VOAP) additional offenses: Status and Traffic offenses

FY2022 RYDC Population by Most Serious Offense, Age, and Gender

Offense Classification	Age											Total Males	
	10	11	12	13	14	15	16	17	18	19	20		21
Gender: Male													
Public Order ¹	1	1	13	37	99	186	243	176	13	4			773
Property ²		1	7	45	151	244	339	269	31	12	1		1100
Violent ³	2	5	19	66	137	254	431	418	87	29	8	4	1460
Violent Sex ⁴		2	4	23	33	57	74	54	17	4			268
VOP/VOAC/VOAP ⁵			3	7	29	53	71	70	19	5			257
Grand Total	3	9	46	178	449	794	1158	987	167	54	9	4	3858

Offense Classification	Age										Total Females	
	11	12	13	14	15	16	17	18	19	20		
Gender: Female												
Public Order ¹		2	15	29	68	64	44	5	1			228
Property ²			12	36	56	76	53	8	1			242
Violent ³	1	7	28	63	98	116	86	12	5	1		417
Violent Sex ⁴			2	2			4					8
VOP/VOAC/VOAP ⁵		2	8	25	51	78	41	17	1			223
Grand Total	1	11	65	155	273	334	228	42	8	1		1118



DIVISION OF SECURE FACILITIES



YDC FY2022	Month	Monthly Admissions		Monthly Releases		Monthly Average Daily Population
		Number	%Total	Number	%Total	ADP
2021	7	13	4.58%	18	6.57%	236.4
2021	8	27	9.51%	23	8.39%	232.7
2021	9	28	9.86%	26	9.49%	228.9
2021	10	15	5.28%	20	7.30%	238.3
2021	11	22	7.75%	20	7.30%	231.4
2021	12	20	7.04%	33	12.04%	226.5
2022	1	22	7.75%	21	7.66%	217.6
2022	2	34	11.97%	14	5.11%	207.7
2022	3	40	14.08%	25	9.12%	248.5
2022	4	22	7.75%	25	9.12%	248.1
2022	5	8	2.82%	20	7.30%	249.5
2022	6	33	11.62%	29	10.58%	231.6
Totals		284	100%	274	100%	233.6

FY2022 YDC Population by Most Serious Offense, Age, and Gender

MSO= Most Serious Offense

¹ Public Order includes the following additional offenses: Drug selling, Drug use, Weapons violation, and Sex non-violent offenses

² Property includes, but is not limited to: Burglary, Arson, Theft, Criminal Trespass, and Forgery

³ Violent includes, but is not limited to: Aggravated Assault, Battery, Murder, Kidnapping, and Voluntary Manslaughter

⁴ Violent Sex includes, but is not limited to: Aggravated Child Molestation, Aggravated Sexual Battery, Rape, Sexual Assault, and Aggravated Sodomy

⁵ Violation of Probation (VOP) includes Violation of aftercare (VOAC, Violation of an Alternate Plan (VOAP) additional offenses: Status and Traffic offenses

Offense Classification Gender: Male	Age									
	13	14	15	16	17	18	19	20	21	Total Males
Public Order ¹		2	4	9	17	17	3	5	1	58
Property ²		6	10	10	19	17	3	2	2	69
Violent ³	1	5	14	30	40	31	29	14	13	177
Violent Sex ⁴	1	3	7	15	14	11	11	8	2	72
VOP/VOAC/VOAP ⁵			2	1		1	1			5
Grand Total	2	16	37	65	90	77	47	29	18	381



Offense Classification Gender: Female	Age									
	13	14	15	16	17	18	19	20	21	Total Females
Public Order ¹		1		1	3	2	1			8
Property ²		1	1	4	6					12
Violent ³	2	5	6	10	18	9	1	1	1	53
Violent Sex ⁴	1				2					3
Grand Total	3	7	7	15	29	11	2	1	1	76



DIVISION OF COMMUNITY SERVICES

The Division of Community Services is responsible for intake, case management, probation, detention planning, residential care, reentry services, and aftercare supervision. Intake is the entry point at which a youth is either diverted from or formally processed into the juvenile justice system. The division has 78 Community Services Offices and includes the Office of Residential and Community-Based Services and the Office of Re-Entry Services.

The division uses several tools and evidence-based programs and services to implement juvenile justice reform and improve the juvenile justice system through enhancements with mental health services, gang prevention training and preventative methods, and supporting human trafficking services for victims and families.



FY2022 ACCOMPLISHMENTS

Multi-Systemic Therapy (MST)

Services were provided to **151 youth and families** to address environmental systems impacting medium-and high-risk juvenile offenders with lengthy delinquency histories and serious anti-social behavior.



The Georgia Detention Assessment Instrument (DAI) was validated by Evident Change, DJJ, and statewide juvenile justice-involved stakeholders. It was approved by the Board of Juvenile Justice in June 2022. The DAI is a validated objective risk assessment used to make informed detention decisions using the youth's current and past offense(s) and risk behaviors to determine the youth's need for secure detention, non-secure detention, conditional supervised release, or unconditional release pending further juvenile court action or administrative revocation.

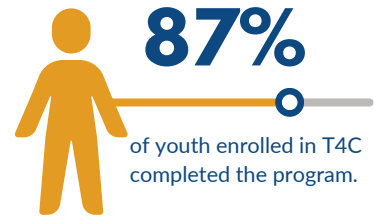
Educational Transition Centers (ETCs) –Located in Bibb, Chatham, Muscogee, and Richmond counties, ETCs provided an alternative educational setting for youth who are expelled or suspended from public school. The ETCs provided academic services to 98 students, of which two students completed their GED diploma and seven students earned a High School diploma.

Youth Tracking Program provided to 1,123 youth with intensive surveillance and monitoring, allowing juvenile offenders to remain at home pending further court action.

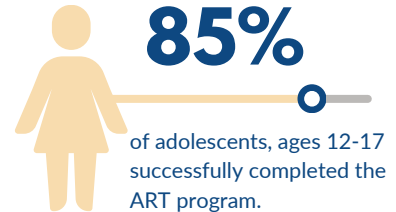


DIVISION OF COMMUNITY SERVICES

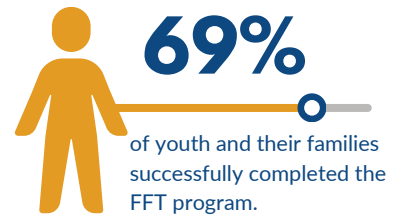
Thinking for a Change (T4C) - provided 147 youths social skills development, cognitive restructuring, and the development of problem-solving skills, of which 128 youths completed services.



Aggression Replacement Training (ART) - provided 96 youth cognitive behavioral intervention program designed to help aggressive adolescents, ages 12 to 17, improve their social skill competence and moral reasoning, better manage anger, and reduce aggressive behavior, in which 82 completed services.



Functional Family Therapy (FFT) - provided 88 youth with short-term family counseling in the home, of which 61 families completed the program.



The Southwest Key's Evening Reporting Center (ERC)

This is an evidence-based 90-day program designed to provide structure and supervision to system-involved youth, ages 12 to 17, at risk of recidivating. The program keeps youth engaged in pro-social learning opportunities while providing intensive supervision. The program uses a balanced and restorative justice approach by focusing on youth accountability, community safety, and competency development. In FY2022, DJJ provided ERC services to 44 youth with a 79 percent completion rate and a 97 percent non-re-offend rate.

Georgia Interstate Compact for Juveniles (ICJ) Unit

Processed an average of **265** transfers of supervision cases monthly.

The Office of Residential and Community-Based Service (ORS) provided residential placement services to an average of 164 juvenile justice-involved youth monthly within a total of 55 residential locations statewide.

Project Safe Neighborhoods (PSN) - The Office of Reentry Services (ORS) and the U.S. Attorney's Office for the Northern District partnered for the PSN initiative, which works towards reducing the re-offense rate among youth by providing individual and group mentoring in the community. To date, 39 youth graduated and 18 youth engaged mentors upon release (15 boys and 3 girls). This represents a 90 percent success rate.

The F.R.E.S.H. (Focusing Resources Effectively to Sustain Hope) Start Youth Initiative provides current and former DJJ youth supervised in the community with career opportunities. During FY2022, 86 youth were identified with a need for employment. Thirty-six youth were employed, representing 42 percent of the youth identified. Of the 36 youth employed there are no documented re-offenses.



DIVISION OF COMMUNITY SERVICES

The below charts contain the average daily population, age, gender, and race of youth served by the Division of Community Services.

	Community	RYDC	YDC	Residential	Jail	Total
Placement ADP FY2022	6,824	209	150	109	142	7,434
	91%	3%	2%	2%	2%	100%

Race	Community	RYDC	YDC	Residential	Jail	Grand Total
White	2,764	31	31	44	14	2,884
African-American	3,377	156	106	53	113	3,804
Hispanic	488	13	8	8	10	527
Asian	24	0	0	0	0	24
Native American	1	0	0	0	0	1
Other	170	9	6	4	5	194
Placement ADP FY2022	6,824	209	150	109	142	7,434

Gender	Community	RYDC	YDC	Residential	Jail	Grand Total
Male	4,659	194	130	90	136	5,208
Female	2,165	16	20	18	7	2,226
Placement ADP FY2022	6,824	209	150	109	142	7,434

Age Group	Community	RYDC	YDC	Residential	Jail	Grand Total
Age 14 & Under	1,727	24	4	11	0	1,765
Age 15 & 16	2,586	96	31	48	1	2,762
Age 17 & Older	2,511	89	115	50	141	2,907
Placement ADP FY2022	6,824	209	150	109	142	7,434



DIVISION OF TREATMENT AND CARE

The Division of Treatment of Care, formerly known as the Division of Support Services, provides professional assistance to youth in the care of DJJ. The division is responsible for the Office of Behavioral Health Services (OBHS), the Office of Health Services, Office of Nutrition and Food Services, Office of Chaplaincy Services, and the Office of Classification and Transportation Services. These services are provided to youth housed in all 25 secure facilities across the state.

OFFICE OF BEHAVIORAL HEALTH SERVICES

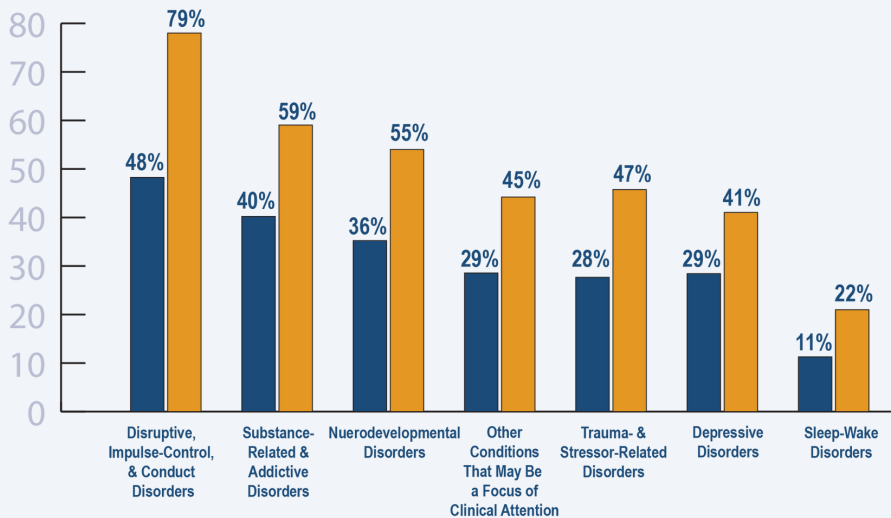
The Office of Behavioral Health Services (OBHS) manages and administers the behavioral health services programs in all DJJ facilities. Services include mental health assessments, general counseling and case management, sexually harmful behaviors treatment, and substance abuse treatment.

All services offered to youth adhere to current best practices and meet the youth's identified needs in DJJ secure facilities, utilizing evidence-based interventions. Services are driven through individualized treatment and service plans that are developed for each youth.

FY2022 ACCOMPLISHMENTS

- Implemented substance use prevention and early intervention services at 10 identified RYDCs by utilizing grant funding.
- The Programs and Case Management team launched the Structured Assessment of Violence Risk in Adolescents (SAVRY), along with a revised and updated Youth Service Plan, in all secure facilities.
- Began providing Dialectical Behavioral Therapy (DBT) in four pilot facilities, a highly effective intervention for youth and adults with severe emotional and behavioral dysregulation.

DSM-5 Diagnosis as a Percentage of Youth on Mental Health Caseload: RYDCs and YDCs



● RYDCs
● YDCs

The percentage of youth on the mental health caseload is higher in YDCs because youth placed in YDCs have more significant criminal histories and tend to have higher mental health needs.

Substance Abuse Treatment (Youth Development Campuses)

222	Youth in YDC identified as having significant SA issues and referred for services.
116	Youth served in substance abuse treatment programs.

Program	Admissions	Avg. Daily Population	Avg. Daily MH Caseload	Avg. Percent Caseload
Youth Development Campus (YDC)	284	233.6	153	65%
Regional Youth Detention Center (RYDC)	6,111	736.5	362	49%



DIVISION OF TREATMENT AND CARE

OFFICE OF HEALTH SERVICES

The Office of Health Services manages and administers the health services program. The office provides clinical and administrative oversight in medical and dental care, nursing, physician and advance practice providers, pharmacy, laboratory, and radiology services through an inter-agency agreement with Augusta University Department of Juvenile Health Services.

FY2022 ACCOMPLISHMENTS



5,035 Dental Exams
4,250 Dental Cleanings

- 14,936 Sick Calls
- 6,018 Nurse Health Appraisals
- 7,342 Chronic Care Visits
- 5,315 COVID-19 Tests Administered
- 128 COVID-19 Vaccines Administered
- 5,768 Physical Exams

TOTAL: 48,792 Health Services Visits



DIVISION OF TREATMENT AND CARE

OFFICE OF NUTRITION AND FOOD SERVICES

The Office of Nutrition and Food Services provides nutritionally sound menus that meet USDA guidelines for the National School Meal Programs, offer variety and flavor and are prepared utilizing food safety practices.



The primary focuses of the office include:

- **Providing youth with nutritionally balanced meals and snacks** that meet USDA guidelines, including offering a variety of colorful fruits and vegetables, whole grains, a choice of 1% unflavored or fat-free flavored milk, and sodium and saturated fat maximum levels
- **Ensuring food safety practices are enforced** through staff training, employing ServSafe certified managers, and compliance audits
- **Participating in USDA National Breakfast, Lunch, and Afterschool Care Programs**, allowing DJJ to receive federal reimbursement for these meals
- **Monitoring and developing medically necessary special diet menus** to ensure youth safety and nourishment
- **Oversight of the statewide wellness program**, which emphasizes the importance of overall health through educational materials and youth events
- **Promoting farm-to-school initiatives and Georgia Grown foods** through school gardens and serving locally grown products

FY2022 ACCOMPLISHMENTS



The United States Department of Agriculture (USDA) Food and Nutrition Service awarded the DJJ Office of Nutrition and Food Services (ONFS) a Gold Turnip the Beet Award for the summer 2021 meal service. The Turnip the Beet Awards recognizes outstanding summer meal program sponsors across the nation who work hard to offer high-quality meals to children during the summer months.

*Total amount of reimbursement funds received from USDA National School Feeding Programs for breakfasts, lunches, and afterschool snacks that meet USDA federal guidelines.



DIVISION OF TREATMENT AND CARE

OFFICE OF CLASSIFICATION AND TRANSPORTATION

The Office of Classification and Transportation Services ensures that youth are appropriately screened for placement, classified according to risk and need, and safely and securely transported.

CLASSIFICATION

The Office of Classification ensures the appropriate classification and stratification of youth for placements.

The office reviews court orders associated with all youth in DJJ secure facilities to establish release dates.

Staff is responsible for conducting a multi-disciplinary meeting and administering assessment tools upon Commitment.

FY 2022 Classification

	Number
Screening Packets Reviewed	1,225
Long-term Placements	195
Alternative Placements	712
Short-term Administrative Placements	119
Short-term Placement Court Ordered	597
Secure Probation Sanctions Processed	113
YDC Sex Offenders Processed	53
YDC Substance Abuse Processed	258
Superior Court Youth Processed	24
Superior Court Youth Transferred to Department of Correction	17

TRANSPORTATION



The Office of Transportation provided **1,499** safe and secure transports of youth between the 25 secure facilities, medical appointments, interviews, Interstate Compact details, graduations, and dental clinics.

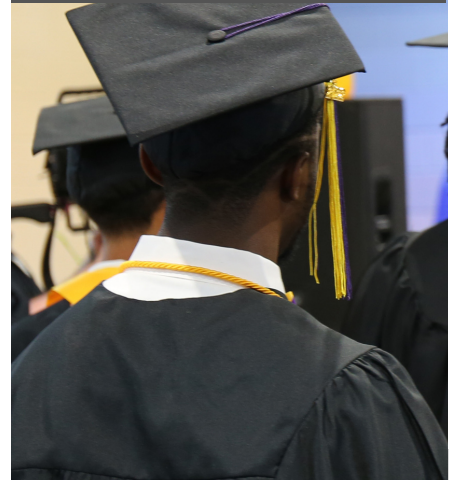


DIVISION OF EDUCATION

The Division of Education is committed to providing an education that empowers life-long learners to reach their potential and become college and career-ready. DJJ is the 181st school district in the state of Georgia and is accredited by Cognia. The district has the powers, privileges, and authority exercised by any other school district.

The Division of Education administers the DJJ School System and is led by the deputy superintendent. The Department's commissioner serves as the school superintendent and the DJJ board functions as the board of education.

Georgia Preparatory Academy (GPA) is the middle and high school within the school system. There are **29 GPA campuses** across Georgia located in RYDCs, YDCs, and ETCs.



Total Diplomas



High School Diplomas



GED Diplomas

The division's mission is to provide a comprehensive educational program that will facilitate the successful integration of each student into the community and workplace.

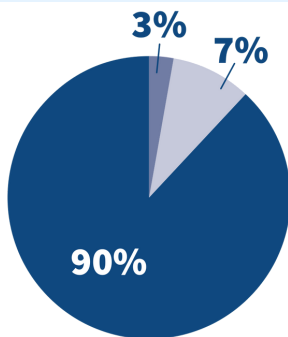
An online program, Georgia Preparatory Academy Online, is available for students to complete their high school diploma if they meet enrollment criteria.

In addition to GPA, Pathway to Success (GED) is the High School Equivalency (HSE) program.

This program prepares students for the Official GED Ready exam and the Official GED test.

Students who have earned a high school diploma or a GED enroll in the Connections Graduate Program (CGP), which prepares youth to re-enter communities, work skills development, and post-secondary options, including college and technical schools.

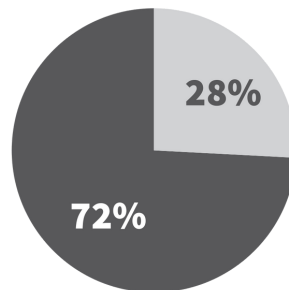
Programs Enrollment



- Pathway to Success = 303
- Connections Graduate Program = 137
- Georgia Preparatory Academy = 3,795

Programs Multiple Enrollment = 4,235

Special Education Enrollment



- Special Education = 1,191
- General Education = 3,044








DIVISION OF EDUCATION

2021-2022 SCHOOL YEAR ACCOMPLISHMENTS

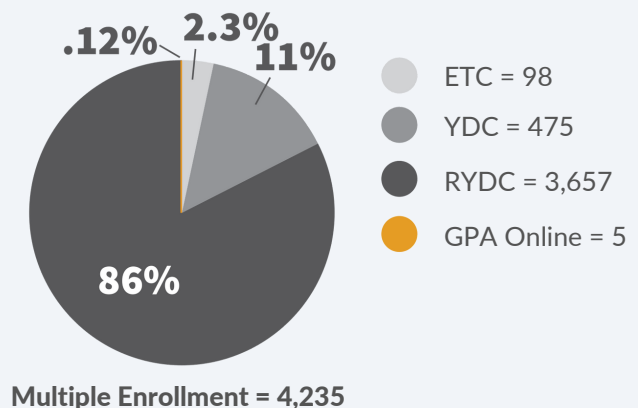
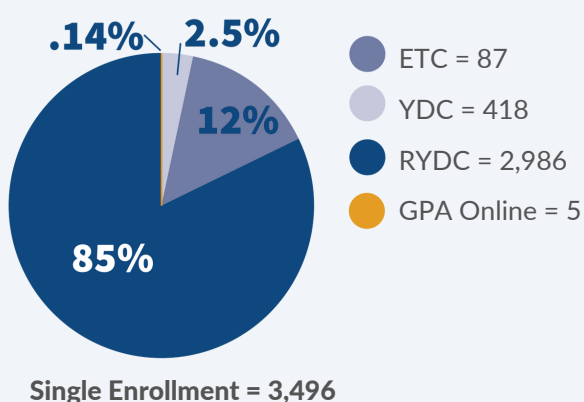
- Expansion of the Career, Technical, Agricultural Education (CTAE) program, which includes career readiness options for ETCs, career-related continuing education courses for RYDCs, and the expansion of the C-Tech fiber and copper wiring program, which is a training certification program that prepares students to work in the IT and technology field.
- Implementation of a Parent Advisory Council to support parent engagement initiatives. The council consists of parents who have children in DJJ and stakeholders from across the state. Three meetings were held during the 2021-2022 school year. Members were able to provide input on the DJJ Parent Engagement policy and provide suggestions and requests to improve school-based processes and procedures.

Students earned **14 Technical Certificates of Credit (TCC)** from technical colleges in Georgia in Shampoo Tech, Prep Cook, Microsoft Office Specialist, and Construction.



School System Enrollment



OFFICE OF PROFESSIONAL DEVELOPMENT AND STANDARDS

The Office of Professional Development and Standards (OPDS) manages the Office of Professional Development, Office of Compliance, Office of Victim and Volunteer Services, and the Emergency Management Unit.

OFFICE OF COMPLIANCE

The Office of Compliance manages the Department's internal and external quality control processes, including policy, procedure, and compliance audits.

FY2022 ACCOMPLISHMENTS

The office assisted nine secure facilities with the Prison Rape Elimination Act (PREA) audits. The federally mandated policy provides staff guidelines to reduce the risk of sexual abuse within DJJ facilities, programs, and offices. DJJ has a zero-tolerance policy towards all forms of sexual abuse and harassment. In FY2022, all nine facilities passed their audits.



ACA ACCREDITATION

The American Correctional Association (ACA) is a membership organization representing correctional professionals in the U.S., Canada, and abroad. DJJ's efforts to attain ACA accreditation signifies a critical step to achieve long-term departmental goals by having agency policies aligned with nationally recommended standards.

Utilizing the ACA process demonstrates that DJJ is open to future innovations that can lead to more historical changes in Georgia's juvenile justice system. Obtaining ACA accreditation can improve DJJ policies and procedures that help safeguard the life, health, and safety of DJJ staff and youth in the agency's care and custody. ACA accreditation also promotes the training and treatment of juvenile offenders and the professional development of DJJ correctional staff.

The following facilities obtained ACA reaccreditation during FY2022:

Macon RYDC	Jan. 8, 2022
Macon YDC	Jan. 8, 2022

Facility	Audit Date
Eastman RYDC	Jan. 24-25, 2022
Loftiss RYDC	Jan. 26-27, 2022
Aaron Cohn RYDC	Feb. 7-8, 2022
Terrell RYDC	Feb. 9-10, 2022
Martha K. Glaze RYDC	Feb. 21-22, 2022
Metro RYDC	Feb. 23-24, 2022
Augusta RYDC	March 2-3, 2022
Gainesville RYDC	March 22-23, 2022
Atlanta YDC	April 20-21, 2022



OFFICE OF PROFESSIONAL DEVELOPMENT AND STANDARDS

OFFICE OF PROFESSIONAL DEVELOPMENT

The Office of Professional Development (OPD) provides training programs supporting the Department's mission to enhance staff and partners' safety, security, and skills. The OPD is responsible for training nearly all the agency's full and part-time staff, including Georgia POST-certified Juvenile Correctional Officers (JCOs), Juvenile Probation Officers (JPOs), Post-certified Juvenile Probation Parole Specialists (JPPSs), Teachers, Medical and Mental Health Professionals, Food Service Workers, Custodial Workers, and Administrative Staff.

FY2022 ACCOMPLISHMENTS



The Hub, DJJ's new learning management system, was launched to staff, contractors, and vendors. The new LMS (The HUB) is designed to enhance the learning experience and to improve the number and variety of development courses for enhanced professional growth. The Hub streamlines the registration process while tracking staff's training courses and professional development.

250
eLearning Courses

47
Classroom and Blended Courses

- 230** Basic Juvenile Correctional Officer Training (BJCOT) Officers members graduated
- 9** Basic Juvenile Probation Officer Training (BJPOT) Officers graduated
- 53** Basic Community Services Training (BCST) Officers graduated
- 85** Facility staff completed Facility Non-Security Basic Training
- 138** Staff to complete DJJ Leadership Core Classes
- 51** Staff to complete The University of Georgia - Carl Vinson Government Leadership Training

OFFICE OF VICTIM AND VOLUNTEER SERVICES

The Office of Victim and Volunteer Services is committed to providing timely and responsible notification to victims upon the release of a youth from a DJJ secure facility. Established in 2012, DJJ's victim services unit has helped streamline the agency's victim-related services and created a central location to identify, address, and respond to legal requirements to meet the needs of victims of juvenile offenders.

Under the Georgia Crime Victims' Bill of Rights, victims of crime in Georgia have a right to request to be notified when the person convicted of a crime against them:

- Is released from secure confinement
- Has asked for secure facility passes to the community
- Has escaped or transferred to the Georgia Department of Corrections
- Has violated the electronic release and monitoring program

During FY2022, the office issued **1,655** notification letters.



FY2022 ACCOMPLISHMENTS

The High Museum of Art, the largest museum for visual art in the Southeastern United States, featured artwork from DJJ youth as part of the DJJ Student Art Contest and Exhibition, an annual event designed to showcase youth's creative works and encourage them in the arts.

Artwork from the top ten contest winners was on display in the High Museum's Greene Family Learning Gallery from May 24 to June 26, 2022. In all, **19 pieces of artwork** including portraits, paintings, drawings, and a poem were featured.



OFFICE OF PROFESSIONAL DEVELOPMENT AND STANDARDS

EMERGENCY MANAGEMENT UNIT

The Emergency Management Unit supports the DJJ mission to ensure the safe operation of all DJJ owned and operated facilities and Community Service Offices. The Unit provides oversight of Emergency Management, Planning & Preparedness, and Fire & Life Safety consistent with federal and state regulatory standards.

FY2022 ACCOMPLISHMENTS



15 Community and facility emergency planners trained in the Emergency Planners & Fire Safety course.

- **100 percent** of Fire & Life Safety Inspections on all DJJ-owned and operated properties.



Completed the Federal Emergency Management Agency Pediatrics Emergency Management Response & Planning Certification

- **94 percent** of Emergency Management Assessments on all DJJ-operated facilities



296 buildings were inspected. Giving a square footage total of:

2,173,017 square feet



OMBUDSMAN







The Office of the Ombudsman acts as a single point of contact for family members, advocates, and other concerned citizens interested in reporting complaints or concerns on behalf of youth under the supervision of DJJ. The Ombudsman's mission fosters citizens' confidence in DJJ by promoting integrity, fairness, and accountability.

FY2022 ACCOMPLISHMENTS

The Office of Ombudsman resolved **243 cases**, which included substantiated complaints, inquiries, and referrals.

Case Types	Community	RYDC	YDC	Total
Complaints	14	80	29	123
Inquiries	11	68	21	100
Referrals	15	3	2	20
Total	40	151	52	243

How Received

	Email: 66
	Online: 3
	Phone calls: 159
	In-person: 15

- **Complaints:** Grievances received from youth, parents, or concerned citizens that require future investigation.
- **Inquiries:** Questions posed by a youth, parent, guardian, or concerned citizens that may not be considered a severe issue but requires a specific answer or reference.
- **Referrals:** A grievance, inquiry, or complaint that does not fall under the purview of the Ombudsman's authority is referred to external agencies or community resources for further action.



DIVISION OF ADMINISTRATIVE SERVICES

The Division of Administrative Services includes the Office of Building Services and Real Estate, the Office of Engineering, the Office of Grants and Strategic Planning, the Office of Human Resources, the Project Management Office, the Office of Property Management, and the Office of Technology and Information Services.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources (OHR) strives to create a robust organizational structure that supports effective leadership, governance, and the highest quality of services to improve the overall culture and performance of the agency. OHR also strives to foster cohesive working relationships to build a strong culture of qualified, mission-driven employees dedicated to carrying out the agency's priorities.

OHR operates in the best interest of both DJJ and its employees by applying industry best practices in the delivery of services, including job and compensation analysis, employee relations, recruitment and retention, performance management, and other human resource services.

HIRES AND SEPARATIONS

At the end of FY2022, DJJ employed 2,627 full and part-time employees. During the fiscal year, DJJ hired 1,015 employees and separated 1,138.

JCO HIRES AND SEPARATIONS

The retention of JCOs has long been a challenge for DJJ. During FY2022, DJJ hired 459 JCOs and separated 469. The turnover rate for the entire JCO job class was 73 percent. The JCO 1 and 2 series turnover rate was 95 percent.

OHR continues an aggressive recruitment strategy that targets ideal candidates for correctional officer positions and other areas that experience retention challenges.

JCO Series Turnover Rate FY22

	Month	Headcount	Terms*	Turn Over Rate
2021	7	788	58	7.36%
2021	8	752	47	6.25%
2021	9	764	43	5.63%
2021	10	744	66	8.87%
2021	11	725	45	6.21%
2021	12	706	48	6.80%
2022	1	688	39	5.67%
2022	2	685	43	6.28%
2022	3	677	32	4.73%
2022	4	683	28	4.10%
2022	5	674	41	6.08%
2022	6	716	40	5.59%
Annual Turnover Rate*				73.57%



DIVISION OF ADMINISTRATIVE SERVICES

FY2022 JCO 1 AND 2 POSITION DATA

JCO 1 & 2 Series Turnover Rate FY22

	Month	Headcount	Terms	Turn Over Rate
2021	July	532	45	8.46%
2021	August	503	41	8.15%
2021	September	517	38	7.35%
2021	October	515	62	12.04%
2021	November	487	39	8.01%
2021	December	471	42	8.92%
2022	January	457	35	7.66%
2022	February	453	39	8.61%
2022	March	444	26	5.86%
2022	April	450	25	5.56%
2022	May	440	34	7.73%
2022	June	477	35	7.34%
Annual Turnover Rate*			95.67%	



Data disclaimers:

Headcounts were captured on the 1st of every reporting month, which includes data from the 1st to the 15th.

*Separations include resignations, dismissals, retirements, deaths, and transfers.

OFFICE OF GRANTS AND STRATEGIC PLANNING

The Office of Grants and Strategic Planning includes two distinct areas of expertise that assist the agency. Grants oversee the financial allocation and administration of various grant projects. Strategic Planning supports the agency by analyzing the measurable outcomes of DJJ’s pursuit of its five overarching objectives.

Federal Award: \$126,459

Grantor: The Georgia Criminal Justice Coordinating Council

Planned Use: Assist with creating a training program to address youth mental health engagement, a Crisis Intervention Team (CIT), Virtual Training Systems, and Mental Health First Aid Training, collectively named Mental Health Training Suites (MHTS).

Federal Award: \$114,780

Grantor: The Georgia Criminal Justice Coordinating Council

Planned Use: Create a virtual refresher de-escalation training and debriefing training following an incident. With the adaptation of virtual de-escalation training, DJJ hopes to create a flexible and convenient e-learning training course.



DIVISION OF ADMINISTRATIVE SERVICES

OFFICE OF ENGINEERING

The Engineering and Construction team's mission is to address the needs outlined in DJJ's strategic plan for growth and development and its challenges by meeting the maintenance and repair needs in the agency's aging facilities.



FY2022 ACCOMPLISHMENTS

- Greenhouse installations at Muscogee YDC, Eastman YDC, and Dalton RYDC
- Fire alarm upgrades at Martha K. Glaze RYDC
- Locking control upgrades at Dekalb RYDC, Macon RYDC, Marietta RYDC, Bob Richards RYDC, Dalton RYDC, and Atlanta YDC
- DJJ began supervising construction of a new shelter in Gwinnett County for sexually exploited youth

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES

The Office of Technology and Information Services (OTIS) supports software development and provides database support for DJJ.

FY2022 ACCOMPLISHMENTS

- Upgraded the agency Incident Tracking System (OQA) – upgraded the underlying technology to remove independence on using IE11 to access this application
- Implemented HR Request Tracking System enhancements to include interview scheduling and added an exit survey reminder process
- Began pilot test of new Data Loss Prevention (DLP) information security enhancement. This enhancement will:
 - Monitor activity across email, web browsers, applications, printers, and USB ports
 - Blocks protected data like SSN, DOB, clinical, and even credit card information from transiting across various applications
 - In the event data is lost, this security tool will help identify who lost it, how they lost it, and where it went
- In conjunction with our desktop support provider, NTT Data, OTIS implemented McAfee Firewall on all end-user computers. This improves our overall security posture by not allowing malware loaded onto an end-user computer to send information outbound to a 3rd party site.
- Completed the move of our Intranet systems to the Azure Cloud environment

OTIS Key Annual Metrics:

9,620

Internal
work orders
completed

1,858

Network
forms
completed

15,400

GTA Service
Requests
Completed

43

JTS
Enhancements
Completed



DIVISION OF ADMINISTRATIVE SERVICES

OFFICE OF BUILDING SERVICES AND REAL ESTATE

The Office of Real Estate Management and Building Services manages 89 real estate properties leased by the agency, primarily for the Division of Community Services. The Real Estate team also serves as the Department's liaison with the State Properties Commission of Georgia to manage the Department's real estate leases, renegotiations, renewals, relocations, and landlord issues.

FY2022 ACCOMPLISHMENTS

In collaboration with State Properties Commission, the Office of Building Services and Real Estate accomplished the following:

- Renegotiated **14** leases
- Completed **72** lease renewals

PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) was established to support DJJ executives, stakeholders, and customers by ensuring the achievement of valuable project benefits. A functional PMO will have visibility to projects across the agency, ensuring the agency chooses the best fit projects to support, fund, and staff.

FY2022 ACCOMPLISHMENTS

In FY2022, the PMO guided six projects to completion, including:

- Expansion of the Axon Body-Worn Camera program
- Development of a new Surplus Inventory Clearance application



Implementation
of GOSA WIFI
for all
classrooms



OFFICE OF PROPERTY MANAGEMENT

The Office of Property Management's mission is to establish operational procedures to account for agency assets.



FY2022 ACCOMPLISHMENTS

- Launched a cloud version of WASP, which houses Local Inventory
- Co-hosted virtual training with DOAS Fleet Management and Risk Management





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