BE THE *change*

Georgia Department of Juvenile Justice

FY2021 Annual Report

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

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The FY2021 Annual Report Team would like to thank everyone who contributed their time, energy, and enthusiasm to this endeavor. Also, we are very grateful for the advice and support from our partners at Kennesaw State University.

COMMISSIONER'S MESSAGE

It is an honor to present the Georgia Department of Juvenile Justice (DJJ) Fiscal Year 2021 Annual Report. This report will reflect the agency's accomplishments as we work to transform the young lives in our care.

Under the leadership of Governor Brian P. Kemp, DJJ focused on restoring youth inside and outside of DJJ facilities through pro-social programs, education, mentorship, and intense wraparound services. For example, in partnership with Southwest Key Programs, DJJ opened an Evening Reporting Center (ERC) in Valdosta, Ga., to provide structure and supervision to justice system-involved youth at risk of recidivating. The evidence-based 90-day program encourages positive behavior, youth accountability, community safety, and competency development. This community-focused approach has increased youth educational opportunities and job placement, decreasing gang affiliation and increasing successful societal reentry.

DJJ has fostered an environment that elevates the importance of teamwork, leading to stronger relationships between team members and external stakeholders. Through the Department's work with the Youth in Custody Practice Model, DJJ developed a balanced approach to addressing areas of need. In the fall of 2020, the agency released an employee engagement survey to help DJJ leadership better understand employee morale, agency culture, and how to improve operational procedures. The employee survey helped identify a baseline for change and implementation of new practices, processes, and programs.

The agency has also expanded efforts to shift the culture by proactively providing employees with resources that support well-being. DJJ launched the Transforming U employee wellness initiative, which focuses on the six wellness pillars, including physical, mental, social, spiritual, financial, and emotional health. Under this initiative, employees now have access to monthly Lunch and Learn webinars and a Peer Support Team.

Because of hearts dedicated to service, the Department has made many strides in positively impacting youth. DJJ employees strive to cultivate a spirit of positivity, be exemplary role models for youth, and be driving forces in communities that will help put us on a path towards being a leader amongst juvenile justice agencies.

I am grateful for the opportunity to continue serving the State of Georgia. Thank you for your continued support of the Department of Juvenile Justice.

Sincerely,

Tyrone Oliver, Commissioner

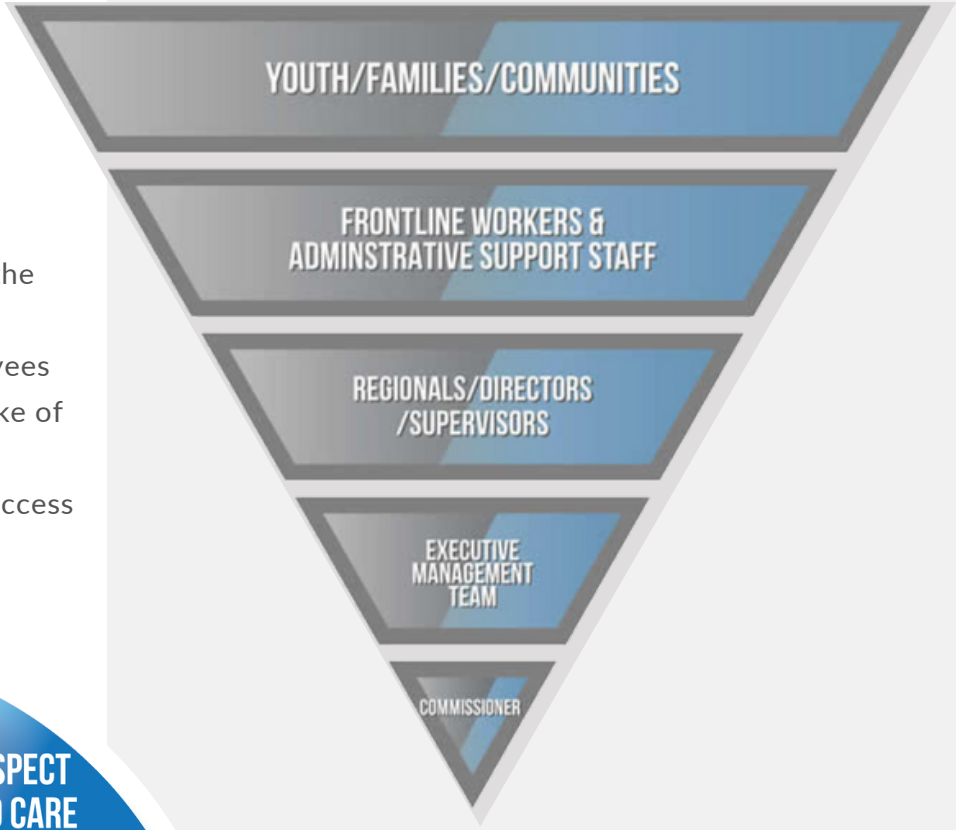
THE MISSION

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

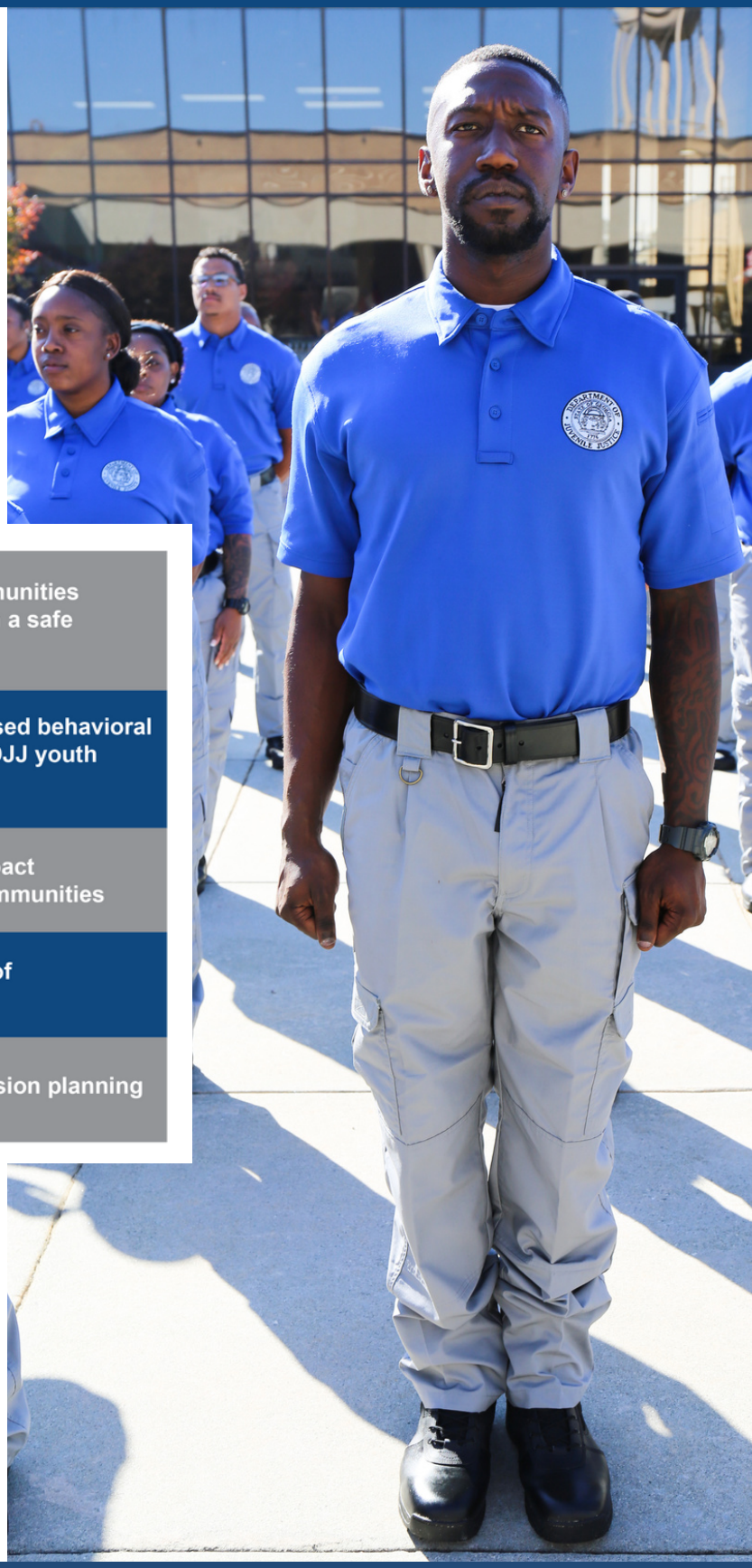


The Inverted Pyramid displays DJJ's core values and emphasizes that the department's most important objective is to focus on youth, families, communities, and the frontline workers and administrative support staff serving them daily.

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

FY2021 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 FY2021.

FY2021 ACCOMPLISHMENTS

The Division of Administrative Services applied for and was awarded **$1.5 million** from the Governor's Office of Student Achievement for upgrades to the Department's educational classrooms' digital networks and digital devices.

- **The Division of Secure Facilities** implemented new technology to increase the safety and security of facilities, staff, and youth. Using innovative technological applications, including the Intercept body scanner and Axon body cameras, the division can more effectively control and prevent contraband, record and verify service provision and youth status, and more consistently document interactions between youth and staff.

- **DJJ School System youth** earned 31 high school diplomas, 50 GED diplomas, and more than 140 certifications.

- **The Division of Support Services** implemented the new Skillstreaming the Adolescent group curriculum in RYDCs to address the needs of youth who display behavioral problems and to support youth with the necessary skills to lead effective and satisfying relationships.

The Division of Community Services provided residential placement services to an average of **230** youth monthly in **62** residential locations statewide.

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.

BE THE change

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

Sean C. Hamilton
Assistant Commissioner

Glenn Allen
Director
Communications

Steven Carter-Williams
Chief Financial Officer
Financial Services

Margaret Cawood
Deputy Commissioner
Support Services

Latera Davis
Director
Professional Development
and Standards

Pamela Hill
Deputy Commissioner
Secure Facilities

Zachary Louis
Director
Legislative Services

Katrina Patterson
Director
Human Resources

Shawanda Reynolds-Cobb
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
Director
Investigations

BOARD OF JUVENILE JUSTICE AND BOARD OF EDUCATION

BE THE change

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)

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

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

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)

Angie Holt
Warner Robins
(Congressional District 8)

Margaret Kaiser
Atlanta
(Congressional District 5)

Timothy McCulley
Gordon County
(Congressional District 14)

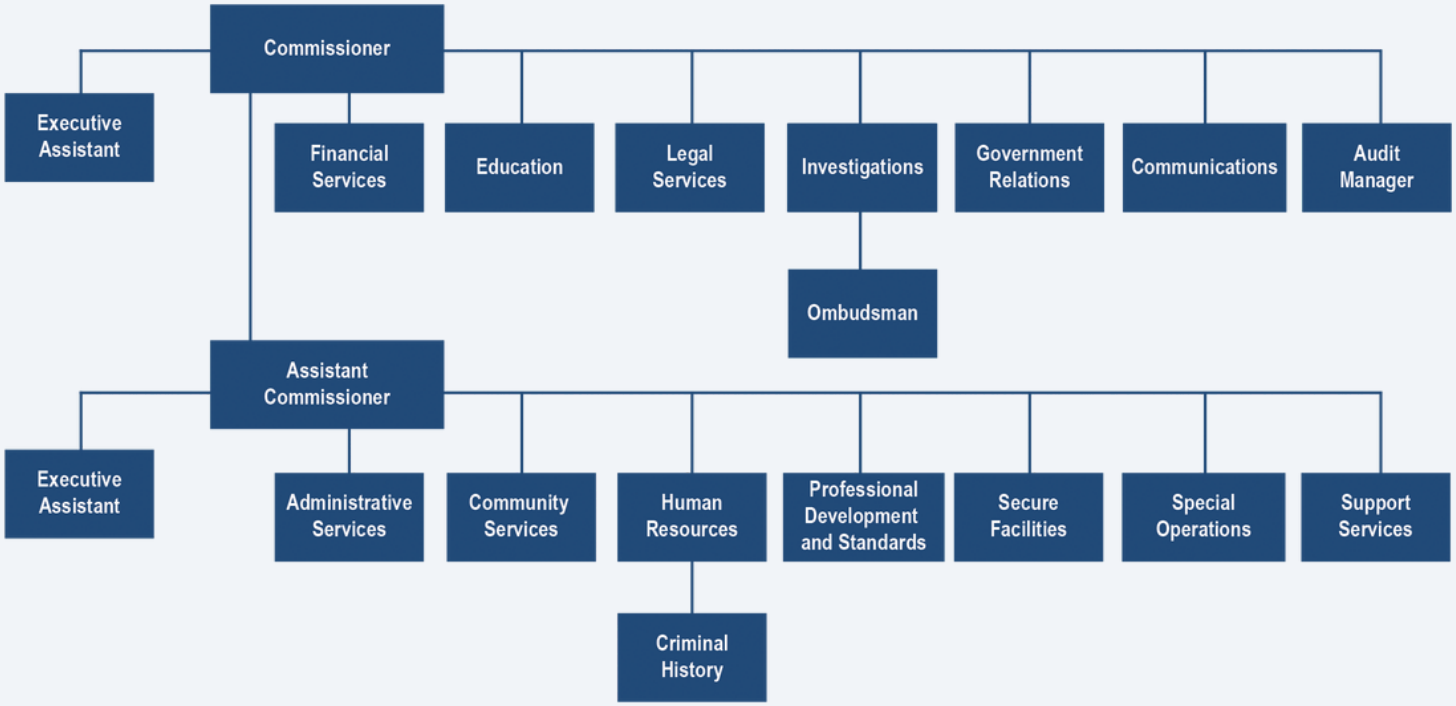
Penny A. Penn
Cumming
(Congressional District 7)

Kathryn Powers
Clayton County
(Congressional District 13)

Fred E. Stephens
Cleveland
(Congressional District 9)

Gary Yandura
Brookhaven
(Congressional District 6)

ORGANIZATIONAL CHART

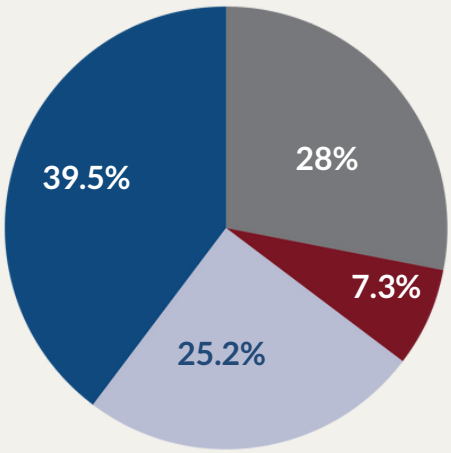


DIVISION OF FINANCIAL SERVICES

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.

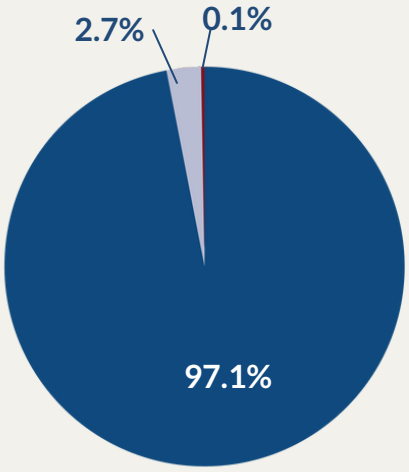
The division oversees Accounting, Budget Services, the Office of Federal Programs and Procurement. The total budget for FY2021 was $325,182,939.

BUDGET BY PROGRAM FY2021 - $325,182,939



Community Services	$91,373,883
Department Administration	$23,608,108
Secure Commitment (YDCs)	$81,835,569
Secure Detention (RYDCs)	$128,365,379
Total Funds	**$325,182,939**

BUDGET BY FUNDING SOURCE FY2021 - $325,182,939



State Funds	$315,904,361
Federal Funds	$8,865,832
Other	$412,746
Total	**$325,182,939**

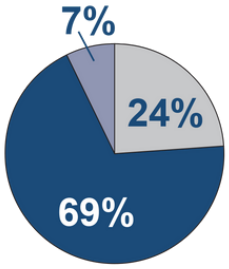
OFFICE OF HUMAN RESOURCES

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 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

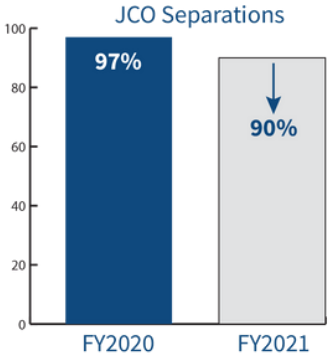
At the end of FY2021, DJJ had 3,435 full and part-time funded positions. Also, during the fiscal year, DJJ hired 741 employees and separated 1,186.



During FY2021, the Department employed **519 Juvenile Correctional Officers (JCOs)**. Twenty-four percent worked in YDCs, and 69 percent were assigned to RYDCs.

- RYDCs
- YDCs
- Other Posts

JCO HIRES AND SEPARATIONS



The retention of JCOs has long been a challenge for DJJ. During FY2021, DJJ hired 425 JCOs and separated 547. The JCO turnover rate was 90 percent, down seven percent from the previous year.

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

OFFICE OF HUMAN RESOURCES

FY2021 JCO1 and 2 Position Data

Juvenile Correctional Officer Turnover Rate by Month

	Month	Headcount	Terms*	Turn Over Rate
2020	7	706	54	7.65%
2020	8	655	55	8.27%
2020	9	670	55	8.21%
2020	10	644	58	9.01%
2020	11	604	38	6.29%
2020	12	624	53	8.49%
2021	1	585	46	7.86%
2021	2	592	39	6.59%
2021	3	592	45	7.60%
2021	4	560	43	7.68%
2021	5	518	38	7.34%
2021	6	519	28	5.39%

Annual Turn Over Percentage Rate

90.38%

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.

DIVISION OF SECURE FACILITIES

The Division of Secure Facilities manages 19 Regional Youth Detention Centers (RYDCs) and six Youth Development Campuses (YDCs). RYDCs provide temporary, secure care and supervision for youth who have been charged with offenses or who have been adjudicated delinquent and are awaiting placement in a community program or a long-term facility. YDCs provide long-term care for youth committed to DJJ who are ordered to secure confinement or require specialized treatment or services.

Each facility provides youth services, including education, health and mental health services, food services, resident counseling, substance abuse treatment, volunteer programming, and family visitation.

FY2021 ACCOMPLISHMENTS

Facility Re-Missioning

The Division of Secure Facilities has initiated a re-missioning initiative to enable long-term facilities to provide therapeutic, programmatic, and educational services to youth more effectively and efficiently.

- By identifying and aligning behavioral health groups, substance abuse treatment, educational opportunities, and Career, Technical, and Agriculture Education (CTAE) programs in specific facilities, DJJ can place youth in facilities that will most effectively allow them to receive the treatment needed to make positive changes and reenter their communities.
- Opportunities for early release and step-down have been expanded to increase the number of youth who may qualify under existing criteria and be available to youth who previously were not eligible.

The upgrade of Guard1 Plus will allow for increased safety and accountability in day-to-day activities and real-time verification of service provision.

Increased Security through Technology

The division has also implemented new technology to increase the safety and security of facilities, staff, and youth.

- **The Intercept body scanner** was installed in 10 facilities throughout the state. The scanning system is utilized primarily in the facility during the intake process and when youth are returned from a court appearance or outside appointments to reduce contraband in facilities.
- **Axon body cameras** have been introduced in five new facilities, and body cameras inventories increased in facilities where cameras were already assigned. The expansion of Axon body cameras inventory allows for an increased ability to capture interactions between staff and youth visually and auditorily.

	Regional Youth Detention Center	Youth Development Campus
Duration	Short-term	Long-term
Reason for Stay	Pre-adjucated, Awaiting Placement, Superior Court - awaiting trial	Post-adjucated, Designated Felon, Superior Court - awaiting transfer
Average Age of Youth	15/16 years of age	17+ years of age
Average Length of Stay	3 days - 1 month	1-3 years
Total Bed Capacity	1204	596
Operational Bed Capacity	1104	415
Avg. Daily Population (FY21)	661.5	264.7

DIVISION OF SECURE FACILITIES

FY2021 **RYDC** Monthly Admissions

	Month	Number	%Total
2020	7	329	6.88%
2020	8	381	7.96%
2020	9	372	7.78%
2020	10	433	9.05%
2020	11	398	8.32%
2020	12	330	6.90%
2021	1	348	7.27%
2021	2	398	8.32%
2021	3	448	9.36%
2021	4	435	9.09%
2021	5	469	9.80%
2021	6	443	9.26%
Total		4784	100%

FY2021 **RYDC** Monthly Releases

	Month	Number	%Total
2020	7	333	6.88%
2020	8	376	7.96%
2020	9	396	7.78%
2020	10	431	9.05%
2020	11	408	8.32%
2020	12	383	6.90%
2021	1	328	7.27%
2021	2	402	8.32%
2021	3	444	9.36%
2021	4	444	9.09%
2021	5	450	9.80%
2021	6	475	9.26%
Total		4870	100%

FY2021 **RYDC** Monthly Average Daily Population

	Month	ADP
2020	7	714.6
2020	8	686.9
2020	9	673.4
2020	10	703.8
2020	11	676.2
2020	12	667.9
2021	1	653.9
2021	2	591.2
2021	3	667.4
2021	4	637.2
2021	5	685.2
2021	6	644.9

FY2021 RYDC 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											
	10	11	12	13	14	15	16	17	18	19	20	21
Public Order[1]	1		4	20	42	93	142	136	41	7	1	
Property[2]			9	40	111	196	280	261	85	4		1
Violent[3]	1		7	32	98	218	353	410	133	25	4	2
Violent Sex[4]		1	4	11	38	47	69	61	18	5	4	1
VOP/VOAC/VOAP[5]				4	14	38	49	72	23	6	1	
Grand Total	2	1	24	107	303	592	893	940	300	47	10	4

Offense Classification Gender: *Female*	Age								
	11	12	13	14	15	16	17	18	19
Public Order[1]		3	7	21	29	51	45	12	2
Property[2]		3	6	25	39	70	56	17	
Violent[3]	1	4	12	32	73	89	86	9	2
Violent Sex[4]			1		1	4	1		
VOP/VOAC/VOAP[5]		3	3	10	29	54	49	29	
Grand Total	1	13	29	88	171	268	237	67	4

DIVISION OF SECURE FACILITIES

FY2021 **YDC** Monthly Admissions

	Month	Number	%Total
2020	7	15	5.81%
2020	8	29	11.24%
2020	9	28	10.85%
2020	10	13	5.04%
2020	11	15	5.81%
2020	12	16	6.20%
2021	1	16	6.20%
2021	2	31	12.02%
2021	3	22	8.53%
2021	4	27	10.47%
2021	5	25	9.69%
2021	6	21	8.14%
Total		258	100%

FY2021 **YDC** Monthly Releases

	Month	Number	%Total
2020	7	28	8.46%
2020	8	29	8.76%
2020	9	41	12.39%
2020	10	16	4.83%
2020	11	25	7.55%
2020	12	24	7.25%
2021	1	29	8.76%
2021	2	29	8.76%
2021	3	30	9.06%
2021	4	30	9.06%
2021	5	24	7.25%
2021	6	26	7.85%
Total		331	100%

FY2021 **YDC** Monthly Average Daily Population

	Month	ADP
2020	7	306.4
2020	8	302.0
2020	9	286.7
2020	10	288.5
2020	11	271.8
2020	12	270.1
2021	1	259.8
2021	2	230.7
2021	3	252.2
2021	4	239.8
2021	5	242.4
2021	6	232.0

FY2021 YDC Population by Most Serious Offense, Age, and Gender

Offense Classification Gender: *Female*	Age							
	15	16	17	18	19	20	21	22
Public Order[1]		2	2	1				1
Property[2]	4	3	5	2				1
Violent[3]	3	16	18	5	3	3		
Violent Sex[4]		1						
Grand Total	7	22	25	8	3	3	0	2

Offense Classification Gender: *Male*	Age									
	13	14	15	16	17	18	19	20	21	22
Public Order[1]				10	19	10	9	2	3	1
Property[2]		2	7	11	24	17	9	1	2	1
Violent[3]	1	6	8	35	52	32	27	28	13	5
Violent Sex[4]	1	1	9	8	20	24	13	12	2	1
VOP/VOAC/VOAP[5]		1		1		2	1	1		
Grand Total	2	10	24	65	115	85	59	44	20	8

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

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 has the powers, privileges, and authority exercised by any other school district. The district, previously accredited by AdvancED, completed the Cognia accreditation process in December 2020, renewing the school system's accreditation until June 2026.

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.

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.

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.

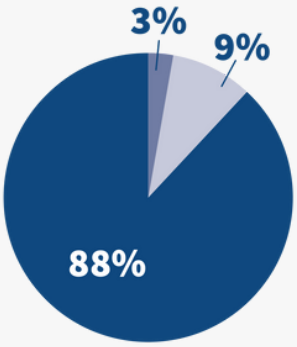
Georgia Preparatory Academy (GPA) is the middle and high school within the school system. There are **29 GPA campuses** across Georgia located in RYDCs, YDCs, and ETCs.

Total Diplomas

31 High School Diplomas

50 GED Diplomas

Programs Enrollment



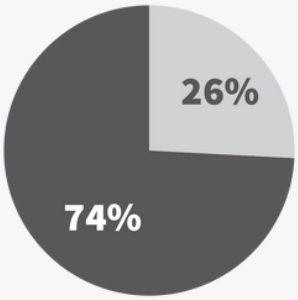
Pathway to Success = 329

Connections Graduate Program = 122

Georgia Preparatory Academy = 3,301

Programs Multiple Enrollment = 3,752

Special Education Enrollment

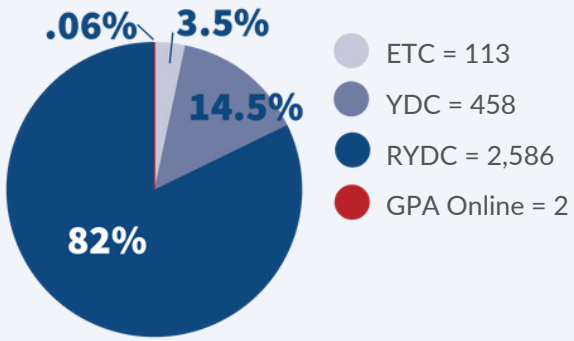


Special Education = 986

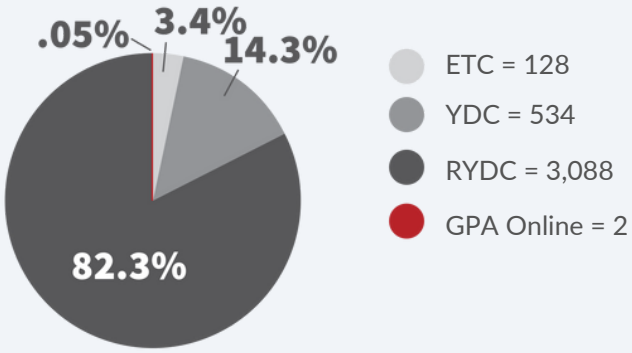
General Education = 2,766

DIVISION OF EDUCATION

School System Enrollment



Single Enrollment = 3,159



Multiple Enrollment = 3,752

2020-2021 SCHOOL YEAR ACCOMPLISHMENTS

- The newest program offered by the DJJ School System is Georgia Preparatory Academy (GPA) Online. GPA Online is an online program available to students who leave DJJ during the semester and need to complete coursework to earn credit for that semester. It is also available to students who may not return to their homeschool. Students are enrolled in GPA Online via referrals by DJJ school counselors and local school and community leadership.

- Connections Graduate Program students obtained **144 certifications** from the following programs:

3	**eCore Certificates:** Post-secondary online college courses through the University System of Georgia
4	**WAGES Certificates:** Curriculum that teaches job-related social skills
6	**SWAG Initiatives Certificates:** Reentry mentoring program offered by the SHOWCASE Group
7	**C-Tech Program Certificates:** Industry-recognized credentials in Introduction to Communications, Fiber Optics, and Copper Wiring
7	**OSHA Certificates:** Basic certifications provided by the Occupational Safety and Health Administration
8	**Small Business Administration Certificates:** Curriculum that teaches job-related social skills
10	**ServeSafe Certificates:** Food and beverage safety training and certificate program
12	**Georgia Best Certificates:** Soft Skills program offered by the Department of Labor
87	**GSU/Perimeter College Juvenile Justice Education Certificates:** Introduction to College program

DIVISION OF COMMUNITY SERVICES

BE THE change

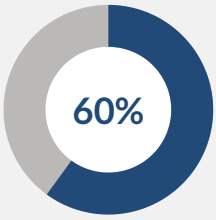
The Division of Community Services is responsible for intake, case management, probation, detention planning, residential care, reentry services, and aftercare supervision. Intake is the entry point at which a youth is either diverted from or formally processed into the juvenile justice system. The division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

The Division of Community Services 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.

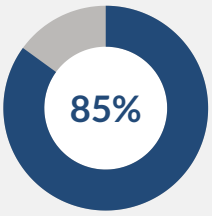
FY2021 ACCOMPLISHMENTS

Multi-Systemic Therapy (MST) – Services were provided to 153 youth and families to address environmental systems impacting medium-and high-risk juvenile offenders with lengthy delinquency histories and severe anti-social behavior.

In FY2021, DJJ provided ERC services to 37 youth.



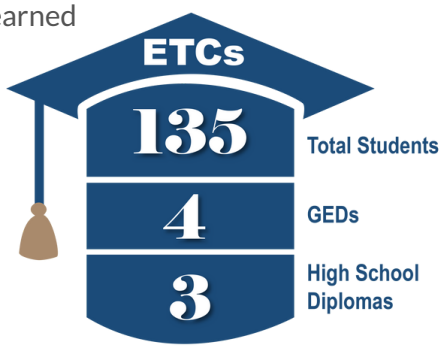
Successful completions



Non-re-offend rate

In August 2020, the Southwest Key's **Evening Reporting Center (ERC)** opened in Valdosta, Ga. The ERC is an evidence-based 90-day program designed to provide structure and supervision to justice system-involved youth at risk of recidivating. The program keeps youth, **ages 12 to 17**, engaged in pro-social learning opportunities, including homework assistance, work-readiness training, recreation, counseling, and family engagement. The program also focuses on youth accountability, community safety, and competency development. In FY2021, DJJ provided ERC services to 37 youth with a 60 percent completion rate and an 85 percent non-re-offend rate.

Educational Transition Centers (ETCs) – Located in Bibb, Chatham, Muscogee, and Richmond counties, ETCs are alternative educational settings for youth expelled or suspended from public school. The ETCs provided academic services to 135 students, of which four students earned their GED diploma and three students earned a High School diploma.



Youth Tracking Program provided to 1,242 youth with intensive surveillance and ankle monitoring, allowing juvenile offenders to remain at home pending further court action.

DIVISION OF COMMUNITY SERVICES

BE THE change

Thinking for a Change (T4C) - provided 194 youth social skills development, cognitive restructuring, and problem-solving skills, in which 159 youth completed services.

Aggression Replacement Training (ART) - provided 116 youth cognitive-behavioral intervention programs 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 102 youth completed services.

Functional Family Therapy (FFT) - provided 146 youth with short-term family counseling in the home, of which 127 families completed the program.

81%

of youth enrolled in T4C completed the program.

88%

of adolescents, ages 12-17 successfully completed the ART program.

87%

of youth and their families successfully completed the FFT program.

Georgia Interstate Compact for Juveniles (ICJ) Unit processed an average of **296** transfers of supervision cases monthly.

Family participation at the Department's Re-entry Planning Meetings for youth returning to the community increased from 65 percent to 70 percent.

The Office of Residential and Community-Based Service (ORS) provided residential placement services to an average of 230 youth monthly in 62 residential locations statewide.

Project Safe Neighborhoods (PSN) - The Office of Re-entry 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.

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. Forty-seven youth have been employed through the initiative. Additionally, four youth were awarded scholarships through the Pinky Cole Foundation.

DIVISION OF COMMUNITY SERVICES

BE THE change

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 FY2021	6,995	230	183	171	147	7,727
	91%	3%	2%	2%	2%	100%

Race	Community	RYDC	YDC	Residential	Jail	Grand Total
White	2,791	34	32	66	14	2,936
African-American	3,524	172	136	87	116	4,035
Hispanic	488	15	11	12	13	539
Asian	19	1	0	1	1	22
Native American	1	0	0	0	0	1
Other	173	8	4	6	4	195
Placement ADP FY2021	6,995	230	183	171	147	7,727

Gender	Community	RYDC	YDC	Residential	Jail	Grand Total
Male	4,973	215	165	144	142	5,639
Female	2,023	16	18	27	5	2,088
Placement ADP FY2021	6,995	230	183	171	147	7,727

Age Group	Community	RYDC	YDC	Residential	Jail	Grand Total
Age 14 & Under	2,584	47	15	50	0	2,696
Age 15 & 16	3,372	152	77	88	29	3,719
Age 17 & Older	1,039	31	91	34	118	1,312
Placement ADP FY2021	6,995	230	183	171	147	7,727

DIVISION OF SUPPORT SERVICES

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 Office of Classification and Transportation Services. Support services are provided to youth housed in all 25 secure facilities across the state.

OFFICE OF BEHAVIORAL 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.

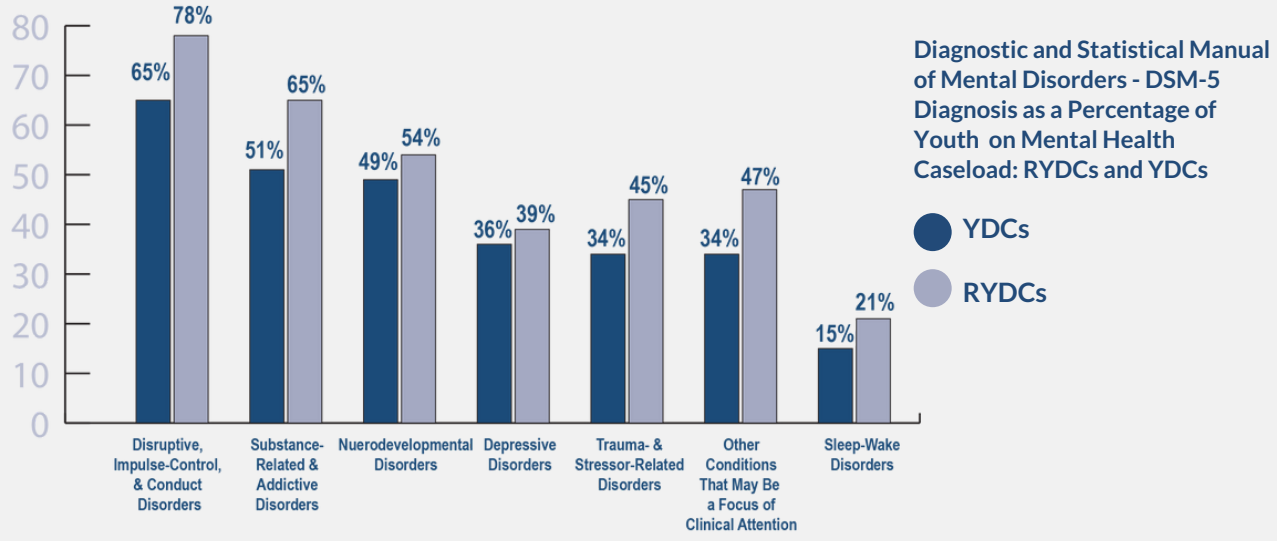
FY2021 ACCOMPLISHMENTS

The Programs and Case Management team implemented the new Skillstreaming the Adolescent group curriculum in RYDCs in March 2020. Skillstreaming the Adolescents is an evidence-based intervention that systematically teaches social skills to address the needs of youth who display behavioral problems and to support the youth with the necessary skills to lead effective and satisfying relationships.

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)	
102	Youth in YDC identified as having significant SA issues and referred for services.
47	Youth served in substance abuse treatment programs.
44	Youth completed substance abuse treatment program.

Program	Admissions	Avg. Daily Population	Avg. Daily MH Caseload	Avg. Percent Caseload
Youth Development Campus (YDC)	204	265	178	67%
Regional Youth Detention Center (RYDC)	4,642	674	334	50%



DIVISION OF SUPPORT SERVICES

OBHS implemented the Youth Needs and Progress Scale (YNPS) in all YDCs. The YNPS is a 22-item rating scale designed to help identify risk-relevant intervention needs and track progress toward resolving those needs among individuals ages 12 to 25 who have engaged in abusive sexual behavior. Abusive sexual behavior includes contact or noncontact, nonconsenting, coercive, and assaultive sexual activities and sexual behavior involving significantly younger persons (generally defined as someone who is at least four years younger). Any underage sexual activity that has been or could be charged as a sexual offense is included in this definition as well.

158 youth received sex offender services.

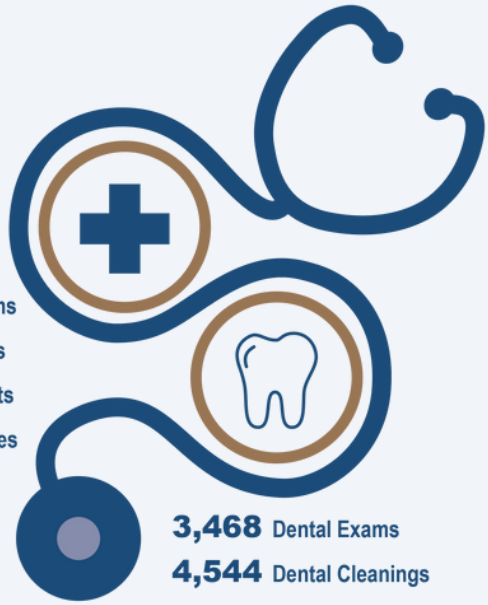
OFFICE OF HEALTH SERVICES

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 a contract with Augusta University/Department of Correctional Healthcare-Juvenile Health.

FY2021 ACCOMPLISHMENTS

The office ensured a safe medical experience for youth due to the COVID-19 pandemic by implementing procedures to limit the transmission of the highly contagious virus. In partnership with Augusta University, staff conducted contact tracing, isolated youth when necessary, and screened youth and staff as they entered facilities. Additionally, in partnership with the Department of Public Health, administered COVID-19 vaccines to youth and employees.

16,845 Sick Calls
7,771 Nurse Health Appraisals
7,204 Chronic Care Visits
5,163 Physical Exams
9,980 Help Requests
8,279 COVID-19 Tests
197 COVID-19 Vaccines



3,468 Dental Exams
4,544 Dental Cleanings

DIVISION OF SUPPORT SERVICES

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

FY2021 ACCOMPLISHMENTS

Total Reimbursement*:
$2,039,833

Total Snacks Served:
1,022,814

Total Meals Served:
1,026,191

Total Adult Meals Served:
328

Through the USDA Farm to School (F2S) Planning Grant, and in collaboration with the Division of Education, ONFS increased awareness of DJJ's F2S efforts to the community by posting banners at facilities with school gardens and providing educational opportunities by supplying gardening books to facilities. ONFS also equipped 10 facilities with hydroponic gardens, partnered with a landscape architecture firm to develop a therapeutic garden space at the Atlanta YDC, and offered educational webinars in collaboration with the University of Georgia Cooperative Extension and the Georgia Department of Education.

*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 SUPPORT SERVICES

OFFICE OF CHAPLAINCY SERVICES

The Office of Chaplaincy Services supports DJJ's mission by ensuring First Amendment Rights to religious freedom, expression, and resources, including pastoral care to youth and staff through spiritual guidance, support, crisis intervention, and religious education.

FY2021 ACCOMPLISHMENTS

- **2,305** Youth Pastoral Contacts
- **2,238** Pastoral Staff Contacts
- **146** Youth Served

through the Emory University Candler School of Theology Contextual Education Program at the Metro RYDC.

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 2021 Classification	Number
Screening Packets Reviewed	1,212
Long-term Placements	340
Alternative Placements	798
Short-term Administrative Placements	74
Short-term Placement Court Ordered	472
Secure Probation Sanctions Processed	69
YDC Sex Offenders Processed	35
YDC Substance Abuse Processed	253
Superior Court Youth Processed	16
Superior Court Youth Transferred to Department of Correction upon 17th Birthday	16

TRANSPORTATION

The Office of Transportation provided **1,340** safe and secure transports of youth between the **25** secure facilities, medical appointments, interviews, Interstate Compact details, graduation, and dental clinics.

Total miles driven:
362,479 miles

OFFICE OF PROFESSIONAL DEVELOPMENT AND STANDARDS

BE THE change

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 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.

FY2021 ACCOMPLISHMENTS

OPDS Completed Training
233 JCO Training
5 JPO Training
28 Basic Community Service Training

Staff Completed Training
111 Staff Leadership Training

THE Hub E-Learning

In FY2021, OPD contracted with Meridian, Inc. to create a new Learning Management System. The new system will track employee training and certification.

OFFICE OF COMPLIANCE

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

FY2021 ACCOMPLISHMENTS

The office assisted eight 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 FY2021, all eight facilities passed their audits.

Facility	Audit Date
Wilkes RYDC:	March 8, 2021
Augusta RYDC:	March 10, 2021
Waycross RYDC:	March 23, 2021
Savannah RYDC:	March 25, 2021
Rockdale RYDC:	April 5, 2021
DeKalb RYDC:	April 7, 2021
Marietta RYDC:	April 19, 2021
Cadwell RYDC:	April 22, 2021

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, and Fire & Life Safety consistent with federal and state regulatory standards.

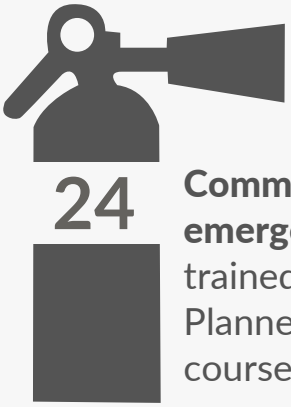
ACA ACCREDITATION

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.

Due to the COVID-19 pandemic, the Marietta RYDC was the sole secure facility to obtain full accreditation during FY2021. The Wilkes RYDC participated in an onsite inspection in January 2021 and attained full accreditation in August 2021.

FY2021 ACCOMPLISHMENTS



24

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

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

1,504,992 square feet

OFFICE OF PROFESSIONAL DEVELOPMENT AND STANDARDS

BE THE change

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 FY2021, the office issued

3,353

notification letters.

FY2021 ACCOMPLISHMENTS

In partnership with Special Olympics Georgia, DJJ raised more than **$21,000** to help provide **26,620** athletes free year-round sports training.

GEORGIA DEPARTMENT OF JUVENILE JUSTICE

Transforming U

In FY2021, DJJ's launched its **Transforming U** employee wellness initiative, which focuses on the six pillars of wellness: physical, mental, social, spiritual, financial, and emotional. Engagement events include a Lunch and Learn, Master Resilience and Peer Support Team to recognize, respond and support DJJ employees and their family members who experience a critical or traumatic incident.

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.

FY2021 ACCOMPLISHMENTS

The Office of Ombudsman resolved 382 cases, which included substantiated complaints, inquiries, and referrals.

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.

Case Types	Number
Complaints	186
Inquiries	153
Referrals	43
Total	382

Case Location	Number
YDC	99
RYDC	226
Community	57
Total	382

DIVISION OF ADMINISTRATIVE SERVICES

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

OFFICE OF GRANTS

The Office of Grants oversees the financial allocation and administration of a wide range of grant projects. In FY2021, on behalf of the DJJ, the Office of Grants applied and was awarded the following grants:

Federal Award: $42,000	
Grantor:	The Georgia Criminal Justice Coordinating Council
Planned Use:	The grant will purchase Axon Body Worn cameras to support the Department's strategic plan to operate safe and secure facilities and communities while providing educational opportunities in a safe, supportive environment.
Federal Award: $1.5 million	
Grantor:	The Governor's Office of Student Achievement
Planned Use:	Upgrade the Department's educational classrooms' digital networks or purchase additional digital devices.
Federal Award: $24,910	
Grantor:	Pittulloch Foundation
Planned Use:	Re-institute therapeutic yoga services via telemedicine for youth inside our secure facilities. Funding will also provide training and resilience for the Office of Behavioral Health Services and Community staff.
Federal Award: $532,185	
Grantor:	Georgia Criminal Justice Coordinating Council
Planned Use:	The grant will be used to continue the Department's rehabilitation treatment service program in our YDCs and establish treatment services in our RYDCs.

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.

FY2021 ACCOMPLISHMENTS

- IP CCTV upgrades for Dalton RYDC and Waycross RYDC
- Fire Alarm and Intercom upgrades for Clayton RYDC and Augusta RYDC
- Electronic Locking Control upgrades for DeKalb RYDC, Rome RYDC, and Marietta RYDC
- Installation of a new locking system and ceiling hardening at Metro RYDC

DIVISION OF ADMINISTRATIVE SERVICES

OFFICE OF TECHNOLOGY AND INFORMATION SYSTEMS

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

FY2021 ACCOMPLISHMENTS

- The development of a new Human Resources tracking system for workflow requests
- Implementation of a new Education network allowing the separation of student educational activities from other agency programs
- Increased online training requirements for all staff members by performing monthly Phishing campaigns
- Coordinated the refresh of video conferencing systems at seven secure facilities
- Implemented the Jpay system into five additional facilities. JPay provides detained youth with access to tablets to download books, games, and music

8,038
Internal work orders completed

1,545
Network access requests completed

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.

In partnership with the State Properties Commission and SJS Facility Services, DJJ Central Office underwent a significant renovation. The renovation included:

- New flooring and paint throughout the building
- New restrooms and breakroom appliances
- Implementation of new LED lighting
- Repaving of the parking lot
- Relocation of the motor pool parking lot
- Restroom overhauls

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 to projects across the agency, providing the agency chooses the best fit projects to support, fund, and staff.

To date, the PMO has guided five projects to completion, including:

- Axon body-worn cameras
- GOSA classrooms
- Two phases of multi-factor authentication
- Divisional realignment project

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