



2017

UPDATE

DEPARTMENT OF JUVENILE JUSTICE

STRATEGIC PLAN



Georgia Department of Juvenile Justice

FY 2017 Strategic Plan Update

Nathan Deal
Governor

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Commissioner

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Chairman
Board of Juvenile Justice

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MISSION

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

OFFER HOPE AND YOUTH CHANGE. The Department of Juvenile Justice will lead the nation in preparing young people in its care to develop and sustain productive lives.

VALUES

We 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.



AVERY D. NILES
COMMISSIONER

MESSAGE FROM THE COMMISSIONER

The continued implementation of Georgia's Juvenile Justice Reform has been the driving factor for the Department of Juvenile Justice (DJJ) for the past three years. Enjoying the support of the Governor's Office, State Legislature, and many juvenile support organizations, DJJ's efforts to update and improve processes are being recognized locally and throughout the country. In addition, DJJ continues to focus on the Commissioner's Top Five Priorities which aligns with Governor Deal's long term vision for the future of Georgia.

The Department of Juvenile Justice is dedicated to the process of juvenile justice reform through innovative means of care, education delivery and security measures to better serve the youth and prepare them for re-entry back into their communities.

Through the statewide use of updated youth assessment instruments, Georgia has seen a significant reduction in the number of youth placed under the supervision of DJJ. As a result, more youth are receiving services through grants in local communities.



Preparing for AdvancED recertification for the Georgia Preparatory Academy

It is my belief that this is juvenile justice reform in its purest form.

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As we continue to implement juvenile justice reform with fidelity, we have begun to realize results with initiatives such as:

- Education Transition Centers (ETC), providing continued educational opportunities for students with DJJ
- High Intensity Supervision (HITS) officers, enhancing supervision competencies for the increased numbers of youth in the community
- Specialized training enhancements in responding to the evolving needs of youth and staff
- Evidence Based Programs

Moving forward into FY 2017 and beyond, it is the intention of our agency to focus on the completion of three renovation projects to replace the aging first generation Regional Youth Detention Centers. We will continue education updates to our Youth Development Campuses with an increased focus on Vocational Education skills. We will continue coordination with the judiciary in implementing technology enhancements for consolidation and needed access of youth records.

The proposed upgrades are dedicated to the idea of improving the daily environment for the youth in our care, especially through our continued emphasis on increasing our Positive Behavioral Incentives and Supports (PBIS). With enhanced training for all facility staff, a new focus on youth and staff interaction has emerged that we anticipate resulting in an overall improvement to the environment inside our facilities and culture.

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The Department of Juvenile Justice is excited about our ability to continue to improve coordination with other state agencies to create more efficient processes to serve the citizens of the state. With these opportunities in front of us, we remain focused on the primary task of returning our youth back to their communities with the mindset and skill to become productive and law-abiding citizens.

Sincerely,

A handwritten signature in black ink, appearing to read "Avery D. Niles".

Avery D. Niles, Commissioner
Georgia Department of Juvenile Justice



WHY THE 2017 STRATEGIC PLAN UPDATE?

The Governor's Office of Planning and Budget (OPB) uses the state's strategic planning process to coordinate within and between agencies to make sure Georgia continues to move forward in key areas. The State of Georgia has outlined goals and statewide indicators for each of the Governor's key policy areas, itemized below, which provide the vision, direction and set the priorities of the state. All strategic investments proposed during the budget process will be evaluated against the state goals and indicators. Georgia's key enterprise support agencies (ESAs) conduct an overview of the strategic plan to survey for major capital investments in technology, real estate and human resources. Finally, as an enterprise project management scheme, this agency organizes all strategic projects under specific goal areas where they are itemized by strategy. This ensures unity of effort in achieving those initiatives that support the overall agency mission.





GOVERNOR'S STRATEGIC GOALS FOR GEORGIA

Itemized below are the State of Georgia's Strategic Goals:

1. Educated: Developing life, college, and work-ready students

- Increase percentage of students reading at or above grade level by the completion of 3rd Grade – a strategic benchmark for lifelong learning
- Increase percentage of Georgians who hold a post secondary credential
- Improve and expand science, technology, engineering and mathematics (STEM) education
- Increase teacher and school leader effectiveness
- Increase the percentage of high school graduates who are college and career ready
- Empower citizens with public school options and local flexibility for the purpose of improving student achievement

2. Mobile: Transporting people and products in a 21st century Georgia

- Improve the movement of people and goods across and within the state
- Expand Georgia's role as a major logistics hub for global commerce
- Leverage public-private partnerships and improve inter governmental cooperation for successful infrastructure development

3. Growing: Creating jobs and growing businesses

- Implement strategic tax and regulatory reforms that make Georgia more competitive
- Promote small business growth and entrepreneurship
- Maximize access to capital for startups and growing businesses
- Conserve and enhance natural resources, with an emphasis on increasing state water supplies and security

4. Healthy: Accessible care and active lifestyles

- Reduce childhood obesity in Georgia
- Increase access to health services throughout the state
- Increase consumer choice and personal responsibility in health care
- Improve access to treatment and community options for those with disabilities





5. Safe: Protecting the public's safety and security

- Implement alternative sentencing options to improve offender rehabilitation
- Promote successful offender re-entry and compliance
- Reduce injury and loss of life on Georgia's roads
- Promote safe communities and stable families where children thrive

6. Responsible and Efficient Government: Fiscally sound, principled, conservative

- Maintain Georgia's AAA bond rating
- Increase availability of state services through innovative technology solutions
- Build and maintain a quality state government workforce
- Focus state resources on essential services and employ enterprise solutions
- Enlist community support and public-private partnerships to leverage available resources

THE FOUR STATE GOALS SUPPORTED BY DJJ'S STRATEGIC PLAN

The Department of Juvenile Justice FY 2017 Strategic Plan Update specifically supports four of Governor Deal's Strategic Goals for Georgia namely:

Safety – Protecting the public's safety and security;

Education – Developing life, college, and work-ready students;

Responsible and Efficient Government - Fiscally sound, principled, conservative.

Health – Accessible care and active lifestyles;



DJJ's Workforce Plan

DJJ continually reviews its policies, processes and procedures to ensure the optimization of organization and workforce capabilities. As a means of enhancing the processes of hiring, retention and personnel management, a recent review of onboarding practices revealed inconsistencies in the approach taken to hire new employees and delivering appropriate orientation to the agency. A more streamlined process is currently being tested at select locations and will be rolled out in FY 2017 agency-wide. These improvements should assist DJJ in providing a positive first impression for new staff members. Additionally, Human Resources has been leading the effort to successfully launch a DJJ applicant tracking system. Candidates for employment are now able to apply electronically for advertised vacancies avoiding lost or misdirected emailed or faxed copies. The Statements of Certification are populated automatically after the Regional Recruiter certifies the applications which results in improved turnaround to the hiring managers.

One of the highest turnover job categories in DJJ is the juvenile correctional officer (JCO) position. Some other job positions that face retention challenges are juvenile parole & probation specialists (JPPS), nurses, medical & behavioral health staff, teachers, and food service workers. DJJ will continue to explore a range of alternatives to improve retention in these areas. DJJ is employing targeted recruiting methods focused on searching for qualified candidates to fill these positions and is incorporating aggressive approaches like interviewing on-the-spot.

The JCO salary baseline is being increased in FY 2017 and is expected to have an impact of reduced officer turnover. Since FY 2014, DJJ has utilized a Talent Quest employability & compatibility assessment tool designed to identify suitably fitted correctional officers for the DJJ environment in candidate pools. In FY 2017, DJJ is committing to strict adherence and compliance with the Talent Quest 16 assessment selection principles and guidelines for hiring of suitable JCO candidates with the anticipated benefits of improved retention in subsequent years.



DJJ GOALS, STRATEGIES, AND MEASURABLE OBJECTIVES

Goal 1: Operate Safe and Secure Facilities and Communities while providing Educational Opportunities

Measurable Objective 1: Decrease the 3-year juvenile delinquent recidivism rate from 49.4% for the FY 2010 release cohort to 43.2% for the FY 2015 release cohort.*

The rates for the FY 2009, FY 2010, FY 2011 and FY 2012 release cohorts were 48.8%, 49.4%, 46.8% and 46.8 respectively.

Measurable Objective 2: Increase the number of vocational programs in the facilities from 6 in FY 2013 to 9 statewide by June 2017.

DJJ currently administers 7 vocational programs statewide.

* Recidivism rate tracking follows cohorts that have most recently been measured and analyzed. This method facilitates accurate collection of re-adjudication events in the subsequent measurement window.

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G1: Strategy 1: Enhance Safety and Security in Secure Facilities and Communities:

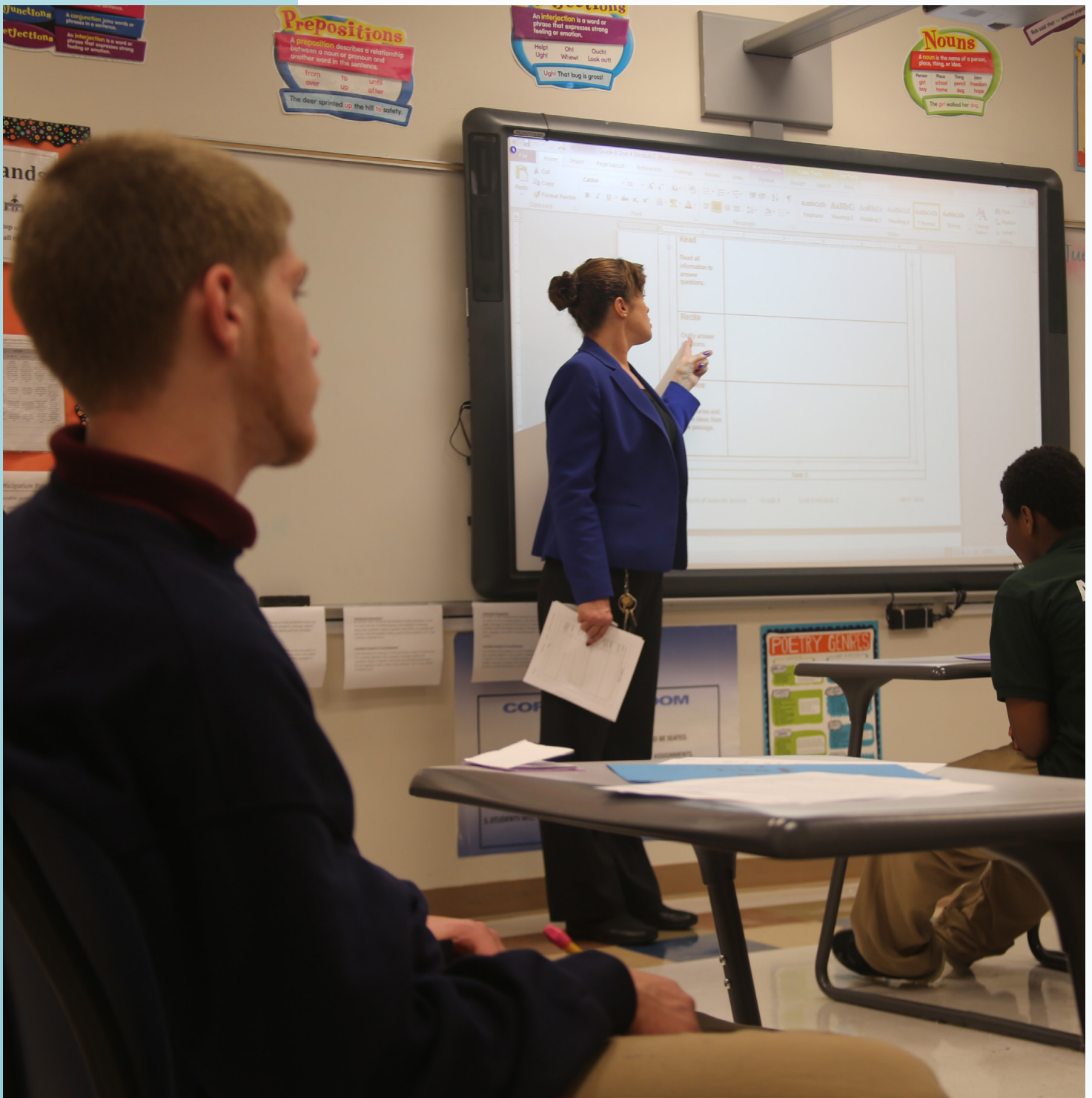
DJJ is committed to operating safe and secure facilities and continues to implement nationally recognized security measures and innovations.

These measures include, but are not limited to:

- Kiosks – work stations that enable youth to perform a variety of activities such as accessing educational resources and communicating with family contacts
- Closed Circuit TVs – for enhanced safety and monitoring
- Key Control – a mechanism to enable key tracking and access control
- Radios – new communication infrastructure that extends communication coverage statewide
- Body Cameras – for improved accountability and safety for youth & staff
- RFID Scanners – wristbands that track movement, meals, supplies, etc



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G1: Strategy 2: Provide Quality Education and Expand Vocational Program Offerings Statewide:

DJJ currently administers seven vocational programs across its facilities

Statewide:

- Automotive Repair
- Collision Repair
- Horticulture
- Cosmetology
- Computer Science
- Construction
- Microsoft Office Specialist

DJJ plans to expand program offerings to include courses in:

- Culinary Arts
- Barbering
- Medical Coding
- Medical Billing

G1: Strategy 3: Modify Long Term Facility Plan

DJJ is currently in the process of addressing its aging facilities:

- Albany RYDC will be replaced with the Terrell RYDC (October 2016)
- Sandersville RYDC will be replaced with Wilkes RYDC (November 2016)
- Eastman RYDC will be replaced with Cadwell RYDC (design phase)
- Subsequent planning efforts and post-reform data analysis may result in the reconstruction of Dalton RYDC and the replacement of the Waycross RYDC





Goal 2: Juvenile Justice Reform

Measurable Objective 1: Increase the percentage of regular committed youth placed in non-secure residential programming within 90 days as indicated by the youth's placement screening from 56.64% as of FY 2013 to 73% by FY 2018.

This metric measured in at 65.32% in May 2016.

Measurable Objective 2: Increase the implementation of Effective Practices in Community Supervision (EPICS), an evidence-based model that increases positive outcomes from offender supervision, from 0 community site as of April 2014 to all 94 Community Services sites by June 30, 2018.

DJJ exceeded its target of having 10 sites implementing EPICS by June 2016. As of May 2016, 37 of the 97 sites have implemented EPICS.







G2: Strategy 1: Enhance Community-Based Options for Placements and Services by Increasing Evidence-based and Best Practice Interventions in the Community

DJJ has increased evidence-based programming (EBP) in its service delivery continuum. DJJ is currently utilizing EBP in offering better solutions for low risk, high need offenders in areas where services are limited. DJJ will continue to establish and enforce performance-based contracting with community service providers with greater emphasis on monitoring youth outcomes. These services will continue to be evaluated based on their adherence to national best practice models and evidenced based practice interventions, quality, and service matching to youth needs. DJJ continues to collaborate with educators to expand school-based supervision sites to provide alternative consequences to suspension and expulsion and to expedite response to juvenile offenders who exhibit in-school behavioral problems.

With the implementation of Juvenile Justice Reform and after thorough research into the program costs and most effective delivery of T4C and ART, DJJ elected to provide T4C & ART services through a third-party vendor supported through the \$1.6 million community services grant. By contracting the services out rather than providing the services, the Agency was able to include an additional EBP, Family Functional Therapy (FFT). Noteworthy are:

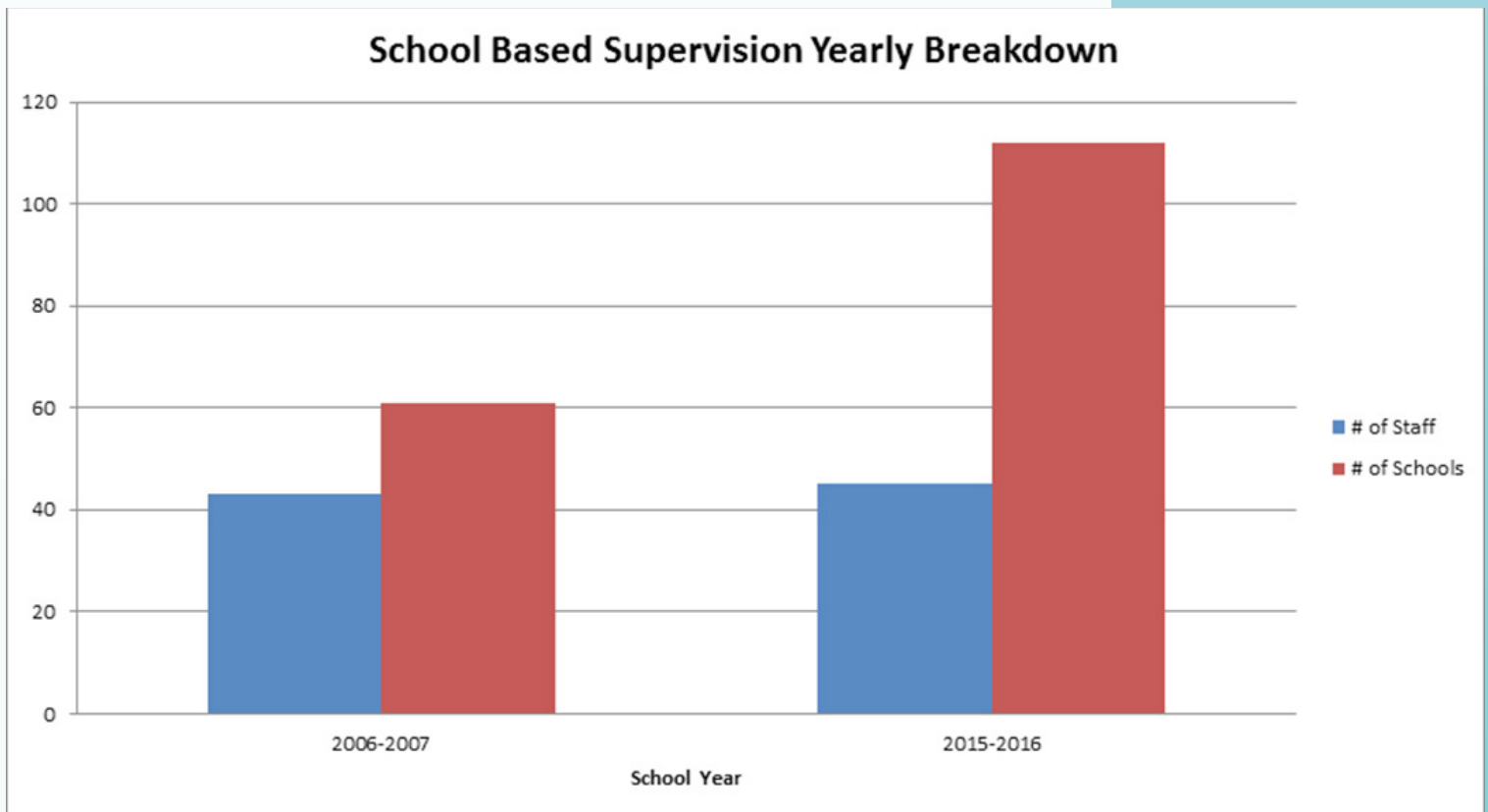
- A goal of the community services grant and the implementation of these evidence-based programs was to reduce the use of Short Term Program (STP) admissions for the counties engaged in the program by 20%. The program successfully resulted in a 25% reduction of STP admissions in FY 2015 based on the total number of STP admissions from FY 2012.
- The Carl Vinson Institute is still completing the data collection for FY 2016, but from July 2015 to March 2016 the use of these programs has resulted in a 50% reduction of STP admissions; cutting housing costs as well as opening space within our facilities.
- From July 2015 to March 2016, 680 youth have received one of the three evidence-based services.
- The youth served are from 87 counties across the state, which clearly met DJJ's initial goal of 8-12 sites across the state and represents more than half of Georgia's counties.



- Under the former plan, facilitation of these programs would have required extensive time to maintain the program. Contracting the program out allowed DJJ case managers to maintain supervision of youth while also increasing the number of counties receiving service.

DJJ continues to promote EBPs to eligible counties statewide.

In expanding School-Based Supervision (SBS) sites and providing alternative consequences to suspension and expulsion, DJJ has collaborated with county school systems and is currently providing school based supervision in 112 schools, an 84% increase since its inception during the 2006-2007 school year.



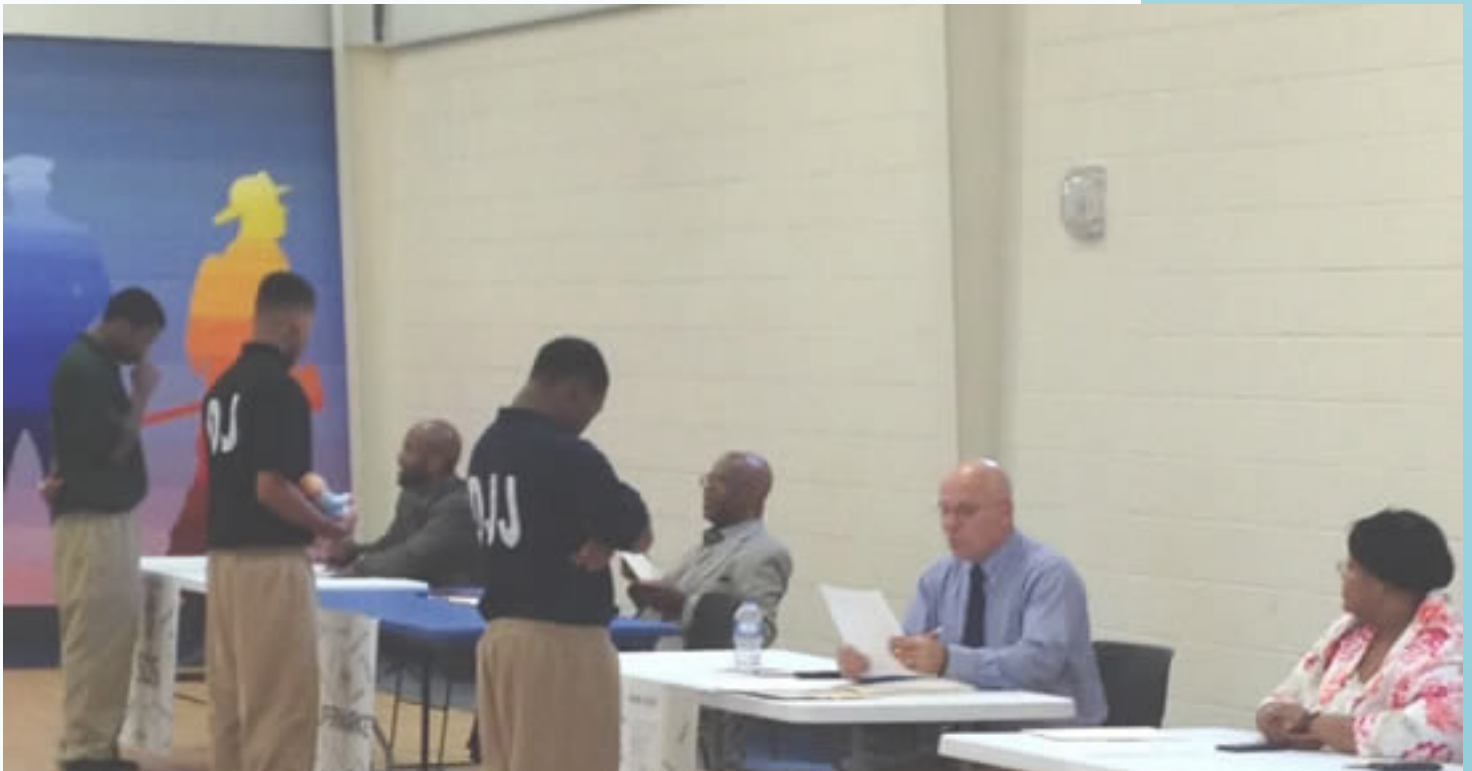
G2: Strategy 2: Collaborate with Key Stakeholders Using Validated Assessment Instruments to inform detention, commitment, and placement decisions

DJJ, in collaboration with the judicial system, Annie E. Casey Foundation, National Council on Crime & Delinquency (NCCD), Administrative Office of the Courts (AOC) and other stakeholders, recently developed the Juvenile Needs Assessment (JNA) and updated the Custody & Housing tool. The JNA is the primary assessment tool to drive programming and services for youth. It is the companion tool to the risk assessment for pre-dispositional youth that has been in use since October 2013. The JNA identifies three priority needs and three strengths to incorporate into each youth's individualized service plan. Utilization of the JNA fosters consistent and objective consideration of each youth, provides relevant information to link the youth to appropriate programs, and delivers assessment data to track outcomes of services provided.

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Another ongoing initiative, the Juvenile Data Exchange Project (JDEX), brings together committed partners from the Governor's Office, the Council of Juvenile Court Judges, the Administrative Office of the Courts, and the Department of Juvenile Justice to create a statewide data repository of juvenile justice data. Its goal is to enable informed legal advocacy and judicial decision-making, and to ensure that youth receive consistent justice in every county of the State.



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In its pursuit of a sustainable system of evidence based & best practice interventions, DJJ has continued collaborative revision of the Graduated Response Tool (GRT), geared at improving case management for youth under community supervision. The revised tool will improve the structure of the current DJJ community case management response to youth misbehavior as well as provide DJJ staff with a system of graduated incentives for youth who perform well under supervision. The revised GRT will provide DJJ staff with sanctions and incentives that can be used in conjunction to promote positive youth behavior and compliance.





Goal 3: Promote Strategized Recruitment, Retention and Succession Planning

Measurable Objective 1: Decrease the job turnover rate for the JCO1 and JCO 2 positions combined from 47.4 in FY 2015 to 42.9 % by June 30, 2017.

As of April 30, 2016, the turnover rate for the JCO1 and JCO 2 positions combined was 60.4%. DJJ is exploring interventions to change the direction of this measure as desired.





G3: Strategy 1: Enhance Employee Growth and Satisfaction by Implementing an Employee Satisfaction Enhancement Plan to Improve the Agency Work Environment

Just as DJJ's committed and dedicated employees are core to the fulfillment of its mission, DJJ is constantly looking to foster an environment conducive to employee growth and satisfaction.

The following measures have been put in place:

- Observance of statewide employee recognition week
- Employee satisfaction survey
- Local & agency-wide employee recognition programs
- DJJ board employee recognitions



G3: Strategy 2: Adopt and Improve Retention, Recruitment and Succession Planning Initiatives

DJJ will continue to promote initiatives that invest in its employees and empower them for continued success in the workplace. Some of these initiatives include:

- Leadership development programs
- Education incentives such as Command College scholarships
- Commissioner's challenge
- Professional development conferences
- Membership in professional associations
- Specialized training & development opportunities





G3: Strategy 3: Provide Relevant Training to Equip Employees with the Tools and Resources Required for Success in the Workplace.

A Georgia Peace Officer Standards and Training Council (P.O.S.T.) approved online training curriculum which addresses immediate training needs will also be offered. Additionally, relevant tiered training programs will be tailored to the varying business requirements of the agency employees. The DJJ Leadership Development Institute will be updated to include tiered training courses for all agency supervisors and managers.

This would include improvements to the following courses in the curriculum:

- Management Orientation Tier I, II and III
- Sergeant's Academy, Supervisor Levels I, II, and III
- Manager Level I, II, and III
- Assistant Director's Academy
- Pre-Command Course

Similarly, the Basic Juvenile Correctional Officer Training (BJCOT) & Basic Juvenile Probation Officer Training (BJPOT) courses will be updated with nationally recognized best practice standards in juvenile justice. This is of particular importance to core mission-centric positions, correctional and probation officers within and outside detention center limits. DJJ also offers specialized training that follows national best practices in juvenile systems as it relates to sociocultural needs of the youth.

Goal 4: Establish systematic Classification and Placement of Youth

Measureable Objective 1: Increase the percentage of youth who do not reoffend while in our care from 83.2% for the FY 2013 Served cohort to 84.9% for the FY 2018 Served cohort.

The non-re-offense rates for the FY 2012 served cohort through the FY 2015 served cohort were 83.23%, 83.23%, 82.98%, and 83.79% respectively.



G4: Strategy 1: Implement System & Process Improvements to Enhance Classification and Placement Decisions

The design of the Custody and Housing tool was completed in FY 2016 and its programming underway. Custody refers to the level of supervision required to ensure youth and staff safety. Custody levels are informed by the youth's risk of violent behavior in the facility to determine the necessary stratification and security level and to ensure youth is housed in the least restrictive manner possible. Housing levels are determined by each youth's particular level of vulnerability and they help to determine how to best maximize facility resources in light of custody and security requirements. Housing decisions are also considered in matching youth with appropriate services and programs. With the completion and launch of the new tool, facility staff will be able to assess the security risk of each youth to determine the necessary intensity of supervision. Staff will also be able to house each youth in the most appropriate quarters within the facility in ensuring a safe and secure environment for everyone. With near 100% tool automation, the front-end user will perform limited data entry so consistency and accuracy will be improved for enhanced operations.

Goal 5: Promote Youth Re-entry focused programming and service delivery

Measurable Objective 1: Decrease the 1-year juvenile delinquent recidivism rate from 34.3% for the FY2013 release cohort to 31.5% for the FY 2016 release cohort.

The 1-year juvenile delinquent recidivism rate was 33.2% for the FY 2011 release cohort. For the FY 2012 and FY 2013 release cohorts, it slightly increased to 34.3% but fell back to 33.4% for the FY 2014 release cohort. Measurements for later cohorts can be computed beginning June 2017.



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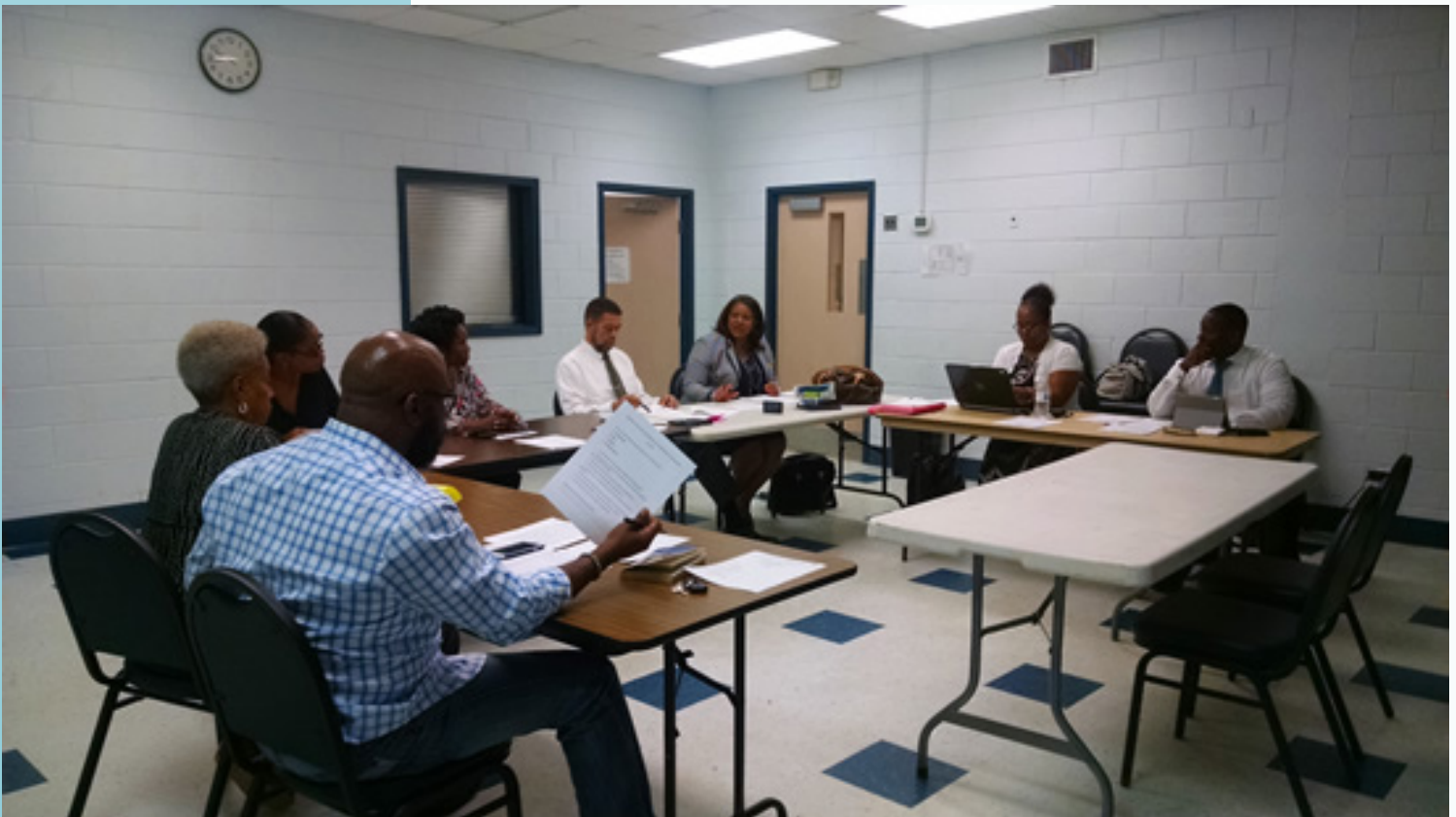
In order for the juvenile justice system to achieve a reduction in recidivism through the prevention of delinquent behavior, there must be an established support network within the community. Stakeholders include DJJ's community staff, law enforcement, the judiciary, other government entities, juveniles and their families, community activists, victim advocates, and non-profit organizations.

In collaboration with these stakeholders, DJJ is developing a robust framework that targets barriers in youth case management domains: Behavioral & Physical Health, Family & Living Arrangements, Education & Schooling, Vocational Training & Employment, Peer Groups & Friends, and Leisure Time, Vocational, & Recreation. The reentry framework is being developed with the goal of implementing processes that results in a cohesive and holistic system of care.



G5: Strategy 1: Begin Release Preparation Early in the Youth's Commitment by Engaging All Components of the Service Plan in the Case Management Process

DJJ recently enacted a Youth Centered Reentry Team policy to guide an early start to youth release planning. Within 20 days of admission into a YDC, the multi-disciplinary team convenes to begin planning for a successful transition back into the community. Compliance monitoring & oversight will be provided to ensure full adoption of the policy and to facilitate continual collaboration, communication, and adherence for the realization of desirable outcomes.





G5: Strategy 2: Enhance Transition Processes to Facilitate Successful Reintegration into the Community by Linking the Youth with Relevant Services, Resources, and Supports and Implementing System and Process Improvements to Ensure Continuity of Care

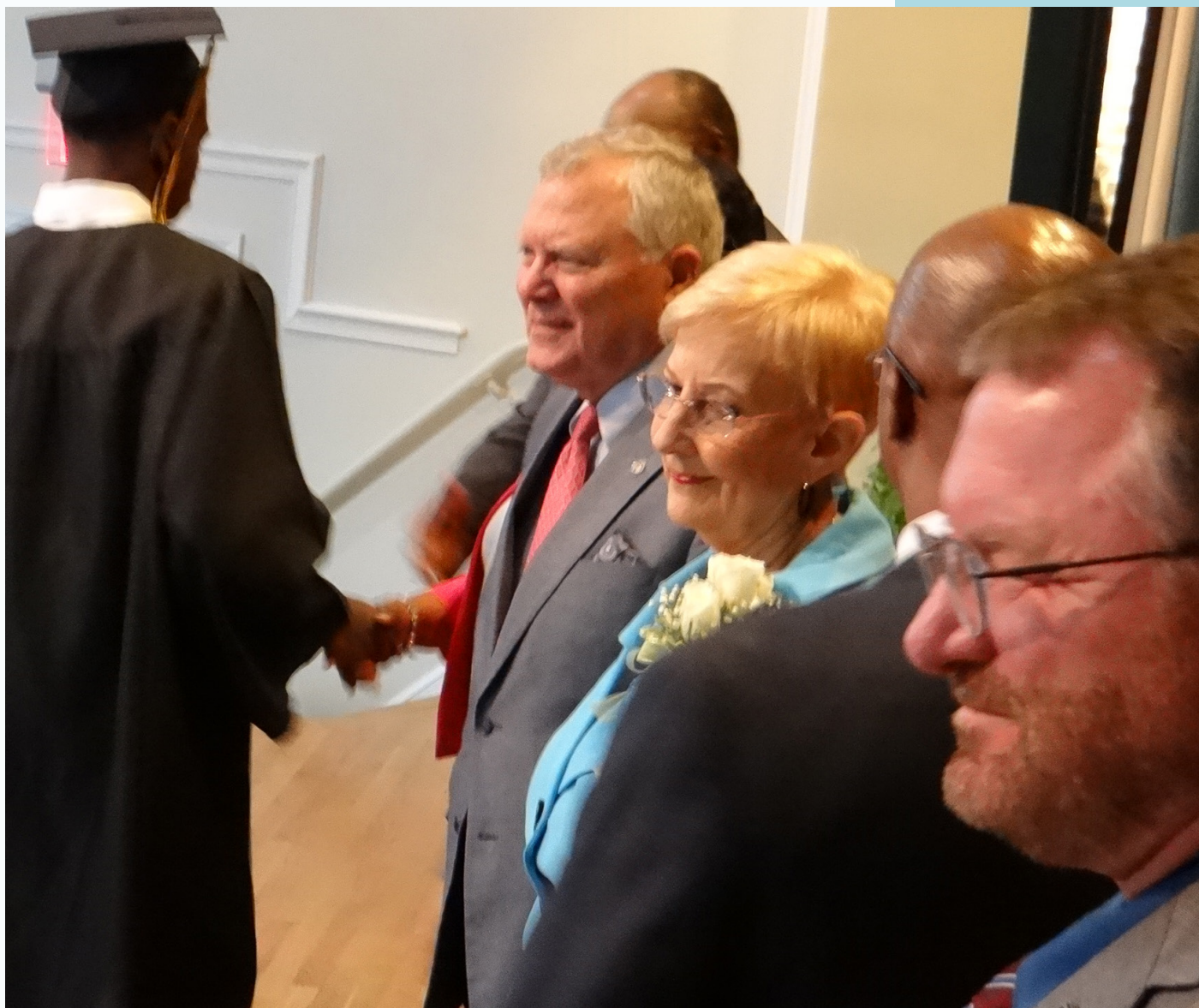
DJJ is implementing processes to ensure that the current and future programs for youth committed to DJJ are supported by research evidence for effectively reducing recidivism. DJJ is working to implement the Standardized Program Evaluation Protocol (SPEP) for periodically assessing program fidelity to research-based models. DJJ staff will be trained to guarantee sustainability of the process. DJJ will also focus efforts on improving family engagement and involvement, thereby supporting release preparation and successful reentry to the community.

G5: Strategy 3: Establish & Expand Community Partnerships and Connections to Strengthen the Network of Supports Available to the Youth upon Re-entry

DJJ partners with several state agencies and community partners for the benefit of the youth it serves. DJJ has an ongoing focus on improving the quality of its aftercare services to support the successful reentry of youth into their local communities.

DJJ uses a multi-agency Reentry Taskforce consisting of more than 60 agencies and they continue to grow. The task force is managed by the Governance Council co-chaired by DJJ. DJJ is expanding the focus for underserved communities by recruiting members from those respective areas. The task force subgroups are structured based on the seven domains of aftercare proven to enhance youth success namely:

- Leisure Time, Recreation and Avocational Interests.
- Peer Groups and Friends
- Physical and Behavioral Health
- Education and Schooling
- Vocational Training and Employment
- Family Living Arrangements
- Parenthood Focus Group





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