



Georgia

Department of Community Supervision _____

STRATEGIC PLAN FY 2020-FY 2023 (FY 2022 UPDATE)



OUR MISSION



As an integral part of the criminal justice system, we protect and serve the state of Georgia through effective and efficient community supervision while providing opportunities for successful outcomes.

VISION

The Department of Community Supervision will become the national leader for innovative and progressive community supervision; we will accomplish this by: - Embracing 'best' and 'next' evidence-based practices - Utilizing an integrated approach to improve offender behavior - Effectively coordinating between all concerned stakeholders - Ensuring victims' voices are heard and victim rights protected

VALUES



Accountability



Integrity



Selfless Service



Teamwork



**Personal and
Professional Development**

GOAL 1

Deliver Efficient and Effective Community Supervision



Measurable Objective	Strategy/Strategy Description	Status
M.O. 1 - Increase the number of officers trained in ESP from 75% in FY 2019 to 100% by the end of FY 2021.	<p>Strategy 1 - Implement a regional training plan for officers that have not completed the Enhanced Supervision Program (ESP).</p> <p>The Enhanced Supervision Program (ESP) is a set of communication skills associated with better interactions between officers and supervisees. The program was incorporated into our Basic Training Academy so that every new cadet is certified in ESP before becoming an officer. 100% of active-duty officers have completed the program; therefore, this strategy is complete.</p>	<p>Completed</p> 
M.O. 2 - Decrease the average caseload size from 109 in FY 2019 to 100 by FY 2022.	<p>Strategy 2 - Deploy 'Court Specialists' to perform court duties and reassign court officers to field caseloads.</p> <p>The deployment of Court Specialists allowed officers performing court-only duties to be replaced with non-sworn personnel and subsequently reassigned to a caseload. By improving the officer-supervisee ratio, CSOs have more time to implement ESP and other evidence-based practices, such as resource linkage and building strong community ties. With at least one court specialist in every circuit and additional positions added as needed, the current average caseload size is 85. This strategy is complete.</p>	<p>Completed</p> 

Goal 1 Continued...

Measurable Objective	Strategy/Strategy Description	Status
M.O. 2 - Decrease the average caseload size from 109 in FY 2019 to 100 by FY 2022.	<p>Strategy 3 - Monitor and track the implementation of S.B. 174.</p> <p>To decrease caseload sizes in Georgia, S. B. 174 codified procedures for closing dockets early and placing individuals in a non-reporting status. System enhancements, productivity reports, and policy revisions are in place for making recommendations for 'Unsupervised Status' and 'Early Terminations' as outlined in S.B. 174. Additionally, we partnered with the Urban Institute to evaluate the impact of S.B. 174 and will make any necessary adjustments based on their findings. This strategy is complete.</p>	<p>Completed</p> 
M.O. 3 - Increase the average duration of face to face interactions between officers and supervisees from 6.5 minutes in FY 2020 to 10 minutes by FY 2022.	<p>Strategy 4 - Introduce 'Video Interactions' as a convenient communication option</p> <p>A workload analysis revealed that officers lacked sufficient time to interact with supervisees. In response, DCS introduced Video Interactions as a convenient communication option between officers and supervisees. Since the deployment of this technology, the average duration of face-to-face interactions has climbed from 6.5 minutes to 23 minutes. Additionally, the use of ESP skills has doubled. This strategy is complete.</p> <p>Strategy 5 - Develop a 'Virtual Circuit' to assume administrative tasks performed by officers.</p> <p>To increase the time officers spend during interactions, DCS created a 'Virtual Judicial Circuit' to assume administrative tasks unrelated to direct supervision. Coupled with Video Interactions, this strategy has led to a significant increase in the duration of in-person interactions and increased the use of evidence-based practices. This strategy is complete.</p>	<p>Completed</p> 

Goal 1 Continued...

Measurable Objective	Strategy/Strategy Description	Status
M.O. 4 - Increase the percentage of Key Performance Indicators (KPIs) reaching targets from 33% in FY 2021 to 67% by the end of FY 2022 and 100% by the end of FY 2023.	<p>Strategy 6 - Modify the supervision model (i.e., Person-Centered Supervision) to maximize resources and promote success among supervisees.</p> <p>To maximize resources and promote success among supervisees, DCS conceptualized the Person-Centered Supervision model. By leveraging technology and research, we expanded the use of 'High Risk' supervision, focused on frontloading resources, and incorporated a goal-based component to reporting requirements. This model represents our commitment to recognizing people as unique individuals with their own strengths, needs, and goals. This is why we formally removed negative labels and started soliciting meaningful feedback on supervision experiences. We messaged the new model to employees and stakeholders, revised policies and procedures to reflect changes, and developed technological tools to support it. Moving forward, our District Directors and Coordinating Chiefs will utilize the 'Executive Dashboard' to facilitate strategic discussions on improving the implementation of evidence-based practices at the local level. Currently, DCS is reaching 3 out of 9 (33%) Key Performance Indicator (KPI) targets. See Strategy 17 for more information on how the 'Executive Dashboard' reflects the success of Person-Centered Supervision.</p>	<p>On Target</p> 
	<p>Strategy 7 - Institute a 'Supervisee Portal' to offer self-service options for accessing pertinent information, automating processes, and enhancing communication.</p> <p>The 'Supervisee Portal' is a strategic initiative for simultaneously improving service delivery while increasing agency efficiency. This technological solution provides supervisees with a convenient option for accessing their case information and communicating with DCS through a self-service web portal. By automating supervisees' access to this information, officers will have more time to focus on tasks more closely related to their core mission. Phase 1 will deploy in January of 2022. The second phase will add a virtual option for intakes.</p>	
	<p>Strategy 8 - Upgrade the DCS Performance Measurement System to further promote KPIs at the team and individuals levels by including (1) a DCS Leaderboard and (2) Personalized Notifications.</p> <p>The DCS Performance Measurement System consists of nine KPIs for evaluating the overall success of our Person-Centered Supervision model. These critical metrics cover an array of areas: (1) Employment (2) Addiction (3) Homelessness (4) Mental Health (5) Education (6) Restitution (7) Supervision Technique (8) Community Supervision and (9) Interaction Frequency. To support the efforts of officers and line-level supervisors, we have started planning two new features. First, we will launch a 'DCS Leaderboard' that ranks judicial circuits by their collective performance. By introducing a competitive element, we hope to enhance team camaraderie around KPIs. Second, officers will start receiving 'Personalized Notifications' regarding their performance in these critical areas. With a working feedback mechanism, we can provide positive reinforcement for the activities that represent the success of Person-Centered Supervision.</p>	<p>New</p> 



GOAL 2

Increase Rehabilitative Opportunities



Measurable Objective	Strategy/Strategy Description	Status
M.O. 5 - Increase the percentage of Day Reporting Center (DRC) sites meeting a target score of 80 on the Program Assessment Tool (DRC-PAT) from 72% in FY 2020 to 100% by the end of FY 2023.	Strategy 9 - Create a 'Response Plan' to findings from the DRC Evaluation. Day Reporting Centers (DRCs) are facilities where individuals receive a wide variety of services during the day but return to their homes in the evening. Nationally, DRCs are a popular alternative to imprisonment because of their cost-effectiveness and associations with recidivism reduction. To ensure DCS delivers quality programming, we partnered with the University of Georgia (UGA) to evaluate all 36 sites. Findings associated higher fidelity with better outcomes among participants. The average state-wide score was 84%. However, with a target score of 80%, only 26 of 36 (72%) sites scored satisfactorily. DCS has developed and started implementing a 'Response Plan' to address areas of concern highlighted by the evaluation. To date, we have increased formal partnerships with technical colleges, added counseling/programming to our audit process, and implemented a standardized treatment plan for program participants. Because program evaluation is an ongoing process, our Recidivism Reduction Unit (RRU) is exploring options for conducting future evaluations to assess the impact of these efforts.	On Target 
M.O. 6 - Increase the availability of cognitive-based programming from 12 judicial circuits in FY 2020 to all 49 circuits by FY 2023.	Strategy 10 - Conduct a 'Time Study' to assess counselors' availability to deliver cognitive-based programming. A well-recognized criminogenic need is antisocial thought patterns, which reinforce participation in criminal activity. Research on cognitive programs in community supervision settings, such as Moral Reconation Therapy (MRT), links improved outcomes to participants. Therefore, DCS is organizing an internal 'Time Study' to ensure that counselors are fully optimized to address this need. Although the COVID-19 pandemic delayed the 'Time Study,' DCS still made progress in increasing the availability of cognitive programs across the state. 31 of 49 (63%) circuits offer MRT, and planning has resumed.	On Target 

Goal 2 Continued...

Measurable Objective	Strategy/Strategy Description	Status
M.O. 7 - Increase the percentage of DRCs with vocational partnerships from 13% (4) in FY 2020 to 75% (23) by the end of FY 2023.	Strategy 11 - I Establish formal 'Vocational Partnerships' to improve employment opportunities. As the most common routine activity of adults, employment is considered a pathway to desistance for supervisees. Recently, DCS partnered with Applied Research Services (ARS) to assess the effectiveness of the Georgia Prisoner Reentry Initiative (GA-PRI) model. Findings demonstrated an association between assisting individuals with obtaining employment and improving outcomes. As a result, DCS is strategically pursuing partnerships that will provide opportunities for resource linkage related to employment. Currently, there are formal agreements between DCS and vocational partners at 18 (56%) of the 31 judicial circuits with a DRC site. We are continuing to engage partners for the remaining DRC sites throughout FY 2022.	On Target 
M.O. 8 - Increase the percentage of individuals having their mental health and addiction needs addressed from 24% and 20% in FY 2021 to 40% for both by the end of FY 2022	Strategy 12 - Expand the use of Accountability Courts for probationers facing revocation Accountability Court Programs are associated with successful criminal justice outcomes among individuals with substance use disorders and mental illness. However, there is not a standardized process for felony probationers to benefit from these services. Hence, we partnered with the Criminal Justice Coordinating Council (CJCC), Council of Accountability Court Judges (CACJ), and Georgia State University (GSU) to increase accountability court service loads and reduce the number of probationers revoked to prison. This project will implement a multi-site pilot to create formal accountability court referral and intake procedures for felony probationers who have substance use disorders or mental illness and are at risk of violating their sentence. By expanding the use of this program, DCS can better assist individuals with addiction and mental illness. Pilot sites have started, policies are in place, and referrals are underway. DCS is providing GSU with quarterly data to monitor and evaluate the program.	On Target 




20%

Increase the percentage of individuals having their mental health and addiction needs

GOAL 3

Strengthen the DCS Workforce



Measurable Objective	Strategy/Strategy Description	Status
M.O. 9 - Increase the percentage of employees trained in Trauma-Informed Care (TIC) from 30% in FY 2019 to 100% by FY 2022.	Strategy 13 - Facilitate a state-wide program to ensure all employees are trained in TIC. Results from an Employee Engagement Survey revealed that DCS employees desire more training and development opportunities. In response, DCS is offering more mission-critical training, such as Trauma-Informed Care (TIC). Many probationers and parolees have a history of trauma, which also impacts their families and surrounding communities. This history may serve as a barrier to addressing criminogenic needs. TIC is an organizational framework that involves understanding these challenges to improve services and promote safety for everyone involved. To date, we have offered the training to 100% of our staff and will complete makeup sessions in October 2021. We also integrated the program into our Basic Training Academy so that every cadet is certified in TIC before becoming an officer. Therefore, this strategy is considered complete.	Completed 

GOAL 3

Strengthen the DCS Workforce

Measurable Objective	Strategy/Strategy Description	Status
M.O. 10 - Increase the Employee Engagement Score from 69% to 80% by the end of FY 2023.	Strategy 14 - Design a robust Health & Wellness program to assist employees. Community supervision professionals simultaneously balance accountability, public safety, advocacy, and rehabilitation. Furthermore, these tasks occur within the context of large caseloads, low occupational prestige, and public scrutiny. Inevitably, this environment leads to stress and burnout, which is associated with diminished job performance. Given that the implementation of evidence-based practices rests on the shoulders of officers, prioritizing their well-being is critical for agency success. To this end, DCS created a Health & Wellness Division, which offers peer support for critical incidents, publishes a recurring health newsletter, and has designated 'Wellness Coordinators' in every district. This strategy is complete.	Completed 
	Strategy 15 - Incorporate an 'Advanced Leadership Track' into Training Curriculum. The Employee Engagement Survey also identified the "Competency of Supervisors" as the highest area of concern for DCS employees. The DCS Training Division developed an 'Advanced Leadership Track' to enhance the development of leaders within our agency. With a pre-management course, management course, and several advanced leadership courses, this new curriculum creates an array of opportunities for current and future leaders to hone their skills. Human Resources (HR) will conduct another Employee Engagement Survey once there has been enough time to realize the impact from Strategies 13, 14, and 15. Therefore, this strategy is considered complete.	Completed 

GOAL 4

Utilize Data-Driven Decision Making



GEORGIA DEPARTMENT
OF COMMUNITY SUPERVISION

A NOT SO NEW NORMAL:

HOW THE GEORGIA DEPARTMENT OF COMMUNITY SUPERVISION LEVERAGED INNOVATIVE METHODS THROUGHOUT 2020 TO SUSTAIN AND IMPROVE SERVICE DELIVERY DURING THE COVID-19 PANDEMIC.

Measurable Objective	Strategy/Strategy Description	Status
M.O. 11 - Deploy an 'Executive Dashboard' displaying 9 Key Performance Indicators (KPIs) that reflect the implementation of evidence-based practices by the end of FY 2021.	Strategy 16 - Enhance the current assessment tool. Through a collaboration with several research partners, DCS is developing an artificial intelligence (AI) tool termed IDRACS (Integrated Dynamic Risk Assessment for Community Supervision). The IDRACS will assess dynamic risk factors to inform supervision strategies in real-time. To develop the IDRACS, researchers will apply Machine learning (ML) techniques to a historical data set of approximately 400,000 supervisees. The project consists of three phases over three years: (1) Create the data set; Apply AI techniques to build and test models for identifying differential risk (2) Conduct two pilot tests -- one to assess the value added by the IDRACS models and one to examine whether supervision practice data, including from body-worn cameras, will improve risk prediction (3) Develop an IDRACS dashboard and integrate it into our case management system. We are in the process of finalizing Phase 1.	On Target
	Strategy 17 - Develop an 'Executive Dashboard' for displaying the progress of Key Performance Indicators (KPIs). When assessing the effectiveness of community supervision agencies, evaluators tend to limit their focus to a few failure metrics, such as rearrests and incarcerations. At DCS, however, we devote our attention to performance measures that reflect our commitment to promoting success among the individuals we supervise. The 'Executive Dashboard' is an interactive tool for reviewing Key Performance Indicators (KPIs) that represent our core mission and the areas we can have the most impact in serving the communities of Georgia. The tool launched in 2021; therefore, this strategy is considered complete. See Strategies 6, 7, 8, and 12 for information on efforts to reach KPI targets.	Completed

Goal 4 Continued.

Measurable Objective	Strategy/Strategy Description	Status
M.O. 12 - Increase the number of metrics publicly available for stakeholders from 23 in FY 2020 to 50 by FY 2022.	Strategy 18 - Participate in the multi-agency 'Justice Reinvestment Initiative (JRI)' data repository. DCS participates in the multi-agency 'Justice Reinvestment Initiative' data repository hosted by the Criminal Justice Coordinating Council (CJCC). DCS is providing metric data to CJCC.	On Target 
	Strategy 19 - Launch a 'Strategic Planning & Research' website. We launched a 'Strategic Planning & Research' section on the DCS website for sharing information through interactive dashboards and statistical reports. Currently, there is an Annual Population Dashboard and several research reports posted. In addition to the 23 metrics provided to the Governor's Office of Planning and Budget (OPB), the information on the website far exceeds our objective of making 50 metrics available to the public. This strategy is complete.	Completed 
M.O. 13 - Increase the percentage of eligible non-discretionary dockets submitted to courts for Early Termination. During implementation, DCS is calculating baselines to set targets.	Strategy 20 - Form an 'Expert Committee' to monitor progress, identify problems, and develop an action plan for resolving issues related to submitting Early Termination petitions. S.B. 105 went into effect on May 3, 2021. This reform aims to reduce the number of people on felony probation in Georgia by simplifying the Early Termination process and standardizing eligibility criteria. Currently, our implementation team is messaging the changes, refining policies, and updating operations to reflect the new statutory requirements. Due to its retroactive nature, S.B. 105 instantly created a backlog of dockets, and, to date, not all eligible non-discretionary dockets have had petitions filed with the courts. Once the implementation plan is complete, DCS will stand up an 'Expert Committee' to monitor progress, diagnose hindrances to submitting Early Terminations, and develop a data-driven action plan for resolving any issues. These ongoing efforts will ensure that every eligible probationer is receiving Early Termination incentives as defined by law.	New 