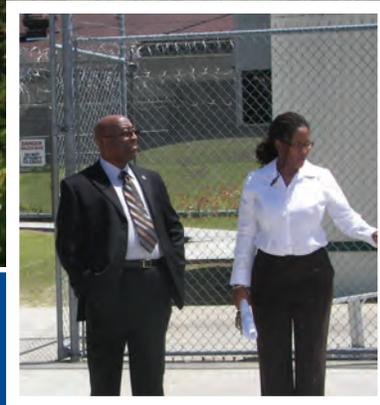


# Youth Development **A SYSTEM PRIORITY**

**Georgia Department of  
Juvenile Justice  
Annual Report FY 2009**



**Albert Murray  
Commissioner**

**J. Daniel Shuman  
Chairman  
Board of Juvenile Justice**



# YOUTH DEVELOPMENT: **A System Priority**



Georgia Department  
of Juvenile Justice

## **Annual Report**

FY 2009

Sonny Perdue  
*Governor*

Albert Murray  
*Commissioner*

J. Daniel Shuman  
*Chairman*  
Board of Juvenile Justice

“To protect and serve  
the citizens of Georgia...”

## Georgia Department of Juvenile Justice

### Our Mission

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

### Our Vision

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

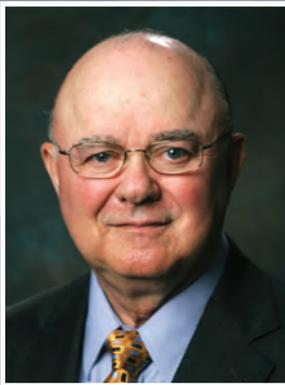
### Our Core Business

To provide:

- Community services for youthful offenders
- Secure confinement for youthful offenders
- Rehabilitative services



**Sonny Perdue**  
Governor



**J. Daniel Shuman**  
Board Chairman



*DJJ Central Office, Decatur, Georgia*



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# Annual Report Project Team

## Office of Media and Public Relations

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*Director*

**Nathan Cain**  
*Public Relations &  
Information Specialist II*

## Office of Technology and Information Services

**Joshua Cargile**  
*Statistical Research Analyst*

**Doug Engle**  
*Chief Information Officer*

**Sheila Hunter**  
*Program Director II*

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# Youth Development: A System Priority

*A Brief Look at FY 2009 Accomplishments and Highlights*

**T**HE GEORGIA DEPARTMENT OF JUVENILE JUSTICE and the more than 4,500 dedicated employees work to ensure public safety as they use best practices to deliver services to the youth under the agency's care. Here is a brief look at the department's accomplishments and highlights in Fiscal Year 2009:

- ▶ Federal Oversight of the Georgia Department of Juvenile Justice ended in FY 2009 as Commissioner Albert Murray and his staff successfully closed out the federal case on May 5, 2009, after 11 years of operation under the Memorandum of Agreement.
- ▶ Passed legislation (HB 245) reducing the short-term program (STP) from a maximum 60-day sentence to 30 days to improve services for youth sentenced to STP and to better utilize agency bed capacity.
- ▶ DJJ Victim Services improves services and holds open houses across Georgia bringing services to victims of juvenile crime.
- ▶ DJJ has a record number of youth receiving a GED or high school diploma. Thirty-two high school diplomas and 116 GEDs are issued during the school year. One DJJ youth receives a high school diploma from a detention center.
- ▶ School-Based Supervision, a proven system of probation officers working caseloads on high school and middle school campuses, expands to 123 schools in Georgia.
- ▶ The Department of Juvenile Justice and its employees are recognized by the Governor's Office of Customer Service for improving services and providing excellent customer service.
- ▶ Revised Wildly Important Goals (WIGS) identifying the two major objectives of the agency in order to better meet the agency's mission and improve services.
- ▶ Updated the Department of Juvenile Justice Strategic Plan for FY 2009-2011, which can be viewed at: <http://www.djj.state.ga.us/ReferenceLibrary/refPublications.shtml>.



*DJJ staff and board members meet at the Capitol*

A detailed list of accomplishments and highlights for FY 2009 begins on page 19.





## Commissioner's Message

# Succeeding Against Great Odds

**T**HIS FISCAL YEAR PRESENTED MANY DIFFICULT CHALLENGES due to the economy. All state agencies were forced to make deep cuts to their budgets and the Georgia Department of Juvenile Justice (DJJ) was no different. Despite reducing our resources by \$47 million, our agency continues to thrive in its mission to keep the public safe while holding youth offenders accountable and working with them to ensure they are provided the best opportunity for success once they leave DJJ.

Our agency works with more than 16,000 kids on a daily basis. Think about that for a moment: 16,000 youth under daily supervision in Georgia. Of that number however only 13 percent roughly are incarcerated in a secure facility. We provide intake and probation services for most of Georgia's 159 counties. It takes a balanced approach to be able to provide adequate services to these youth across our great state. We must also foster an excellent working relationship with our partners to include the juvenile courts. This has been done as we all continue to work toward the best interest of the youth while keeping our communities safe.

As we faced and continue to face these difficult economic times, tough choices have to be made. In FY 2009, DJJ closed a privately contracted facility that served youth in southeast Georgia. This reduced bed space and put a premium on the remaining beds in the system. However despite this reduction, through careful planning, much of which has been done in past years, we continue to maintain a good balance of serving youth inside facilities and in the community. DJJ's philosophy is that the best place for a youth may be in his or her home and to the extent we can continue to serve these youth in the community without risking public safety, we will do so. I am proud to say that we have been extremely successful at this and through continued vigilance we will continue with that success.

However, many youth do need that structured, secure environment of a facility. I'm again proud to say that, despite cutbacks, our facility and program staff continue to provide for these incarcerated youth at a very high level, providing for all their needs to include health, behavioral health and education services. In this fiscal year, DJJ awarded a record number of high school diplomas and GEDs to youths in secure facilities. These diplomas are just as good as any awarded in high schools across Georgia and



**Albert Murray**  
Commissioner

“Despite reducing our resources by \$47 million, our agency continues to thrive in its mission to keep the public safe while holding youth offenders accountable and working with them to ensure they are provided the best opportunity for success once they leave DJJ.”

they show the success and achievement of the youths and give them something no one will ever be able to take away from them.

As I close this message to you, I am extremely proud of this agency and the efforts made to close out the longstanding Memorandum of Agreement (MOA) with the Department of Justice. For the last 11 years this agency has been involved with the MOA. My goal as commissioner was to, once and for all, end federal oversight of the juvenile justice system in Georgia. On May 5, 2009, that became the reality. I want to thank the dedicated DJJ employees who worked to make that happen. DJJ is better because of the MOA. There have been many system improvements over the years and it is my pledge to you, as long as I am the commissioner, DJJ will remain a strong constitutional system that does not need outside involvement. Youth will be held accountable for their actions, but will also be safe in our custody and receive necessary services.

Thank you,

Albert Murray, Commissioner

“ For the last 11 years this agency has been involved with the MOA. My goal as commissioner was to, once and for all, end federal oversight of the juvenile justice system in Georgia. On May 5, 2009, that became the reality. ”



MOA Press Conference, May 2009



# Board of Juvenile Justice

*All members are appointed by the Governor*



*Front row, left to right:*

- Sandra Heath Taylor, from LaGrange (Congressional District 3)
- Elizabeth Green Lindsey, from Atlanta (Congressional District 5)
- Dr. Ed Risler, Vice Chair, from Athens (Congressional District 10)
- J. Daniel Shuman, Board Chair, from Reidsville (Congressional District 12)
- Daniel A. Menefee, Secretary, from Midland (At Large, Congressional District 3)
- Judy Mecum, from Gainesville (Congressional District 9)
- Bruce Garraway, from Grayson (Congressional District 7)

*Back row, left to right:*

- Michael L. Baugh, from Thomasville (Congressional District 2)
- Dexter Rowland, from Stone Mountain (Congressional District 4)
- Larry Barnes, from Douglasville (Congressional District 13)
- Perry J. McGuire, from Douglasville (At Large, Congressional District 13)
- Stephen K. Simpson, from Macon (Congressional District 8)
- James P. Kelly III, from Alpharetta (Congressional District 6)

*Unavailable for photograph:*

- Elaine P. Snow, from Lindale (Congressional District 11)
- Van Ross Herrin, from Waycross (Congressional District 1)

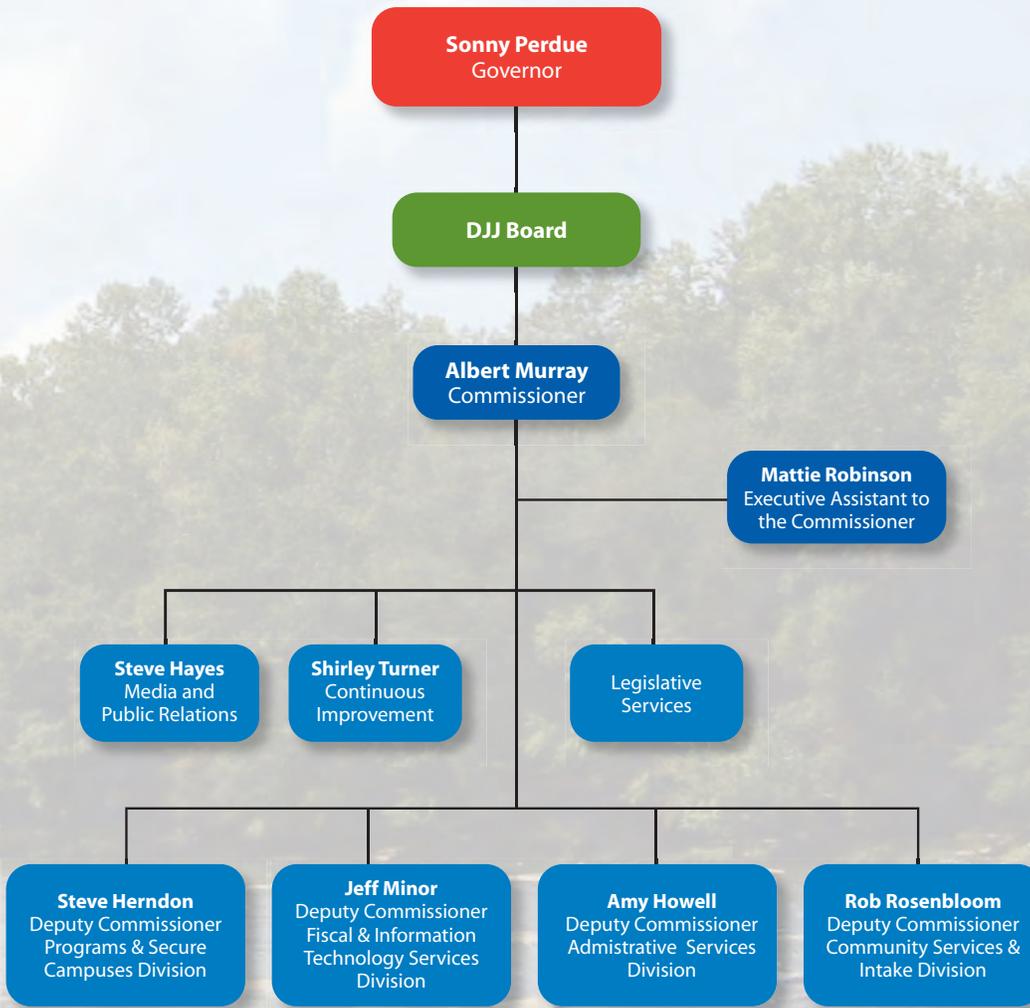
## **Judicial Advisory Committee** *(not pictured)*

- The Honorable Quintress Gilbert, Juvenile Court Judge, from Bibb County
- The Honorable Steve Teske, Juvenile Court Judge, from Clayton County





# DJJ Organization







# Agency History

The Department of Juvenile Justice (DJJ) was created in the 1992 session of the General Assembly as the Department of Children and Youth Services (House Bill 1549). The purpose of the legislation was to:

- ▶ Create a separate department to provide for the supervision, detention and rehabilitation of juvenile delinquents committed to the state's custody;
- ▶ Provide for treatment of juvenile offenders with specialized needs; and
- ▶ Define powers, duties and functions of the department, the board and the officials thereof.

In 1997 the agency's name was changed to the Department of Juvenile Justice.

# Organization and Structure

## Four Divisions

The department's operations are carried out by four divisions: Administrative Services, Fiscal and Information Technology Services, Community Services and Intake, and Programs and Secure Campuses. The Office of the Commissioner provides leadership to the department through the offices of the deputy commissioners of the four divisions. During this fiscal year, the Administrative Services Division was created to increase efficiency and operations of the department and the offices now included within this division.

## The Executive Team

In FY 2009 Commissioner Albert Murray reorganized the department into four divisions to improve operations and use of the agency's resources. The commissioner's executive team consists of the four deputy commissioners. The executive team meets weekly with the commissioner to discuss the day-to-day operations of the agency, reach management decisions and plan appropriate actions, both short term and long term. This involves participating in meetings, planning sessions and public meetings with the commissioner. Each deputy commissioner may be asked to fulfill the commissioner's role in his absence. The team along with the commissioner reviews and develops agency policy. The executive team's professional credentials include many years of combined public service and juvenile justice experience.

The commissioner's executive team works closely with the General Assembly during the legislative session and, along with the director of Legislative Services, assures that the agency has a strong legislative package prepared, aimed at improving the overall juvenile justice system in Georgia.

## Deputy Commissioners and Divisions

**The Division of Administrative Services** was created in July 2008 as part of a departmental restructuring. The **Deputy Commissioner of Administrative Services** oversees many functions that were formerly under the Division of Fiscal and Information Technology Services (formerly the Fiscal and Administrative Services Division). The change was made to allow for more efficient use of departmental staff and resources. The deputy commissioner of the division is responsible for the following functions:

**Legal Services** responds to all legal issues involving the department, including individual litigation. This office also provides quality control services through direction of compliance and assurance of state and federal laws.

**Internal Investigations** represents the department at Administrative Hearings (revocation and adverse action) before the State Personnel Board and the Office of State Administrative Hearings. It also reviews and approves all internal investigation reports submitted by the facility staff.

**Human Resources** coordinates all employee human resources support services, including personnel, transactions, classification, benefits, recruitment, and payroll.

**Employee Relations/Commissioner's Designee for Adverse Actions** manages the department's employee relations/EEO activities and hears appeals from eligible employees regarding proposed adverse actions.

**Training** directs, through training managers, all training activities, including field and academy-based training, as well as curriculum development and oversight of related contracts. The office also oversees all training-related contracts and the processing of all applications for training sponsored by the Georgia Peace Officer Standards and Training Council (POST).

**Classification and Transportation** handles the placement of juveniles in the system based on an objective assessment of the risks posed to the safety of the public and the service requirements of the youth. This office also develops the integrated classification processes used to determine the placement decision and the transportation network that moves committed youth to and between secure placements.

The Administrative Services Division section begins on page 33 of this report.

**Amy Howell**  
Deputy  
Commissioner



**Rob Rosenbloom**  
Deputy  
Commissioner



The **Deputy Commissioner of Community Services and Intake (CSI)** coordinates all community-based juvenile justice activities, including intake, probation, aftercare, specialized treatment services, victim services, and court services. The deputy commissioner is responsible for the daily management of the 22 Regional Youth Detention Centers (RYDCs), including capacity assurance, direction, and troubleshooting for all community-based facilities in the system.

In FY 2009, the department restructured the division, formerly known as Operations, and consolidated from five administrative regions to four. The regions, in turn, comprise 13 districts. The district lines are consistent with the state service delivery areas created by the Governor and the General Assembly in 1998 (see regional map in Appendix). The areas were established to bring state resources closer to the people and to foster



collaboration in community and economic development. In conforming to the service delivery areas, DJJ facilitates improved cooperation and collaboration with other agencies serving children and families.

To ensure a viable span of supervision and decentralization of administrative functions, the regions were established to oversee the districts and to provide technical assistance and administrative support. Regional administrators are responsible for regional planning, implementation of programs and services, data collection for evaluative purposes, budget and personnel management, and facilitating collaborative partnerships with other public and private child-serving agencies.

District directors are responsible for researching, planning and implementing community-based programs within the confines of departmental budget allocations, grants or other resources specific to the needs of the client population in a district area. They resolve problems in delivery of services by instituting appropriate measures, including the allocation of staff and/or other resources. They coordinate services with external agencies to ensure maximum utilization of resources. They develop district goals and objectives to support division goals and objectives, and guide staff toward achievement through consultation and regular monitoring of program statistics and resources. They establish, implement and monitor processes to ensure staff accountability in the delivery of services to clients.

The Community Services and Intake Division section begins on page 45 of this report.

The **Deputy Commissioner of Programs and Secure Campuses** manages and maintains all Youth Development Campuses (YDCs) in the DJJ system. The deputy commissioner of this division is responsible for the following program services throughout the state:

**Campus Operations** provides guidance and direction for the management and maintenance of all YDCs in the DJJ system, and provides capacity management, direction, and troubleshooting for all campus facilities in the system.

**Campus Programs** oversees all YDC case management and general counseling programs and the Behavior Management and Sex Offender treatment programs.

**Education** manages the delivery of educational services to juveniles under DJJ's supervision. DJJ operates as the 181st School District in Georgia. The school system is accredited by the Southern Association of Colleges and Schools (SACS).

**Health Services** manages the delivery of all medical services, including health care administration, pharmacy services, and dental services for juveniles under DJJ's supervision.

**Nutrition and Food Services** plans and administers the food service program in all DJJ facilities.

**Behavioral Health Services** manages the delivery of mental health services to juveniles under DJJ's supervision.

The Programs and Secure Campuses Division section begins on page 51 of this report.



**Steve Herndon**  
Deputy  
Commissioner

**Jeff Minor**  
Deputy  
Commissioner



The **Deputy Commissioner of Fiscal and Information Technology Services** serves as the chief financial officer for the agency and is responsible for financial management and administrative support, including budget management, financial services, construction and engineering, building services, privatization and contracts, and technology services. Offices within the division are:

**Budget Services** manages the department's budget, including annual budgeting and other interactions with the Office of Planning and Budget (OPB).

**Financial Services** manages the finance-related activities of the department.

**Engineering** manages the construction, architecture, design, and maintenance of all facilities constructed by DJJ.

**Technology and Information Services** manages and delivers all information technology and telecommunications-related functions to the department, including software, hardware, and network upgrades, as well as IT infrastructure support. The planning, research, and program evaluation section is also in this office.

**Privatization, Grants, and Contracts** manages all contracts between the department and external entities, such as other government agencies and private sector entities.

**Audits** manages the financial compliance of the department's divisions, programs, and other activities.

**Federal Programs** conducts the daily operation of revenue maximization compliance through tracking of youth who are Medicaid and 4(e) eligible.

**Building Services** coordinates the facilities management and operations of the central office building with the property management team.

The Fiscal and Information Technology Services Division section begins on page 59 of this report.



*Metro RYDC*



*Aaron Cohn RYDC teachers*



### Direct Reports:

These offices report to the commissioner and provide key support, monitoring and evaluation services:

**Office of Continuous Improvement** evaluates and monitors the quality of management and services offered by the department. This function encompasses the majority of Quality Assurance responsibilities for the department.

**Office of Legislative Services** serves as the department's primary contact on all legislative issues and works closely with members of the General Assembly, DJJ staff, Governor's Office, and other individuals connected with the department on public policy issues.

**Office of Media and Public Relations** facilitates all internal and external communications. This includes other DJJ stakeholders, state entities, federal agencies, the media, and citizens of Georgia. This office also provides administrative support to the agency's board.



Seated: *Executive Assistant*  
**Mattie Robinson**

Standing: *Continuous Improvement,*  
**Shirley Turner**  
*Media and Public Relations,*  
**Steve Hayes**



DJJ/BJCOT





# Accomplishments and Highlights

**The state of Georgia closed out its Memorandum of Agreement (MOA)** with the United States Department of Justice (DOJ) on May 5, 2009. After 11 years of system improvements and monitoring, DJJ and DOJ jointly filed for dismissal of the agreement in federal court. DJJ has met all requirements in the MOA for the operation of juvenile correctional facilities and is no longer subject to federal oversight. Independent monitors completed final inspections for the mental health, medical, and protection-from-harm portions of the agreement during FY 2009, finding the agency in substantial compliance. In fact, all three areas received high marks in the independent monitor’s final report.

The monitoring team inspected the Sumter and Macon Youth Development Campuses (YDCs) and the Albany, Blakely, Elbert Shaw, and Macon Regional Youth Detention Centers (RYDCs). The final report also singled out the Sumter and Shaw facilities for “exemplary” programming and called Shaw perhaps one of the best detention facilities nationally. DJJ had previously been released from the education, investigations, and quality assurance portions of the agreement in 2003 and 2004.

**House Bill 245, the agency’s primary legislative agenda item,** was sponsored by Rep. Wendell Willard (R-Sandy Springs) and was signed by Governor Perdue and became effective April 21, 2009. This bill addresses the short-term placement sentence for juveniles (STP) by changing it from a maximum of 60 days to a maximum of 30 days in a Youth Development Campus (YDC). STP is one of many options available to juvenile court judges and remains available with this change in the law. Judicial discretion is preserved in terms of eligible offense categories, and DJJ must still provide a bed for all youth ordered to STP.

This bill allows judges to keep a short-term option and allows the state to reduce spending without jeopardizing public safety. Reducing the maximum number of days enabled DJJ to meet required budget cuts, which included the closure of a 60-bed YDC (McIntosh), while maintaining a constitutional juvenile justice system. A two-year sunset provision was placed on the bill by the General Assembly, meaning the change will expire June 30, 2011. Unless there is further legislative action, the 60-day maximum will be restored at that time.

**DJJ’s Victim Advocate office worked to expand services and to reach out** to victims of juvenile crime in FY 2009. The office worked to establish firm relationships with prosecutors and the juvenile courts to identify victims, collect victim information, to ensure timely victim notification and provide services. DJJ also trained staff to ensure victims are treated consistently with the dignity and respect they deserve. The office also conducted a

*L-R; Commissioner Murray, Board Chair Daniel Shuman, Sumter YDC Director Derek Glisson, Deputy Commissioner Rob Rosenbloom and Deputy Commissioner Steve Herndon*



*Commissioner Murray at the State Capitol*



Top: Commissioner Murray, Lorie Gann (recognized for customer service excellence), Governor Sonny Perdue and Brian Gann

Center: Shaw RYDC and Commissioner Murray recognized by the Governor's Office of Customer Service

Above: Eastman RYDC and Commissioner Murray at Governor's Office of Customer Service ceremony

series of open houses and other activities during National Crime Victims' Rights Week, April 26-May 2, 2009. Open houses and other activities that week took place in Cherokee, Cobb, Douglas, Fulton, Houston and Whitfield counties in Georgia. See additional information on page 47.

**DJJ youths in secure facilities achieved a record number of high school diplomas and GEDs** in FY 2009. Youths across the system worked to achieve 32 high school diplomas and 116 GEDs. Forty-five DJJ youths completed the course requirements for a technical certificate of credit. Graduations were held at several facilities including Eastman, Augusta, Bill E. Ireland, Sumter, Muscogee and Macon YDCs and the Metro Regional Youth Detention Center. During the fiscal year, **one student was awarded a diploma at a short-term detention center.** Robert Harris received his high school diploma at the Metro Regional Youth Detention Center in Atlanta.

**School-based supervision continued to expand** to more schools in Georgia during fiscal year 2009. During the year DJJ Probation and Parole Specialists worked youth caseloads in 123 Georgia middle schools and high schools. Schools selected to participate are willing partners with DJJ. The program's goals include decreased student dropout and truancy rates, and fewer suspensions and expulsions, resulting in corresponding higher grades and graduation rates. DJJ staff presence on school grounds also promotes a safe school environment for all students.

**DJJ received honors from the Governor's Office of Customer Service (OCS)** numerous times during FY 2009. Lorie Gann, a program assistant in the Carroll County Court Services Office, received one of only four Customer Service Awards for Excellence at the second annual Team Georgia Customer Service Awards Ceremony in October 2008. Several DJJ employees were honored throughout the year at quarterly commendation ceremonies held by OCS. They included Commissioner Albert Murray, Training



DJJ Customer Service Presentation – (l-r) Deputy Commissioner Rob Rosenbloom, Marietta RYDC Assistant Director Kinsey Solomon, Board Chair Daniel Shuman, Marietta Associate Director Laticia Butts, RYDC Teacher Curtis Davison, Commissioner Murray and Marietta RYDC Director James Brown



Director Fabienne Tate, retired Education Director Tom O'Rourke, Houston County JPPS III Julie Spriggs, and Jacqueline Brown, administrative assistant at the Augusta YDC.

Two DJJ groups were recognized for team awards. They were the Elbert Shaw RYDC and the Eastman RYDC. In addition, DJJ continued its internal customer service employee recognition program announcing quarterly winners and an overall 2008-2009 winner. Kinsey Solomon, assistant director at the Marietta RYDC, and Curtis Davison, the facility's lead teacher, were honored for their work enabling a student to achieve credits to graduate high school.

During the fiscal year, **DJJ reassessed its Wildly Important Goals** or WIGS to narrow the focus and concentrate on improving critical areas within the agency. Two primary WIGS were established:

- 1) Reduce youth-on-youth incidents within secure facilities per 100 days; and
- 2) Reduce the percentage of youths who reoffend while under DJJ supervision.

The WIGS speak to the safety of the youths and the public and are primary to the success of the agency's mission.



Above: Robert Harris graduates from Metro RYDC



Board Vice Chair Dr. Ed Risler speaks at Eastman YDC Graduation



Macon YDC graduates



Commissioner Murray with Augusta YDC graduates





# Status of the Memorandum of Agreement

**T**HE STATE OF GEORGIA CLOSED OUT ITS MEMORANDUM OF AGREEMENT (MOA) with the United States Department of Justice (DOJ) on May 5, 2009. After 11 years of system improvements, DJJ and DOJ jointly filed for dismissal of the agreement in federal court in Atlanta. DJJ has met all requirements of the MOA for the operation of juvenile correctional facilities and is no longer subject to federal oversight.

Independent monitors completed final inspections for the mental health, medical, and protection-from-harm portions of the agreement at the close of 2008. The independent monitoring team inspected the Sumter and Macon Youth Development Campuses (YDCs) and the Albany, Blakely, Elbert Shaw, and Macon Regional Youth Detention Centers (RYDCs). Facilities were randomly chosen for inspection, with the exception of the Macon facilities. The Macon YDC was chosen because it is DJJ's only long-term facility for females, and the Macon RYDC was chosen because it was cost effective to inspect two facilities located in the same place.

A revised MOA agreed to by both parties and signed in 2008 outlined procedures for the final facility inspections to ensure compliance in the final MOA areas of medical, mental health, and protection from harm. They determined that the agency was in substantial compliance with the requirements of the agreement in all three areas. DJJ had already been released from the education, investigations, and quality assurance portions of the agreement in 2003 and 2004.

The MOA proved to be a catalyst for positive change in Georgia's juvenile corrections system. It has resulted in the relief of severe facility overcrowding, a fully accredited education system, and medical and mental health services that are recognized as national models. The department is committed to maintaining the momentum created by the agreement and to demonstrating continued leadership in juvenile corrections.

## Final Report Highlights

The final report by the lead independent monitor was issued prior to the joint dismissal of the case. It included a great deal of positive feedback for the agency including praise for both DJJ programs and facility operations. Below are some excerpts from the monitor's final report.

### ► Mental Health Services:

"DJJ Policies and Procedures regarding mental health care are exemplary; and they have been used as a model resource for other states facing challenges to improve their mental health services."

*Governor Sonny Perdue announces an end to federal oversight*



“The Mental Health Unit at the Macon YDC is excellent.”

“The DJJ Office of Behavioral Health Services director is an exemplary leader.”

► **Medical Services:**

“Medical Care Services are excellent, and they fully comply with the MOA. They serve as a national model. The medical and mental health services programs at Shaw RYDC and Sumter YDC, in particular, are exemplary.”

“The DJJ medical director is an exceptional leader.”

► **Protection from Harm:**

“The system of abuse investigation is the best that the Monitoring Team has experienced.”

“The social climate at (Elbert) Shaw is excellent, and it represents a replicable model. Strong relationships appear to exist between staff and youth based on mutual respect and dignity. Residents feel comfortable reporting concerns and fears to staff in the knowledge that staff will resolve them. All residents report feeling safe. Not only is Shaw one of the best RYDCs in the system, it is perhaps one of the best juvenile detention facilities nationally.”

“Strong relationships appear to exist between staff and youth based on mutual respect and dignity.”

**Additional System Improvements**

The MOA detailed minimum requirements for operating juvenile facilities in Georgia. While the independent monitors’ final report found DJJ in substantial compliance with the terms of the agreement, the monitors did identify areas for potential improvement in the Protection from Harm portion of the MOA. The final report cited DJJ’s use of Pressure Point Control Techniques (PPCT) as a physical control measure (PCM) in facilities, questioning whether PPCT was the best available PCM. The report also questioned the agency’s confinement policy in the Behavior Management Units (BMU) of secure facilities and its therapeutic restraint policy.

**Safe Crisis Management**

As a result of discussions with the monitoring team, DJJ made the decision to seek another suitable PCM and implement it over a period of one year. DJJ is in the process of training all secure facility staff on Safe Crisis Management (SCM). Although PPCT is an acceptable industry PCM, the monitors determined that continued use of PPCT was “noticeably contradictory to the new vision and mission of DJJ.” DJJ staff identified SCM as the program that would provide the most professional approach to managing behaviors of concern by youth while maintaining a secure safe environment for both youth and staff.

**Revised Confinement Policy and Therapeutic Restraint Policy**

Based on their inspections at the Sumter YDC, the monitors expressed concerns about DJJ’s confinement policy in the facility’s behavioral management unit (BMU). In response to the monitors’ concerns, DJJ revised its entire BMU program to ensure that youth are isolated for appropriate lengths of time, and that they have more opportunities for recreation and other program activities. Youth in the BMU are also evaluated daily by mental health and other professionals.



Based on their inspection of the Macon YDC, the monitors expressed concerns about the documentation and use of physical and chemical restraints. The monitors noted the shortcomings were “related more to the failures of individual staff than to significant deficiencies in the system.” DJJ implemented a corrective action plan and took the necessary disciplinary action to address the problems.

**Critical Dates**

- ▶ March 3, 1997: Notification to the State of Georgia of the United States Department of Justice’s (DOJ) intent to investigate the Georgia Department of Juvenile Justice (DJJ) detention facilities.
- ▶ March 6, 1997: Governor’s notification to DOJ that the state and its DJJ would fully cooperate with the investigation.
- ▶ March 1997-February 1998: DOJ investigation and inspection of DJJ facilities.
- ▶ February 3, 1998: DOJ’s Civil Rights Division issues a findings letter concluding that certain conditions in Georgia’s facilities violated constitutional and federal statutory rights of juveniles.
- ▶ February 1998: Georgia expresses its intent to cooperate with the United States to address the findings, thus entering into a Memorandum of Agreement (MOA). The MOA stipulates for the appointment of an MOA monitor who will complete reports for both parties every six months.
- ▶ August 2002: DJJ notifies the DOJ of its intent to file a motion to dismiss with prejudice the complaint filed by the United States. As a result, the parties agree that the MOA monitor’s audits will conclude by Dec. 31, 2003, and the final MOA report will be issued during the early months of 2004.
- ▶ October 2003: DJJ Education Services are found compliant and released from the MOA.
- ▶ January 2004: Official auditing by the MOA monitors completed.
- ▶ March 17, 2004: the monitor’s 14th and last official report is completed.
- ▶ January 2005: DJJ receives official notification that Quality Assurance and Investigations are compliant and released from monitoring and the MOA.
- ▶ January 21, 2005: DJJ notifies DOJ of its readiness to undergo final evaluation for compliance with the terms of the MOA.
- ▶ April 2005: DOJ begins final verification tours for completing its final review of the Mental Health, Medical and Protection from Harm portions of the MOA.
- ▶ August 2005: DOJ suspends verification tours due to allegations of document falsification.
- ▶ November 2006: the United States Attorney’s Office notifies DJJ that they have concluded their investigation of document falsification and did not identify systemic concerns.

“ Medical Care Services are excellent, and they fully comply with the MOA. They serve as a national model. ”



*MOA Lead Independent Monitor David Roush and Commissioner Albert Murray during a site visit at the Macon Youth Development Campus*

- ▶ April 2007: DJJ and DOJ begin negotiations for completion of the MOA.
- ▶ June 2008: DJJ and DOJ agree to a revised Memorandum of Agreement calling for final facility inspections to verify remaining issues of compliance, which include: Protection from Harm, Medical and Mental Health services. Six facilities are agreed upon where the final inspections will occur. Four of the six are chosen at random.
- ▶ September-December 2008: Independent monitors conduct final facility inspections at Elbert Shaw RYDC, Macon RYDC, Blakely RYDC, Albany RYDC, Macon YDC and Sumter YDC.
- ▶ April 2009: Lead independent monitor issues final report praising areas of DJJ to include medical and mental health programs and operations at the Shaw and Sumter facilities.
- ▶ May 5, 2009: DJJ and DOJ jointly file for dismissal of the MOA and the final order is entered ending the case.



*Returning DJJ student Jeremy Lee speaks at the DJJ MOA Recognition and Training meeting.*



*L-R: Commissioner Murray, Macon YDC Director Debbie Blasingame, Board Chair Daniel Shuman, and Deputy Commissioner Steve Herndon*



# Office of the Commissioner

## Continuous Improvement

**Shirley Turner**, *Director*

The primary objective of the Office of Continuous Improvement (OCI) is to determine the level of performance and quality of services provided in facilities and programs operated by DJJ and through contract providers. The multi-disciplinary team approach is a part of the methodology used to conduct quality assurance evaluations, including contract monitoring. Through its regular functions of program evaluations and monitoring, OCI was instrumental in assisting facilities and the agency in successfully completing the requirements of the Memorandum of Agreement (MOA) with the U.S. Department of Justice. OCI was released from the MOA in December 2004 and continued its purpose of ensuring through quality assurance services that facilities were assisted in meeting and maintaining the requirements of DJJ policy, the MOA, local and national benchmarks and statutes, and best practices in the field of juvenile justice.

Since DJJ's facilities and programs are distributed across the state, OCI uses two teams of professional evaluators. Each team consists of OCI evaluators who are specialists in the various service areas reviewed, and may include other juvenile justice professionals and appropriate specialists. The teams are charged with closely examining the policies, procedures and operational practices of facilities and programs using evaluation instruments designed for this purpose. OCI's evaluation process uses multiple data sources in measuring outcomes and processes such as staff, youth and stakeholder interviews; document review; formal tours; and observations of interactions, activities, and physical conditions. Each facility or program evaluation determines, over the course of several days, the strengths and opportunities for improvement in the services provided.

Through consensus decision making, the team of evaluators rates each standard or benchmark to indicate the performance and compliance levels of the programs and services within the parameters of DJJ policies, applicable statutes, national standards, and best practices. The consensus process allows each team member to share his or her findings and any other relevant information. This process is effective because it requires the participation of the entire team, generating dialogue that improves the quality of decisions.

A comprehensive report is prepared after the completion of each evaluation. The report provides a synopsis of the results of the evaluation and is used as a management tool for continuous quality improvement. Reports show that the facilities (YDCs and RYDCs) OCI evaluated during its last comprehensive tour met or exceeded more than 85 percent of the benchmark requirements. In addition, all of these facilities achieved 100 percent strength in one or more of the 10 service areas. The service areas for facilities include: Leadership and Program Management; Education; Student Rights and Services; Training; Medical; Behavioral Health; Safety, Security and Physical Plant; Behavior Management; Admission and Release; and Food Service.



**Shirley Turner**

### **Technical Assistance**

In addition to comprehensive evaluations and unannounced monitoring visits, OCI provides technical assistance and consultations to facilities and programs on site and by phone. The objective of technical assistance is to assure that the best services possible are being delivered in all facilities and programs. Emphasis is placed on assistance and not consequences, using the quality management principles of continuous improvement. Technical assistance is also used as an opportunity for the education of the facility or program staff in particular service areas and strategic approaches to continuous quality improvement.

Staff from the OCI provide guidance and direction for all service areas of the Standards of Excellence, facility operations, and contract monitoring instruments. Technical assistance is also provided to facilities in preparation for accreditation audits by other agencies such as the American Correctional Association and the National Commission on Correctional Health Care.

### **Contract Monitoring**

DJJ contracts for various community programs and services to support the treatment goals of the youth remaining in or returning to the community. Contract monitoring is also a responsibility of OCI. The multi-disciplinary team approach is also used to assess contract compliance in community programs. Monitoring instruments are developed within OCI using benchmarks based on the Request for Proposal (RFP), the contractor's approved proposal, the contract, and any contract amendments. Contract monitoring is conducted through announced and unannounced site visits. Data gathering is obtained through the review of records and other documents; a formal tour of the facility or program; interviews with staff and youth; and observations of service delivery and program activities. A report of compliance and noncompliance findings is provided to the facility concerning the substantiated conclusions.

### **Multi-disciplinary Team**

The OCI evaluation process requires the development and utilization of monitoring instruments that are constantly updated and applied in an accurate, measurable and consistent manner. The staff is required to be knowledgeable of current national and state benchmarks and standards. To accomplish this goal, the multi-disciplinary team, composed of subject matter specialists, comprises the OCI evaluation team. This approach allows a dedicated team to deliver a broad and balanced perspective of the overall program operation and the provision of sound management information that can be used for continuous quality improvement. The OCI team is made up of professionals that include the following disciplines: education; medical; mental health; due process; food service; counseling; training; safety and security; and program development.

Among the various evaluators, there is at least one or more professional certifications that include: Managing Quality Certificate Training Program; Certified Quality Improvement Associate; Certified Juvenile Sexual Offender Counselor; Certified Criminal Justice Specialist; Certified American Correctional Association Auditor; Peace Officer Standards and Training (POST) Certification; Georgia Crisis Intervention Team Instructor; Georgia Crisis Intervention Team Officer; Police Officer Standards and Training Council Certified Senior Training Instructor; Safe Food Handling (ServSafe) Certification; and Certified HIV Counselor. Several evaluators also serve as adjunct instructors with the DJJ Office of Training.



The Office of Continuous Improvement continues to be a model and nationally recognized leader in providing quality assurance services. Upon OCI's release from the MOA, the Department of Justice congratulated DJJ "on creating an exceptional quality assurance system." Through this system, the evaluation process prepares facilities and programs for various types of external program and service audits, providing DJJ staff the opportunity to identify and correct identified deficiencies while also maintaining an environment of high expectations.

## Legislative Services

The Office of Legislative Services manages outreach and communication efforts including relationship-building with General Assembly members, state agency counterparts, and executive branch staff. The director of Legislative Services ensures that DJJ's best interest is represented on all matters pertaining to public policy and state law. Essential functions include teaming with agency staff on public policy proposals, issue advocacy, and customer service.

### **The director of Legislative Services:**

- ▶ Serves as a member of the senior management team.
- ▶ Works with management to determine if issues should be addressed through legislation.
- ▶ Reviews current literature for policy trends.
- ▶ Prepares the legislative agenda and DJJ testimony for the General Assembly.

### **Legislative Outreach:**

- ▶ Serves as the primary point of contact for members of the General Assembly.
- ▶ Builds and strengthens relationships with legislators.
- ▶ Provides constituent services support.
- ▶ Responds to inquiries about legislation, policy and procedures.
- ▶ Coordinates agency representation at legislative meetings and events.

### **Communication:**

- ▶ Communicates legislative developments to internal and external audiences.
- ▶ Performs legislative tracking and analysis.
- ▶ Provides timely information to assist staff in developing agency positions.
- ▶ Builds coalitions with other agencies and stakeholder groups.
- ▶ Strengthens partnerships to improve public policy.

## 2009 Legislative Highlights

Commissioner Albert Murray has made legislative advocacy a priority during his tenure. Declining state revenues along with initiatives to promote best practices in juvenile justice have resulted in legislation to revise Georgia's juvenile justice laws. Among these are:

- ▶ House Bill 245 (Rep. Wendell Willard) – Changed the maximum length of stay for short-term placement sentences to Youth Development Campuses (YDC). The court may order up to 30 days secure confinement on an STP order. Due to a two-year sunset provision, the maximum sentence will revert to 60 days on June 30, 2011, without additional law changes. This bill enabled DJJ to save an estimated \$7.3 million in FY 2010 and FY 2011 through bed closures and redirection of resources.
- ▶ Senate Bill 246 (Sen. Don Balfour) – Applies to youth accused of committing a “violent delinquent act” who are released from custody pending a dispositional hearing. The law change requires the juvenile court intake officer to advise victims of their notification rights and to provide timely notification of release at the request of the victim.

## Media and Public Relations

Steve Hayes



**Steve Hayes**, *Director*

The Office of Media and Public Relations serves as the communication and information hub of the Department of Juvenile Justice and as a direct support to the commissioner's office. Responsibilities of this office are:

- ▶ To direct projects for community and public awareness. This includes writing, editing and approving programmed news releases of information designed to inform, educate and/or promote DJJ activities. The office also plans and develops methods of delivering promotional information to the general public and designated audiences within and outside DJJ.
- ▶ To work closely with the media across Georgia to inform the public of DJJ's programs and services. The office also responds to questions or inquiries from the media in a professional and courteous fashion, verifies the accuracy of news stories and responses, and promptly researches the appropriate response(s) to ensure accuracy. This office is also responsible for scheduling and arranging interviews of DJJ personnel by media personnel and managing press conferences. This office also keeps information up to date and accurate on the department's website, and assists in the layout and presentation of significant segments of the site: [www.djj.state.ga.us](http://www.djj.state.ga.us).
- ▶ Constituent Services, in order to respond to routine or complex inquiries from the general public or direct them to the appropriate source; serves as representative to the commissioner for constituent and departmental issues by responding to constituents' questions and concerns as directed by the commissioner's office; provides information to other state personnel and entities.
- ▶ Planning and preparation for monthly Board of Juvenile Justice meetings, workshops, conferences and appointments for the board.



- ▶ Preparing speeches and information as necessary for the commissioner and senior DJJ staff. We serve as the public information provider on a statewide basis and participate on councils, committees, boards, and meetings as needed.
- ▶ Producing publications, brochures, and other printed informational material for internal and external communications. This includes the agency newsletter, Directions, which is distributed statewide on a quarterly basis.
- ▶ Directing special projects and/or special events for the department including but not limited to central office staff meetings and facility tours.
- ▶ Coordinating with the Office of Legislative Services, responds to informational and special requests from state legislators.
- ▶ Promoting and facilitating the agency's customer service program, working with staff to ensure customers receive the best possible service; responds and works to resolve customer or constituent complaints through the agency's online customer service feedback feature; and manages the agency's employee recognition program.



Left: DJJ Board meeting

Right: DJJ education staff



DJJ staff tour closed unit of Georgia State Prison





# Administrative Services Division

Amy Howell, Deputy Commissioner

## Human Resources

### Training

### Legal Services

### Internal Investigations

### Classification and Transportation

On July 1, 2008, Commissioner Albert Murray created a new division within the Department of Juvenile Justice. The Division of Administrative Services was created to allow for greater efficiency in the use of departmental staff and resources. Utilizing existing resources and services within the department, the new division was placed under the leadership of Amy Howell. It is the mission of the Division of Administrative Services to provide efficient, effective, and quality services through the delivery of accountable and compliant services that support the overall mission, vision, and objectives of the Department of Juvenile Justice.

The new division includes the offices of Human Resources, Training, Legal Services, Internal Investigations, and Classification and Transportation Services.

## Human Resources

### Deborah Moore, Director

The Office of Human Resources (OHR) is responsible for supporting the Department of Juvenile Justice's programs, managers and employees by effectively managing the agency's human resources. The primary responsibilities of OHR include coordination of the office budget, central office employee transactions, and employment verifications.

Services are provided directly by the Office of Human Resources and indirectly through local personnel representatives. OHR is divided into four primary functional sections.

### Classification, Compensation and Recruitment Section

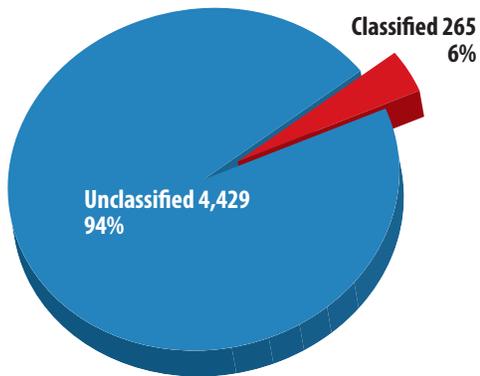
The Classification, Compensation and Recruitment Section assists in the recruitment and selection of qualified individuals whose competencies and skills best match those needed by the department. The section works to retain staff through workforce planning efforts and the appropriate classification and compensation of jobs. Two new functional areas include the implementation of the Kronos time keeping system and Absence Management support. Current programs and responsibilities include:

- ▶ Administering the DJJ classification plan and processing position action requests.
- ▶ Advertising job vacancies on the DJJ and State Personal Administration (SPA) website.
- ▶ Collaboration with the local colleges and universities, and the Georgia Department of Labor in the recruitment, selection, and process of student interns.

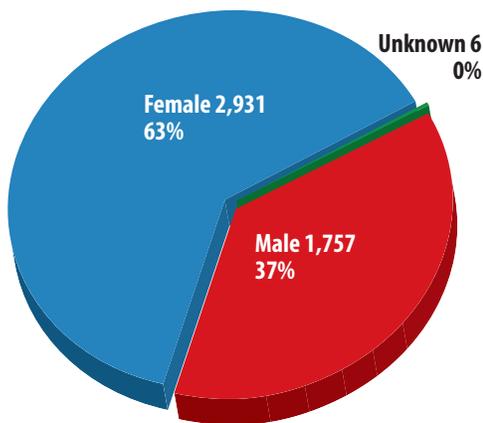
**The reorganization of the central office will bring about more balance between the divisions, allow for greater utilization of existing staff, and in the long term, improve the overall efficiency of the central office as a support base to the total agency.**

*Commissioner Albert Murray*

**Employees Classification Status** (6/30/2009)



**Employees by Gender** (6/30/2009)



- ▶ Certifying eligible applicants to ensure that they meet the minimum qualifications for employment.
- ▶ Reviewing selection instruments and rating guides.
- ▶ Providing training to DJJ management. Training on Behavior Based Selection and Interview process. Behavior Based Selection is a process where the interview focuses on the knowledge, skills, abilities, behaviors, and experiences of an applicant. This technique is based on the idea that past behaviors and performance predict future behaviors and performance.
- ▶ Evaluation of compensation administration, advanced step hire, and promotional increases.
- ▶ Evaluating requests for Criteria Based Salary adjustments.
- ▶ Developing the agency's Workforce Plan.
- ▶ Providing Absence Management consultation and resolution.
- ▶ Administering provisions of the Family and Medical Leave Act (FMLA).
- ▶ Administering provisions of the Fair Labor Standards Act (FLSA) and performing audits of time keeping records.
- ▶ Administering the Donated Leave Program.
- ▶ Managing the Kronos timekeeping system.

**Employment Relations Section**

The Employment Relations Section is responsible for administration and consultation for the agency's employment relations functions. Current responsibilities include:

- ▶ Assisting managers with issues around discipline and performance management.
- ▶ Managing the employee grievance process.
- ▶ Investigating allegations of sexual harassment.
- ▶ Preparing the agency responses to EEOC, GCEO, and Federal DOL complaints.
- ▶ Serving as liaison with the Attorney General's office in the resolution of employment related litigation.
- ▶ Reviewing requests for reasonable accommodation under the Americans with Disabilities Act Amendments Act of 2008 (ADA).
- ▶ Monitoring changes in employment trends and recommending appropriate actions.

**Operations and Benefits Section**

The Operations and Benefits Section is responsible for processing payroll changes, workers' compensation, retirement, benefits, leave administration, and the Performance Management Program (PMP). Current responsibilities include:



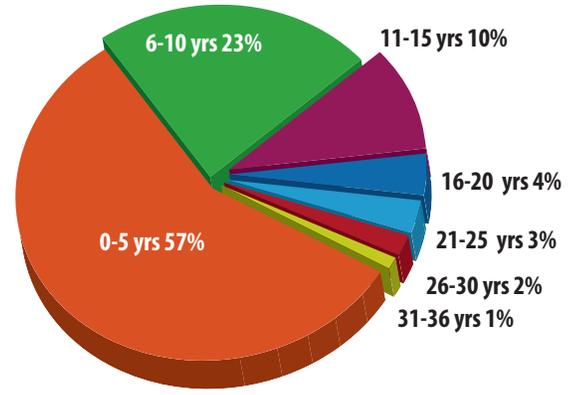
- ▶ Processing personnel and payroll actions to ensure timely and accurate payment to employees.
- ▶ Managing the Workers' Compensation and Benefits Programs (including the Open Enrollment Benefit Selection).
- ▶ Administering the employee leave programs to ensure accuracy and timeliness of leave records.
- ▶ Managing the human resources records to ensure confidentiality, completeness and compliance with DJJ policies.
- ▶ Providing orientation to newly hired central office employees.
- ▶ Providing personnel-related training to new human resources field representatives.
- ▶ Verifying and processing various payments, such as FLSA compensatory time payouts, overtime, unpaid holidays, and terminal leave.
- ▶ Processing data entry for the department's employee Performance Management Program.

**Payroll Section**

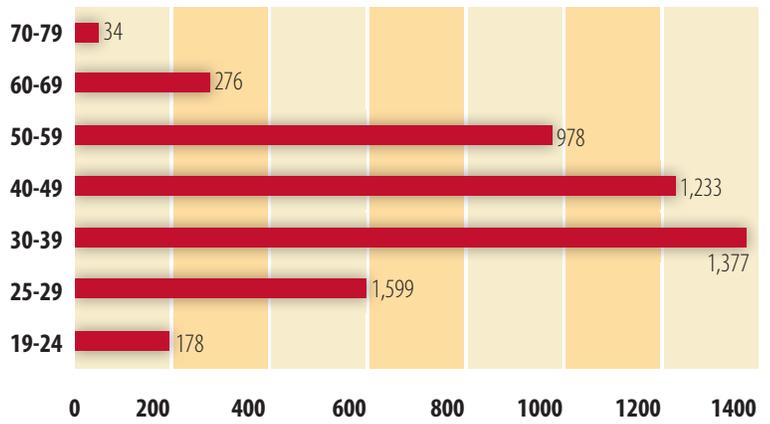
The Payroll Section provides timely and accurate payment of wages and benefits to employees of the department. Current functions include:

- ▶ Accurate and timely processing of exceptions to the payroll, based on data provided by the transaction section.
- ▶ Preparing all quarterly federal and state tax returns. Balance the returns to the W-2's annually.
- ▶ Entering all new and change forms into the PeopleSoft payroll system for direct deposit and deferred compensation.
- ▶ Processing Requests for Payment for all hourly paid employees.
- ▶ Providing advice and guidance for all locations on tax and payroll issues. Keeping up-to-date on any changes to state and federal laws that affect payroll using the RIA on-line reference system.
- ▶ Distributing paychecks on a semi-monthly basis to all DJJ facilities.
- ▶ Certifying all Employee Retirement System (ERS) and Georgia Defined Contribution Program (GDGP) refund forms before they are submitted for payment from ERS and GDGP.
- ▶ Processing all garnishments, child support orders, levies and personal bankruptcy forms. Handling the entry into the Phoenix system and payments to the various vendors.
- ▶ Preparing monthly reports for the payment of all payroll deductions that are withheld from employees' paychecks.
- ▶ Reviewing and processing specified cash overtime requests.

**Years of Service** (6/30/2009)



**Employees by Age** (6/30/2009)



## **FY 2009 Accomplishments and Highlights**

### **Kronos**

The Department of Juvenile Justice is in the process of implementing Kronos, a state of the art labor management tool, to improve timekeeping, leave and work schedule management. During the fiscal year 12 facilities began operating the system. It has now been implemented in 19 DJJ facilities as well as the Training Academy in Forsyth.

The four main benefits of implementing Kronos are automation, oversight, efficiency and standardization. The automation process has helped with the elimination of paper time sheets and a reduction of time needed to reconcile time sheets. Kronos provides better oversight assisting the organization to remain in compliance of the Fair Labor Standards Act (FLSA). Increased efficiency is also a benefit. Kronos has numerous user friendly reports that can provide information directly to the first line supervisors. This means fewer requests to OHR for reports. Through Kronos, the agency can standardize policies in facilities to ensure consistent application of FLSA.

Kronos is a tool that is only useful when used properly. A process change of this magnitude is not without challenges. The greatest challenges facing successful implementation of Kronos are understanding individual roles and responsibilities, daily review of employee timesheets, designated personnel and backups trained to ensure continuity of Kronos management, and accountability for managing FLSA overtime and compensatory time overages.

### **Management Development Program**

The Office of Human Resources is fully invested in assisting with the training of DJJ staff. To that end, staff from OHR serve as adjunct instructors for the agency's Management Development Program (MDP). Participation in this program allows OHR to be actively involved in ensuring that managers and supervisors are aware of their responsibilities and the policies that govern human resource procedures, policies, rules and laws. During the fiscal year, OHR was involved in the facilitation of six training classes. MDP covers varied human resource topics from behavior based interviewing techniques to employment law.

### **GAIT 2010**

In December 2007, Governor Sonny Perdue announced a strategy for modernizing the state's IT infrastructure. The purpose of this project was two-fold. First, to outsource, consolidate and create a long-term solution for the state's management of IT. The second goal was to transform the state's ability to deliver solutions for Georgia's citizens through technology. The initial meeting for those affected agencies was held in January of that year. Initially 11 state agencies, including DJJ, have been involved in this major project.

DJJ staff members in OHR, the Office of Technology and Information Services (OTIS), and Budget were part of the planning and implementation. OHR staff served on a committee with the human resources staff from the other agencies. The committee's responsibility was to review the RFP and bids for those areas that affected the transfer of existing state employees to the selected vendors. In October 2008, the vendors were selected who will be responsible for Managed Network Services and Infrastructure. In April 2009, there was a total of six regular full-time employees whose employment transitioned from DJJ to IBM, AT&T, or Dell.



# Training

**Fabienne Tate, Director**

The Office of Training has the responsibility to assist in maintaining a highly productive, professional workforce through a comprehensive system of staff development and training learning experiences in addition to ensuring background clearances of DJJ employees, contractors, and volunteers prior to hire or assignment. The Office of Training’s primary training site is the Department of Juvenile Justice Training Academy located on the grounds of the Georgia Public Safety Training Center in Forsyth, Georgia, approximately 60 miles south of Metro Atlanta. In addition, training is provided locally at facilities, community service offices, other state agencies and community establishments within the proximity of the work location to ensure that employees, contractors and volunteers (as required) can receive the appropriate training in their regions to reduce the travel budget.

This office plans, implements, and tracks all mandated and departmentally required training programs, statewide initiative training programs and provides training experiences in Pre-Service programs; Basic Juvenile Correctional Officers Training (mandate) programs; Basic level programs for Facility and Community Staff; Annual In-Service programs for all departmental employees; specialized training, other initiative-related training, computer training opportunities, specialized online training, etc. Funding is also planned for participants to attend local, state and national training programs and conferences to keep abreast of state and national trends and public policy changes. The office strives to provide staff with internal and external learning experiences that meet their professional development needs.

The Office of Training is organized according to the six service delivery units.

**The Training Administration Unit** is responsible for the day-to-day operation, including fiscal management of a budget of approximately \$2.5 million (inclusive of personnel services) and oversight of all training programs, all related requirements and administrative accountability processes. The office:

- ▶ Documents and tracks training records of all employees and contractors who attend DJJ training.
- ▶ Provides staff development training and consultation to all department employees and private vendors.
- ▶ Manages training for all state and departmental initiatives, professional development courses and major functions.

In addition, internal partnerships with the agency’s primary divisions continue to be a priority in statewide training delivery. This collaboration involves identifying positions to serve as facility-based trainers to assist with local basic skill enhancement training and Pre-Service and In-Service Training. This allows for some of the DJJ authorized training programs to be facilitated locally at the facility.

As part of the Training Administration Unit, the Criminal History Section performs personnel background checks for potential employees as well as for DJJ volunteers, advisory board members and private contractors’ staff, when appropriate. In addition, this section also processes



*CPR and first-aid training*



*BJCOT at GPSTC, Forsyth, Georgia*

Peace Officer and Standards Training Council (POST) applications for all DJJ state and private facilities' juvenile correctional officers (JCO), allowing JCOs to obtain clearance to be assigned to DJJ's four-week residential academy in order to obtain peace officers certification. Approximately 6,500 criminal histories were verified and 650 POST applications were processed for entrance into the Basic Juvenile Correctional Officers Training (BJCOT) program.

**The Field Training Unit** provides Pre-Service, In-Service and select specialized training to include American Heart Association training for all required DJJ staff located in facilities across the state. This unit consists of eleven full time-staff and has the responsibility to train approximately 8,000 trainees during a calendar year.

**The Technology Based Learning Unit** is responsible for developing online training, production of training DVDs and support training materials and aids, basic and intermediate-level computer-related training, intranet webpage management, electronic file management of curricula and their updates, among other duties and providing other audio/video development assistance to departmental employees upon request. This work unit continues to develop online orientation programming to assist in minimizing travel costs associated with academy-based or field-based training.

**The Academy Operations Training Unit** includes the DJJ Training Academy, which continues to provide quality training services to DJJ state and contract employees. The academy provides instruction and coordinated classes that include BJCOT (which consists of two sessions each), P.O.S.T. Instructor Training, Basic I and II for facility non-security staff, Basic III for required community and facility staff, Custody and Housing Assessment Training in order to serve more than 1,200 staff annually. In FY09 the academy trained more than 600 cadets in the BJCOT program and hosted more than 3,800 additional students on-site in varied programs. This attendance included other academy-based programs and other training. The unit also provides specialized training and coordinates Facility Based Investigators' training and exams.

**The Community Service Training Unit** provides online On-the-Job Training via the OJT Handbook; Pre-Service; Basic I and II; and In-Service training to staff who work in the Community Services and Intake (CSI) Division including first aid/CPR training for all required DJJ staff located in regional and community offices. The In-Service training, designed specifically for the CSI staff, was taught for the first time in January 2005. This unit trained more than 950 staff this fiscal year.

**The Management and Leadership Development Training Unit** was developed in June 2003, in conjunction with the A.L. Burruss Institute of Public Service at Kennesaw State University. This unit plans, develops, and implements the Management Development Training Program.

The DJJ Office of Human Resources is a key resource in providing department-specific policy and training for new supervisors and managers.

During FY09 the office assisted with specially designed professional development training for educators, health care providers, financial users, support staff, human resources personnel, behavioral health providers and food service workers and conducted district/regional conferences to include professional association conferences. Mandatory agenda topics included: Diversity Training, Customer Service and FLSA (Fair Labor Standards Act). During FY09 more than 39 graduates successfully completed the intensive six-week training program. The average length of time to complete the course is one year.



## FY 2009 Accomplishments and Highlights

### Impact of Training on DJJ Operations

The Office of Training successfully met the department's training needs through more than 500 internal programs and supported participation in more than 28 external specialized programs and conferences, creating more than 16,000 professional development opportunities. Some of the external opportunities included: Annual Georgia Gang Training, the Annual Child Placement Conference, the American Correctional Association (ACA), the American Probation and Parole Association (APPA), the Georgia Juvenile Services Association (GJSA), Catalyst for Care, and the National Juvenile Detention Association (NJDA).

### Safe Crisis Management

In January 2009, the commissioner authorized the transition from Pressure Point Control Techniques (PPCT) to Safe Crisis Management (SCM), a therapeutic crisis intervention program. The Office of Training was instrumental in serving on the audit program selection committee to evaluate DJJ program transition. In support of DJJ's new Safe Crisis Management Program (SCM), this office has provided oversight for vendor instructor certifications of 40 trainers via two train-the-trainer sessions at the DJJ Academy in Forsyth on March 23-28 and April 27-May 2, 2009. The new SCM program will allow DJJ to invest in a comprehensive training program to provide staff with the special skills necessary to minimize risk to youth and protect staff when the need to intervene becomes necessary. To support this program and staff enhanced verbal intervention training, the trainers received Verbal Judo Certification Training. The Office of Training committed six months to curriculum customization and plans to fully implement the training for non-security staff and security staff.

### Customer Service Training Program

The Office of Training was instrumental in implementing the DJJ Customer Service Training Program to ensure agency compliance with a statewide initiative sponsored by the Governor's Office. DJJ has 18 certified instructors and has successfully trained more than 2,754 employees. The Office of Training continues to serve as a full partner with other DJJ offices in the incorporation of customer service in the agency's training plan via the following training programs:

- ▶ Pre-Service Orientation: includes two hours of customer service training based on the Governor's initiative, DJJ policy and DJJ communication standards.
- ▶ Annual In-Service: Management Training includes two hours of customer service training.
- ▶ The Office of Training developed the DJJ online training module which has been fully implemented.

### Partnerships

In August 2008, the Office of Training partnered with the Georgia Juvenile Justice Association to provide professional development training specific to child caring agencies. The conference was held in Savannah, Georgia with more than 350 attendees, including personnel from the Department of Juvenile Justice, independent courts, Department of Human Services, Division of Family and Children Services and local group homes.

### **Georgia Applicant Processing Services (GAPS)**

In January 2009, the Department of Juvenile Justice transitioned from the manual Georgia Criminal Information Center (GCIC) and the National Criminal Information Center (NCIC) manual fingerprinting process to an electronic fingerprint submission service for new employees, volunteers and contractors. The new electronic fingerprinting service is referred to as the Georgia Applicant Processing Services (GAPS). GAPS provides the ability for applicants to have fingerprint background checks processed electronically with the state (GCIC) and federal (NCIC) results returned to the requesting agency within 24 to 72 hours. The past return time to receive fingerprint results was two weeks to six months. GAPS will provide fixed office locations throughout the state so that Georgia residents will not have to travel more than 25 miles to a GAPS office. In addition, this is a P.O.S.T. Council requirement, effective January 1, 2009 to process Juvenile Correctional Officer applications and certifications.

## **Legal Services**

### **William Amideo, Director**

The Office of Legal Services identifies, protects and represents the legal interests of the department. The office carries out this function by working closely with the commissioner, board, directors and staff to identify the legal interests of the department and how to address them appropriately.

The Office of Legal Services:

- ▶ Serves as the advisor to the commissioner and board by apprising both of potential legal issues and providing guidance on applicable Georgia laws and board rules.
- ▶ Serves as a liaison to juvenile court judges on legal matters concerning youth in the department's custody and care.
- ▶ Serves as the official department liaison to the Attorney General's Department of Law Office in all potential and pending litigation matters.
- ▶ Oversees the development, monitoring and interpretation of the department's policy.
- ▶ Responds to requests for department documents or files and Open Records Act requests.
- ▶ Provides technical assistance to explain and clarify staff questions regarding the law or the department's policy. The office also provides training on the law and regarding recent developments in the law and policy.
- ▶ Drafts legislation and reviews pending bills.
- ▶ Drafts and reviews contracts.
- ▶ Provides training to DJJ managers and staff on liability, due process, conducting investigations, and ethics.
- ▶ Reviews and approves the legal sufficiency of disciplinary actions proposed as a result of internal investigations.



## FY 2009 Accomplishments and Highlights

- ▶ Legal services served as a liaison by participating in the final site inspections for the Memorandum of Agreement.
- ▶ The Policy Coordinator led multiple committees to develop twelve policies that guide the implementation of Safe Crisis Management (SCM).
- ▶ The Records Management Officer assisted with the transfer of records during the closure of the McIntosh Youth Development Campus (YDC).
- ▶ The Policy Coordinator and Legal Services Officer participated in the revision of the Fitness for Duty policy, which limits suspension without pay for employees charged with a felony to 60 days. This assists with allowing work units to fill these positions sooner.

## Internal Investigations

### Dallis Davis, Director

The Office of Internal Investigations is charged with upholding the safety and security of the youth and agency employees, through the delivery of efficient, fair, and unbiased internal investigations, and the development of well trained and motivated staff on the ethical standards of practice within the Department of Juvenile Justice.

The Office of Internal Investigations handles all departmental investigations involving:

- ▶ Allegations of child abuse, sexual abuse/sexual exploitation, child neglect, serious personal injury, death and/or suicide in a department facility;
- ▶ Allegations of inappropriate use of physical control measures by staff;
- ▶ Allegations of criminal misconduct by staff and/or youth detained in a departmental facility;
- ▶ Youth who have escaped from secure facilities, institutions, or programs, or who have violated the conditions of their community-based supervision.

## Classification and Transportation Services

### Jackolyn Kelsey, Director

The Office of Classification and Transportation Services is responsible for providing quality services through the review and monitoring of detention center populations and placement in a secure treatment program; through the utilization of a Comprehensive Risk and Needs Assessment. The Office of Classification and Transportation Services provides statewide services in two core areas: Classification/Assessment and Transportation.

### Classification Services

The Classification Unit is organizationally divided into four functions: Youth Development Campus (YDC) Population Review, Commitment Review and YDC Assignment, Short Term Program (STP) Review and YDC Assignment, and Transfer Authorization. Each section has unique responsibilities.

**Fiscal Year 2009 Activity:**

- ▶ There were 3,178 screenings entered in Juvenile Tracking System (JTS) during FY09.
- ▶ 1,369 (43%) screenings recommended an alternate placement.
- ▶ 821 (26%) screenings recommended YDC placement.
- ▶ 144 (4%) recommended STP placement.
- ▶ 844 (27%) youth were screened for community placement.
- ▶ Monitored daily YDC bed utilization (STP and Long Term) to identify trends requiring attention.
- ▶ Recommended adjustments to YDC capacity and populations based on YDC utilization trends.

During FY09, there were 2,883 youth assigned to a YDC to complete STP time. Some youth received two weeks or less to serve in an STP facility; therefore they completed their time in an RYDC. The number of youth completing STP time in an RYDC was 363.

**Transportation Services**

The Transportation Unit is organizationally divided into four service areas. Each area is supervised by a lieutenant. The headquarters are located at the central office in Decatur where a captain and an administrative lieutenant coordinate and dispatch the daily movement of youth between secure facilities. The radio operator is located in central office where the transportation radio is monitored. Transportation officer calls are logged at the beginning of the day and at the end. The transportation captain has been designated as the agency emergency management coordinator. As such he is responsible for the coordination of agency resources during weather and other evacuation events.

The Transportation Unit:

- ▶ Traveled a total of 720,367 miles during FY09.
- ▶ Transported 11,483 youth during FY09.
- ▶ Assists the Interstate Compact Unit in transporting youth.
- ▶ Has shown a steady decrease in mileage over the past three years.

**FY 2009 Accomplishments and Highlights****Juvenile Tracking System (JTS) Enhancements****Transportation Module**

Through the use of the Juvenile Tracking System, enhancements to the Transportation module were created to provide faster and easier services. Staff are able to request transportation services through the module and track the status of the request. This process allows the transportation staff to better track and monitor requests and ensure that timely responses are conducted.



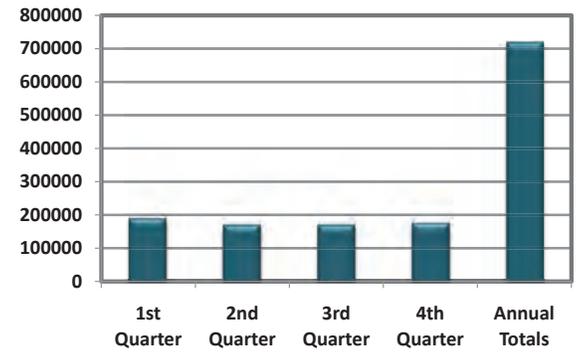
**Collaboration with Department of Corrections**

The Department of Corrections utilizes Offense Tracking Numbers (OTN) to intake inmates. In efforts to ensure that the department has the required OTN's for youth pending transfer to the Department of Corrections, DJJ has created a section within JTS to capture the OTN number.

**Verizon Wireless**

The transportation unit utilizes a web based global positioning system that creates a centralized tracking system for transportation officer movement. The new system enhances DJJ's ability to protect both staff and youth. This system is capable of tracking vehicle location, speed, and duration. Not only is it effective in providing staff accountability, the system also allows the agency to monitor and review for historical data and current trends.

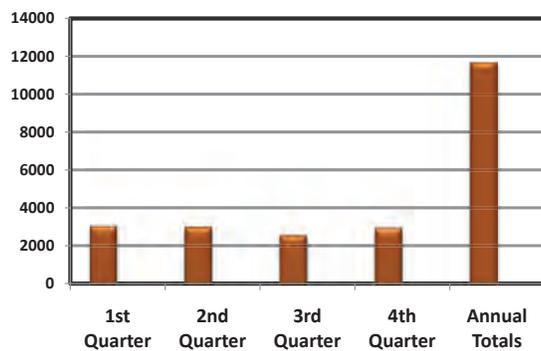
**FY 09 Transportation Fleet Mileage Report**



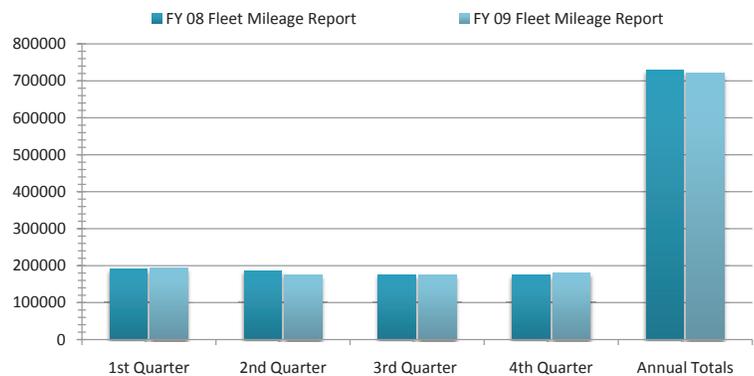
**Total Youth Assigned Comparison**

	First Quarter July-Sept	Second Quarter Oct-Dec	Third Quarter Jan-March	Fourth Quarter April-June	Annual Totals
FY 2008	2,631	2,823	2,784	3,129	11,367
FY 2009	3,062	3,023	2,612	2,966	11,663

**FY 09 Transportation Youth Assigned**



**Transportation Performance Comparison**







# Community Services and Intake

## Rob Rosenbloom, Deputy Commissioner

Diana Newell, Assistant Deputy Commissioner

Regional Administrators: **Victor Roberts**, Northwest; **Vonnie Guy**, Northeast; **Carl Brown**, Southwest;

**Adam Kennedy**, Southeast

### Court Services and Supervision

#### Victim Services

#### Interstate Compact

#### Reginal Youth Detention Centers

## Court Services and Supervision

The Court Services program was established in 1963. In most counties this program provides intake, counseling, case management, probation, supervision, detention planning, and aftercare supervision. In some areas, county staff provide intake and probation or share services with the department. Intake is the decision-making point at which a youth is either diverted from, or formally processed into, the juvenile justice system. For a first-time or minor offender, emphasis is placed on resolving the youth's problems to avoid court intervention (informal adjustment).

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

Probation services provide individualized and measurably effective supervision and services directed toward the youth's identified risks and needs, and ensure compliance with the juvenile court's Order of Probation. Probation supervision includes prevention services, Balanced and Restorative Justice practices and Graduated Sanctions. The juvenile court judge retains jurisdiction of the case for the period stated in the court order, up to a maximum of two years.

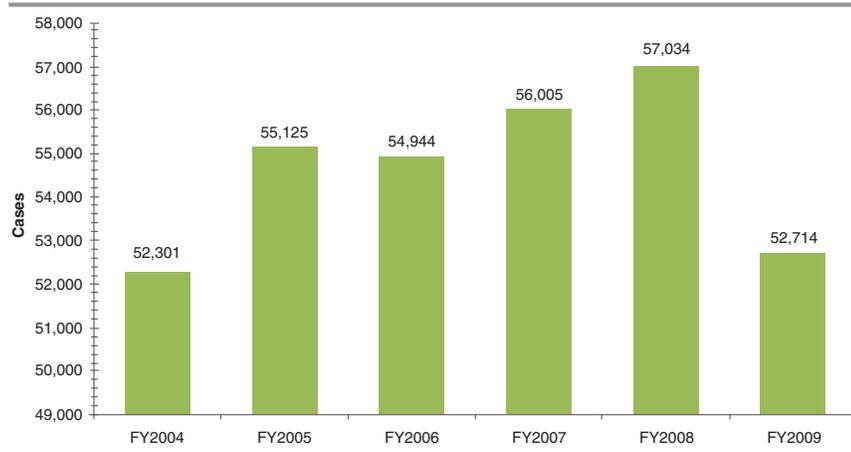
### School-based Supervision

Over the last four years DJJ has placed staff in Georgia middle schools and high schools. School-based supervision continued to expand to more schools during FY 2009, with 77 probation and parole specialists serving in more than 123 schools across the state. Schools selected for this effort must have a caseload of youth under DJJ supervision enrolled and be willing partners with DJJ.

The advantages of school-based supervision include increasing contact with DJJ youth, providing better monitoring, especially in the school environment, promoting a safe school environment and increasing school success for DJJ youth. The program is monitored for these important outcomes: decreased rates in dropouts, truancy, suspensions and expulsions resulting in fewer school referrals to juvenile courts and better grades and graduation rates. DJJ staff pres-

**For a first-time or minor offender, emphasis is placed on resolving the youth's problems to avoid court intervention**

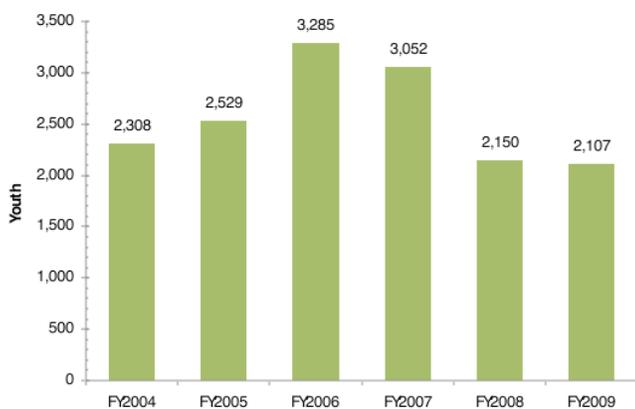
### Caseworker Supervision



ence on school campuses has a positive effect on the entire school youth population.

**Aftercare Services** are provided for youth returning home from DJJ institutions or other programs. Aftercare planning will begin upon admission to a YDC or community residential program. Each committed youth placed in the community on aftercare is provided individualized and measurably effective services that are directed toward the youth's assessed needs and in compliance with the Conditions of Placement and Service Plan.

### High Intensity Team Supervision Enrollment

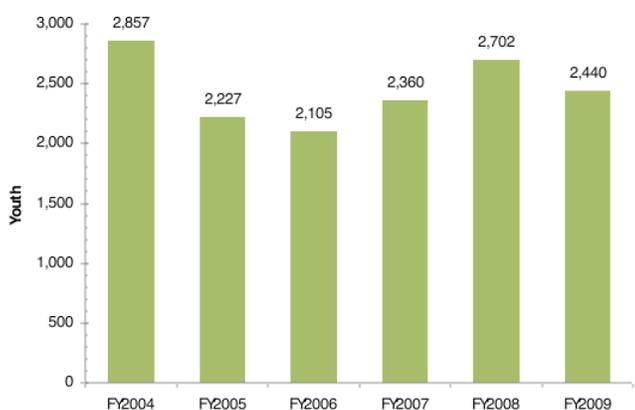


### Caseworker Supervision

**The High Intensity Team Supervision (HITS) Program** provides a community-based, in-home placement alternative for juvenile offenders and a housebound detention program for pre-adjudicated youth. This 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. There are 44 HITS programs 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 may also be used for the aftercare of designated felons or other high risk offenders returning home after completion of YDC placement.

### Specialized Treatment Services Enrollment



**Specialized treatment services** provide residential treatment services for delinquent and unruly youth who need more specialized care than the DJJ programs currently provide. These youth either require long-term residential placement or specialized treatment services emphasizing mental health care. Services are obtained from the private sector.

Managed by residential placement specialists, services include wrap-around therapeutic foster care, and intermediate and intensive levels of care for youth classified as severely emotionally disturbed.

Residential providers are licensed by the Department of Human Services, Office of Regulatory Services, and DJJ receives Medicaid reimbursement for more than 60 percent of the treatment costs related to residential programs for MATCH-approved placements.



**Wilderness Programs** are outdoor-based treatment programs for youth committed to the DJJ. Purchased from the private sector, these programs provide alternatives to placement in a YDC. Upon completing the wilderness experience, youth return home or move to another community placement on aftercare status.

Four locations currently serve committed males and females, ages eight to 17 years. Each program is licensed or approved by the Department of Human Services, Office of Regulatory Services. Length of stay ranges from six weeks to 12 months. At the beginning of FY 2009 five programs were in operation. One program operated in Blakely, Georgia was closed during the fiscal year.

**Associated Marine Institute Programs (AMI)**

*Baxley Wilderness Institute (Baxley, Georgia)*

The program serves male juveniles 15 to 17 in a wilderness/marine-related environment stressing educational and vocational development. Program goals are to reduce or eliminate recidivism, to increase academic skills and to develop vocational skills and work ethic.

Length of stay is generally six months on campus and six months on aftercare in the youth's home community. Program capacity is 22 on-site and 24 on aftercare.

**Outdoor Therapeutic Program (DHS) *Appalachian Wilderness Camp***

The Division of Mental Health/Mental Retardation/Substance Abuse of the Department of Human Services operates a therapeutic program in a wilderness setting. The Appalachian Wilderness Camp serves 50 males, ages 9 to 16. DJJ uses a designated number of the beds. The goal of the program is to build self-esteem and increase academic abilities by addressing the problems of daily living in the outdoors, through an emphasis on group and individual counseling. Average length of stay is 12 to 18 months.

**Inner Harbour *Excel Camp***

Excel is a therapeutic camp for males 13 to 17 who have been referred for treatment by DJJ. Experiential programs help young people learn to make decisions for themselves and build self-esteem and self-awareness. Participants also learn to assume responsibility, take risks, overcome fear and trust themselves and others. Inner Harbour's programming goes beyond traditional therapy and includes equine therapy, pet therapy, art therapy, and outdoor wilderness activities such as caving, ropes courses, canoeing and hiking, and African drumming.

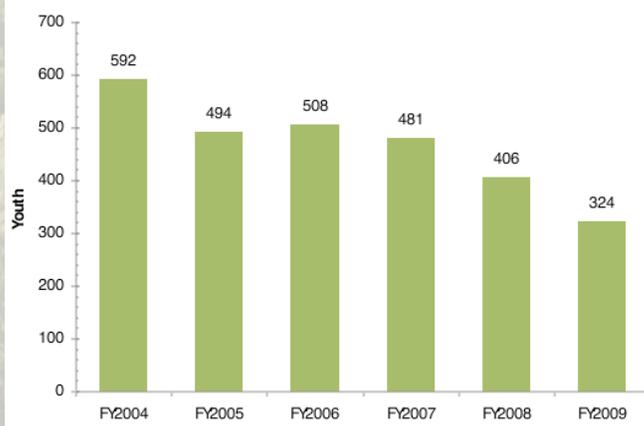
**Project Adventure**

Located in Covington, Georgia, this six-week adventure-based counseling and education program focuses on drug prevention, individual responsibility, cultural competency, nonviolence and gang prevention. Goals are to develop a positive attitude toward education and authority figures, to assist in alleviating family conflicts, to increase self-esteem and to lower recidivism.

## Victim Services

The Department of Juvenile Justice has a new approach to providing services to crime victims with "lead by example" as the new mission of the Victim Services Unit, making crime victims a priority of the agency. The department's victim advocate has established good working relationships with the prosecutors' offices and with court victim service offices throughout the state in

**Wilderness Programs Enrollment**



**Providing services to crime victims by making them an agency priority.**

an effort to identify victims of juvenile delinquent acts. DJJ is teaming with other state agencies to provide a continuum of services to ensure that no gaps exist in services to crime victims.

During FY 2009, all employees received victim service training to ensure that victims are consistently treated with dignity and respect. The program focused on enhancing and improving the victim notification process and this led to an automated notification system being developed and implemented. This system allows any eligible victim to register to be notified of a youth's release from any DJJ facility.

Another new enhancement to the automated system is that it collects and stores victim contact information. This has greatly increased the number of victims DJJ can provide with advocacy and services.

During National Crime Victims' Rights Week in April 2009, the Victim Services Unit worked with DJJ staff throughout the state to conduct a series of open houses and other activities. DJJ staff volunteered for many activities:

- ▶ In Cherokee County, staff from the Division of Community Services and Intake (CSI) partnered with employees from the Division of Family and Children Services (DFCS) to serve lunch at a domestic violence shelter.
- ▶ Employees at the Cobb County CSI Office and the Marietta Regional Youth Detention Center sent gift baskets to victim services agencies.
- ▶ The Fulton County Multi-Service Center (MSC) worked with youth to write letters of apology to the victims of their crimes, and also had a victim advocate speak with staff.
- ▶ The Elbert Shaw Jr. RYDC in Dalton held a candlelight vigil.



Governor Sonny Perdue with DJJ Douglas County staff for Victims' Rights Week.



- ▶ In Warner Robins DJJ staff collaborated with the Houston Drug and Action Council (HODAC) as part of the Shoe Project. Together, staff from both organizations collected shoes, which were used as part of a traveling art installation that was used to raise awareness about the presence of crime victims in the community.

DJJ continues to build its services and advocacy for victims of juvenile crime and hopes that communities across the state will benefit from the agency's commitment to provide victims with excellent service.

## Interstate Compact

The Interstate Compact on Juveniles was first adopted in 1955. Consisting of 15 basic articles and three amendments, the Interstate Compact law is administered in all 50 states and the jurisdictions of the Virgin Islands, Guam, and the District of Columbia.

Its purpose is to provide for the welfare and protection of juveniles and the public. This is accomplished through these uniform cooperative efforts:

- ▶ Supervision of juveniles on probation or parole (aftercare);
- ▶ Return of runaways, absconders, and escapees;
- ▶ Return of juveniles charged as delinquent; and
- ▶ Additional measures that any two or more party states may find desirable to undertake cooperatively.

The Interstate Compact law is administered by the Department of Juvenile Justice and the commissioner serves as compact administrator.

In FY 2009, a total of 1,782 juveniles were served through Interstate Compact services.

A new Interstate Compact has been adopted by 41 states and is now in effect. Currently Georgia is not a signatory. Georgia will continue to provide Interstate Compact services to all states without interruption of services.



Gainesville RYDC

**Providing for the welfare and protection of juveniles and the public through uniform cooperative supervision.**

**Providing temporary, secure care and supervision to youth who have been charged with offenses or adjudicated delinquent.**



Lt. Doug Martin, Eastman RYDC

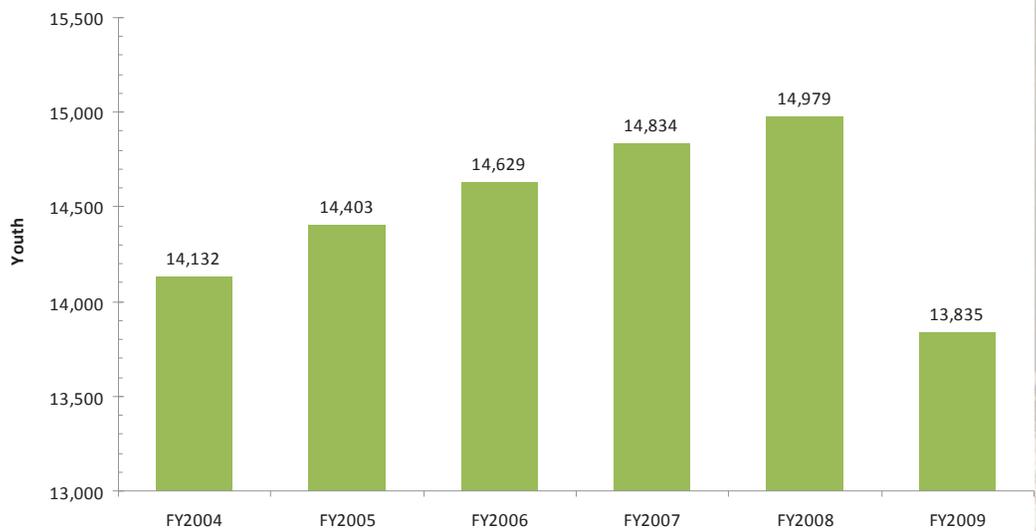
## Regional Youth Detention Centers

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. In addition, youth who have been committed to the custody of DJJ are often held in an RYDC while awaiting treatment in a community program or a long-term facility.

DJJ's regional and district administrators, RYDC directors, and the Office of Continuous Improvement ensure that each RYDC follows departmental policy and procedures and provides quality services in the following areas: Medical, Education, Behavioral Health Services, Food Services, Student Rights and Services, Behavior Management System, Safety, Security and Facility Structure, Admission and Release, Training, and Leadership and Program Management.

Descriptions and additional details for each of the 22 RYDCs are provided in the Secure Facilities section of this annual report.

### Youth Served in RYDC Facilities



Blakely RYDC Director Sandra Cawthon and Lt. Benjamin Wiley



# Programs and Secure Campuses

Steve Herndon, Deputy Commissioner

**Education Services**

**Health Services**

**Nutritional Services**

**Behavioral Health Services**

**Youth Development Campuses**

## Education Services

**Dr. James “Jack” Catrett, Director**

The legislation that created the Department of Juvenile Justice also designated the department as a special school district. The school district has the same powers, privileges and authority of other school districts (see O.C.G.A. 49-4A-12). The department’s commissioner serves as the school superintendent. The DJJ board functions as the board of education.

As a school district, the department is required to maintain all educational programs in compliance with the Georgia Department of Education standards. There are 28 DJJ schools, located at the Regional Youth Detention Centers and the Youth Development Campuses. All schools are fully accredited by the Southern Association of Colleges and Schools. The curriculum taught at the DJJ schools meets the standards of the Georgia Department of Education. Students receive 330 minutes of regular or special education instruction daily.

The Office of Education administers the DJJ school system and is headed by the associate superintendent. The mission of this office is to provide a comprehensive educational program that will facilitate the successful integration of each student into the community and workplace. The education program provides these services:

- ▶ Special education and related services for students diagnosed with cognitive, behavioral, and/or learning problems.
- ▶ Academic credit courses for students pursuing a high school diploma. These credits are transferred as Carnegie units of credit when the youth return to schools in their local communities.
- ▶ General Equivalency Diploma (GED) preparation, testing and attainment for students not likely to return to schools in their local community.
- ▶ Vocational education related to student interests and meaningful employment opportunities in the community.
- ▶ Transition services that facilitate successful reintegration of students from long-term facilities back into the community.

The department focuses on providing a quality educational program for all youth committed to its care, both during institutional stays and upon release.

**An educational program facilitating successful integration into the community and workplace.**

**Regional Youth Detention Center (RYDC) School Programs:** Youth in temporary detention in any of the 22 RYDC facilities are provided individualized education instruction to enable them to progress academically despite short lengths of stay.

**Youth Development Campus (YDC) School Programs:** Youth in six residential institutions are provided academic and vocational instruction. Programs, services, and activities applicable to middle and high schools are implemented according to the Georgia Department of Education standards and requirements.

During the fiscal year a record number of high school diplomas and GEDs were awarded by the department. Thirty-two youths earned diplomas and 116 earned a GED. Over the last three years 109 youths have been awarded a high school diploma. During this same period 295 youths have earned a GED certificate.

The **Georgia DJJ Student Transition Program** provides a process to ensure successful reintegration of youth back into the community. During their stay at the YDC, students are provided assessment, program planning, portfolio development, progress and release reviews, as well as exit planning strategies.

The **“Think Exit at Entry”** program incorporates the model and lists the desired outcomes of the transition program. Youth are provided transition services prior to and after release to help them gain employment, enroll in an accredited school, enter a training program or enlist in the armed forces.

**Accomplishments:** In FY 2009 five Department of Juvenile Justice facilities received Superintendent’s Distinguished Achievement Awards from State Schools Superintendent Kathy Cox for their performance on state curriculum tests.

The Eastman Youth Development Campus (YDC) showed significant improvement on the Georgia High School Graduation Tests (GHSGT). Seventy percent of the students taking the math GHSGT passed at Eastman, representing a 24.55% increase over the passing rate from last year. Ninety percent passed the social studies GHSGT, which was a 40% increase over the passing rate from the previous year.

The Macon Youth Development Campus (YDC), Marietta Regional Youth Detention Center (RYDC) and the DeKalb RYDC all received the awards for improvement on the eighth grade reading Criterion Reference Competency Test (CRCT). The Metro RYDC, located in DeKalb County, received an award for improvement on the seventh grade reading CRCT.

“We have made education a top priority at DJJ,” said Commissioner Albert Murray. “These awards are further evidence of our commitment to ensuring our kids have the skills they need to become successful, productive members of the community.”



## Health Services

**Michelle Staples-Horne, MD, MS, MPH, Director**

The Office of Health Services manages and administers the health services program in all DJJ facilities through assessment, protection and maintenance of the health of youth in the care and custody of the department. The office performs its services in a professional, efficient, effective and financially responsible fashion that ensures both privacy and respect for the individual.



## Managing and administering the health services program in all DJJ facilities

These services include health education to promote healthy behaviors, to help youth make better health choices and accept responsibility for their own health.

Health Services is accessible and responsive to youth needs in all facilities. Services include nursing care, pharmacy services, dental services, nutritional services, and health care administration. Health Services employs comprehensive medical policies and protocols based on professional standards such as the National Commission on Correctional Health Care (NCCCHC), the American Correctional Association (ACA) and the American Academy of Pediatrics (AAP).

### Health Services provides:

- ▶ Effective health screenings and assessments that identify youth in need of medical care. Medical intake screening is completed within two hours of admission and follow-up nursing assessments are made within 24 hours in all facilities. A physical examination is conducted within seven days.
- ▶ Immunizations with data input into the statewide Georgia Registry of Immunization Transactions and Services (GRITS).
- ▶ Daily medical evaluation of youth help requests (sick call).
- ▶ Chronic care treatment plans and services that monitor the individual care provided.
- ▶ Quality dental services that include restorative care and routine cleaning.
- ▶ Laboratory, EKG and radiology services.
- ▶ Access to specialized medical services including emergency, specialty care, and inpatient hospitalization.
- ▶ Prescription and over-the-counter medications and medical supplies with medical and pharmacy director oversight.
- ▶ Standardized regular diets prepared by trained food service employees under the dietary supervision of the nutrition director.
- ▶ Special diets for medical or religious reasons monitored by a registered dietician.
- ▶ Identification and response to health education needs including but not limited to HIV and sexually transmitted disease control, diet and exercise, disease management, nutrition and dental care.



Augusta YDC medical staff

### Health Services staffing:

- ▶ Central office administrative staff includes a medical director, assistant office director, secretary, two administrative operations coordinators, pharmacy director, dental director, three RNs as regional health services administrators (RHSA), a nutrition director and one registered dietician.
- ▶ Standard clinic hours are maintained in all facilities seven days a week.
- ▶ On-site physician services at each facility with 24-hour on-call availability.
- ▶ On-site dental staff at each facility with 24-hour on-call availability.
- ▶ Full-time or part-time physician's assistant or nurse practitioner available at each facility.

### Summary of Health Services FY 2009 Caseload

Medical Intake Screenings:  
26,388

Sick Call Assessments:  
42,722

Medical Treatment Contacts:  
135,273

Chronic Care  
Treatment Plans:  
7,512

*Data reflect a lower estimate  
of Health Services provided  
to youth since not all medical  
records were being entered  
into JTS during FY 2009.*

## Meeting the nutritional and dietary needs of youth housed in DJJ facilities

- ▶ Full-time nurse manager or lead nurse at every facility.
- ▶ Nurse staffing at every facility.
  - Full-time and part-time RN staff and limited LPNs.
  - Contract nursing staff at some facilities; based on need.
  - Designated mental health nurses.
- ▶ Medical records clerks: DJJ uses a consolidated health record for medical and mental health including an electronic medical records database within the DJJ Juvenile Tracking System (JTS).

### Health Services administrative functions:

- ▶ Regional Health Services Administrators (RHSA) participate in quarterly facility medical and mental health quality assurance meetings to examine trends and address obstacles in health service delivery.
- ▶ RHSAs conduct chart and process reviews/audits using comprehensive reviews of all DJJ Standards of Excellence (31 SOE) in conjunction with the Office of Continuous Improvement.
- ▶ Nutritionists provide on-site monitoring of adherence to State Food Service regulations and Federal School Lunch Program requirements (USDA).
- ▶ Pharmacy director conducts on-site audits of medication inventory control and reviews pharmacy utilization.
- ▶ Dental director monitors provision of dental services and provides clinical direction to facility dentists.
- ▶ Medical director provides clinical and administrative direction to medical and DJJ administrative staff.
- ▶ Review facility Special Incident reports relating to medical care, injuries, and allegations of abuse.
- ▶ Provide training to medical, dental and food service staff in collaboration with the Office of Training.
- ▶ Assist facilities with human resources and budget functions with regard to medical staff and services.

## Nutrition and Food Services

### Kathryn L. Jackson, RD, LD, Chief Nutritionist

The Office of Nutrition and Food Services is responsible for meeting the nutritional and dietary needs of youth housed in DJJ facilities. This goal is accomplished by providing continuous education, training and support for the food service staff, menu design and distribution, and nutrition education information. A team of nationally registered and state licensed nutritionists plans all menus. The menus include breakfast, lunch, dinner and two snacks, providing approximately 3,000 calories per day based on Recommended Daily Allowances and Dietary Reference Intakes (RDA/DRI). Youth with special dietary needs such as diabetes, hypertension or obesity, receive special menus that aid in their overall medical treatment.



As a component of the Office of Health Services, this office is committed to assisting in the growth and development of all youth. This commitment is supported by the provision of healthy foods that supply nutrients and fluids necessary for proper growth, development and health maintenance. This office strives to increase youth awareness regarding long-term healthy food choices and fitness.

The Office of Nutrition and Food Service provides:

- ▶ Nutrition education pamphlets to youth, such as “So You Have Diabetes.”
- ▶ Annual food service training addressing food safety and sanitation, preparation, and nutritional guidance.
- ▶ Annual review of the School Nutrition Program within each DJJ facility.
- ▶ Participation in the Office of Continuous Improvement’s review process.
- ▶ Individualized diets to address the needs of youth with special health concerns or religious specifications.
- ▶ Menus that meet the caloric and nutrient needs for teens.
- ▶ Emphasis on calcium intake for strong bone development.

The office was successful in securing grant money through the Department of Education School Nutrition Program, as part of the American Recovery and Reinvestment Act. Funds were awarded to the Martha K. Glaze RYDC and the Judge Thomas Jefferson Loftiss II RYDC, for the purchase of new dishwashers.

As a participant in the National School Lunch Program, DJJ receives reimbursement for each qualifying breakfast, lunch and after-school snack served in its residential facilities. All DJJ residential facilities also receive “free” USDA commodities.

**Summary of Nutritional Services FY 2009**

	Total	Breakfast	Lunch	After-school Snack
Number of Meals	2,319,944	888,918	900,669	530,357
Reimbursement Amount	\$4,202,668	\$1,493,382	\$2,332,733	\$376,553

Value of USDA Commodities Received\*      \$ 167,678  
 Food Purchased                                      \$ 5,673,198

*\*This is not the amount paid by DJJ facilities.*

**Behavioral Health Services**

**Richard Harrison, MS, LPC, Director**

The Office of Behavioral Health Services 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 that have mental illness, emotional disturbance or substance abuse problems. The primary goal is to identify any at-risk youth as early as possible and then to provide the care required to ensure that their basic mental health and substance abuse needs are met. This goal is accomplished through services provided by master’s level clinicians, psychologists

**Screening, assessment and treatment of youth placed in DJJ facilities that have mental illness, emotional disturbance or substance abuse problems**

and psychiatrists in each secure facility led by a team of dedicated mental health professionals in central office.

**Early identification is essential in addressing youth needs:**

Facility mental health staff administered 23,023 Mental Health and Suicide Risk screenings during the fiscal year. The screening process occurs within two hours of the youth’s admission to a DJJ secure facility and determines how the youth will be supervised until further mental health assessment is completed.

If the screening identifies a potential area of concern, facility mental health staff complete further assessments to determine how best to address the risk. DJJ staff conducted 10,710 assessments this year. The assessment is a critical and ongoing process that drives the treatment the youth receives in DJJ facilities. Approximately 35 percent of youth (an unduplicated count) in secure facilities were then provided ongoing mental health care based on the needs identified in the mental health assessment. Mental health staff provided 161,467 treatment contacts through individual, group, and family therapy along with psychiatric assessments and other interventions.

Substance abuse is a serious problem among the youth that the agency serves. Approximately 40 percent of youth screened at intake into a DJJ secure facility had used substances within the past 30 days. This abuse often directly or indirectly results in their failure to successfully return to the community. In an effort to address this need, youth with more serious substance abuse problems are served in residential substance abuse units. DJJ provides three Residential Substance Abuse Treatment Units within each YDC. In these programs youth are required to participate in the therapeutic community where they attend group, individual and family counseling during a six-month period. The program offers rewards for compliance to treatment in the form of incentives and consequences if youths are not compliant with their treatment. During the year 161 youths successfully completed the RSAU programs. Each facility held special graduation ceremonies, which were attended by DJJ executive, administrative and facility staff as well as the many family members, to mark the youths’ success.

During the year OBHS continued and expanded the use of the evidence-based program Seven Challenges in DJJ secure facilities and within the residential treatment Units. The program is developmentally appropriate. Instead of dictating behavior to youth, it presents a decision-making model and helps young people make their own informed decisions about drugs. The Seven Challenges Program starts where the youth is “at,” not where they may pretend to be (ready and willing to make honest decisions to change with regard to drugs and prepared for success in such changes), and not where they might be for only a fleeting moment in time (for example, after a drug crisis or while standing in front of the drug court judge). The program avoids the pitfalls of locking horns with youth in a power struggle or eliciting dishonest responses. Rather, the stage of change of the youth being served is considered and they are assisted through a decision-making process.

The Seven Challenges program is well suited for work with youth in the juvenile justice system and has been widely used on both sides of the fence, all across the country. Because of this and as part of a federal substance abuse grant, DJJ partnered with the Department of Behavioral Health and Developmental Diseases in order for these services to occur in the YDCs and in the community. The plan ultimately will ensure that youth who participated in Seven Challenges groups

**The Seven Challenges**  
Challenging ourselves to make wise decisions about alcohol and other drugs

- 1 We decided to open up and talk honestly about ourselves and about alcohol and other drugs.
- 2 We looked at what we liked about alcohol and other drugs, and why we were using them.
- 3 We looked at our use of alcohol and other drugs to see if it had caused harm, or could cause harm.
- 4 We looked at our responsibility and the responsibility of others for our problems.
- 5 We thought about where we seemed to be headed, where we wanted to go, and what we wanted to accomplish.
- 6 We made thoughtful decisions about our lives and about our use of alcohol and other drugs.
- 7 We followed through on our decisions about our lives and drug use. If we saw problems, we went back to earlier challenges and mastered them.



in DJJ facilities can transition into groups in the community. More than 35 agencies statewide were trained along with DJJ staff to provide the model.

**Efforts continue to improve a Comprehensive Treatment Delivery System Automated Behavioral Health Record and Program Management System**

Automating the documentation of behavioral health practices and providing electronic access has been a key focus of the Office of Behavioral Health Services for the past several years. The automated behavioral health record allows staff to operate more efficiently, improve staff and resource utilization and provide a higher quality care to youth in our facilities. The majority of the key behavioral health functions and the related documentation are now automated. They include:

- ▶ Screening of youth as they enter DJJ facilities for mental health, suicide risks and substance abuse history
- ▶ Assessment of youth to determine if ongoing mental health services are needed
- ▶ Treatment planning and reviews of plans
- ▶ Documentation of service provisions
- ▶ Psychodiagnostic evaluation processes
- ▶ Quality assurance for behavioral health programs and services in DJJ facilities

Automation has allowed staff to build systems that help manage care through reports that provide automatic task prompts to clinical staff, and create health productivity reports that aid staff in monitoring workflow and program development planning. The electronic record also promotes quality care by better organizing clinical documentation and allowing immediate access as youth move throughout the mental health system.

**Continued Enhancement of Treatment Program**

OBHS continues to expand treatment options and support to clinical staff across the agency through increased OBHS Treatment Program content along with ongoing training to support the program. The OBHS program, which is largely built on the New Freedom Treatment Program, is based on Cognitive Behavioral Therapy (CBT) and on Motivational Enhancement Therapy (MET). The program is accessible to staff via the OBHS intranet site and contains treatment guidance information related to the identified problem area, guidance with treatment planning and specific content materials to assist clinicians as they move through the clinical process.

A great deal of effort has been directed toward enhancing the treatment program to promote youth participation and engagement in the process through experiential group therapy. Youth have various ways of learning and by utilizing different dimensions of intelligence the groups are promising to be more engaging and useful in working with youth with serious socio-emotional and developmental challenges. Thus far the inclusion of this modality is resulting in improved youth engagement and understanding.



Atlanta YDC



Eastman YDC



Macon YDC

## Youth Development Campuses

**Ronnie Woodard, Director, Office of Secure Campuses**

The Office of Secure Campuses (formerly Campus Operations) provides for the operation of the Youth Development Campuses (YDCs) in the DJJ system. This office is managed by a director and organized within the Division of Programs and Secure Campuses. The management and direction includes operations and capacity management.

The primary purpose of Youth Development Campuses (YDC) is to carry out rehabilitative programs to assist the youth housed in these facilities to develop their self-respect, self-reliance, behavior, and acquire the necessary knowledge and skills, including education, to become good citizens qualified for honorable employment. (O.C.G.A. § 49-4A-6 (b)).

All YDCs provide secure care, supervision, and treatment services to youth who have been committed to the custody of DJJ for short-term and long-term programs. The department currently operates six YDCs, one of which is operated by a private vendor (Savannah River Challenge/ AMIKids). During the fiscal year, the department operated eight YDCs until the McIntosh YDC, a privately operated facility, closed in March 2009. Total bed capacity operated during the fiscal year was 1,260 beds. The closure of the McIntosh facility reduced the count by 60 beds.

Savannah River Challenge program



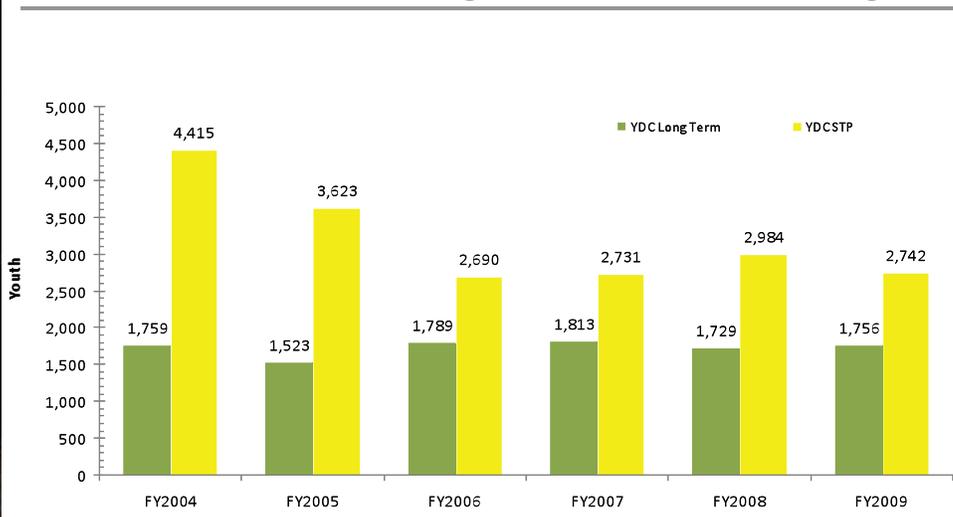
In FY 2009, YDCs were located in Americus, Augusta, Columbus, Eastman, Macon, McIntosh County, Milledgeville\* and Screven County (Savannah River Challenge Program). During the year a new 80-bed YDC was completed in Fulton County but remains unopened due to a lack of operational resources.

Each YDC follows departmental policy and procedures based on federal and state law and a variety of professional standards. Each facility provides youth services that include education and

vocational education, health and mental health services, food services, resident counseling and family visitation, among other services.

*\*The Bill E. Ireland Youth Development Campus in Milledgeville was scheduled to cease operations in December 2009.*

### Number of Youth Served in YDC Long-Term and Short-Term (STP) Programs





# Fiscal and Information Technology Services Division

Jeff Minor, Deputy Commissioner

- Budget Services**
- Financial Services**
- Federal Programs**
- Engineering**
- Technology and Information Services**

## Budget Services

Diane Bell, Director

The Office of Budget Services provides direction, oversight, and technical assistance in the development and management of the department’s budget. Key functions include:

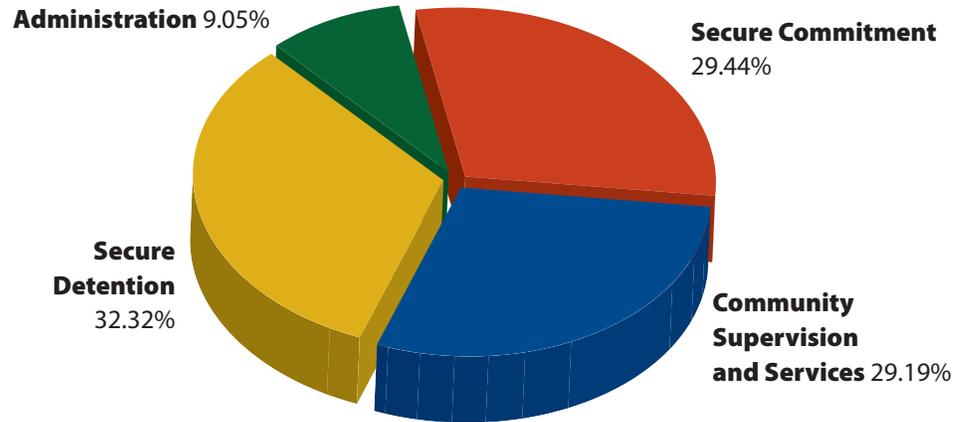
- ▶ Developing the annual budget request for submission to the Governor, based on the department’s strategic plans, population projections and priorities set by the board, commissioner and executive management team.
- ▶ Monitoring the progress of the budget request through the legislative process and providing information and data to the Governor’s staff and legislators in support of the department’s initiatives and priorities.
- ▶ Developing the annual operating budget as authorized by the Appropriations Act.
- ▶ Developing and submitting required budget amendments and allotments to the Annual Operating Budget.
- ▶ Providing monthly, quarterly and year-end expenditure analyses and budget projections to ensure agency compliance with the appropriations act, state budget and accounting requirements and federal statutes.
- ▶ Providing technical assistance and training to fiscal staff in field units.

During FY 2009, due to declining state revenues, the department’s operating budget was reduced by \$42,096,773 in state funds as shown in the table at right. Some actions required to meet these reductions included the following:

- ▶ Capacity reductions including closing the McIntosh YDC, the North Georgia and Blakely Wilderness Programs and eliminating the Family Based Intervention Program.
- ▶ Program reductions including suspending the 21st Century Learning After-School Program and reducing Substance Abuse Education Programs.
- ▶ The Department implemented a hiring freeze, instituted furloughs, reduced part-time and full-time positions, consolidated five regions into four regions.
- ▶ Recognized one-time savings based on contract utilization.

<b>Fiscal Year 2009 Revised Annual Operating Budget</b>	
Total Funds	\$ 316,300,168
State Funds	\$ 300,835,892
Federal and Other	\$ 15,464,276

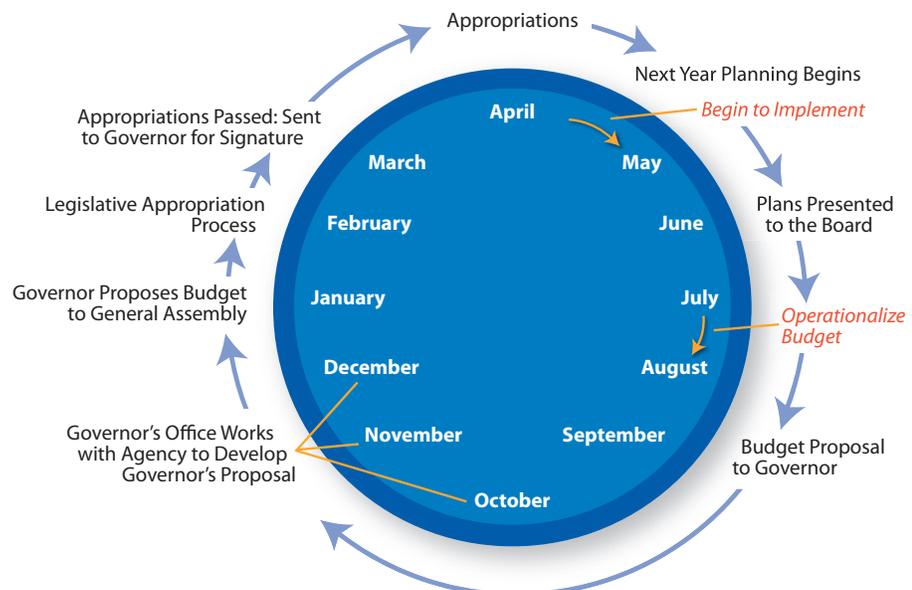
### FY 2009 Expenditures by Program



### FY 2009 Actual Expenditures by Program

	Total Funds
Regional Youth Detention Centers	\$ 98,791,799
Youth Development Campuses	\$ 89,980,408
Community Supervision	\$ 49,265,938
Community Non-Secure Services	\$ 39,978,839
Administration and Training	\$ 27,672,273
<b>Total Expenditures</b>	<b>\$305,689,257</b>

### Budget Development Cycle





## Financial Services

### Doug Peetz, Director

The Office of Financial Services (OFS) is responsible for the sound and ethical business practices of the department. This includes maintaining the integrity of the department's financial records, the accumulation and distribution of state government financial information to DJJ users, and compliance with state and federal laws, regulations, and guidelines.

OFS inputs much of the financial data of the agency into the state's financial system. Because OFS is a "decentralized" operation with multiple financial users throughout the state, it also serves as a monitoring function of these users.

#### Accounting

The Accounting Section is responsible for the integrity of the department's financial records including cash management, revenue/expenditure recognition, grant and financial reporting, and financial data required for the state's Comprehensive Annual Financial Report.

#### Procurement and Purchasing

The Procurement Section is primarily responsible for ensuring the department is in compliance with the state rules and regulations governing procurement, as promulgated by OCGA 50-5-55. It provides oversight, monitoring, training and guidance to DJJ field operatives as well as initiating agency contracts and bids.

#### Property Management

The Property Section provides oversight of the department's capital assets. It ensures the integrity of the capital asset records as reported to the state, maintains state and local inventories, and provides continuous training to the department's formally designated property coordinators.

#### OFS Accomplishments and Highlights for FY 2009

- ▶ Successfully passed the FY 2008 state audit with no material audit findings.
- ▶ Initiated a vehicle lease program through Enterprise Rental Car.
- ▶ Working with DOAS Fleet Management, became the pilot program for the state.
  - Established a pool of lease vehicles in various locations throughout the state.
  - Reduced the annual cost from the previous long-term rental program by \$80,500.
  - Savings between operating the lease vehicles and reimbursing employees for mileage is estimated at \$383,000 annually.
  - Reduced the number of miles claimed for reimbursement by an average of 35 percent in the locations where cars were placed.
- ▶ Continuously improved the established internal control structure to ensure the proper recording of financial data and to reasonably detect fraud.
- ▶ Became one of four pilot agencies to implement the state's new procurement system (Team Georgia Marketplace).

- Initiated input capability of region and district personnel; increased number of field operatives capable of inputting purchasing data by 63 (21 percent).
- Revised and enhanced internal control framework surrounding the State Purchasing Card program, developing and implementing policies and procedures to ensure proper and authorized use.
- ▶ Developed methods to accurately interface the Purchasing, Accounts Payable and Asset Management modules of the state financial system.
- ▶ Maintained a successful level of prompt pay (payment to vendors within 30 days).
- ▶ Initiated and continued to enhance our EFT (direct deposit) for departmental vendors.

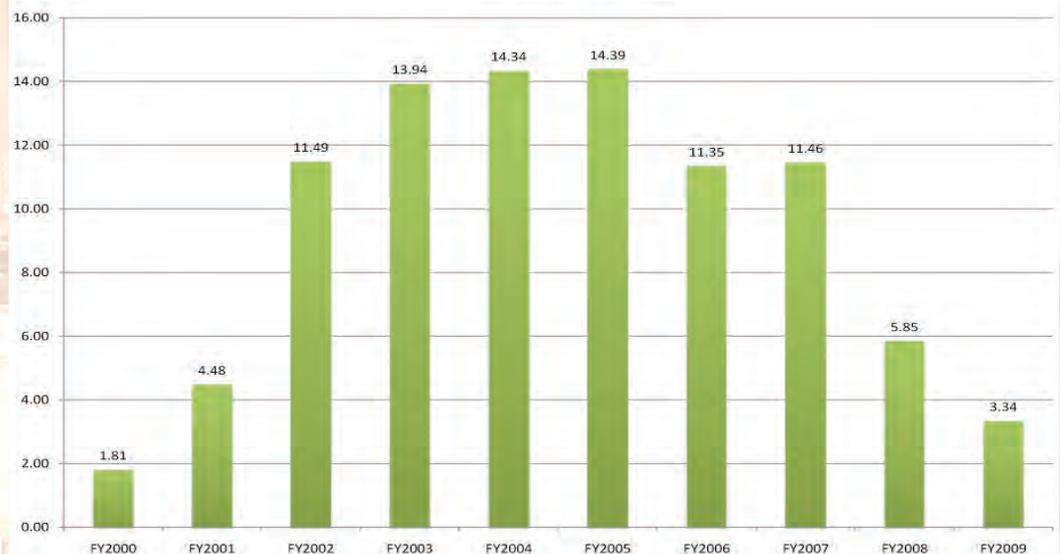
## Federal Programs

**Sandra Deaton, Director**

The Office of Federal Programs (OFP) coordinates and supports both the Medicaid and Title IV-E federal revenue streams. OFP is the point office for interagency agreements that allow DJJ to access these federal funds. The department currently receives three types of funding:

- ▶ The Therapeutic Residential Intervention Services (TRIS) program allows DJJ to access federal Medicaid funds towards the treatment portion of per diems paid for juveniles placed in approved placements.
- ▶ The Targeted Case Management Medicaid program allows federal Medicaid funds based on a percentage of the administrative costs incurred by the department for case management services for Medicaid-eligible youth.
- ▶ Title IV-E funds reimburse DJJ for part of the Room and Board portion of a Title IV-E eligible youth's placement per diem. In addition, Title IV-E reimburses the agency for a portion of our administrative costs in proportion to the number of Title IV-E eligible youth being served.

### Costs Recovered from Federal Programs





## Engineering

### Ed Cook, Director

Engineering oversees the maintenance activities for the Youth Development Campuses (YDC) and Regional Youth Detention Centers (RYDC), and manages short- and long-term capital improvement projects funded by the sale of bonds.

### Maintenance Oversight

The primary goal of Maintenance Oversight activities is to ensure a consistently high level of performance within the DJJ facilities so that facility staff can concentrate their attention on the youth in their care without distraction and disruption from problems with their physical environment. Maintenance Oversight continually strives to increase the efficiency of facility operations so that the maximum amount of scarce operations funds are available for the department's primary mission.

Maintenance oversight is accomplished through the efforts of the state-wide director of maintenance, whose duties consist of frequent inspections of the maintenance operations at each facility. The maintenance director manages the statewide private maintenance contract, held by Carter Goble Lee, and provides additional support for the maintenance personnel located at some of the facilities. During FY 2009, the maintenance contract was successfully rebid with duration of up to seven years.



### Project Management

Execution of this task involves a wide range of activities, such as the development and maintenance of long-term facility master plans; the conception and planning of new construction and renovation projects required to realize the various master plans; and managing the actual development and completion of these projects. Beyond large-scale facility evolution, each facility requires a consistent level of medium and smaller-sized project activities to replace outmoded and worn out facility components, and to facilitate minor operational changes.

Project development and completion activities are accomplished with a staff of four central office employees and three regional staff. DJJ completes approximately \$12,000,000 in improvement projects annually.

### FY 2009 Projects

During FY09 Engineering completed the Atlanta YDC facility in south Fulton County; the Medical Intake Addition project at the Augusta YDC; and the new exercise yard at the Macon YDC.

During the same period Engineering completed design of and successfully bid the Augusta YDC road demolition and fence relocation project; the conversion of the Old Laundry at Macon YDC project; the Sleeping Room renovation project at Macon YDC; and the new Augusta YDC Laundry project. Design was completed on the Sumter YDC Administration Building project and the Metro RYDC Intake Renovation project.



## Technology and Information Services

### **Doug Engle, Chief Information Officer**

The Office of Technology and Information Services coordinates and supports all computer technology and telecommunications. It also publishes the department's strategic plans and responds to data research requests. The office consists of two units.

#### **Information Systems Unit**

This section is responsible for all software development and maintenance for DJJ. Primarily this unit supports the Juvenile Tracking System (JTS). JTS is a tool that provides software and a database for the DJJ user community to maintain and process juvenile information for all business units (intake, detention, case management, legal information, risk/needs assessments, service plans, health and mental health assessments and treatment plans, education records, housing assignments, and many reports).

#### **Planning, Research and Program Evaluation Unit**

This section annually develops the DJJ Strategic Plan, Recidivism Report, Annual Report, and Population Forecast Report. It also supports the DJJ Management Team, the Governor's Office of Planning and Budget, state legislators, and university and private researchers with data analysis and research requests for the purpose of developing and improving operational procedures, resources, budgets, and policies related to Georgia's Juvenile Justice System.

This section supports the management team by providing data analysis on performance outcome metrics, resource utilization statistics, and prepares policy impact analysis for policy decisions.

#### **Georgia Information Technology 2010 (GAIT 2010)**

The State of Georgia has outsourced Information Technology infrastructure support to IBM and AT&T corporations. DJJ is one of 13 agencies participating in this enterprise outsourcing project. This information technology infrastructure support includes computers (desktops and laptops), printers, scanners, all network support (network accounts, emails, Data Base servers, internet server hardware support), and telecommunication (voice, data, Wide Area Network (WAN), Local Area Network (LAN) support and end user help desk support). DJJ retained all software application development and support, which includes the following major DJJ business systems; Juvenile Tracking System (JTS), Training Resource Information System (TRIS), Incident Management System, Travel Reimbursement System. IT purchasing and IT budget management.

The DJJ data center at central office (pictured at left) will be moved to the State of Georgia's North Atlanta Data Center in the coming year and be collocated and consolidated with many other state agencies' data centers. This plan will improve disaster recovery capabilities, enable timely upgrades to the latest technology to meet staff needs, provide some economies of scale to keep costs down, and enhance server and network security infrastructure.



DJJ data center



**Accomplishments and Highlights FY 2009**

- ▶ During the fiscal year a SharePoint-based agency intranet was implemented allowing the agency to continue its migration from “paper-based” processes to electronic (online) processes.
  - Implemented an Agency Training Tracking system (TRIS) to assist in planning, providing for and tracking employee training efforts.
  - Implemented an Agency Online Travel Reimbursement system.
  - Implemented an Agency RYDC/YDC Incident Tracking/Resolution system.
- ▶ Screening documentation is scanned and stored in the Juvenile Tracking System as part of the juvenile case file. This allows multiple DJJ staff with the need to know to view original screening documents quickly.
- ▶ Juvenile photo upload/viewing capability has been added to the Juvenile Tracking System to provide staff with a visual confirmation of a juvenile’s identity.
- ▶ Continued the improvement and increased the informational depth of the Agency’s Enterprise-level Juvenile Tracking System (JTS) web application to provide DJJ staff with a broader and deeper range of tools and informational accessibility for the juveniles under agency care.
- ▶ Realigned the agency’s informational needs around the change in regional area delineations to provide both the public and DJJ staff with accurate budgetary and location information with respect to the agency’s needs.
- ▶ Provided internal clients with tools as requested/required (Legal Services, Customer Feedback, etc.).
- ▶ Assisted the agency with the Governor’s ongoing GAIT 2010 initiative.



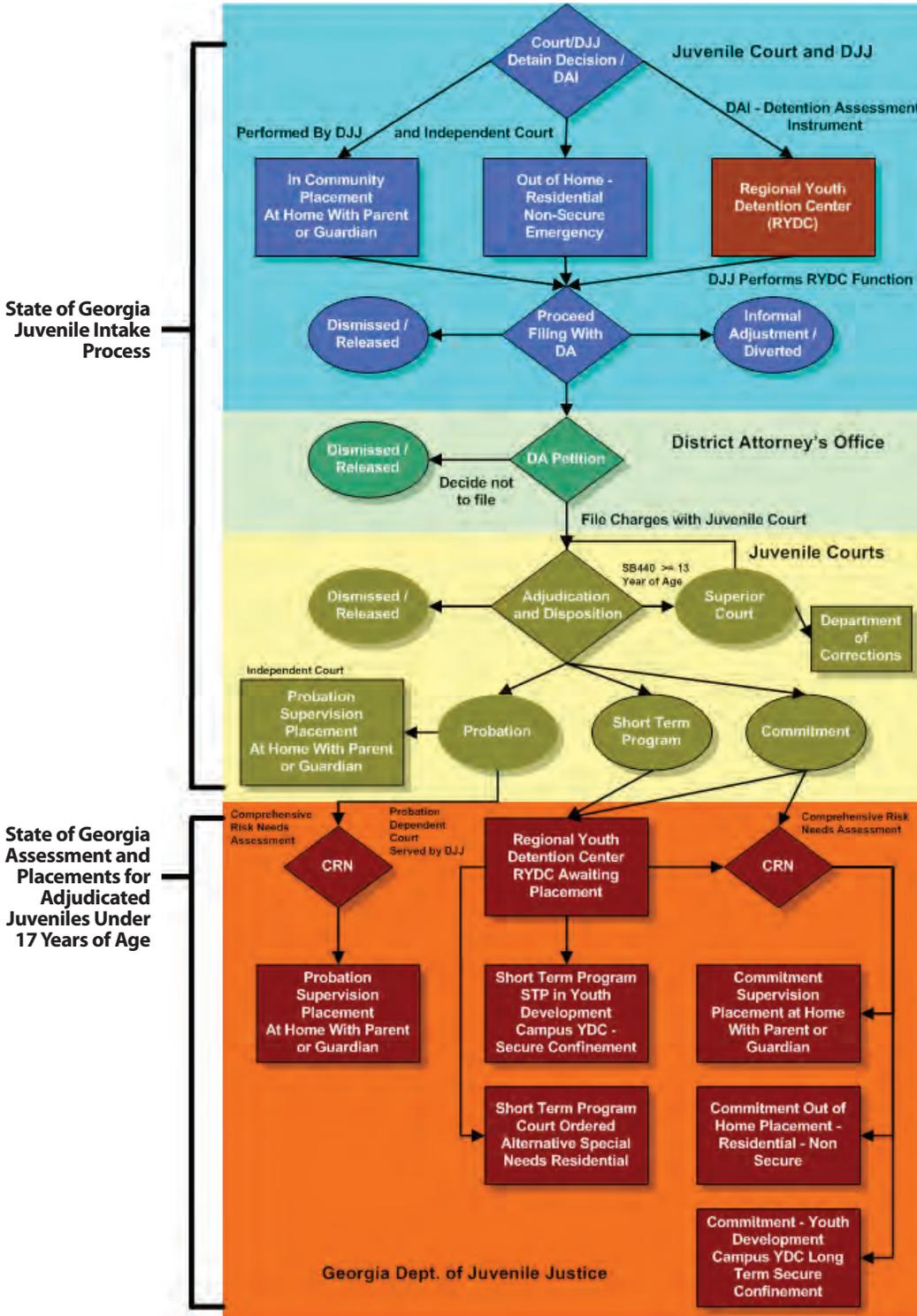
*DJJ joint divisions meeting*





# Juvenile Justice System Flow: From Custody to Services

Taken Into Custody or Referral of Youth



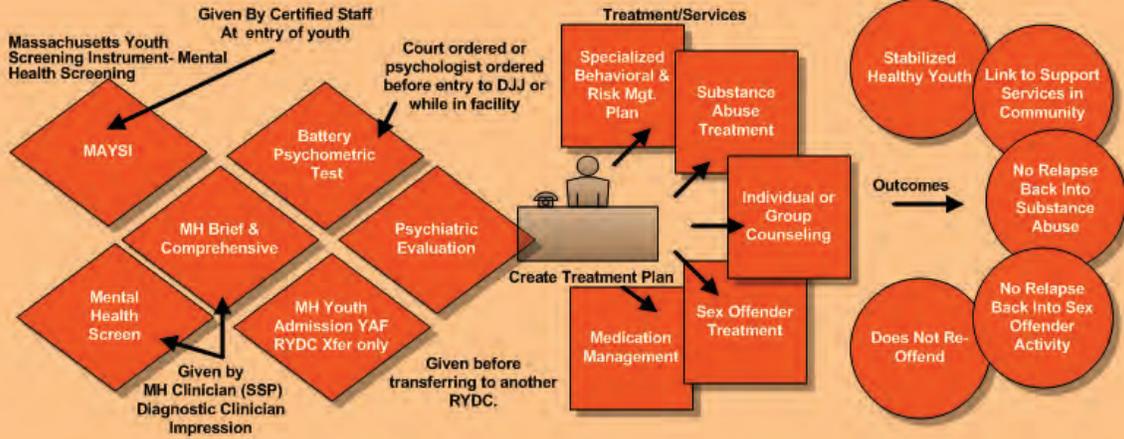
Georgia Juvenile Justice System Flow

## Legend

- Assessment or Decision
- Disposition
- Placement

DJJ Assesments, Services and Outcomes

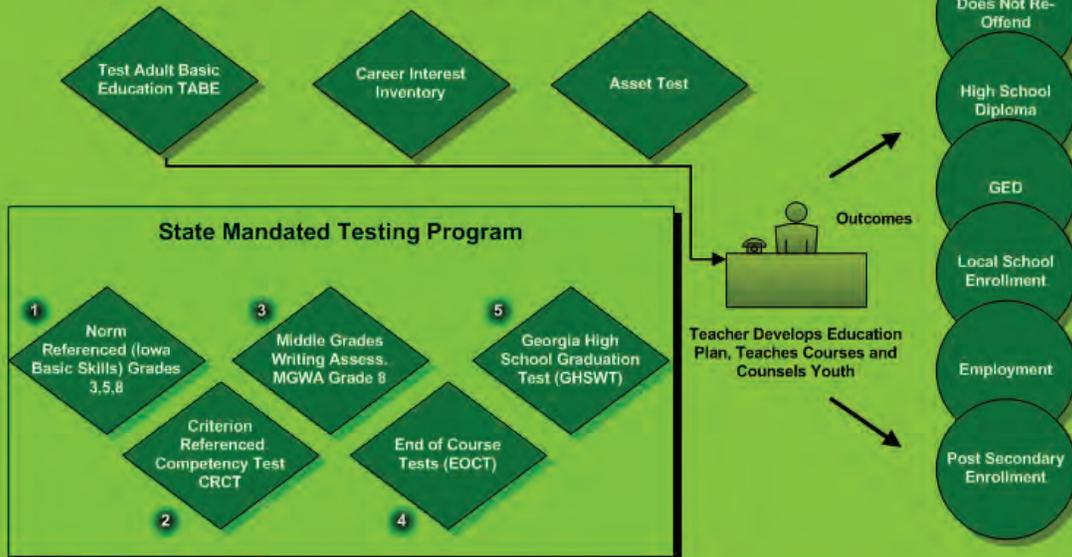
**Mental Health Assessment Task, Services and Outcomes**



**Medical Assessment of Needs and Outcomes**

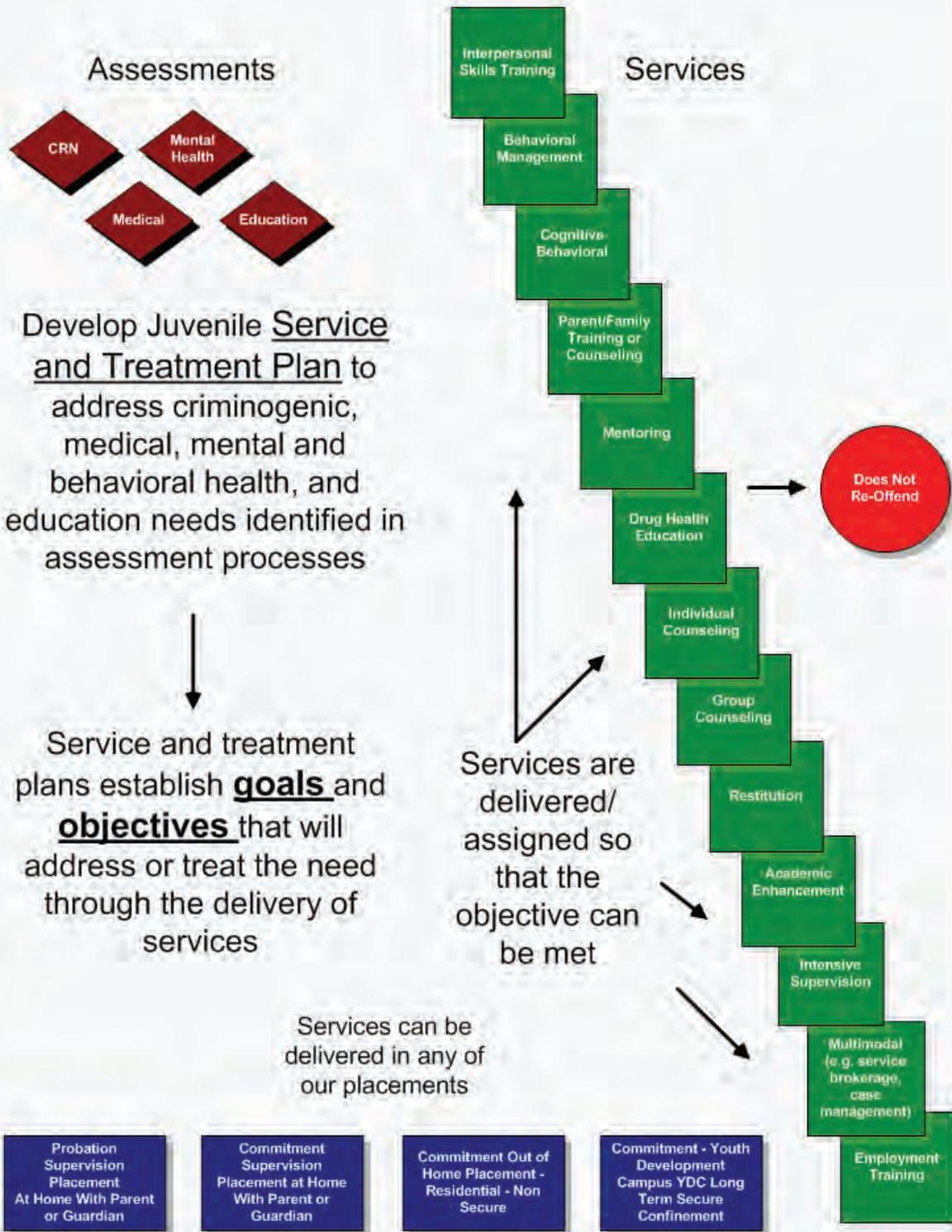


**Education Assessment of Needs and Outcomes**





Assessment and Services







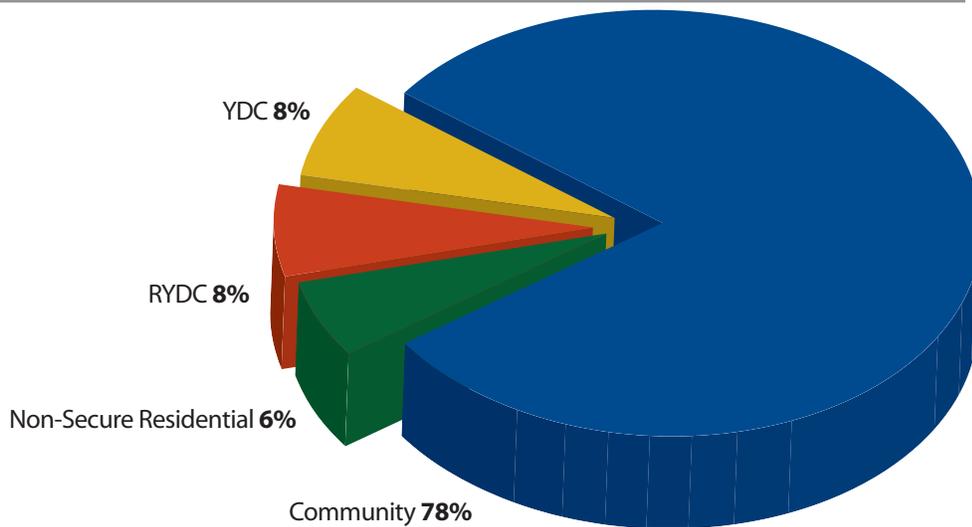
# Youth at Different Points in the Juvenile Justice System

## Placements “On Any Given Day” in FY 2009

Placement Type	Legal Status				Total
	Intake/Diversion*	Probation	STP	Committed	
RYDC	529	194	219	327	1,268
YDC			266	992	1,258
Non-Secure Residential	132	197	26	628	984
Community	3,041	6,541		2,636	12,217
Total	3,702	6,932	511	4,582	15,728
Percent	24%	44%	3%	29%	100%

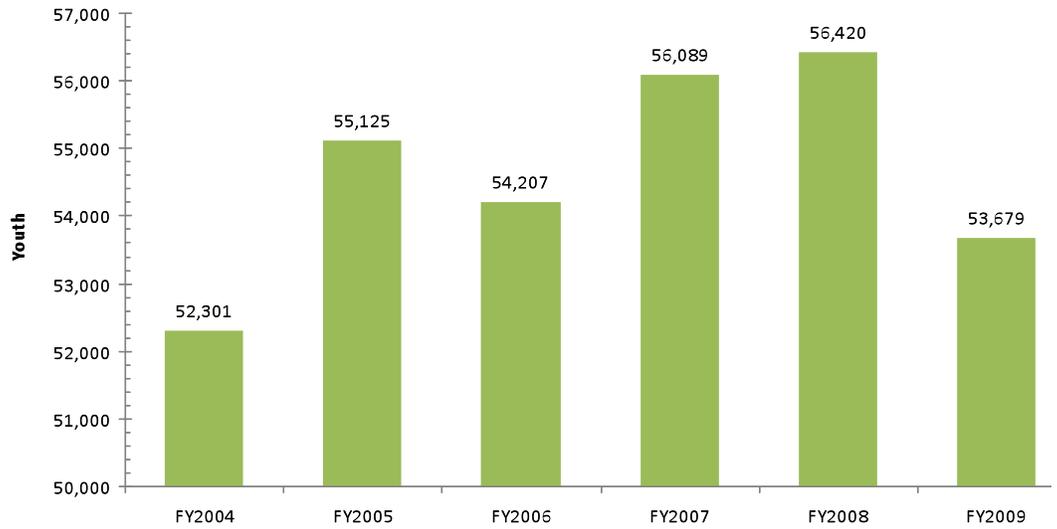
\*Youth in Diversion status who are placed in the community are not counted

## Percent Placements in FY 2009

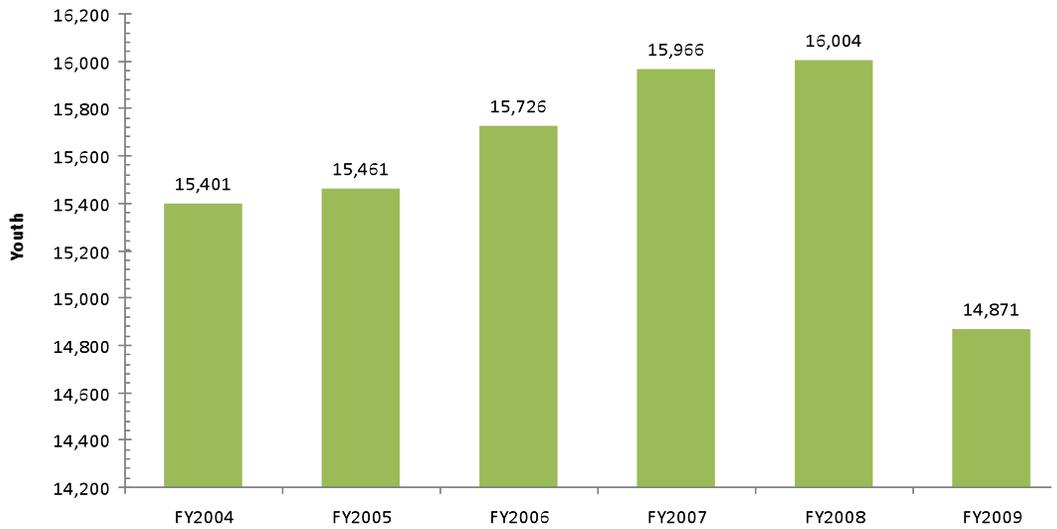


When examining the summary descriptions of youth at different points in the Juvenile Justice System, it is important to remember that more than 82 percent of DJJ youth complete their sentences and treatment in the community. Since FY 2001, the number of youth placed in community placements has increased 21 percent while youth placed in secure facilities have declined 10 percent.

### Youth Served in the Community

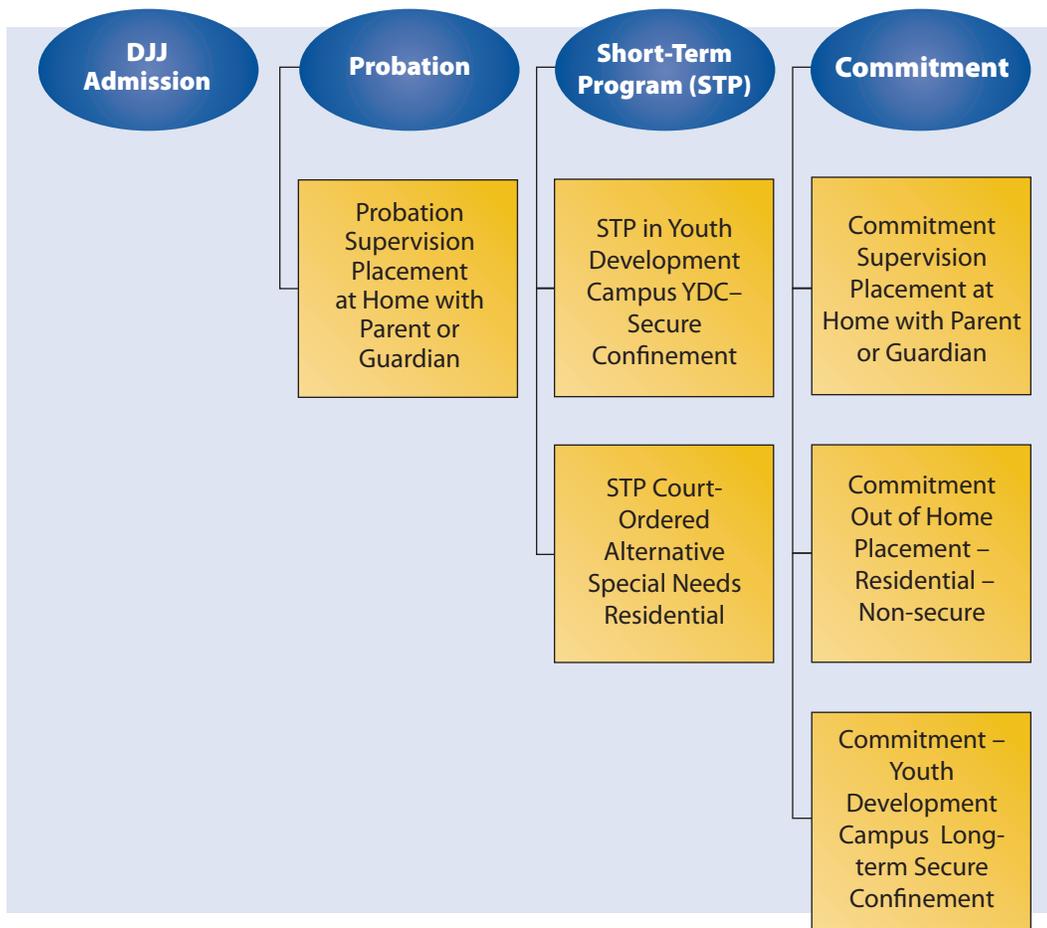


### Youth Served in Secure Facilities





Points Summarized in the Juvenile Justice System



Measures Used to Describe Youth at Different Points in the Juvenile System:



# Type of Offense by Gender and Placement • FY 2009

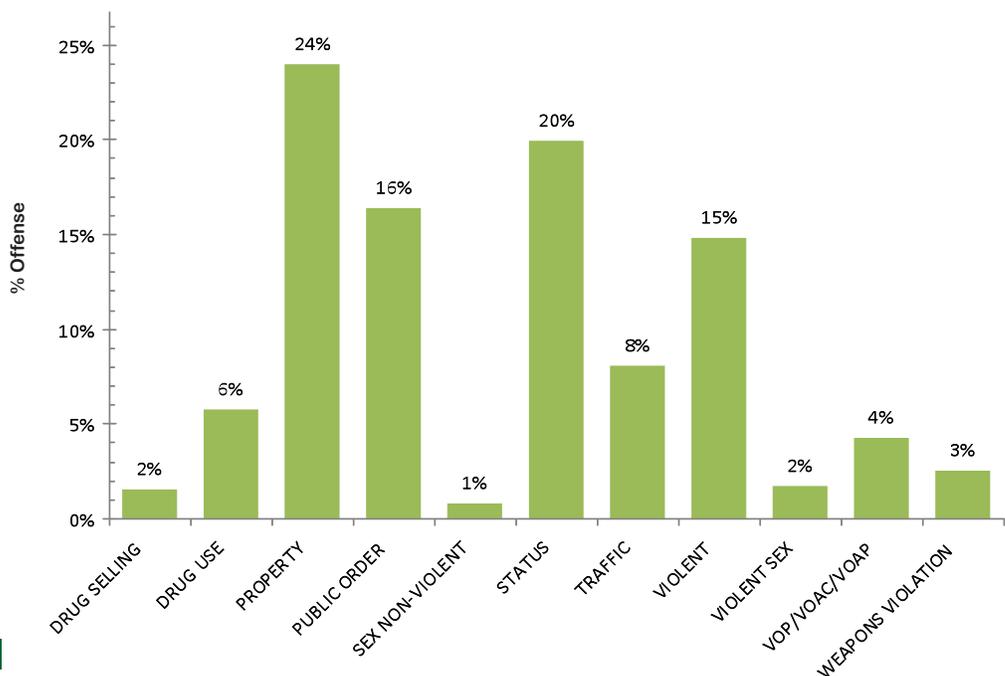
## Special Note

In the following tables, probation placement data is only for the 134 Dependent Court counties and the eight counties with shared services. Seventeen counties in Georgia operate probation services independently.

## Male and Female Offenses at Admission – FY 2009

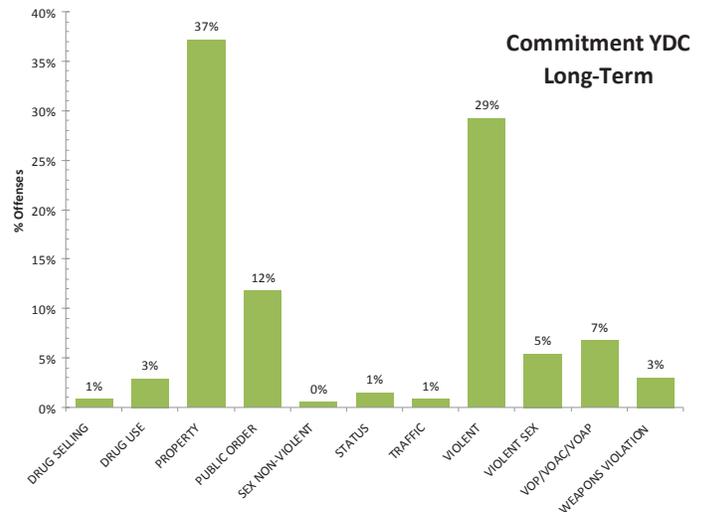
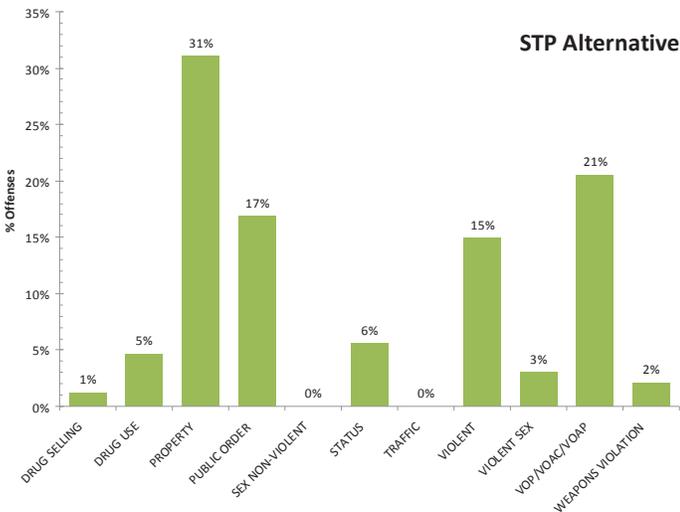
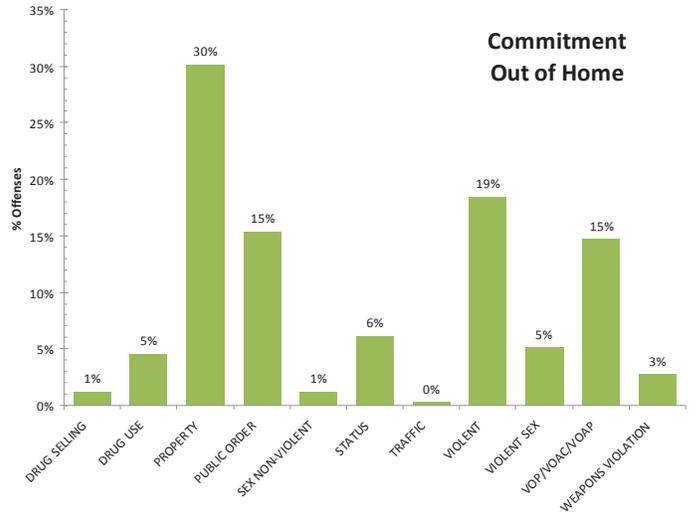
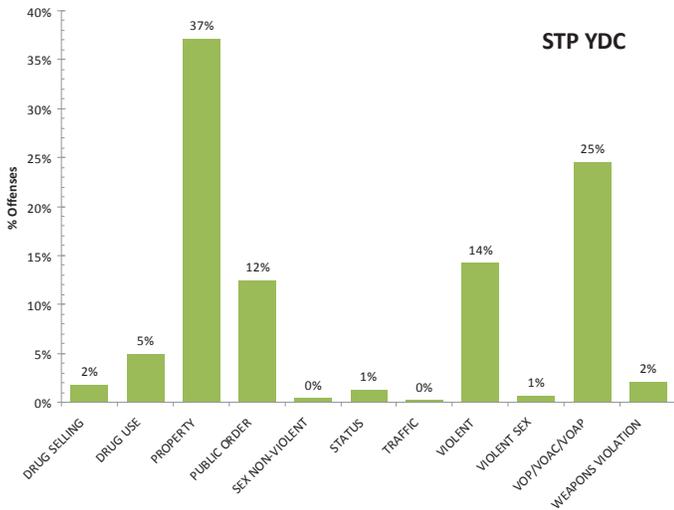
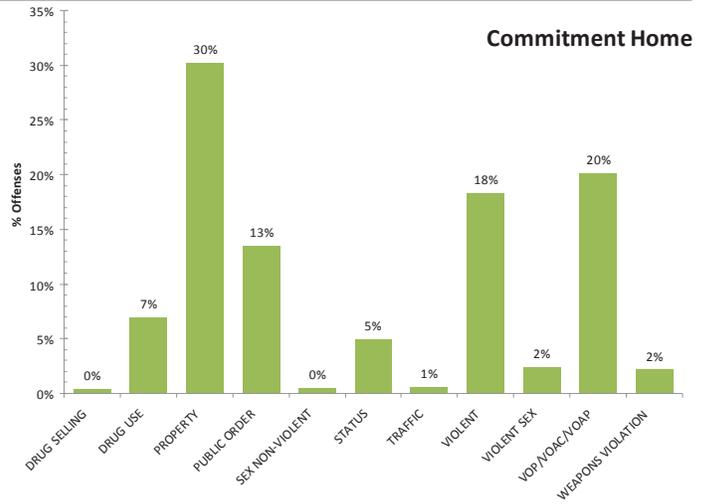
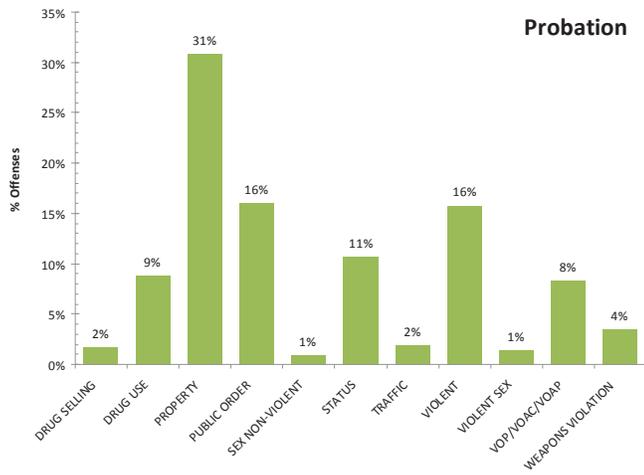
Offense Type	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
SELLING	2%	2%	2%	1%	0%	1%	1%
DRUG USE	6%	9%	5%	5%	7%	5%	3%
PROPERTY	24%	31%	37%	31%	30%	30%	37%
PUBLIC ORDER	16%	16%	12%	17%	13%	15%	12%
SEX NON-VIOLENT	1%	1%	0%	0%	0%	1%	0%
STATUS	20%	11%	1%	6%	5%	6%	1%
TRAFFIC	8%	2%	0%	0%	1%	0%	1%
VIOLENT	15%	16%	14%	15%	18%	19%	29%
VIOLENT SEX	2%	1%	1%	3%	2%	5%	5%
VOP/VOAC/VOAP	4%	8%	25%	21%	20%	15%	7%
WEAPONS VIOLATION	3%	4%	2%	2%	2%	3%	3%
<b>Total</b>	<b>29,624</b>	<b>9,365</b>	<b>2,697</b>	<b>428</b>	<b>1,286</b>	<b>762</b>	<b>1,052</b>

## Admission





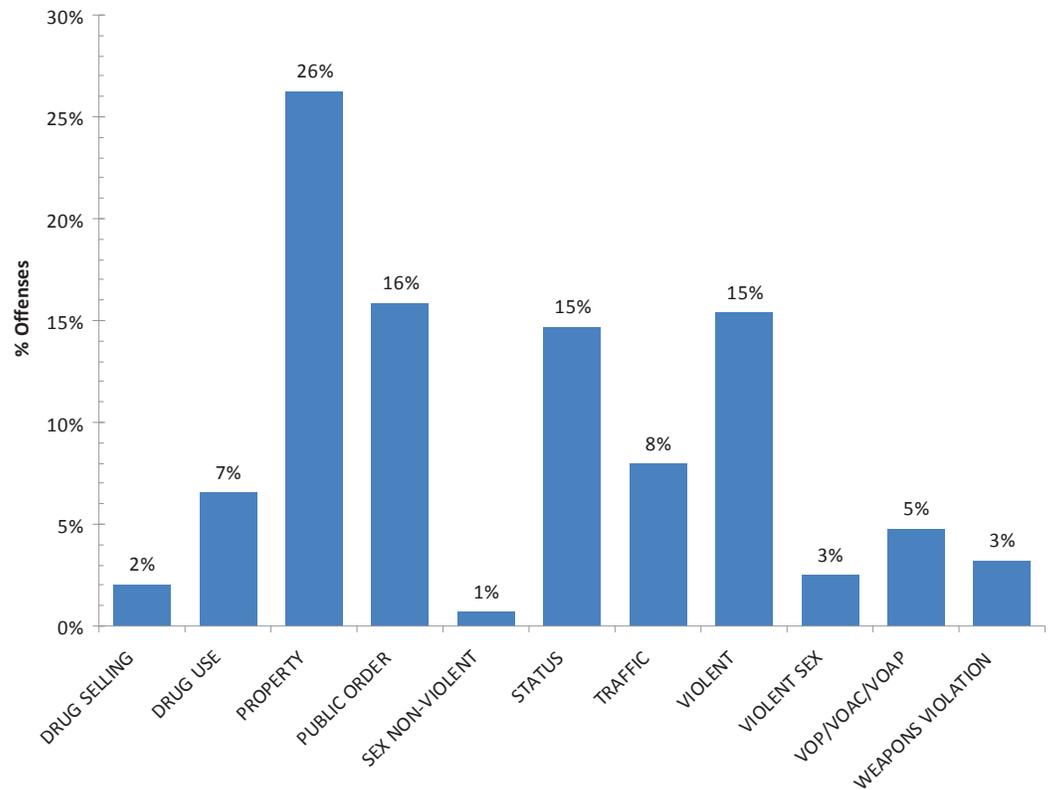
Male and Female Offenses at Placement – FY 2009



**Male Offenses at Admission – FY 2009**

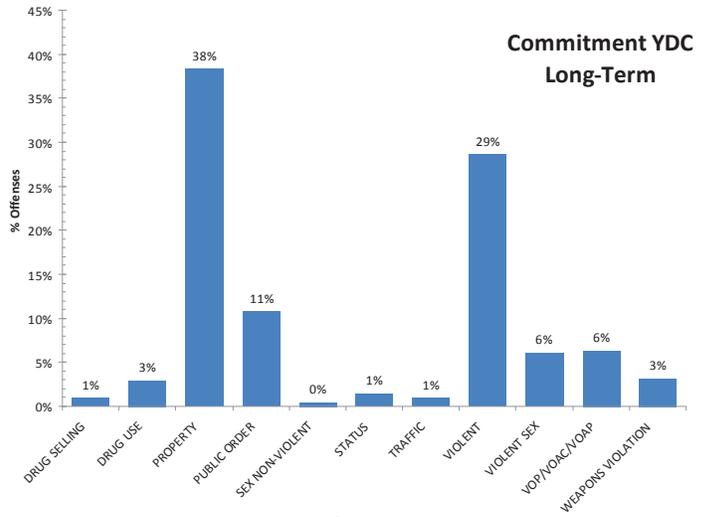
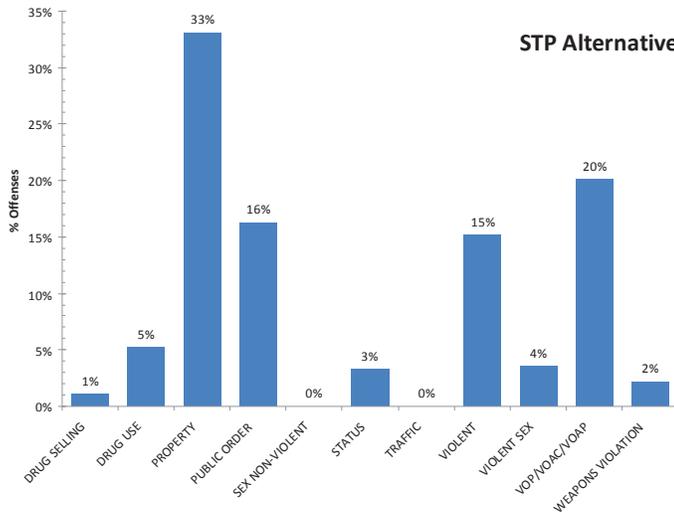
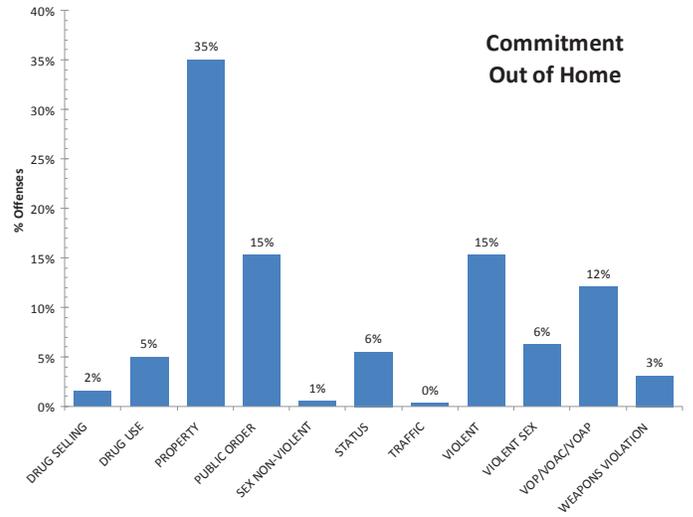
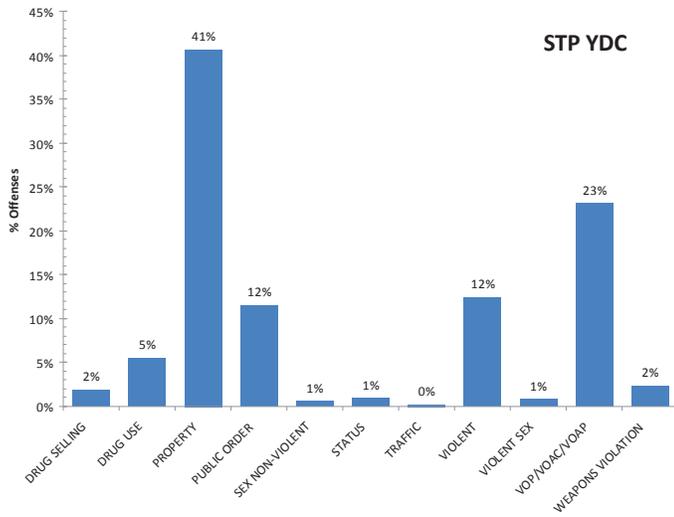
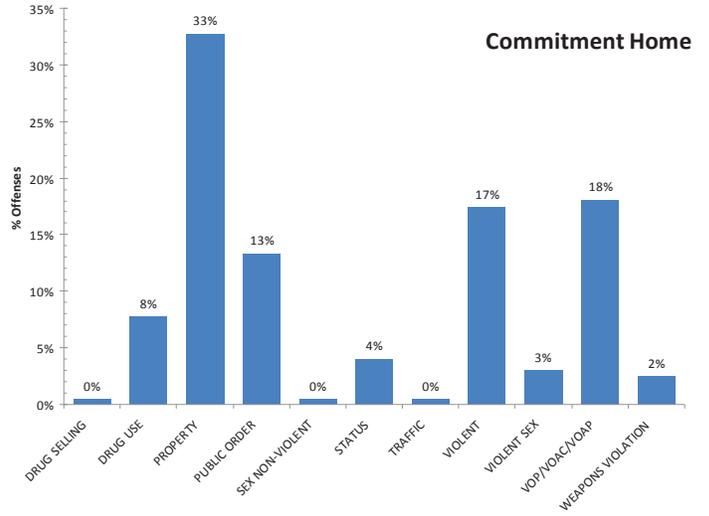
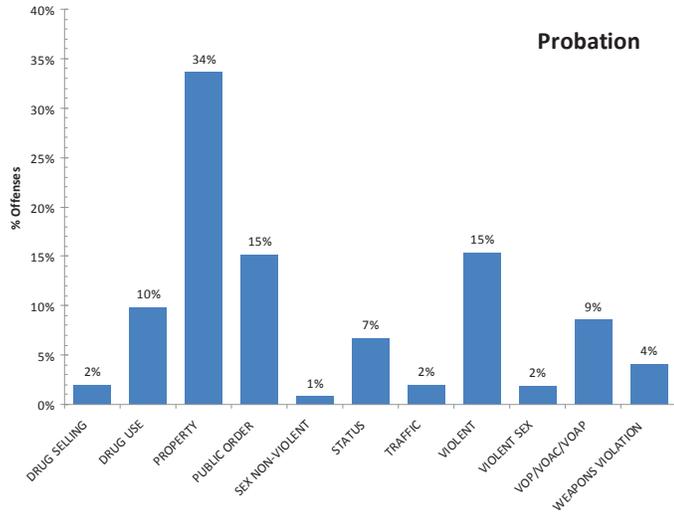
Offense Type	Admission	Probation	STPYDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
DRUG SELLING	2%	2%	2%	1%	0%	2%	1%
DRUG USE	7%	10%	5%	5%	8%	5%	3%
PROPERTY	26%	34%	41%	33%	33%	35%	38%
PUBLIC ORDER	16%	15%	12%	16%	13%	15%	11%
SEX NON-VIOLENT	1%	1%	1%	0%	0%	1%	0%
STATUS	15%	7%	1%	3%	4%	6%	1%
TRAFFIC	8%	2%	0%	0%	0%	0%	1%
VIOLENT	15%	15%	12%	15%	17%	15%	29%
VIOLENT SEX	3%	2%	1%	4%	3%	6%	6%
VOP/VOAC/VOAP	5%	9%	23%	20%	18%	12%	6%
WEAPONS VIOLATION	3%	4%	2%	2%	2%	3%	3%
<b>Total</b>	<b>19,417</b>	<b>6,802</b>	<b>2,170</b>	<b>363</b>	<b>1,025</b>	<b>580</b>	<b>929</b>

**Male Offenses at Admission – FY 2009**





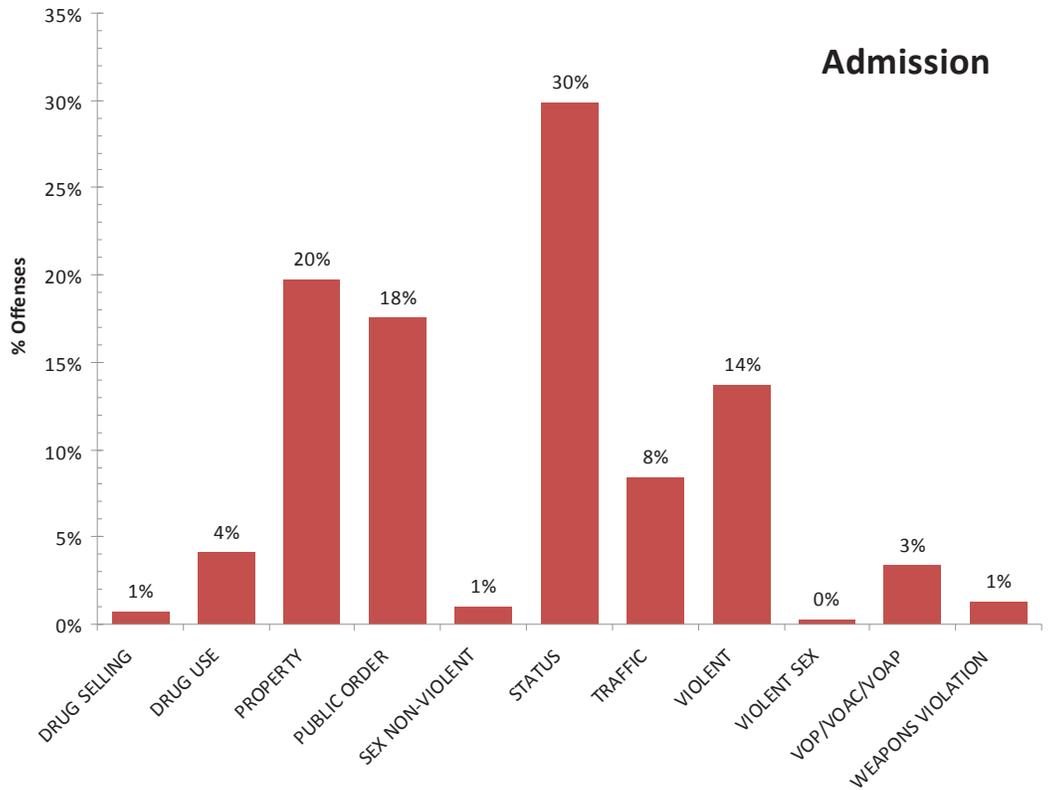
Male Offenses at Placement – FY 2009



**Female Offenses at Admission – FY 2009**

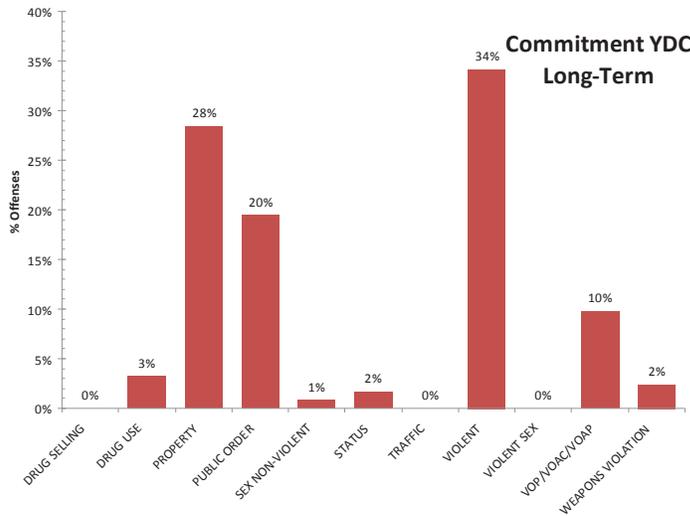
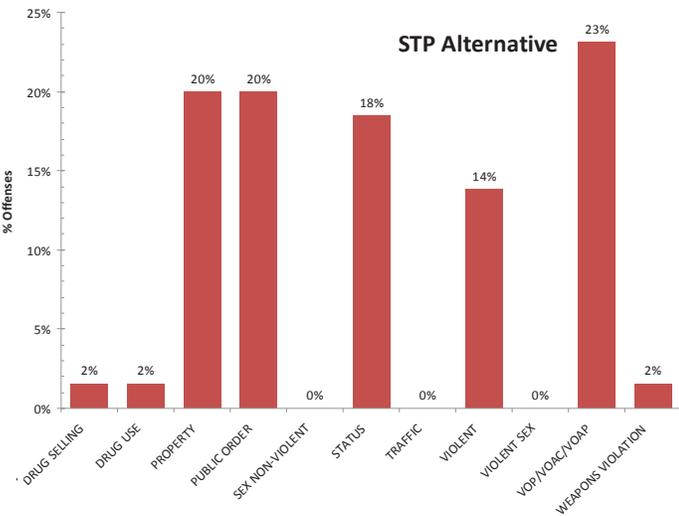
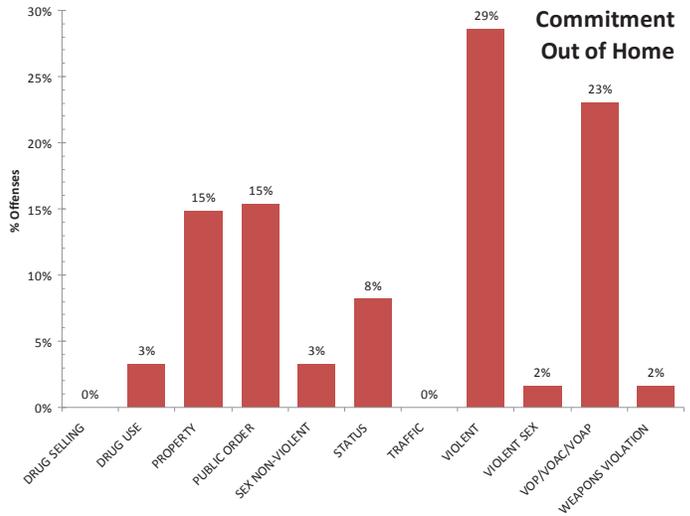
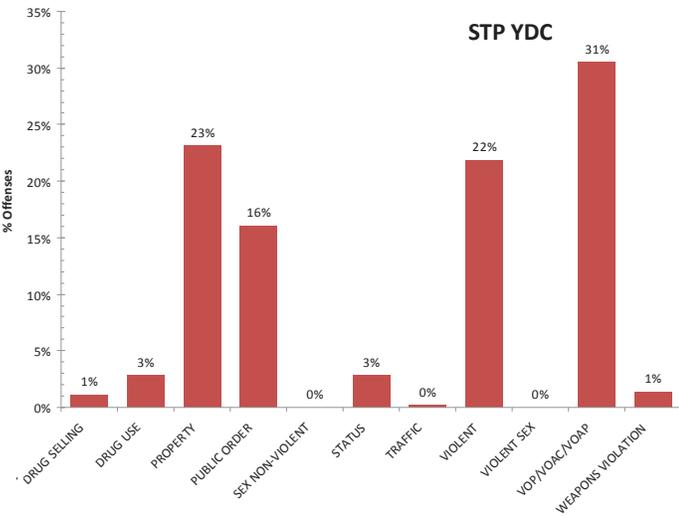
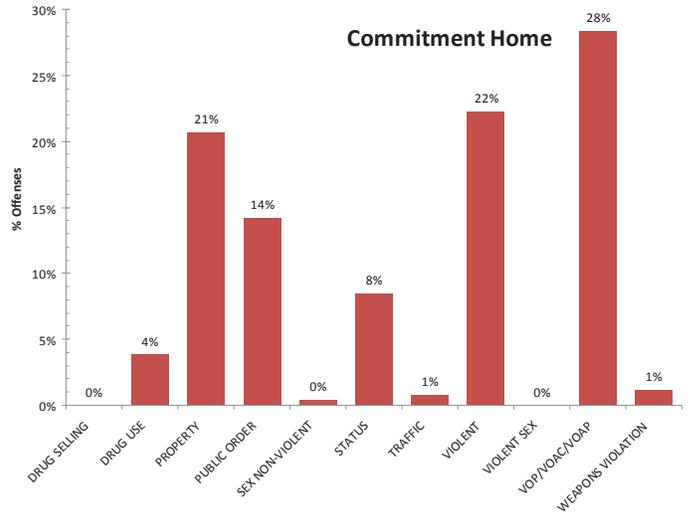
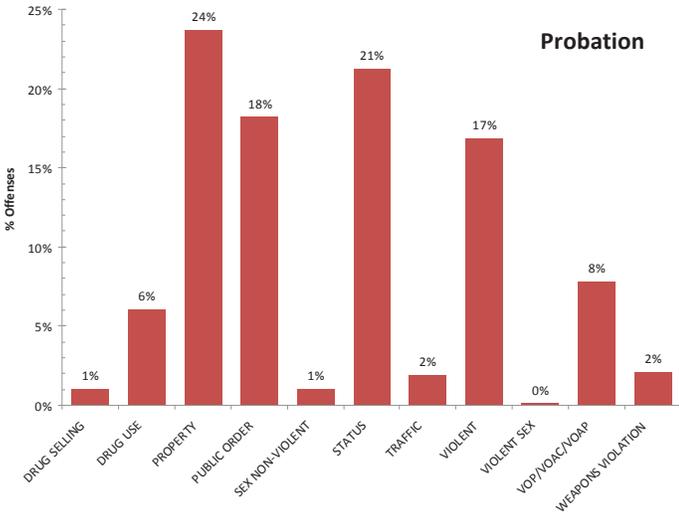
Offense Type	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
DRUG SELLING	1%	1%	1%	2%	0%	0%	0%
DRUG USE	4%	6%	3%	2%	4%	3%	3%
PROPERTY	20%	24%	23%	20%	21%	15%	28%
PUBLIC ORDER	18%	18%	16%	20%	14%	15%	20%
SEX NON-VIOLENT	1%	1%	0%	0%	0%	3%	1%
STATUS	30%	21%	3%	18%	8%	8%	2%
TRAFFIC	8%	2%	0%	0%	1%	0%	0%
VIOLENT	14%	17%	22%	14%	22%	29%	34%
VIOLENT SEX	0%	0%	0%	0%	0%	2%	0%
VOP/VOAC/VOAP	3%	8%	31%	23%	28%	23%	10%
WEAPONS VIOLATION	1%	2%	1%	2%	1%	2%	2%
<b>Total</b>	<b>9,858</b>	<b>2,563</b>	<b>527</b>	<b>65</b>	<b>261</b>	<b>182</b>	<b>123</b>

**Female Offenses at Admission – FY 2009**





Female Offenses at Placement – FY 2009

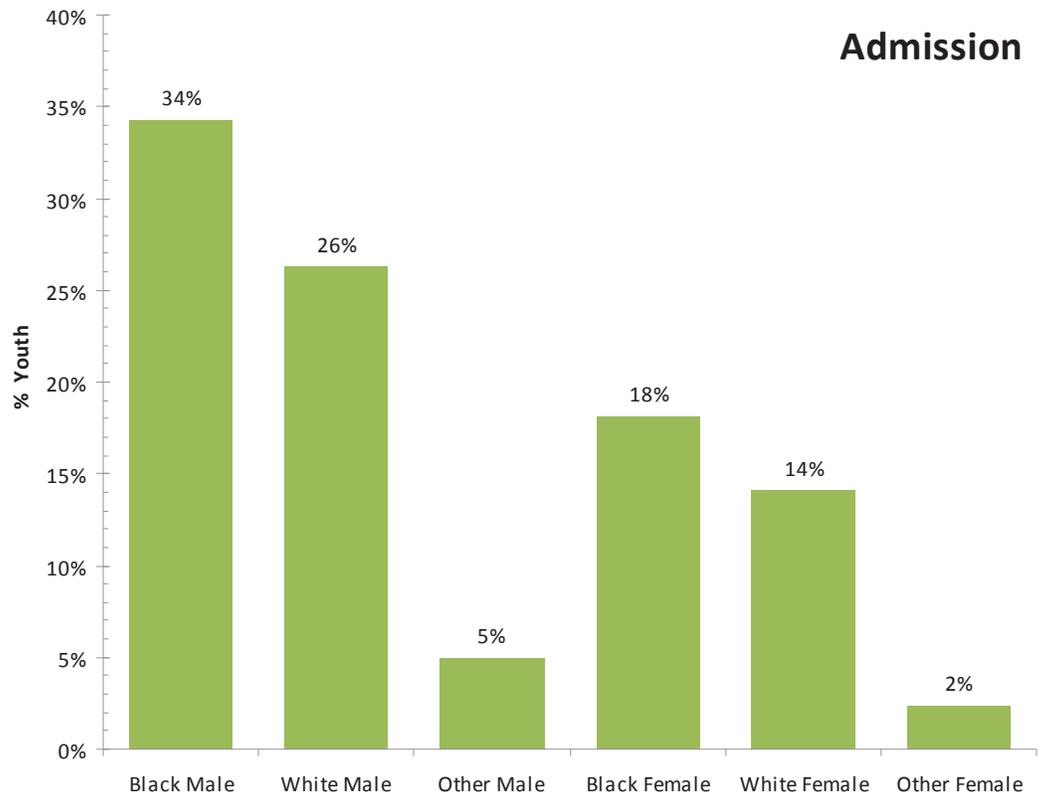


# Gender and Race by Placement • FY 2009

## Gender and Race at Admission – FY 2009

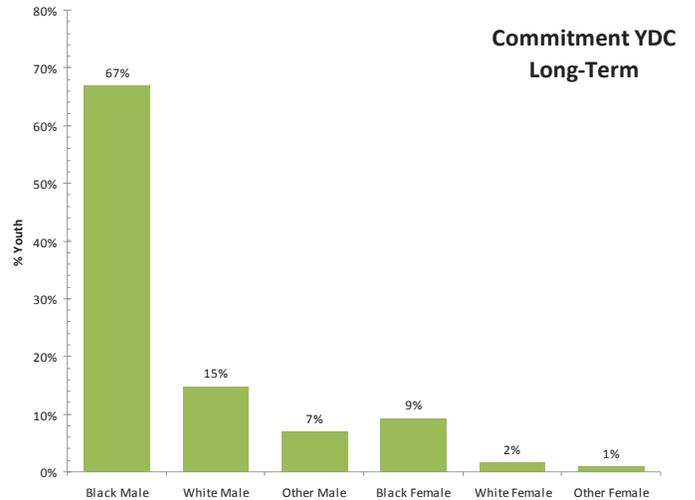
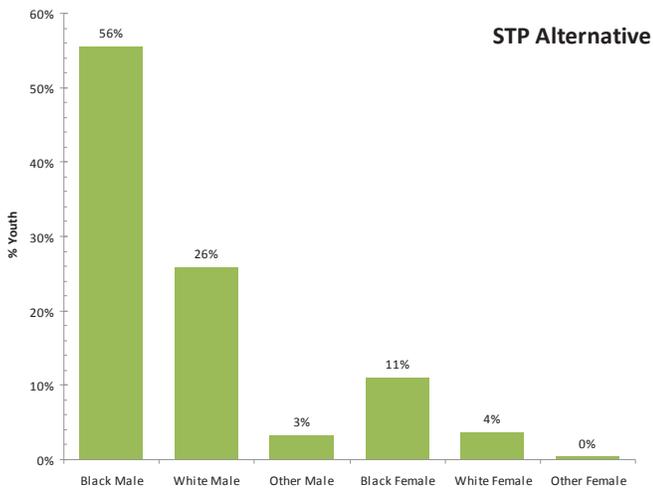
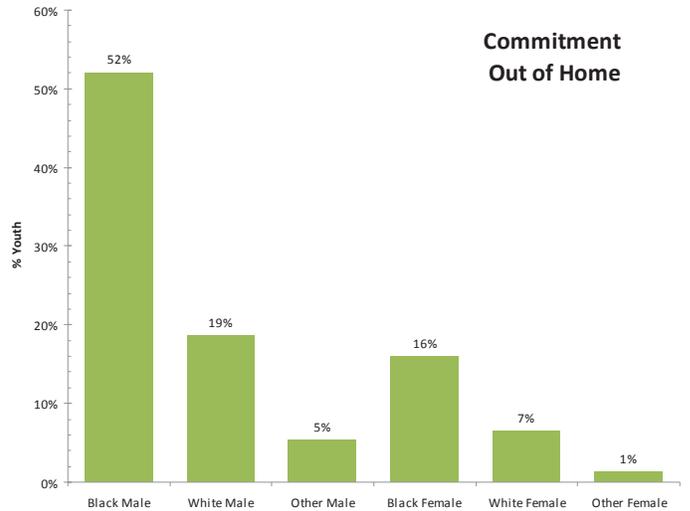
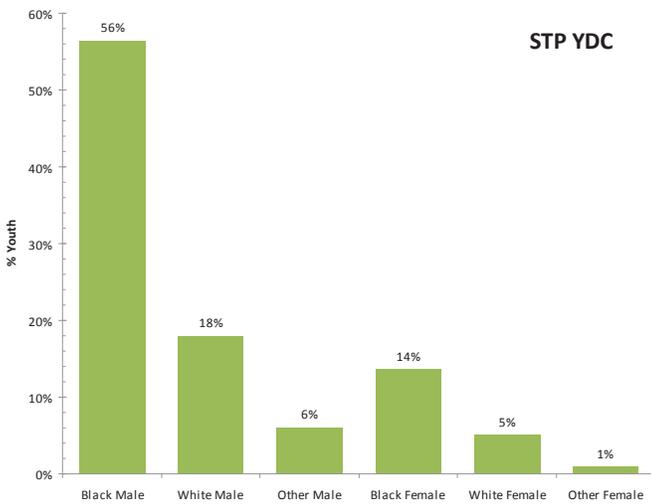
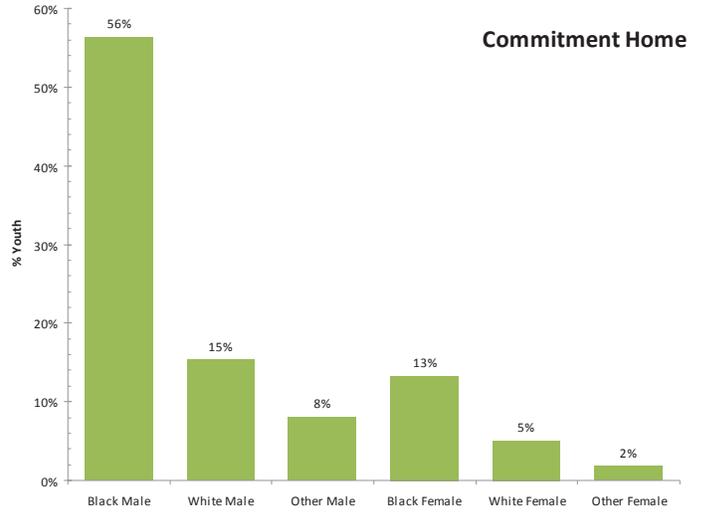
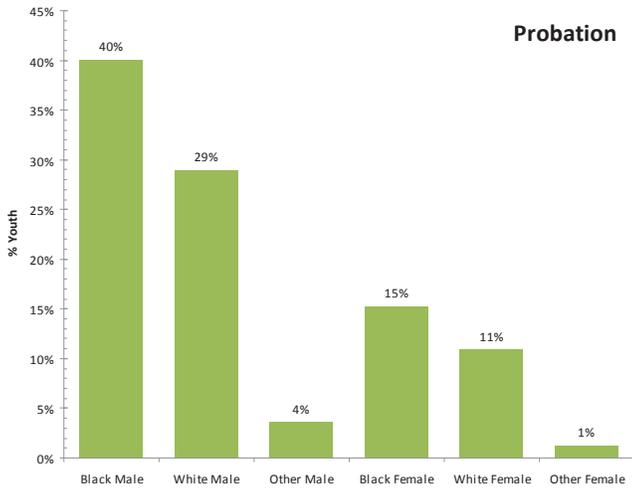
Offense Type	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
Black Male	34%	40%	56%	56%	56%	52%	67%
White Male	26%	29%	18%	26%	15%	19%	15%
Other Male	5%	4%	6%	3%	8%	5%	7%
Black Female	18%	15%	14%	11%	13%	16%	9%
White Female	14%	11%	5%	4%	5%	7%	2%
Other Female	2%	1%	1%	0%	2%	1%	1%
<b>Total</b>	<b>29,624</b>	<b>9,365</b>	<b>2,697</b>	<b>428</b>	<b>1,286</b>	<b>762</b>	<b>1,052</b>

## Gender and Race at Admission – FY 2009





Gender and Race at Placement – FY 2009

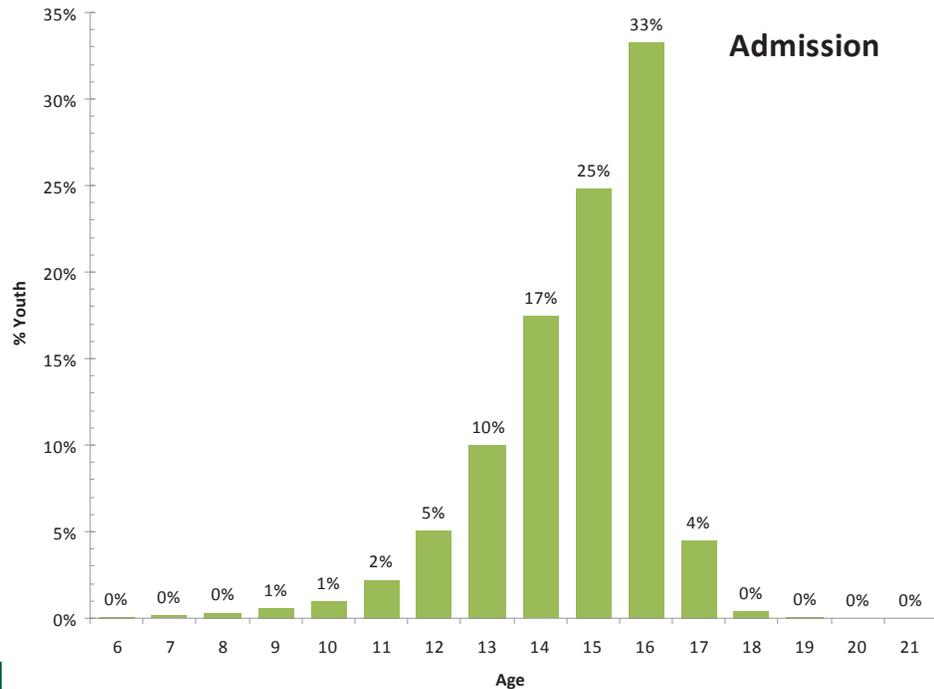


# Age by Placements • FY 2009

**Ages for Males and Females at Admission – FY 2009**

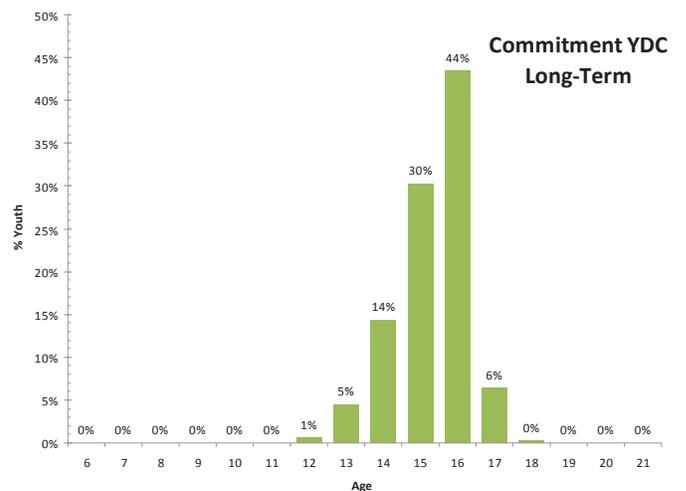
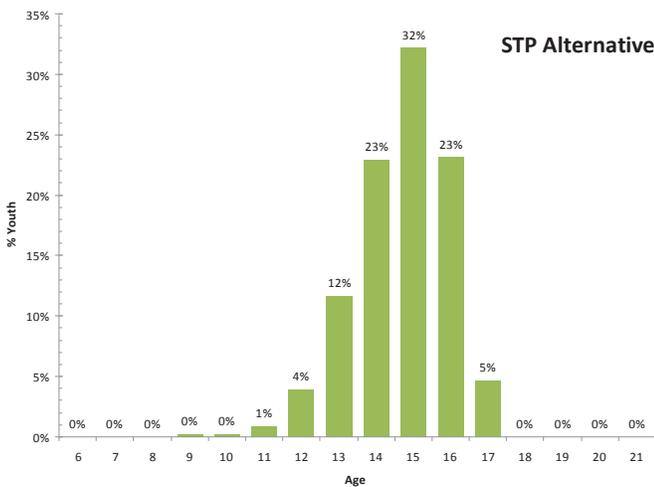
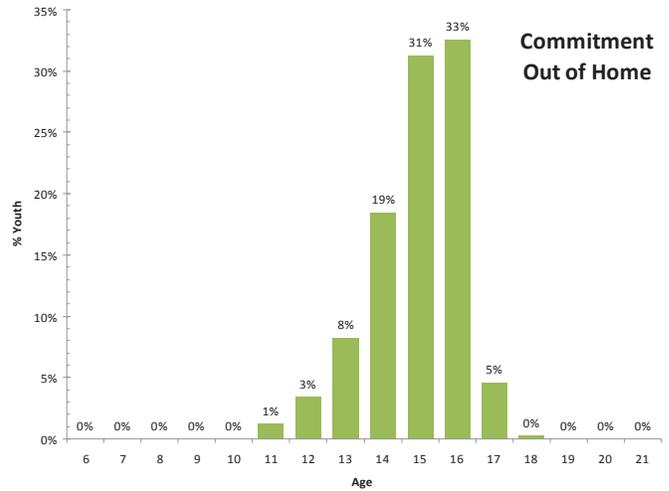
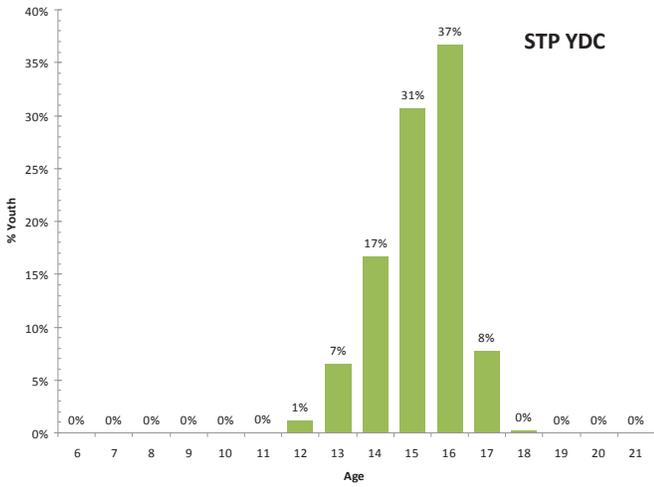
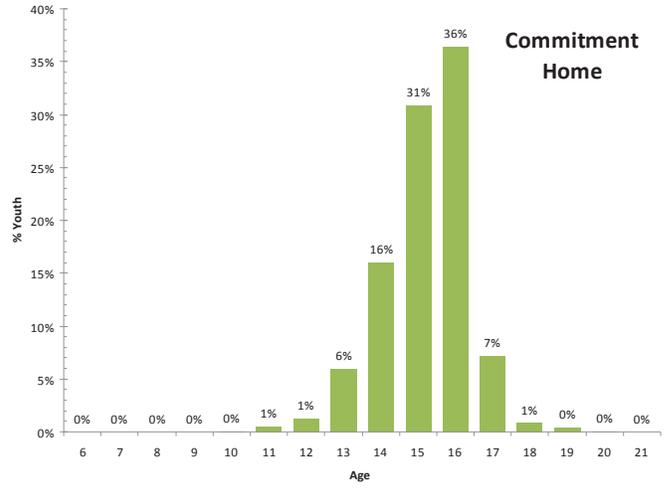
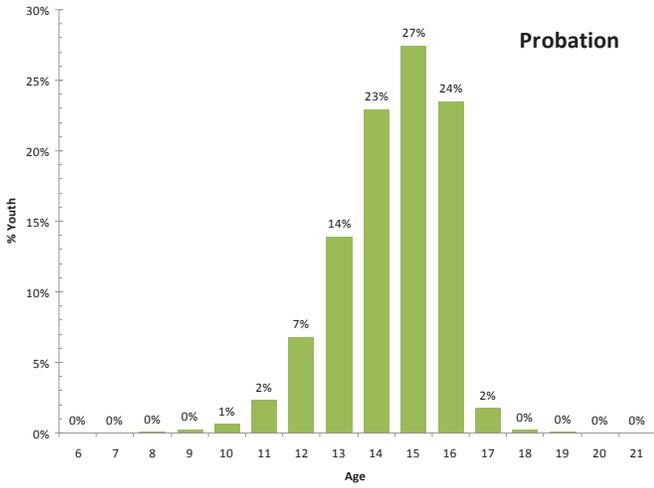
Age	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
6	0%	0%	0%	0%	0%	0%	0%
7	0%	0%	0%	0%	0%	0%	0%
8	0%	0%	0%	0%	0%	0%	0%
9	1%	0%	0%	0%	0%	0%	0%
10	1%	1%	0%	0%	0%	0%	0%
11	2%	2%	0%	1%	1%	1%	0%
12	5%	7%	1%	4%	1%	3%	1%
13	10%	14%	7%	12%	6%	8%	5%
14	17%	23%	17%	23%	16%	19%	14%
15	25%	27%	31%	32%	31%	31%	30%
16	33%	24%	37%	23%	36%	33%	44%
17	4%	2%	8%	5%	7%	5%	6%
18	0%	0%	0%	0%	1%	0%	0%
19	0%	0%	0%	0%	0%	0%	0%
20	0%	0%	0%	0%	0%	0%	0%
21	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>29,624</b>	<b>9,365</b>	<b>2,697</b>	<b>428</b>	<b>1,286</b>	<b>762</b>	<b>1,052</b>
<b>Average Age</b>	<b>14.7</b>	<b>14.4</b>	<b>15.2</b>	<b>14.7</b>	<b>15.2</b>	<b>14.9</b>	<b>15.3</b>

**Ages for Males and Females at Admission – FY 2009**





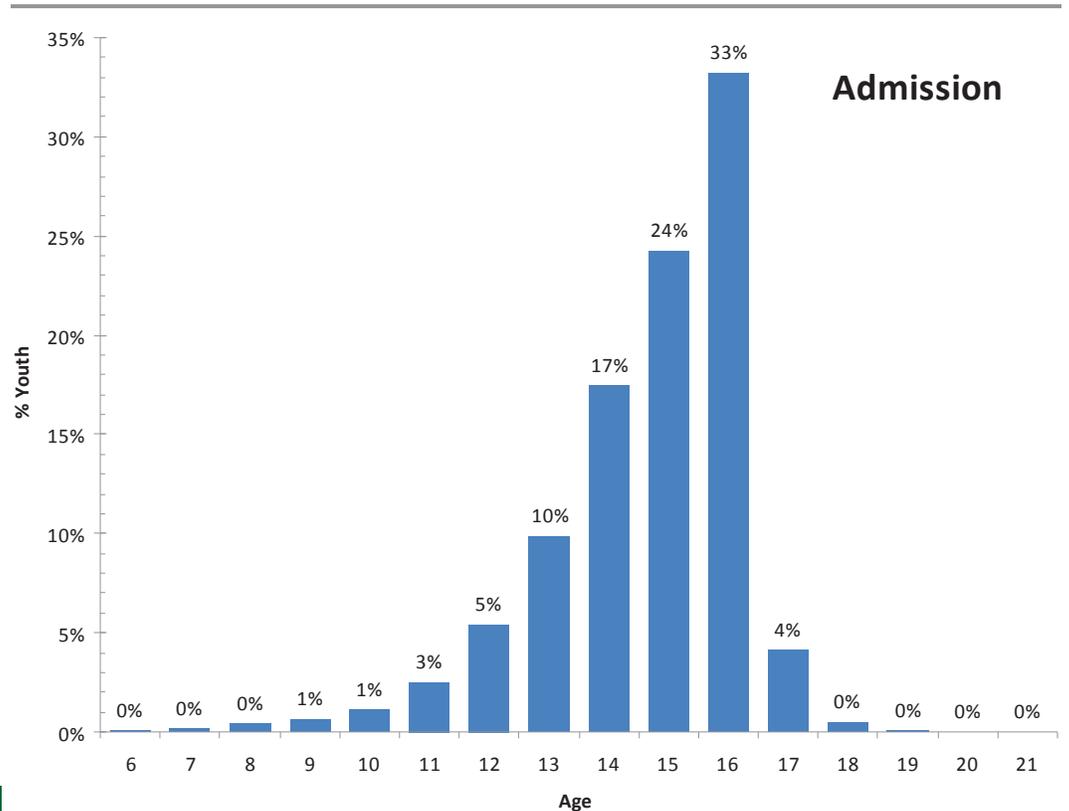
**Ages for Males and Females at Placement – FY 2009**



**Ages for Males at Admission – FY 2009**

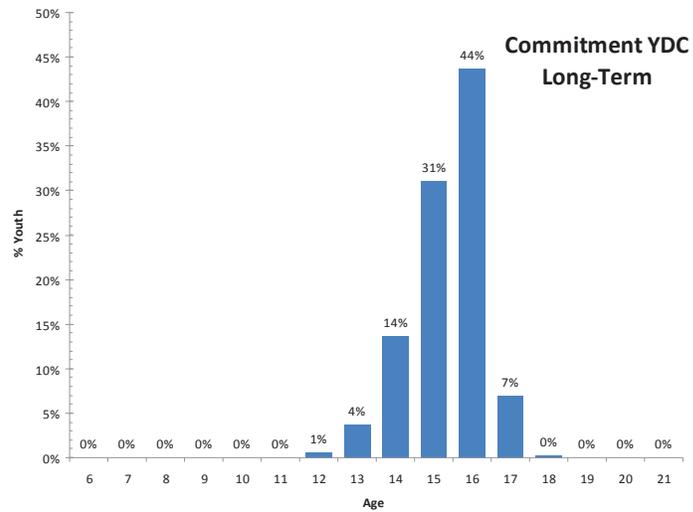
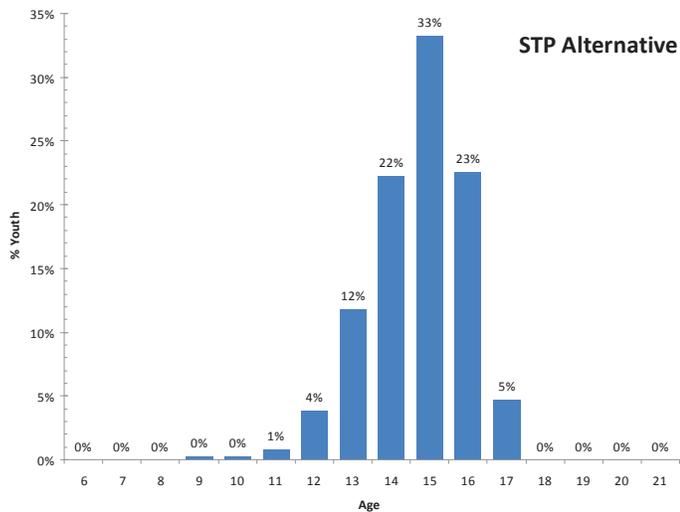
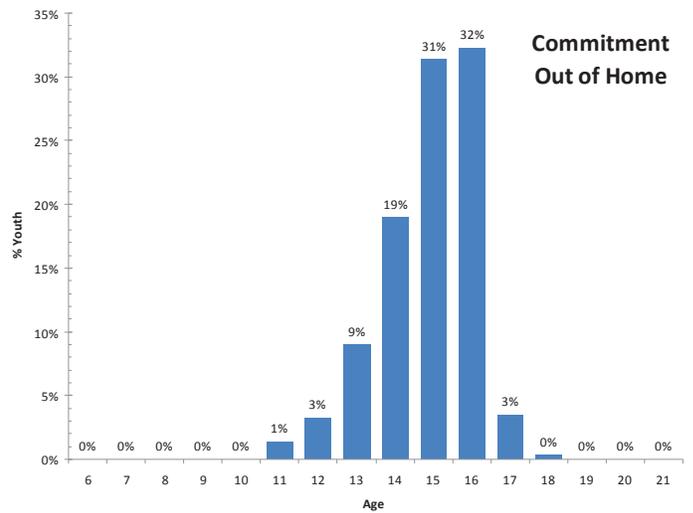
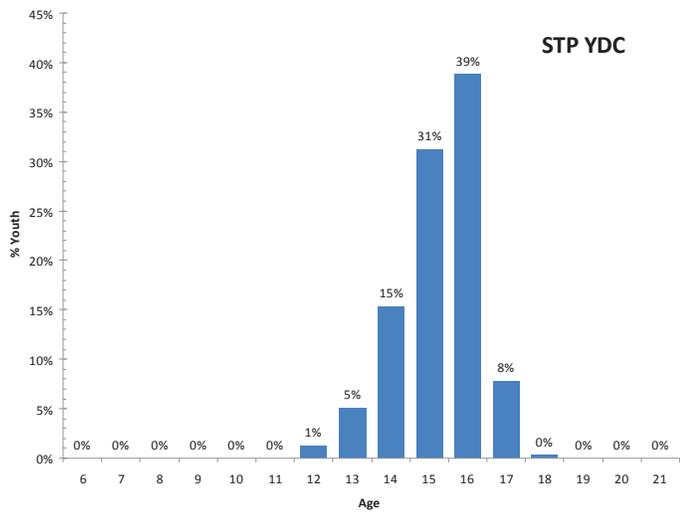
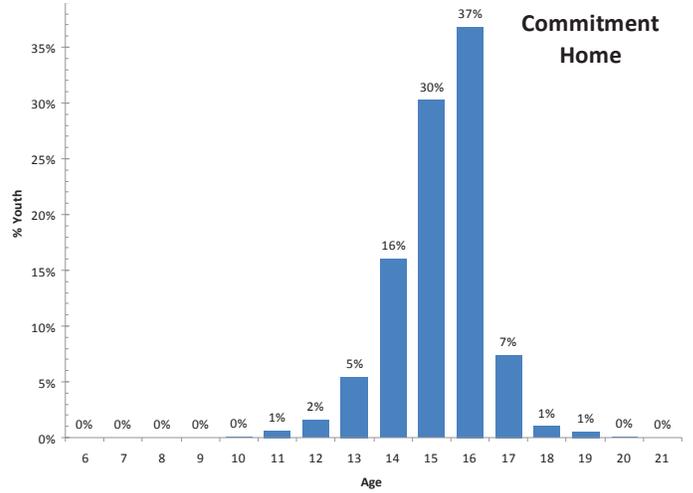
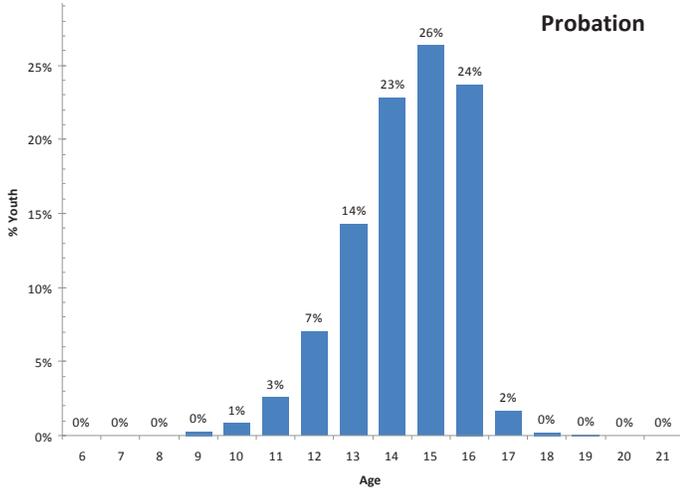
Age	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
6	0%	0%	0%	0%	0%	0%	0%
7	0%	0%	0%	0%	0%	0%	0%
8	0%	0%	0%	0%	0%	0%	0%
9	1%	0%	0%	0%	0%	0%	0%
10	1%	1%	0%	0%	0%	0%	0%
11	3%	3%	0%	1%	1%	1%	0%
12	5%	7%	1%	4%	2%	3%	1%
13	10%	14%	5%	12%	5%	9%	4%
14	17%	23%	15%	22%	16%	19%	14%
15	24%	26%	31%	33%	30%	31%	31%
16	33%	24%	39%	23%	37%	32%	44%
17	4%	2%	8%	5%	7%	3%	7%
18	0%	0%	0%	0%	1%	0%	0%
19	0%	0%	0%	0%	1%	0%	0%
20	0%	0%	0%	0%	0%	0%	0%
21	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>19,417</b>	<b>6,802</b>	<b>2,170</b>	<b>363</b>	<b>1,025</b>	<b>580</b>	<b>929</b>
<b>Average Age</b>	<b>14.6</b>	<b>14.4</b>	<b>15.3</b>	<b>14.7</b>	<b>15.2</b>	<b>14.9</b>	<b>15.4</b>

**Ages for Males at Admission – FY 2009**





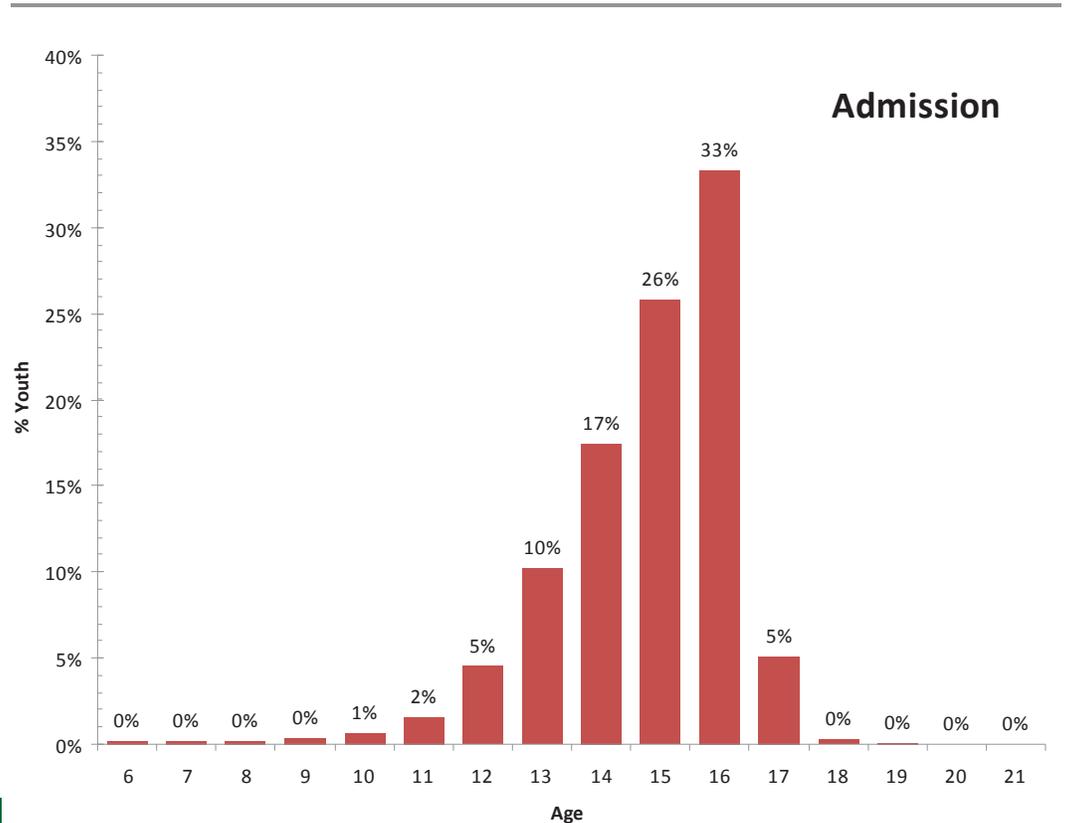
**Ages for Males at Placement – FY 2009**



**Ages for Females at Admission – FY 2009**

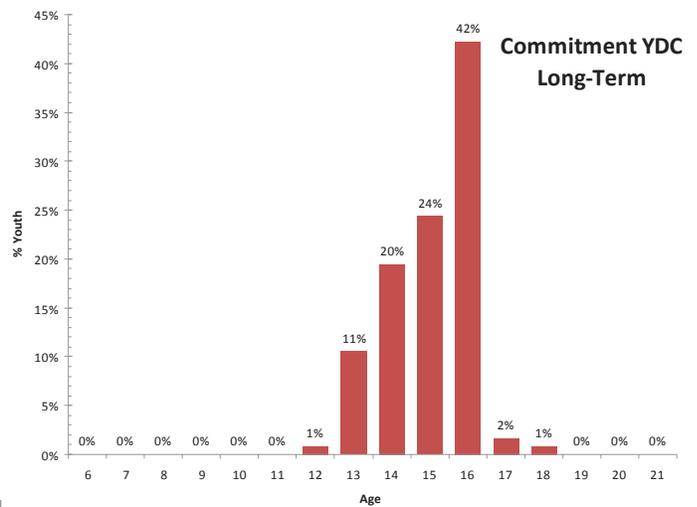
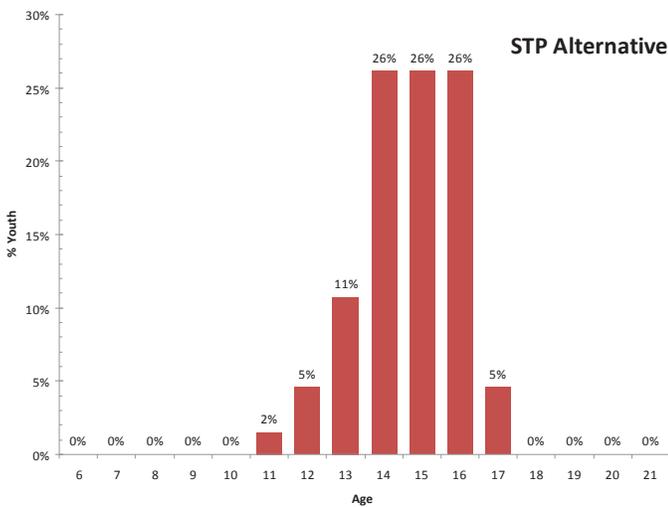
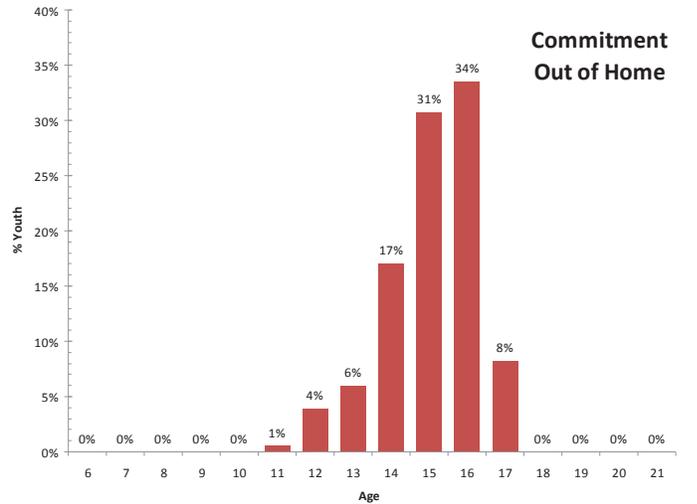
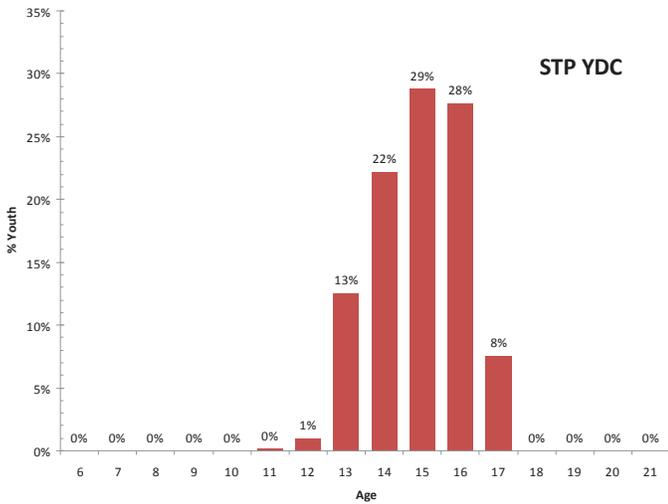
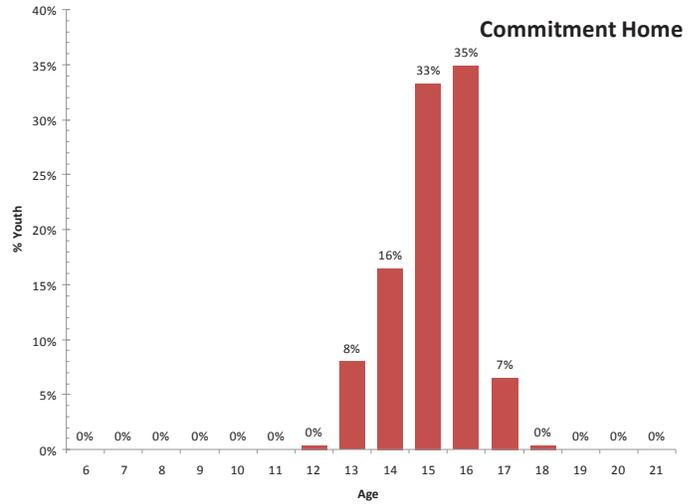
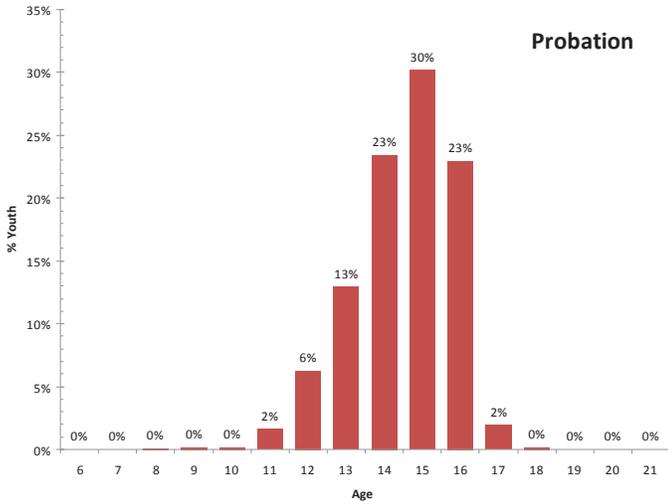
Age	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
6	0%	0%	0%	0%	0%	0%	0%
7	0%	0%	0%	0%	0%	0%	0%
8	0%	0%	0%	0%	0%	0%	0%
9	0%	0%	0%	0%	0%	0%	0%
10	1%	0%	0%	0%	0%	0%	0%
11	2%	2%	0%	2%	0%	1%	0%
12	5%	6%	1%	5%	0%	4%	1%
13	10%	13%	13%	11%	8%	6%	11%
14	17%	23%	22%	26%	16%	17%	20%
15	26%	30%	29%	26%	33%	31%	24%
16	33%	23%	28%	26%	35%	34%	42%
17	5%	2%	8%	5%	7%	8%	2%
18	0%	0%	0%	0%	0%	0%	1%
19	0%	0%	0%	0%	0%	0%	0%
20	0%	0%	0%	0%	0%	0%	0%
21	0%	0%	0%	0%	0%	0%	0%
Total	10,207	2,563	527	65	261	182	123
Average Age	14.8	14.5	14.9	14.7	15.2	15.1	15.0

**Ages for Females at Admission – FY 2009**





**Ages for Females at Placement – FY 2009**

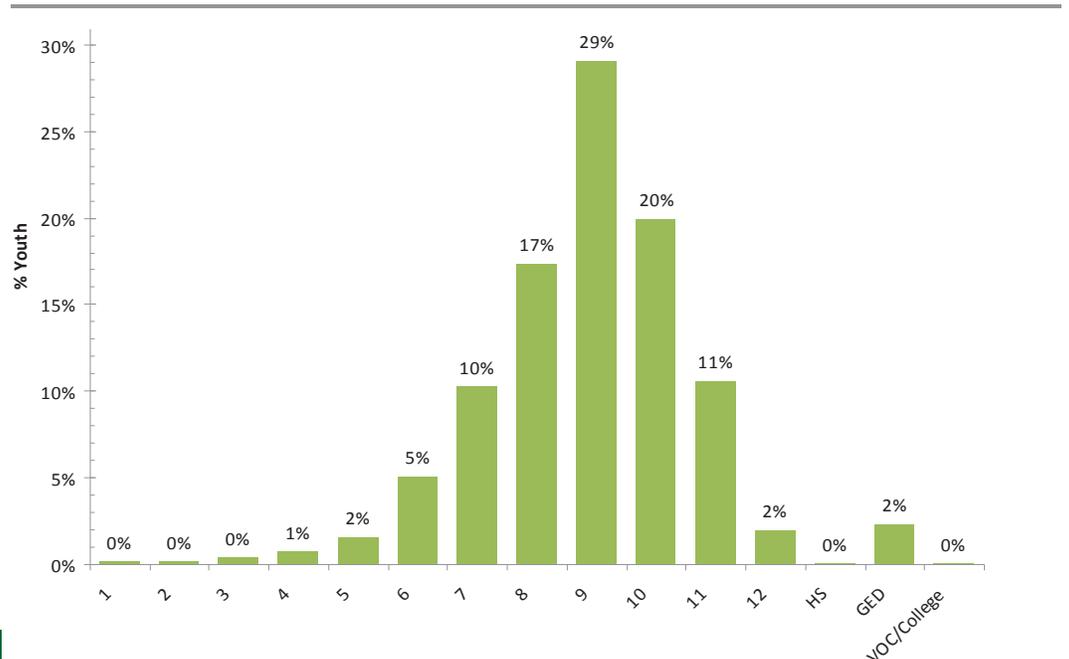


# School Grade Levels by Placement • FY 2009

School Grade Levels for Males and Females at Admission – FY 2009

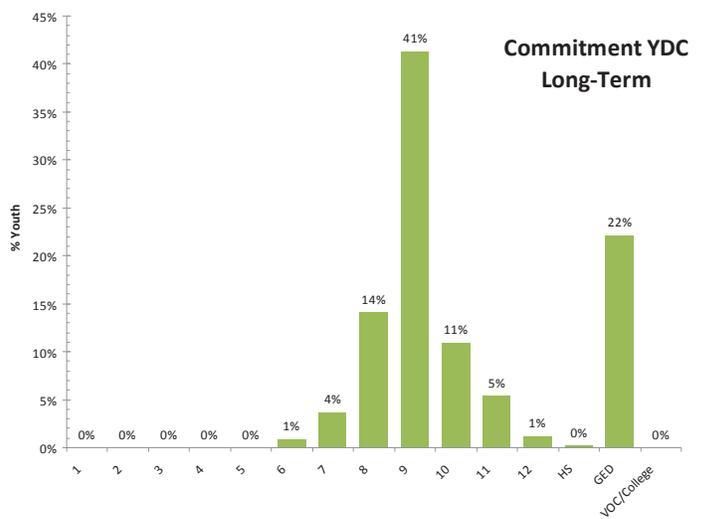
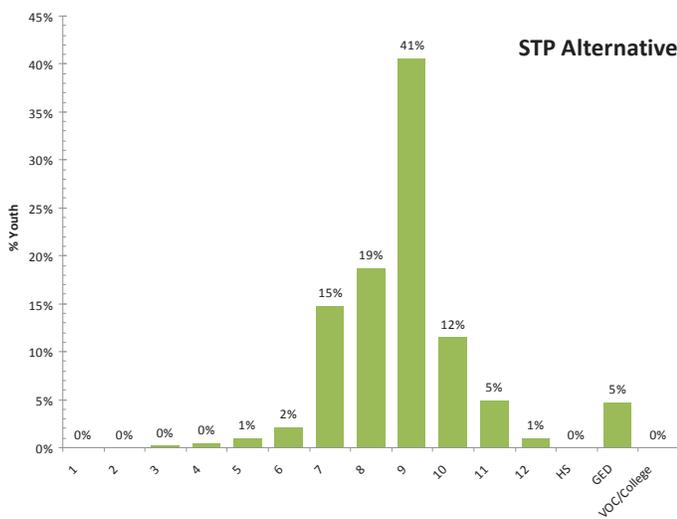
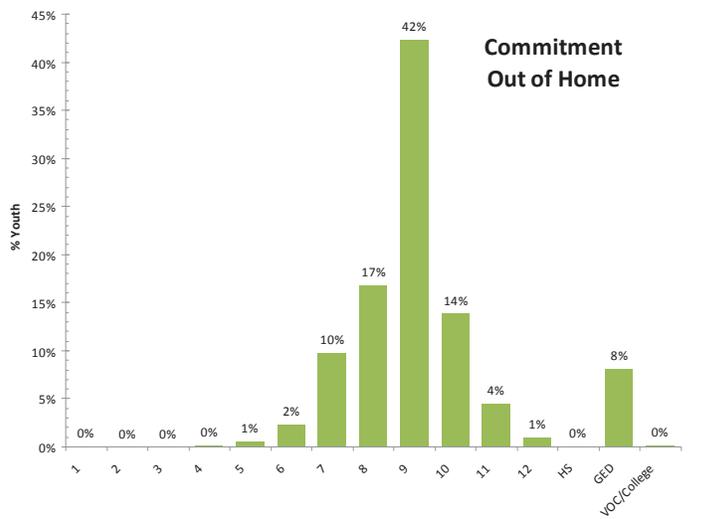
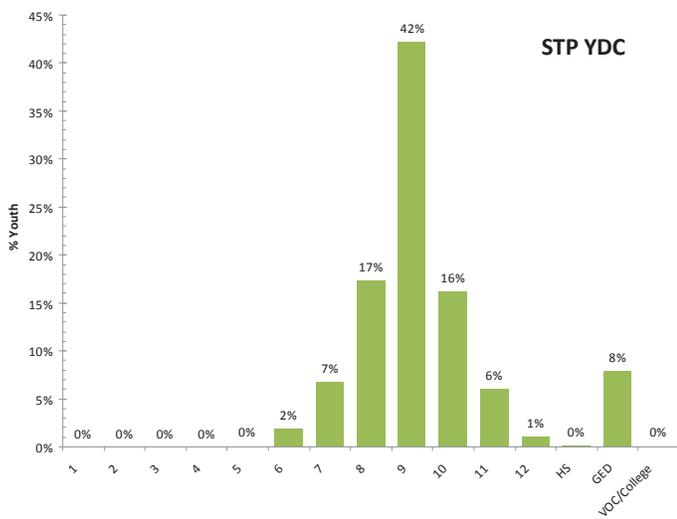
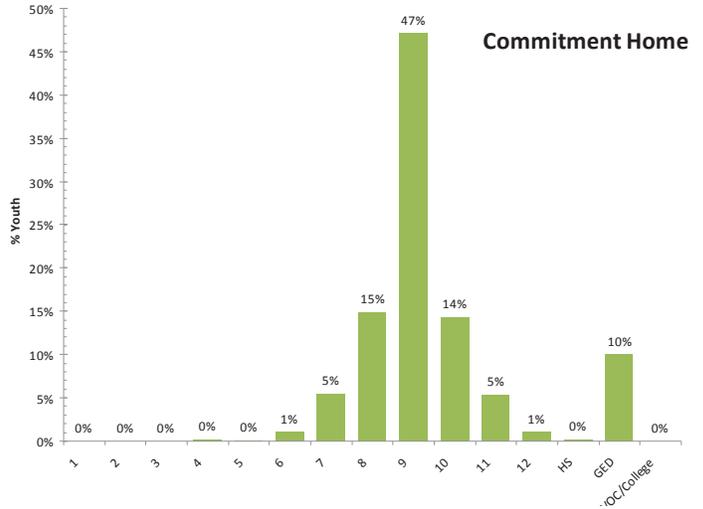
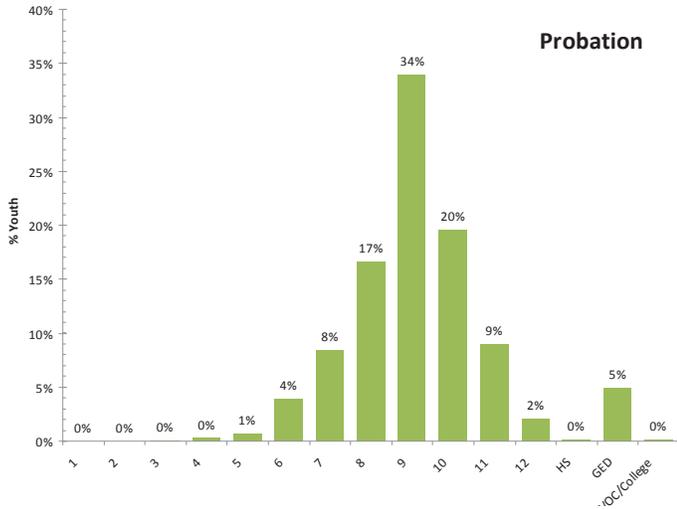
Grade Level	Admission	Probation	STP YDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
1	0%	0%	0%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%	0%	0%
3	0%	0%	0%	0%	0%	0%	0%
4	1%	0%	0%	0%	0%	0%	0%
5	2%	1%	0%	1%	0%	1%	0%
6	5%	4%	2%	2%	1%	2%	1%
7	10%	8%	7%	15%	5%	10%	4%
8	17%	17%	17%	19%	15%	17%	14%
9	29%	34%	42%	41%	47%	42%	41%
10	20%	20%	16%	12%	14%	14%	11%
11	11%	9%	6%	5%	5%	4%	5%
12	2%	2%	1%	1%	1%	1%	1%
HS	0%	0%	0%	0%	0%	0%	0%
GED	2%	5%	8%	5%	10%	8%	22%
VOC/College	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>29,624</b>	<b>9,365</b>	<b>2,697</b>	<b>428</b>	<b>1,286</b>	<b>762</b>	<b>1,052</b>
<b>Average Grade</b>	<b>8.8</b>	<b>8.9</b>	<b>8.9</b>	<b>8.6</b>	<b>9.0</b>	<b>8.8</b>	<b>9.0</b>

School Grade Levels for Males and Females at Admission – FY 2009





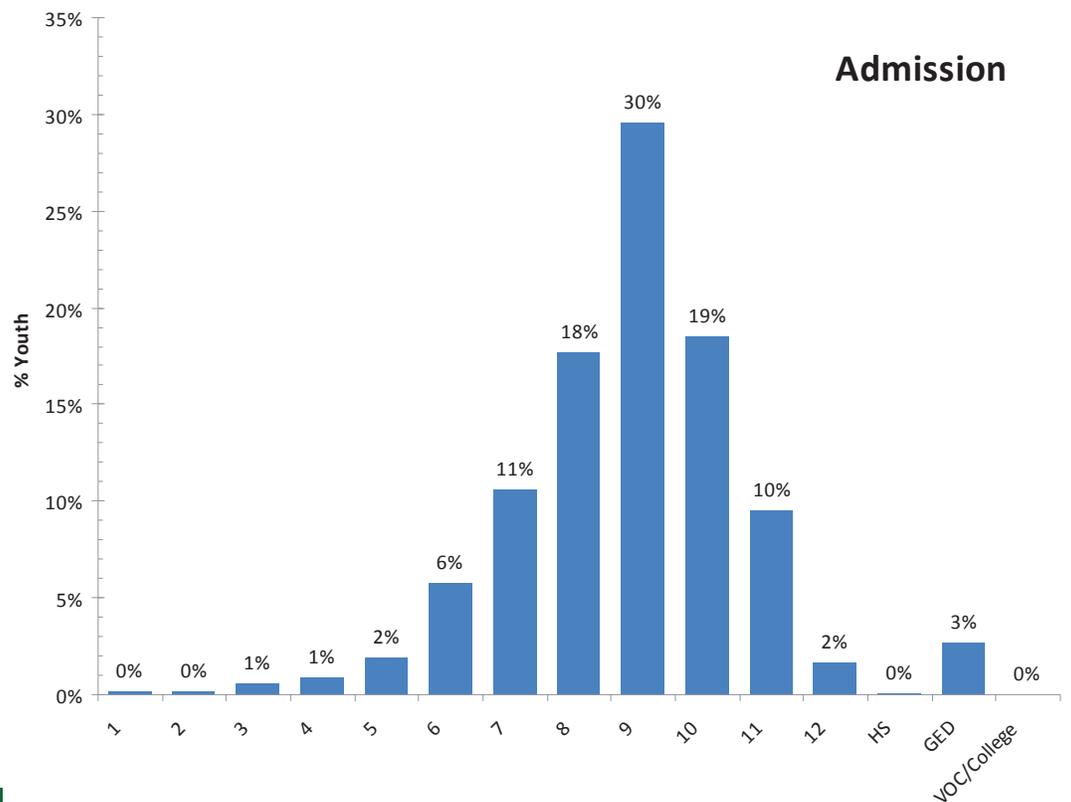
School Grade Levels for Males and Females at Placement – FY 2009



**School Grade Levels for Males at Admission – FY 2009**

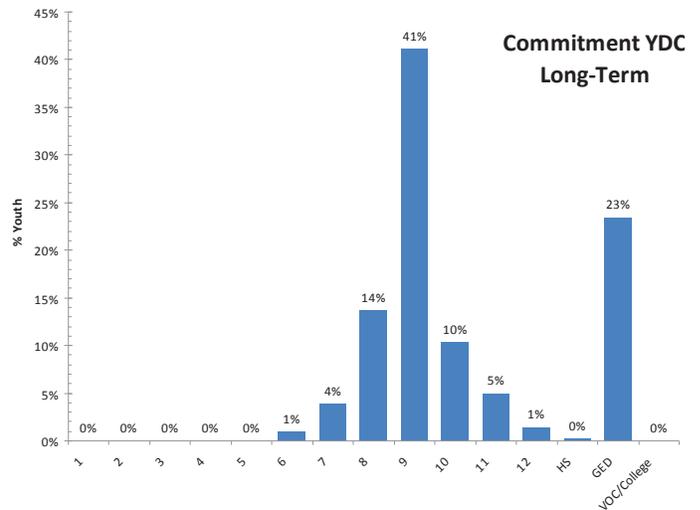
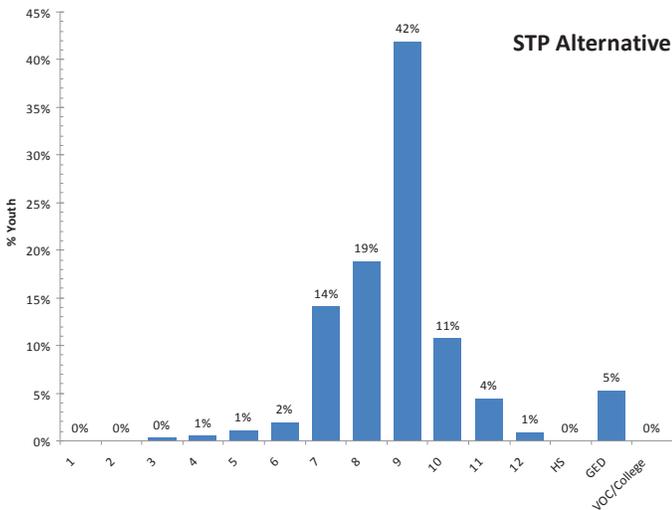
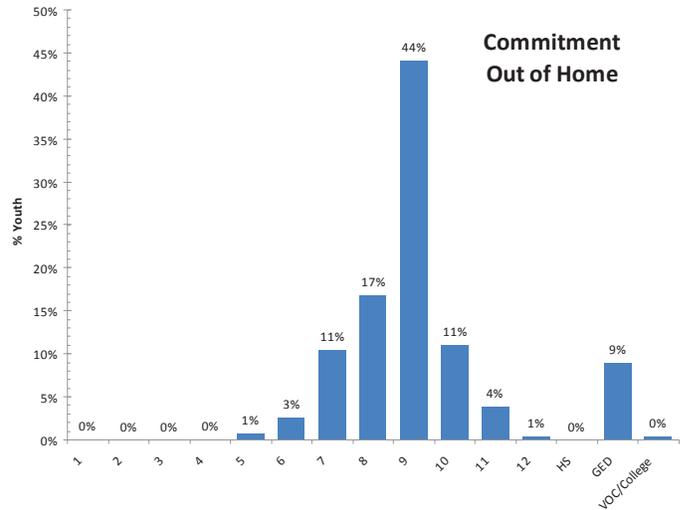
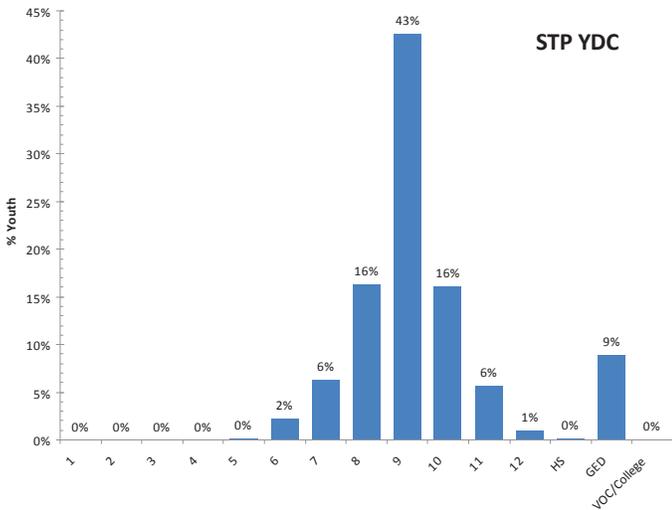
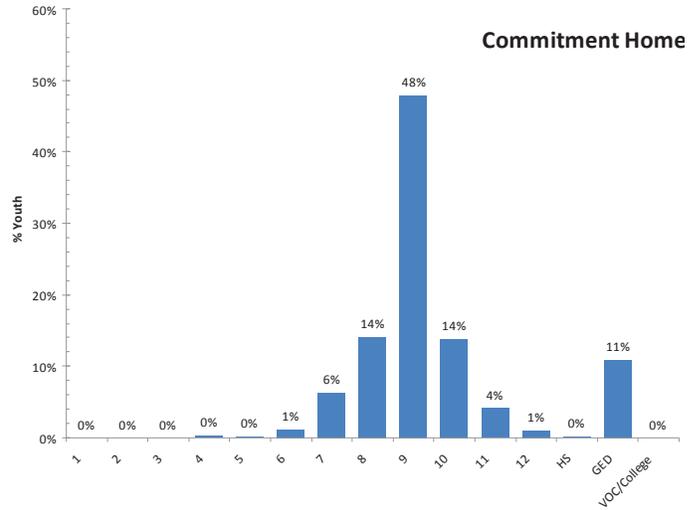
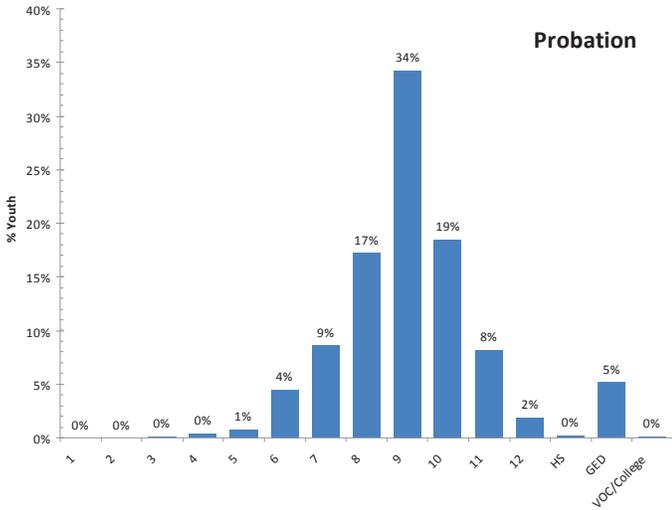
Grade Level	Admission	Probation	STPYDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
1	0%	0%	0%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%	0%	0%
3	1%	0%	0%	0%	0%	0%	0%
4	1%	0%	0%	1%	0%	0%	0%
5	2%	1%	0%	1%	0%	1%	0%
6	6%	4%	2%	2%	1%	3%	1%
7	11%	9%	6%	14%	6%	11%	4%
8	18%	17%	16%	19%	14%	17%	14%
9	30%	34%	43%	42%	48%	44%	41%
10	19%	19%	16%	11%	14%	11%	10%
11	10%	8%	6%	4%	4%	4%	5%
12	2%	2%	1%	1%	1%	1%	1%
HS	0%	0%	0%	0%	0%	0%	0%
GED	3%	5%	9%	5%	11%	9%	23%
VOC/College	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>19,417</b>	<b>6,802</b>	<b>2,170</b>	<b>363</b>	<b>1,025</b>	<b>580</b>	<b>929</b>
<b>Average Grade</b>	<b>8.7</b>	<b>8.9</b>	<b>8.9</b>	<b>8.6</b>	<b>8.9</b>	<b>8.7</b>	<b>9.0</b>

**School Grade Levels for Males at Admission – FY 2009**





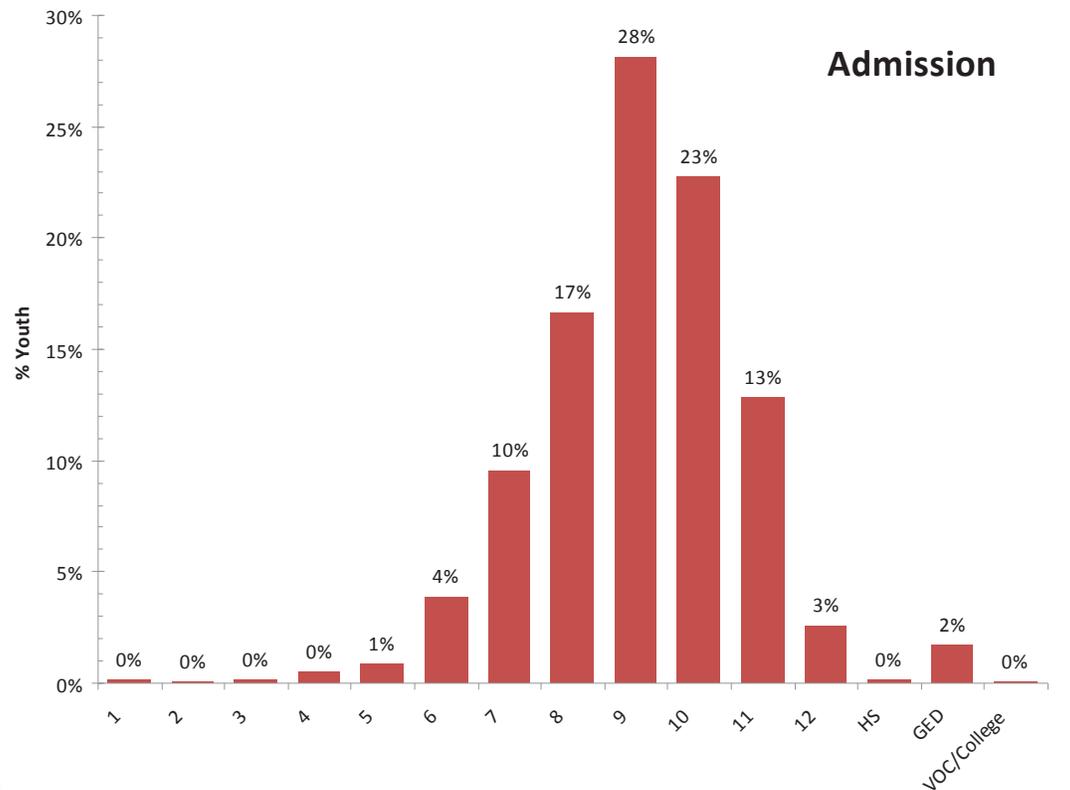
School Grade Levels for Males at Placement – FY 2009



School Grade Levels for Females at Admission – FY 2009

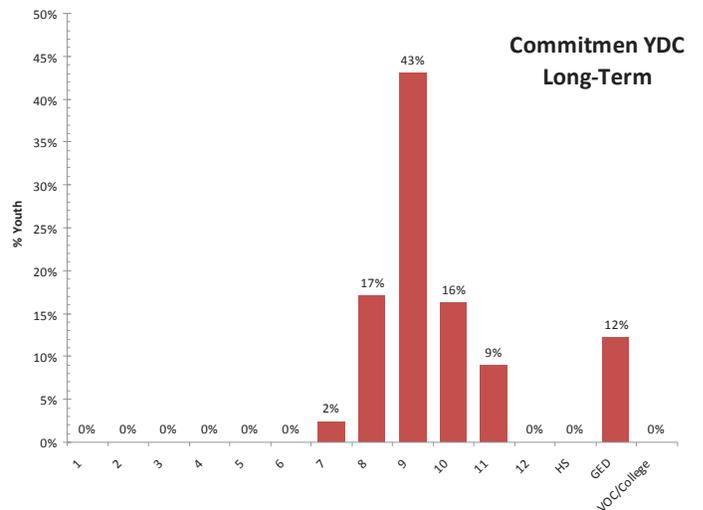
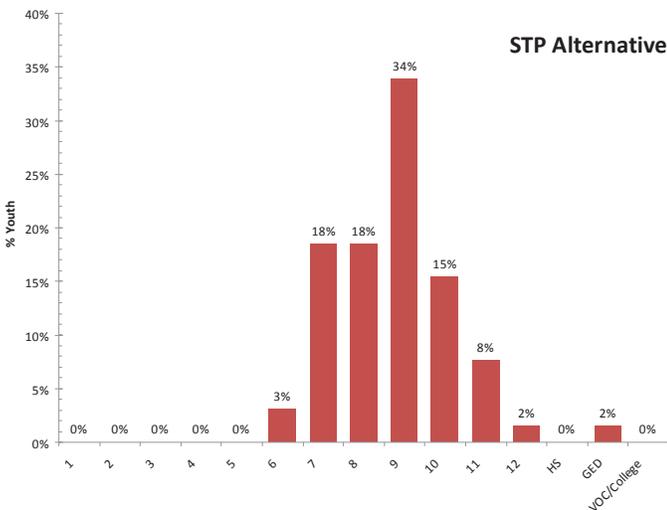
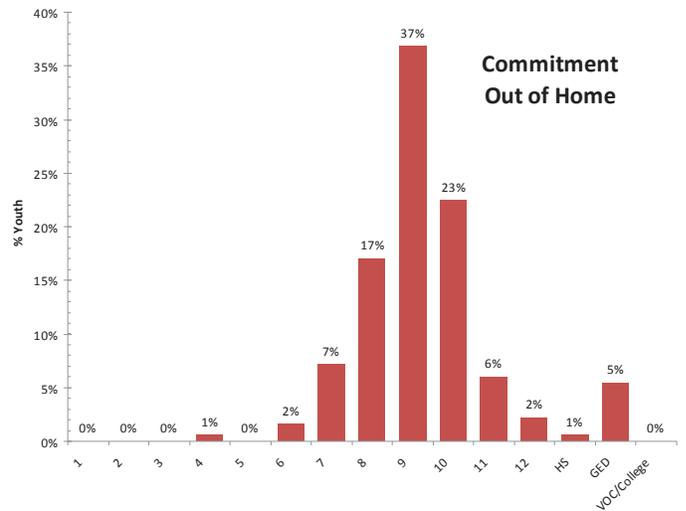
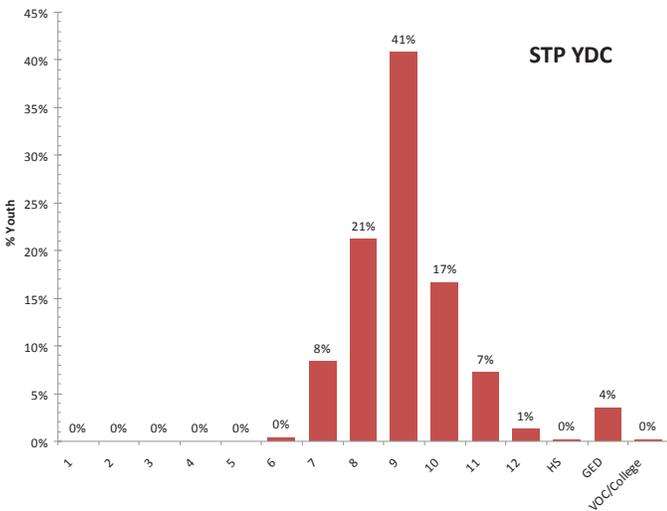
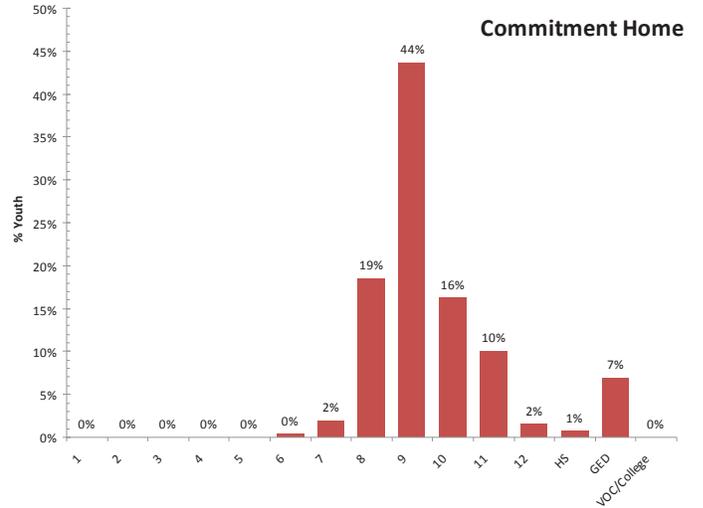
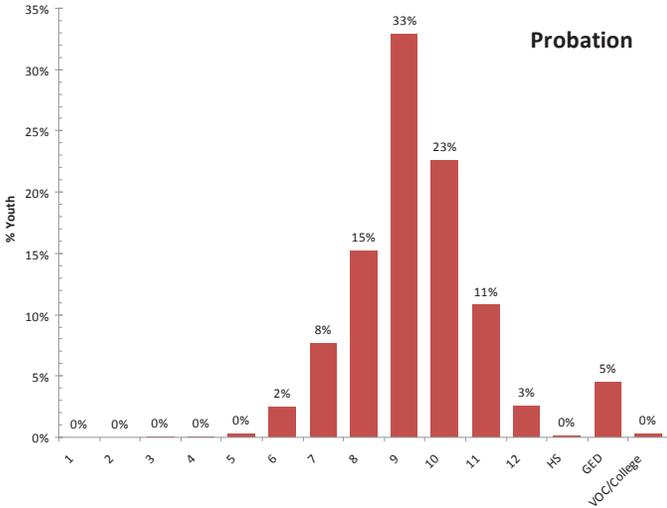
Grade Level	Admission	Probation	STPYDC	STP Alternative	Commitment Home	Commitment Out of Home	Commitment YDC Long Term
1	0%	0%	0%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%	0%	0%
3	0%	0%	0%	0%	0%	0%	0%
4	0%	0%	0%	0%	0%	1%	0%
5	1%	0%	0%	0%	0%	0%	0%
6	4%	2%	0%	3%	0%	2%	0%
7	10%	8%	8%	18%	2%	7%	2%
8	17%	15%	21%	18%	19%	17%	17%
9	28%	33%	41%	34%	44%	37%	43%
10	23%	23%	17%	15%	16%	23%	16%
11	13%	11%	7%	8%	10%	6%	9%
12	3%	3%	1%	2%	2%	2%	0%
HS	0%	0%	0%	0%	1%	1%	0%
GED	2%	5%	4%	2%	7%	5%	12%
VOC/College	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>10,207</b>	<b>2,563</b>	<b>527</b>	<b>65</b>	<b>261</b>	<b>182</b>	<b>123</b>
<b>Average Grade</b>	<b>9.0</b>	<b>9.1</b>	<b>9.0</b>	<b>8.7</b>	<b>9.2</b>	<b>9.0</b>	<b>9.1</b>

School Grade Levels for Females at Admission – FY 2009





School Grade Levels for Females at Placement – FY 2009







# Secure Facilities

## Regional Youth Detention Centers

### Aaron Cohn RYDC

SW Region, District 8, Muscogee County

Jimmie Hooks III, Director

**Capacity:** 64 (48 Males, 16 Females)

**Counties Served:** Chattahoochee, Harris, Macon, Marion, Meriwether, Muscogee, Pike, Schley, Stewart, Talbot, Taylor, Troup and Webster



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	772	21.8	63	23,050
FY 2008	744	23.6	65	23,629
FY 2009	717	24.2	66	24,223

The Aaron Cohn Regional Youth Detention Center opened in April 2005 in Midland, Georgia. The facility was named for the country’s longest sitting juvenile court judge, Muscogee County Chief Juvenile Court Judge Aaron Cohn, in recognition of his lifetime of service. Since his appointment as judge on Jan. 1, 1965, Judge Cohn has earned a well-deserved reputation as a tireless advocate for the young people of Georgia.

The detention center is a 64-bed short-term facility that offers a variety of programs and services, including medical, dental, educational, recreational, mental and behavioral health. The facility provides group meetings addressing anger management and thinking for a change. Religious services are also offered.

The Aaron Cohn RYDC provides programs that are unique to the youth served. Art, drum rudiments classes, mentoring, behavior management incentive programs, HIV/STD classes, library, behavior management “Gold Card” club, barber, beautician and life skills classes are provided two days per week and on the weekend. The education department has a P.I.E. (Partners in Education) program whereby honor roll and model students are recognized and rewarded.

**Albany RYDC**

**SW Region, District 10, Dougherty County**

Diane Douglas-Harris, Acting Director



**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Dougherty, Terrell

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	357	20.1	31	11,374
FY 2008	362	23.5	32	11,545
FY 2009	359	20.9	29	10,473

The Albany Regional Youth Detention Center opened in June 1968 and is one of the oldest operating RYDCs in the state. The facility originally served 29 counties; currently, it serves two. It is designed for detention purposes; however, youth are offered a full program including education, medical services, counseling, recreation and religious activities.

Additional programs and services provided at the Albany RYDC include Paws Patrol (pet therapy program), health awareness, GED preparation, life skills/career classes, occupational health, and a mentoring program.

**Augusta RYDC**

**NE Region, District 7, Richmond County**

Elliott Norman, Director



**Capacity:** 64 Bed (48 males, 16 females)

**Counties Served:** Burke, Columbia, Glascock, Jenkins, Lincoln, McDuffie, Richmond, Screven, Taliaferro, Warren, Wilkes

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	668	21.4	53	19,273
FY 2008	609	22.9	53	19,275
FY 2009	539	28.1	54	19,787

The Augusta Regional Youth Detention Center is located at 3485 Mike Padgett Hwy. in Augusta, Georgia. The facility began operation at this location in September 2003. The original 30-bed facility opened in 1968 at another location.

The Augusta RYDC provides many services to youth. It has a fully accredited educational program as well as a quality behavioral health program, medical staff, counselors that conduct individual and group sessions, a professional security staff and a food service staff that provides well-balanced meals meeting nutritional requirements. The facility provides internships to several local colleges and universities in the area. The Augusta RYDC is a strong partner of the Augusta community.



**Blakely RYDC**

**SW Region, District 10, Early County**

Sandra Cawthon, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Baker, Calhoun, Clay, Decatur, Early, Miller, Mitchell, Quitman, Randolph, Seminole



	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	372	20.2	28	10,172
FY 2008	341	21.2	28	10,323
FY 2009	322	26.6	26	9,408

The Blakely Regional Youth Detention Center opened on Oct. 1, 1975. The 30-bed facility provides medical, mental health/counseling, education, and food services. It also provides recreational activities, computer technology, and opportunities for students to prepare toward a high school diploma or taking the GED. The youth also have access to a library. Group sessions include topics addressing anger management, substance abuse and life skills. A physician’s assistant is available and provides STD classes for youth. The facility has a behavior management program that operates with a point level system, and includes many incentives to motivate and encourage residents to move up in levels. The Education department provides Model Student awards, A and B Honor Roll awards and a Facility Spelling Bee. Monthly activities are also sponsored by the facility case manager with support of facility staff. A Victim Impact curriculum is taught to all new residents.

The Blakely RYDC has one adjunct trainer that assists in meeting area facility training needs.

**Bob Richards RYDC**

**NW Region, District 1, Floyd County**

Gail Wise, Director

**Capacity:** 64 (48 Males, 16 Females)

**Counties Served:** Bartow, Chattooga, Floyd, Gordon, Polk, Walker



	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	651	19.8	48	17,357
FY 2008	616	19.7	46	16,757
FY 2009	546	21.9	46	16,920

The Bob Richards Regional Youth Detention Center was one of the first RYDCs to open in 1967. Originally named the Rome RYDC, it was renamed in 1998 in recognition of Bob Richards’ tireless efforts on behalf of the community’s troubled youth. Mr. Richards served as a Sunday school

teacher at the Rome Regional Youth Detention Center. He also served as the first chairperson for the facility’s Advisory Council and, at the time of his death, he was serving as a member of the council.

The Bob Richards RYDC moved to its current location in Floyd County at 200 Marable Way NW, Rome, Georgia, in 2003. It provides education, individual guidance counseling, medical services, recreation, and arts and crafts.

**Claxton RYDC**  
**SE Region, District 9, Evans County**  
 Shelia Dease, Director



**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Appling, Bryan, Bulloch, Candler, Effingham, Emanuel, Evans, Liberty, Long, Tattnall, Toombs, Wayne

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	445	19.2	32	11,499
FY 2008	431	21.1	33	12,008
FY 2009	427	21.7	32	11,761

The Claxton Regional Youth Detention Center opened on Feb. 1, 1987. The center provides education, individual guidance and counseling, medical services, recreation, and arts and crafts. It also provides substance abuse counseling from the Bulloch County Drug and Alcohol program. This program includes anger management, victim impact, new freedom and self-esteem counseling.

**Martha K. Glaze RYDC**  
**NW Region, District 3A, Clayton County**  
 Antonius Robinson, Director



**Capacity:** 50 (40 Males, 10 Females)

**Counties Served:** Clayton, Fayette

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	670	20.9	53	19,417
FY 2008	717	19.4	54	19,598
FY 2009	694	18.8	47	17,326

The Martha K. Glaze Regional Youth Detention Center is named for longtime child advocate and former Clayton County Juvenile Court Judge Martha K. Glaze. Formerly the Clayton



RYDC, the facility was relocated from downtown Jonesboro, Georgia, to the present location in December 1991. In a ceremony on May 18, 2006, it was officially renamed in recognition of Judge Glaze’s outstanding leadership in the development of improvements and enhancements to juvenile courts throughout Georgia and for her contributions to the juvenile justice system. Judge Glaze was appointed to a full-time judgeship at the Clayton County Juvenile Court in 1977. She retired from the bench in 1999.

**Crisp RYDC**

**SW Region, District 8, Crisp County**

Mable Wheeler, Director

**Capacity:** 64 (48 Males, 16 Females)

**Counties Served:** Crisp, Dooly, Houston, Lee, Sumter, Tift, Turner, and Worth



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	704	25.1	71	25,829
FY 2008	779	26.0	70	25,504
FY 2009	623	27.0	67	24,561

The Crisp Regional Youth Detention Center opened in January 2004 as a youth development campus and was converted to an RYDC on April 1, 2006. The 64-bed facility houses youth from eight surrounding counties and is operated under a contract with Youth Services International, Inc.

The Crisp RYDC uses the Behavior Management Program, which allows youth to earn extra privileges when positive behavior is exhibited. Youth also receive extra-curricular programming and resources that are sponsored by the facility’s citizen advisory council. The center strongly encourages family to be involved with youth while they are detained at the center. It also provides counseling, mental health, education, medical/dental, religious services, and substance abuse intervention.

**Elbert Shaw Jr. RYDC**

**NW Region, District 1, Whitfield County**

James R. “Bobby” Hughes, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Catoosa, Dade, Fannin, Gilmer, Murray, Pickens, Whitfield



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	508	12.9	27	9,883
FY 2008	484	14.0	28	10,072
FY 2009	430	15.7	27	9,707

The Elbert Shaw Jr. Regional Youth Detention Center opened in 1973 as the Dalton RYDC. The facility was renamed in April 2007 in honor of long-time volunteer Elbert Shaw Jr., who began volunteering at the facility in 1976. House Resolution 21, renaming the facility, was sponsored by Rep. Tom Dickson and Sen. Don Thomas. Today Elbert Shaw Jr. continues to organize a weekly church service and mentor and counsel youth at the facility.

This 30-bed facility offers specialized programs that include a point-level system, cognitive restructuring, group therapy, mental health, education and medical services. It also provides individual guidance and counseling, anger management counseling, outside structured recreation, and horticulture (greenhouse). The greenhouse program provides opportunities to implement science skills, as well as work behaviors relating to cause and effect. Students are responsible for the care of the flower and vegetable beds. There is also a pet therapy program where students interact with dogs. The students are responsible for taking care of the animals on a daily basis.

The Elbert Shaw RYDC provides other specialized programs that cater to youths' specific needs or interests. The Creative Arts Guild presents music and arts programs each fall and spring. Abstinence and substance abuse programs are also offered. Guest speakers from the community are invited to speak on such topics as meteorology and team building.

This facility was singled out as "perhaps one of the best juvenile detention facilities in the nation," in the final Memorandum of Agreement report filed by the inspection team in FY 09. The MOA was closed May 5, 2009.

**DeKalb RYDC**  
**NE Region, District 3B, DeKalb County**  
 Gary Pattman, Director



**Capacity:** 64 (All Male)

**Counties Served:** DeKalb

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	1,040	17.6	75	27,363
FY 2008	1,018	23.2	74	26,923
FY 2009	1,011	18.6	70	25,484

The DeKalb Regional Youth Detention Center opened in July 1987. The center provides services that include education, medical, and the Behavioral Management Program (BMP), a point-level system that assists youth in exhibiting positive behavior by allowing them to earn certain privileges.

The facility's specialized programming includes services to youth through recreation, volunteer services, and internships. The "Boys to Men" program is one of several programs that are offered at DeKalb RYDC. The course offers an in-depth curriculum in sex education and sexual responsibility.



**Eastman RYDC**

**SE Region, District 9, Dodge County**

Debbie Morris, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Ben Hill, Bleckley, Dodge, Irwin, Jeff Davis, Laurens, Montgomery, Pulaski, Telfair, Treutlen, Wheeler, Wilcox



	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	487	16.6	30	10,793
FY 2008	461	17.9	31	11,175
FY 2009	416	18.8	30	10,831

The Eastman Regional Youth Detention Center opened in 1979. The center provides education, recreation, medical and mental health services to detained youth awaiting court or transfer to other facilities or programs. Individual and group counseling services are also provided, including victim impact groups, anger management and health awareness groups. An incentive-based behavior management system is an integral part of the facility’s programming. Much focus and attention is given to the “Keep the Peace” program, which teaches youth to get along with each other and avoid conflict.

**Gainesville RYDC**

**NE Region, District 2, Hall County**

Gary Payne, Director

**Capacity:** 64 (48 Males, 16 Females)

**Counties Served:** Banks, Barrow, Clarke, Dawson, Elbert, Forsyth, Franklin, Habersham, Hall, Hart, Jackson, Lumpkin, Madison, Oconee, Oglethorpe, Rabun, Stephens, Towns, Union, Walton, White



	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	1,056	14.2	55	19,906
FY 2008	1,024	14.6	58	21,071
FY 2009	924	15.0	56	20,409

The Gainesville Regional Youth Detention Center opened in 1967; however, the most recent facility expanded to 64 beds and opened in August 2002. Specialized programming includes behavioral management, with a point-level system that includes four levels of cards (white, pink, green and gold), as well as mental health and medical services. The facility also provides education guidance and counseling, anger management, and rape crisis counseling.

**Griffin RYDC**

**NW Region, District 4, Spalding County**

Pamela Mitchell, Director



**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Henry and Spalding

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	584	11.8	30	10,861
FY 2008	566	12.9	29	10,715
FY 2009	500	13.5	28	10,238

The Griffin Regional Youth Detention Center opened in 1977. This 30-bed facility specializes in a cognitive restructuring program with group psycho-education, behavior management system, recreational services, mental health services, and medical services. The Griffin RYDC provides educational services that include physical education, library services and access to a computer lab. Volunteers from the community provide religious services and positive mentoring programs to residents to encourage positive behavior.

**Gwinnett RYDC**

**NE Region, District 3B, Gwinnett County**

Edward Boyd, Director



**Capacity:** 49 (38 Males, 11 Females)

**Counties Served:** Gwinnett, Rockdale

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	823	20.2	57	20,650
FY 2008	831	18.9	54	19,633
FY 2009	946	14.8	55	20,068

The Gwinnett Regional Youth Detention Center opened on Oct. 1, 1981, as a 30-bed facility. The capacity of the RYDC was increased to 49 beds in 2000. The facility provides education, individualized guidance and counseling and medical services to youth. Specialized services include religious programs, mentoring, sexually transmitted disease awareness and other groups as needed.



### Judge Thomas Jefferson Loftiss II RYDC

SE Region, District 10, Thomas County

Stephen Westberry, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Brooks, Colquitt, Echols, Grady, Lowndes, Thomas



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	452	19.5	30	11,130
FY 2008	445	21.4	31	11,218
FY 2009	420	21.9	29	10,702

The Judge Thomas Jefferson Loftiss II Regional Youth Detention Center was opened in 1987 as the Thomasville RYDC. It was renamed in 1996 in honor of Judge Loftiss. During his tenure on the bench, Judge Loftiss worked diligently with the facility and the youth who came before his court.

The facility provides temporary, secure care and supervision to youths who are charged or found guilty of delinquent acts by a juvenile court. In addition, youths committed to the custody of the Department of Juvenile Justice are frequently held in secure detention while awaiting placement in a program or secure facility. The facility also provides education, individual guidance and counseling, medical services, recreation, and arts and crafts.

### Macon RYDC

SW Region, District 6, Bibb County

Ronnie Richardson, Director

**Capacity:** 64 (48 Males, 16 Females)

**Counties Served:** Bibb, Butts, Crawford, Jones, Lamar, Monroe, Peach, Twiggs, Upson, and Wilkinson



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	824	19.5	65	23,587
FY 2008	805	21.5	67	24,501
FY 2009	805	21.3	69	25,156

On June 3, 1978, the Youth Services Division of the Georgia Department of Human Resources assumed total operation of the Bibb County Detention Home. The “home” was renamed the Macon Regional Youth Detention Center and became the eighth detention facility operated and funded by the Division of Youth Services. Under the Department of Juvenile Justice, the name has been maintained.

Services and programs at the Macon RYDC include new-student orientation, medical, mental health, education and recreation, as well as counseling and volunteer services.

**Marietta RYDC**  
**NW Region, District 3A, Cobb County**  
 Gary Morris, Director



**Capacity:** 70 (60 Males, 10 Females)

**Counties Served:** Cobb

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	1,150	14.3	75	27,552
FY 2008	1,121	14.1	72	26,252
FY 2009	1,148	13.6	69	25,334

The Marietta Regional Youth Detention Center opened its doors in the summer of 1998. The facility provides education, individual guidance and counseling, medical and dental services, mental health services, and recreation for youth.

In the past two years, the Marietta RYDC has implemented new programming to include: HIV awareness, gang awareness, an active advisory board, victim impact groups, focus groups, and a student assembly (education achievement awards) held monthly.

**Metro RYDC**  
**NW Region, District 3A, DeKalb County**  
 Debbie Alexander, Director



**Capacity:** 200 (150 Males, 50 Females)

**Counties Served:** Fulton

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	2,794	19.0	203	74,174
FY 2008	2,974	17.1	198	72,367
FY 2009	2,339	21.6	185	67,634

The Metro Regional Youth Detention Center opened in May 1998. The facility is the primary detention center for the Juvenile Court of Fulton County for boys and girls and for DeKalb County for girls. It is the largest RYDC in Georgia and assists the department with population management by housing the overflow of youth from several facilities in the Metro Atlanta area.

Services provided at the facility include medical, dental, behavioral health, education, religious services, behavior management and substance abuse. Youth successful in the behavior management program may participate in movie nights. The programs are supplemented by other volunteer programs focusing on challenging errors in thinking and encouraging youth to think about behavior and decisions when they are returned to the community. In addition, the Metro RYDC behavioral health staff uses the “New Freedom” materials, which focus on moving youth from thinking about behavior change to actually changing their behavior.



### Paulding RYDC

NW Region, District 1, Paulding County

Beverly Westbrooks, Director

**Capacity:** 100 (75 Males, 25 Females)

**Counties Served:** Carroll, Cherokee, Coweta, Douglas, Haralson, Heard, Paulding



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	1,514	20.1	100	36,324
FY 2008	1,425	20.1	101	37,040
FY 2009	1,411	21.3	97	35,433

The Paulding Regional Youth Detention Center opened in December 1998 in Dallas, Georgia. The center is operated under contract with Youth Services International, Inc. (YSI). It offers a wide array of traditional and nontraditional services and programs to meet the needs of youth and contracting authority. Education services are provided to address academic success and treatment programs are designed to confront and treat emotional and social issues.

Paulding RYDC has a long-term commitment to high-quality programs that assist youth in developing the necessary skills and appropriate attitudes in order to reverse the destructive and unproductive directions their lives have taken. The facility uses volunteer programs and the community to support youth through mentoring and enhancing overall facility goals.

### Sandersville RYDC

NE Region, District 5, Washington County

Harold Thompkins, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Baldwin, Greene, Hancock, Jasper, Jefferson, Johnson, Morgan, Newton, Putnam, and Washington



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	496	14.6	31	11,452
FY 2008	487	19.1	32	11,660
FY 2009	460	20.3	31	11,265

The Sandersville Regional Youth Detention Center opened in August 1963. The 30-bed detention facility serves 10 counties. The youth detained are pre- and post-adjudicated youth between the ages of 12 and 17.

The Sandersville RYDC provides education, counseling, medical and mental health services. As in all other DJJ facilities, all of a youth's basic needs are provided for while he or she is detained in the facility. The facility also participates in a behavior management system and programs that focus on addressing issues that lead to youth involvement in the juvenile justice system. The facility partners with the local technical college and Boy Scout chapter to provide enhanced programming for residents.

**Savannah RYDC**  
**SE Region, District 12, Chatham County**

Rodney Dinkins, Director

**Capacity:** 100 (84 Males, 16 Females)

**Counties Served:** Chatham and McIntosh



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	956	18.8	88	32,218
FY 2008	981	21.7	98	35,937
FY 2009	916	23.9	104	37,887

The Savannah Regional Youth Detention Center re-opened on Oct. 25, 1996, with its current capacity. Operation of the original facility was taken over by the state in 1981 and it was expanded to 52 beds in 1987.

The Savannah RYDC provides education, individual guidance and counseling, behavioral health services, recreation and volunteer-sponsored events.

**Waycross RYDC**  
**SE Region, District 11, Ware County**

Renee Mumford, Director

**Capacity:** 30 (22 Males, 8 Females)

**Counties Served:** Atkinson, Bacon, Berrien, Brantley, Camden, Charlton, Clinch, Coffee, Cook, Glynn, Lanier, Pierce, and Ware



	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	403	22.0	28	10,303
FY 2008	409	22.5	33	12,072
FY 2009	432	19.5	31	11,423



The Waycross Regional Youth Detention Center was established in October 1967. The facility's mission is to provide temporary secure detention, rehabilitative programs and a continuum of educational services in a safe, sanitary, and humane environment for the youth alleged to be or adjudicated delinquent.

The programs offered at Waycross RYDC include weekly Bible study; youth music ministry; mentoring through Big Brother/Big Sister; pet therapy; advocacy services in rape crisis intervention; victim impact education; and substance abuse prevention.

The facility's goal is to provide youth access to a wide variety of community services with a hope that they will use the information, contacts and guidance gained in these programs to assist them in making better life choices.





# Secure Facilities

## Youth Development Campuses

### Augusta Youth Development Campus

#### Richmond County

John E. Brady, Director

**Capacity:** 120 (All Males)

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	207	223.5	89	32,328
FY 2008	190	259.3	92	33,716
FY 2009	208	255.2	92	33,573
FY 2007	183 (STP)	38.3	18	6,555
FY 2008	216 (STP)	32.6	19	6,804
FY 2009	168 (STP)	38.7	17	6,198

The Augusta YDC provides an innovative, specialized program for the treatment of offenders with special needs. Juvenile corrections counselors receive detailed specialized training before working with offenders. In addition to this treatment program, the facility houses a limited number of youth to provide facility work details. The facility provides core educational programs and vocational classes in horticulture, computer skills, and building construction. Individual guidance, counseling, and recreation services are also provided. The facility recently opened a 23-bed dorm for residents approaching the end of their sentence to more effectively prepare them to transition back to the community. This innovative program is one more tool to motivate improved behavior, excellence in academics and a reduction in the risk of re-offending once returned to the community.

Augusta YDC has a proud relationship with the Augusta community through many volunteer programs. It has recently partnered with the local Foster Grandparent Program, which provides trained, committed senior citizens to partner with youth in assisting them with school work and motivating improved behavior. Another local partnership in therapeutic programming is the strong relationship with Epiphany (faith-based programming), which involves approximately 50-60 residents a year participating in a three-day “retreat” and monthly mentoring through trained members of local churches. The facility has a membership in the Boy Scouts and in a student-run Junior Optimist Club. The Augusta YDC proudly lives up to its motto of “Putting Youth First” by expanding its traditional parameters to better serve residents and maintain a positive workplace.

The Augusta Youth Development Campus is situated on 456 acres and was originally opened in the early 1950s as a training school with instruction in farming and animal husbandry.

**Bill E. Ireland Youth Development Campus\***  
**Baldwin County**

**Capacity:** 300 (All Male, All Long-Term)

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	586	261.5	298	108,870
FY 2008	560	308.0	300	109,770
FY 2009	548	336.6	304	110,953

The Bill E. Ireland Youth Development Campus opened in 1905 as the Georgia State Reformatory to serve delinquent boys formerly served in the adult penitentiary. On July 1, 1996, the Legislature changed the name of the facility to the Bill E. Ireland Youth Development Campus. This was in honor of Mr. William E. “Bill” Ireland, who had been a student at the facility in 1919 and later served as director from 1925 until 1964.

*\*This facility closed operations in December 2009.*

**Eastman Youth Development Campus**

**Dodge County**

Todd Weeks, Acting Director

**Capacity:** 330 (All Male, All Long-Term)

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	635	331.8	324	118,207
FY 2008	558	326.1	299	109,549
FY 2009	554	401.6	303	110,491

The Eastman Youth Development Campus was opened in 1993 by the Department of Correction. In 1997 it was transferred to the Department of Juvenile Justice. The facility has a 330-bed authorized capacity and a 298-bed functional capacity. It primarily houses older youth ages 17 to 20 and is rated as a high custody level.

Eastman YDC offers a fully accredited educational program staffed with certified teachers. The focus for younger youth is traditional education units delivered at a pace to enable them to close the gap on educational opportunities that they have missed in the community and work toward a high school diploma. Older youth have the option of the adult education track, which prepares them for and gives them the opportunity to obtain a GED (General Equivalency Diploma). An agreement with the Heart of Georgia Technical College also provides a variety of vocational classes. College credits can be earned in auto mechanics, body repair, wood working, and horticulture and computer technology. Credits are transferable to local colleges upon a youth’s release.



Specialized counseling programs are provided for sex offender, substance abuse, anger management, cognitive restructuring and other psycho-educational groups. The SEALS (Self Esteem And Life Skills) curriculum is the focus for general group counseling. The Higher Sights behavioral management program is used to encourage positive behavior. It allows youth to earn points that may then be used to purchase store items such as special hygiene products and snacks. It also incorporates a four-tier-level system, with each tier offering additional incentives. Mental health needs are met through a staff of qualified professionals.

Medical staffing is provided 16 hours a day, seven days a week. Vision care and other specialized services are available through local contract providers. Dental services are provided through a contract dentist, dental hygienist and dental assistant.

Recreation supervisors provide youth with opportunities to participate in recreation and team sports such as softball, basketball, soccer and flag football. They are also responsible for coordinating leisure recreation activities on the living units.

Eastman YDC, in conjunction with its advisory council, interacts with the community to offer youth services that would not otherwise be available. Through the efforts of community volunteers, the facility offers Bible study classes, worship services, and other youth activities.

## Macon Youth Development Campus

### Bibb County

Debbie Blasingame, Director

**Capacity:** 150 (All Female, 54 Short-Term, 96 Long-Term)

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	197	257.1	96	35,176
FY 2008	183	314.9	91	33,488
FY 2009	185	314.2	88	31,967
FY 2007	433 (STP)	35.5	42	15,476
FY 2008	519 (STP)	36.2	49	17,925
FY 2009	475 (STP)	38.0	50	18,068

The Macon Youth Development Campus opened in 1970 as the only female juvenile YDC in Georgia. The campus currently serves females in the long-term program who are assessed as having medium-to-high public risk levels and females in the short-term program for up to 30 days.

The facility provides specialized programs that include an assessment and orientation process for youth admitted to the campus. Youth undergo a three-day period of orientation, screening, assessment, and evaluation process. Services include a mental health unit that provides increased care to students identified as having mental illness needs; a closed behavioral rehabilitation unit that provides a five-week phase system for youth identified with severe aggressive and behavioral issues; an honor unit to recognize youth who have exhibited positive behavior and progress on treatment goals; and two general population units.

The campus also provides education, individual guidance and counseling, medical services, vocational services, and recreation. Youth are provided an opportunity to work toward a high school diploma or GED through DJJ’s education program. Vocational programming includes cosmetology, family and consumer science, keyboarding and computer skills.

**McIntosh Youth Development Campus\***

**McIntosh County**

**Capacity:** 60 (All Male, All Short-Term)

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	559	39.2	59	21,683
FY 2008	628	37.0	63	22,897
FY 2009	452	36.8	45	16,472

The McIntosh Youth Development Campus closed in March 2009, part of a budget reduction by the Department of Juvenile Justice. The facility originally opened March 5, 1998. The facility operated as a public/private partnership with the State of Georgia and Youth Services International, Inc. (YSI). During the nine months of operation for the fiscal year, the facility provided youth with core educational programs, individual guidance and counseling, medical services, and recreation.

*\*This facility was closed in March 2009.*

**Muscogee Youth Development Campus**

**Muscogee County**

William Samuel, Director

**Capacity:** 60 (All Male)

	<b>Youth Served (Unduplicated)</b>	<b>Average Length of Stay (Days)</b>	<b>Average Daily Population</b>	<b>Total Child Care Days</b>
FY 2007	107	262.7	59	21,652
FY 2008	108	390.0	60	21,998
FY 2009	115	273.2	61	22,418

The Muscogee Youth Development Campus is on a 42-acre site shared with the Aaron Cohn Regional Youth Detention Center, located east of Columbus, Georgia. The overall objective of the Muscogee YDC is to foster the image of a “village” by using residential-style building materials and facilitating effective movement of youth from cottages to school and after-school programs. It is designed to house medium- to low-risk youth who are incarcerated for the first time.

The “cottage culture” is a combination of behavioral, normative, functional, mental and structural definitions of the word “culture.” In establishing the cottage culture at the Muscogee YDC, staff and youth share equally in fostering a positive environment leading to changed behaviors for youth thus reducing the possibility of their continued involvement in the juvenile justice



system. The cottage culture offers opportunities for all staff to be involved in the daily activities of the youth, to establish relationships with them, and to create a “family” atmosphere.

The Muscogee YDC offers educational opportunities for youth to earn a high school diploma, GED and vocational credits in the areas of office assistant and hospitality for post-secondary education. The facility offers additional programs to address the diversity of interests of youth including graphic arts, gardening/horticulture and the PAWS for pets program. The youth at the facility also have the opportunity to join the Boy Scouts and participate in related activities as members of an official troop of the Chattahoochee Council, Boy Scouts of America.

### Savannah River Challenge Program

#### Screven County

Wade Goss, Director

**Capacity:** 150 (at full capacity, All Male, Short-Term)

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	1,423	37.9	142	51,741
FY 2008	1,496	38.8	150	54,859
FY 2009	1,526	36.3	149	54,534

The Savannah River Challenge Program opened on July 26, 2001. During FY 2009, the facility operated a challenge-based, short-term, therapeutic treatment model designed to provide appropriate support and behavior treatment to youth with short-term sentences. The program is affiliated with the Associated Marine Institutes, Inc. (AMI), a private, nonprofit organization. The program consists of three 50-bed camps. Each camp includes two dorms, an educational building, and an eating area. The facility is located on 155 acres of land that includes a low and high ropes course and a small man-made lake.

### Sumter Youth Development Campus

#### Sumter County

Shawn Banks, Director

**Capacity:** 150 (All Male, Long-Term)

	Youth Served (Unduplicated)	Average Length of Stay (Days)	Average Daily Population	Total Child Care Days
FY 2007	309	260.9	151	55,266
FY 2008	281	345.1	151	55,298
FY 2009	305	357.6	151	55,129

The Sumter Youth Development Campus opened Sept. 29, 2000. The 150-bed facility serves youth ages 14 to 16 years. Specialized treatment programs are provided for sex offenders, substance abuse and anger management. Each resident has an individualized treatment plan developed that identifies his treatment needs that will be addressed prior to his return to the community. Treatment goals are met by qualified professional staff. The successes of these programs

require structure and commitment from both the youth and staff. In addition to balanced and nutritional meals and snacks daily, the food service staff provides special dietary foods based on medical or religious needs.

The multi-faceted Education Department provides a range of opportunities that prepare students for reentry into society. The program offers high school, special education and general equivalency diplomas as well as certificates for completion from South Georgia Technical College. The high school vocational program offers automotive, construction, computer technology, and GED training.

A dual enrollment partnership with South Georgia Technical College provides opportunities to develop and enhance individual skills. Courses in art, music, driver's education, and other areas of interest are available. Programs in substance abuse, anger management, sexual abuse, and career development are also available to students in need of these services. A transition program is in place to prepare students for reentry into the community. Job skills, interview techniques, job and school choices are discussed with the individual students to assist them in making career choices. The academic program provides classes in core academic, vocational, recreation, and elective areas.

A dual enrollment partnership with South Georgia Technical College provides opportunities to develop and enhance individual skills. Courses in art, music, driver's education, and other areas of interest are available. Programs in substance abuse, anger management, sexual abuse, and career development are also available to students in need of these services. A transition program works with JPPS workers, school administration, and outside agencies to prepare students for reentry into the community. Job skills, interview techniques, job and school choices are discussed with the individual students to assist them in making career choices. The academic program provides classes in core academic, vocational, recreation, and elective areas. The Education Department has 17 highly qualified teachers, a principal, an assistant principal, a guidance counselor, and a librarian who help the students attain their goals. The modern library provides research and leisure activities, promotes Red Ribbon Week and Black History Month, and offers a reading club and special events for students.



## Specialized Treatment Services

Placements	Fiscal Year					
	2004	2005	2006	2007	2008	2009
Contract Homes	955	784	541	559	651	1,020
Emergency Shelters	826	757	744	974	1,187	544
Specialized Residential	698	337	390	435	507	525
Residential A&D	324	267	205	158	134	148
Psychiatric, Private, State A&D	54	82	225	234	223	202
<b>Total</b>	<b>2,857</b>	<b>2,227</b>	<b>2,105</b>	<b>2,360</b>	<b>2,702</b>	<b>2,439</b>





**Georgia Department of Juvenile Justice**

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