

DJJ2014

a year of juvenile justice

REFORM IN GEORGIA



Commissioner's Message

a year of juvenile justice reform..

"Think exit upon entry"



Many of us will look back on 2014 and think of it as the year the Department of Juvenile Justice launched an innovation of programs and projects to meet the newest changes and challenges of Georgia Juvenile Justice Reform. House Bill 242 became the landmark law that set a milestone for Governor Nathan Deal's strategy to usher in that new era of Juvenile Justice Reform.

As DJJ moved forward to make a critical difference in the lives of young Georgians, the agency organization was revised to increase our staff efficiency. New efforts were undertaken to retain the institutional knowledge of a skilled veteran workforce. New members were added to an outstanding leadership team.

In 2014, DJJ began an enhanced focus to maximize success rates for youth who transition from Georgia's secure detention facilities back into their communities. This new emphasis involved turning around an old thought process and turning it into a new component of DJJ strategy. Simply stated, at DJJ we started thinking "exit upon entry".

We worked in close cooperation with the Juvenile Court Judges to ensure there were viable, evidence based alternatives in the communities to provide services to low end juvenile offenders. The overarching objective is to reduce juvenile recidivism and enable our low-risk offenders to succeed in the outside world for a lifetime. If DJJ can achieve this goal, we help Georgia develop a stronger work force so its communities may thrive with more productive citizens.

In coordination with the Governor's initiative on reentry services for all offenders, DJJ developed a new Office of Reentry Services and linked it with the Department's Office of Education. This new function ensures that all of the Department's resources are synchronized around the best preparation we can provide for the youth's eventual reentry into their communities. The efforts toward maintaining standard educational requirements, vocational education, and rehabilitative counseling programs, all while in a safe and secure environment will prepare the youth in DJJ's care to be productive and law abiding citizens as they return to their communities with more opportunities for future success.

This year has been full of successes, from an increased graduation rate among our youth to improved retention rates among our security staff, along with many other areas highlighted in this report. We were also able to complete the three new assessment instruments that were mandated as part of the Juvenile Justice Reform Act and have them approved by the DJJ Board for statewide use. This effort is a testament to the spirit of cooperation and accomplishment shared by all elements of the Juvenile Justice System to make certain we improve the lives of the youth who are involved.

I am particularly proud of the quantifiable improvements that have been reached by the DJJ Team, and we are happy to share them in the following pages.

A handwritten signature in black ink that reads "Avery D. Niles".

Avery D. Niles, Commissioner
Georgia Department of Juvenile Justice





Georgia's Juvenile Justice Reform Law

The Juvenile Justice Reform bill was the product of more than six years of code revisions that created sweeping reforms in state juvenile justice laws. The new bill was passed by the Georgia General Assembly and signed into law by Governor Nathan Deal in 2013 to help position Georgia as a role model for nationwide changes in juvenile justice system reforms.

Its passage generated statewide momentum for long-term correctional and socio-economic impact in Georgia. The Juvenile Justice Reform Law supported the modernization of Georgia's outdated juvenile justice system in several key areas. The reforms thoroughly upgrade two significant areas of the law: "Status Offenders" and Delinquency Cases.

Status Offenders are children who commit non-violent offenses like running away from home, skipping school, or violating curfew. These are considered crimes based solely on the age of the youthful offender.

The Juvenile Justice Reform Law now limits the kinds of charges for which these children can be held in a detention center. At the same time, it expands the availability of critical services the state can use to help young offenders escape a life that leads them to crime and detention.

Under Georgia's new Juvenile Justice Law, the courts are given wider latitude to determine the appropriate next steps for each juvenile offender in Delinquency Cases that can involve more serious and violent offenses.

Before the passage of Juvenile Justice Reform in Georgia, it cost the State approximately \$90,000 a year to house just a single youth in a juvenile detention center and more than sixty-percent of those later released would re-offend within three years.

Compare that per capita juvenile detention cost to the placement of a young offender in a community intervention program where opportunities for rehabilitation cost taxpayers about \$3,000 a year for effective alternatives.

We are happy to report that with the unparalleled support of the General Assembly and Governor Nathan Deal and through a coordinated effort with the Juvenile Courts, the implementation of this Law has had the noticeable effect of a lower population of youth in the Department's Regional Youth Detention Centers. Significant portions of the youth with lower level offenses are being placed into evidence based programs that are controlled by the Juvenile Courts. That is resulting in those youth never coming into the DJJ secure facilities, but receiving the appropriate services in their communities. During the initial year of implementation the law produced the desired effect.





Commissioner's **Top 5** Priorities

Commissioner Niles uses his Top 5 Priorities to synchronize the Department's efforts with the Governor's Goals for the State. These priorities are used as guidelines for all DJJ staff members to focus their efforts during daily operations.



Priority 1:

Operate Safe and Secure Facilities & Communities

Priority 2:

Juvenile Justice Reform

Priority 3:

Recruitment, Retention, and Succession Planning

Priority 4:

Classification and Placement of Youth

Priority 5:

Offender/Youth Reentry

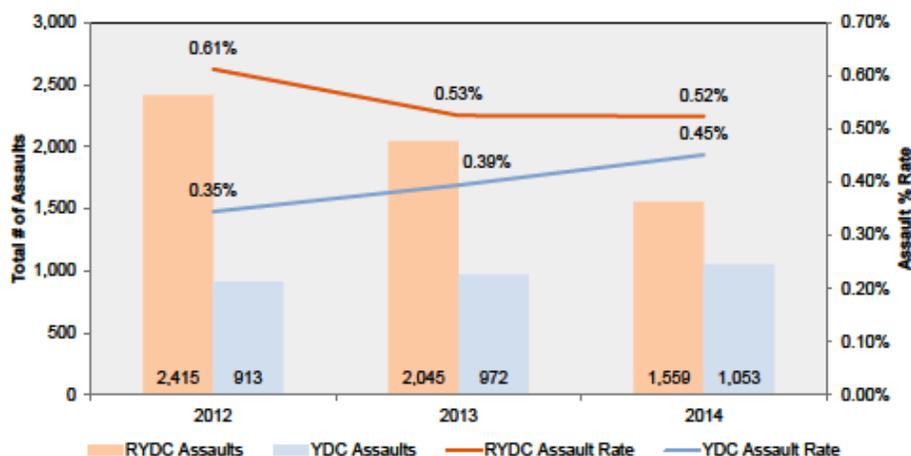
The Georgia Department of Juvenile Justice strives to emphasize the importance of education in the classroom for all youth in its care.



Incident Management at DJJ

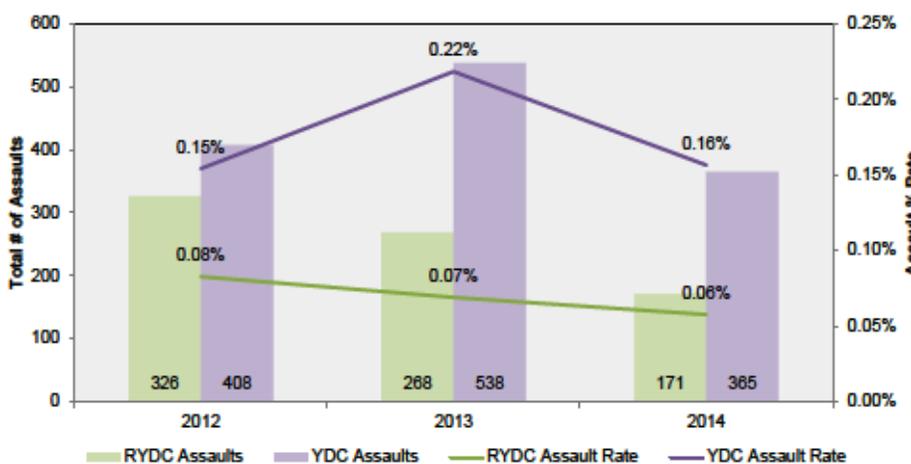
An important highlight of 2014 for the Department of Juvenile Justice was the dramatic increase in the retention rate of Security Staff throughout the state. The ability to retain staff and improve continuity has led to a more positive environment inside DJJ's 27 secure facilities for staff and youth alike. In addition to helping DJJ increase and enhance the number of programming opportunities for our youth, the improved retention rate has built bridges of trust, encouraging the reporting of violent acts. The Department of Juvenile Justice is pleased to report a second straight year of reductions in the overall number of violent incidents within our facilities and an expectation of continued improvement in upcoming years.

Youth-on-Youth Incidents



- YDC assaults increased 7% (59) in 2013 and 8% (81) in 2014
- RYDC assaults decreased 15% (370) in 2013 and 24% (486) in 2014
- RYDC assaults declined faster than the population, which moved the assault rate lower

Youth-on-Staff Incidents



- RYDC youth-on-staff assaults declined at a faster percentage rate than youth-on-youth assaults in 2013 and 2014
- YDC youth-on-staff assaults increased (32%) in 2013, before declining 32% in 2014



Division of Secure Facilities

Safety & Security - The operation of secure facilities ranks as the core task among the principal duties of the Department of Juvenile Justice to ensure both public safety and the safety of juvenile offenders in the care and custody of DJJ. Safety and Security is Number-One among the Commissioner's Top Five Priorities for DJJ. This is also the most visible correctional component provided by DJJ to the citizens of Georgia.

YDC's & RYDC's - Youth Development Campuses (YDC) provide secure care, supervision and treatment services to youth who have been committed to the custody of DJJ for long-term programs. Regional Youth Detention Centers (RYDC) provide temporary, secure care and supervision to youth who have been charged with offenses or who have been adjudicated delinquent and are awaiting placement.

Intensive Treatment Unit Opens – December 2014 marked the official opening for DJJ's new Intensive Treatment Unit (ITU) at the former Bill Ireland facility in Milledgeville, Georgia. Unit development was initiated to address emerging requirements for juvenile justice reform in future secure facility construction. The "Intensive Treatment Unit" was specifically constructed to house only male offenders from other DJJ facilities across the state, with an emphasis on increased professional staffing for counseling and treatment purposes. With new technology, enhanced safety measures, and added emphasis on counseling and treatment, the new Milledgeville ITU wears the hallmarks of Georgia's new Juvenile Justice Reform Law.

Operational Integrity - Commissioner Avery D. Niles conducted watchful oversight during the construction project to ensure operational integrity of the Milledgeville ITU. Juvenile justice recruiters launched special efforts to hire professional corrections staff for the remodeled facility and brought in an advance team to complete early training before the official opening. The opening of the Milledgeville ITU was designed to help maximize agency resources and reduce youth populations at other juvenile facilities in the DJJ system.

The Division initiated mentoring, parent forums, and domestic violence programs to address juvenile justice reform concerns in secure facilities.





NEW IN 2014 – Division of Secure Facilities:

Mentoring Program - Youth are mentored by the Atlanta YDC Director in the BOYS II MEN GROUP, learning business basics of how to dress, tie a tie, and hear from Guest Speakers how to interview for employment. Financial management, diversity and current events awareness are all part of the Reentry curriculum in preparation for eventual reintegration to the community.

Parent Forum - “It takes a village”. Parents are invited to an open dialogue with their community, advisory board and DJJ agency staff in the first parent forum at this secure facility. Atlanta YDC Families discuss their concerns about youth and their behaviors, and about working together to assist with reentry services when offenders are released to their communities.

Domestic Violence Vigil – A vigil to inform offenders who are about to re-enter their community about domestic violence and victimization. Muscogee YDC conducted this event in memory of the Late Jessica Osborn and all other domestic violence victims to help identify domestic violence resources in their communities.

Statewide PREA Training – DJJ mandates a ZERO TOLERANCE policy for all forms of sexual abuse and harassment. Youth who engage in sexual assaults or sexual abuse are strongly disciplined and may be referred for criminal prosecution. In 2014 the Division of Secure facilities completed PREA employee training in all RYDC and YDC’s. All Secure Facilities employees who may have contact with residents received training as part of DJJ’s pioneering work to institute provisions of the federal PREA program within Georgia’s juvenile justice department.

Enforcing PREA Safeguards - The Department of Juvenile Justice requires all employees, contractors, volunteers and Interns to complete training on the right of youth and employees to be free from sexual abuse and from retaliation for reporting sexual abuse, the dynamics of sexual abuse in confinement, and the common reactions of sexual abuse victims. Employees who engage in sexual assault or sexual abuse with youth are terminated from employment and are referred for criminal prosecution. The policy provides guidelines for staff to reduce the risk of sexual abuse within DJJ facilities, programs and offices, whether owned, operated or contracted.

Agency-Wide PREA Background Check - the Office of Human Resources launched and completed an agency-wide PREA background check on all DJJ employees and contract personnel in 2014. The Georgia Department of Juvenile Justice has fully restructured agency policies and procedures under the federal Prison Rape Elimination Act to reduce potential incidents of sexual violence or sexual victimization involving youth in detention. In December 2014, DJJ officially obtained an exemplary 100% Department of Justice-compliance rating from DOJ-sanctioned auditors on the 2014 PREA audit cycle.



NEW IN 2014 – Long-Term Facility Planning

To address Georgia's future secure facility needs as established in juvenile justice reforms, the Department of Juvenile Justice initiated long-term strategic planning to treat aging facility problems and to align increased facility safety and security needs. The department developed the following strategic metrics and goals to address emerging reform requirements:

NEW METRICS

- Assessed DJJ population trends and data for planning and service delivery
- Conducted a statewide assessment to compile prioritized renovation requirements for DJJ's first-generation secure facilities

NEW PLANS

- Goal for reconstruction of the former Georgia Department of Corrections (GDC) Terrell probation-detention center (PDC) to replace Albany RYDC
- Goal for reconstruction of the former GDC Central PDC to replace Eastman RYDC
- Goal for reconstruction of the former GDC Wilkes PDC to replace Sandersville RYDC

NEW IN 2014 – Secure Facilities Upgrades

DJJ Strategic Planning developed in 2014 calls for secure facilities to be equipped with safety and system upgrades including Electronic Key Control systems, Kiosks systems, Panic Buttons, and Energy Efficient Options to support current security, educational and programming standards. The following strategic solutions were updated to leverage available resources:

NEW METRICS

- Prioritize and publish placement criteria to assign youth to the most appropriate settings
- Evaluate historical data to identify clusters of youth needs and re-mission selected facilities to focus on specific sub-sets of youth population

NEW PLANS

Focus Screening Committee attention to strengthen processes for identifying youth educational, treatment, and programming needs early in commitment

Office of Education & Reentry Services



Georgia's 181st School District - DJJ conducts a regular school-year schedule of classes at the State of Georgia's 181st School District, building positive new learning experiences and providing educational opportunities for all youth. Students at the newly named Georgia Preparatory Academy (GPA) receive 330 minutes of regular or special education instruction daily.

Youth in the custody of DJJ may hold resentment to a personal history of negative attitudes and experiences about school from their past, but the Education Department strategy is to use sound education practices to show how schooling can deliver desired rewards and offer hope for change in student futures.

Providing Quality Education - The Georgia Preparatory Academy is distinguished by its dual accreditations. To ensure the Department is in compliance with the new juvenile justice reform law, DJJ employs highly skilled and motivated teachers to educate Georgia's committed youth, developing life-ready, college-ready and work-ready students. The academy implements the latest classroom technology to bring quality education components into the school system.

Instructional standards through high school classes are based on the Common Core Georgia Performance Standards (CCGPS). All curriculums taught at DJJ meet the standards of the Georgia Department of Education and are available to all youth committed to juvenile secure confinement. The following are notable areas of achievement accomplished by the DJJ Education Department in a year of juvenile justice reform.

- Received 100% "Meets Requirements" for all Indicators-Recognized by Georgia Department of Education
- Online Administration of EOCT
- Online Administration of GED
- Statewide introduction of KINDLE Tablets
- Statewide implementation of Infinite Campus System



NEW IN 2014 - Infinite Campus Student Information System

The Department of Juvenile Justice implemented the Infinite Campus student information system to provide DJJ with the capability of transferring school records between the Georgia Preparatory Academy and other school districts. Electronic transfer of student academic records decreases the transition period between the time a youth leaves DJJ's Georgia Preparatory Academy and their re-enrollment into their home school.



Juvenile Justice Reforms in Education – The following programmatic standards and advances are the result of professional training, policies, and best practices applied by the Associate Superintendent of the Office of Education to significantly improve programs for students served in juvenile justice facilities in coordination with Georgia’s Juvenile Justice Reform requirements:

NEW IN 2014 - Office of Reentry Services – The Department of Juvenile Justice is placing strong emphasis on agency services to better prepare juvenile offenders for their successful transition back into their communities. To accomplish this critical task, DJJ created the new Office of Reentry Services and aligned it with the Department’s Education Office. Now, the newly formed Office of Education and Reentry Services is using the momentum of Georgia’s new Juvenile Justice Reform Law to help young offenders find the proper balance between opportunity and accountability.

Reentry Services is responsible for DJJ’s adoption of the juvenile justice principle that secure detention systems should be planning for a juvenile offender’s exit of custody, as early as their intake. DJJ has achieved completion of its Reentry Strategic Plan and design of its Reentry Checklist and is continuing work with Reentry Consultants Dr. Mark Lipsey of Vanderbilt University and David Altschuler of Johns Hopkins University. Fifty-nine agencies are now represented on the DJJ Juvenile Reentry Taskforce. DJJ Reentry Services to youth in the community include:

- Expediting the statewide DHS COMPASS program process for youth to receive benefits
- Enhancing mental health case management through Georgia Community Service Board partnership
- Insuring maximum mental health benefits through AMERIGROUP collaboration for youth needing case management services upon release from confinement
- Servicing youth in the community through an Urban League mentoring and education program, the Harvest time Ministries HYPE Program, and the Young Adult Guidance Center

NEW IN 2014 - Reentry Programming - DJJ supports the rehabilitation of youth in its care by equipping them with tools to succeed through the delivery of quality education and employment-readiness. Providing links to local youth-involved groups and faith-based connections during their community transitions is key to successful reintegration, and crucial to recidivism reduction. DJJ collaborates with volunteer programs, local civic organizations and the Georgia Departments of Labor and Education to ensure adjudicated youth have sound reentry partnerships and connections.

'Think exit upon entry' - The toolbox for DJJ's new Reentry Services Unit includes mentoring, vocational, educational and rehabilitative programs. Together these elements forge an effective offender reentry program that fosters and strengthens youth-centered case management practices throughout a youth's commitment. By thinking 'exit upon entry', DJJ is constructing a new state-of-the-art reentry services model that will increase success rates for the youth who transition from Georgia's secure detention facilities.

Legislative Supports for Reentry - Senate Bill 365 is helping DJJ get non-violent, first-time offenders back on their feet and back on the right road to becoming law abiding, working citizens. The new Reentry Services Unit works with clinical researchers to ensure Georgia's youth reentry programs are data-driven and backed by research evidence to support their effectiveness for reducing recidivism. Governor Nathan Deal signed Senate Bill 365 into law to help rehabilitated juvenile offenders make their successful reentry into society. Their reintegration into the community depends on learning fundamental skillsets, accompanied by new opportunities to work at becoming productive young people.

NEW IN 2014 - Expanding Vocational Program Offerings - The Department of Juvenile Justice embraces state-of-the-art educational opportunities to prepare youth for reentry to their neighborhoods and communities. This means providing vocational education related to student interests and meaningful employment opportunities in the community to promote job-readiness upon release from custody.

Vocational Program Certification - DJJ has developed relationships with local technical colleges across Georgia to help administer technical programs. Classes include auto repair and body work, graphic arts, computer skills, masonry, carpentry, and welding. Certification is available in areas such as collision and car repair and shampoo assistant. Students may also take vocational classes while earning their diploma or GED.



Vocational Work Ready Certification - Toward the end of course study, students at the Georgia Preparatory Academy may complete a national accreditation process to indicate their skill levels based on performance and to obtain Work Ready certification. A Georgia Work Ready Certificate helps market a graduate's skill set to future employers once a former juvenile offender transitions back to their community.

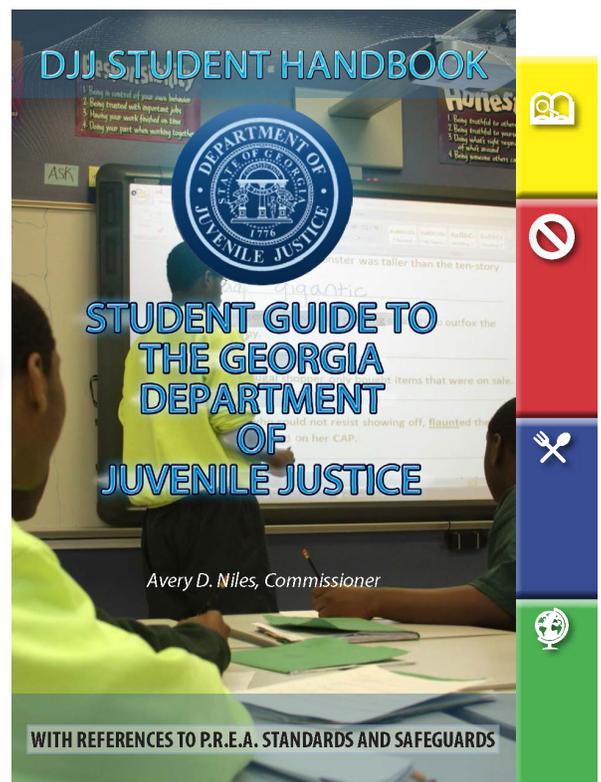
Office of Education – 2014 Significant Stats



- 13,036 - Number of students through DJJ/GPA from January 2014 – December 2014
- 11,508 – Number of students taught by DJJ/GPA from August 2013 through May 2014 -- the equivalent of a regular school year in a regular school district
- 22 students completed the ServSafe exam
- 11 students completed the RESPECT curriculum
- All students in the Eastman RESPECT program are enrolled in the statewide workforce development database
- 9 students participated in the Transition to Success GED program at Gainesville RYDC. One student successfully completed the GED
- 83% of all students assessed PASSED the GHSGT-Writing Assessment
- 102 students earned GA BEST certificates since Spring 2013

GED and Diplomas Earned 2011, 2012, 2013, 2014

	GED	High School Diploma	Transition Diploma	Total Graduates
December 2014	21	5	2	28
May 2014	6	9	2	17
December 2013	78	2	5	85
May 2013	27	15	5	47
December 2012	25	1	0	26
May 2012	10	3	0	13



Division of Community Services



The Division of Community Services has 4 Regions consisting of 11 Districts and 97 Court Service Offices covering all 159 counties in Georgia. The Division also includes the Office of Federal Programs managing DJJ Medicaid reimbursements. In most counties this Division provides intake, counseling, probation, supervision, case management and detention planning and aftercare supervision.

Implementation of Georgia's Juvenile Justice Reform Act has increased the number of youth participating in community-based services operated by this division and created additional need for its evidence-based services. Counselors anticipate the results of this programming will initially be indicated as improved program completion and eventually demonstrate a reduction in recidivism rates. Three new juvenile assessment tools have been developed to comply with Georgia's juvenile justice law reforms.

New Assessment Instruments - The Special Council on Criminal Justice Reform for Georgians issued a set of recommendations, including a mandated use of validated risk and needs assessment and detention assessment instruments prior to detention and disposition decisions.

Staffs at DJJ Court Services and 13 Independent Courts were trained to effectively use the Pre-Dispositional Risk Assessment and the Structured Disposition Matrix. A revalidated DAI and Juvenile Needs Assessment was also developed with DJJ stakeholders and consultants.

These assessment instruments are designed to provide data on the appropriate levels of security, education, and mental and behavioral health services needed for each juvenile offender to determine advancement opportunity eligibility while holding offenders accountable, increasing public safety and reducing costs.



Revalidated Detention Assessment Instrument

(DAI) - The DAI is used to help intake workers make informed decisions while youth await their initial hearings

Pre-Disposition Risk Assessment (PDRA) – The PDRA is a ten-item assessment, currently completed post adjudication and pre-disposition. The PDRA is used to identify the youth's criminogenic risk

Juvenile Needs Assessments (JNA) – The JNA is the instrument used to measure strengths and needs. JNA is the companion tool to the risk assessment (PDRA) currently in use

Structured Decision Making® (SDM) – The SDM is an assessment tool to help: (1) make recommendations to courts regarding placement, and (2) make placement assessments for committed youth while improving decision-making consistency across regions and staff

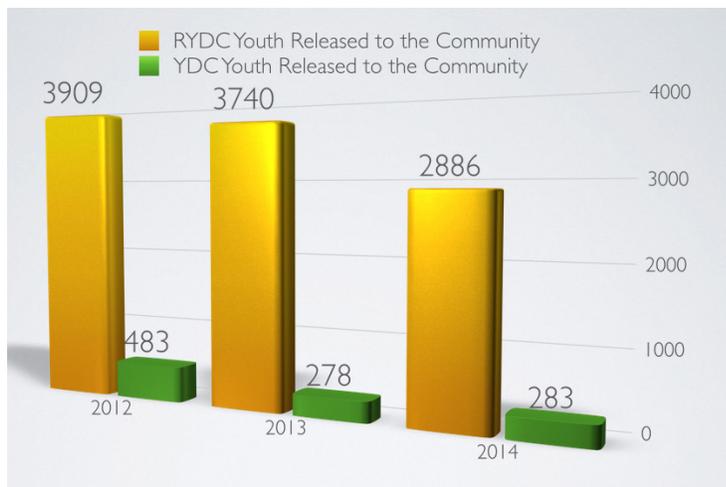
New Assessment Instruments & High Intensity Supervision

The common adoption of these instruments will provide for a uniform and consistent way of handling youth in DJJ care across the state and for recording their information more accurately. This process is expected to provide a standardized set of information available for use as the Department of Juvenile Justice continues to progress with the implementation of new evidence-based programs to provide improved services for Georgia's young offenders. Providing added supervision for emergent numbers of youth outside non-secure facilities will become a growing priority of juvenile justice reform requiring additional Juvenile Probation and Parole Specialists in Georgia. The number of youth served in community programs will be determined by using the updated assessment instruments to track and monitor their progress toward desired outcomes.

High Intensity Team Supervision (HITS) Program – Using the new assessment instruments, the HITS program provides community-based, in-home placement alternatives for juvenile offenders and a housebound detention program for pre-adjudicated youth. Supervision involves a variety of strategies and graduated sanctions including, but not limited to, electronic monitoring, curfew checks, drug and alcohol testing, crisis management, service learning projects, community service, and home, school, work and office visits. The Division has approximately 114 positions supporting 38 HITS programs that cover 86 counties statewide.

The **HITS program** uses a level system and individual treatment planning for youth with moderate to high behavioral management problems and a viable family situation whose treatment needs can be met with community resources. This program is used to serve youth who are on aftercare status as designated felons or other high-risk offenders returning home after completion of YDC placement or other placements. The Community's HITS Units deal with the highest risk population of youth served by the agency ensuring all HITS staff are POST trained by FY 2016, is a major initiative for the Community Services Division.

In 2014 HITS was approved for basic law enforcement certification of 120 Juvenile Probation Officers and for training and equipment funding to assist in the performance of their duties more effectively and in a safer manner. To date 20 members of the HITS staff are POST certified, trained in partnership with DOC and Parole. Juvenile Probation and Parole Specialists had 11,183 youth under supervision in 2013. Community Service Staff cared for 665 of those youth in non-secure residential placements.



Division of Support Services



The Division of Support Services delivers evidence and best practice based services to the Department of Juvenile Justice. Consisting of the Office of Behavioral Health Services (OBHS), the Office of Health Services (OHS), and the Office of Classification and Transportation Services (OCATS), the Division of Support Services provides a wide assortment of timely and necessary professional assistance to the youth in our care on a daily basis. Specifically in 2014, the Division of Support Services was engaged in developing and expanding its role in the Department and the community at large in light of Georgia's Juvenile Justice Reform.

OFFICE OF BEHAVIORAL HEALTH SERVICES (OBHS)

The Office of Behavioral Health Services is committed to ensuring that youth in DJJ facilities receive the services they need and manages and administers the behavioral health service program in all DJJ facilities. This includes the screening, assessment and treatment of youth placed in DJJ facilities who have a mental illness, emotional disturbance or substance abuse problems. Service provision is accomplished through DJJ master's level clinicians, psychologists, psychiatrists, substance abuse counselors, and mental health nurses.

Complex Trauma- During the last two years the Office has addressed youth trauma in secure facilities by applying a range of clinical and therapeutic approaches. SPARCS Program - Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) is an evidence-based group treatment model for youth who have repeated experiences of trauma. After providing extensive training and ongoing supervision calls for all OBHS clinical staff, SPARCS groups are now in operation in all DJJ Secure facilities.



Positive Behavior Intervention and Support (PBIS)- Since March 2012, under the direction of Commissioner Avery Niles, the agency has conducted the PBIS evidence-based behavior management framework in all DJJ secure facilities with positive outcomes. The focus of the effort is to improve youth behaviors and establish more positive youth cultures in DJJ facilities with the PBIS framework designed to reduce safety concerns and reinforce expected academic and social behaviors. Sixteen of twenty-six DJJ facilities that implemented PBIS met or exceeded the minimum required score of 80/80 to achieve fidelity during 2014.

Programming Capacity Increase- In the Fall of 2013, Commissioner Niles supported the expansion of counseling and recreational programming in YDCs and RYDCs with increased funding and additional staff to ensure young offenders receive all needed services as early as possible after intake into the DJJ system. As part of this service expansion effort, DJJ rolled out more evidence-based programming by providing additional training to personnel and implementing services that address the criminogenic risks and needs of youth in custody. These models include Thinking for a Change (T4C), Aggression Replacement Training (ART), and New Freedom (NF). DJJ Clinical Staff conducted 83,465 Clinical Session Visits through November 2014.



OBHS Programmatic highlights of the year included:

- Restructured the Office of Behavioral Health Services to include four services – Mental Health Services, Programs and Case Management Services, Substance Abuse Services and Sex Offender Treatment Services
- Crisis Intervention Team –Youth Programs (CIT-Y) – Partnering with NAMI Georgia, DJJ has developed youth crisis intervention training for law enforcement officers with a projected roll-out statewide in July 2015
- Residential Substance Abuse Treatment Units (RSAT) were opened in the Atlanta YDC and Augusta YDC, expanding the statewide programming to three units with a total availability of 65 beds
- DJJ hired a full time Sex Offender Treatment Services Administrator to oversee all Sexually Harmful Behaviors Treatment in secure facilities and to serve as a resource to the community and DJJ managerial staff

OFFICE OF HEALTH SERVICES (OHS)

The Office of Health Services manages and administers the health services program in all DJJ facilities and is also responsible for meeting the nutritional and dietary needs of youth housed in DJJ facilities.

OHS Programmatic highlights of the year included:

- 83,465 Clinical Session Visits through November 2014
- 11,591 dental visits including examinations, treatment and preventive care provided in CY14
- 23,698 prescription medications provided to youth at DJJ secure facilities
- 23,605 sick calls were addressed by the medical staff in CY14
- 7,844 physical examinations performed in CY14
- 1,621 individual medical treatment plans developed for youth in the YDCs and RYDCs with these special medical needs. Majority of medical treatment plans (40%) were developed for youth with asthma
- 1,255,773 meals served for breakfast, lunch and after school snack
- \$2,676,795 received in federal reimbursement funds for meals provided through the National School Lunch/Breakfast Program
- Successfully completed 3 year USDA Administrative review
- Developed and implemented a USDA Wellness Plan
- Created Wellness Committees in each facility



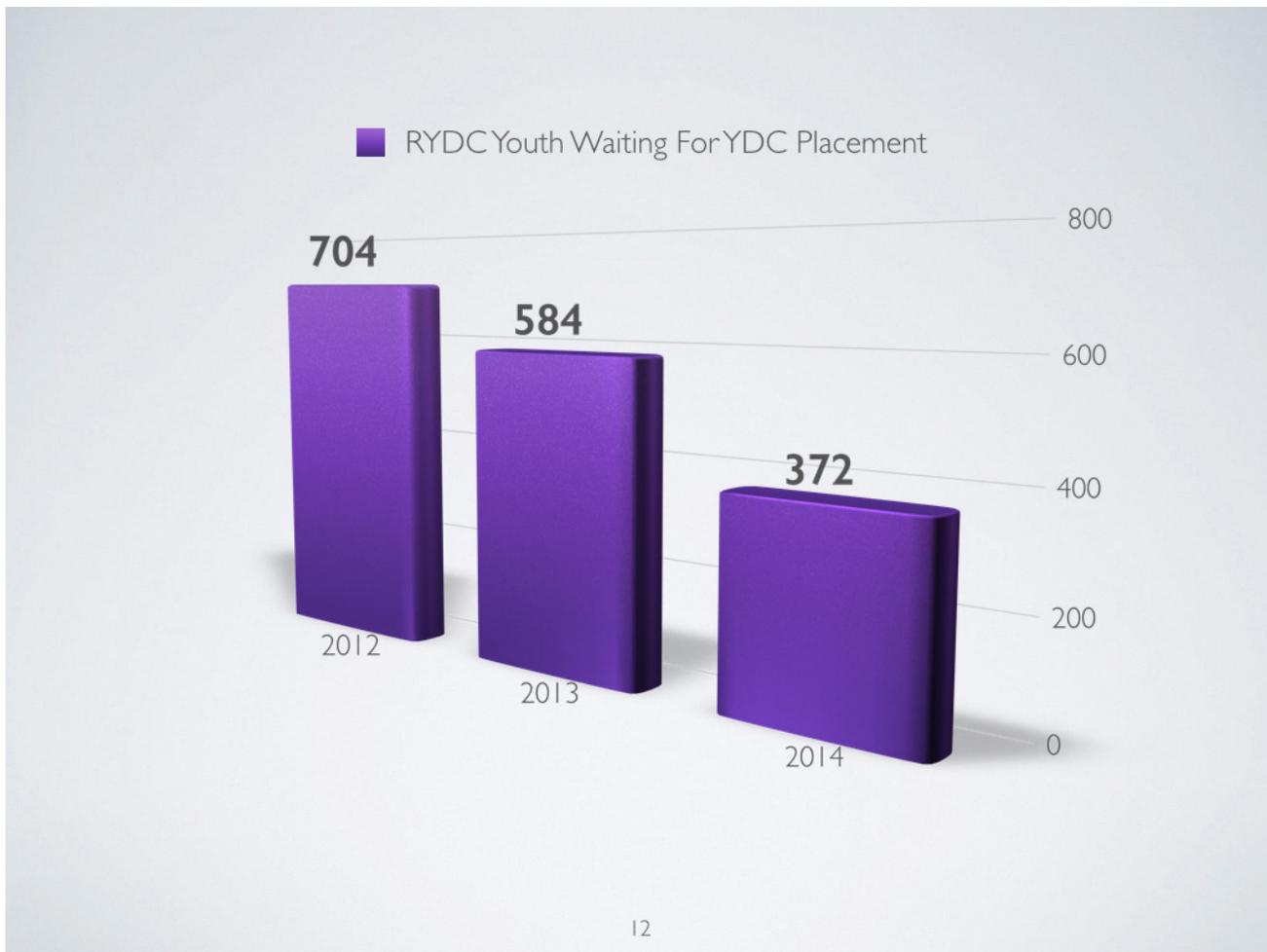


OFFICE OF CLASSIFICATION AND TRANSPORTATION SERVICES (OCATS)

The Office of Classification & Transportation Services ensures that youth are appropriately classified according to risk and need and are safely and securely transported as needed.

OCATS Programmatic highlights of the year included:

- 1674 screening packets reviewed using the screening checklist which is a much higher level review than has been historically done by Classification
- YDC wait list has been below 50 for over 6 months (reaching a low of 29 in Nov 14)
- 1224 STP orders processed
- 330 Secure Probation Sanctions processed
- 83 YDC extensions
- 17 YDC requests
- 2264 transfers/transportation movements - each reviewed by OCATS prior to movement
- Over 411,870 miles driven safely by transportation officers with no accidents, moving violations or escapes
- All transportation officers exceeded the minimum 20 hours of POST training required, to include Akido Training



12



Division of Operations & Compliance

DJJ's Division of Operations and Compliance became effective in October of 2013. As the department continues to achieve forward momentum in juvenile justice reforms, this new division provides both enhanced safety and security for young offenders and an overarching range of programmatic services for the youth in our care. The responsibilities of the Division of Operations and Compliance range from highly trained Special Operations security units and Continuous Improvement facility audit teams, to compassionate professionals offering faith-based support or one-on-one problem-solving staff members working within the juvenile justice administrative infrastructure.

The Division is dedicated to recruiting and enlisting volunteers and community support while promoting public-private partnerships to help maintain a wide spectrum of service and program opportunities for young offenders. The following programs were developed by the Division Operations and Compliance to help Georgia's at-risk youth in the secure custody of DJJ.

NEW IN 2014 - The new Office of Victim, Volunteer, and Chaplaincy Services was established in 2014 to help the Operations and Compliance division focus resources to meet the provisions and spirit of Georgia's new juvenile justice reform law. The following services form a powerful trio of pioneering programs grouped together under DJJ's newest office.

- Office of Chaplaincy Services
- The Office of Victim Services
- The Office of Volunteer Services

NEW IN 2014 - The Office of Victim, Volunteer, and Chaplaincy Services was established to help the Operations and Compliance division focus resources to meet the provisions and spirit of Georgia's new juvenile justice reform law. The following services form a powerful trio of pioneering programs grouped together under DJJ's newest office:

The Office of Chaplaincy Services - The role of DJJ's Chaplain is to promote personal and spiritual development by providing opportunities for youth and staff to practice their faith, to participate in faith-based programs and to receive spiritual counseling on a voluntary basis. The Chaplain acts as gatekeeper for the protection of religious freedoms. The Office of Chaplaincy Services helps to educate juvenile corrections staff about various faiths and sensitize them to religious cultural traditions.



OFFICE OF THE OMBUDSMAN

FOCUSED ON YOUR SAFETY

As DJJ's agency-wide "problem solver", the Ombudsman is keeping watch for sexual and behavioral misconduct. Unacceptable behavior includes youth or staff sexual activity of any kind, inappropriate contact, bullying, or harassment. If you witness or experience bullying, intimidation, or sexual or verbal abuse, you should contact the DJJ Ombudsman immediately.

TOLL FREE PHONE: 1-855-396-2978
WWW.DJJNEWSANDVIEWS.ORG/DJJOMBUDSMAN

Office of the Ombudsman – Another important new youth service at DJJ, the Office of the Ombudsman assists as a single point of contact for family members, advocates, and other concerned Georgia citizens to address issues, complaints, and general questions as youth, their parents and families navigate the juvenile justice system. 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 in a fair and impartial manner for Georgia’s juvenile offenders.

Rescue 2 Restore (R2R) - While holding young offenders accountable for their actions through probation supervision and secure detention, DJJ also provides youth with mental health treatment and specialized new programs like Rescue-2-Restore. Caretaker youth in R2R teach basic manners to rescue dogs from local animal shelters.



While DJJ youth train the rescued animals with commands such as “sit”, “down”, and “stay”, the new animal program is equipping troubled teens with many of the stabilizing social and emotional tools they will need as adults. Abandoned pets that otherwise would have been euthanized get a second chance at finding permanent homes.

Counselors describe some emotional walls beginning to come down as youth interact with the animals and they revert to kids, playing with dogs. Relationships developed with the rescue dogs often help juvenile offenders experience compassion, commitment and respect for other living creatures. Therapists say these same important relationship skills also encourage positive results with the youth reentry process as they prepare to return home.

Current “Rescue-2-Restore” animal care and adoption programs are available at Elbert Shaw RYDC and Muscogee YDC. DJJ is on track for future expansion to three more Georgia juvenile justice facilities in Gainesville, Atlanta, and Macon as the department continues to organize opportunities for DJJ youth to earn community service hours by helping at R2R shelters and adoption events.



“Beat the Streets” Running Program – This is a FREE 11-week incentive-based running program modeled after Atlanta Track Club’s successful Kilometer Kids healthy exercise initiative. Atlanta Track Club specifically tailored the running skills program for DJJ youth housed at the Metro RYDC. Over the course of the new program enrolled youth accept the challenge to try to run 26.2 miles, the length of a marathon. The youth have a chance to earn incentive prizes along the way to keep them motivated. Running skills learned during Beat the Streets help instill personal discipline and an appreciation for individual achievement and accomplishment.

The program is designed to bring long term health benefits and a lasting positive influence on life decisions. Kilometer Kids was designed by Atlanta Track Club in 2007 to empower children with the knowledge they need to make smart lifestyles choices. In keeping with the provisions of Georgia’s Juvenile Justice Reform Law, the Department of Juvenile Justice is committed to working with local and state partners like Atlanta Track Club and Mizuno USA to provide DJJ youth with new opportunities to develop the skills and structure needed for successful reentry into our communities.

DJJ Citizen’s Academy: Transparency in Agency Reform

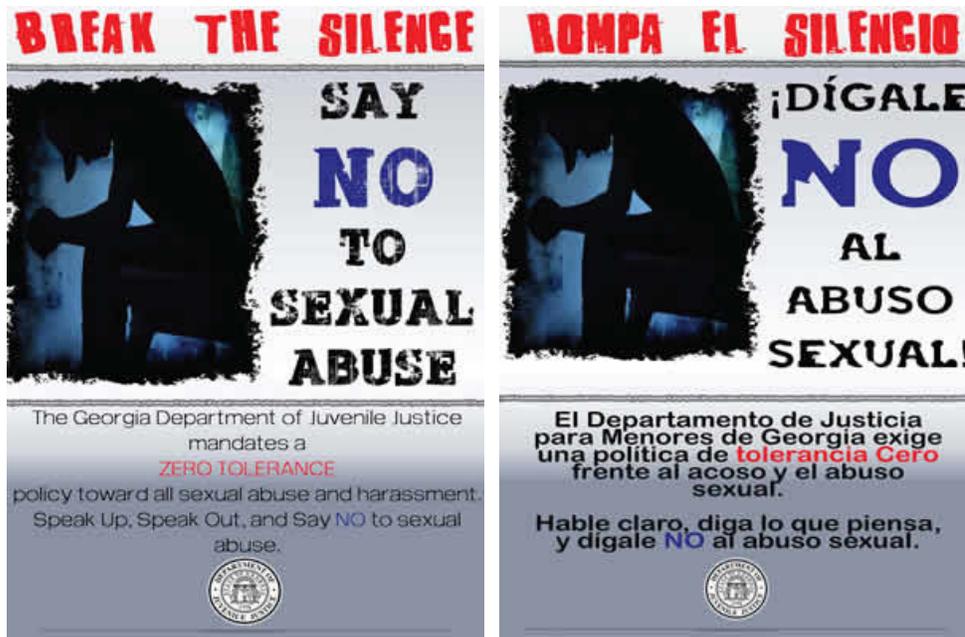
– The new Department of Juvenile Justice Citizens’ Academy curriculum was developed to help educate Georgia citizens and stakeholders about recent reforms in juvenile justice. The Academy project provides additional transparency in government to allow Georgia citizens a close-up inspection of those juvenile justice reforms underway. Participants see and experience DJJ’s commitment to young offenders and their families, to enhanced juvenile reentry programs, and to DJJ’s non-negotiable mission to promote safer



communities for all Georgians by holding juvenile offenders accountable. The academy sessions are scheduled at Youth Development Campuses, Court Service Offices, and local juvenile courts around the state. The course begins with an agency overview and introduction to DJJ executive leadership.

DJJ Citizen’s Academy: Participant Demographics - Georgians are concerned about public safety, the cost of crime, our youth in secure confinement and community supervision, and their impact on both our communities and on Georgia’s families. The DJJ Citizens’ Academy offers a unique opportunity for participants from faith and business organizations, volunteer and civic groups, and community stakeholders to interact with corrections professionals to learn more about the inner workings of Georgia’s Department of Juvenile Justice.

Academy Curriculum - The DJJ Citizens’ Academy provides participants with a 360-degree scope of Georgia juvenile justice reforms and enhanced correctional practices. The five-week Academy provides an in-depth perspective of every area of the department and serves as a platform for recruitment of new volunteers.



DOJ PREA Compliance Rating – In December 2014, DJJ officially ranked an exemplary 100% Department of Justice-compliance rating from DOJ-sanctioned auditors on the 2014 PREA audit cycle. DJJ mandates a ZERO TOLERANCE policy for all forms of sexual 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 with youth are terminated from employment and will be referred for criminal prosecution. The policy provides guidelines for staff to reduce the risk of sexual abuse within DJJ facilities, programs and offices, whether owned, operated or contracted.

Agency-Wide PREA Background Check - As part of DJJ’s pioneering work to institute provisions of the federal PREA program within Georgia’s juvenile justice department, the Office of Human Resources launched and completed an agency-wide PREA background check on all DJJ employees and contract personnel in 2014. The Georgia Department of Juvenile Justice has fully restructured agency policies and procedures under the federal Prison Rape Elimination Act to reduce potential incidents of sexual violence or sexual victimization involving youth in detention. The agency requires all employees, contractors, volunteers and Interns to complete training on the right of youth and employees to be free from sexual abuse and from retaliation for reporting sexual abuse, the dynamics of sexual abuse in confinement, and the common reactions of sexual abuse victims.



Darkness to Light – The Division of Operations and Compliance is instrumental for delivering training for DJJ’s ‘Darkness to Light’ program. Training for this program provides tools, resources and insights for effectively working with child victims of sexual abuse. DJJ counseling and intake services sometimes reveal trauma from previous sexual abuse situations outside the juvenile justice system as a contributing factor to a youth’s current criminogenic behavior.

Gender Responsive Training – This training helps staff focus on the most successful approaches for coping with the differences between the pathways for boys and girls in detention. More specifically, these training methods provide effective management strategies for staff working with girls.

Girl Scouts Troup #965 – DJJ’s Division of Operations and Compliance has initiated its first official Girl Scouts of America Troop at one Georgia juvenile detention facility, with hopes of expanding the service organization to other DJJ facilities that serve larger female populations. Girl Scout Troup #965 teaches young girls responsibility, good choices and healthy lifestyles. Young women released from detention then have the opportunity to continue their involvement in the GSA once they return to their home community.

‘In Your Shoes’ Mentor Program – Two state correctional agencies have partnered to mentor youth in DJJ’s YDC environments and to bring a life lesson experience to Georgia’s juvenile offenders. Adult inmates who have graduated from the Department of Corrections theological seminary program explain the message they carry: “I’ve been in your shoes, don’t follow in mine.” Both inmates and youth are vetted before participating in the program and all sessions are monitored. DJJ conducted its inaugural session in 2014 with successful outcomes and an expectation that ‘In Your Shoes’ will become an exciting way to mentor youth.

“CHAMPS” Life Choices Program – This new statewide program launched at the start of the school year by the Georgia Sheriff’s Association, stands for Choosing Healthy Activities and Methods Promoting Safety (C.H.A.M.P.S.). The program centers around making good and healthy life choices. The Department of Juvenile Justice has completed one 12-week session at an RYDC in 2014 and graduated ten young offenders from the program. For the Sheriff’s Association, the goal of the C.H.A.M.P.S. program is to combine the best features of some of their former programs like Drug Awareness Resistance Education (D.A.R.E.) and include information about leadership, substance abuse, peer pressure, gang dangers, internet caution, bullying, violence and safety tips. In 2015 DJJ will expand the C.H.A.M.P.S. program to other secure facilities in partnership with local sheriff’s offices. The DJJ goal for the C.H.A.M.P.S. program is to prepare youth to know how to handle the dangers of the world when they encounter them.

“Mentoring And Positive Supports” (MAPS) – In support of DJJ’s emerging reentry and reintegration programs, the agency now employs geo-mapping aids to chart an area where a youth will reside 6 months before scheduled release from a secure facility. The agency then locates participating mentors in the youth’s new residential area and begins to build a positive mentoring relationship using video conferencing and other available technologies to enhance contacts between the youth and the mentor. In 2014 DJJ mapped its first batch of impending youth releases and initiated efforts to reach out to faith-based organizations to serve as mentors.

MATCH Task Force – A 2014 federal study named Atlanta as the #1 city in America for sex trafficking. The DJJ Security Management Response Team (SMRT) is one of many Atlanta area law enforcement groups working together with the Federal Bureau of Investigation to address the growing problem of children forced into prostitution in the Metro Atlanta area. The FBI’s Metro Atlanta Child Exploitation (MATCH) Task Force was established to identify, investigate, and prosecute organized child prostitution enterprises.

Commercial Sexual Exploitation of Children - In partnership with the FBI, the aggressive efforts of DJJ and other participating metro law enforcement agencies have placed the spotlight squarely on the Georgia sex trafficking issue. Their main focus is the prevention and intervention of human trafficking, especially with the Commercial Sexual Exploitation of Children (CSEC). Many of Georgia’s CSEC victims are runaway youth under community supervision. The Georgia DJJ recovery model focuses on runaway recovery, victim services, placement, and aftercare, encompassing all facets within the Division of Operations & Compliance. Representatives from the Operations and Compliance Division serve on several panels and other task forces coordinating with CSEC.



Gang Resistance Education & Training – Gang activity is a growing challenge for Georgia communities and for juvenile justice. The Gang Resistance Education & Training (GREAT) program was created to develop nation-wide gang awareness in our school systems. It is being prepared for presentation by DJJ’s Statewide Gang Coordinator. The certified GREAT program instructor will be presenting this gang intervention and prevention curriculum as part of DJJ’s school programming beginning January 2015. Through education and awareness, the Department of Juvenile Justice supports efforts to de-escalate Georgia’s growing gang violence problem.

Multi-Jurisdictional Gang & Recovery Details – In 2014, DJJ staff worked with local law enforcement partners throughout the state to serve apprehension orders for the recovery of runaway Georgia youth. The Department of Juvenile Justice builds and maintains strong statewide partnerships with federal, local and state law enforcement agencies to support DJJ runaway recovery and gang intervention details. The Department of Juvenile Justice Security Management Response Team (SMRT) and Statewide Gang Coordinator worked with local law enforcement and DJJ Community Offices Staff to conduct gang interventions, runaway recoveries and curfew visits. DJJ also joined with community law enforcement partners to participate in the high profile National Night Out Against Crime.



Division of Administrative Services

The Division of Administrative Services has the responsibility to provide adequate technology, contract procurement, grant resources, maintenance and construction services, and property management while ensuring the upkeep and safety of central office.

Office of Property Management

The Office of Property Management is responsible for providing accountability and oversight of the agency's assets, fleet and warehouse services.



Office of Technology and Information Services

NEW IN 2014

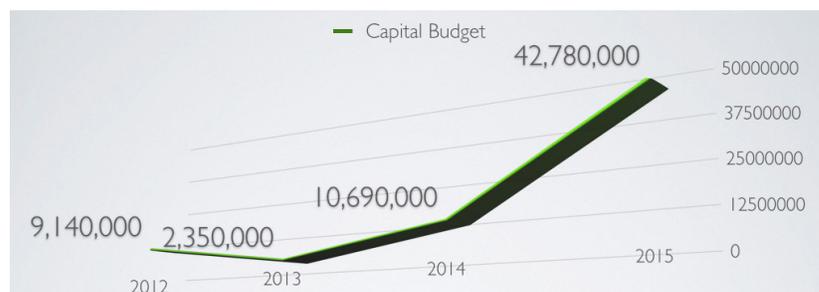
Juvenile Justice Reform Effects - The Office of Technology and Information Services (OTIS) continues to support DJJ staff by ensuring that the Juvenile Tracking System (JTS), DJJ Intranet (SharePoint), DJJ Public Website, VPN access, Network Resources, and other systems are fully functional and by making necessary modifications to the system to meet the needs of end users under the provisions of the juvenile justice reform law.

Increased Data Demands - The signing of HB 242 continues to add data demands for staff to provide reports to stakeholders who prepare applications for Juvenile Justice Reform Grants.

Challenges for the Office of Contracts - The requirements of HB 242 have created new expectations for the Office of Contracts, producing an innovative response and accountable contracting, while implementing performance based contracts in accordance with the provisions of the new law.

Juvenile Justice Reform Funding

The Department of Juvenile Justice continues to receive unparalleled funding support from the General Assembly to achieve Governor Nathan Deal's juvenile justice reform mission in Georgia. The Department's Capital Budget is shown making its steady climb with sturdy backing in the graph below.





Office of Grant Administration and Building Services

The Office of Grant Services is responsible for making application to various entities for state and federal grant funds to assist the Department with meeting the mission of the agency. In addition, this unit oversees the functioning, maintenance and security of Central Office.

Grants

The goal of this administrative service is to improve policies and programs for diverting youth with behavioral health needs from the juvenile justice system to appropriate community-based services. During the month of September the Office of Grants was notified that the Department of Juvenile Justice was awarded two grants in conjunction with its new juvenile justice reform mission.

FY2014 Prison Rape Elimination Act (PREA) - \$400,680 - The PREA Program provides funding to eligible applicants for demonstration projects within confinement settings, including adult prisons and jails; juvenile facilities; community corrections facilities; law enforcement lockups and other temporary holding facilities; and tribal detention facilities.

FY2014 Second Chance Act Phase Two – Juvenile Reentry Demonstration Program: Planning and Implementation - \$750,000 - The goal of the Second Chance Act is to help eligible applicants develop and implement comprehensive and collaborative strategies to reduce recidivism, increase public safety, and address the challenges that reentry poses.

Office of Engineering and Construction

The Office of Engineering is responsible for improvements, designs, and coordination of secure facility construction and modification projects and for maintenance and repairs of all DJJ-owned buildings and properties. DJJ Engineering oversaw the successful renovation of the new Intensive Treatment Unit (ITU) project in Milledgeville, Georgia. That process culminated in a Ribbon Cutting Ceremony on December 22nd, 2014, where the keynote address was presented by Georgia Lt. Governor Casey Cagle.

Office of Strategic Planning:

The Office of Strategic Planning is the Agency's centralized data monitor for performance metrics, operational planning, business continuity and annual strategic planning reports to the Governor's Office of Planning and Budget. The Strategic Planning Office has been implemented as an agency resource for project planning, data mining, reporting and agency strategic planning. This section maintains a continuous flow of business intelligence to facilitate each division's performance monitoring.

NEW IN 2014 – The Office of Strategic Planning

- Hired the Agency's first Statistician who brings twenty years of corporate research expertise as the former Chief Projections Unit Manager from the Workforce Statistics and Economic Research Department of the Georgia DOL.
- Provides DJJ employees with a variety of planning tools and graphic illustrations to be used for communications, management, research, and projects specific to each section.
- Updated an annual student survey for the DJJ Office of Education to assist DJJ educators while refining methods for learning and general best practices measures appropriate to a custodial educational setting.
- Created a PDRA data utilization report and map for the juvenile justice reform committee displaying counties using the Pre-Disposition Risk Assessment. The project directly supports agency efforts to measure utilization in affected jurisdictions.



DJJ 2015 - 2018 Strategic Goals & Lines of Operation

Enhance Safety and Security in Secure Facilities and Communities
Provide Quality Education and Expand Vocational Program Offerings Statewide
Modify Long Term Facility Plan



Goal 1

Operate Safe and Secure Facilities

Enhance Community-Based Options for Placements and Services
Collaborate with Key Stakeholders Using Validated Assessment Instruments



Goal 2

Implement Juvenile Justice Reforms

Enhance Employee Growth and Satisfaction
Adopt and Improve Retention, Recruitment and Succession Planning
Provide Relevant Training to Equip Employee with Tools and Resources



Goal 3

Recruitment, Retention, and Succession

Implement Process Improvements to Enhance Classification and Placement



Goal 4

Classification and Placement of Youth

Begin Release Preparation Early by Engaging all Components of the Service Plan
Enhance Transition Processes to Facilitate Successful Reintegration into the Community
Establish and Expand Community Partnerships and Connections



Goal 5

Reentry Focused Programming

Division of Training & Personnel Services



The DJJ Office of Training builds and maintains a comprehensive system of professional development programs and specialized training to enhance the skillsets and competence of the DJJ workforce. This office provides staff with preparation and learning experiences to help meet professional standards and the evolving special needs of the agency. The Office of Training is involved in the coordination, implementation, and tracking of all POST-mandated training programs to ensure employees remain current and proficient with state and national trends affecting juvenile justice policy.

The following agency training upgrades are the end product of professional policy, procedure and best practices initiated by the Office of Training in compliance with the provisions and spirit of Georgia's Juvenile Justice Reform Law to substantially improve DJJ staff operations and standards.

Mental Health Training

With funding from a 2013 MacArthur pilot grant, the combined DJJ Offices of Training and Behavioral Health Services (OBHS) adopted an 8-hour mental health training curriculum designed by Northwestern University and the National Center for Mental Health. Using the new curriculum for juvenile correctional officers, the Department of Juvenile Justice trained thirty-one DJJ and OBHS personnel as instructors to interact and communicate with youth presenting mental health problems.

Instructors now receive comprehensive mental health training, which includes child trauma, adolescent development, and substance abuse disorders. The new DJJ instructors provided more than fifteen-hundred new corrections officers with mental health training between July and November of 2013. Beginning in 2014, the MacArthur grant mental health training became a standard course offered during basic training programs for DJJ facility and community staff.



Juvenile Correctional Officer Program – Basic Training Extended

In 2013, the Division of Training extended Basic Juvenile Correctional Officer Training (BJCOT) by an additional week. The supplemental 40-hour period was added to enhance DJJ's mental health and communication skills curriculum, while providing appropriate session times for instructing cadets about new physical intervention techniques.

In 2014, the Office of Training launched the revised BJCOT program. As of mid - October 2014, 330 officers graduated the program better prepared to manage the challenges of working with young offenders in DJJ facilities.





BASIC JUVENILE CORRECTION OFFICER TRAINING (BJCOT)



NON-POST FACILITY BASIC TRAINING I



NON-POST FACILITY BASIC TRAINING II



COMMUNITY BASIC TRAINING



CPR & FIRST AID



Office of Personnel Services (HR)



The Office of Human Resources supports the strategic goals and mission of the Department of Juvenile Justice by monitoring workforce trends and proposing initiatives to address challenges to DJJ Team performance. OHR's mission is to attract, develop, motivate and retain a diverse workforce for the Department of Juvenile Justice. Human Resources attends to the daily processes of the agency workforce, including recruitment and retention, background checks, appropriate compensation and benefits, EEO compliance, timekeeping, and absence management. In 2014, the following plans and programs were introduced throughout the agency as OHR policies or procedures as part of Commissioner Avery D. Niles' overarching strategy to initiate Georgia's new juvenile justice law reforms.

Prison Rape Elimination Act Background Check – The Prison Rape Elimination Act (PREA) was unanimously passed by Congress in 2003 as the first federal legislation to address the issue of sexual assault in correctional settings.

As part of DJJ's pioneering work to fully institute provisions of the federal PREA program within Georgia's juvenile justice department, the Office of Human Resources launched and completed an agency-wide PREA background check on all DJJ employees and contract personnel.

Prison Rape Elimination Act DOJ Audit - The Georgia Department of Juvenile Justice has fully restructured agency policies and procedures to diminish potential incidents of sexual violence or sexual victimization involving youth in detention.

In December 2014, DJJ officially obtained an exemplary 100% Department of Justice -compliance rating from DOJ -sanctioned auditors on the 2014 PREA audit cycle.





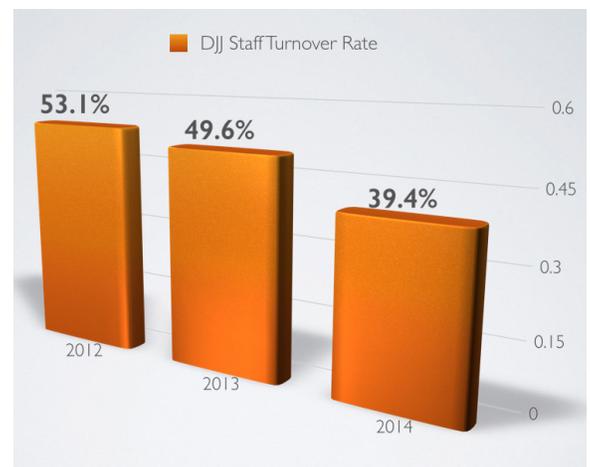
Recruitment and Retention - To help recruit and retain appropriate juvenile correctional officer levels in compliance with the provisions and spirit of Georgia's juvenile justice law reforms, the Office of Human Resources adopted the following new practices in 2014:

- 1. Recruiting** - Overhauled the DJJ Recruitment Program, adding four Regional Recruiters to recruit candidates from military job fairs, college events and disability employment populations, and to establish direct involvement with Teach Georgia and GACE organizations
- 2. Selection** - Implemented the COMPASS education competency exam requirement for entry-level JCO 1 jobs..
- 3. Selection** - Implemented the job compatibility Talent Quest Personality Assessment into the hiring selection process to help place higher caliber recruits who are better qualified to complete their training
- 4. Retention** - Established DJJs first online Employee Satisfaction Survey and..
- 5. Retention** - Designed a professional development program for security officers, community service officers, and administrative and leadership personnel to prepare qualified candidates from within agency ranks to fill positions of greater responsibility

P.O.S.T. Council Training Records Revision – In 2012, the Georgia Peace Officers Standards and Training Council (P.O.S.T.) indicated an inaccurate accounting for Juvenile Corrections Officers on record. A subsequent P.O.S.T. record review showed more than 900 DJJ officers as deficient in career training records.

In 2013, the Offices of Human Resources and Training successfully collaborated on efforts to correct DJJ's Georgia P.O.S.T. records for tracking the careers of active juvenile correctional officers:

- **Monitoring** - Office of Training Staff were taught to monitor updates on the P.O.S.T. database
- **Career Tracking** - Office of Training Staff corrected career training deficiencies for 980 DJJ certified officers
- **Recordkeeping** - Secure facility personnel were trained to properly complete P.O.S.T. C-11 forms to avoid future record-keeping problems
- **P.O.S.T. Training** - As of October 2014, three months prior to the December 31st P.O.S.T. deadline, 1,512 DJJ officers completed their 2014 P.O.S.T. training requirement



Office of Investigations

Under the Office of the Commissioner, the DJJ Office of Investigations is a highly skilled team of specially trained and dedicated investigators who provide the highest quality investigative services to protect department visitors and staff and the young offenders entrusted to the care and custody of the Department of Juvenile Justice.

DJJ's law enforcement services include conducting comprehensive criminal, administrative and internal investigations in support of DJJ's facility and community based programs. The P.O.S.T. certified investigations unit at DJJ coordinates with the courts and partners with state, local, and federal law enforcement agencies to ensure that the Department of Juvenile Justice is in compliance with the provisions and spirit of Georgia's new juvenile justice reform law.

The following advances are the result of professional policy, procedure and training upgrades and best practices applied by the Director of the Office of Investigations to significantly improve internal operations for the protection of the Georgia public and those served in juvenile justice facilities:

Open Case Resolution and Reduction - During the last year the Office of Investigations successfully addressed a formidable administrative challenge to resolve more than 1,200 open cases. The objective was to work all cases as Quality Investigations in a timely manner.

- 1. Open Cases Status** - In May 2013, the DJJ Office of Investigations had 1200 open cases. Some of those original active cases were open for 2 years without final resolution
- 2. Open Cases Resolved** - By December 2014, the number of **open cases was dramatically reduced** from 1200 to approximately 105 active cases. Now, the average age of all open investigations has remained **below 15 days**
- 3. The Cause** - The previous case filing and management systems at DJJ were user un-friendly and obsolete, requiring several days to locate case files or develop investigative updates
- 4. The Solution** - The Office of Investigations assembled an Admin-TEAM to locate and reconcile the entire DJJ caseload and create new organized and efficient file management systems
- 5. The Result** - Now DJJ's new user-friendly filing and case management systems and automated "Investigation Tracking System" (ITS) can recover case data in minutes, reducing caseload and speeding up case closings





Investigations Team Certifications - During 2014, DJJ significantly raised the professional certification status of the Investigations Team. At the beginning of the year only 25% of the investigators held a Georgia Basic Law Enforcement (BLE) certificate. By the end of the year the unit had over 90% of the Investigators BLE certified. This was reached through a combination of new hires and members successfully completing POST mandate BLE courses across the state.

1. The Investigations Team is currently more than 90% P.O.S.T. BLE Certified. Each Investigations Team member has exceeded required annual training by at least 50% for calendar year 2014. The 28 member team has received more than 3600 hours of training
2. The Investigations Office has established a specialized PREA Investigations Unit to more effectively and efficiently investigate any allegations of possible violations of the federal Prison Rape Elimination Act
3. The Investigations Office has established an Internal Affairs Unit designated with the responsibility of investigating allegations of administrative misconduct, criminal wrongdoing, or violations of DJJ policies or professional standards
4. The Office of Investigations helps to maintain the safety and security of DJJ youth, employees, and the general public through its thorough examination of all reported incidents in agency facilities. In the past three years, more than 2,307 cases were assigned to the DJJ Office of Investigations with nearly 80 referred to outside law enforcement for follow-up or prosecution in 2014. As part of its professional investigative protocols, DJJ also attained an 85% confession rate while conducting 219 internal polygraph exams for staff and youth-related crimes.

Office of Communications



DJJ Juvenile Justice Reform Projects Support - The Office of Communications serves as the media and public affairs service hub of the Department of Juvenile Justice. Coordinating with the Office of the Commissioner, the Director of Communications serves as the crisis communications advisor reporting directly to the Commissioner and Assistant Commissioner to provide guidance on pending media issues, department public image, media policy and agency damage control optics. In 2014, the Communications Office provided key contributions to all DJJ Divisions and Offices across the board to promote awareness of Georgia's Juvenile Justice Reform Law and supported projects to help bring DJJ into compliance with new reform requirements and provisions.

The following are notable areas of juvenile justice reform projects accomplished by the DJJ Communications Office:

- Provided media promotion and agency support materials to help **position DJJ as national leader in PREA** Prison Rape Elimination Act initiative
- Produced in-house **PREA Orientation Video** for incoming youth at all secure facility intakes
- Produced **intake video series** to advise incoming youth of incarceration rights and responsibilities
- Developed complete information and policy update and graphic redesign of **DJJ Student Handbook** to advise incoming youth of their rights and responsibilities during incarceration
- Initiated follow-up project for a Spanish-language **Student Handbook translation** publication
- Contributed **campaign video** and education materials to Georgia's Multi-Agency Victim Services Partnership to promote juvenile sexual exploitation awareness for National Crime Victims' Rights Week





Social Media Strategy Draws Readers & Researchers to Georgia DJJ

Using a wide spectrum and robust social media strategy to reach a worldwide audience, the DJJ Office of Communications logged nearly a quarter of a million page views on its **News and Views** website in 2014. Contacts from the public, news media, law enforcement, and juvenile justice professionals make Georgia one of the top-ranked juvenile justice news and information websites in the country. This address -- www.djj.state.ga.us -- takes readers and researchers to some of the finest free marketing materials for juvenile justice victim and volunteer services; the latest links on youth gang activity and how to stop it; system-wide plans for implementing federal Prison Rape Elimination Act requirements; and recent clinical observations on Positive Behavior Intervention and Support Programs (PBIS). The Department of Juvenile Justice has been targeted for praise from the Moss consulting group for its victim services webpage and by the Department of Justice for its PREA website content which draws visitors from law enforcement agencies around the world.

DJJ WEBSITE DRAWS QUARTER MILLION VIEWS IN 2014

— Number Of Page Views in 2014



To ensure the department's public affairs mission is reflecting agency compliance with the new juvenile justice reform law, this awareness initiative included the following advisories and news releases:

DJJ ADVISORIES & NEWS RELEASES

- **DJJ Launches 'Reentry Services Unit' Juvenile Justice Reform**
- **Commissioner Names First DJJ Ombudsman**
- **Graduation Day at GA's Preparatory Academy**
- **DJJ to Start-Up Seven Juvenile Career Guidance Centers**
- **DJJ Honors National Crime Victims' Rights Week**
- **Commissioner Brings in Top Victim Advocacy Experts**
- **Governor Selects DJJ Leaders for Interstate Juvenile Supervision**
- **Commissioner Hosts DJJ "Blessing of the Badges"**



Communications Office Supports DJJ Projects

The Office of Communications played a developmental role in the promotion and public recognition of these juvenile justice reform-based programs as well, helping launch several significant DJJ initiatives in their inaugural stages.

- **DJJ 2015 Strategic Projects Initiative:** The Office of Communications coordinated the development and delivery of critical information and promotional programs from every DJJ Division to enhance the final version of the DJJ 2015 Strategic Projects Initiative.
- **2014 Georgia Preparatory Academy Announcements:** DJJ news releases proudly announced the renaming of DJJ's education program and publicly celebrated the success of DJJ's consolidated graduation ceremonies.
- **Positive Behavior Interventions and Supports (PBIS):** Communications developed a webpage and newsletter for DJJ's new Positive Behavior Interventions and Supports (PBIS) system.
- **Juvenile Justice Reform Pocket Cards:** Actuating an idea from the Commissioner, Communications designed and produced easy-reference pocket cards to promote a series of Juvenile Justice Reform programs.
- **DJJ's Leadership Institute:** Communications completed a webpage and newsletter to promote the addition of new annual training programs.
- **Office of Reentry Services:** An official press release, a pocket card, and a new DJJ webpage announced the launch of the Office of Reentry Services.
- **Office of the Ombudsman:** Communications designed two brochures and four new awareness program posters to announce the opening of the Office of the Ombudsman, along with an official news release and a new Ombudsman website,
- **Office of the Chaplaincy:** The Office of Chaplaincy Services was launched in 2014 with a news release and an official agency masthead.
- **National Crime Victim's Rights Campaign 2014:** At the request of DJJ Victim Services, Communications designed and printed program support materials and produced and edited the State's video presentation for the National Crime Victims' Rights Week, April 2014.
- **"The Life" Campaign 2014:** Communications designed 4 unique posters for the Office of Victim's Services for use in their campaign to stop sexual exploitation.
- **DJJ's Monthly Career Fairs:** The Office of Communications promoted career fairs and agency employment opportunities by providing monthly news releases to statewide media.
- **HR Military Recruitment Campaign 2014:** Communications provided a recruiting pamphlet design, PowerPoint presentation, web page section, regularly scheduled news releases, and special section recruiting features to attract veteran recruits to DJJ job openings.



ONE TEAM. ONE MISSION.
Your Career Starts With Justice
www.djjcareers.org
An Equal Opportunity Employer

NOW HIRING

DJJ Ad Campaign Supports Recruitment

With authorization and oversight from the Commissioner and Chief of Staff, the Office of Communications launched a summer-long advertising campaign to help DJJ recruiters attract qualified applicants for employment opportunities available at juvenile justice facilities in key locations throughout the state.

DJJ's AM-Radio ad campaign message concentrated on **Augusta, Columbus, Macon, Savannah and Eastman** media markets to help the Human Resources staff recruit for juvenile justice facilities in those communities. Starting June 16th the Radio spots began advertising for capable teachers, nurses and juvenile correctional officers.

"Your Career Starts With Justice"

Communications constructed DJJ's broadcast campaign with 11,600 ads running on local traffic and weather reports at 100 stations across Georgia at times when licensed drivers commuted to and from work. DJJ's radio ads made more than 5.3-million impressions with adult listeners and potential job seekers above the age of 24.

DJJ also launched a coordinated outdoor mini-billboard campaign in the media markets around **Columbus, Eastman, Augusta and Savannah** using an ad depicting actual DJJ staff members. A DJJ correctional officer, nurse, teacher, administrator and SMART Team member stood shoulder to shoulder over the DJJ Motto: **"ONE TEAM. ONE MISSION"**. The mini-billboard ads made more than 2.6-million impressions when seen by a captive audience of licensed drivers at 60 gas stations in south, middle and coastal Georgia. The combined DJJ recruiting ad campaign continued through late November 2014.

Georgia Juvenile Justice - "The Way Ahead" Commissioner's Message for 2015



The Department of Juvenile Justice is proud of the accomplishments achieved by our exemplary staff during 2014. Along with you, I have witnessed this state enter a new era of criminal justice reform which ushered in the beginning of major change in Georgia's juvenile justice system. We have watched these advancements together and we look forward with excitement and enthusiasm to even more professional challenges that lie before us in 2015.

The continued implementation of the Juvenile Justice Reform Law is expected to engender continued improvements throughout this Department. We understand the necessary adjustments ahead will continue to bring us new challenges and require our most innovative decision-making and creative solutions. We look forward to taking-on those tasks because we are confident we have recruited and retained the Best Team of 21st Century problem-solvers to exercise the Best Practices to accomplish both our DJJ Mission and Vision.

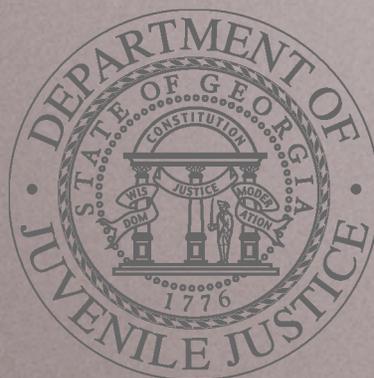
I am honored to be counted as one of the more than four thousand state employees who dedicate their problem-solving talents and abilities every day to improve circumstances for the juvenile offenders in our custody. Like you, I believe that DJJ will lead the nation in preparing young people in our care to develop and sustain productive lives.

"One Team – One Mission"



Avery D. Niles, Commissioner
Georgia Department of Juvenile Justice





Office of Communications 2015

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“One Team. One Mission”