



**Department of Juvenile Justice**

# **Strategic Plan FY 2008-2010**



**Albert Murray  
Commissioner**

**February 2007**

**Office of Technology and Information Services  
Planning, Research and Program Evaluation Section**

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# Mission, Vision and Values

## Mission Statement

To protect and serve the citizens of Georgia by holding youthful offenders accountable for their actions through the delivery of treatment services and sanctions in appropriate settings and by establishing youth in their communities as productive and law abiding citizens.

## Vision Statement

Youth served by the Department of Juvenile Justice will be offered the opportunity to achieve their highest potential through proven, innovative and effective programs delivered in appropriate settings by a professional and caring staff, with a commitment to community partnerships and best practices in juvenile corrections.

## Core Values

The core values are behavioral standards that define DJJ's expectations for management, staff and youth. Adherence to these values throughout the organization can make us more effective individually and as a team. Their presence can and should be felt throughout the organization. These values serve as a beacon to guide us through the many unpredictable and complicated situations we face on a daily basis. They communicate a standard management philosophy and serve to improve operational consistency.

### **Integrity**

We believe DJJ staff and youth are responsible for conducting themselves with integrity and fostering a just environment in which youth can experience honesty, trust and loyalty.

### **Positive Change**

We believe every youth has the capacity to change and become a productive member of the community. DJJ helps youth achieve their highest potential and guides them towards a positive future.

### **Balanced Approach**

We believe in promoting balanced and restorative justice by fostering community, victim and offender participation in repairing harm and the prevention of future harm. DJJ adopts a holistic approach of providing a continuum of services appropriate for diverse needs.

### **Safety**

We believe in protecting the physical safety of the community, the youth under our supervision, and the DJJ staff.

### **Each Other's Success**

We believe that through positive reinforcement and teamwork we will encourage our colleagues to reach their highest potential.

## External and Internal Environmental Scans

An environmental scan is an analysis and evaluation of internal conditions and external data and factors that affect an organization. The information resulting from the environmental scan enabled the strategic planning participants to develop an understanding of the current environment by identifying and obtaining information from key stakeholders and other resources. The aim of the scan is to identify trends, gaps and issues that will serve as a basis for future planning.

### External Scan

External Environmental Scan	
Indicator	Potential Effect on Agency
<p><b>Population Increases</b> – The U.S. Census Bureau estimates that the total Georgia population has increased by seven percent in three years from 8,750,259 on July 1, 2003 to 9,363,941 on July 1, 2006. The under 18 aged population grew four percent.<sup>1</sup></p>	<ul style="list-style-type: none"> <li>▪ Increased demand of juvenile corrections services and treatments will require expanded capacity to meet the volume</li> </ul>
<p><b>Increase in Hispanic Population</b> – The U.S. Census Bureau estimates that the Hispanic population in Georgia has increased by 25 percent in three years from 516,530 on July 1, 2002 to 646,568 on July 1, 2005.<sup>2</sup></p>	<ul style="list-style-type: none"> <li>▪ Growth of Spanish-speaking population under DJJ supervision</li> <li>▪ Increased demand for culturally specific programmatic and treatment services</li> </ul>
<p><b>MOA Monitoring</b> – In 1999, the State of Georgia and the U.S. Department of Justice entered into a Memorandum of Agreement based upon conditions of confinement at DJJ facilities. DJJ has since achieved compliance in the areas of education, quality assurance, and investigation of incidences. Areas pending official compliance include medical and mental health, protection from harm, and system capacity.</p>	<ul style="list-style-type: none"> <li>▪ Ongoing prioritization of facility and protocol upgrades to improve confinement conditions</li> </ul>
<p><b>Stakeholders</b> – DJJ has a variety of stakeholders, including families, child advocacy groups and the state legislature.</p>	<ul style="list-style-type: none"> <li>▪ Demand for high quality performance monitoring, resource monitoring and ongoing communication</li> </ul>

<sup>1</sup> <http://www.census.gov/popest/states/>

<sup>2</sup> <http://www.census.gov/popest/states/asrh/>

External Environmental Scan	
Indicator	Potential Effect on Agency
<p><b>Complicated legal environment</b> - The courts, the State legislature, the federal government, and local law enforcement play a significant role in instituting policies and procedures that affect the nature of services provided by DJJ.</p>	<ul style="list-style-type: none"> <li>▪ DJJ staff must be mindful of a variety of policies and procedures in carrying out their duties</li> </ul>
<p><b>Sophisticated court relationships</b> – DJJ provides an assortment of intake and probation services to each of the 159 counties in Georgia depending on the counties’ independent court status. In 132 counties, DJJ provides all juvenile intake and probation services, in 11 counties the service responsibilities are shared and in 16 counties, the county provides the intake and probation services.</p>	<ul style="list-style-type: none"> <li>▪ DJJ coordinates with each juvenile court to optimize the services provided to juveniles in that county</li> </ul>
<p><b>National and State School Policy</b> – Because DJJ is a school district, state and national school policies such as zero tolerance and no child left behind affect DJJ operations.</p>	<ul style="list-style-type: none"> <li>▪ Increase in referrals to DJJ for minor offenses</li> <li>▪ Increase in demand for DJJ services</li> </ul>
<p><b>Trends in Youth Crime</b> – Youth crime has gained increased media attention. Of particular concern is the statewide increasing trend in serious and violent crimes.<sup>3</sup></p>	<ul style="list-style-type: none"> <li>▪ DJJ can obtain further support for youth treatment and rehabilitation by linking them to the specific issues facing youth across the country.</li> <li>▪ Increase in demand for long-term commitments</li> </ul>
<p><b>Increased Coordination with External Agencies</b> – DJJ has progressed towards increased coordination with external entities, such as local governments, community organizations, private sector groups, and other State agencies such as the Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), the Department of Education (DOE), and the Council of Juvenile Court Judges (CJCJ).</p>	<ul style="list-style-type: none"> <li>▪ Increased service delivery capacity</li> <li>▪ The coordination achieved provides the opportunity to pool resources for greater impact</li> </ul>
<p><b>Increased requirement for Medicaid accountability</b> – Federal policies are requiring more detailed records of services provided via Medicaid funding.</p>	<ul style="list-style-type: none"> <li>▪ DJJ reorganization to meet federal regulations</li> <li>▪ Decreased availability and diversity of community service providers</li> </ul>

<sup>3</sup> Georgia Department of Juvenile Justice, DJJ Service Population Forecast fiscal Years 2007 – 2011, December 2006.

External Environmental Scan	
Indicator	Potential Effect on Agency
<p><b>PeachCare vulnerability</b> – The State and federally funded children’s health insurance program is facing a 140 million dollar shortfall. If the State Legislature does not address the funding shortage, PeachCare will reduce enrollment in the program.</p>	<ul style="list-style-type: none"> <li>Increased demand for health services by juveniles entering the DJJ system</li> </ul>

### Internal Scan

Internal Environmental Scan	
Indicator	Potential Effect on Agency
<p><b>Increased Treatment Options</b> – The Juvenile Justice community has developed additional treatment options with effective outcomes as alternatives to detention. DJJ has adopted these alternatives and is implementing them through improved juvenile assessments, balanced and restorative principles, a developed treatment planning processes, and expanded treatment options.</p>	<ul style="list-style-type: none"> <li>More opportunities to apply cost reducing treatment options.</li> <li>Reduced juvenile recidivism</li> </ul>
<p><b>Case Management System</b> – DJJ supports a case management system to track and report juvenile profiles and histories. The system enables enhanced communication and coordination among the 159 counties within the State. Recent upgrades provide improved visibility and accountability.</p>	<ul style="list-style-type: none"> <li>Increased technical skills needed for workforce</li> <li>Heightened coordination and data sharing throughout the State</li> <li>Greater accountability of services and programs</li> <li>Improved program evaluation</li> </ul>
<p><b>Network Infrastructure</b> – DJJ has networked all facilities and offices and is now improving network infrastructure with video conferencing and wireless conferencing.</p>	<ul style="list-style-type: none"> <li>Heightened coordination and data sharing throughout the State – External Agencies and Regional DJJ sites</li> <li>Improved accuracy and timeliness of decision support data</li> </ul>

Internal Environmental Scan	
Indicator	Potential Effect on Agency
<p><b>Juvenile Correction Officer 1 (JCO1) Turnover</b> – DJJ experienced an employee turnover rate of 28 percent in fiscal year 2006. That represents a 20 percent reduction in turnover compared to the fiscal year 2004. Despite these successes, DJJ still struggles to retain JCO1 staff. JCO1 staff experienced a 46 percent turnover in fiscal year 2006 which was an eight percent increase from 2004.</p>	<ul style="list-style-type: none"> <li>▪ Lack of workforce consistency, which is critical to service delivery</li> <li>▪ Greater labor costs resulting from training, orientation, overtime, and recruitment</li> <li>▪ Ineffective program and service delivery</li> </ul>
<p><b>Facilities</b> – DJJ has a few outdated facilities that provide challenges for the workforce, security and personnel providing programs that serve the youth.</p>	<ul style="list-style-type: none"> <li>▪ Lowered morale for DJJ staff and youth</li> <li>▪ Adversely affects DJJ ability to comply with the MOA</li> <li>▪ Offers challenges for the correct implementation of treatment programs, especially behavioral health programs</li> </ul>
<p><b>Proximity of Services to Home</b> – By moving to a community regional model, DJJ’s services are moving closer to the homes and families of the youth served. DJJ continues this mission by pursuing the development of a long-term facility in the metropolitan Atlanta area.</p>	<ul style="list-style-type: none"> <li>▪ Increased effort needed to find regionally based providers</li> <li>▪ Proximity of services can increase effectiveness and interactions with home and family and can lead to reduced recidivism</li> </ul>

## Critical Success Factors

DJJ must ensure that the following essential areas of its operations perform as expected for the agency to carry out its mission. Critical success factors represent a simple concept which helps focus attention on major concerns. They are easy to communicate and to monitor. DJJ's critical success factors are an integral part of its strategic plan.

- **Comprehensive continuum of cost-effective, quality programs** – DJJ must provide the necessary depth and breadth of services to have a positive impact on youth under its supervision. DJJ services must span the complete continuum of care to enable desired outcomes to be achieved. To accomplish this, DJJ must have:
  - The capability to assess customer/client needs
  - Mechanisms to measure the cost and effectiveness of its programs
  - Access to a variety of placement programs and services
  - Sufficient funding to support the expansion of appropriate treatment programs
- **Appropriate information technology resources** – Effective use of information technology is critical for efficient and effective administration and operations. Examples of critical technology include:
  - Continue improvement of high-speed connectivity
  - Expanding wireless broadband connectivity for mobile workers to facilitate speedy communication and decision making
  - Continue development of integrated classification system
  - Web-based tools to decentralize operations and disseminate information
  - Ability to capture and track pertinent management information
- **Appropriately skilled and trained workforce** – Human resources development and management is important to the performance of all service organizations. To be successful, DJJ must be able to:
  - Provide competitive compensation to attract and retain qualified staff
  - Provide necessary staff training
  - Promote job satisfaction among employees
  - Identify a sufficient quantity of available local service providers in competitive staffing markets
- **Effective communication and coordination** – To operate as efficiently and effectively as possible, there must be communication and coordination among the areas that participate in the service delivery process. This includes communication among the divisions and units within DJJ as well as

communication with external agencies that play a role in the juvenile justice system.

- **Appropriate facilities for youth and staff** – DJJ must have the appropriate types of facilities with adequate capacity to support its programs and operations. The facilities must be safe and secure and have sufficient capacity to meet current needs. Current project priorities include:
  - Renovating physical plants at the Bill Ireland, Macon, and Augusta YDCs and the Metro Atlanta RYDC
  - Developing and building a long term YDC in the metro Atlanta area at the Larimore corrections facility.
  
- **Comprehensive policies and procedures** – DJJ must continue to enhance and enforce a comprehensive set of policies and procedures to ensure services and operations are conducted in an efficient, effective, and controlled manner. Policies and procedures communicate to staff and youth what needs to be done and how it should be done.

# Strategic Goals

## **Become a premier customer service organization**

As Georgia’s juvenile corrections experts, DJJ knows that improving juvenile outcomes requires support from families, communities, schools, law enforcement, judges and service providers. To facilitate broad cooperation, DJJ is committed to strengthening relationships with its stakeholders by providing faster, friendlier and easier services.

## **Provide services that make a positive difference in youth**

DJJ is driven to improve youth outcomes by ensuring youth safety, establishing a system of accountability and developing youth competencies.

## **Become the best place to work for helping at-risk youth**

DJJ will continue to attract the best and brightest employees dedicated to helping at-risk youth by setting high standards of conduct and being responsive to staff needs.

## **Strengthen resource base**

DJJ is committed to anticipating and preparing for changing needs and resources in order to continue the provision of high quality services.

Goal: Become a premier customer service organization	
Objectives	Strategies
Achieve a rating of satisfied or very satisfied with DJJ customer service from 70 percent of survey respondents	<ul style="list-style-type: none"> <li>▪ Establish Victims Advocacy Office</li> <li>▪ Develop and issue a standard customer service survey tool</li> <li>▪ Develop written communication policy</li> <li>▪ Review and analyze stakeholder communications and develop strategy to address gaps.</li> <li>▪ Develop and distribute a quarterly electronic newsletter for improving communication with juvenile courts</li> </ul>
Publish one informational news report from an external media source about DJJ each month	<ul style="list-style-type: none"> <li>▪ Educate media about the positive aspects of our mission, plans and operations</li> </ul>
Increase Customer Service Summary of Findings 5 percent above baseline	<ul style="list-style-type: none"> <li>▪ Perform interim surveys, update customer service plan</li> </ul>

Goal: Provide services that make a positive difference in youth	
Objectives	Strategies
Reduce 3-year recidivism rate for the 2008 cohort from 40.7 percent to 38.7 percent	<ul style="list-style-type: none"> <li>▪ Expand selected programs               <ul style="list-style-type: none"> <li>- School-based supervision</li> <li>- Systems of Care Model</li> <li>- Roll-out “I CAN” project</li> <li>- Roll-out Restorative Group Conferencing statewide</li> <li>- Expand Multi-systemic Therapy treatment</li> <li>- Expand substance-abuse treatment services in all YDC facilities</li> </ul> </li> <li>▪ Improve information for assessing program results               <ul style="list-style-type: none"> <li>- Develop performance measures to track treatment and support evidence-based resource allocation</li> <li>- Refine JTS tool used to support youth service plans</li> <li>- Track measures for Juvenile Corrections Report Card</li> <li>- Promote Centralized Database for GA Juvenile Corrections</li> <li>- Develop process to evaluate community services and programs</li> </ul> </li> <li>▪ Improve the efficiency of current programs               <ul style="list-style-type: none"> <li>- Enhance process for transitioning youth into aftercare services</li> <li>- Insure restitution payments from the offender to the victim</li> <li>- Convert Level of Care to Rehabilitation Options Services (ROS)</li> </ul> </li> </ul>
Reduce the proportion of low DAI scores in the average RYDC daily admissions from 27 percent to 25 percent	<ul style="list-style-type: none"> <li>▪ Change policy               <ul style="list-style-type: none"> <li>- Develop protocol for placement of incompetent youth (with DHR)</li> <li>- Train DJJ intake officers to use the Detention Assessment Instrument as a decision-making tool</li> </ul> </li> <li>▪ Implement best practices               <ul style="list-style-type: none"> <li>- Evaluate face-to-face intake procedures and expand implementation of successful processes</li> <li>- Evaluate the effectiveness of detention alternatives and expand successful practices</li> </ul> </li> <li>▪ Increase detention alternatives               <ul style="list-style-type: none"> <li>- Participate in the expansion of the Juvenile Detention Alternatives Initiative (JDAI) for diverting youth from detention</li> </ul> </li> <li>▪ Provide and support prevention and early intervention programs</li> </ul>
Reduce the non-superior court RYDC average length of stay from 15.6 days to 14.5 days	<ul style="list-style-type: none"> <li>▪ Analyze the Detention Review Team (DRT) process and recommend ways to improve the process for moving juveniles out of RYDC</li> </ul>
Decrease youth-on-youth incidences to below 0.5 incidents per 100 care-days	<ul style="list-style-type: none"> <li>▪ Update YDC behavior management methodology and communicate it to DJJ staff</li> <li>▪ Assess the current facility-based initiatives and develop a system-wide approach to incidence reduction</li> <li>▪ Expand closed-circuit television monitoring</li> <li>▪ Adopt recommendations from the Prison Rape Elimination Act (PREA)</li> </ul>

<p>Reduce the incidence of youth self-harm to 0.48 incidences per 100 care days</p>	<ul style="list-style-type: none"> <li>▪ Roll out the Behavioral Health Treatment Plan state-wide</li> <li>▪ Automate suicide prevention process and plan</li> <li>▪ Evaluate program and safety effects of environmental risks</li> <li>▪ Implement best practices for custody and housing assessments</li> </ul>
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<b>Goal: Become the best place to work for helping at-risk youth</b>	
<b>Objectives</b>	<b>Strategies</b>
<p>Reduce FLSA comp-time balances by 8 percent</p>	<ul style="list-style-type: none"> <li>▪ Develop a hold-over roster identifying staff eligible for hold-over</li> <li>▪ HR central staff produce quarterly reports on facility and regional vacancy rates, turnover rates, overtime spent</li> <li>▪ Implement standardized automated time-keeping system in all facilities.</li> </ul>
<p>Reduce JCO 1 staff turnover from 46 percent to 41 percent</p>	<ul style="list-style-type: none"> <li>▪ Analyze JCO testing procedures and outcomes</li> <li>▪ Evaluate relief factor for staff in facilities</li> <li>▪ Develop a focused strategy group to design methodology for reducing JCO 1 staff turnover by specifically focusing on high-turnover facilities.</li> </ul>
<p>Reduce time from vacancy to hire by 15 percent for the 2009 budget</p>	<ul style="list-style-type: none"> <li>▪ Formalize and promote succession planning</li> <li>▪ Develop public service announcements to attract applicants to DJJ</li> <li>▪ Streamline recruitment and hiring procedures by identifying and reducing bottlenecks</li> <li>▪ Develop automated tool for document management of the recruitment and hiring process</li> </ul>
<p>Achieve a rating of satisfied or very satisfied from 50 percent of voluntary separations in their assessment of DJJ employment</p>	<ul style="list-style-type: none"> <li>▪ Update formal exit interview policies and implement an exit interview survey</li> <li>▪ Clearly define the relationships between central office, facility directors and facility staff in key administrative areas</li> <li>▪ Evaluate position definition and assignments for Personnel Technicians, Administrative Operations Coordinators and Administrative Operations Managers</li> <li>▪ Develop orientation and training of mental health staff in the theoretical framework and practice of clinical processes</li> </ul>

Goal: Strengthen resource base	
Objectives	Strategies
Improve cost-efficiency	<ul style="list-style-type: none"> <li>▪ Assess centralizing the food supply contract</li> <li>▪ Develop vehicle maintenance procedures</li> <li>▪ Participate with the Commission for a New Georgia in improving procurement procedures.</li> <li>▪ Participate in the federal E-Rate program in order to fund internet and information technology in schools</li> </ul>
Improve staff utilization efficiency	<ul style="list-style-type: none"> <li>▪ Develop a process improvement plan for grant applications, grant reviews and grant expirations</li> <li>▪ Clearly define the duties of a juvenile probation officer</li> <li>▪ Streamline the initial mental health screening process</li> <li>▪ Automate the Office of Behavioral Health Task Management tool</li> <li>▪ Automate paper filing systems to improve organization and accessibility</li> <li>▪ Expand use of video conferencing</li> <li>▪ Expand online training</li> </ul>
Obtain optimum funding based on DJJ budget requests	<ul style="list-style-type: none"> <li>▪ Align budget requests with strategic goals</li> <li>▪ Communicate priorities clearly</li> <li>▪ Produce timely and accurate reporting of recidivism rates and population forecasting</li> </ul>
Open YDC facility in Metro Atlanta area	<ul style="list-style-type: none"> <li>▪ Convert the Larimore Corrections facility into a DJJ Youth Development Campus (YDC).</li> </ul>

# **Planning Process and Participants**

## **Strategic Planning Team**

### Team Leader

Albert Murray, Commissioner

Thomas Coleman, Deputy Commissioner

Amy Howell, Legal Services Director

Jeff Minor, Deputy Commissioner

Rob Rosenbloom, Deputy Commissioner

### Facilitator

Doug Engle, Chief Information Officer

### Coordinators

Aaron Estis, Strategic Planning Consultant

Sheila Hunter, Strategic Planning Consultant

## **Survey Respondents**

347 randomly selected DJJ employees voluntarily participated in the online Department of Juvenile Justice Strategic Planning Survey. Essential input into the department's mission, vision, values and goals was provided by a variety of respondents including Juvenile Corrections Officers (JCO), managers, Juvenile Probation and Parole Specialists (JPPS), secretaries, nurses, counselors and other staff from every region in Georgia.

## **YDC Director's Meeting, October 25, 2006**

Debbie Blasingame, Macon YDC Director

John Brady, Augusta YDC Director

Gordon Fisher, Assistant Deputy Commissioner of Campus Operations

Mary Fletcher, Program Coordinator for Campus Operations

Robin Florie, Campus Operation Program Associate

Derek Glisson, Eastman YDC Director

Wade Goss, Savannah River Challenge Executive Director: CRCP

Lemuel Johns, Macintosh YDC Director

Oliver Johnson, Program Coordinator for Campus Operations

Stacy Johnson, Transportation Officer

Jackolyn Kelsey, Classification and Transportation Assistant Director

Linda Layton, Classification and Transportation Director

Glynn Maddox, Sumter YDC Director

Bertron D. Martin, Transportation Captain

William Parks, Director of Campus Programs for Campus Operations

Gary Pattman, Regional Administrator of Campus Operations  
Tiffany Pete, Policy Coordinator for Campus Operations  
Christina Pollard, Program Coordinator for Campus Operations  
Ronnie Richardson, Bill Ireland YDC Director  
William Samuel, Muscogee YDC Director  
Ronnie Woodard, Regional Administrator of Campus Operations  
Keith Wright, Savannah River Challenge, Program Director, CRCP

**Regional Meeting, November 1, 2006**

Melissa Aaron, Macon RYDC Director  
Debbie Alexander, Clayton RYDC Director  
Jeffery Alligood, Assistant District Director  
Renee Anderson, Assistant District Director  
Diana Aspinwall, Program Coordinator for Operations  
Bedarius Bell, Gwinnett RYDC Director  
Todd Bentley, Assistant District Director  
Edward Boyd, DeKalb RYDC Director  
Carl Brown, District Director  
Glenda Bullard, District Director  
Mark Bunkley, Assistant District Director  
Margaret Cawood, District Director  
Sandra Cawthon, Blakely RYDC Director  
Kim Conkle, Assistant District Director  
Angela Cosby, District Director  
A. Martha Dalesio, RYDC Director  
Dennis Day, Assistant District Director  
Rodney Dinkins, Claxton RYDC Director  
Diane Douglas-Harns, District Director  
Lorr Elias, Regional Administrator for Operations  
James Frazier, Assistant Deputy Commissioner  
Rudy Gordon, District Director  
VonnieGuy, Regional Administrator for Operations  
Sharon Haire, Loftiss RYDC Director  
Judy Heath, Assistant District Director  
Preben Heidemann, Regional Administrator for Operations  
KristenHiggs, Juvenile Corrections Lieutenant  
Adam Kennedy, District Director  
Steven Mancuso, Assistant District Director  
Temekka Mathis, Albany RYDC Director  
Pamela Mitchell, Griffin RYDC Director  
Wade Moore, Assistant District Director  
Debbie Morris, Eastman RYDC Director  
Gary Payne, Gainesville RYDC Director  
Cindy Pittman, Interstate Compact Program Coordinator  
Victor Roberts, District Director

Frank Rodriguez, Cohn RYDC Director  
Rob Rosenbloom, Deputy Commissioner  
Eddie Sherrer, District Director  
Clessie Simmons, Jr., Augusta RYDC Director  
Warren Tettey, Savannah RYDC Director  
Harold Tompkins, Sandersville RYDC Director  
Andrew Victrum, Assistant District Director  
Chris West, Regional Administrator for Operations  
Beverly Westbrooks, Paulding RYDC Director  
Mable Wheeler, Crisp RYDC Director  
Gail Wise, Rome RYDC Director  
Cynthia Wood, Assistant District Director  
John Wright, Metro RYDC Director  
Natilyne Young, Regional Administrator for Operations

## **Interviews**

Ed Adams, Human Resources Manager  
Spiro Amburn, Legislative Services Director  
Diana Aspinwall, Program Coordinator for Operations  
Dee Bell, Program Coordinator for Operations  
Diane Bell, Budget Manager  
Brian Black, Programmer Analyst  
Jack Catrett, Special Education Director  
Janie Claiborne, Human Resources Manager  
Thomas Coleman, Deputy Commissioner  
Martha Dalesio, Program Coordinator/ Assistant Director of Campus Operations  
Gordon Fisher, Assistant Deputy Commissioner of Campus Operations  
Robert Fuller, Personnel Director  
James Frazier, Assistant Deputy Director  
Richard Harrison, Behavioral Health Director  
Steve Hayes, Public Affairs Director  
Steve Herndon, Assistant Deputy Commissioner  
Kathryn Jackson, Chief Nutritionist  
Patricia Lavalais, Assistant Director  
Linda Layton, Classification and Transportation Director  
Craig Ming, Operations Support Manager  
Jeff Minor, Deputy Commissioner  
Ellen Money Penny, Business Analyst  
Tom O'Rourke, Education Director  
William Parks, Director of Campus Programs for Campus Operations  
Gary Pattman, Regional Administrator of Campus Operations  
Doug Peetz, Accounting Director  
Cindy Pittman, Interstate Compact Program Coordinator  
Emily Redman, Business Analyst  
Rafael Rosado-Ortiz, Assistant Medical Director

Michelle Staples-Horne, Medical Director  
Fabienne Tate, Training Director  
Shirley Turner, Director of Continuous Improvement  
Denise Williams, Contracts Director  
Ronnie Woodard, Regional Administrator of Campus Operations

### **Additional Assistance**

Josh Cargile, Programmer Analyst  
Jack Johnson, Information Systems Unit Chief  
Eugene Pond, Statistical Research Analyst  
Danielle Ruedt, CYCC Grants Monitor  
Nikki Tucker, CYCC Administrative Assistant

### **DJJ Board Members**

#### Chair

J. Daniel Shuman

Michael Lee Baugh  
Van Ross Herrin

#### Vice-Chair

Mary E. Wihite

Elizabeth Green Lindsey  
William Mc Queen  
Judy Mecum

#### Secretary

Edwin A. Risler

Daniel Augustus Menefee  
Sandra Heath Taylor

### **Additional Resources**

Detention Summit Initiatives, September 2006  
DJJ Transition Planning Report and Overview, September 2006  
DJJ Customer Service Plan Report, June 2006  
DJJ Workforce Plan for Fiscal year 2008, November, 2006  
DJJ Policies  
DJJ Service Population Forecast Fiscal Years 2007-2011, November 2006  
Governor's Legislative Priorities for 2007 Session  
Governor's Budget Priorities for FY 2008, January 2007  
Program Recidivism Update for Fiscal Years 1998-2005, January 2007  
Region and Facility Wildly Important Goals (WIGS)

## Glossary of Terms

**Adjudication** – The process for determining if allegations brought forth in the juvenile court petition is true. An adjudicatory hearing held to determine the facts of the case and an appropriate course of action. DJJ uses this term to refer to the juvenile court or superior court litigation processes.

**Aftercare** – Services provided through the Court Services Program for those youth returning home from DJJ institutions or other programs. These support services promote a smooth transition of youth into the community through supervision, counseling and assistance in networking with appropriate agencies.

**Balanced and Restorative Justice** – A philosophy of juvenile justice that focuses on healing the harm caused by delinquency and crime. The primary stakeholders, including the victim, the community and the offender, work together to resolve the affects of criminal behavior, restore the victim and community, and hold the offender accountable for the repair.

**Behavioral Health Treatment Plan**– A JTS tool that identifies a plan of behavioral health care and services provided to youth on the mental health caseload while at a secure DJJ facility. Part of the plan provides recommendations for future treatment and services as the youth transitions through DJJ. The Behavioral Health Treatment Plan in JTS is currently piloting at ten facilities and will expand to additional facilities on a regular basis in 2007.

**Centralized Database for GA Juvenile Corrections** – The requirement that all probation, diversions, and dismissal dispositions from all of Georgia Juvenile Courts be electronically submitted to a centralized database. This includes independent and dependent juvenile courts. This would help Georgia better define resources needed to serve those juveniles that receive probation supervision and community based rehabilitation services. Today, juvenile delinquency recidivism and delinquency forecast analysis cannot be performed because the lack of complete probation data.

**Commission on a New Georgia Procurement Taskforce** – In 2004, the Procurement Taskforce estimated a 135 million dollar savings by improving the bidding and buying processes of supplies and services by the 124 state agencies

**Commitment** – A juvenile court disposition which places a youth in the custody of the DJJ for supervision, treatment, and rehabilitation. Under operation of law, the commitment order is valid for 2 years. DJJ makes the placement determination of whether the youth should be placed in the YDC or on an alternate placement. Most often, a youth is committed when probation and/or other services available to the court have failed to prevent a youth from returning to the court on either a new offense(s) or violation of probation. (See Youth Development Center)

**Comprehensive Risk and Needs Assessment (CRN)** – the use of standard, objective criteria for assessing criminogenic risk of post-adjudicated juveniles. It is used to determine placement and service/treatment recommendations.

**Counseling/Case Management** – Involves developing a plan that the Juvenile Probation Parole Specialist (JPPS) pursues to rehabilitate the youth and prevent further involvement with the court. The worker provides counseling, supervision and may network with other resource providers in the community for appropriate program referrals.

**Customer Service Summary of Findings** – DJJ conducted a Customer Service Survey in April of 2006 in order to develop a baseline of data regarding service provided to internal and external customers of DJJ. A follow-up survey will be conducted in 2007 to measure service improvements.

**Department of Human Resources (DHR)** – The Georgia State agency focusing on human services that includes the Division of Aging Services, the Division of Family and Children Services, the Division of Mental Health, Developmental Disabilities and Addictive Diseases, and the Division of Public Health.

**Department of Juvenile Justice (DJJ)** - The Georgia State juvenile corrections agency which provides supervision of youth for the purpose of providing public safety and rehabilitation of those youth who are charged with a criminal offense or have been found delinquent on charges of a criminal offense. Youth are served based on their risk and needs which includes criminal history, criminogenic, health, behavioral, mental health, and educational. Youth will be supervised in a secure, non-secure residential or at home placements depending on their risk and needs.

**Detention Assessment Instrument (DAI)** – A statistical assessment to determine a youth's need for secure detention pending adjudication. It is based on the dual goals of public safety and ensuring that a youth will appear in court.

**Designated Felony Commitment** – A juvenile court adjudication that a youth has committed certain felony acts and is a disposition in which a youth has met certain criteria, which indicates the youth requires restrictive custody. The juvenile court judge determines whether or not a youth requires restrictive custody as well as the length of time (from 12 to 60 months) a youth must be placed in a Youth development Campus facility. Commitments with restrictive custody have restrictions on terminations and reduce the intensive level of aftercare supervision. Under operation of law, the commitment orders with restrictive custody are valid for 5 years or until a youth is 21 years old.

**Detention Programs**– The Georgia Juvenile Proceedings Code, as amended, provides for the taking into custody and detention of a child prior to a juvenile court hearing. If: 1) secure detention is required to protect the person or property of

others or the child, 2) the child may abscond or be removed from the jurisdiction of the court, 3) he or she has no parent, guardian or custodian or other person able to provide supervision and care and return he or she to court when required, or 4) an order for detention or shelter care has been made by the court pursuant to this code. (See Regional Youth Detention Campuses)

**Detention Review Team (DRT)** –A weekly meeting at each RYDC that reviews of all youth in secure detention to determine if they need to remain in detention or may be placed while awaiting court proceedings. The DRT meeting is chaired by the case expeditor and attendees include: Juvenile Program Managers, Center Director, local court personnel and other service providers.

**E-Rate** – The Telecommunications Act of 1996 established the E-rate Program to help schools and libraries obtain internet access and information technology resources. Schools can receive discounts of up to ninety percent of technology costs for telecommunications services, Internet connections and connection maintenance. In 2007, DJJ applied for E-Rate discounts for Telephone and Internet service to bring additional resources and educational benefits to all 26 DJJ schools.

**Face-to-Face intake** –Methodology practiced by RYDC intake officers which requires physical face-to-face communication for determination of appropriate placement for youth entering DJJ supervision and under consideration for detention. This protocol is designed to ensure that detention is being used correctly and that detention alternatives are being used.

**Fair Labor Standards Act compensatory time (FLSA comp-time)** – Overtime accumulated at the rate of time and one-half. It is awarded to eligible employees in lieu of cash overtime payments. The accumulated FLSA comp-time may be used in lieu of leave or paid upon termination from the Department.

**Group Homes** – The Group Home (4) Placement is a placement for delinquent youth that come from unstable home situations. Group counseling as an integral part of all group home programs even though each home has a unique program.

**“I CAN” project** – Currently a pilot project at Rome RYDC and Savannah RYDC to promote continuity of medical and mental health care to all juveniles released from the RYDC by providing access to services that are available from state agencies such as the DHR Divisions of Public health, Mental health, Developmental Disabilities and addictive Diseases, and County Health Departments, the Juvenile Court system and community and private service providers.

**Intake** – The process for determining whether the interests of the public or the juvenile require the filing of a petition with the juvenile court. Generally, a Juvenile Probation Parole Specialist receives, reviews, and processes complaints, recommends detention or release where necessary, and provides services for

juveniles and their families, including diversion and referral to other community agencies. See Face-to-Face Intake.

**Juvenile Corrections Officer (JCO)** – Juvenile Corrections Officer are trained and certified law enforcement personnel charged with maintaining safety and security in juvenile corrections facilities.

**Juvenile Corrections Report Card** – The use of selected performance measures to provide information on intermediate outcomes of the juvenile justice system to the community and citizens. DJJ is implementing operating procedures to collect and report measures of juvenile employment, school attendance, substance abuse, restitution payments, community service time, and recidivism rates.

**Juvenile Detention Alternatives Initiatives (JDAI)** – an Annie E. Casey Foundation initiative to promote changes to policies, practices, and programs in Juvenile Corrections to reduce reliance on secure detention.

**Juvenile Probation and Parole Specialist (JPPS)** – Trained professionals who serve as primary case managers for DJJ youth in the community. JPPS staff assess each youth assigned to them, develop the youth's service plans to address individual needs and connects the youth with appropriate services, while providing supervision, surveillance, and monitoring in the community.

**Juvenile Tracking System (JTS)** – The DJJ online, interactive database used to add, update or view juvenile records or gather juvenile data.

**Level of Care** – A system of care for out-of-home placements in the community in which youth needs are matched to provider's ability to meet those needs. This system of care is being converted to a placement methodology in which Rehabilitation Options Services (ROS) will address clinical needs of the youth and residential providers will provide room, board, and watchful oversight. Complete roll out of the new placement methodology is expected by July of 2007.

**Memorandum of Agreement (MOA)** – a binding agreement between the state of Georgia and the United States Department of Justice regarding services, resources and conditions that will be provided and maintained in Georgia's juvenile facilities.

**Mental Health Screening** - Currently all youth entering a secure facility receive a DJJ mental health screening within two hours of admission as well as a MAYSI screening within 72 hours of admission. Both screenings are utilized to determine which youth have mental health and suicide risks factors that warrant further assessment. OBHS has completed a review of both screenings in order to determine which screening instrument is the best predictor of the need for further services. We have determined that the DJJ Mental Health and Suicide Risk screen identifies more youth in need of further assessment. OBHS would like to

streamline this process by eliminating the MAYSI which would allow resources to be better utilized through assessment and service provision.

**Multisystemic Therapy (MST)** – An intensive family and community-based intervention that addresses the multiple determinants of serious antisocial behavior in juvenile offenders. MST views youth as being nested in a complex network of systems that include family, school, and community factors and is designed to address each of these in building a functional family and a law abiding, successful youth.

**Newsletter for courts** – Method for DJJ to communicate collected knowledge about best practices, current programs, innovative national programs and cutting-edge research to the Georgia juvenile court system. This newsletter will also be a forum to share DJJ interpretations of new laws and discuss issues important to both juvenile corrections and the juvenile courts. This newsletter will be distributed electronically multiple times per year.

**Non-Secure Detention** – The Community Detention Program provides a non-secure alternative to detention in a Regional Youth Detention Center. The program consists of three services:

- Attention Home – bed spaces located with private families, group homes or other institutions.
- In-Home Supervision – allows the youth to remain at home while awaiting court hearings or out-of-home placement.
- Electronic Monitoring – uses technology and monitoring equipment to allow all juvenile offenders to remain in the community in lieu of detention.

**OBHS Task Management Tool** – A streamlined JTS reporting tool that combines the Daily OBHS Task Report, the Treatment Execution Report and the Workload Report into a single location for daily task management. This combined tool is in development and will include an audit version that allows the review of historical tasks.

**Prison Rape Elimination Act of 2003 (PREA)** – A United State federal law that promotes “zero tolerance” of prison rape. The law provides funding, technical assistance training for staff, policy and guidelines for implementation and requirements for data reporting.

**Recidivism** – The percentage of youth who re-offend within a specific period of time after their release from DJJ supervision or their re-entry into the community.

**Regional Youth Detention Center (RYDC)** – RYDCs provide temporary, secure care and supervision to youths who are charged with crimes or who have been found guilty of crimes and are awaiting disposition of their cases by a juvenile court.

Additionally, youths committed to the custody of the Department of Juvenile Justice are frequently held in secure detention while awaiting placement in one of DJJ's treatment programs or facilities. There are twenty-two RYDC's located throughout the state.

**Restitution Payments** – Method for holding offenders accountable for the harm caused in criminal offenses by having the offender pay the victim for financial loss resulting from the crime or delinquency. The juvenile courts determine the amount of restitution to be paid to the victim and DJJ facilitates and monitors the payment schedule.

**Restorative Group Conferencing** – A Balanced and Restorative Justice (BARJ) practice used to facilitate the repair of harm by bringing together victims, offenders, and community members to decide how to hold offenders accountable for the harm caused by the offending crime. In 2006, DJJ conducted a pilot program in the southeast region of Georgia and plans to provide Restorative Group Conferencing statewide by the end of 2007.

**School-based Supervision** – To strengthen supervision of DJJ youth and increase school partnerships, JPPS officers are establishing their offices within middle high and high schools. School based officers have more contact with youth, parents and school personnel and can closely monitor youth behavior and interactions. Officers can also provide more effective and immediate responses to problems, and focus on school success for each DJJ youth. Youth behavior research indicates that school success is the best predictor of adult success.

**Secure Detention** – Regional Youth Detention Centers (RYDC) provide temporary, secure care and supervision of youth who are charged with crimes or who have been found guilty of crimes and are awaiting disposition of their cases by juvenile court. Additionally, youth committed to DJJ are frequently held in secure detention while awaiting placement in one of the department's treatment programs or facilities.

**Senate Bill 440 (SB440)** – Refers to the School Safety and Juvenile Justice Reform Act of 1994 (SB440). Among other things, this legislation modified the jurisdiction of the juvenile court to provide that the superior court has exclusive jurisdiction over children ages 13-17 who are alleged to have committed one of the following offenses (commonly referred to as the "Seven Deadly Sins"): aggravated child molestation, aggravated and sexual battery, aggravated sodomy, murder, rape, voluntary manslaughter, or armed robbery with a firearm. Prior to indictment, the district attorney may elect to send the case to juvenile court.

**Suicide Prevention Automation** – DJJ secure facilities have a well defined suicide prevention program that automates the assessment, classification and notification to all staff of youth at risk of self harm. This system increases supervision by security and mental health staff. However, the paper documentation of the

supervision does not allow for proper management and oversight by facility administration and the Office of Behavioral Health Services (OBHS). OBHS will work with OTIS to automate the documentation which will allow us to generate management reports and be better able to identify problem areas.

**Succession Planning** – The process of identifying employee talents and fostering employee development in order to prepare them to assume key leadership roles as these positions become vacant in the organization

**Systems of Care** – A youth-centered, family-focused approach to serving juveniles with emotional disturbance in the community. The three current pilot programs in the state have established partnerships with parents, youth, and school-systems, all youth-serving agencies and organization in the region as well as the Georgia Department of Human Resources Division of Mental Health, Developmental Disabilities and Addictive Diseases. The Systems of Care approach is expected to expand into other regions by late 2007.

**Transitioning Youth** – Youth assigned to long term commitment in YDCs require service planning before their arrival, during their stay and after their departure from the YDC. Multiple assessment activities generate service and treatment plans for the youth. The overall needs for criminogenic behavioral modification, education and medical and mental health are addressed by providing appropriate mentoring, education, supervision, therapy, counseling, and medication management services. Service and treatment goals, objectives, and interventions are established in a plan and are updated as the youth progresses through a YDC and back into the community. DJJ utilizes a shared Juvenile Tracking System (JTS) database as a tool to track the services and treatments required by the youth as the youth moves from secure placement back into the community.

**Victims Advocacy Office** – Approved and budgeted in FY 2007, the newly developing Victim's Advocacy will provide victims of juvenile crime information about offenders, advocacy for victim services, referral to victim services, and facilitation of victim focused practices such as restitution, community services and restorative group conferencing. The office is scheduled to hire a director during 2007 and begin providing services by the end of 2007.

**Youth Development Campuses (YDC)** – Secure confinement campuses for post-adjudicated youth in Georgia. DJJ has eight facilities, each designed to serve specific age, risk and gender groups. Each facility provides academic, recreational, vocational, medical, counseling and religious services for the youth in commitment.