

DEPARTMENT OF JUVENILE JUSTICE

FY 2021 – FY 2025 STRATEGIC PLAN

AGENCY MISSION: THE GEORGIA DEPARTMENT OF JUVENILE JUSTICE TRANSFORMS YOUNG LIVES BY PROVIDING EVIDENCE-BASED REHABILITATIVE TREATMENT SERVICES AND SUPERVISION, STRENGTHENING THE WELL-BEING OF YOUTH AND FAMILIES, AND FOSTERING SAFE COMMUNITIES.

AGENCY VISION: OFFER YOUTH HOPE AND CHANGE- DJJ WILL LEAD THE NATION IN PREPARING YOUNG PEOPLE IN ITS CARE TO DEVELOP AND SUSTAIN PRODUCTIVE LIVES.

ENVIRONMENTAL SCAN/CHALLENGES:

Strengths
<ul style="list-style-type: none">● TECHNOLOGY<ul style="list-style-type: none">○ Deployment of smart pads to enhance video visitation to mitigate quarantine restrictions in facilities.○ Virtual court hearings reduce transportation requirements and subsequent Covid-19 exposure.○ Juvenile Tracking System (JTS) – The quality and abundance of the data collection and future platform flexibility lends to our ability to analyze information gathered on juveniles● JUVENILE EDUCATION<ul style="list-style-type: none">○ Access to internal DJJ national Juvenile Justice experts.● SOCIAL DISTRICT PARTNERSHIP WITH THE DEPARTMENT OF EDUCATION<ul style="list-style-type: none">○ Productive external communications with regional Department of Education partners, Technical Colleges, and Governor’s Office of Student Achievement.● EVIDENCE BASED SERVICES<ul style="list-style-type: none">○ DJJ provides an array of evidence-based services ranging from intervention in the community to a robust continuum of mental health, risk reduction, and trauma response in our facilities. Dr. Mark Lipsey, Research Professor with Peabody Research Institute, Vanderbilt University is nationally known for his expertise in juvenile justice evidence-based interventions. In his review of our service array, he commended DJJ for the commitment in using available research evidence to achieve outcomes.● QUALITY ASSURANCE<ul style="list-style-type: none">○ Robust and Interactive process to assure correct Evidence-Based Practices and Evidence-Based Decisions
Weaknesses
<ul style="list-style-type: none">● STAFFING<ul style="list-style-type: none">○ Juvenile Correctional Officer Turnover Rate○ Maintain a Safe and Productive Environment for Youth○ Availability of extra staff to chaperone custodial youth during virtual engagements supplanting visitation.

- Recruiting of behavioral health professionals through compensation commensurate with nongovernmental business and industry.
- **FACILITIES**
 - Aging Infrastructure
 - Inconsistent or weak connectivity and low bandwidth
 - Geographical Distribution of Services
 - Volunteer Recruitment
 - Reclassification of facilities
- **TRAINING**
 - Professional Developmental training for leaders (specific for Facilities) through innovative techniques to address a need for the typical Professional Development Training and to maximize resources.

Opportunities

- **GANG INTERVENTION**
 - Expansion of Mentoring Operations as a promising practice enhancing gang disaffiliation.
- **YOUTH SERVICES AND SUPPORT**
 - Youth in Custody Practice Model (YICPM)
- **TECHNOLOGY**
 - Structured Assessment of Violence Risk in Youth (SAVRY) – This new assessment tool will enhance our ability to judge a youth’s level of risk
 - Expansion of telehealth, telepsychiatry, and telementoring
- **ADMINISTRATIVE SUPPORT AND STAFFING**
 - Use of scheduling flexibility to accommodate employee life events sustained during the pandemic period.
 - Reduce vendor contracts by 6%
 - Streamlining positions to reduce overlap in services

Threats

- **Covid-19**
 - Constrained access to custodial youth for Behavioral Health, programming, education, and parental engagement activities.
 - Restricted access for volunteers may diminish the volunteer base of willing and available participants.
- **STAFFING**
 - Retention Rates.
- **CONNECTIVITY**
 - Stakeholder reliance on bandwidth and cellular service; both agency workers and youth in communities that are sometimes very rural.
- **INFRASTRUCTURE** – Aging facilities, cost of maintenance, facility closures

GOAL 1: OPERATE SAFE AND SECURE FACILITIES AND COMMUNITIES WHILE PROVIDING EDUCATIONAL OPPORTUNITIES IN A SAFE AND SUPPORTIVE ENVIRONMENT

Measurable Objective 1: Reduce the incidents of youth violence in all facilities from a FY 2019 baseline of 4,053 incidents by 1% year over year (3,891) by end of FY2024

- Strategy 1: Utilization of data to identify and develop purposeful outcome driven actions for reduction in youth violence in facilities.
- Strategy 2: Development and implementation of training for facility directors on utilization of data.
- Strategy 3: Foster a positive facility culture that empowers youth voice and appropriate staff relationships to prevent acts of violence.
- Strategy 4: Establish facility youth councils at all facilities that is representative of all youth that includes security staff, which is conducted at a minimum on a monthly basis. Facility staff will provide meeting minutes with meeting outcomes/actions
- Strategy 5: Development of a standardized survey for youth, staff and parents on climate culture that provides data for improvement strategies.
- Strategy 6: Review, research and provide updates to visitation policy that includes alternative visitation methods for approved visitors.

STRATEGY UPDATE: DJJ has enhanced visitation policy and practice through the implementation of technology to accommodate alternate visitation schedules thereby increasing access for youth and families while reducing the impact of visitation on security scheduling and staffing.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
4053	4053	4012	DJJ Statistics and Reporting Unit	8/10/2020	4025 incidents of youth violence as of the end of FY '20. A count of 4012 would have achieved a 1% reduction for this year so the current (4025) count is slightly above target.

Measurable Objective 2: Decrease the secure facility Juvenile Corrections Officer (JCO) turnover rate from a baseline of 94.42% in FY2019 by 2% year over year with a target of 8% by FY2024.

- Strategy 7: Define and clearly communicate steps to maneuver a career path for the JCO series.

Strategy 8: Research and implement better ways to address scheduling needs of a more diverse workforce.

Strategy 9: HR will work in conjunction with the Office of Professional Development to revamp the Field Training Officer’s program to ensure that all direct care employees are skillful and prepared to provide youth supervision without assistance.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
94.42%	94.42%	78.65%	HR	7/15/2020	JCO 1 Turnover Rate diminished by 19.69% and JCO 2 Turnover Rate increased by 4.81%. New baseline calculations determined JCO 1 turnover rate last year at 128.96% and 109.27% this year. DJJ will track these job categories separately.

Measurable Objective 3: Increase operational fidelity and policy compliance within all secure DJJ operated facilities by achieving a rating of 100 percent on mandatory ACA standards and 80% on non-mandatory ACA standards that align with agency policies and procedures by 2022 as we initiate the NEW ACA accreditation process.

Strategy 10: Develop and implement uniform outcome measures for each program/service type that enhances data collection and evaluation.

Strategy 11: Enhance/maintain adequate monitoring systems of DJJ secure detention centers and facilities; to ensure compliance with applicable laws, policies and procedures, and accrediting bodies.

Strategy 12: Provide bi-annual documented inspections of all mandatory and non-mandatory ACA files for compliance and practice.

Strategy 13: Develop a comprehensive monthly dashboard that collects uniform data, trends, and performance outcome measures.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	44%	65 %	ACA Coord.	7/15/2020	Uniform outcome measures and information sources have been identified for a data platform. ACA Coordinators are working through the design phase with DJJ technology staff.

Measurable Objective 4: Enhance real-time remote/mobile communications within all secure facilities by end of FY2024

ON HOLD: Technology installation for the linked 800 MHz network is on hold due to Covid-19 restrictions. DJJ expects to start some sites in the fall of 2020.

- Strategy 14: Bridge Moto Turbo systems to remote users via internet connectivity and mobile services via FirstNet
- Strategy 15: Link Moto Turbo systems to 800MHz radios in use statewide by SMRT, Investigations, Community, and First Responders
- Strategy 16: Increase traffic priority for mobile communications during special events and disasters via implementation of user prioritization.
- Strategy 17: Provide secondary backup connections for all facilities to the internet via mobile broadband.

STRATEGY UPDATE: Backup connections and mobile communication strategy: specific vendor names were changed to a generic mobile broadband service provider.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	OTIS	7/15/2020	ON HOLD: Technology installation for the linked 800 MHz network is on hold due to Covid-19 restrictions.

Measurable Objective 5: **ACHIEVED Install NEW real-time mobile access to agency applications/resources and location tracking for first response and transport vehicles by FY 2021**

- Strategy 18: **ACHIEVED** Install in-car data terminals for access to real-time juvenile and regulatory data for the Security Management Response Team (SMRT), High Intensity Team (HITS), and Office of Investigations vehicles.

ACHIEVED: Mobile GPS and data technology has been installed for transport, probation, and investigations vehicles and is running smoothly. Investigator vehicles were added this year.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	100%	OTIS	08/28/2020	Will remove this Measurable Objective in next year's plan.

Measurable Objective 6: Increase state assessment results from 10% proficient learners in FY2020 to 35% proficient learners by FY2024

Strategy 19: Increase the targeted instruction deficit in each of the mandated assessment courses.

Strategy 20: Evaluate state test scores

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	10%	19%	Education	8/10/2020	For school year 2018-2019, 19% of students scored as Proficient Learners on the GA Milestones End of Course Tests. Standardized testing is cancelled for Spring 2020. It should resume during the summer, so we will be able to consider the data from summer and into next school year.

Measurable Objective 7: Implement NEW independent education network to provide internet services on par with conventional education authorities for 30 facilities by the end of FY2022.

Strategy 21: Implement network equipment installation for classrooms on a facility by facility basis in coordination with 3rd party providers already under state-wide contract. Enhance remote management and access controls for student workstations via cloud filtering technologies.

Strategy 22: Enhance virtual desktop services for the classroom by adding additional stations and increase capacity in the Virtual Desktop Infrastructure (VDI) systems accordingly.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	X%	15%	OTIS	7/6/2020	First install complete in Atlanta YDC. Remaining facilities on hold due to Covid.

Measurable Objective 8: **ACHIEVED:** Increase Educational Transition Centers (ETC) security by lowering contraband by 80% with the installation of walk-by metal detectors by end of FY2020

Strategy 23: **ACHIEVED:** Purchase and install Walk by Metal Detectors to identify contraband materials.

Strategy 24: **ACHIEVED:** School Resource Officers (SRO’s) will be trained and responsible for hand-held metal detectors.

ACHIEVED: Metal detectors and related SRO training complete. There have only been four contraband incidents as of the end of FY '20.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	100%	OTIS	7/6/2020	Metal detectors and related SRO training complete. There have only been four contraband incidents as of the end of FY '20. This objective and related strategies will be removed.

Measurable Objective 9: **ACHIEVED:** Install and train Community Office staff on new AED devices in all 96 Community Service offices by end of FY2020.

Strategy 25: **ACHIEVED:** Distribute and train staff on AED devices in all Community offices.

ACHIEVED: AEDs have been installed in all Community Service Offices and staff have been trained in their use.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	100%	OTIS	7/6/2020	Installation and training on AEDs in all Community Service Offices is complete.

GOAL 2: PROVIDE A ROBUST CONTINUUM OF EVIDENCE BASED BEHAVIORAL HEALTH PROGRAMS AND SERVICES DELIVERED TO DJJ YOUTH IN FACILITIES AND COMMUNITIES.

Measurable Objective 10: Implementation of the NEW SAVRY, a valid risk needs responsivity assessment, for 100% of juveniles committed to DJJ by end of FY2021

Strategy 26: Partner with Dr. Gina Vincent to implement the process for the agency.

ACHIEVED: The partnership with University of Massachusetts Medical School is established.

BUDGETARY NOTE: The SAVRY initiative uses FY '21 regular appropriated funds.

Strategy 27: Develop and enhance ability to generate outcome evaluations at the youth and programmatic levels.

Strategy 28: In cooperation with the Peabody Institute and National Youth Screening Partners, assure that SAVRY ratings are appropriately included in the OBHS QA audit in cooperation process.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	70%	Behavioral Health	8/10/2020	The SAVRY scope of work has been expanded to include the Division of Community Resources. We are currently in the process of developing the new scope of work with the consultant.

Measurable Objective 11: Pilot NEW Positive Action Tier II PBIS curriculum in all secure facility settings by end of FY2024.

Strategy 29: In partnership with national PBIS expert, Dr. Kristina Jolivette and a university partner, develop and pilot Tier II PBIS interventions adapted from those used in schools.

ON HOLD: The climate survey on hold due to quarantines on campuses. Will be tabled until access available to all campuses so they can all be done at the same time.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
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0%	0%	4%	PBIS	6/29/2020	The PBIS Tier II Positive Action Intervention rollout at Rockdale RYDC is on hold due to Covid. Will expand pilot to Waycross RYDC shortly which will accelerate this project.
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Measurable Objective 12: Implement a NEW valid, reliable PBIS Facility Climate Survey Tool in all secure facilities by end of FY2021.

Strategy 30: In partnership with national PBIS expert, Dr. Kristina Jolivette and a university partner, pilot valid, reliable PBIS facility climate survey in DJJ secure facilities.

Strategy 31: Analyze survey data to generate recommendations to improve supportive Environment.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	50%	PBIS	08/10/2020	The PBIS Facility Climate survey first round was Dec 2019. We were scheduled for the second round in June which will be postponed due to Covid.

GOAL 3: ESTABLISH STRATEGIES THAT HAVE A POSITIVE IMPACT ON GANG-IMPACTED YOUTH IN FACILITIES AND COMMUNITIES

Measurable Objective 13: By FY2024, identify, analyze, and document the gang activity that is affecting DJJ facilities and communities. (document 100% at Facility intake and document 10% per year of Community youth)

- Strategy 32: Establish a specialized Gang unit within the Office of Investigations.
- Strategy 33: Increase Security Risk Group (SRG) officers from 5 in 2019 to 15 by 2022 and in all community regions by 2024.
- Strategy 34: Provide on-going (annual) gang training to DJJ staff, partners, and vendors. 2020 DJJ gang training events in the planning stages.
- Strategy 35: **ACHIEVED:** Provide intel and assistance to Juvenile Probation Officers/Juvenile Probation Parole Specialists with home and community visits as requested.
- Strategy 36: **ACHIEVED:** Develop and use OI’s new case management system to gather and share intel with internal and external partners.

ACHIEVED: Providing intelligence and assistance and implementation of the case management system is complete. Gang Unit, SRG, and gang training are ongoing.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	10%	SIU	08/28/2020	Approximately 50% of our facilities are already documenting gang activity. This has begun to expand to community supervision.

NEW OBJECTIVE AND STRATEGY: DJJ is converging investigative and reentry resources to develop specialized mentors that will operate across both the facility and community landscape directed

Measurable Objective 14: Deploy mentors with specialized training on gangs increasing from a baseline of 0 mentors to 5 by the end FY 22.

- Strategy 37: Gang unit determines which geographical areas in the state have the highest populations of gang-involved youth beginning with secure facilities.

- Strategy 38: Recruit and assign mentors based on the geographic needs identified.
- Strategy 39: Develop mentoring training specific to gang-affiliated youth through expansion of the DJJ Georgia Youth Mentoring Program (GYM).
- Strategy 40: Determine mentoring capacity based on recruitment efforts in identified areas for gang-affiliated youth.
- Strategy 41: Match and deploy mentors based on determined capacity.
- Strategy 42: Expand U.S. Attorney’s Office Project Safe Neighborhoods (PSN) program.

BUDGET STATEMENT: DJJ does not anticipate a significant budgetary impact from this project. The PSN Program is currently funded through the U.S. Attorney’s Office (USAO), Northern District of Georgia (NDG). A Collaborative grant submission between GA DJJ and USAO NDG and the Offender Alumni Association (OAA) has been submitted for OJJDP funding consideration. DJJ has also submitted a request for OJJDP funding to provide support for implementation of a comprehensive gang initiative. Ancillary training, travel, and portable electronic technology costs for DJJ staff supporting this initiative are expected.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	REENTRY	8/20/2020	DJJ will select from among its current mentor population to cultivate a specially trained group for gang-focused interventions.

Measurable Objective 15: Increase mentors with specialized training on gangs by 5 each year FY 23 thru FY 25.

NEW OBJECTIVE AND STRATEGY: In two years DJJ will begin expanding its base of specialized mentors using a systems approach that is informed by data analysis.

- Strategy 43: Develop database architecture for monitoring, reporting, and reevaluating mentorship training, activity and capacity.
- Strategy 44: Gang unit determines which geographical areas need program expansion in secure facilities and the community.
- Strategy 45: Enhance recruitment efforts to ensure continuity of care within mentoring network and the geographical areas.
- Strategy 46: Deploy periodic mentoring training specific to gang-affiliated youth through expansion of the DJJ Georgia Youth Mentoring Program (GYM).

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	ORS	8/12/2020	This initiative will commence in 2023.

Measurable Objective 16: Develop NEW Gang Awareness training and technical assistance made available to 100% of DJJ staff and community partners by end of FY2021

Strategy 47: The Office of Professional Development in conjunction with the with the Office of Investigations will create online Gang training modules which can be viewed on the DJJ Intranet. The modules will also be available to be taught in a classroom setting as needed (or requested) through our agency for community partners who do not have access to Intranet.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	10%	OPD	8/12/2020	Expanding online training that reflects a wholistic view/discussion of the juvenile gang offender.

GOAL 4: ESTABLISH EFFECTIVE RESPONSES TO THE NEEDS OF HUMAN TRAFFICKING VICTIMS AND FAMILIES

Measurable Objective 17: Develop a NEW comprehensive Human Trafficking resource guide for youth, staff, victims and community partners that will be 100% accessible online by end of FY2021

Strategy 48: Make accessible an online directory of Sexual Assault Centers, Child Advocacy Centers, and Human Trafficking Organizations.

ONGOING: DJJ has completed the directory and this initiative will be an ongoing as new resources become available.

Strategy 49: Develop and publish outreach material (i.e. brochures, pamphlets), and educational resources that can be accessible to youth, staff, family, and community members at DJJ sites.

ONGOING: DJJ has developed a variety of human trafficking outreach material. This public-facing information will continue to be made available to relevant stakeholders.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	60%	Office of Victims Services	07/06/2020	Modules are completed in presentation format. DJJ is expanding public and interagency accessibility using the agency web page.

Measurable Objective 18: Develop NEW Human Trafficking Awareness training and technical assistance made available to 100% of DJJ staff and community partners by end of FY2021

Strategy 50: The Office of Professional Development in conjunction with the Office of Victim and Volunteer Services will create five online Human Trafficking training modules. The modules will also be available to be taught in a classroom setting as needed (or requested) through our agency for community partners who do not have access to the DJJ Intranet.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	5%	50%	OPD	07/06/2020	Training material developed. Expanding digital media platforms for dissemination.

GOAL 5: PROMOTE RECRUITMENT, RETENTION, AND SUCCESSION PLANNING

Measurable Objective 19: Streamline Human Resources administrative processing by implementing the electronic transfer system (ETS) across all HR functions by end FY 2021.

NEW OBJECTIVE: The previous plan sought to accelerate the hiring process; however, with the advent of a new electronic transfer system (ETS), DJJ will apply this across all HR-related deliverables.

- Strategy 51: Train all Field Human Resources staff and Managers throughout the Department on every aspect of the hiring process.
- Strategy 52: Implement the HR ETS system enhancing tracking and eliminating hard-copy forms with digital signature.
- Strategy 53: Implement the HR ETS system to mitigate access restrictions in the field which will enhance tracking and eliminate hard-copy forms with digital signature.

NEW STRATEGY: The previous plan sought to implement a dual management system of HR staff and to gain hiring authority. This has been modified to centralize HR activities and implement an HR liaison for hiring.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	75%	HR	07/06/2020	On track. Pilot complete and limited release in progress.

Measurable Objective 20: Acquire and implement a NEW Learning Management System to support all staff and identified community partners by end of FY2023.

- Strategy 54: Offer a variety of strategies for training and staff development (i.e. Virtual, interactive, skill based).

ONGOING: The Learning management System project recently added modules to articulate career track training and broadening experience to promote succession.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	20%	HR	08/11/2020	Development phase ongoing. Adding career track modules.

Measurable Objective 21: Develop NEW professional development opportunities for staff that promotes supervisory, management, and leadership skills; across all departmental disciplines by end of FY2024

Strategy 55: Identify current training trends and needs to enhance professional development for staff.

Strategy 56: Partner with external agencies to develop a departmental leadership track and training certification.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	10%	HR	07/20/2020	DJJ has enrolled 11 candidates for the GTA PMP training track.

Measurable Objective 22: Administer the NEW Central Office New Employee Orientation model to all secure facilities and community offices by the end of FY2021.

Strategy 57: Train HR field staff and HR Liaisons throughout the Department on the new orientation program.

Strategy 58: Train District community staff on the new orientation program.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	HR	6/29/2020	New Measurable Objective for FY 21

Measurable Objective 23: Develop and implement an employee suggestion program by end FY 2023.

- Strategy 59: Create Prevent employees from venting their frustrations in unconstructive ways.
- Strategy 60: Enhance the current employee recognition and rewards program
- Strategy 61: Research and implement better ways to address scheduling needs of a more diverse

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	HR	6/29/2020	New Measurable Objective for FY 21

Measurable Objective 24: Centralize all HR Field Staff by end FY2022.

- Strategy 62: The Office of Human Resources will have a HR representative to participate on the interview panel for every program.
- Strategy 63: Implement an HR Liaison (POC) for Central Office hiring.

Baseline	Previous Reporting Period	Current Reporting Period	Updated By	Date Updated	Comments/Progress
0%	0%	0%	HR	8/20/2020	New Measurable Objective for FY 21

State of Georgia, Department of Juvenile Justice, FY 2021 Strategic Plan Update, August 31, 2020.

Tyrone Oliver



Commissioner
Georgia Department of Juvenile Justice