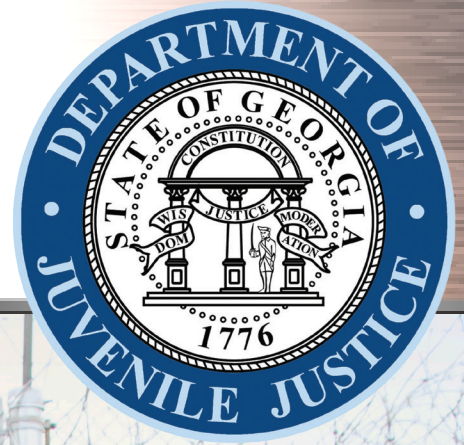


2017 Annual Report

GEORGIA DEPARTMENT OF JUVENILE JUSTICE



"We want the best for all youth."



Avery D. Niles, Commissioner

CONTENTS

Inside Front Cover***Acronyms

1	Letter from Commissioner Avery D. Niles
3	What DJJ Does and Why It Is Important
4	DJJ Highlights - 2017 In Review
6	Juvenile Justice Reform Continues to Pay Dividends
8	Georgia's Juvenile Justice Programs: Reducing Recidivism and Increasing Public Safety
10	DJJ Budget
11	Provide Safe and Secure Facilities (Division of Secure Detention and Division of Secure Campuses)
32	Provide Reintegration Services (Division of Community Services)
39	Provide Educational Opportunities (Division of Education)
44	Provide Treatment and Services (Division of Support Services)
52	Provide Administrative Support (Division of Administrative Services)
59	DJJ Leadership
60	DJJ Board/Board of Education

ACRONYMS

ACA	American Correctional Association
BCST	Basic Community Services Training
BJCOT	Basic Juvenile Correctional Officer Training
BJPOT	Basic Juvenile Probation Officer Training
CJCC	Criminal Justice Coordinating Council
CSO	Community Services Office
CYC	Commissioner's Youth Council
DJJ	Georgia Department of Juvenile Justice
EBP	Evidence-Based Programs
ETC	Education Transition Center
GCCA	Georgia Center for Child Advocacy
GPA	Georgia Preparatory Academy
HITS	High Intensity Teams Supervision
JCO	Juvenile Correctional Officer
JJIG	Juvenile Justice Incentive Grant
JPO	Juvenile Probation Officer
JPPS	Juvenile Probation Parole Specialist
OHP	Out-of-home Placements
OPP	Office of Planning and Preparedness
ORS	Office of Reentry Services
PBIS	Positive Behavioral Interventions and Supports
POST	Georgia Peace Officer Standards Training
PREA	Prison Rape Elimination Act
RYDC	Regional Youth Detention Center
SERT	Security Emergency Response Team
SMRT	Security Management Response Team
SRO	School Resource Officer
STP	Short Term Program
YCRT	Youth-Centered Reentry Team
YDC	Youth Development Campus



LETTER FROM COMMISSIONER NILES

“Each One — Reach One, Teach One and Keep One!”

During 2017, the Department of Juvenile Justice (DJJ) proudly observed a quarter-century of progress. Throughout its history, DJJ staff members have been working diligently to safeguard our state’s citizens from juvenile crime. Over the last several years, they have more effectively prepared Georgia’s most at-risk youth to become law-abiding citizens and measurably improve their chances to function as productive members of society.

Before the sweeping advancements that came with Governor Nathan Deal’s juvenile justice reforms, most Georgians favored locking up out-of-control youths, unruly runaways and truants with the dangerous juveniles who committed truly serious offenses against society. The prevailing law enforcement theory was “arrest them all and let the justice system sort out the solution.”

But that philosophy was back-logging our courts, while contributing to unacceptable levels of recidivism in our secure facilities – where many low-risk youths found themselves alongside higher-level offenders.

Now, DJJ works with juvenile court judges across the state so that most youth who are low-risk to re-offend receive appropriate supervision and treatment in their communities and are no longer committed to state juvenile detention facilities. However, the high-risk youth adjudicated for serious crimes, creating disorder and fear receive their programs and services in DJJ’s secure facilities.

The juvenile justice reforms championed by Governor Deal have helped reshape the way we educate, rehabilitate and redirect the youth in DJJ custody and care. In national media reports, public policy centers now regard Georgia’s progress in juvenile justice reform as an example for other states considering reform efforts of their own.

But as important as those positive evaluations are, the heartfelt comments from a youth who is detained in a DJJ facility are more important: “I never realized the officers cared for me. I thought all of them just wanted to lock people up. But the more I built a relationship with them, the more I realized they are human beings and they want what’s best for all of us.”

In 2018 and beyond, we want to encourage more comments like that. We want to build the knowledge and skills DJJ youth will need to successfully reenter society and to lead productive lives. We must support the youth who have served their time and give them the chance to return home, get a job, start a family and serve their communities.

The DJJ Team will do everything we can to make sure these young people leave with an abundantly better outlook than when they arrived. If each of us can break through to at least one of them and mentor them about the noblest qualities of life, they may cross the threshold and embrace becoming productive citizens.

Sincerely,

Avery D. Niles
Commissioner





Mission

The DJJ mission is to protect and serve the citizens of Georgia by holding young offenders accountable for their actions through the delivery of services and sanctions in appropriate settings and by supporting youth in their communities to become productive and law-abiding citizens.

Vision

DJJ will lead the nation in preparing young people in its care to develop and sustain productive lives.

Values

DJJ will strive 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 our staff, but also in the young people in our facilities and programs.



WHAT DJJ DOES AND WHY IT IS IMPORTANT

The Georgia Department of Juvenile Justice is a multi-faceted agency that serves the needs of the state's young offenders up to the age of 21. The Department employs more than 4,000 men and women at its Central Office, 26 secure facilities (19 Regional Youth Detention Centers, or RYDCs, and seven Youth Development Campuses, or YDCs) and 96 Community Services Offices (CSOs) throughout the state to effect 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/or committed to long-term custody by Juvenile Courts. DJJ's professional corrections and law enforcement staff preserve public safety and safeguard the citizens of Georgia, as well as protect the victims of crimes so that they can rebuild their lives. DJJ holds juvenile offenders accountable for their delinquent conduct through probation, supervision and/or secure detention so that they take responsibility for their actions.

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

Top 5 Goals

- Operate safe and secure facilities and community services offices while providing educational opportunities and reentry guidance.
- Continue to implement Georgia's juvenile justice reform measures.
- Establish/maintain a systematic classification process for the placement of youth.
- Promote offender/youth reentry-focused programming and service delivery.
- Promote strategic recruitment, retention and succession planning.

SECURE DJJ
FACILITIES

26



COMMUNITY
SERVICES OFFICES

96



DJJ SCHOOLS

29



MEN AND WOMEN
EMPLOYED
BY DJJ

4,000+



DEPARTMENT OF JUVENILE JUSTICE - 2017 HIGHLIGHTS

- Wilkes RYDC is completed and opened
- Groundbreaking is held for Cadwell RYDC
- All 26 secure facilities are fully compliant with the U.S. Department of Justice (DOJ) Standards for the Prison Rape Elimination Act (PREA)
- Positive Behavior Interventions and Supports (PBIS) programs are expanded at RYDCs and YDCs statewide
- Eligible youths from the seven YDCs participate in educational field trips and service learning projects
- DJJ begins the American Correctional Association (ACA) accreditation process
- Artwork created by 10 DJJ students is chosen for the High Museum of Art Student Exhibition
- DJJ staff members participate in community activities such as National Night Out, National Crime Victims' Rights Week, Camp Impact, Community Day with Law Enforcement, Read Across America Day, Georgia Special Olympics' Law Enforcement Torch Run and many others
- Assistant Commissioner Joe Vignati testifies before the U.S. House of Representatives about DJJ's "Modern Approaches to Juvenile Justice"



- Enrollment in the DJJ School District was nearly 6,900 students
- 110 degrees and certificates were awarded to students
- A number of students are enrolled in online college courses
- Georgia receives a National Criminal Justice Association Outstanding Program Award for the Juvenile Justice Incentive Grant Program



- DJJ was named an Innovation Fund Accelerator award winner
- Three Commissioner’s Youth Council (CYC) meetings were held



- Over 650 DJJ staff members graduated from Basic Juvenile Correctional Officer Training, Basic Juvenile Probation Officer Training or Basic Community Services Training
- DJJ Parenthood Project partnered with Georgia First Lady Sandra Deal
- Over 1,100 volunteers worked with DJJ during the year



JUVENILE JUSTICE REFORM CONTINUES TO PAY DIVIDENDS

In 2013, the Georgia General Assembly passed legislation based on recommendations and ideas from Governor Nathan Deal and the Special Council on Criminal Justice Reform. A new juvenile justice code and systemic reform took effect in 2014.

Why was reform needed? Prior to the passage of the legislation, there was an over-reliance on secure detention of juveniles, which led to a poor use of resources and a poor return on taxpayers' funds. In 2013, nearly two-thirds of DJJ's \$300 million budget was used to operate secure and non-secure residential facilities to house juveniles in the system. In addition, with the use of evidence-based programs, risk assessments, and community placement of low level offenders, DJJ has seen a reduction in recidivism.

Changes mandated by the new legislation included having high-level offenders confined in out-of-home facilities, prohibiting residential commitment for status offenders and certain misdemeanants, establishing a voluntary fiscal incentive grant program, and creating a two-class system within the Designated Felony Act.

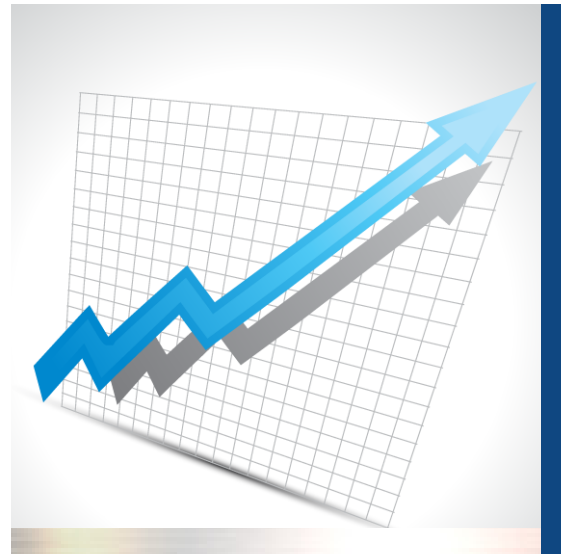
The intent of Juvenile Justice Reform is to ensure youth are placed in the appropriate level of care to meet their individual needs. This primarily means that high and some moderate risk youth are placed in a safe and secure therapeutic environment. Over time, the treatment milieu should foster positive change and there should be evidence of decreased delinquent behavior and criminogenic thinking. Research also shows that youth have better long term outcomes when their families remain engaged in their treatment.

Under juvenile justice reform, statutes were changed and DJJ was given a new mandate. The "intent is to preserve and strengthen family relationships in order to allow each child to live in safety and security." This was a fundamental change from Georgia's previous juvenile code, and a watershed moment for all involved in juvenile justice in the state.

Among the outcomes of juvenile justice reform to date are:

- Population changes – the revised Juvenile Code redefined the population served in the community by specifying Child in Need of Services (CHINS) cases, the establishment of limits on restrictive custody for the two categories of designated felons and an emphasis on youth being served in the least restrictive settings. CHINS youth should not be detained except under very limited circumstances and for a limited time.

FOOTNOTE: With O.C.G.A. 15-1-1 revised in January 2014, the intent of juvenile reform is to preserve and strengthen family relationships in order to allow each child to live in safety and security.





- Fewer lower-risk youth are being confined in DJJ facilities; however, DJJ still houses medium- and high-risk youth, including youthful violent offenders. Services for low-risk and some medium-risk youth are now being provided in the community.
- Evidence-based practices – evidence-based practices, services and assessments that benefit the offenders and the community are emphasized.
- Unified data collection – statewide efforts are underway to develop merged data collection to provide full legal information from all juvenile courts.

While juvenile justice reform is having positive impacts across the state, the changes within DJJ are dramatic. Community-based options have increased while there has been a significant decrease in the number of youth incarcerated in its secure facilities, as well as a significant decrease in the number of youth awaiting placement in secure facilities. However, the DJJ mandate has not changed – enhancing the safety of the youth in the Department’s care, as well as ensuring the youth get appropriate services quicker.

DJJ has taken a variety of actions to impact the lives of young people including: properly assessing and placing youth in appropriate settings, based on risk; re-directing funds into non-secure residential placements; and increasing local capacity for evidence-based models proven to improve outcomes.

By reducing commitments to secure facilities, juvenile justice reform has made it possible to slow or avoid the construction of new facilities, as well as reducing the population in existing facilities. This ensures that these facilities are safer. The cost avoidance that accompanies these continued reductions enables the State of Georgia to continue its investment in local, family-based solutions proven to reduce recidivism and enhance public safety.



GEORGIA'S JUVENILE JUSTICE PROGRAMS: REDUCING RECIDIVISM AND INCREASING PUBLIC SAFETY

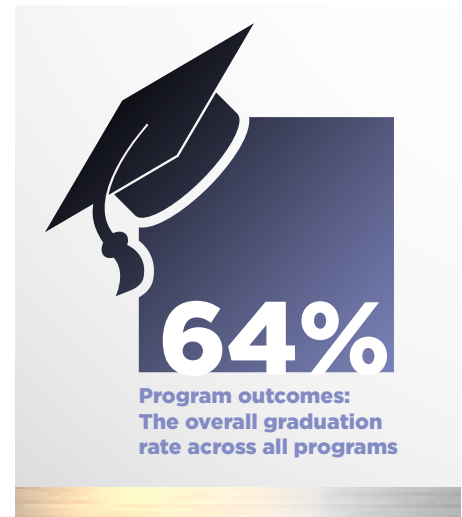
Georgia Criminal Justice Coordinating Council and Georgia Department of Juvenile Justice

The objective of the **Georgia Juvenile Justice Incentive Grant (JJIG)** program is to reduce out-of-home placements (OHPs) by providing evidence-based programs (EBPs) to youths in their home communities. These EBPs have been shown to reduce recidivism among juveniles and to promote a more positive relationship among the youth, their families and their communities. The use of EBPs as alternatives to OHPs, which include short-term program (STP) admissions as well as juvenile felony commitments to DJJ, keeps youths in their communities and reduces the high cost of juvenile detention. As part of the juvenile justice reform, the JJIG program began serving Georgia's at-risk youth in October 2013.

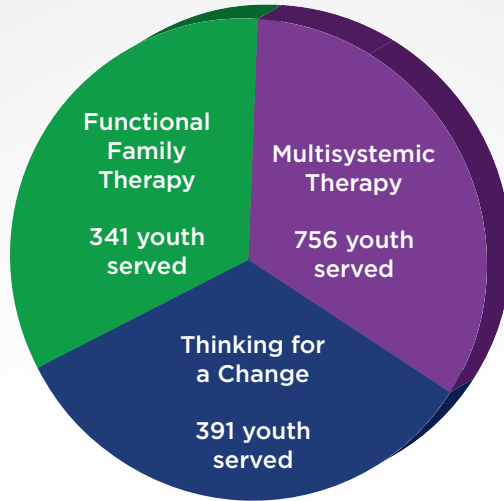
In Year 4 of implementation, the JJIG program served 1,465 youths in 25 grantee courts across 34 Georgia counties. These counties are home to 62 percent of Georgia's at-risk youth. Using 10 EBPs, the JJIG program diverted youth from STP admissions and felony commitments to DJJ.

The overarching grant program goals are:

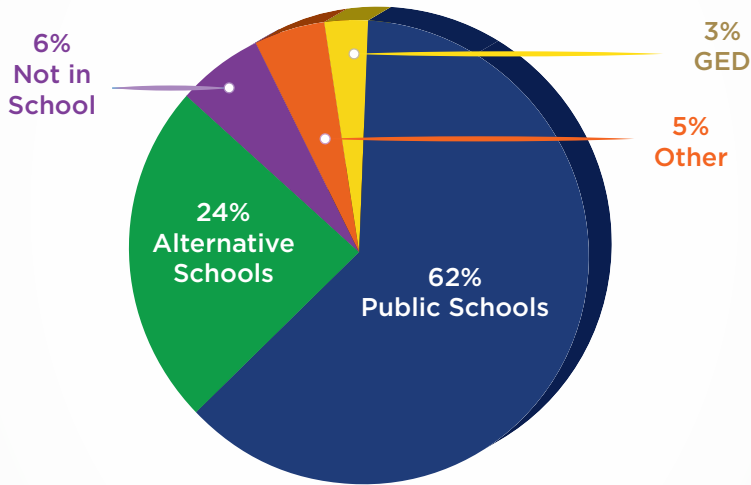
- To increase public safety through an effective juvenile justice system.
- To demonstrate potential cost-savings for taxpayers through the use of evidence-based options.



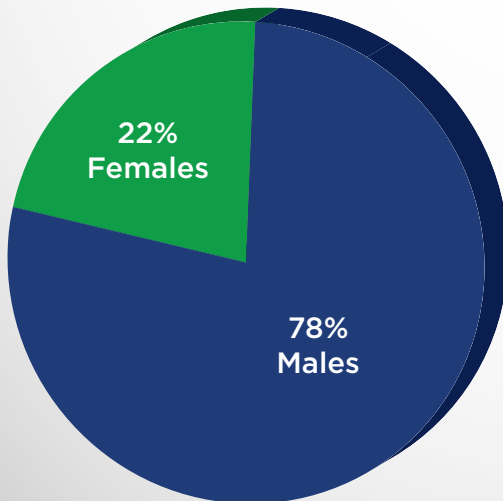
Most Utilized Evidence-Based Programs 2017



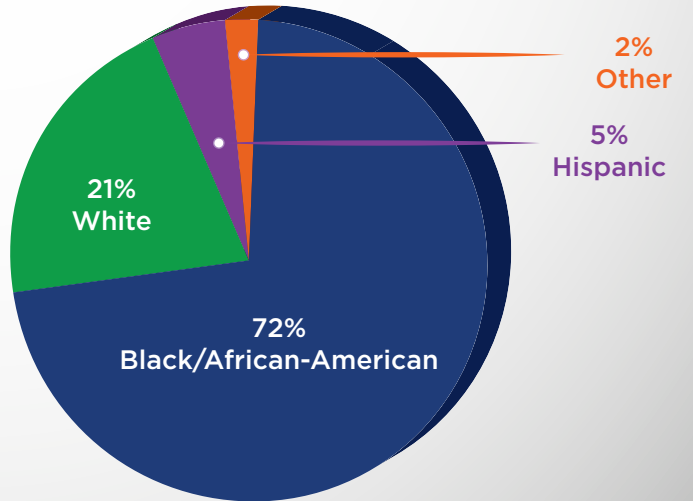
Participant Demographics: Education 2017



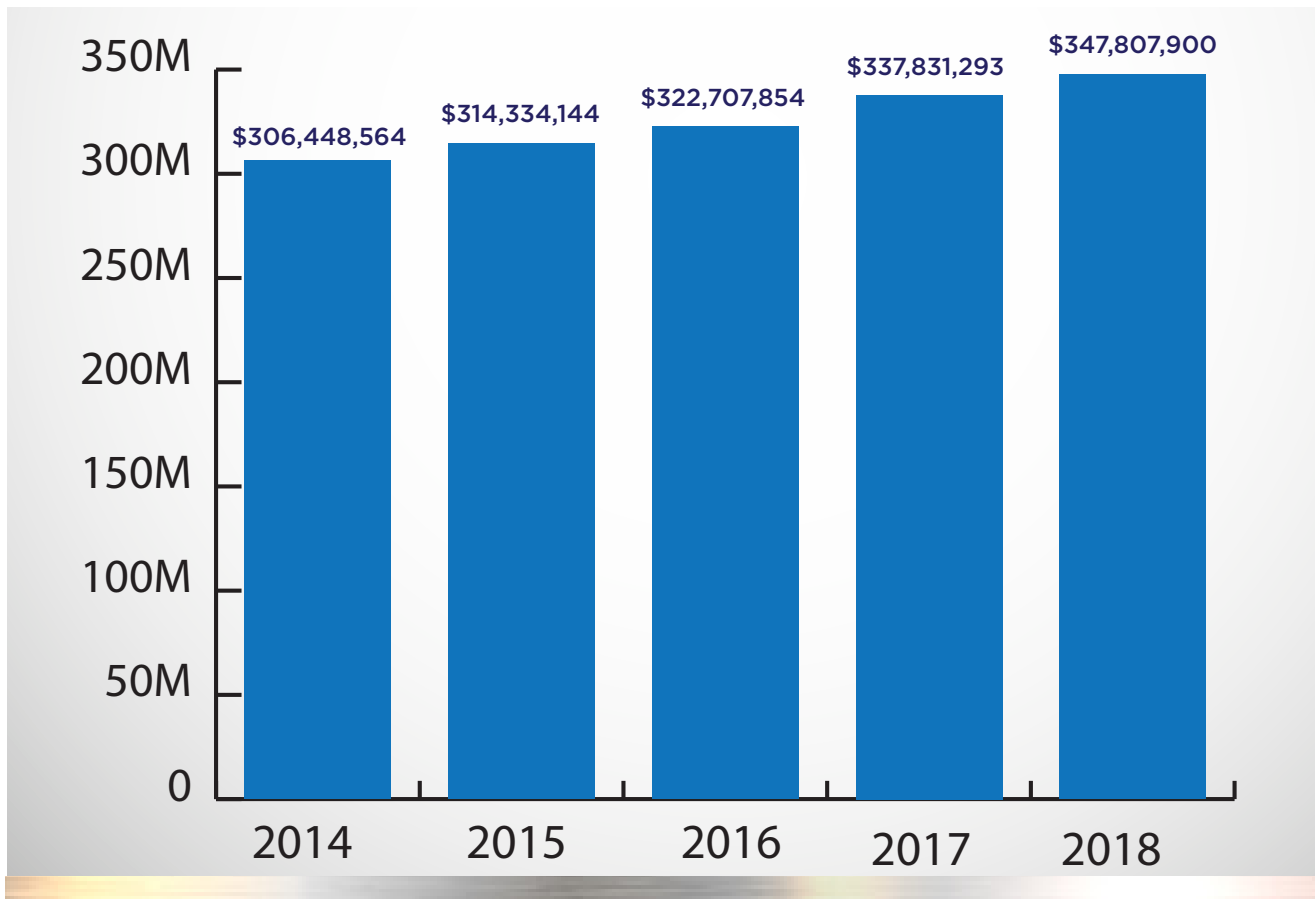
Participant Demographics: Males/Females 2017



Participant Demographics: Ethnicity 2017



DJJ BUDGET BY FISCAL YEAR



PROVIDE SAFE AND SECURE FACILITIES (RYDCs/YDCs)

The operation of secure campuses ranks as a core task among the principal duties of DJJ, ensuring both public safety and the safety of juvenile offenders in the care and custody of DJJ. The safe and secure operation of juvenile correction facilities is a very visible component of the many services provided by DJJ to the citizens of Georgia.

DJJ operates two types of secure facilities – RYDCs and YDCs.

DIVISION OF SECURE DETENTION (RYDCs)

RYDC LOCATIONS



Facility	Capacity	County
Augusta	64 Males	Richmond
Claxton	22 Males / 8 Females	Evans
Glaze (Clayton)	70 Males	Clayton
Cohn (Columbus)	48 Males / 16 Females	Muscogee
Crisp	48 Males	Crisp
Shaw (Dalton)	22 Males / 8 Females	Whitfield
DeKalb	64 Males	DeKalb
Eastman	30 Males	Dodge
Gainesville	48 Males / 16 Females	Hall
Macon	48 Males / 16 Females	Bibb
Marietta	60 Males / 10 Females	Cobb
Metro	150 Males / 50 Females	DeKalb
Rockdale	52 Males	Rockdale
Richards (Rome)	48 Males / 16 Females	Floyd
Savannah	84 Males / 16 Females	Chatham
Terrell County	48 Males / 8 Females	Terrell
Loftiss (Thomasville)	22 Males / 8 Females	Thomas
Waycross	22 Males / 8 Females	Ware
Wilkes	40 Males / 8 Females	Washington

TOTAL CAPACITY: 990 Males / 188 Females

The Department’s 19 RYDCs provide temporary secure care and supervision to pre-adjudicated youth who have been charged with offenses or are awaiting residential placement. In addition, youth who have been committed to the custody of a DJJ program or a long-term facility or have been charged in Superior Court and not yet reached the age of 17 may be housed in an RYDC. The RYDC population is comprised of pre-adjudicated youth and committed youth charged with misdemeanors or felonies. During 2017 there were 6,135 youths admitted to RYDCs.

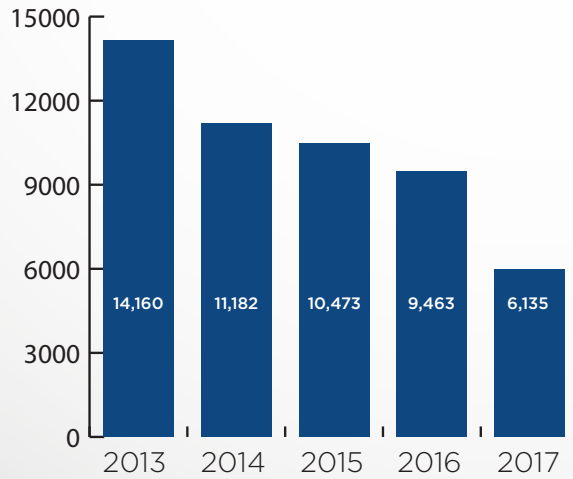
DJJ’s regional administrators and RYDC directors ensure that each RYDC follows departmental policy and procedures and provides quality services in the following areas – behavioral health, education, medical, nutrition, religious and general programming.



RYDC Admissions During 2017

6,135

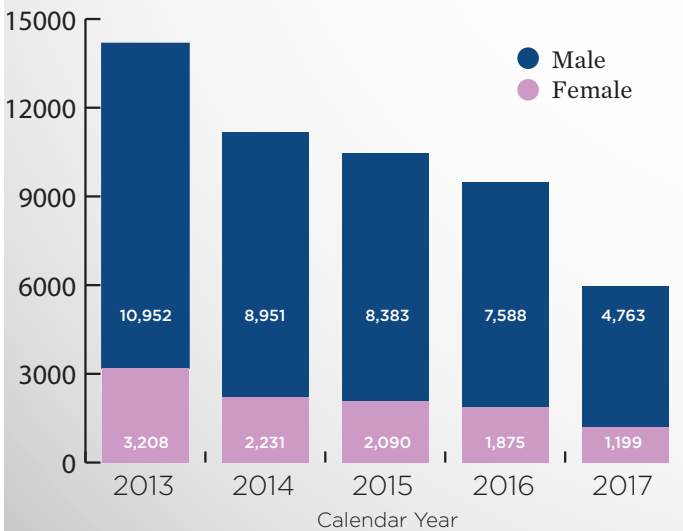
Total RYDC Admissions (Calendar Year 2013 - 2017)



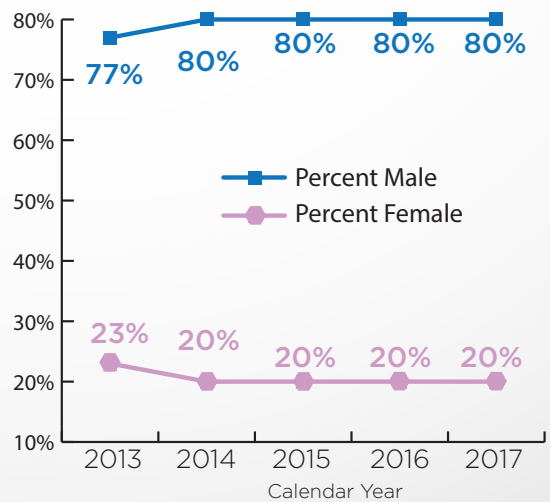
Youth Housed in RYDCs

800 (AS OF 12/31/17)

Total RYDC Admissions by Gender



Percentage of Females and Males - Total RYDC Admissions



The net effect of reform efforts is that fewer youth enter the Juvenile Justice system. The youth that are committed to DJJ post reform tend to have higher-end offenses and have a higher need of services. This post reform population can often create a challenge filled environment where more grievances are filed and subsequently additional investigations take place.

Highlights:

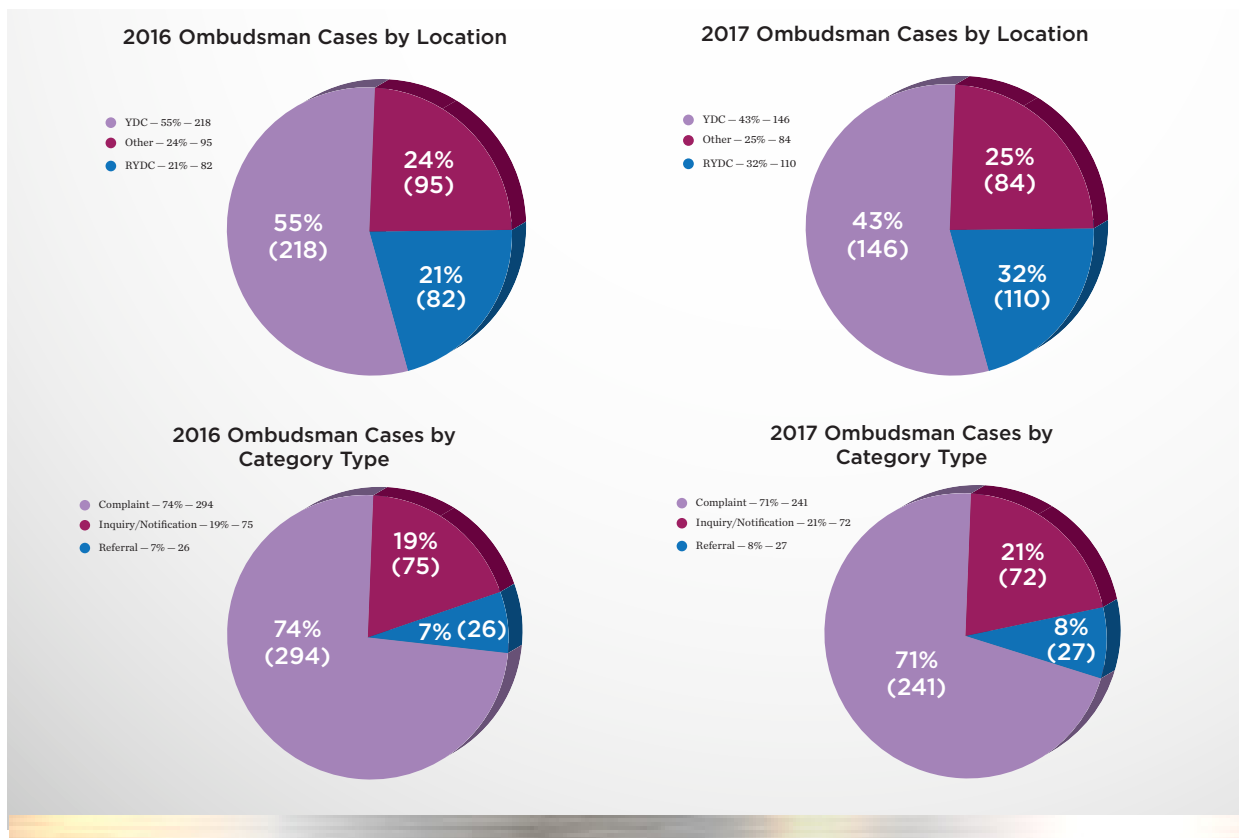
- The division safely transitioned 50 youths from Savannah RYDC to Eastman YDC and Macon YDC in September 2017 prior to Hurricane Irma making landfall.
- The division successfully transferred 19 youths from Sandersville RYDC to the new Wilkes RYDC.
- There has been a strategic focus on succession planning. The division implemented a plan for developing emerging facility leaders. To date, more than 90 percent of those who were identified for leadership opportunities have been successful in their new roles.

While DJJ has implemented various new initiatives and programs to address the needs of our youth there is always a need to fine tune our operations in order to provide better services. The Ombudsman office handles inquiries concerning DJJ’s services and operations.

All inquiries are taken seriously, and the Department is committed to resolving them appropriately and in a timely manner. This process provides a continual feed-back loop that fosters accountability.

In 2017, the Ombudsman office received 340 cases, 55 (14%) fewer cases than the previous year. The majority (75%) of the cases received pertained to secure campuses.

The 2017 Ombudsman case distribution included 241 (71%) complaints, 72 (21%) inquiry/ notifications, and 27 (8%) referrals.



*The Ombudsman office receives only a portion of the complaints and grievances reported on an annual basis.



First Lady Visits Rockdale RYDC for Service Learning Project

On August 31, youths at the Rockdale RYDC participated in a DJJ Restorative Justice Service Learning Project, “Bear with Me,” with Georgia First Lady Sandra Deal. The young men stuffed and decorated teddy bears to donate to the Georgia Center for Child Advocacy (GCCA). The bears will provide hope and comfort to children who have experienced trauma. The purpose of this service learning project was for the youths involved to understand the importance of compassion and giving back to the community. The event was also attended by Commissioner Niles, Jennifer Hossler, a project intersect program manager for GCCA, DJJ leadership and facility and education staff.

Mrs. Deal met with the youths in a Georgia Preparatory Academy (GPA) classroom. She shook hands with each one and thanked them for their act of service and giving to children in need. “Each of you had a part in the healing of these children, because each of you has given back,” said Mrs. Deal. “I saw a lot of effort put into these bears and that makes such a difference. It sends a message to people that you really do care and you are trying to do something nice for someone.”

Hossler accepted the stuffed bears on behalf of GCCA. “These bears are very special because they are homemade and made for youth by youth,” said Hossler. “It’s very meaningful to have ya’ll create something for children in need; it shows these children are loved. I saw ya’ll make these bears with a lot of love and creativity. Each of you matter and I hope you know that.” The Rockdale RYDC youths created and donated over 40 teddy bears.

The youths not only showed off their artistic talents by decorating the stuffed bears, but also had their artwork on display for the First Lady and guests. A number of the paintings were also recently on display at the High Museum of Art. Several of the paintings were given to Mrs. Deal by the artists.

One of the youths read a poem he wrote for the First Lady entitled, “One’s Character,” which highlighted the importance of resilience and staying true to one’s self. In turn, Mrs. Deal imparted some words of wisdom for the youth. “You can’t undo what happened in the past, but you can make a difference with your tomorrows. Dream your dreams, think and plan for the future. It does not do any good to look back or stay mad. Go forward and let your dreams make a difference for others. It’s all up to you, because no one can make your decisions but you.” As a former teacher, Mrs. Deal encouraged the students to embrace reading and stay focused on their school work. She also encouraged the youths to teach others how to read as another act of service.



DIVISION OF SECURE CAMPUSES (YDCs)

Each YDC provides secure care, supervision and treatment services to youth who have been committed to DJJ custody for short- and long-term programs. The population within the seven YDCs is comprised of committed youth with charges that include felonies and misdemeanors.

YDCs follow departmental policies and procedures based on federal and state laws and a variety of professional standards.

Each YDC provides education, vocational programming, physical and mental health treatment, food services, religious services and counseling, resident counseling, substance abuse treatment/counseling and family visitation, among other services, to the youth under its care.

Educational services include middle school and high school courses, GED study classes, vocational education courses and counseling. Additional programming includes activities such as Girl Scouts, Beat the Streets (a youth fitness initiative) and Rescue 2 Restore (a community partnership focused on animal rescue care).

As the agency continues to achieve forward momentum in juvenile justice reforms, these units provide both enhanced safety and security for young offenders and an overarching range of programmatic services for the youth in DJJ care.

YDC LOCATIONS



Facility	Capacity	County
Atlanta	80 Males	Fulton
Augusta	100 Males	Richmond
Eastman	256 Males	Dodge
Macon	70 Females	Bibb
Milledgeville	30 Males	Baldwin
Muscogee	60 Males	Muscogee
Sumter	150 Males	Sumter

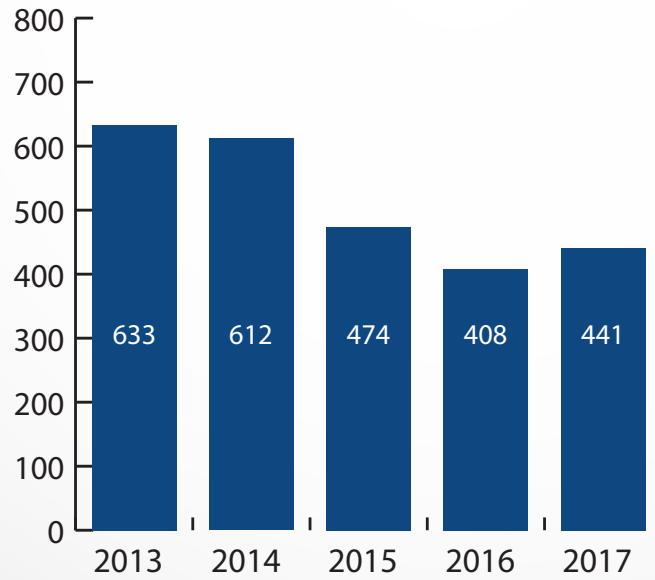
TOTAL CAPACITY: 676 Males / 70 Females

Note: Numbers represent capacity.

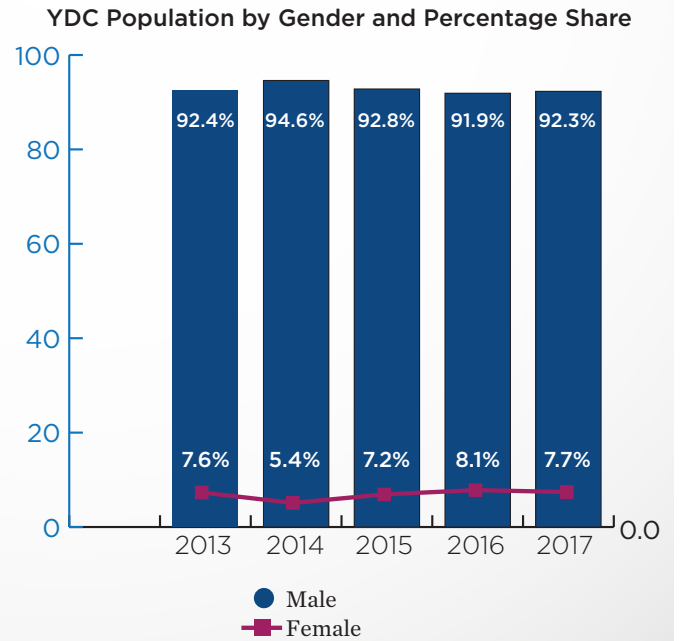
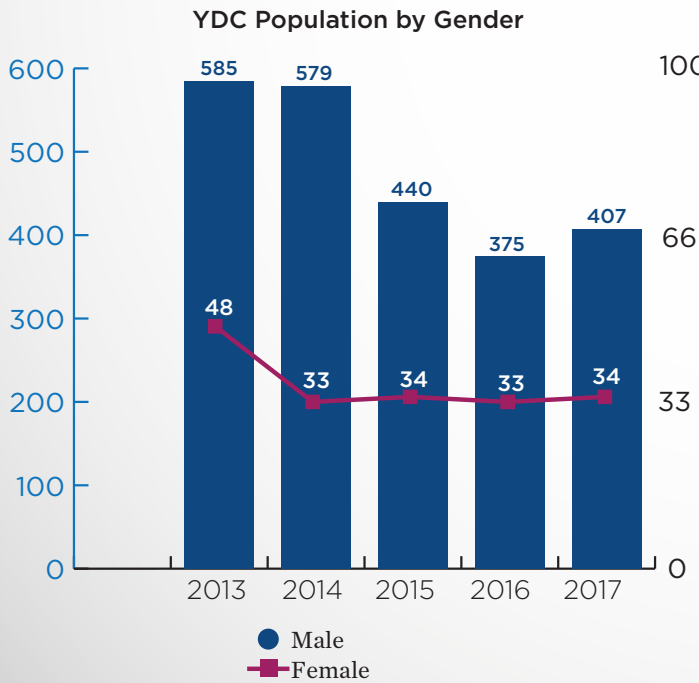


Youth Housed in YDCs

441 (AS OF 12/31/17)

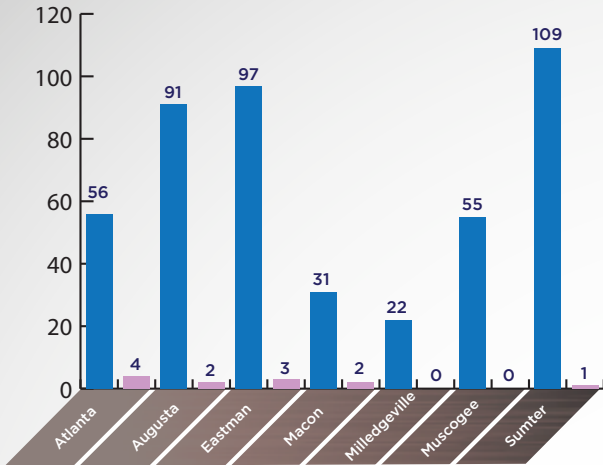


YDC Population by Gender



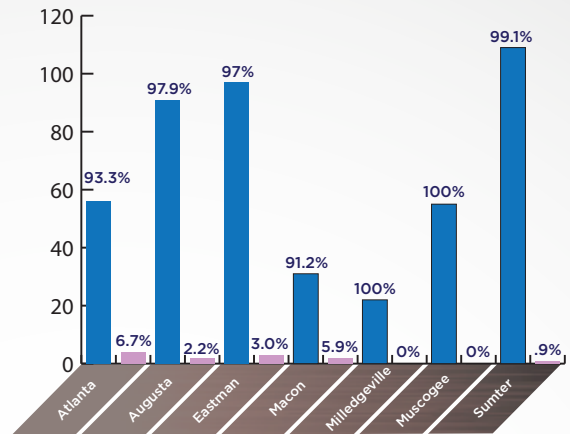
YDC Commitments by Offense Category — 2015

Grand Total: ■ Felony (461) ■ Misdemeanor (12)



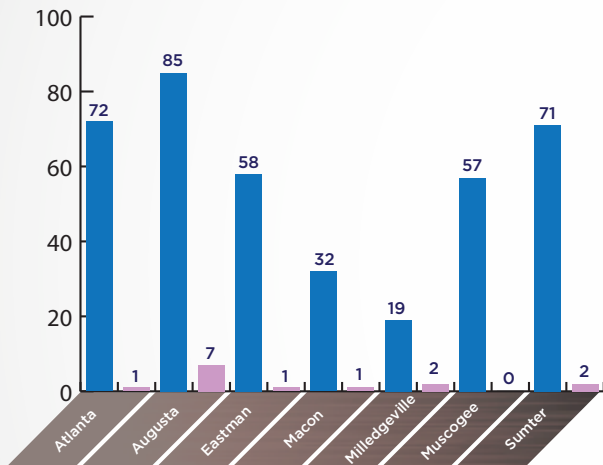
YDC Commitments by Offense Category (Percentage Share) — 2015

■ Felony ■ Misdemeanor



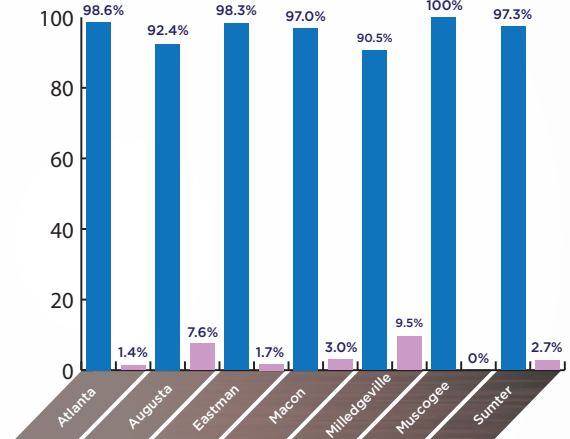
YDC Commitments by Offense Category — 2016

Grand Total: ■ Felony (394) ■ Misdemeanor (14)



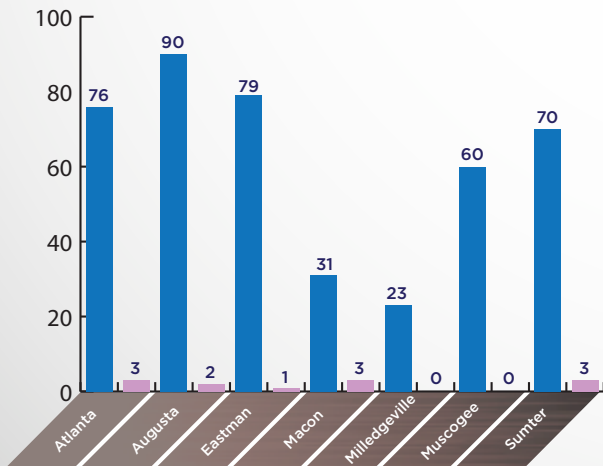
YDC Commitments by Offense Category (Percentage Share) — 2016

■ Felony ■ Misdemeanor



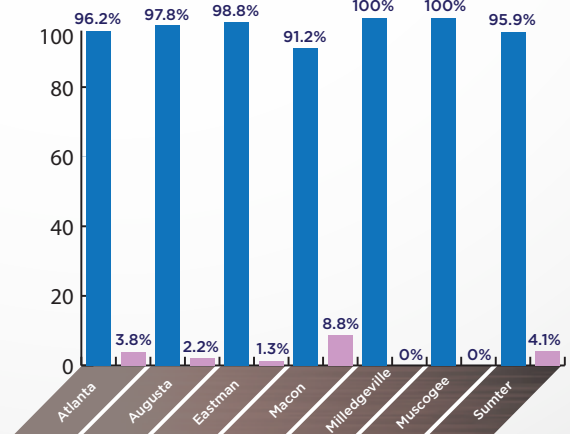
YDC Commitments by Offense Category — 2017

Grand Total: ■ Felony (429) ■ Misdemeanor (12)



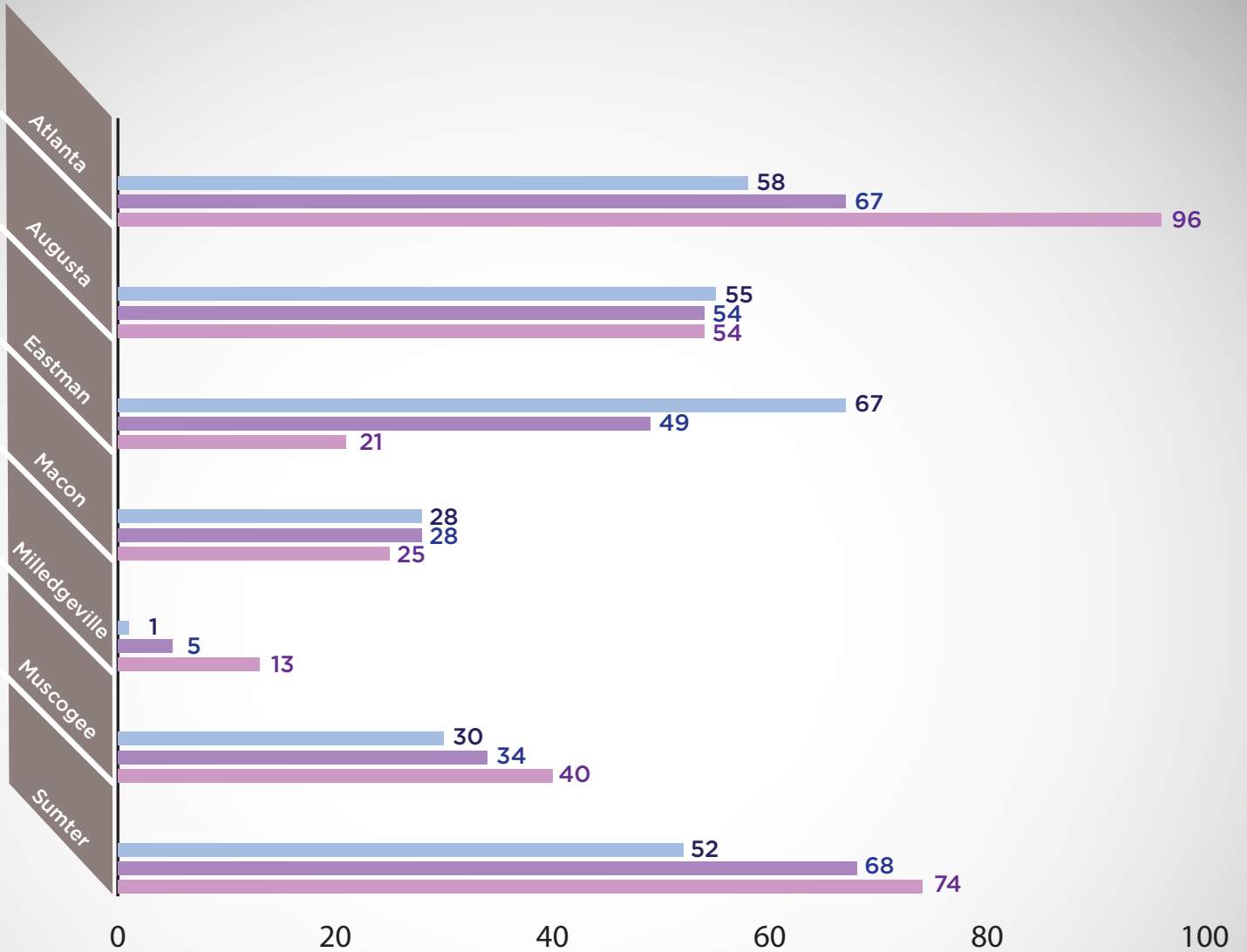
YDC Commitments by Offense Category (Percentage Share) — 2017

■ Felony ■ Misdemeanor



YDC Calendar Year Releases to the Community*

Grand Total: 2015 (341) 2016 (305) 2017 (323)

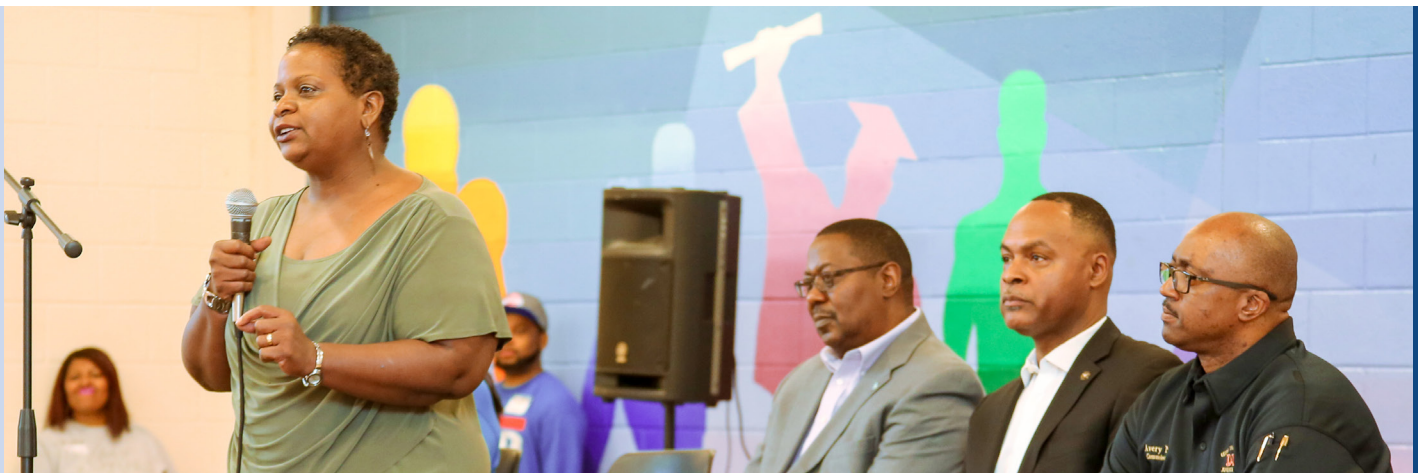


*YDC releases to jails and the Georgia Department of Corrections are included

*Milan (1 in 2015)

*Clayton Transition Dorm YDC (5 in 2016)





Prison Fellowship Director Brenda McGowan, Paster Dexter Kilgore and Commissioner Avery D. Niles

DJJ Hosts Family Day at Atlanta YDC

In partnership with Prison Fellowship, DJJ hosted Family Day at Atlanta YDC on July 8. The goal was to increase family engagement, which in turn, has a positive impact on a youth's rehabilitation. Commissioner Niles thanked parents, family members and Prison Fellowship volunteers for coming to Family Day. He reminded parents and family members that their involvement is crucial to the success of the youths in DJJ's care. He also encouraged them to play a role in policy-making and welcomed open communication.

Commissioner Niles welcomed guests and expressed DJJ's commitment to increasing family engagement. Associate Superintendent Jean Lee addressed families on the importance of staying involved in their child's education. She reminded them that their children were receiving a quality education from GPA and parents also had the opportunity to meet their child's teachers.

Lithonia native Pastor Dexter Kilgore was the keynote speaker. After overcoming his challenges as a troubled youth, Kilgore found his purpose – mentoring young men in school and juvenile detention settings by listening to their stories and problems. He encouraged the Atlanta YDC youths to “find your passion and turn it into a career so you never have to feel like you're working a day in your life.” He told the youth that having the right attitude is of the upmost importance. “It's also important for both parents and youth to listen to one another and say ‘I love you’ to each other.”

The Gideon Crew, a Christian rap group from Detroit, entertained the audience with upbeat musical selections. The Gideon Crew has performed and uplifted spirits in correctional facilities in several states. Youth, family members and staff clapped their hands to the group's music and danced to “The Slide” and “Cupid Shuffle.”

Attendees enjoyed hot dogs and hamburgers cooked by Atlanta YDC kitchen staff and Central Office volunteers. While lunch provided time for family members and the youth to visit, it also was an opportunity to get to know many of the staff members and more than 20 Prison Fellowship volunteers present. The youths had the opportunity to have their photos taken with their family members in front of a painted backdrop designed by one of their peers.

Brenda McGowan, Prison Fellowship's Director of Church and Community Engagement, encouraged the youths to make something of themselves during their time at DJJ and to find a ministry to join when they re-enter society. “I have high expectations for each and every one of you and expect great things from you all,” she told them.

Prison Fellowship is a national non-profit whose aim is to support and minister to incarcerated men and women and their families through community collaboration. Hearts to Nourish Hope, a non-profit that provides educational and career development opportunities to youth in Georgia, was also a sponsor of Family Day.



SPECIAL OPERATIONS



The Division of Secure Campuses also manages DJJ's Special Operations which consists of two specialized teams—the Security Management Response Team (SMRT) and Security Emergency Response Team (SERT). SMRT is responsible for responding to emergencies statewide (in secure facilities and in the community), apprehending juvenile absconders in the community, and also provides security for special details and secure transports. SERT is responsible for responding to emergencies within secure facilities.

2017 SMRT Statistics

During 2017, SMRT activities included facility searches (23), dealing with significant disturbances (4) and escapes (4), physical interventions (111), facility visits (462), emergency drills (3), specialized transports (156) and special details (153), which include fieldtrips, dignitary details, the driver training program, forklift program, victim service programs, youth engagements, etc.

2017 SERT Statistics

During 2017, SERT activities included providing security during off-site youth medical appointments (35), conducting drug screening (634, with 35 positive screens), facility searches (833), pat-down searches (129,705) and grid searches of outside fenced or distinct areas (354).



OFFICE OF THE OMBUDSMAN



DJJ Ombudsman Herman Archie speaks with students.

The Ombudsman serves as the agency's point of contact for family members, advocates and other concerned citizens and addresses issues, complaints and general questions as youth under DJJ supervision, their parents and families navigate the juvenile justice system. Staff members seek to foster confidence in the agency by promoting integrity, fairness and accountability. Staff members address complaints/inquiries statewide for all secure and non-secure DJJ facilities and contracted sites with youth under DJJ supervision (i.e. YDCs, RYDCs, CSOs and group homes).

It is the Ombudsman's task, as a neutral party within the agency, to independently review public allegations and grievances against DJJ in an objective manner and to attempt to resolve all claims fairly and impartially for Georgia's juvenile offenders. Ombudsman staff members regularly visit secure facilities, group homes and contract care programs to investigate, evaluate and secure the rights of the youth under DJJ supervision.

The Ombudsman received 340 grievances in 2017. Of those, 241 were complaints; 72 were inquiries/notifications; and 27 were referrals.



OFFICE OF INVESTIGATIONS

Under the Office of the Commissioner, the Office of Investigations is comprised of a highly skilled team of specially trained investigators. They provide high-quality investigative services to protect the young offenders entrusted to DJJ care and custody, as well as visitors and staff. The Office's law enforcement unit conducts comprehensive criminal, administrative and internal investigations in support of DJJ's facility- and community-based programs.

The Office worked diligently to help the agency meet the primary goal of operating safe and secure facilities and communities. The Georgia Peace Officer Standards and Training (POST) Council-certified investigations unit coordinates with juvenile courts and partners with local, state and federal law enforcement agencies to ensure that the Department is in compliance with the provisions of Georgia's juvenile justice laws.

Ongoing education and training are a significant part of this work; during 2017, Office staff received 3,171 cumulative hours of training and education. During the year there was a decrease of 37 percent in investigated incidents and a 44 percent decline in Prison Rape Elimination Act (PREA)-related incidents.



PREA Administration Unit

The Office of Investigations provides oversight for the agency's PREA Administration Unit. PREA became federal law in 2003; the PREA section of the Federal Code requires that each state's governor must certify that their respective state is in full compliance with standards that apply to state and local confinement facilities.

DJJ has a zero tolerance standard against sexual assault, abuse and harassment. Youth who engage in sexual assaults or sexual abuse are strongly disciplined and may be referred for criminal prosecution. Employees who engage in sexual assault or sexual abuse against youth are terminated from employment and are referred for criminal prosecution. The policy provides guidelines for staff to reduce the risk of sexual assault. In 2017, all 26 DJJ secure facilities were fully compliant with the U.S. Department of Justice PREA Standards.

OFFICE OF PLANNING AND PREPAREDNESS

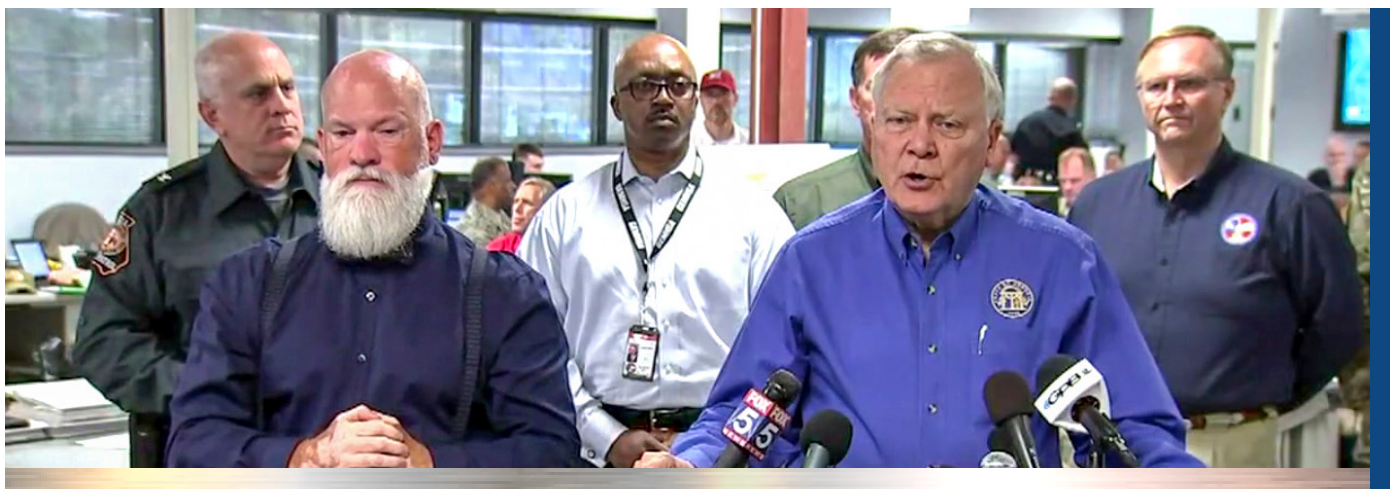
The Office of Planning and Preparedness (OPP) provides leadership within DJJ in all phases of disasters (preparedness, response, recovery and mitigation). The OPP Director serves as the primary contact with the Georgia Emergency Management & Homeland Security Agency and provides timely emergency management information to executive staff. The primary function of the Office is to plan, direct and administer agency-wide emergency operation plans and procedures. For example, OPP coordinated the agency's emergency services during Hurricane Irma in 2017.

The Office also works closely with DJJ Engineering to provide technical assistance in fire and life safety code compliance. The Director of OPP also serves as the agency's Fire Marshal through the State Fire Marshal's Office. OPP conducted fire/life safety inspections on 478 buildings in 2017 that included over 2.8 million square feet.

OPP Inspections	# of buildings inspected	Square footage
CSOs	114	390,943
RYDCs	178	1,208,080
YDCs	186	1,264,357
Totals	478	2,863,380

In addition to the duties listed above, the Office of Planning & Preparedness provides oversight to the agency's:

- Office of Training
- Office of Victim & Volunteer Services
- DJJ staff working on the American Correctional Association (ACA) accreditation process



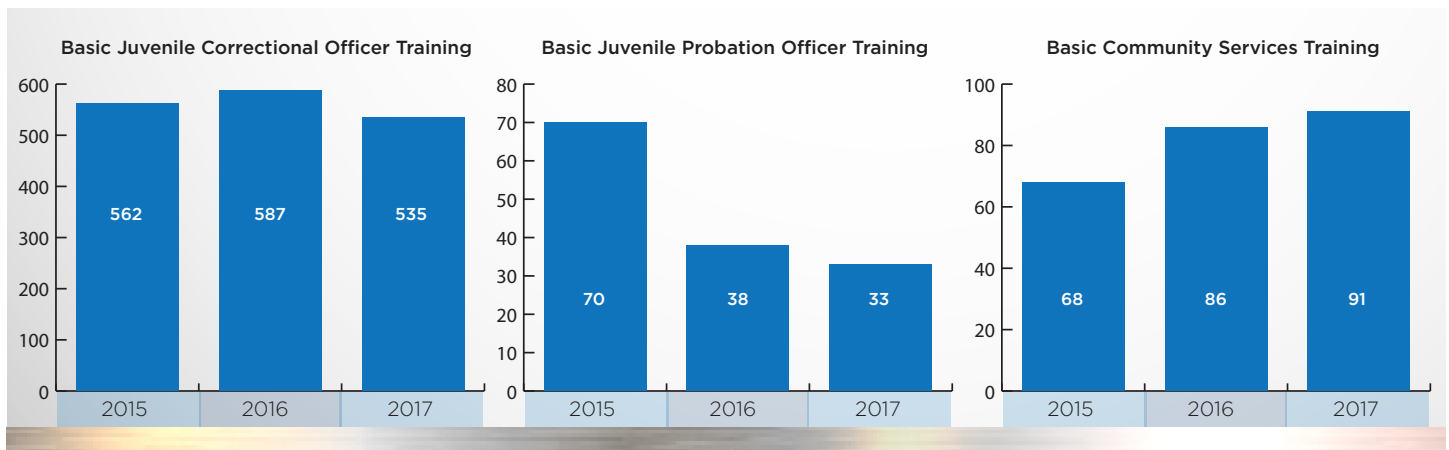


OFFICE OF TRAINING

The Office of Training provides basic and specialized training programs in support of DJJ’s mission, enhancing the safety, security and skills of DJJ staff/partners. The Office is responsible for the training of nearly all of 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 and custodial workers; and administrative staff.

2017 Office of Training highlights:

- Successfully launched “Verbal Judo and Deescalation Training”
- Provided “Gang Awareness Training” for almost 3,000 employees
- Increased the employee annual training requirement from 20 hours to 40 hours
- Successfully provided counselors, educators and recreation staff with PREA Ratio Training
- Conducted the first annual Leadership Summit for DJJ leadership and managers
- Provided scenario-based training for staff at Wilkes RYDC to prepare them for the facility’s opening



OFFICE OF VOLUNTEER SERVICES

The Office of Volunteer Services mobilizes people and resources to create lasting, positive change by delivering programs and services that empower young offenders to live safe, healthy and productive lives. The Office is responsible for the recruitment, screening, orientation and training of volunteers. DJJ volunteers serve in a wide variety of roles in RYDCs, YDCs and CSOs across Georgia. During 2017, there were nearly 1,100 unique volunteers assisting DJJ in its mission and providing numerous services to youth (including ongoing, special guest and intern volunteers).

Programs include:

- Music Learning Program – Offered in the YDCs and designed to allow youth to express their creativity in a positive way through music. They have the opportunity to learn to play various instruments and also express themselves through song. During 2017, 61 youth participated.
- Rescue 2 Restore (R2R) – In less than two years, R2R has received national and international recognition for its community partnerships and innovative programming to generate/restore compassion and responsibility in DJJ's young offenders. The R2R concept identified animal programming as a successful method to provide youth with life skills while educating them about animal care and compassion. Behaviorally, animal programs have been proven to alleviate depression and encourage good behavior. The program is in place at the Atlanta and Muscogee YDCs and the Dalton RYDC; 61 youth participated in R2R dog training during 2017.
- Art Learning Enrichment Program – Provides opportunities for artistic inspiration. Participants meet weekly to gain skills/knowledge in various mediums; become familiar with different types of art and poetic expression styles; grow socially; and become enriched. The program is currently provided at five DJJ facilities; 84 youth participated in 2017.
- Educational Field Trips – More than 150 community and facility youth took part in field trips during 2017 (see the article on page 26 for more information).



Students from Augusta YDC explore the Atlanta Botanical Gardens as part of an educational field trip.



A youth from Muscogee YDC trains a dog so it can be ready for adoption.



- A partnership with the High Museum of Art has worked very well. Through the partnership, DJJ youth participated in educational field trips to the museum throughout the year. In addition, 10 DJJ students submitted artwork that was displayed at the High Museum during the Student Exhibition in May.
- In Your Shoes – This inmate/offender mentor program was developed in collaboration with the Georgia Department of Corrections (DOC) to pair young women housed at the Macon YDC with peer mentors from the adult prison system. The agencies are using proactive measures to reduce the adult offender population while allowing the youths to gain as many skills as possible during their incarceration.
- Special Olympics Law Enforcement Torch Run – During 2017, DJJ raised more than \$7,500 to support disabled children and adults who compete in the Georgia Special Olympics. DJJ team runners and supporters joined in the final leg of the Law Enforcement Torch Run at Atlanta’s Phillips Arena before the start of the 2017 Summer Games.
- Through My Eyes – The photography program began at Eastman YDC in October 2017. Since then, 23 youths have participated.
- Girl Scouts of America – 78 young women participated in the DJJ Girl Scout Troop at Metro RYDC in 2017.



A contest winner from Macon YDC proudly shows Planning and Preparedness Director Scott Cagle her piece of artwork displayed at the High Museum.





Youths from Muscogee YDC visit sea turtle nesting grounds and learn about wildlife conservation at the Georgia Sea Turtle Center.



Youths from Macon YDC sit at the lunch counter sit-in simulation at the Center for Civil and Human Rights.

DJJ Youth Enjoy Educational Field Trips Across Georgia

Students from the seven YDCs participated in a number of educational and culturally enriching field trips organized by the Office of Volunteer Services. YDC youths whose behavior qualified them to spent time outside of the classroom and enjoyed a hands-on approach to learning. Students visited venues including the Atlanta Botanical Gardens, Center for Civil and Human Rights, the Georgia Sea Turtle Center on Jekyll Island, the High Museum of Art, Koinonia Farm in Americus and Zoo Atlanta.

The Office expanded its services to leverage partnerships with these venues to cover the cost of admission. Youth must qualify to go on field trips by exhibiting good behavior and be recommended by facility staff.

During these field trips, participating youths also took part in service learning activities. Students from the Eastman and Macon YDCs visited the Middle Georgia Food Bank to pack boxes of food and toiletries which were distributed to those in need in 24 counties. Young men from Sumter YDC went to Koinonia Farm to work in the community garden. Produce from the garden is also used to feed those needing food assistance.

Staff from the Division of Secure Campuses and the Office of Volunteer Services look forward to continuing to provide youths oppotunities to gain greater insights through cultural activities and also give them opportunities to give back to those in need.



Sumter YDC youths enjoy the panda exhibit at Zoo Atlanta.



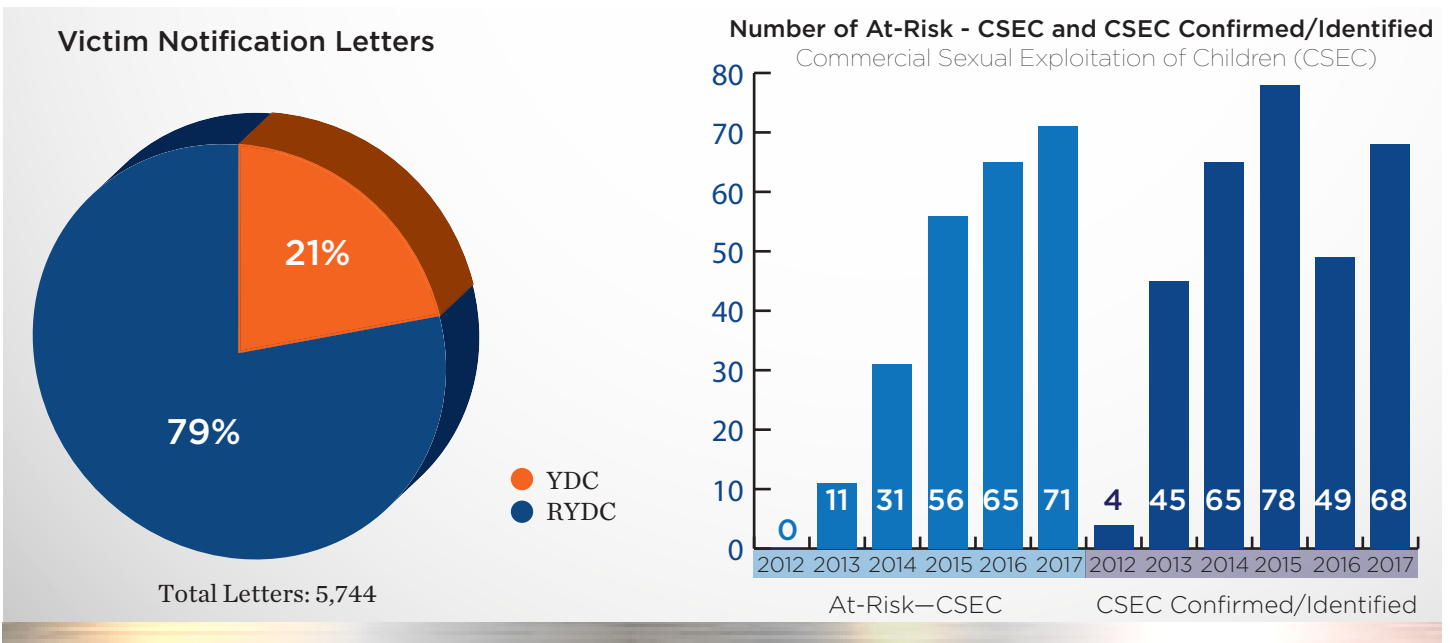
Eastman YDC students work in the community garden at Koinonia Farm. Produce from the garden is used to provide meals for those in need.



OFFICE OF VICTIM SERVICES

Since the Office of Victim Services was established in July 2012, DJJ has streamlined the agency’s victim-related services and established a central location to identify, address and respond to the legal requirements of meeting the needs of Georgia juvenile crime victims. During 2017, the Office interacted with nearly 4,400 victims. In addition, 2,200 staff and community members were provided training on programmatic contributions in the areas of child sexual abuse, teen dating, bullying prevention, victim assistance and response to sexual exploitation. These efforts provide outreach and may prevent further victimizations. The Office is responsible for timely and responsive notification to juvenile crime victims upon the release of youths from DJJ’s secure facilities.

The Office also hosted 10 events to raise awareness about child abuse prevention and National Crime Victims’ Rights week throughout April. DJJ Board Members were able to participate in the events by placing Pinwheels for Prevention at the Chatham Juvenile Court and Chatham RYDC.



DJJ Participates in 2017 National Crime Victims’ Rights Week

Since 1981, National Crime Victims’ Rights Week (NCVRW) has challenged the nation to confront and remove barriers to full justice for crime victims. Each year, communities revisit the history of the victims’ rights movement, celebrate progress and recommit themselves to further advancements. Each April, NCVRW showcases achievements in victims’ rights, including expanded inclusion of victims in the criminal justice system, increasingly visible services and recognized rights for victims and survivors. The theme for 2017 NCVRW – Strength, Resilience, Justice – highlighted core characteristics of healthy, productive individuals and communities.

DJJ supports victims in Georgia with positive responses at NCVRW events held around the state. In 2017, DJJ events included Pinwheels for Prevention, crime victim guest speakers, memorial services for crime victims and pallet painting.

In partnership with Prevent Child Abuse Georgia, DJJ raised awareness statewide for the prevention of child abuse/neglect. Events took place in Athens-Clarke County, Metro RYDC, Gainesville RYDC, Macon, Rockdale RYDC, Terrell County RYDC, Jeff Davis CSO, Evans County Courthouse, Bibb MSC and Savannah RYDC.



Presentations and Events

Child sex trafficking survivor Keisha Head spoke to youths at the Macon YDC. A nationally recognized speaker/advocate seeking the end of all forms of human trafficking, Head told her story of being a victim-turned-survivor to help provide a voice for victims who are not able to speak for themselves.

Patty Zeitz, mother of Danny Zeitz, told the story of the life and death of her son, who was robbed and murdered by two teens using Craigslist. An educator for over 30 years, Ms. Zeitz stressed the importance of positive mentoring youth to avoid a lifetime of tragedy.

Youth at the Marietta RYDC heard about the life and death of Bobby Tillman from his mother, Monique Rivarde. In 2010, Tillman was randomly beaten to death by teens at a house party. His death has helped raise awareness of the impact of teen violence while informing youth that their voices are being heard about bullying and peer anger.

DJJ also had a prominent role at of memorial services for crime victims. At the 15th annual McDonough Memorial Service and Law Enforcement Recognition Ceremony, Christy Sims, a survivor of a violent domestic attack, spoke about her struggles to overcome the incident and persevere by bringing awareness of domestic violence to others.

GCCA hosted a Flag Raising Memorial featuring Fulton County District Attorney Paul Howard and DeKalb County District Attorney Sherry Boston. A flag was raised in remembrance of the 47 children who died from violence in Fulton and DeKalb counties in the recent past. As memorial pinwheels were placed on the GCCA grounds, the names of the victims were read as a reminder of the damage that child abuse causes.

Fulton County hosted a Crime Victims' Rights Ceremony. It featured the placement of hundreds of pairs of shoes to represent an individual story of violent crime in the area. Fulton County DA Howard spoke on the need for community education to help stop violent crime. Speakers and survivors of a range of incidents (homicide, child sexual abuse and domestic violence) shared their experiences.

Columbus held its 2017 NCVRW Memorial Service on at its Government Center. Shameika Averett spoke about the loss of her daughter, sister and mother in a triple homicide. A remembrance tree was created featuring individual ornaments for each local victim of crime the previous year.

Youth in DJJ facilities also had the chance to reflect on the importance of NCVRW. Students at DeKalb RYDC made pallets to represent Strength, Resilience, Justice – reflecting a vision for the future in which all victims are strengthened by the response they receive, organizations are resilient in response to challenges and communities are able to seek collective justice and healing. After the creation of the pallets, they were donated to either the Georgia Coalition Against Domestic Violence or to Kimya Motley, founder of Haven of Light International.



A youth from DeKalb RYDC paints one of the pallets that were donated to the Georgia Coalition Against Domestic Abuse or Kimya Motley, founder of Haven of Light International.



ACA ACCREDITATION



During 2017, DJJ began the ACA accreditation process. ACA is the most prestigious correctional membership organization in the United States and represents correctional professionals in the U.S., Canada and abroad. DJJ's effort to attain ACA accreditation represents an important next step to achieve long-term departmental goals by having agency policies aligned with ACA-recommended standards. DJJ began the process with a successful mock-audit of the Muscogee YDC in September 2017. Eight DJJ facilities will be audited by ACA each year through 2020.

Utilizing the ACA process shows that DJJ is open to future innovations that can lead to more historic changes in Georgia's juvenile justice system. Reaching ACA accreditation can lead to improved DJJ policies and procedures that help safeguard the life, health and safety of DJJ staff and the young offenders in the agency's care and custody.

ACA accreditation also promotes training and treatment of juvenile offenders and the professional development of DJJ correctional staff. It also helps develop partnerships with other correctional agencies for information-sharing and better mutual assistance in case of crisis.

Georgia has already gained a favorable national standing for its juvenile justice innovations. By monitoring practices while measuring outcomes, DJJ will receive an objective ACA assessment and validation of agency accomplishments from internationally recognized experts in the field of juvenile corrections.



DJJ Policy Coordinator Jean Urrutia (center front) and PREA Coordinator Adam Barnett (right) lead an ACA auditor on a facility tour during a mock audit.



OFFICE OF CHAPLAINCY SERVICES

The Office of Chaplaincy Services provides pastoral care to youth and staff and a programmatic approach to ministry by promoting teaching the spiritual disciplines of prayer, meditation, study and service in DJJ's RYDCs and YDCs. Chaplains promote and encourage incarcerated youth to embrace and use the spiritual disciplines of prayer, meditation, study and service. In addition, religious volunteers encourage youth to embrace their own spiritual formation and to be responsible for their decisions.

In 2017, the Office of Chaplaincy Services established the "Friends of DJJ" – faith community members committed to assisting DJJ facilities with special events. "The Friends of DJJ are just like your best neighbor," stated Chaplain Yolanda Thompson. "When you are in a crisis, that neighbor is right there with you going the distance selflessly. DJJ is truly blessed to have some very special friends who care deeply about supporting our mission."



Through the Office of Chaplaincy Services special presentations were made at Metro RYDC to encourage DJJ youth and inspire hope among those who are pursuing college course work during and following their juvenile incarceration.

"The Art of the Faith Journey: College Days, Hollywood and Prayers of Hope," a youth mentoring ministry organized by Chaplain Thompson, took place in August. The mentoring focused on DJJ youth who have graduated from GPA. They spent time with Deance Wyatt, who graduated from college while working in Hollywood and who credits his success as an actor and producer to his faith journey. His presentation included information about pursuing a college degree and how faith and prayer affect planning and preparation for education and career goals.

In December, "Faith & Fitness" with the Morehouse College basketball team and Coach Grady Brewer took place at Atlanta YDC. Team members scrimmaged with DJJ youth and participated in mentoring groups and then Coach Brewer gave an inspiring message. "Our goal is to help the youth bridge the gap between spirituality, prayer, meditation, character values and their personal interests, such as playing basketball," Office of Chaplain Services Director Danny Horne remarked.

During the holidays, "Project Extra Care" at the Atlanta YDC was also successful. Regional Chaplain Thompson coordinated the delivery of 80 gift packets of t-shirts, boxers and socks from Radcliffe Presbyterian Church along with 80 Christmas cards for the youth; and 100 blankets from the outreach ministry, U First Inc., whose corporate partner is Delta Air Lines. The red blankets were right on time for the holidays.

For the third year, the Offices of Chaplaincy Services and Volunteer Services facilitated Commissioner Niles' Holiday Season Challenge, in which he expressed appreciation to DJJ volunteers who contributed to the lives





DJJ Director of Chaplaincy Services Danny Horne pictured with students from the Candler School of Theology

of DJJ youth and staff. Commissioner Niles challenged religious and non-religious volunteers to provide care packages to youth in RYDCs and YDCs. Over \$15,500 was contributed to purchase care packages.

Three of the nation's top seminaries – Emory University's Candler School of Theology, the Columbia Theological Seminary and the Interdenominational Theological Center (ITC) – work with DJJ and the youth in its care. The Candler School of Theology partners with Metro RYDC; Columbia Theological Seminary partners with DeKalb RYDC; and ITC partners with Atlanta YDC. Through these strategic partnerships, the spiritual development of DJJ youth has been expanded. DJJ is in the third year of its partnerships with the Candler School and Columbia Theological Seminary and in the first year of its ITC partnership.

Masters of Divinity students in these seminaries provide direct ministry to detained youth for class credit. For example, during the 2017-2018 academic year, nine Candler School students worked at Metro RYDC. They completed 44 hours of ministry each during fall semester (a cumulative total of 308 hours of direct ministry to DJJ youth) and 55 hours of ministry each during the spring semester (a cumulative total of 495 hours of direct ministry to DJJ youth).

Faith in Action

When the Savannah RYDC was at risk from Hurricane Irma, youth housed at the facility were moved to Eastman and Macon YDCs. More than 15 faith groups, churches and ministry leaders helped DJJ during the storm. Chaplains Robbie Passmore and Yolanda Thompson organized the faith-community efforts. Religious volunteers in the Eastman community were prepared to house DJJ employees as well.

In Eastman, meals and snacks were provided to DJJ staff by Bethlehem Baptist Church, Dodge Baptist Association, Faith Baptist Church, First Baptist Church, Lakeside Assembly Church, Plainfield Baptist Church, Terry Hendrix and Rhonda Passmore. "This ministry team did a fantastic job – providing breakfast and supper daily. The ministry took care of staff members' laundry and really made everyone feel welcomed," said Deputy Commissioner Sean Hamilton.

The First Presbyterian Church of Macon Moms Bible Study Group presented "welcome bags" to Macon YDC. Each bag contained a handwritten note of encouragement ("Don't give up") for the residents of the YDC and those from Savannah RYDC.

Mt. Calvary Baptist Church hosted afternoon pizza parties for more than 75 youths at Atlanta YDC. This ministry team also provided sandwich platters for all staff – timely outreach for the Hurricane Irma support effort underway across metro Atlanta.



PROVIDE REINTEGRATION SERVICES

DIVISION OF COMMUNITY SERVICES

The Division of Community Services provides youth who are under DJJ supervision with intake, counseling, probation, case management, detention planning and aftercare supervision services in most of Georgia's 159 counties. The Division has 96 CSOs and also includes the Office of Reentry Services (ORS) to assist youth as they transition from a secure DJJ facility to the community.

Due to the Georgia Juvenile Justice Reform Act, the number of youths participating in community-based services has increased. This has created an additional demand on DJJ to provide evidence-based services that should result in a reduction in juvenile recidivism rates over time.

Division of Community Services responsibilities include:

- Intake (court admission process including detention decision-making and diversion)
- Secure detention alternatives (monitor the status of youth in detention and offer alternatives to judges)
- Non-secure detention (electronic monitoring and group home placements)
- Probation supervision
- Commitment supervision
- School-based supervision (probation officers in 75 schools in 33 school districts)
- High Intensity Team Supervision, or HITS (there are 41 HITS units around the state)
- Juvenile sex offender community supervision (an average of more than 400 per month)
- Residential placement (room, board and watchful oversight and/or psychiatric residential treatment facilities for an average of more than 300 youth per month)
- Interstate Compact for Juveniles
- Aftercare supervision and services for youth returning from YDCs and residential placements

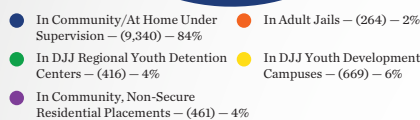
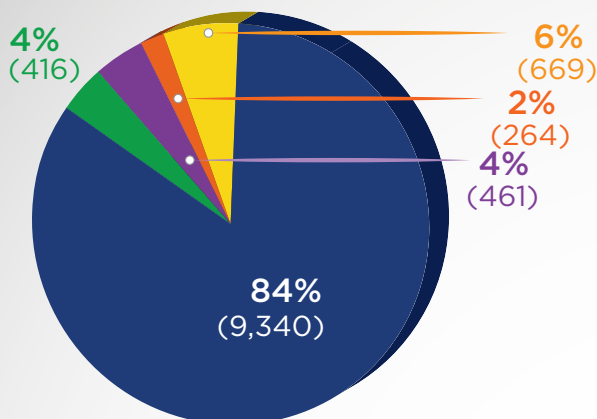
The Division uses a number of tools and programs to implement juvenile justice reforms and to improve the juvenile justice system. Among them are:

- Adult detention facility monitoring – An annual site inspection is completed at the 188 Georgia adult detention facilities that temporarily hold or detain juveniles.
- Youth Tracking Program – Tracking services (provided by private contractors) provide intensive surveillance and monitoring, allowing juvenile offenders to remain at home pending further court action. Face-to-face tracking contacts in the home, neighborhood, work or school are made at least once a day, along with a telephone curfew check. In 2017, there were 1,953 youth tracked by this program.

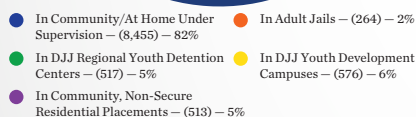
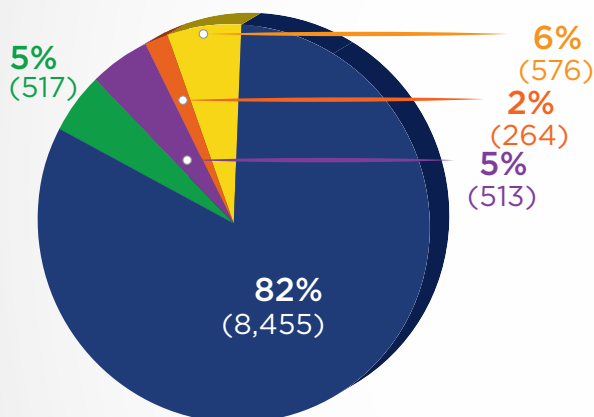


Youth Supervised by the Division of Community Services

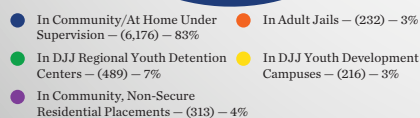
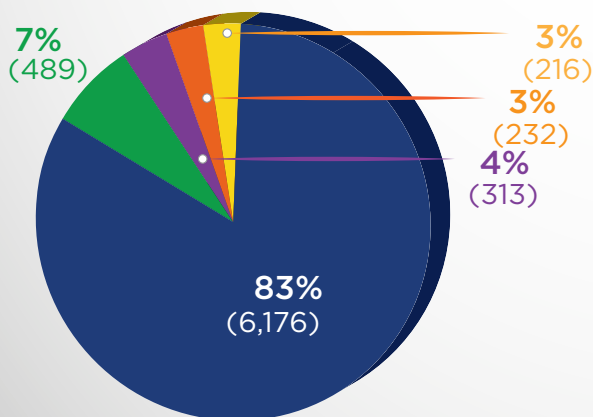
CY 2015 Monthly Average



CY 2016 Monthly Average



CY 2017 Monthly Average



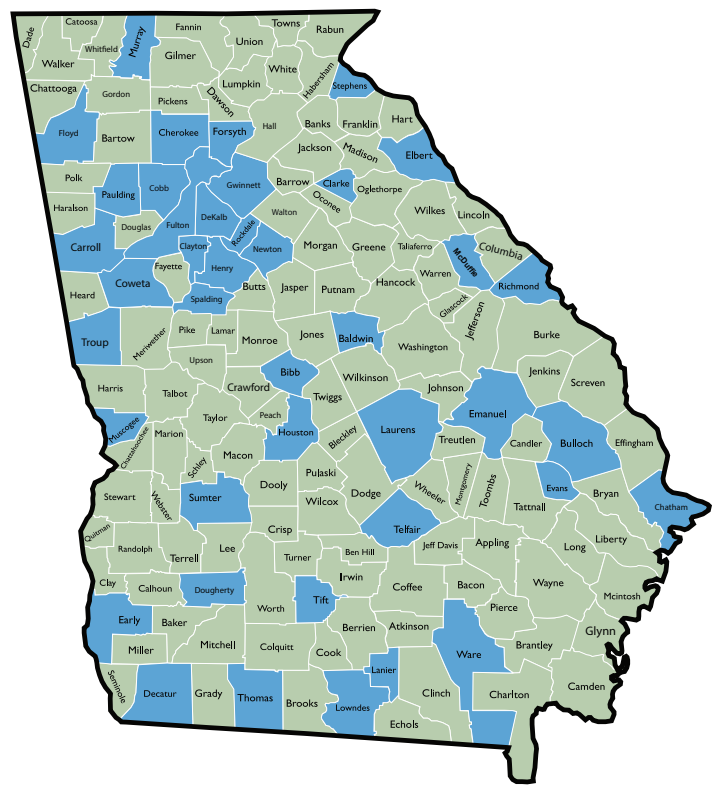
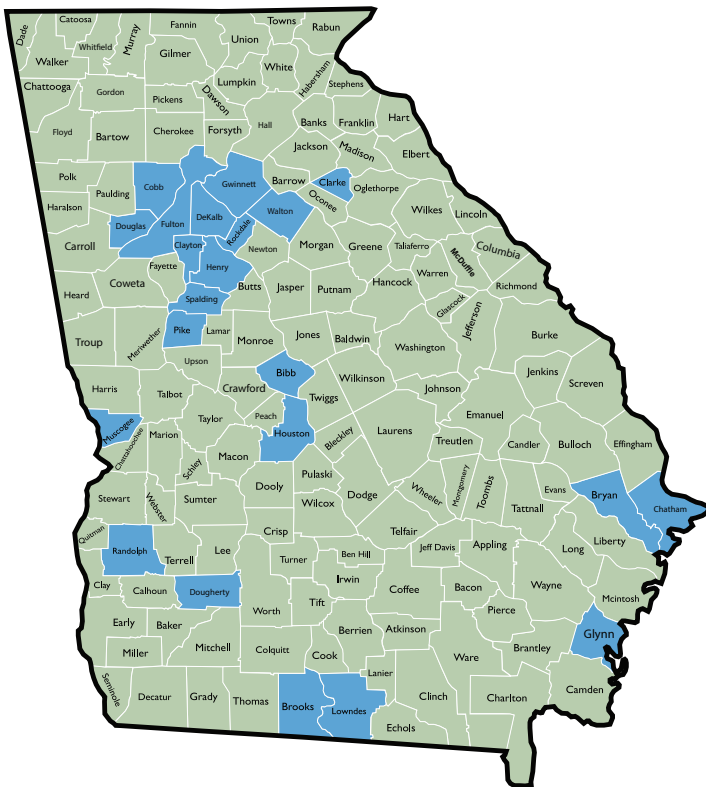
- Evening Reporting Center (ERC) – This 90-day program services youth aged 12-16 who have medium- to high-risk levels. The ERC reduces the likelihood of reoffending and allows non-secure detention and non-secured committed youth to remain in the community as an alternative to secure detention. During 2017, DJJ provided ERC services to 45 youth in Lowndes County; 39 successfully completed the program.
- Rural Evidence-based Programming – DJJ implements EBP grants to expand services for medium-and high-risk youth in rural areas.
- Multi-Systemic Therapy (MST) – An evidence-based and high-fidelity intensive treatment program to address environmental systems impacting medium- and high-risk juvenile offenders ages 12-17 with lengthy delinquency histories and serious anti-social behavior. Over a three-month period, MST services are delivered in the home, school and neighborhood, emphasizing behavior change in the youth’s natural environment which includes family and peers. This 24-hour-a-day service provides counselors available to respond immediately to crisis situations (see map on page 34). In 2017, DJJ provided MST services to 756 youths in the counties shown on the map.
- HITS is a community-based, in-home detention placement alternative for community-supervised youth. HITS involves team supervision strategies including housebound detention alternatives, electronic monitoring, curfew checks, drug and alcohol testing, crisis management, EBP and home, school, work and office visits. DJJ’s 41 HITS units have 1,623 slots for youth throughout the state. Youth released from YDCs or other residential placements are considered a high priority for HITS program placement (see map on page 34).
- School-based supervision – DJJ collaborates with school districts at school-based supervision sites. Youth in the program are monitored for important outcomes such as decreases in dropout rates, truancy, suspensions and expulsions and corresponding increases in grades and graduation rates. High school completion is closely correlated with success as an adult and no further involvement in criminal activity (see map on page 35).



- Thinking for a Change (T4C) – an EBP that includes social skills development, cognitive restructuring and the development of problem-solving skills. T4C services were provided to 391 youth across 28 counties in 2017 with a 77 percent successful completion rate (see map on page 35).
- Aggression Replacement Training (ART) – a cognitive behavioral intervention program designed to help aggressive adolescents aged 12-17 improve their social skill competence and moral reasoning, better manage anger and reduce aggressive behavior. ART services were provided to 118 youth across 13 counties in 2017 with a 69 percent successful completion rate (see map on page 35).
- Functional Family Therapy (FFT) – an evidence-based intervention which involves short-term counseling in the home, working with family members and/or caregivers. During 2017, 341 youth received FFT services in 64 counties with a 58 percent successful completion rate (see map on page 35).
- Educational Transition Centers (ETCs) – ETCs in Bibb, Chatham, Muscogee and Richmond counties provide an alternative educational setting for youth with challenges re-entering public school or transitioning to their community.
- Georgia Interstate Compact for Juveniles (ICJ) – This unit processes incoming and outgoing supervision transfers from other states. The Georgia ICJ unit also processes the return of runaways, accused delinquents, absconders or escapees. Travel notifications are handled by the ICJ unit, as is ensuring compliance with the Interstate Compact. Training is provided by the ICJ unit to DJJ community staff, along with local and state community stakeholders. In 2017, the unit processed an average of 451 transfers of supervision cases monthly.

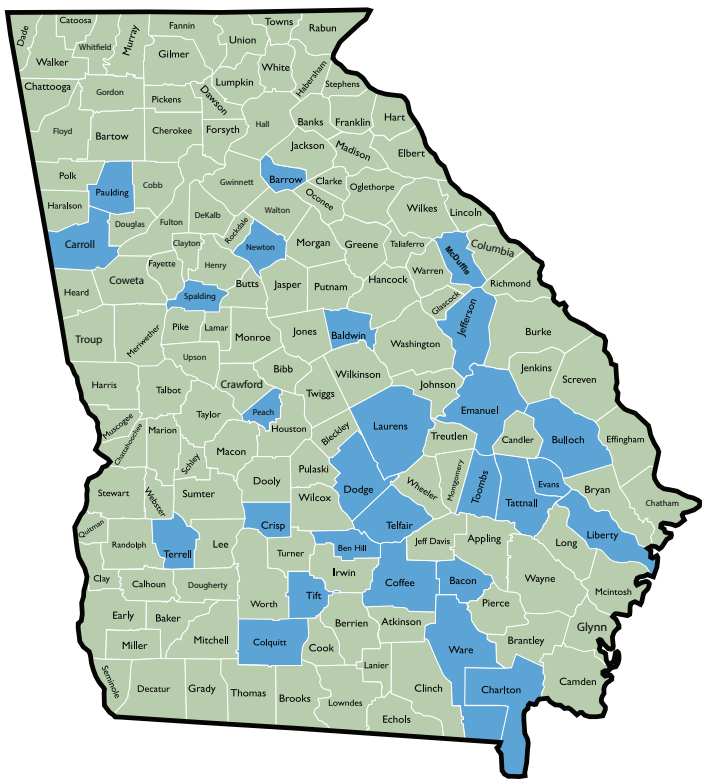
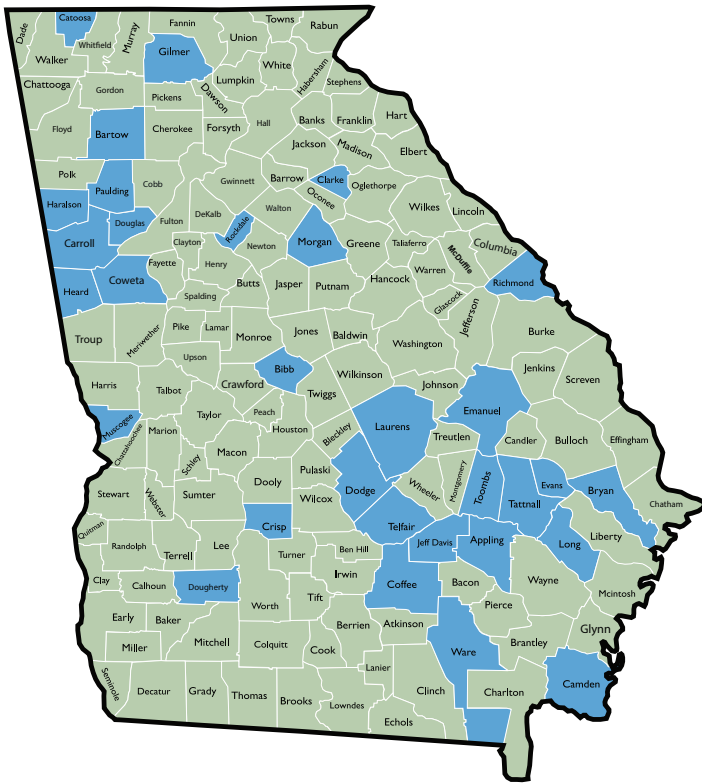
Multi-Systemic Therapy (MST)

HITS Supervision by Region



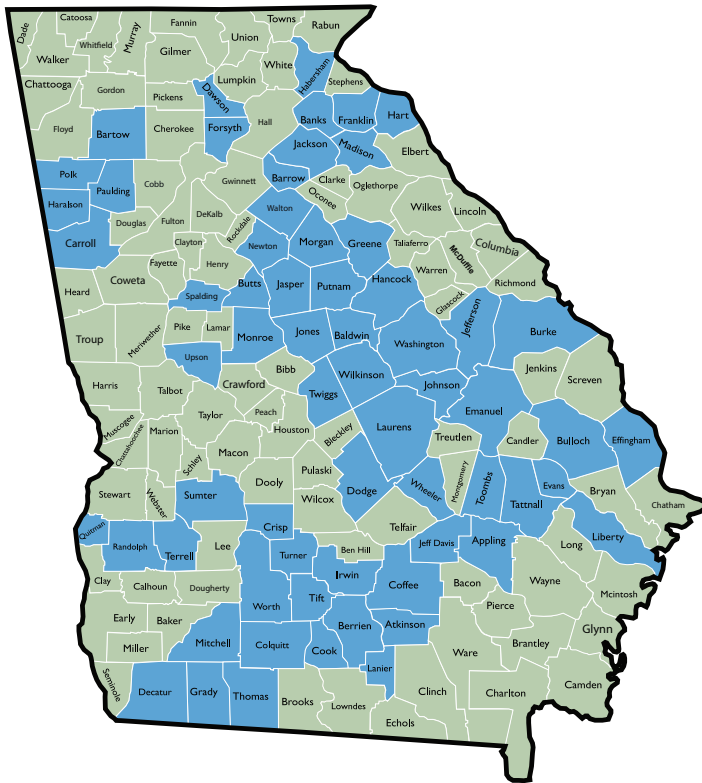
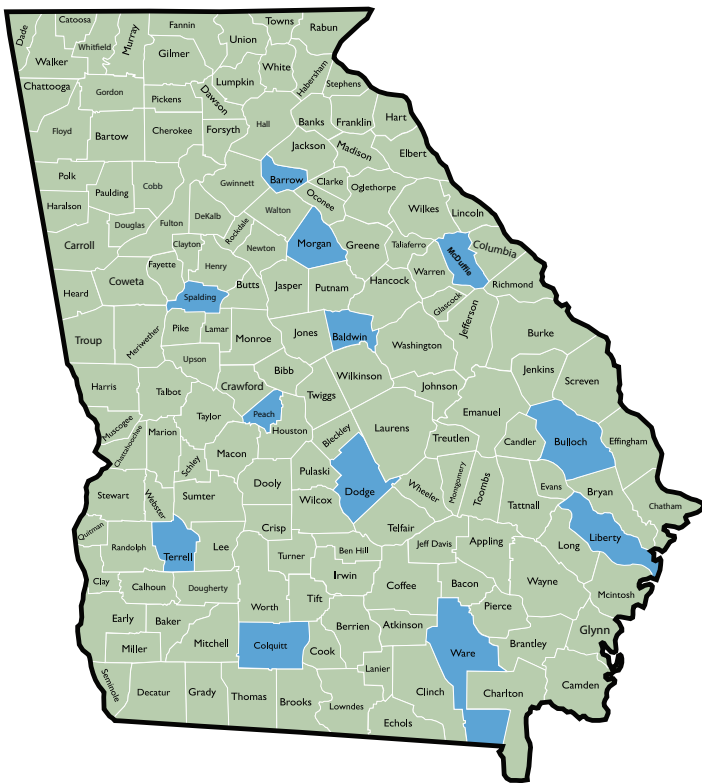
School-based Supervision

Thinking For A Change (T4C)



Aggression Replacement Training (ART)

Functional Family Therapy (FFT)





DJJ Participates in DeKalb County’s Annual Community Day with Law Enforcement

To celebrate the beginning of the 2017 school year, the 8th Annual Community Day (sponsored by DeKalb County law enforcement agencies) was held on August 2nd. Youths who participated had a fun-filled morning with law enforcement officers at the Stars and Strikes bowling alley in Stone Mountain. Those who attended also had the opportunity to receive free school supplies.

“The District Attorney’s Office is happy to be a Community Day partner. It’s always been a great opportunity for us to connect with the kids in our community,” said DeKalb District Attorney Sherry Boston. “We make sure they have the school supplies they need to go back to school and be productive because getting an education is so important. We know that children who don’t get an education have a greater chance to wind up in our juvenile justice system. The best way to prevent that is to make sure they are engaged in school and in extracurricular activities, sports and civic organizations.” The youth also took a pledge with the District Attorney to stay in school, work hard, maintain excellent attendance and be ready to learn.

Representatives from the DeKalb County Marshal’s Office, DeKalb County Police Department, DeKalb County Schools’ Office of Public Safety, DeKalb County Sheriff’s Office, DeKalb County Solicitor’s Office and DJJ attended to interact with the youth in a relaxed setting.

Officers from DJJ’s DeKalb HITS unit brought youth who are under DJJ supervision. DeKalb HITS officers joined fellow law enforcement officers in collecting school supplies and backpacks to give to the youths. Event organizers believe that starting the school year off right means having the necessary school supplies needed to succeed.

Several officers, including Juvenile Program Manager (JPM) Bernardra Kagwe, spoke to the youths about the importance of completing their education and how law enforcement officers are ready and willing to support them. “It’s okay to fail in some things. What makes you great is that you can identify what you did wrong and do it better the next time you try,” said JPM Kagwe. “Find someone that can mentor you and talk you through your mistakes.”

DJJ is proud to be a partner of Community Day and will continue to support initiatives to help youth complete their education.





OFFICE OF REENTRY SERVICES

The primary objective of ORS is to provide support to DJJ youth and their families as the youth transition from out-of-home placement back to their communities. Included in this work is the preparation of each youth's transition plan as he/she returns home. The Office facilitates a youth's connections to services and support for up to 60 days (and longer if needed) after release. Each transition plan is individualized and based on the youth's needs.

Parental engagement continues to be a central ORS focus. Youth-Centered Reentry Team (YCRT) meetings are the foundation for family engagement, and the meetings improve engagement while youth are in detention. DJJ reentry specialists facilitate the YCRT process within 60 days of the youth's placement at a long-term facility.

The ORS Reentry Task Force (comprised of more than 70 state and nonprofit agencies) provides services to youth and families in support of reentry. Previously developed programs that continued in 2017 included Angel Tree, Storybook Moms and Dads, Ferst Foundation Book Program, visitation enhancement, Reality U, Graduation Education and Reentry Program (GEAR), TCSG Student Navigator, and partnerships with Goodwill and the Georgia Vocational Rehabilitation Agency.

Among the ORS highlights in 2017 were:

- Family Day – an agency-sponsored event lead by ORS designed to promote family engagement. The first Family Day was held at Atlanta YDC in July (see article on page 17).
- Videoconferencing YCRT meetings – Parents and other YCRT members can now attend by videoconference. This coincided with the Commissioner's mandate that facilities initiate and expand video visitation.
- Youth Driving Program – Sponsored by the Governor's Office of Highway Safety, this program allowed 75 DJJ youths to obtain a Georgia driver's license. The course featured classroom training and 40 hours of driving time. Students were trained by volunteers from state law enforcement agencies.
- Georgia DOC – DOC staff began attending YCRT meetings to provide a better handoff between agencies for DJJ youth who will be transitioning to DOC to serve sentences. There is also a more complete transfer of records to DOC, and a DOC handbook is given to youth and families.
- Department of Community Supervision (DCS) – DCS staff began attending YCRT meetings in order to provide a better handoff for DJJ youth transitioning to adult probation supervision.
- Making Youth Employment Work (MYEW) – is a partnership with the United Way, DFCS, Metro Atlanta Chamber of Commerce and the Annie E. Casey Foundation to provide and enhance jobs and career pathways for at-risk youth. The collaboration held two events in 2017 – employers interested in supporting at-risk youth in jobs and careers; and youth-serving organizations that are working in the space of youth employment and employment preparation. The two events helped spread the word about the need for jobs and careers for at-risk youth, and for those doing good work in this area to speak of their efforts to the attendees.
- Fulton County Schools – school system staff are now attending YCRT meetings to help ensure that the system has the support and services in place for the successful return to school of DJJ youth.



Juvenile Tracking System (JTS) Enhancements

- Reentry Task Force Casenotes – to record/track the provision of services to youth from the Reentry Task Force
- ORS Reports – reports pulled from JTS data enabling extensive quality assurance relating to ORS processes
- Automated Transition Plan – each plan is now a live electronic document accessible by staff. The plan (which is built in collaboration with the youth and family) is continuously modified by staff and its implementation is tracked by ORS Reentry Resource Coordinators (RRCs)
- Revised Reentry Checklist – The checklist was revised to streamline the oversight of reentry events that are identified as necessary to better ensure continuity of care

Community Resources Database with Interaction Map Function

- Available to youth, parents, family and others on the DJJ website
- Functionality to all allow staff to enter and update resource listings
- Smartphone resource map app

YCRT Reentry Planning Process Enhancement – In 2016, DJJ added regional RRCs to facilitate the transition of youths from placement to the community. The RRCs are also charged with finding and expanding resources in their respective regions, which are added to the new Community Resources Database. Prior to a youth's release, the RRCs assist with identification of services and finalization of the youth's Transition Plan. RRCs follow the youth's and family's progress for up to 60 days after release.

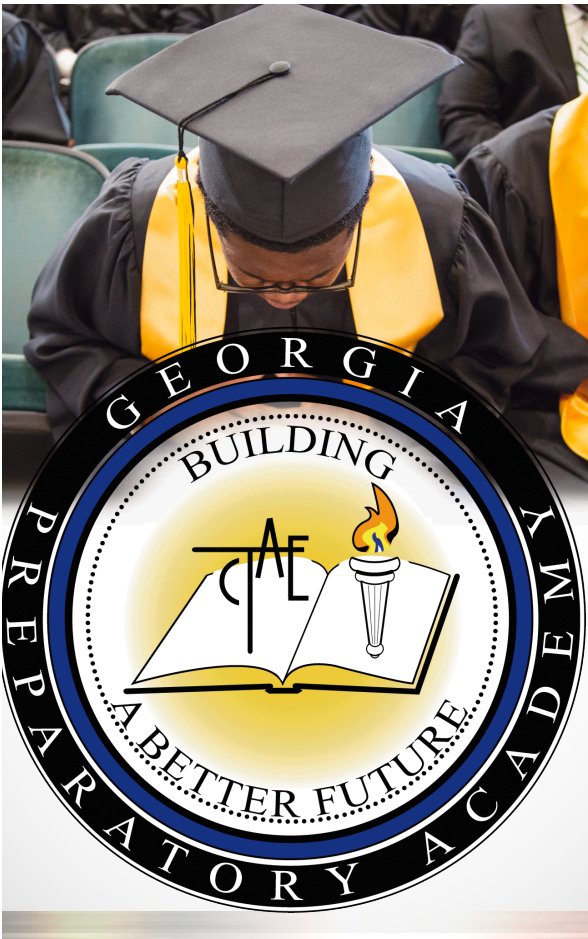
New Second Chance Act Grant – support from the new grant is targeted at the following programs:

- Communities In Schools
- Making Youth Employment Work
- Reentry Specialists
- Technology enhancements
- Standardized Program Evaluation Protocol/Vanderbilt University Peabody Institute
- District job fairs



PROVIDE EDUCATIONAL OPPORTUNITIES

DIVISION OF EDUCATION



DJJ helps the young people in its care to develop and sustain productive lives. Providing educational opportunities and reentry-focused programming are among DJJ's key goals. DJJ supports the rehabilitation of youth in its care by delivering quality education as well as employment readiness training.

The Department runs Georgia's 181st school district. Commissioner Avery D. Niles serves as the Superintendent of the school district while the DJJ Board also serves as the DJJ Board of Education.

GPA operates 29 year-round schools which offer students a continuum of academic services as they transition into and out of the DJJ system. These schools are located in RYDCs, YDCs and ETCs. Nearly 6,900 juvenile offenders were enrolled in GPA classes during 2017. Most of the youth in DJJ custody are, on average, two to three years behind their peers in academic achievement.

Since implementation of Georgia's juvenile justice reform legislation began in 2014, increased emphasis has been placed on DJJ's educational efforts. Numerous advancements have been made in the DJJ School District and many youths under DJJ care have been positively influenced. The two student graduations held each year at the State's Tift College campus are highly anticipated celebrations.

- GPA is the middle and high school program.

- An adult education program (Pathway to Success) enables students to study for and obtain a General Educational Development (GED) diploma. Students who are at least 16 years old and meet other state-mandated criteria can take a GED test, offered through local technical colleges (computer-based testing only). These tests are offered at DJJ's seven YDCs.
- The Connections Graduate Program (CGP) focuses on training and activities designed specifically to prepare students for transition, reentry and job readiness skills at each YDC. GPA students with a high school diploma or GED can enroll in this program. CGP students can also take online college courses, if they meet the minimum college admission criteria.

Georgia Preparatory Academy Facts:

- Accreditation – GPA is distinguished by its accreditation from AdvancED.
- Teachers/administrators – GPA employs and recruits professionally certified, highly qualified and motivated teachers and administrators to ensure it is operating in compliance with the state's juvenile justice reforms and its educational requirements.



- Curriculum and Standards – Like students in Georgia’s traditional schools, GPA students receive regular or special education services each school day. Academic instruction is standards-based and aligned with the Georgia Department of Education’s Georgia Standards of Excellence.
- Performance Measures – GPA fully implements the statewide Georgia Standards of Excellence for language arts and mathematics. These standards are rigorous benchmarks all teachers use to guide instruction. Additionally, GPA administers the Georgia Milestones Assessments.
- Classroom Technology – Students in GPA schools receive daily instruction as they would in a more traditional setting. GPA uses instructional materials presented in an exciting and interactive medium that promotes personal student involvement in the classroom. Smart Boards and Kindles are used throughout GPA.
- Parental Involvement – DJJ educators and administrators know that parental involvement, especially in juvenile detention educational settings, can ultimately lead to significant gains in student achievement. GPA employs two parental engagement coordinators who encourage parents to be actively involved to ensure a positive impact on their child’s academic learning.
- Infinite Campus – DJJ uses this student information system to create student schedules, track attendance and generate transcripts and report cards.
- Education Transition Centers – Youth leaving the DJJ School District who are no longer able to pursue their education in traditional public school settings after being suspended or expelled can enroll in a DJJ community-based ETC which are located in Bibb, Chatham and Richmond counties. The ETCs provide youth under DJJ community supervision with opportunities to continue their education and earn course credit toward a high school diploma or GED outside of public school settings.
- Special Education Services – GPA offers a full continuum of special education services. Each student with a disability receives a psychological evaluation and an individualized education program (IEP) when appropriate. The IEP creates opportunities for teachers, parents, school administrators, related services personnel and students (when appropriate) to work together to improve educational results for students with disabilities.
- School Counselors – Counselors assist students through classroom guidance and academic advisement to help them move toward high school graduation. They are responsible for reviewing transcripts, approving schedules and coordinating testing. GPA school counselors also coordinate career fairs during the spring semester.





- Graduation – GPA holds two graduation ceremonies per year. DJJ transports graduates from across Georgia to the State’s Tift College campus for an opportunity to celebrate their graduation honors. DJJ wants deserving students to be recognized for their academic achievement during commencement ceremonies.
 - ▷ During the Spring 2017 graduation ceremonies, there were 15 high school diplomas, 28 GEDs and 14 Technical Certificates of Credit (TCCs) awarded. During the Fall 2017 graduation, 10 high school diplomas, 33 GEDs and 10 TCCs were awarded.
- Career, Technical and Agricultural Education (CTAE) – DJJ provides CTAE programs linked to meaningful employment opportunities while students are still earning a high school diploma or GED. Georgia Preparatory Academy has developed relationships with several technical colleges to administer programs that lead to certifications. Students dually enrolled in CTAE programs at the Augusta, Eastman, Macon and Sumter YDCs can receive a TCC. Among the TCC courses offered are automotive maintenance, computer applications, cosmetology, construction and horticulture. There are also high school CTAE programs at Atlanta and Muscogee YDCs. Students can complete high school pathways in business and technology and earn Microsoft Office Specialist credentials.

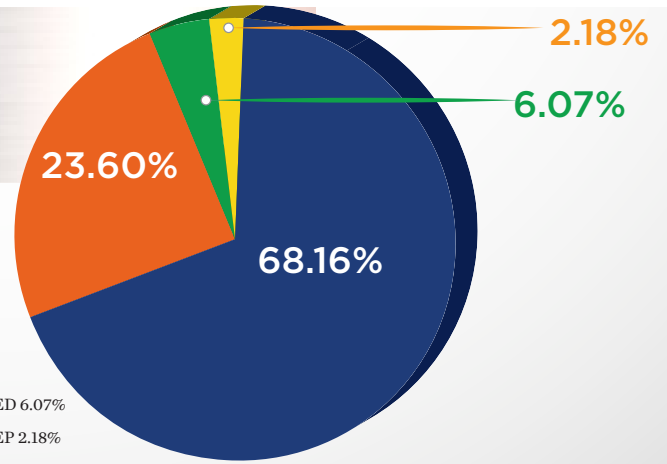
2017 Highlights:

- Enrollment across all programs (GPA, GED, CGP) was 6,874
- 110 degrees and certificates were awarded
- The adult education program (GED) was renamed Pathway to Success
- The graduate program was named Connections Graduate Program



2017 ENROLLMENT POPULATION

6,874



Number of Students

	CY2015	CY2016	CY2017
Middle School	1,610	1,593	1,622
High School	4,276	4,518	4,685
GED	308	293	417
GEP	110	156	150
Total	6,304	6,560	6,874

Percentage of Students

	CY2015	CY2016	CY2017
Middle School	25.54%	24.28%	23.60%
High School	67.83%	68.87%	68.16%
GED	4.89%	4.47%	6.07%
GEP	1.74%	2.38%	2.18%
Total	100%	100%	100%

Diplomas & Certificates

	2015	2016	2017
High School Diplomas	57	27	25
GEDs	25	76	61
Technical Certificates of Credit	22	32	24
Other Certificates	0	0	4
Total	94	135	110





(l to r) Teacher of the Year Finalist Betsy Stone, DJJ Board member Willie C. Bolton, Finalist Tammie Colson, Assistant Commissioner Joe Vignati, Finalist Sandra Marrongelli, DJJ Board Vice Chair Sandra Heath Taylor, Finalist Sam Hicks Queener, Teacher of the Year Harold Farmer and Assistant Superintendent Dr. Letunya Walker

Rockdale Educator Named DJJ Teacher of the Year

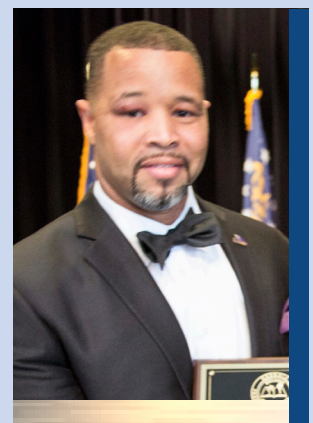
At the winter commencement, Rockdale RYDC social studies teacher Harold Farmer was named the GPA 2017 Teacher of the Year. Commissioner Niles commended Farmer and the finalists for Teacher of the Year for their dedication, perseverance and commitment in pushing students in DJJ secure facilities to succeed.

Farmer has spent his entire 15-year teaching career with GPA. When asked about his teaching philosophies he stated, “As educators, we must understand what is needed to pull the best out of our students. Activities should be real-world and practical so students can stay engaged and enjoy what they are learning. I want my students to make connections to what is going on now and what took place in history.”

He is also credited for starting the “Man Cave,” a parental engagement program that aims to strengthen the bonds between youths and the male figures in their lives. “Through planned activities, the Man Cave creates the perfect environment for the students’ fatherly figures to share their experiences with the students, stress the importance of education and teach them what it means to act like a man,” said Farmer. “The Man Cave is one of our favorite programs. We want to show the students that we care about them and not just academically.”

Farmer continued, “Furthermore, education is the key to a brighter future and we as educators are the ones that hand over those keys. To my fellow educators who take on the task of being superheroes in the classrooms and their communities, I say stay encouraged and know the work you do does not go unnoticed. Be encouraged that you help shape the world. Our students will be among the leaders of the next generation. Be encouraged that what you are doing in the classroom will influence the young people you serve throughout their lives.”

Superintendent Niles also recognized the finalists for Teacher of the Year during graduation: Tammie Colson, English-Language Arts teacher at Savannah RYDC; Sandra Marrongelli, English-Language Arts teacher at Atlanta YDC; Sam Hicks Queener, Jr., science teacher at Macon YDC; and Betsy Stone, social studies teacher at Aaron Cohn RYDC. Superintendent Niles said “We could not fulfill our mission without the countless hours our teachers put forth to give the students the knowledge they need for a bright future.” He thanked all GPA teachers and administrators for their devotion and being positive role models for the youth.



PROVIDE TREATMENT AND SERVICES

DIVISION OF SUPPORT SERVICES

The Division of Support Services (DSS) provides evidence- and best practice-based services to youth served by DJJ. The division consists of the Office of Behavioral Health Services (OBHS), Office of Health Services (OHS), the Office of Nutrition and Food Services (ONFS) and the Office of Classification and Transportation Services (OCATS).

OFFICE OF BEHAVIORAL HEALTH SERVICES

OBHS provides behavioral health treatment services and programs that adhere to current best practices and meet the identified needs of the youth in DJJ's care. OBHS program areas include:

- Mental Health – each secure facility:
 - ▷ Has a mental health treatment team: mental health clinicians, psychiatrist, psychologist, registered nurse, substance abuse counselors (YDCs only)
 - ▷ Utilizes individual and group treatment programs
 - ▷ Provides counseling and case management at all facilities
 - ▷ Utilizes evidence-based interventions
- Programs
 - ▷ Provides counseling and case management at all facilities
 - ▷ Utilizes evidence-based interventions
- Sexual Offender Treatment (YDCs only)
 - ▷ Assessment/treatment specific to sexually harmful behaviors
 - ▷ 43 “sexually harmful youth” completed treatment and were released from YDCs in 2017
- Substance Use Treatment (YDCs only)
 - ▷ Residential substance use treatment for youth with intensive treatment needs
 - ▷ Weekly group counseling
- Positive Behavioral Interventions and Supports (PBIS)
 - ▷ Behavior management system utilizing reinforcement of positive behaviors and youth strengths



(l to r) Commissioner Niles, Gainesville Facility Director Herman Oglesby, Jr., OBHS Regional Administrator Cathy Riggs, Director of Behavioral Health Services Dr. Christine Doyle





2017 OBHS highlights:

- The OBHS Director was featured in a video on the use of PBIS in secure juvenile facilities for the U.S. Department of Education’s Office of Special Education Programs’ National Technical Assistance Center on PBIS.
- The OBHS Director and the Statewide PBIS Administrator became members of the Georgia Department of Education’s Statewide PBIS Taskforce.
- OBHS partnered with Dr. Kristine Jolivette (a professor in the Behavior and Learning Disorders program in the College of Education & Human Development at Georgia State University) to develop and pilot a national fidelity monitoring instrument (the Tiered Fidelity Inventory) for use in secure juvenile facilities.
- OBHS staff were presenters at the National PBIS Forum in Chicago, as well as other regional PBIS conferences.
- OBHS, along with the Juvenile Court Associate of Pennsylvania, partnered with the National Center for Mental Health and Juvenile Justice on a grant to develop/implement a trauma-informed treatment/service planning decision-making tool. The OBHS Director also serves as a member of the grant advisory committee.
- OBHS is partnering with Dr. Sue Righthand of the University of Maine (a leading specialist on the treatment of juvenile sex offenders) on her Office of Justice Programs Sexual Offender Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) initiative to develop a dynamic risk and need assessment tool that can be used to evaluate youth needs and gauge their progress in treatment.
- OBHS is partnering with Adelphi University on a National Child Traumatic Stress Network grant to provide training to DJJ clinicians in the provision of the Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) group trauma treatment.
- OBHS is partnering with the DeKalb Child Advocacy Center on a National Child Traumatic Stress Network grant to improve trauma-informed and trauma-specific training for DJJ staff. Through the grant, Dr. Monique Marrow adapted her “Think Trauma” curriculum specifically for DJJ and provided a train-the-trainer session and consultation phone calls. She also conducted a session for DJJ Executive Team and Board Members.
- DJJ’s Chief of Psychology was asked to take part in the ACA select committee to revise the Standards and Expected Practices for the use of isolation in secure facilities.
- OBHS partnered with the University of Connecticut School of Psychiatry to validate two trauma screening tools in preparation for their national release.
- OBHS Programs and Case Management partnered with Kentucky and West Virginia agencies on an OJJDP grant to train staff in the provision of Aggression Replacement Training.
- The Chief of Programs and Case Management partnered with the Office of Training to develop and deliver the inaugural Programs Designated Programs Authority Leadership Training. This training was developed to enhance the leadership skills of facility Programs managers.





Rockdale RYDC Hosts Leading Lady Dance

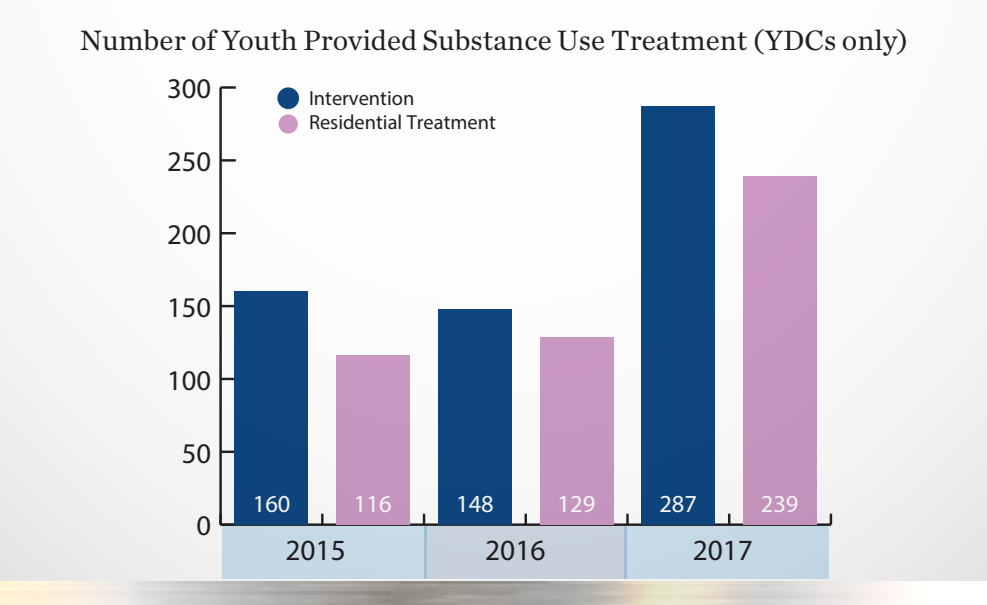
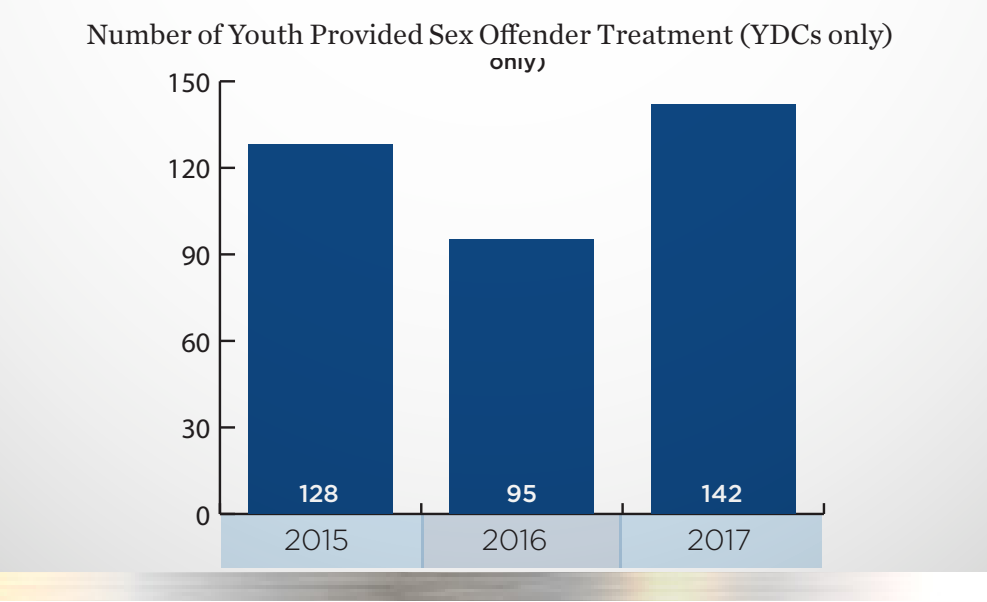
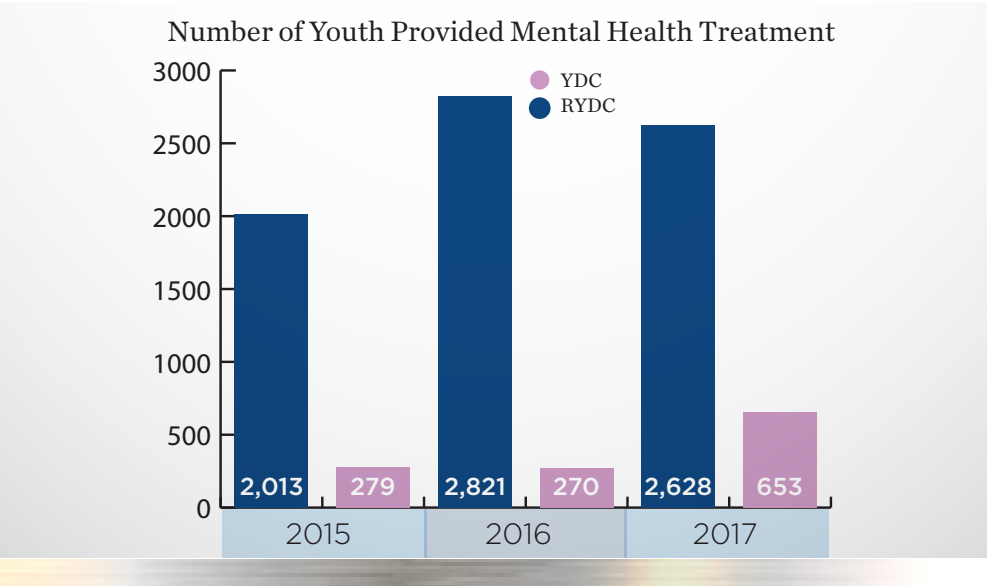
On August 5, Rockdale RYDC held its first-ever Leading Lady Dance as part of the Positive Behavioral Interventions and Supports (PBIS) program. Participating youth were able to choose a special family or staff member as their Leading Lady for the community dance. Twenty-three youths were rewarded for their hard work in maintaining good behavior at the facility during an eligibility period.

The days leading up to the Leading Lady Dance were filled with buzz and excitement. Learning the dance steps for the “bus stop,” a “soul train line” and counting movements to sway from side to side were difficult for staff and youth alike. Fresh haircuts were arranged and clothes pressed as the days to the event grew near. On the day of the Leading Lady Dance, the smiles on the faces of the participants were contagious. Escorting their Leading Ladies into the gym, the pride and excitement was palpable for everyone. Each youth performed a dance at the start of the program and surprised their Leading Lady with a rose at the end of the event, a heartfelt moment that didn’t leave a single dry eye on the dance floor.

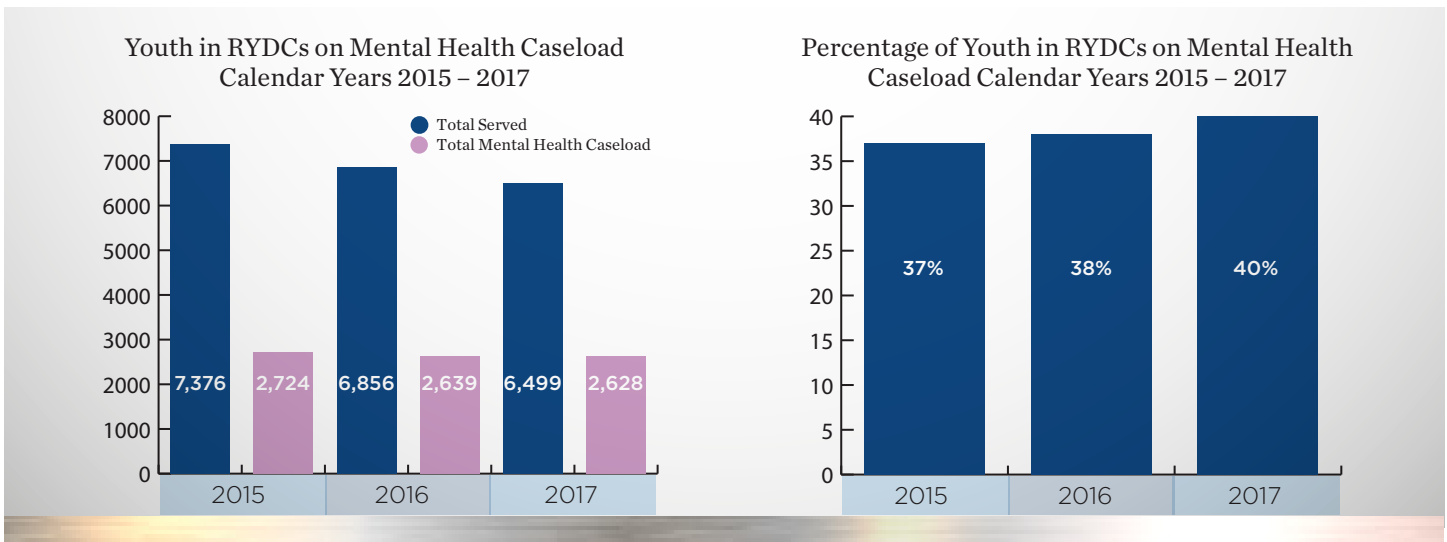
Commissioner Niles attended the Leading Lady Dance and took keepsake photographs with everyone who attended. Other attendees included members of the Rockdale RYDC administration, Rockdale RYDC Advisory Council and Deputy Commissioner Sean Hamilton.

PBIS is an evidence-based, data-driven framework proven to reduce disciplinary incidents, increase a school’s sense of safety and support improved academic outcomes. More than 23,000 U.S. schools are implementing PBIS and saving countless instructional hours otherwise lost to discipline. The premise of PBIS is that continual teaching, combined with acknowledgement or feedback of positive student over the counter behavior, will reduce unnecessary discipline and promote a climate of greater productivity, safety and learning. PBIS schools apply a multi-tiered approach to prevention, using disciplinary data and principles of behavior analysis to develop school-wide, targeted and individualized interventions and supports to improve the school climate for all students.



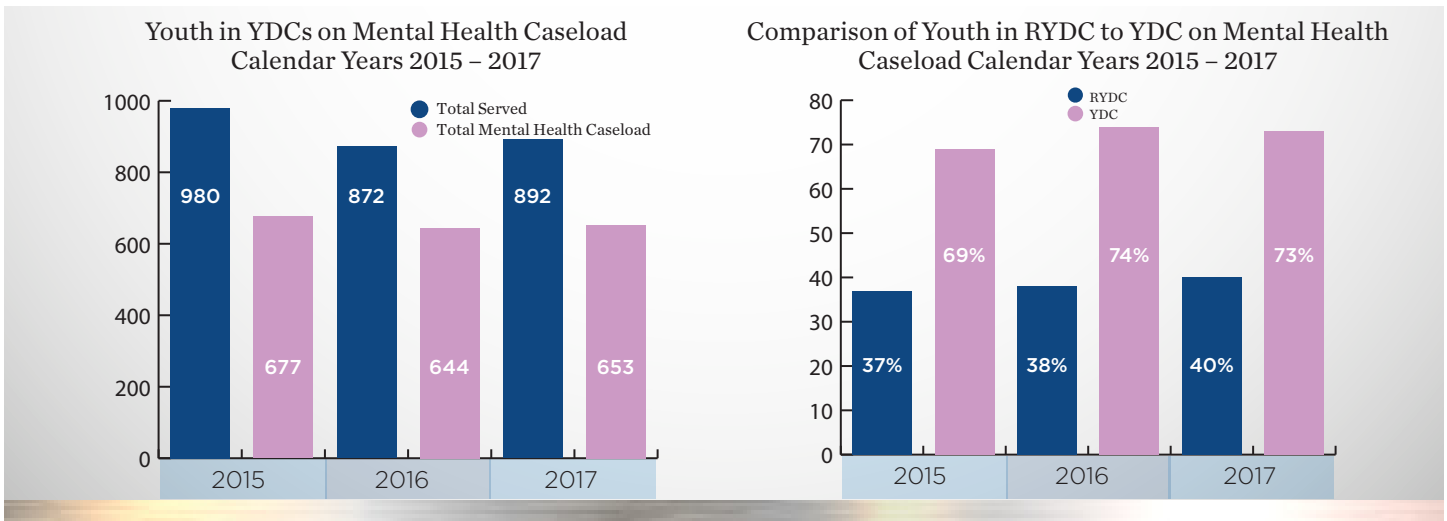


Number of Youth Provided Mental Health Treatment at RYDCs



While the number of youth detained in DJJ secure facilities has declined over the past three years, the percentage of youth who require ongoing mental health services is increasing. This suggests that while juvenile justice reform has lowered the number of youth admitted to detention, those youth who are detained have more severe mental health needs compared to youth admitted to secure facilities before juvenile justice reform.

Number of Youth Provided Mental Health Treatment at YDCs



Juvenile justice reform was designed to restrict use of YDCs to serve only the most serious juvenile offenders. Historically, juvenile offenders adjudicated for serious offenses also have more mental health needs. Although the number of youth served in YDCs is relatively stable over the reporting period, the percentage of youth served in YDCs is much greater than in RYDCs.



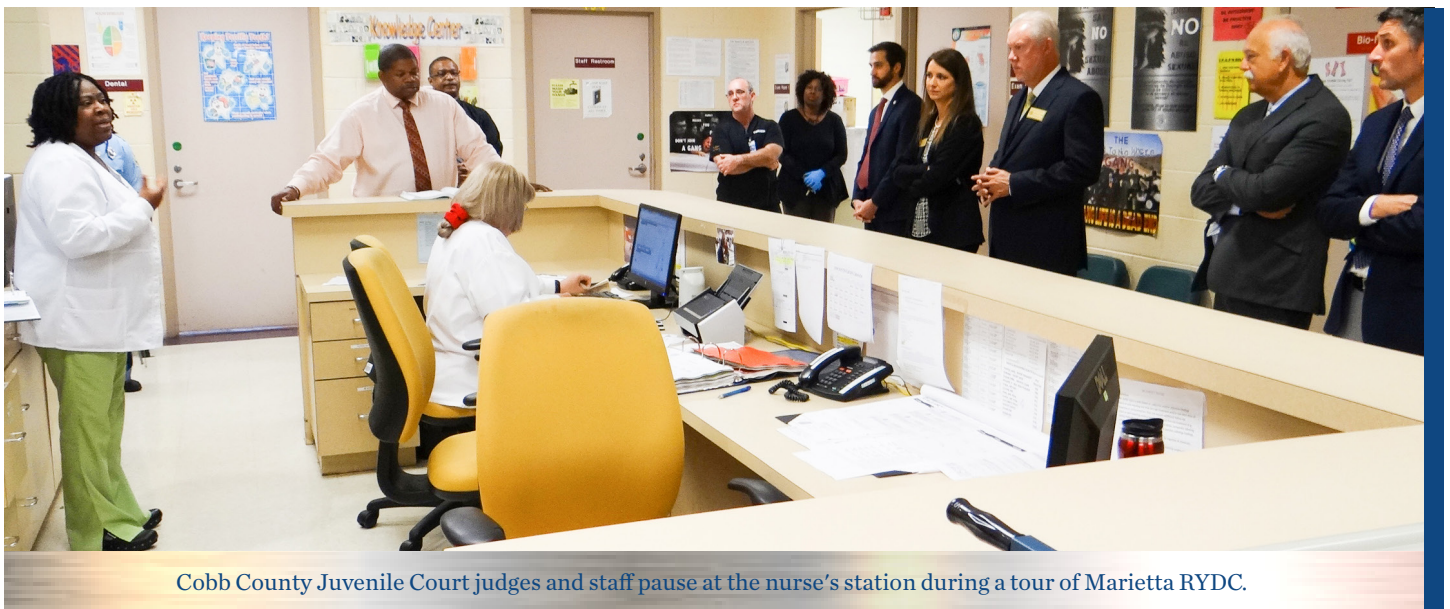
OFFICE OF HEALTH SERVICES

OHS provides clinical and administrative oversight in medical care, nursing, physician and advanced practice providers, pharmacy, laboratory and radiology services through a contract with Augusta University - Department of Correctional Healthcare-Juvenile Health.

- Medical Services:
 - ▷ Ensure DJJ facility youth receive medical and dental care according to DJJ policy and national standards
 - ▷ Coordinate contracted services such as pharmacy, radiology and laboratory services and access to specialty care and hospitalization
 - ▷ Daily sick call visits and chronic care clinics by medical staff
 - ▷ Infection control and health education to youth
 - ▷ Tattoo removal program for successful re-entry of youth to community
- Dental Care is provided through the Office of OHS and by dental contract

During 2017, OHS:

- Transitioned day-to-day operations to Augusta University - Georgia Correctional HealthCare
- Expanded and centralized the dental surgery center
- Updated key medical equipment in clinics
- Expanded electronic records to include dental services
 - ▷ Sick calls – 20,948
 - ▷ Chronic Care Visits – 9,870
 - ▷ Nurse Health Appraisal – 9,516
 - ▷ Physical Examinations – 5,034
 - ▷ Dental Cleanings/Procedures Performed – 3,694
 - ▷ Dental Examinations – 5,122



Cobb County Juvenile Court judges and staff pause at the nurse's station during a tour of Marietta RYDC.

OFFICE OF NUTRITION AND FOOD SERVICES

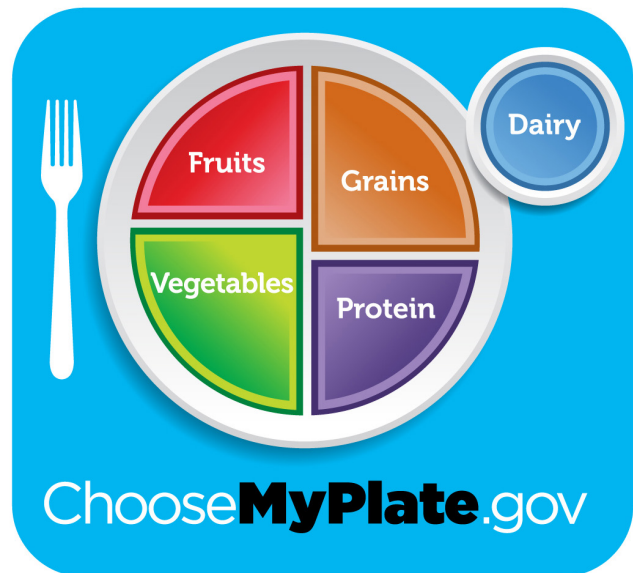
ONFS provides nutritionally sound menus that meet USDA guidelines for National School Meal Programs, offer variety and flavor and are prepared utilizing food-safe practices. The primary focuses of ONFS include:

- Provide youth with nutritionally balanced meals/snacks that meet USDA guidelines, including offering a variety of healthy fruits and vegetables, whole grains, a choice of 1% unflavored or fat-free flavored milk, and appropriate levels of sodium and saturated fat
- Ensure food safety practices are enforced through staff training, employing ServSafe-certified managers and scheduled site audits
- Participate in USDA National Breakfast, Lunch and Afterschool Care Programs, allowing DJJ to receive federal reimbursement for these meals
- Monitor and develop 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 education materials and youth events

Facts & Figures - FY17	
# of Reimbursable Meals Served	1,044,528
# of Non-Reimbursable Meals Served	514,624
# of Total Meals Served	1,559,152
\$ Total Reimbursement Earned	\$2,474,740
\$ Total Amount of USDA Commodity Foods Granted to DJJ	\$158,400

2017 ONFS highlights included:

- The Registered Dietitian created/implemented a new menu for school year 2017-18. It showcases Georgia-grown products, meets USDA guidelines for reimbursement and provides cost savings. Quarterly youth and staff surveys were implemented to monitor acceptance of menu items and recipes to guide menu updates.
- The special diet system transitioned from paper forms to electronic intranet requests, resulting in enhanced tracking of special diets, confirmed medical necessity and reduced risk to youth safety.
- Innovative wellness education materials and a standardized calendar were created for educators to utilize during the Afterschool Care Program.
- Sixteen facilities obtained a 95 percent or higher score on two health inspections conducted by the Georgia Department of Public Health during the 2016-17 school year.



OFFICE OF CLASSIFICATION AND TRANSPORTATION SERVICES

Among the duties of the Office are:

- Review and monitor RYDC populations
- Administer assessment tools upon commitment, coordinate a chair screening committee meetings
- Process youth for STP
- Process Superior Court youth
- Review all Commitment Packets
- Placement of youth in YDCs utilizing DJJ assessment tools
- Process YDC requests and YDC extensions
- Safe transport of youth between secure facilities (to medical appointments, interviews and other appointments as available)
- Transport to special details such as GPA graduation, Commissioner’s Youth Council, etc.

	CY 2015	CY 2016	CY 2017
# of Transports	2,940	3,496	3,510
# of miles driven	497,868	390,943	562,555

Classification Indicators	CY 2017
# of Screening Packets Reviewed	1,706
# YDC Sex Offenders Processed	74
# YDC Substance Abuse Processed	410
# Secure Probation Sanctions Processed	242
# STP Orders Processed	1,071
# Superior Court Youth Processed	60
# Superior Court Youth transferred to DOC	44



2017 OCATS Highlights:

- OCATS led agency efforts to collect donations for those in southwest Georgia affected by severe storms in January. OCATS coordinated the statewide pickup and delivery of donations. A box truck of supplies was delivered to the GEMA Donation Warehouse in Albany on February 8.
- Administer assessment tools upon commitment, coordinate and facilitate screening meetings.
- OCATS was part of the team that presented at the ACA winter conference as well as assisted with a presentation to the Georgia Pardons and Parole Board in May.
- OCATS, in conjunction with the Georgia Gang Investigators Association, the Office of Training and the Office of Investigations, coordinated training on gangs for all DJJ staff who have contact with DJJ youth.
- OCATS staff also participated in numerous job fairs and career fairs at schools statewide.
- The evacuation/re-entry of Savannah RYDC due to Hurricane Irma was successfully completed.



PROVIDE ADMINISTRATIVE SUPPORT

DIVISION OF ADMINISTRATIVE SERVICES

The Division of Administrative Services covers a wide range of services in support of DJJ's mission and goals. The division encompasses six key offices; information about each is found below.

OFFICE OF GRANTS, REAL ESTATE AND STRATEGIC PLANNING

This Office develops and submits applications for state and federal grant funds that can assist the Department in fulfilling its mission. In addition to managing seven previously awarded grants totaling \$3.6 million, DJJ received three new state grants from the Criminal Justice Coordinating Council (CJCC) during 2017.

To address the problem DJJ youth encounter with substance abuse, the agency obtained \$289,961 in Residential Substance Abuse Treatment (RSAT) funding. DJJ currently provides three RSAT units, housed within the Atlanta, Augusta and Sumter YDCs. In this program, youth are required to participate in the therapeutic community where they attend group, individual and family counseling during a six-month period. These funds allow DJJ to continue this programming without any disruption.

Lack of transportation is often noted as one of the challenges that keep youth and their families from receiving court-mandated services. Consequently, DJJ has partnered with CJCC to eliminate this challenge. A \$100,000 grant was attained to assist court-involved youth to attend family programming. Currently, the state is providing assistance in four counties and is working to expand the number of counties that receive transportation assistance.

Through a \$21,320 PREA grant, the agency developed a six-hour PREA curriculum for residential providers. This grant allows those residential providers to receive PREA training as required by policy.

This Office also works directly with the State Properties Commission (SPC) to provide oversight for DJJ's leased property portfolio. Services offered range from locating and procuring new leased locations to renewing or amending existing agreements as well as managing DJJ's lease inventory. Currently, DJJ manages 108 real estate properties, which are primarily occupied by the Division of Community Services.

The strategic planning arm of this office provides project management and strategic planning assistance under the guidance of the Governor's Office of Planning and Budget (OPB). The Office works with each of the agency's divisions to develop guidelines and performance measures. It also provides an annual strategic planning report to OPB, and facilitates the management of research proposals submitted by researchers throughout the nation.

This Office also oversees the functioning, maintenance and security of DJJ's Central Office.



OFFICE OF ENGINEERING AND CONSTRUCTION

Statewide, the Office addresses the needs that are outlined in DJJ's strategic plan for growth and development as well as challenges relating to the maintenance and repair needs in aging facilities. The maintenance team receives over 2,900 work orders (correctives/preventive) per month. Of those, roughly 300 are due to vandalism. The state maintenance staff and contractor Carter Global Lee work collectively to assure that majority of the work orders are completed within the month (a low percentage are carry-overs due to parts or equipment on back order). The team works a maintenance equipment replacement plan and proactively replaces HVAC units, boilers and generators that have reached their maximum life cycle expectancy. Also, the maintenance team began fulfilling fire alarm/programmable logic controller (PLC) replacement plans. Even though DJJ's fire alarm panels are working properly and are code-compliant, the system is being upgraded to current code standards. Staff continue to monitor and improve the Office's work order tracking system and the computer maintenance management system asset log of all new equipment purchases for 26 facilities.

Some of the major projects in 2017 included:

- Wilkes RYDC – Construction was completed on the new 48-bed, 57,000-square foot facility. The project cost was \$19.8 million.
- Terrell County RYDC – Phase II construction of the 7,800-square foot gymnasium was completed. The project cost was \$1.9 million.
- Aaron Cohn RYDC – Control room renovation (locking controls and PLC upgrades). The project cost was \$235,000.
- Gainesville RYDC – Control room renovation (locking controls and PLC upgrades). The project cost was \$335,000.

CCTV Upgrades:

- Augusta YDC – Completed CCTV upgrades and installed of 418 Internet Protocol (IP) cameras. The project cost was \$1.3 million.
- Marietta RYDC – Completed CCTV upgrades and installed of 156 IP cameras. The project cost was \$545,000.
- Crisp RYDC – Completed CCTV upgrades and installed of 170 IP cameras. The project cost was \$606,000.



Commissioner Niles, state dignitaries, DJJ executive staff and members of the Cadwell community break ground on Cadwell RYDC. The facility will be completed in late 2018 and replace the aging Eastman RYDC. The facility will be constructed with a focus on education.

DJJ Breaks Ground for Cadwell RYDC and Opens Wilkes RYDC

DJJ held groundbreaking ceremonies for its newest facility, Cadwell RYDC, on October 31st. DJJ leadership, staff, dignitaries and members of the community attended. The facility will replace the aging Eastman RYDC and will include many updates to better care for young offenders in DJJ's custody.

Commissioner Avery D. Niles welcomed attendees and thanked the citizens of Cadwell and Laurens County for their support. "We are going to offer services at Cadwell RYDC that will allow youth to create better outcomes for themselves through educational and vocational programs," he said. "This facility will be centered on educational programming."

The RYDC is being repurposed from a former Georgia DOC center and once completed, will be an example of the State's commitment to juvenile justice programming and services. Cadwell RYDC will include 23,000 square feet of dormitory space, 9,300 square feet dedicated to educational and vocational training and a 7,700-square foot gymnasium. The facility will securely accommodate 48 males and eight females.

State Representative Matt Hatchett stated, "I appreciate the Governor and Commissioner for proceeding with this project. It means a lot to Cadwell and represents progress and development for Laurens County. We are going to give these youths the education, training and opportunity to return to the community and be successful."

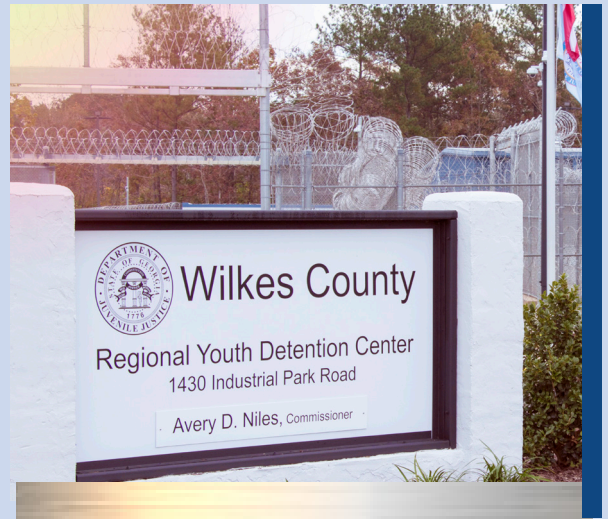
State Senator Larry Walker said, "I appreciate all the hard work that has gone into making this project a reality. It is a big investment by the state in this community. Cadwell RYDC can help young people turn their lives around with educational and training opportunities."

Cadwell Mayor Larry Upshaw, Laurens County Sheriff Larry Dean, Juvenile Court Judge Samuel Hilbun, members of the Cadwell City Council, Laurens County Board of Commissioners and representatives of the Dublin-Laurens Chamber of Commerce also attended the groundbreaking.

"We are very grateful to Governor Deal and the General Assembly for continuing to give us opportunities to make sure all citizens of this great state are taken care of, especially the young people who find themselves on our side of the justice system," said Commissioner Niles. "We want to make sure communities are ready for these youth when they leave our facilities." Commissioner Niles invited elected officials and dignitaries to help him officially break ground for the facility.

On November 14th, DJJ held a ribbon-cutting ceremony for the new Wilkes RYDC. State and local dignitaries, DJJ leadership and community members celebrated the team effort it took to repurpose the former Georgia DOC facility into an RYDC. It replaced the aging Sandersville RYDC.

"We will do good for the youth at this facility and for the people in this area by bringing state jobs to the city of Washington and Wilkes County. I also want to thank Governor Deal and the Georgia General Assembly, who provided the funds necessary to rebuild and rededicate five facilities in the last five and one-half years so we can better rehabilitate our youth," DJJ Commissioner Niles told guests. "Wilkes RYDC is a state-of-the-art facility focused on education, which is so important to our youth."



DJJ Board Member Willie C. Bolton spoke to attendees and expressed excitement about a facility in his home county. “Georgia is a big state and we do not want to put our youth in a facility far from their families. This facility is going to keep families intact. They will be able to re-enter society having had full contact with their families, ministers and those who are going to help them to re-orient their lives. Opening Wilkes RYDC has truly been a team effort. I want to thank everyone who has made this community part of this facility and this facility part of the community.”

Wilkes RYDC securely accommodates up to 40 male and eight female juvenile offenders. It includes 30,000 square feet of dormitory space and a 6,000-square foot gymnasium. In accordance with DJJ’s commitment to education, there are several technology-equipped classrooms and 1,200 square feet designated for vocational education.

Wilkes County Commission Chair Sam Moore, who worked tirelessly to bring the RYDC to fruition, also addressed attendees. “We are all glad to help open a facility we can be proud of. It will be a great fit for our community. We plan on being very involved in juvenile justice and look forward to the jobs and opportunities it will provide for our county.”

State Senator Lee Anderson also expressed his support. “I believe it is our solemn duty as a community, state and country to take care of our young people. We must try to make sure these youths turn their lives around so they can be productive citizens.”

“This community is so blessed,” stated Washington Mayor Ames Barnett. “We are going to be involved in this facility and support it in any way we can. We are also glad to have a facility where we can affect lives, help change the course for these youths and give them a future.” Superior Court Judge Britt Hammond and Juvenile Court Judge Jaye Jones, State Representative Trey Rhodes and DJJ Board Member Thomas Coleman also were among the community leaders and elected officials who attended. State Representatives Barry Fleming and Tom McCall and former State Senator Bill Jackson (who also worked to bring the facility to Wilkes County) were unable to attend, but were commended for their roles.

Commissioner Niles thanked the many partners who helped design and construct the facility and recognized the Georgia State Financing and Investment Commission for its oversight role. “Regardless of how these youths came to us, DJJ staff will work to make sure they leave us better than when they came. I challenge everyone to stand strong in helping our youth. Reach at least one of these youth, teach them about the best parts of life. If each one of us reaches one of them, then they will cross the threshold and become productive citizens. Each one, reach one, teach one and keep one. And when we keep them, they will reach back and teach one.”

Wilkes RYDC incorporates the same enhanced security measures that will be at Cadwell RYDC – CCTV surveillance, touch-screen security controls and upgraded perimeter fencing – helping fulfill DJJ’s mission to ensure public safety.



Commissioner Niles, state dignitaries, DJJ executive staff and members of the Washington community proudly open Wilkes RYDC.



OFFICE OF ASSETS AND PROPERTY MANAGEMENT

The Office of Assets and Property Management establishes operational procedures to account for DJJ's nearly 46,000 assets. This responsibility is shared by four independent work sections – the Asset Management Section, the Fleet Management Section, the Records Management Section and the Bill Ireland Operations.

The Asset Management Section ensured that nearly 1,600 capital assets were confirmed in the State Accounting Office (SAO) TeamWorks financial system. There were also nearly 44,400 assets successfully verified during the agency's annual inventory. These assets are in-service at more than 100 facilities or work sites.

The Fleet Management Section implemented procedural changes in the management and availability of fleet assets, reducing 95 percent of the complaints associated with the CONCUR travel system; eliminating billing deficits of \$40,000 for Enterprise Car Rental; \$80,000 for the ARI Maintenance contract vendor; and \$400,000 for Wright Express (fuel contract vendor). These efforts were accomplished within 45 days.

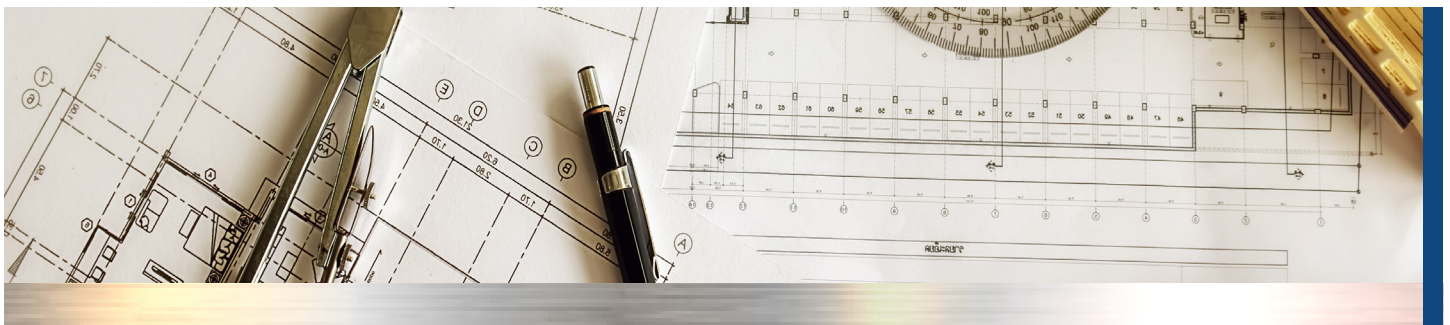
The Records Management Section ensured that the nearly 15 million inactive paper records and nearly five million active paper records located in 108 DJJ sites were physically inventoried, inspected and cataloged bi-annually for transfer to the State Records Center.

The Bill Ireland Operations in Milledgeville is comprised of the Statewide Uniform Warehouse, which handles the procurement, issue, exchange and destruction of uniforms and accessories for 15 agency divisions/offices. The Grounds Maintenance Team provides landscaping and seasonal lawn care services to the nearly 65-acre facility. The Surplus Recovery Section processed nearly 2,000 surplus assets by collecting, delivering and destroying them in accordance with established DOAS policies and procedures. The Surplus Recovery Team also assisted the Fleet Management Section by applying decals and stickers to new vehicles as well as the removal of decals and stickers for vehicles being sold as surplus.

OFFICE OF CONTINUOUS IMPROVEMENT

The Office facilitates the improvement of secure environments and treatment services provided to youth with the goal of quality programs, services and security practices agency-wide. In 2017, the Office conducted comprehensive evaluations of four RYDCs (Augusta, Aaron Cohn, Macon and Rockdale) and five YDCs (Augusta, Eastman, Macon, Milledgeville and Muscogee). These evaluations were conducted to support the agency's ACA accreditation. The Office also conducted several comprehensive technical assistance (TA) visits to facilities (Atlanta and Sumter YDCs and Martha K. Glaze RYDC) and multiple discrete TA visits.

In addition to conducting comprehensive evaluations and technical assistance visits, the Office also worked with other agency offices and divisions to provide assistance and support, including the Criminal History Unit, policy development and ACA accreditation.





OFFICE OF TECHNOLOGY & INFORMATION SERVICES

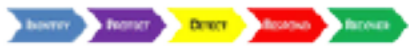
The Office provides technology support for several complex technical systems throughout the agency. Some of these systems house the JTS and other business/administrative applications; the Office provides development as well as database support. The Office manages several IT systems and provides support for third-party applications. In addition, Office staff support the operational capability of facility-based systems (CCTV, cable TV systems, card access control systems and in-house cellular signal boosters). Technology professionals provide end-user services such as installation of enterprise software, technical support to end-users, project management and implementation services with workload tracking through the agency's technology management system.

During 2017, staff members positioned DJJ's technology so that it can be a technology leader going forward. Efforts in 2017 were focused on changes to structure and process to facilitate improvements in coming years:

Cloud Technology – Staff capitalized on the use of Microsoft's Azure platform to deploy server resources in the government-secure cloud. This government-secure cloud (sometimes referred to as a FedRAMP Standard Cloud) provides an additional level of security over common deployments in the Azure public/business cloud.

- Rapid Application Development Platform – The Office deployed resources from IBM to facilitate faster development of business and administrative applications that involve integration of data, communications (email/text), document storage and process automation.
- Proactive Desktop and End User Computing (EUC) Management – EUC refers to desktops, laptops and printers. Staff have taken a more active role in managing those resources to ensure they are being used effectively by employees of the agency and for work-related uses. Additionally, in coordination with NTTData, CapGemini and the Georgia Technology Agency, the Office provided the agency with information about what assets are in place, where they are and how much they cost.
- Budget Control and Cost-Effective Methods – Office staff made considerable progress to eliminate waste in the different technologies used by the agency. Changes implemented resulted in an overall reduction of anticipated budget outlays by almost \$500,000. The Office reduced expenses in cellular communications by more actively managing resources. Staff are continuing those efforts during 2018; a similar result will allow savings to be redirected to increase the agency's technological capacity.





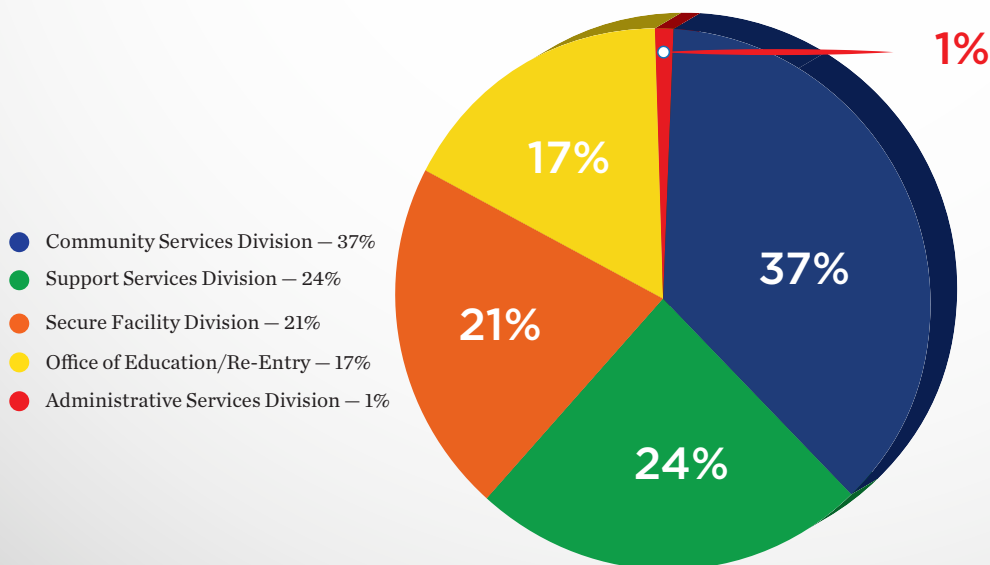
- **Cyber Security Audit** – The Office completed a first-pass security audit with Deloitte, allowing the agency to move closer to compliance with the federal standards NIST 800-53 and FISMA. This move positions DJJ as one of the agencies in Georgia aggressively moving toward compliance with these standards through implementation of the Cyber Security Framework.

- **Move to .NET Framework v4 and v4.5** – Some applications are compatible with newer versions of .NET, positioning DJJ to take advantage of .NET versions 4.6 and 4.7, which are part of Windows 10.
- **Data Sharing and Integration** – The Office completed the first phase of the JDEX project with the Administrative Office of the Courts (AOC) and moved to Phase Two. Phase One included such hurdles as clear data definitions that correlate with data on AOC systems and other juvenile justice providers.
- **Server Upgrades** – Servers are the core of the technology enterprise and are being upgraded from Windows 2003 to Windows 2012 and in some cases to Windows 2016. Database servers were also migrated to Windows 2012. The changes have positioned DJJ to move to Windows 2018/2019.
- **One Drive and SharePoint Online** – Implementation of Microsoft Office 365 integrated document storage services for agency users as a viable alternative to classic mapped drives on a file server. The technology allows users to access their documents anywhere/anytime.
- **Power BI and Data Dashboards** – The agency acquired the ability to accomplish more robust data reporting using a platform within the Office 365 cloud known as Power BI.

OFFICE OF CONTRACTS

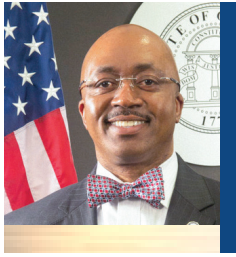
The Office of Contracts develops, monitors and administers contracts to support DJJ’s mission. The Office continued to deepen the performance-based contracting process as it seeks to enhance compliance of vendors and service providers with the agreed scope of the contract. There are over 200 contracts valued in excess of \$50 million being monitored and Office staff developed a ‘Business Owners Tool Kit’ to help customers better understand procurement and contracting requirements, thereby eliminating potential infractions of state and agency rules.

Contracts 2017



DJJ LEADERSHIP

The senior leadership team sets the strategic direction of DJJ and drives the core values, mission and vision that undergird the agency's daily work. DJJ leaders are passionate and focused veterans in their respective fields.



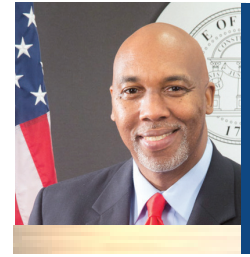
Avery D. Niles

Commissioner/
Superintendent,
DJJ School District



Joe Vignati

Assistant Commissioner/
Chief of Staff



Keith Horton

Assistant Commissioner



Margaret Cawood

Deputy Commissioner
Support Services



Sean Hamilton

Deputy Commissioner
Secure Detention



Jean Lee

Associate Superintendent
DJJ School District



Andrew Laarhoven

Chief Financial Officer



Catina Martin-Fenner

Deputy Commissioner
Community Services



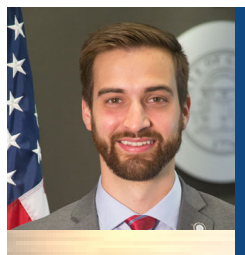
John E. Pearson, Sr.

Deputy Commissioner
Secure Facilities



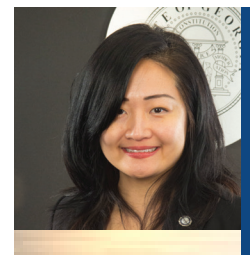
Shawanda Reynolds-Cobb

Deputy Commissioner
Administrative Services



John Smith

Director
Legislative Services



Cindy Wang

General Counsel/
Director, Legal Services



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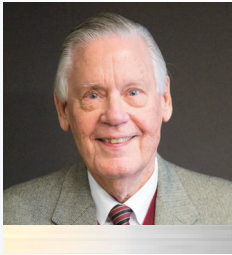
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(Congressional District 9)



Willie C. Bolton

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Dick Yarbrough

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John Edwards

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Georgia Department of Juvenile Justice

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