



**Georgia Department of  
Juvenile Justice**

# ANNUAL REPORT

**Brian P. Kemp**

Governor

**Sandra Heath Taylor**

Chair, Board of Juvenile Justice

**Shawanda Reynolds-Cobb**

Commissioner

# FY2025

*TOGETHER WE CAN*

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**TOGETHER WE CAN**



# A MESSAGE FROM THE COMMISSIONER



**The Georgia Department of Juvenile Justice (DJJ) Fiscal Year 2025 (FY2025) Annual Report highlights the accomplishments of Georgia's juvenile justice system and the wraparound services provided to the youth in the agency's care.**

The Department's mission to transform young lives by providing evidence-based rehabilitative services, a safe and secure environment, and opportunities for higher education and career-readiness remain at the forefront of all we do. Together, we form a network of support, guidance, and care that helps youth discover a better path forward.

DJJ educators are committed to ensuring youth obtain the resources and skills they need to succeed. Students earned 29 high school diplomas and 39 GED diplomas, an essential step toward reaching their full potential.

The agency also continues to partner with the Technical College System of Georgia (TCSG) to help prepare students for a range of careers, including technical training through the Career Technical and Agricultural Education (CTAE) program. CTAE students earned certifications in welding, barbering fundamentals, horticulture, salon and spa support, nursery/greenhouse tech, prep cook, and Microsoft Computer.

The new 13-classroom education and vocational building, along with the 56-bed housing unit at the Augusta Youth Development Campus (YDC), showcases DJJ's commitment to replacing outdated infrastructure with modern, purpose-built facilities. These new spaces were designed with care and intention, grounded in current best practices in juvenile justice and focused on creating an environment where young people can grow and thrive.

In FY2025, DJJ's recruitment and retention efforts remained a top priority. The agency hosted more than 50 career fairs across the state to hire dedicated team members, including juvenile correctional officers, probation and parole specialists, teachers, housekeepers, food service workers, and counselors.

Finally, DJJ is committed to providing evidence-based programs and tools to community-supervised youth. Each month, DJJ provided an average of 92 youth with residential placement services as part of our commitment to ensure every child has a safe place to live, adequate, nutritious meals, and continuous, watchful oversight.

I look forward to serving the State of Georgia each day with a devoted team of juvenile justice professionals. Together, we can continue to inspire change and guide our youth to a brighter future. On behalf of the Board of Juvenile Justice, thank you for your support.

Respectfully,

Shawanda Reynolds-Cobb, 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.

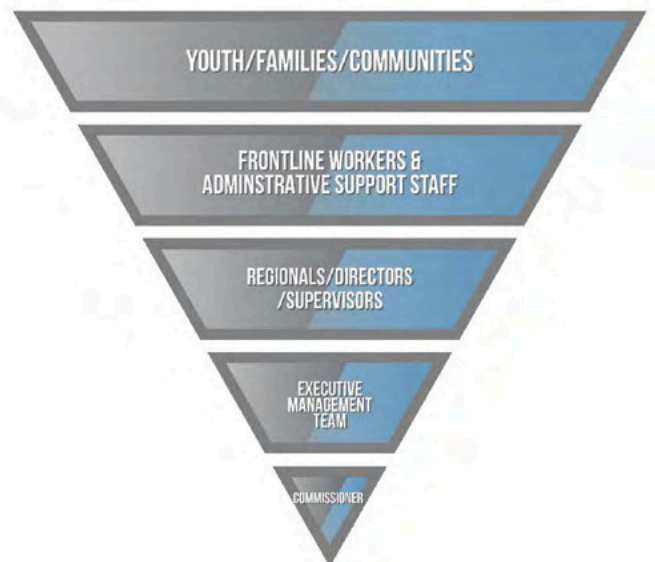
## CULTURE

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

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 5 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 FY2025 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 in staff and the young people in the agency's facilities and programs. Here is a brief look at the Department's accomplishments in FY2025.



DJJ completed a transformative **\$35 million, 20-month renovation of the Augusta Youth Development Campus (YDC)** while maintaining full facility operations and prioritizing safety. The additions expand educational and career-readiness opportunities, supporting youth skill-building and reentry preparation. The project is a significant investment in youth rehabilitation and facility modernization.



**DJJ School System** youth earned 29 high school diplomas, 39 GED diplomas, and 48 technical certificates of credit.



**The Division of Community Services** provided residential placement services to an average of 92 youth monthly in 37 residential locations statewide.



# WHAT DJJ DOES AND WHY IT'S 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 **3,951 authorized positions\*** at its Central Office, **25 secure facilities** (19 Regional Youth Detention Centers and six Youth Development Campuses) and **79 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 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.

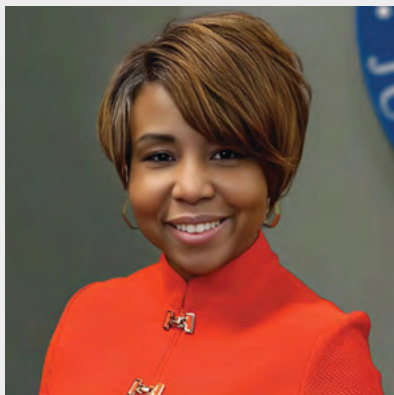
While under DJJ supervision, the youth are educated by some of Georgia's best teachers and administrators. Youth also receive medical, dental, and mental health treatment from qualified professionals who provide a range of services and support. DJJ offers programs designed to equip the youth in its care 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.

\*The authorized position count for the Department of Juvenile Justice (DJJ) is 3,951. Notably, 284 Juvenile Correctional Officer (JCO) positions remain unfunded to accommodate an 11 percent reduction in House Bill 793, and 69 positions are unfunded due to internal self-funded increases.



# 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.



**Shawanda Reynolds-Cobb**  
Commissioner



**Pamela Hill**  
Assistant Commissioner /  
Chief of Staff



**Glenn Allen**  
Director  
*Communications*



**Scott Cagle**  
Deputy Commissioner  
*Investigations, Special  
Operations and  
School Safety*



**Steven Carter-Williams**  
Chief Financial Officer  
*Financial Services*



**Lisa Mantz**  
Deputy Commissioner  
*Secure Facilities*



**Allyson Richardson**  
Deputy Commissioner  
*Administrative Services*



**Rusty Rogers**  
Deputy Commissioner  
*Community Services*



**Letunya Walker**  
Deputy Superintendent  
*DJJ School System*



**Cindy Wang**  
General Counsel  
*Legal Services*



# BOARD OF JUVENILE JUSTICE AND BOARD OF EDUCATION

The Board of Juvenile Justice consists of 13 members, 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 | Troup County  
Congressional District 3



**Willie C. Bolton**  
Vice Chair | Clarke County  
Congressional District 10



**Adam Kennedy**  
Board Secretary | Evans County  
Congressional District 12



**Danny Blackmon**  
Quitman County  
Congressional District 2



**Lisa Colbert**  
Chatham County  
Congressional District 1



**Quintress Gilbert**  
Bibb County  
Congressional District 8



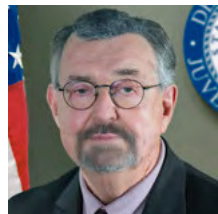
**Scotty Hancock**  
Floyd County  
Congressional District 14



**Garland Hunt**  
Gwinnett County  
Congressional District 7



**Timothy McCulley**  
Gordon County  
Congressional District 11



**Garry McGiboney**  
Gwinnett County  
Congressional District 4



**Michael Murphy**  
Cobb County  
Congressional District 6



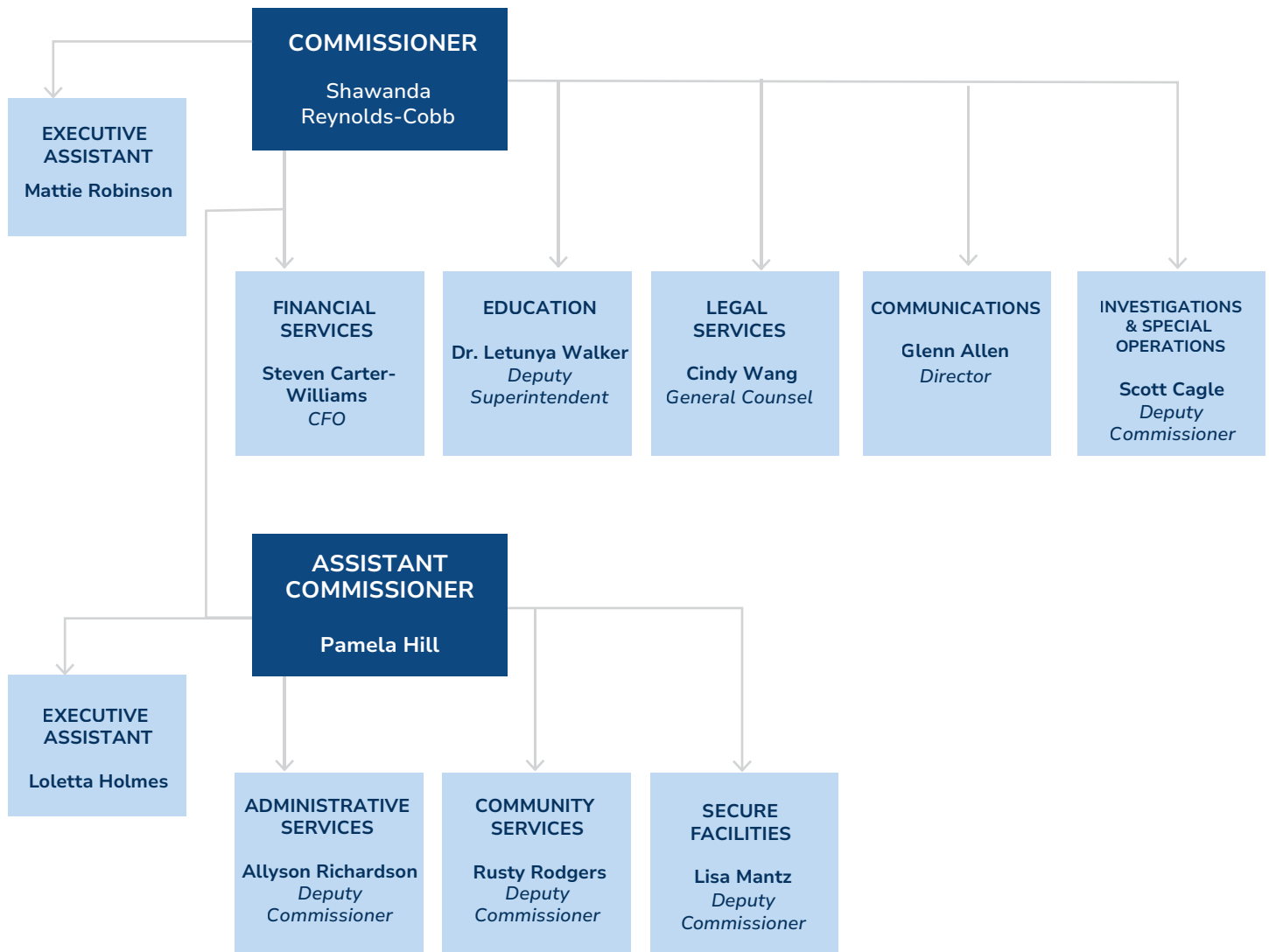
**Penny Penn**  
Forsyth County  
Member at Large



**Fred E. Stephens**  
White County  
Congressional District 9



# DJJ ORGANIZATIONAL CHART



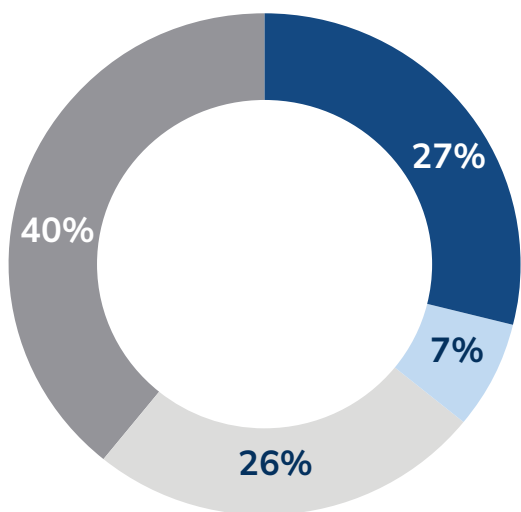
# DIVISION OF FINANCIAL SERVICES




The Division of Financial Services 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 Services, Budget Services, Federal Revenue Maximization, Procurement and Contracts, Audits and Compliance, and the Office of Continuous Improvement.

Financial Services remains committed to excellence in public-sector governance, helping DJJ deliver safe, effective, and fiscally responsible services to Georgia’s youth and communities by:

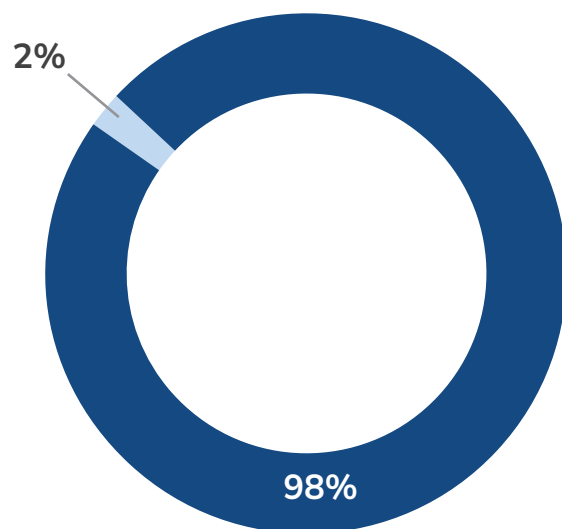
- Ensuring fiscal transparency and accountability
- Supporting youth rehabilitation through well-managed contracts and services
- Maximizing federal reimbursements to stretch state resources
- Promoting continuous improvement through rigorous audits and performance evaluations




## FY2025 BUDGET BY PROGRAM \$394,905,889



	Community Services:	\$105,845,877
	Department Administration:	\$28,578,262
	Secure Commitment (YDCs):	\$101,388,703
	Secure Detention (RYDCs):	\$159,093,047
<b>Total Funds:</b>		<b>\$394,905,889</b>

## BUDGET BY FUNDING SOURCE \$394,905,889



	State Funds:	\$388,064,187
	Federal Funds:	\$6,586,702
	Other Funds:	\$255,000
<b>Total Funds:</b>		<b>\$394,905,889</b>



# DIVISION OF FINANCIAL SERVICES

## OFFICE OF AUDITS AND COMPLIANCE

The Office of Audits and Compliance conducts financial and performance audits to promote transparency, ethical conduct, and continuous quality improvement across DJJ operations. The office assisted eight secure facilities with the Prison Rape Elimination Act (PREA) audits.

Facility	Audit Dates
Gainesville RYDC	January 7-8, 2025
Eastman YDC	January 28-29, 2025
Loftiss RYDC	February 11-12, 2025
Terrell RYDC	February 12-13, 2025
Martha K Glaze RYDC	March 4-5, 2025
Metro RYDC	March 10-11, 2025
Augusta YDC	March 25-26, 2025
Aaron Cohn RYDC	April 15-16, 2025

## ACA ACCREDITATION

The American Correctional Association is a membership organization representing correctional professionals in the U.S., Canada, and abroad.

The following facilities obtained ACA reaccreditation during FY2025:

- Wilkes RYDC - Summer 2024 Hearing
- Muscogee YDC - Summer 2024 Hearing
- Macon YDC - Winter 2025 Hearing
- Macon RYDC - Winter 2025 Hearing

## OFFICE OF CONTINUOUS IMPROVEMENT

The Office of Continuous Improvement implemented a new audit system called Workiva. With the new audit system, the team worked with six secure facilities through the formal internal audit process.

Facility	Audit Dates
Milledgeville YDC	December 2-5, 2024
Marietta RYDC	February 3-6, 2025
Bob Richards RYDC	February 17-20, 2025
Metro RYDC	March 3-6, 2025
Atlanta YDC (Technical Assistance)	March 25-27, 2025
Gainesville RYDC	May 12-28, 2025



# DIVISION OF SECURE FACILITIES

The **Division of Secure Facilities** consists of 19 Regional Youth Detention Centers (RYDCs) and six Youth Development Campuses (YDCs). RYDCs are short-term centers for youth awaiting court decisions, community placement, or transfer to a YDC. YDCs provide secure housing and comprehensive services for youth placed in these facilities based on their individual needs.

Youth in our care receive a range of services, including educational programs, counseling, and mental health support, medical and dental care, and substance abuse treatment, among other services.

## AUGUSTA YOUTH DEVELOPMENT CAMPUS RENOVATION

DJJ completed a transformative \$35 million, 20-month renovation of the Augusta Youth Development Campus (YDC) while maintaining full facility operations and prioritizing safety. The additions expand educational and career-readiness opportunities, supporting youth skill-building and reentry preparation. The project is a significant investment in youth rehabilitation and facility modernization.



## KEY UPGRADES

### New 20,000-Square-Foot Academic & Vocational Building

- 13 technology-enhanced classrooms with Promethean smartboards
- Media center and computer lab
- Cosmetology and horticulture vocational training labs

### New 56-Bed Housing Unit

Replacing cottages from 1985, the new unit features:

- Seven pods with private rooms
- Updated dayrooms and program spaces
- A central control room to strengthen supervision and therapeutic engagement



# DIVISION OF SECURE FACILITIES



The program provides continuity of support, accountability, and genuine credibility. Early results show it is strengthening rehabilitation efforts and improving facility climate.

## FORENSIC PEER MENTOR PILOT AT MARTHA K. GLAZE

Secure Facilities launched its first Forensic Peer Mentor Pilot Program at the Martha K. Glaze RYDC. The initiative centered on the power of lived experience. The program's mentor is an individual who formerly experienced incarceration and gang involvement but has since transformed his life and now guides youth away from similar paths.

### The mentor:

- Meets with youth one-on-one and in groups
- Intervenes early when conflicts emerge
- Helps prepare youth for transfers to DOC or County custody
- Provides real-world guidance on decisions, consequences, and life planning
- Maintains communication with youth and families after release

### Staff report noticeable improvements in facility culture, including:

- Reduced incidents due to timely mentor intervention
- Increased youth openness, respect, and cooperation
- Stronger engagement because youth trust the mentor's lived experience
- Clearer understanding among youth of criminal thinking, gang risks, and long-term consequences

## DEPLOYMENT OF UTILITY BODY CAMERAS

Secure Facilities completed its transition from Axon body cameras to the Utility Body Camera system. DJJ procured 625 full camera bundles, including Bluetooth controllers, charging infrastructure, and uniform-modification vouchers, for all 25 secure facilities.

The new cameras offer several advantages:



Unlimited user licenses

Secure mounting beneath uniforms to reduce damage and loss

Automatic activation during critical incidents

Real-time incident-viewing capabilities for leadership



# DIVISION OF SECURE FACILITIES

## CADWELL AND WILKES RYDCS LAUNCH PROGRAMS

In July 2025, the division launched two innovative programs at the Cadwell and Wilkes RYDCs. The Cadwell R.I.S.E. (Restore, Inspire, Support & Empower) Program is a short-term, intensive treatment model designed for youth who meet eligibility criteria based on SAVRY assessment results. The Wilkes P.A.T.H. (Preparing Adolescents for Transition & Hope) Program focuses on re-entry preparation through structured support in life skills, career readiness, and job placement.

Since implementation, both programs have demonstrated preliminary outcome data that indicate strong performance. Cadwell's R.I.S.E. Program has admitted **47 youth**, with **92 percent** of released participants completing the program's three-phase treatment structure. The Wilkes P.A.T.H. Program has served **42 youth**, with **96 percent** of participants successfully transitioning back into the community. These early results underscore the effectiveness of the programs' design and reflect meaningful progress toward improving youth rehabilitation and long-term stability.

### DJJ 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 of Youth	15/16 years of age	17+ years of age
Average Length of Stay	72 days	165 Days
Total Bed Capacity	1084	301
Average Daily Population (FY25)	940	169



# DIVISION OF SECURE FACILITIES

## FY2025 RYDC MONTHLY ADMISSIONS, RELEASES, AND AVERAGE DAILY POPULATION

RYDC Admissions		RYDC Releases		Average Daily Population (ADP)	
Month	Admissions	Month	Admissions	Month	ADP
July	521	July	622	July	955
August	618	August	548	August	937
September	860	September	807	September	992
October	818	October	806	October	1032
November	617	November	675	November	990
December	510	December	587	December	952
January	499	January	466	January	913
February	590	February	586	February	862
March	612	March	577	March	945
April	684	April	690	April	951
May	629	May	634	May	968
June	606	June	638	June	895
<b>TOTAL ADMISSIONS</b>	<b>7564</b>	<b>TOTAL RELEASES</b>	<b>7636</b>	<b>ADP FY25</b>	<b>940</b>

## FY2025 RYDC POPULATION BY MOST SERIOUS OFFENSE, AGE, AND GENDER

RYDC Males Offense Class by Age													
Offense Class	10	11	12	13	14	15	16	17	18	19	20	21	TOTAL
Criminal Attempt		1	2	9	34	44	61	65	31	11	4	2	264
Non-Serious Personal				1	3	6	6	7	3	2			28
Property					3	1	12	22	7	2			47
Revocation of Probation	2	3	29	57	148	274	448	570	218	38	16		1803
Serious Personal		2	22	58	92	138	188	145	29	6		1	681
Status				1	6	5	22	26	3				63
Victimless			2	3	5	21	40	22	5	2			100
VOP - Status	1	1	12	42	120	242	350	324	113	10	3		1218
VOP - VOAC - VOAP						3	3	11	2	1			20
<b>TOTAL</b>	<b>3</b>	<b>7</b>	<b>67</b>	<b>171</b>	<b>411</b>	<b>734</b>	<b>1130</b>	<b>1192</b>	<b>411</b>	<b>72</b>	<b>23</b>	<b>3</b>	<b>4224</b>

RYDC Females Offense Class by Age											
Offense Class	12	13	14	15	16	17	18	19	20	TOTAL	
Criminal Attempt		1	1	3	2	2	1			10	
Non-Serious Personal				2	4	3				9	
Property				1	4	1	1			7	
Revocation of Probation	9	15	63	86	125	99	27	3	1	428	
Serious Personal	5	17	34	58	60	64	16	3		257	
Status			1	2	4	7	3			17	
Victimless		2	11	21	31	31	17			113	
VOP - Status		13	30	45	78	74	17	2		259	
VOP - VOAC - VOAP					2	1				3	
<b>TOTAL</b>	<b>14</b>	<b>48</b>	<b>140</b>	<b>218</b>	<b>310</b>	<b>282</b>	<b>82</b>	<b>8</b>	<b>1</b>	<b>1103</b>	



# DIVISION OF SECURE FACILITIES

## FY2025 YDC MONTHLY ADMISSIONS, RELEASES, AND AVERAGE DAILY POPULATION

YDC Admissions		YDC Releases		Average Daily Population (ADP)	
Month	Admissions	Month	Admissions	Month	ADP
July	37	July	20	July	177
August	19	August	20	August	187
September	11	September	19	September	176
October	22	October	18	October	178
November	12	November	15	November	175
December	14	December	15	December	178
January	20	January	25	January	174
February	8	February	14	February	154
March	8	March	16	March	161
April	21	April	15	April	156
May	7	May	17	May	160
June	43	June	20	June	157
<b>TOTAL ADMISSIONS</b>	<b>222</b>	<b>TOTAL RELEASES</b>	<b>214</b>	<b>ADP FY25</b>	<b>169</b>

## FY2025 YDC POPULATION BY MOST SERIOUS OFFENSE, AGE, AND GENDER

YDC Males Offense Class by Age									
Offense Class	14	15	16	17	18	19	20	21	TOTAL
Criminal Attempt	2	3	2	4	6	7	1	1	26
Property						1			1
Revocation Of Probation	2	8	16	24	12	10	3		75
Serious Personal		1	1	6	7	1	1		17
VOP - STATUS	2	1	4	4	2	2		1	16
VOP - VOAC - VOAP				1					1
<b>TOTAL</b>	<b>6</b>	<b>13</b>	<b>23</b>	<b>39</b>	<b>27</b>	<b>21</b>	<b>5</b>	<b>2</b>	<b>136</b>

YDC Females Offense Class by Age									
Offense Class	14	15	16	17	18	19	20	TOTAL	
Revocation Of Probation	1	2	10	5	6		1	25	
Serious Personal				1				1	
VOP - STATUS		1		4				5	
<b>TOTAL</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>31</b>	



# DIVISION OF SECURE FACILITIES

## OFFICE OF HEALTH SERVICES

The Office of Health Services manages and administers the health services program. It provides clinical and administrative oversight in medical and dental care. Nursing, physician and advanced practice providers, pharmacy, laboratory, radiology, specialty, and hospital services are managed through an inter-agency agreement with Augusta University/Juvenile Health Services.

The office transitioned to a comprehensive electronic medical record system utilizing the existing DJJ Juvenile Tracking System (JTS) infrastructure.

 **11,038**  
SickCalls

 **8,144**  
Nurse Health Appraisals

 **9,484**  
Discharge Assessments

 **8,044**  
ChronicCare Visits


 **7,219**  
Physical Exams

 **19,844**  
Vaccines Administered

 **408**  
Eyeglasses Dispensed

 **58,091**  
HealthServices Visits

 **5,621**  
Dental Exams

 **6,542**  
Dental Cleanings

## 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.

 **Total Meals Served:**  
**1,208,859**

 **Total Snacks Served:**  
**1,212,640**

**\*Total Reimbursement:**  
**\$3,014,330.30**

The office underwent an Administrative Review conducted by the Georgia Department of Education (DOE) School Nutrition Division in September 2024. In December 2024, ONFS received its closure letter indicating that all areas of the review were completed and passed, including all required corrective actions. The ONFS meal program was recognized during the DOE Director's Conference for utilizing best practices while exhibiting excellent standards and providing quality meals to the youth.

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



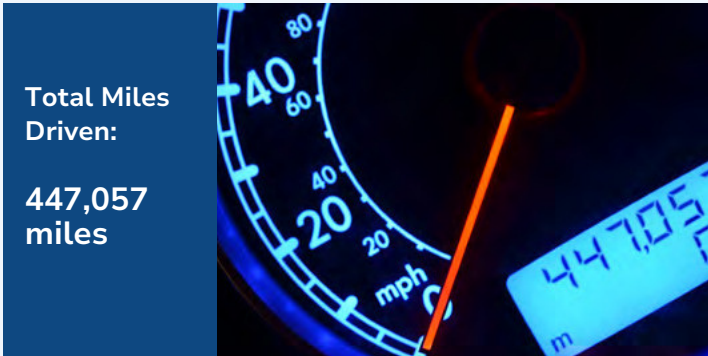
# DIVISION OF SECURE FACILITIES

## OFFICE OF CLASSIFICATION AND TRANSPORTATION SERVICES

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.

### TRANSPORTATION

The Office of Transportation facilitated safe, secure, and timely youth transports between secure facilities, medical appointments, interviews, Interstate Compact details, graduations, and dental clinics.



### CLASSIFICATION

The Office of Classification ensures youth’s appropriate classification and stratification for placements. The office reviews court orders for 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.

FY2025 Classifications	
Long-Term Placements	551
Alternative Placements	812
Short-Term Placements	91
Secure Probation Sanctions	140
Administrative Short-term Placements	914
Superior Court Sentenced Youth Processed	41
Youth with Sexually Harmful Behaviors Processed	39
Youth with Substance Abuse Needs Processed	391
Superior Court Sentenced Youth Transferred to Department of Corrections	25



# DIVISION OF SECURE FACILITIES

## OFFICE OF BEHAVIORAL HEALTH SERVICES

The Office of Behavioral Health Services (OBHS) manages and administers the behavioral health services programs in all 25 DJJ secure 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.

Individual Counseling Sessions	Group Counseling Sessions	Family Contacts	Help Requests	Completed Mental Health Screenings	Completed Psychodiagnostic Evaluations	Completed Assessments
24,555	23,036	22,228	9,860	5,859	7,995	20,946

Below is a table with the top ten Mental Health Diagnoses in both RYDCs and YDCs by juvenile count and percentage.

**Secure Facilities**

Diagnosis	Combined	
	Count	Percentage
Disruptive, Impulse-Control, and Conduct Disorders	1156	68%
Substance-Related and Addictive Disorders	888	53%
Neurodevelopmental Disorders	1010	52%
Trauma- and Stressor-Related Disorders	731	44%
Depressive Disorders	567	39%
Other Conditions That May Be a Focus of Clinical Attention	580	34%
Sleep-Wake Disorders	272	15%
Anxiety Disorders	184	11%
Bipolar and Related Disorders	161	8%
Schizophrenia Spectrum and Other Psychotic Disorders	91	6%
<b>TOTAL</b>	<b>5640</b>	

The table below displays the number and percentage of youth placed on the Mental Health Caseload in the RYDCs, YDCs and the combined total.

	RYDC	YDC	Total
Number placed on MH caseload following assessment	2,300	118	2,418
Percent placed on MH caseload following assessment	66%	66%	66%
Average Daily Population	940	169	1,109
Average Daily MH Population	546	134	680
Percent Daily MH Population	58%	79%	61%



# 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. There are 79 Community Services Offices, which include 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 help youth address their mental health, including multi-systemic therapy services, functional family therapy, substance abuse intervention, and gang education and prevention support. The division also supports human trafficking services for families and victims.

## Services provided include:

**The Office of Residential and Community-Based Service (ORCBS)** provided residential placement services to an average of 92 youth monthly in 37 residential locations statewide.

**Youth Tracking Program (YTP)** provided 1,634 youth with intensive surveillance and monitoring, allowing juvenile offenders to remain at home pending further court action. The program has an 84 percent completion rate.

**Functional Family Therapy (FFT)** provided 154 youth with short-term family counseling in the home. Seventy-three percent of families completed the program.

**Multi-Systemic Therapy (MST) Services** were provided to 210 youth and families to address environmental systems impacting medium- and high-risk juvenile offenders with lengthy delinquency histories and serious anti-social behavior. The program has an 84 percent completion rate.

**Aggression Replacement Therapy (ART)**  
Group-based intervention that addresses aggression and violence by improving moral reasoning and social skill competency. The therapy was provided to 34 youth with an 88 percent completion rate.

**Thinking for a Change (T4C)**  
Group-based intervention that addresses the criminogenic thinking of offenders by developing problem-solving and social skills. The program was provided to 135 youth with a 77 percent completion rate.



# DIVISION OF COMMUNITY SERVICES



Services provided include:

**CIVICS Academy** is an online eLearning company designed to provide highly effective, data-driven solutions to judicial systems. The program promotes information retention, fosters effective partner communication and responsible citizenship, mitigates the risk of reoffending, and genuinely transforms behavioral choices.

The CIVICS Academy program served 2,427 youth and has an 80 percent completion rate. The program provided 31 parenting courses statewide to the legal guardians of supervised youth and was offered to 22 Spanish-speaking participants.

**Georgia Interstate Compact for Juveniles (ICJ) Unit** processed an average of 347 transfers of supervision cases monthly.

**The Only Person U Cheat is U (TOPUCU)** group sessions facilitated by trained DJJ Case Managers assist youth with a transformative journey designed to reshape thinking and personal actions. TOPUCU empowers youth with Seven Life Transforming Principles, providing a roadmap for personal development and success. DJJ-led group sessions were provided to 59 youth with an 80 percent completion rate.

#### **Educational Transition Centers (ETC)**

Located in Bibb, Chatham and Muscogee counties, ETCs provided an alternative educational setting for youth who are expelled or suspended from public school. The ETCs provided academic services to 126 students, of which five students completed their GED diploma and seven students earned a high school diploma.

The **School-Based Supervision program** consisted of 14 school-based Community Case Managers serving 97 youth in 11 schools across four counties.



# DIVISION OF COMMUNITY SERVICES

## OFFICE OF REENTRY SERVICES

The Office of Reentry Services (ORS) provides oversight of the transition process for youth exiting our long-term secure facilities and returning to communities across the state. The transition process begins within the first 60 days of a youth's admission to a youth development campus and continues through 60 days post-release.

### Employment Partnerships

The Office of Reentry Services has established partnerships with employers who are willing to train and hire youth. This contributes to the development of the workforce, motivates youth to continue making progress toward their academic goals and reducing youth-involved crime.

Café Momentum is a national nonprofit organization that creates opportunities for justice-involved youth to develop and reach their full potential through paid internships. Since opening in March 2025, in downtown Atlanta, Café Momentum has trained and employed sixteen youth in front and back-end restaurant operations, while creating an appreciation and interest in culinary arts.



### Forensic Peer Mentors

Forensic Peer Mentors (FPM) are people living in recovery from mental health and/or addictive disease diagnoses and have had personal lived experience with the criminal justice system. The FPM can accompany the youth & family to initial post-release appointments to facilitate a comfortable connection with providers, educate other judicial agencies about recovery, assist with probation challenges and concerns, and connect to food, clothing, and housing resources. Since its inception in March of 2025, outcomes have been promising. Incidents at the Martha K. Glaze RYDC have decreased by 50 percent, self-injurious behavior has decreased, and use of force incidents have decreased.



# DIVISION OF COMMUNITY SERVICES

## MONTHLY AVERAGE DAILY POPULATION (SINGLE AND HIGHEST MULTIPLE PLACEMENTS)

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

### Average Daily Population by Gender

Gender	Community	Jail	RYDC	YDC	Residential	Total	
Female	2,759	6	25	31	18	2,839	28%
Male	6,319	144	523	106	75	7,168	72%
<b>TOTAL</b>	<b>9,078</b>	<b>150</b>	<b>548</b>	<b>137</b>	<b>92</b>	<b>10,006</b>	<b>100%</b>
Percentage	91%	2%	5%	1%	1%	100%	

### Average Daily Population by Race

Race	Community	Jail	RYDC	YDC	Residential	Total	
African American	5,039	128	431	93	46	5,742	57%
Asian	19	—	1	—	—	20	0%
Hispanic	735	12	37	12	7	804	8%
Native American	3	—	—	—	—	3	0%
Other	202	4	3	2	3	214	3%
White	3,076	5	74	30	37	3,223	32%
<b>TOTAL</b>	<b>9,074</b>	<b>150</b>	<b>547</b>	<b>137</b>	<b>92</b>	<b>10,006</b>	<b>100%</b>

### Average Daily Population by Age Group

Age Group	Community	Jail	RYDC	YDC	Residential	Total	
Age 14 & Under	1,925	—	45	1	15	1,986	20%
Age 15 & 16	3,434	—	241	26	37	3,738	37%
Age 17 & Over	3,719	150	263	110	41	4,282	43%
<b>TOTAL</b>	<b>9,078</b>	<b>150</b>	<b>548</b>	<b>137</b>	<b>92</b>	<b>10,006</b>	<b>100%</b>



# DIVISION OF COMMUNITY SERVICES

## RESIDENTIAL PROGRAMS ADVANCE YOUTH REHABILITATION

DJJ residential programs create environments for youth to receive individualized care, therapeutic support, and educational advancement. DJJ served a family that adopted two youth who had experienced a life of trauma and abuse before their adoption, which created complex needs for the youth and family.

The youth were placed at the **Twin Cedars Anne Elizabeth Shepherd Home**, which serves youth who have experienced sexual trauma leading to characteristics of emotional or behavioral disturbances. This program taught the youth appropriate behaviors, assisted with addressing triggers and past trauma, and assisted with rebuilding the family to allow a safe and successful return to her home and the community. The family was so pleased with the outcome of this youth's treatment that they opted to continue outpatient therapy with the therapist who was providing the treatment while in the Shepherd Home.

Together, we transform challenges into opportunities, allowing our youth to not only envision a brighter future but also to achieve it.



## REOPENING OF TERRELL COMMUNITY SERVICE OFFICE

The reopening of the Terrell Community Services Office in Dawson, Ga., which had been closed since 2021, represents a significant milestone in restoring services. This reopening strengthens the region's presence in the community and enables enhanced support, resources, and engagement opportunities for local youth and families, while fostering stronger partnerships with community stakeholders.








# DIVISION OF COMMUNITY SERVICES

## SCHOOL-BASED SUPERVISION PROGRAM SUPPORTS FAMILY ENGAGEMENT

The Dodge Community Services Office has made significant strides in supporting youth development, family engagement, and community and stakeholder collaboration through the School-Based Supervision program. This initiative has provided consistent, on-site supervision, mentoring, and accountability for at-risk youth.

Key achievements include:

 Daily Youth Engagement & Accountability	 Academic Monitoring & Support	 Disciplinary Team Involvement
 Family Involvement	 Cross-System Collaboration	 Positive Outcomes

## SPARKS PEER MENTORING PROGRAM



SPARKS is a peer mentoring program that pairs youth with future educators from the University of West Georgia in a safe, supportive, and engaging environment. DJJ youth in Carroll and Coweta counties have been participating in the program since 2009.

The program is highly valued by DJJ staff in Carroll and Coweta, as well as by judges and community stakeholders, for its positive impact on youth rehabilitation. This fiscal year, a youth referred to the program was introduced to fun and appropriate activity opportunities he likely would not have experienced otherwise due to the nature and timing of the charges. The youth focused on improving his grades and becoming a better person overall. He graduated from the SPARKS program and became eligible for early termination of probation.

The success of SPARKS speaks to the power of collaboration between education and juvenile justice in fostering meaningful change.



# DJJ SCHOOL SYSTEM

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

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



Partnership with Central Georgia Technical College to form a **Technical College System of Georgia Consortium** to support the Mobile Welding Lab grant. Partnership includes Augusta Tech and Oconee Fall Line Tech.



Launched the **Mobile Welding Labs** at Eastman YDC, Augusta YDC, and Macon YDC, with youth earning 26 TCCs.



Relaunched **Business Education** at Cadwell RYDC and the **Automotive program** at Eastman YDC with lab upgrades. Also launched **Graphic Arts** at Macon YDC.



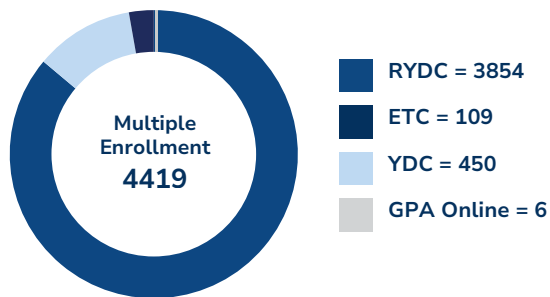
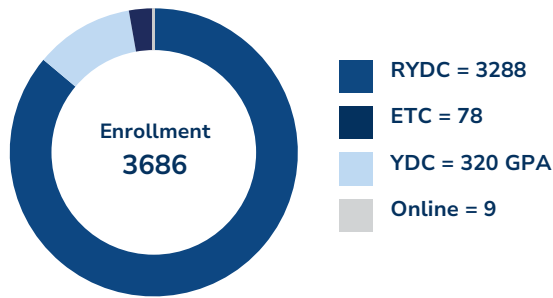
Launched four additional **Music Production studios** at Rockdale RYDC, Atlanta YDC, Macon RYDC, and Eastman YDC.



# DJJ SCHOOL SYSTEM

## SCHOOL SYSTEM ENROLLMENT

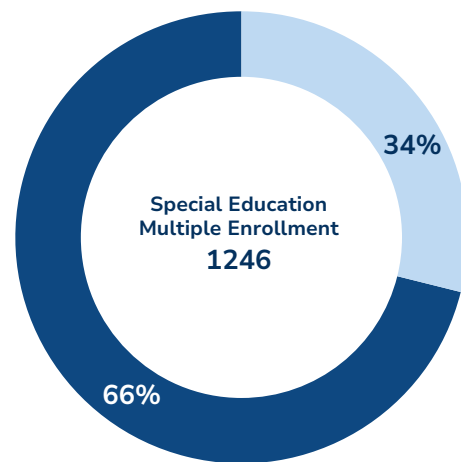
School Year 2024-2025



## SPECIAL EDUCATION ENROLLMENT

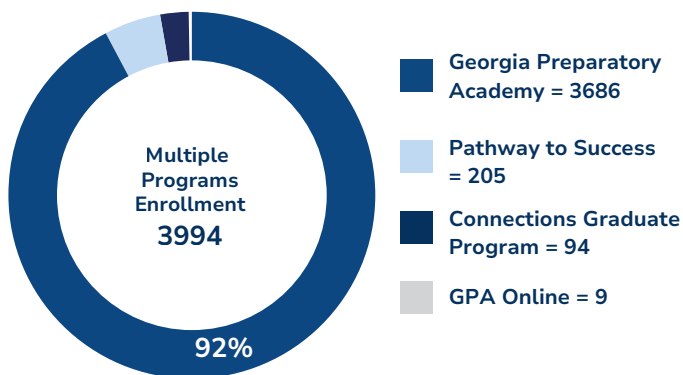
School Year 2024-2025

- General Education = 2440
- Special Education = 1246



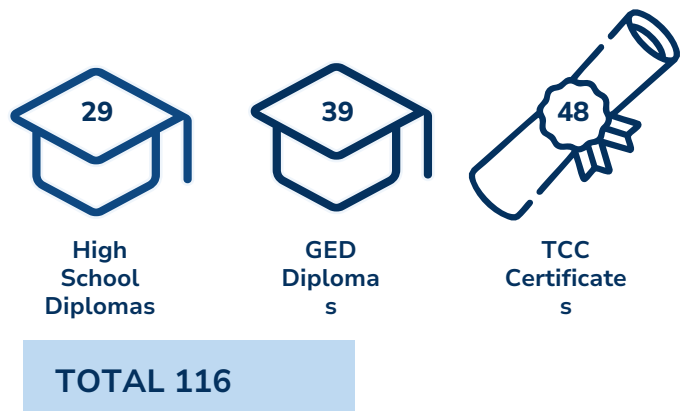
## PROGRAMS ENROLLMENT

School Year 2024-2025

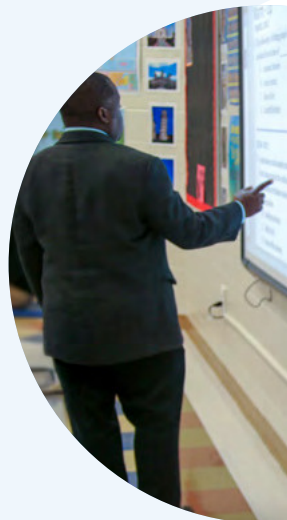


## SCHOOL YEAR 2024-2025 GRADUATES & CERTIFICATES

School Year 2024-2025



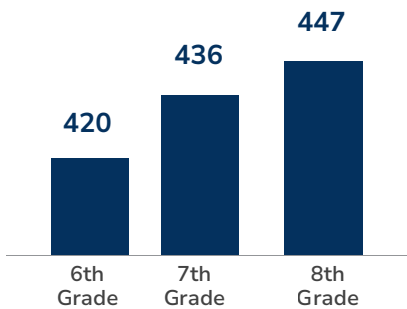
# DJJ SCHOOL SYSTEM



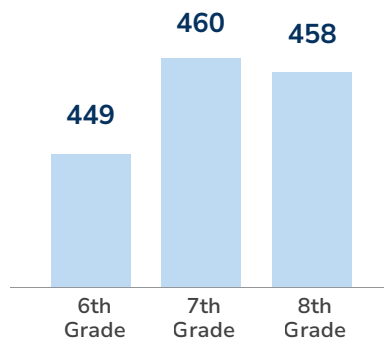
## GA MILESTONE END-OF-GRADE ASSESSMENT OVERALL PERFORMANCE

Students in grades 3 through 8 take End-of-Grade (EOG) assessments in English language arts and mathematics. Students in grades 5 and 8 take the EOG assessment in science, and students in grade 8 take the EOG assessment in social studies.

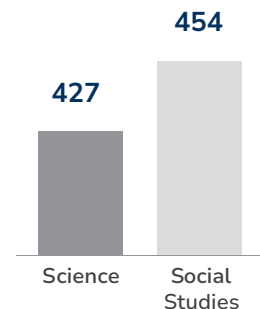
2025 Mean Scale Score  
English Language Arts



2025 Mean Scale Score  
Mathematics



2025 Mean Scale Score  
Science & Social Studies  
(8th Grade)



Achievement Levels					
		Level 1: Beginner Level	Level 2: Developing Learner	Level 3: Proficient Learner	Level 4: Distinguished Learner
Content Area	Grade Level	Scale Score	Scale Score	Scale Score	Scale Score
ELA	Grade 3	180 to 474	475 to 524	525 to 580	581 to 830
	Grade 4	210 to 474	475 to 524	525 to 573	574 to 775
	Grade 5	210 to 474	475 to 524	525 to 586	587 to 760
	Grade 6	140 to 474	475 to 524	525 to 598	599 to 820
	Grade 7	165 to 474	475 to 524	525 to 591	592 to 785
	Grade 8	225 to 474	475 to 524	525 to 580	581 to 730
Mathematics	Grade 3	290 to 474	475 to 524	525 to 574	575 to 705
	Grade 4	270 to 474	475 to 524	525 to 576	577 to 715
	Grade 5	265 to 474	475 to 524	525 to 577	578 to 725
	Grade 6	285 to 474	475 to 524	525 to 577	578 to 700
	Grade 7	265 to 474	475 to 524	525 to 589	590 to 740
	Grade 8	275 to 474	475 to 524	525 to 570	571 to 755
Science	Grade 5	160 to 474	475 to 524	525 to 594	595 to 780
	Grade 8	165 to 474	475 to 524	525 to 592	593 to 785
	Grade 8 HS Physical Science	145 to 474	475 to 524	525 to 603	604 to 815
Social Studies	Grade 8	240 to 474	475 to 524	525 to 571	572 to 715

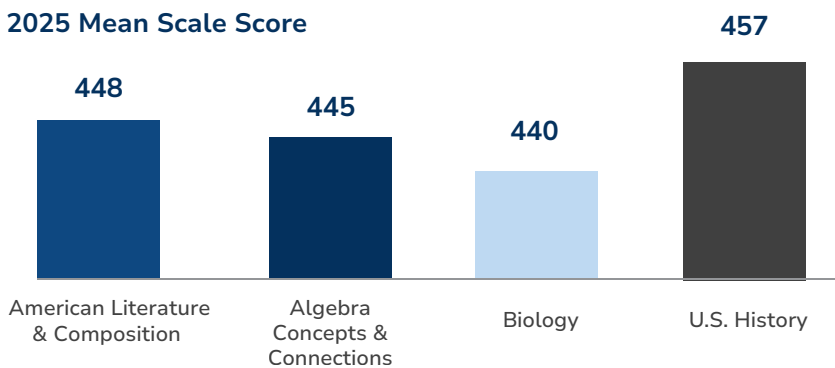


# DJJ SCHOOL SYSTEM

## GA MILESTONE END-OF-COURSE ASSESSMENTS OVERALL PERFORMANCE

High school students enrolled in courses designated by the State Board of Education take End-of-Course (EOC) assessments.

2025 Mean Scale Score



Achievement Levels								
	Level 1: Beginner Level		Level 2: Developing Learner		Level 3: Proficient Learner		Level 4: Distinguished Learner	
	Scale Score	Grade Conversion Score	Scale Score	Grade Conversion Score	Scale Score	Grade Conversion Score	Scale Score	Grade Conversion Score
American Literature and Composition	190 to 474	0 to 67	475 to 524	68 to 79	525 to 589	80 to 91	590 to 750	92 to 100
Algebra: Concepts and Connections	200 to 474	0 to 67	475 to 524	68 to 79	525 to 579	80 to 91	609 to 785	92 to 100
Biology	140 to 474	0 to 67	475 to 524	68 to 79	525 to 608	80 to 91	609 to 820	92 to 100
United States History	215 to 474	0 to 67	475 to 524	68 to 79	525 to 589	80 to 91	590 to 765	92 to 100



# DIVISION OF ADMINISTRATIVE SERVICES

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

## 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 agency’s overall culture and performance.

### CAREER FAIRS

OHR career fairs: 51  
 Secure Facility career fairs: 488  
**Total: 539**

### HIRES AND SEPARATIONS

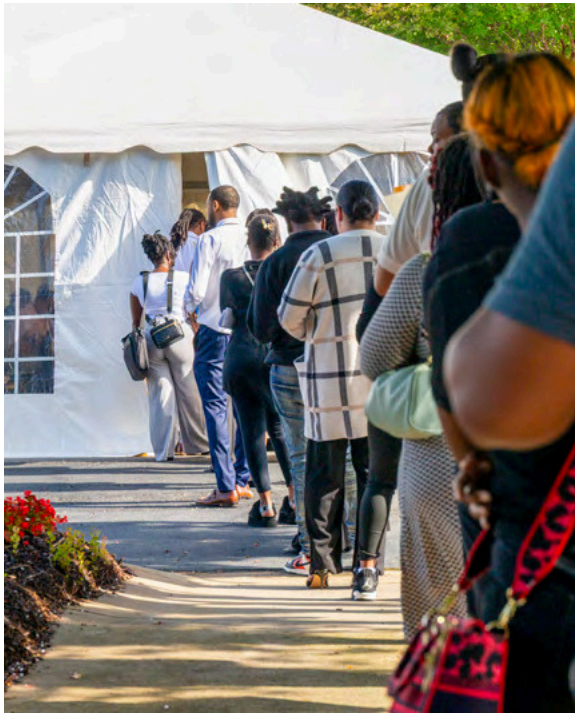
DJJ hired **890 employees** and separated **838**.

### JCO HIRES AND SEPARATIONS FY25

JCO 1, 2, and 3 Hires: **500**  
 JCO 1, 2, and 3 Separations: **431**

### JCO Series Turnover Rate FY2025

JCO 1, 2, & 3			
FY2025	Average Headcount	Terms	Turnover Rate
July	541	38	7.02%
August	557	29	5.21%
September	570	30	5.26%
October	603	28	4.64%
November	624	30	4.81%
December	615	30	4.88%
January	609	33	5.42%
February	598	30	5.02%
March	577	30	5.20%
April	585	38	6.50%
May	574	41	7.14%
June	564	40	7.09%
<b>TOTAL</b>	<b>585</b>	<b>397</b>	<b>68.19%</b>



\*Agency turnover for JCOs increased from FY24 with 65.6% to FY25 with 68.19%



# DIVISION OF ADMINISTRATIVE SERVICES

## OFFICE OF ENGINEERING AND CONSTRUCTION SERVICES

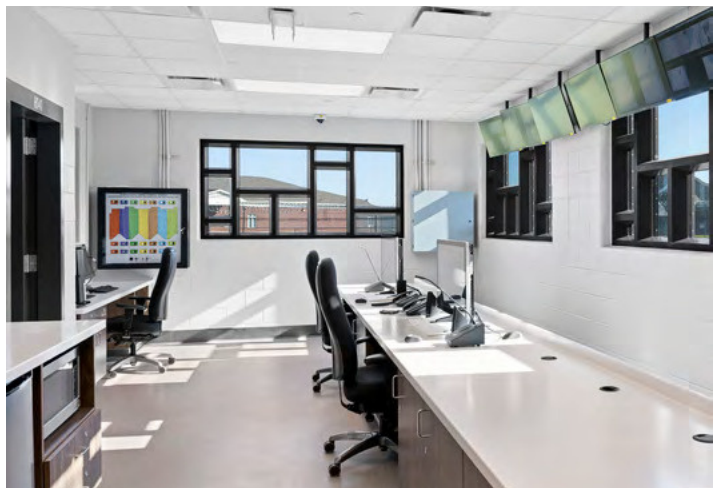
The Engineering and Construction team's mission is to address the needs outlined in DJJ's strategic plan for growth and development and its challenges by meeting the maintenance and repair needs in the agency's aging facilities.

DJJ completed the construction of a new **13-classroom education and vocational building** and **56-bed housing unit** at the **Augusta Youth Development Campus (YDC)**. The project replaced outdated infrastructure with modern, purpose-built facilities that support education, safety, and youth rehabilitation.

The new **20,000-square-foot academic and vocational building** features a media center, computer lab, and classrooms equipped with Promethean smartboards. The barbering and horticulture labs are designed to enhance hands-on learning and promote career readiness.

The new housing unit replaced cottages initially built in 1985. The unit features seven pods, each housing eight residents with their own private room, complete with a bed, desk, shower, sink, and toilet. The updated dayrooms, programming spaces, and central control room enhance supervision and support therapeutic engagement.

DJJ also completed **housing unit lock upgrades and interior hardening renovations** at the Metro RYDC and installed a new education trailer at the Waycross RYDC.



# DIVISION OF ADMINISTRATIVE SERVICES

## OFFICE OF TECHNOLOGY AND INFORMATION SERVICES

The Office of Technology and Information Services (OTIS) provides secure, reliable, and efficient IT services for DJJ.



### NEW RADIOS FOR THE OFFICE OF INVESTIGATIONS

In conjunction with the Office of Investigations, delivered new Southern Linc radios to the Investigations and SMRT teams.



### NEW INTERNAL HELPDESK TICKETING SYSTEM

Implemented new Helpdesk Ticketing system, powered by Zendesk software. This enhanced system is part of an ongoing commitment to improving the end-user experience and ensuring that DJJ's technological needs are met efficiently and effectively.



### NEW OQA (SIR) REPORTING SYSTEM

Installed the new OQA System (Serious Incident Reporting (SIR) System). This project replaces the paper-based process with online report entry and introduces an automated workflow for all SIRs.



### UPGRADED UKG TIMEKEEPING SYSTEM

Completed the rollout of the new UKG Dimensions timekeeping system. Completed the upgrade from UKG Kronos to UKG Dimensions, after a year of planning, testing, and training along with the Human Resources team.

#### OTIS METRICS

**12,131**

Internal Employee Work Orders Completed

**6,415**

GTA Work Orders Completed

**2,234**

Employee Network Access Requests Completed

**26**

Updates to the Juvenile Tracking System



# DIVISION OF ADMINISTRATIVE SERVICES

## OFFICE OF REAL ESTATE MANAGEMENT AND BUILDING SERVICES

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.



7 lease renegotiations



64 lease renewals



4 successful office closeouts



3 new relocations initiated



2 office buildouts (Terrell CSO at Dawson and Early CSO at Blakely)



1 expansion project (Appling CSO in Baxley)



81 financial annexes completed to initiate rent collections in FY26



1 lease amendment executed to incorporate monthly utility costs into rent payments



## PROJECT MANAGEMENT OFFICE

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

Deployed **625** new Utility body cameras across 25 secure facilities.

Leveraging ZenDesk, built a **new feedback portal** for staff and the public to submit anonymous concerns, compliments, or general questions.

Completed the Axon refresh project with the distribution of **190** new Body 4 cameras and **54** new docks to Community Services.

## OFFICE OF ASSETS & PROPERTY MANAGEMENT

The Office of Property Management establishes operational procedures to account for agency assets.

Purchased **21** vehicles for DJJ Fleet



# DIVISION OF ADMINISTRATIVE SERVICES

## 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.



Retained \$813,060 to expand Residential Substance Abuse Treatment (RSAT) services to nine additional RYDCs, increasing the total to 19 RYDCs and two YDCs that are grant-funded to provide substance use counseling for youth in custody.

## 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 Hub, DJJ's learning management system, offers eLearning, virtual, classroom and blended courses. In FY25, 725 new eLearning and 42 new classroom courses were added to The Hub, and 78,643 eLearning courses were completed.



## STRENGTHENING INTERNAL COLLABORATION ACROSS OFFICES

- Joint efforts on program design for the Wilkes and Cadwell initiatives
- Town Halls continue to serve as a platform for dialogue and transparency



# FAMILY ENGAGEMENT

## EDUCATION

The family engagement program in the DJJ school district made significant strides in fostering collaboration between schools and families, working to achieve federal program compliance, and ensuring active participation and support for student success.

### Key Initiatives Include:

#### Title I-A/Open House Meetings

Schools held Title I-A/Open House meetings to inform families about the federal Title I-A grant, programs, and resources available to support their children's education.

#### Family Advisory Council

The Family Advisory Council is a platform for open dialogue and collaboration between parents, guardians, school staff, and administrators in the DJJ School System.

#### Parent Liaisons

Parent liaisons communicate actively with parents via phone calls, distribute resources, and periodically attend visitation to build strong relationships and support.

#### Family Engagement Coordinators

Family engagement coordinators have been active in providing technical assistance through on-site visits and training meetings for parent liaisons.

#### Monthly Parent Events

All schools are required to host at least one monthly parent event focusing on curriculum, assessments, academic content, and strategies for partnering with the school for better educational outcomes.

#### Parent-Teacher Conferences

Schools actively engage families through parent-teacher conferences, allowing parents to discuss their child's progress and needs.



# FAMILY ENGAGEMENT

## REENTRY

DJJ provides comprehensive reentry planning through the Youth Centered Reentry Team (YCRT), a “youth-centered and family-focused” approach to planning designed to improve family engagement. The multi-disciplinary team convenes with the youth and family to address pre-release and post-release needs, including opportunities to develop career readiness and employability skills, job fairs, assistance with college applications and preparation, and reinstatement of insurance and healthcare coverage. Staff also facilitate referrals to community providers for other services or supports such as clothing, employment, housing, and mentors.

### YOUTH CENTERED REENTRY TEAM

Youth Centered Reentry Team (YCRT) meetings are a vital part of the reentry process for DJJ youth. DJJ’s 83 percent family engagement rate is attributed to the Office of Reentry Services’ (ORS) focus on informing families about the purpose of the Youth Centered Reentry Team meetings and their involvement in the meetings. ORS staff host quarterly family engagement meetings called “The Chat,” which are held on weekends to make meeting participation more convenient. The meetings typically feature guest speakers who inform youth and family members about available support opportunities and resources.

### FAMILY ADVISORY COMMITTEE

The Family Advisory Committee (FAC) is a group of dedicated volunteers who have or have had youth in DJJ. Research from the Vera Institute and other respected entities has established that engaging family members with lived experience in juvenile justice is a component of best practice for improving family engagement. The FAC has established vision and mission statements and created a brochure to inform DJJ families of the services and supports offered through the Office of Reentry Services.

## OFFICE OF THE 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.

Case Type	Complaint	Inquiry/Notification	Referral	Total
Community	23	2	10	35
RYDC	193	12	11	216
YDC	55	5	3	63
<b>TOTAL</b>	<b>271</b>	<b>19</b>	<b>24</b>	<b>314</b>





**TOGETHER WE CAN**



**Georgia Department of Juvenile Justice**

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