



**GA  
DCS**

Georgia

Department of Community Supervision

# STRATEGIC PLAN FY 2020-FY 2023 (FY 2023 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.**

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# 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
<p><b>M.O. 1 - 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. BELOW TARGET (22%)</b></p>	<p><b>Strategy 1 - Upgrade the DCS Performance Measurement System to include (1) a DCS Leaderboard and (2) Personalized Notifications.</b></p> <p>The DCS Performance Measurement System consists of nine Key Performance Indicators (KPIs) for evaluating the overall success of our Person-Centered Supervision (PCS) model. PCS entails recognizing people as unique individuals with their own strengths, needs, and goals. Additionally, PCS leverages research and technology to prioritize activities that promote success among probationers and parolees, such as addressing needs and tailoring services. Therefore, our KPIs show progress in the areas of primary focus for DCS employees: (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 for our performance measurement system. First, we will launch a 'DCS Leaderboard' that ranks judicial circuits by collective performance. We hope to enhance team camaraderie around KPIs by introducing a competitive element. Second, officers will start receiving 'Personalized Notifications' regarding the progress of their KPIs. With a working feedback mechanism, we can provide positive reinforcement for the activities that represent the successful implementation of Person-Centered Supervision. Currently, DCS displays KPIs on our Executive Dashboard (See Completed Strategy Below), which is hosted by Tableau Online. Before developing the 'DCS Leaderboard' and 'Personalized Notifications' upgrades, we must integrate the KPIs into our current case management system. To this end, we have designed the KPI Caseload Progress Tool, which is in the development phase with our IT department.</p>	<p><b>On Target</b></p> 

## Goal 1 Continued...

Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 1</b> - 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. <b>BELOW TARGET (22%)</b></p>	<p><b>Strategy 2 - Enhance Specialized Mental Health Supervision with a Clinical Case Consultation Model.</b></p> <p>A recent study conducted by DCS in conjunction with the Council of State Governments (CSG) revealed that persons with mental health needs are faring significantly worse on supervision than those without mental illnesses in Georgia. For example, about 65% of individuals with mental illnesses were rearrested compared to 46% without a mental illness. To address this disparity, we are designing a multi-site pilot project to improve Georgia's approach to community supervision for people with mental health needs. The proposed intervention will build workforce capacity and give CSOs the skills and support needed to effectively assist clients with mental illnesses and connect them to community-based behavioral health services. Specifically, we will increase CSOs' technical skillset and substantive mental health knowledge through ongoing mental health training and monthly Clinical Case Consultation. In addition, we will improve timely access and engagement with mental health services by enhancing officers' networks and relationships with behavioral health service providers and other community resources through stakeholder engagement activities. We will also develop policies and protocols based on best practices (e.g., validated instruments) to identify and prioritize individuals with a moderate to high recidivism risk and needing treatment services. Together, these activities will increase the fidelity and sustainability of Specialized Mental Health Supervision (SMHS), improve officer well-being, and reduce recidivism for justice-involved persons with mental health needs. To increase the chances of success for this endeavor, we have partnered with the School of Social Work at the University of North Carolina at Chapel Hill to provide evaluation and implementation assistance of the clinical case consultation model. Additionally, we have partnered with the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) to submit a grant application for the Justice and Mental Health Collaboration Partnership Program (JMHCP) as a potential funding mechanism.</p>	<p><b>New</b></p> 

# Goal 1 Continued...

Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 2</b> - Decrease the average days it takes to apprehend individuals in warrant status with gang affiliations. DCS must calculate a baseline to determine a target. NEW</p>	<p><b>Strategy 3 - Intensify accountability mechanisms for gang-related violations/offenses.</b></p> <p>Research consistently demonstrates that individuals are significantly more criminally active during gang membership, particularly in serious and violent offenses. Further, prolonged periods of gang involvement are associated with higher levels of criminal involvement. Therefore, DCS must respond to the public outcry surrounding gang violence. By intensifying our accountability mechanisms, we aim to decrease the time it takes to apprehend fugitives that have committed gang-related violations. The components of this strategy include: (A) Policy Mandated For-Cause Searches (B) Annual DCS Led Statewide Gang Operation (C) Prioritize Gangs in Quarterly Immediate Response Team (IRT) Warrant Service (D) Additional 2 Task Force Officers on Georgia Bureau of Investigation (GBI) Gang Task Force (E) Incorporate District Security Threat Group (STG) Coordinators on IRTs (F) Quarterly STG Intelligence Report. Additionally, we are reserving space on our FY 23 Research Agenda for developing and piloting a community-based Gang-Renunciation Program.</p>	<p>New</p> 

# GOAL 2

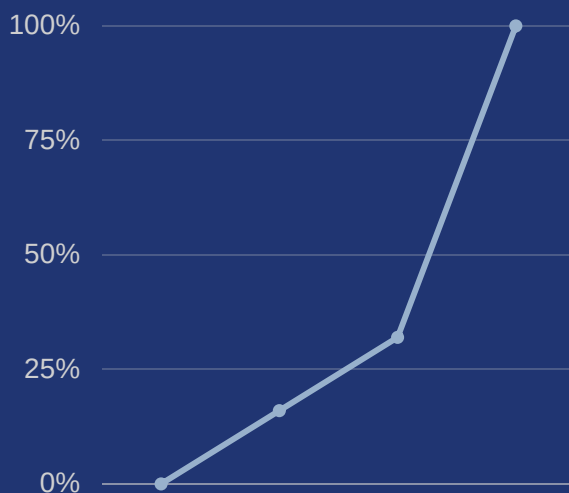
## Increase Rehabilitative Opportunities



Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 3</b> - Increase the availability of MRT classes from 12 judicial circuits in FY 2020 to all 50 judicial circuits by FY 2023. <b>ON TARGET</b> goal2</p>	<p><b>Strategy 4 - Conduct a 'Time Study' to assess counselors' workload</b></p> <p>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 Reconciliation Therapy (MRT), associates improved outcomes with program participation. Therefore, DCS organized an internal 'Time Study' to ensure that counselors are fully optimized to address this need. The 'Time Study' revealed that 36 of the 50 judicial circuits currently offer MRT classes. Our Recidivism Reduction Unit is presently analyzing the 'Time Study' data to formulate strategic initiatives for ensuring that all supervisees across Georgia have access to MRT as a cognitive treatment option when needed.</p>	<p><b>On Target</b></p> 
<p><b>M.O. 4</b> - Increase the percentage of probationers having their mental health and addiction needs addressed from 24% and 20% in FY 2021 to 40% for both by the end of FY 2023. <b>BELOW TARGET</b> (24% and 42%)</p>	<p><b>Strategy 5 - Expand the use of Accountability Courts.</b></p> <p>Accountability Court Programs are associated with successful criminal justice outcomes among individuals with substance use disorders and mental illness. However, there is no 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 implements a multi-site pilot to create formal accountability court referral and intake procedures for felony probationers with substance use disorders or mental illness who risk violating their sentence. By expanding the use of accountability courts as a diversion from revocations to prison, DCS can better assist individuals with addiction and mental illness. Pilot sites have started, policies are in place, and referrals are underway. In addition, DCS is providing GSU with quarterly data to monitor and evaluate the program.</p>	<p><b>On Target</b></p> 

# Goal 2 Continued...

Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 5</b> - Increase the number of circuits receiving reentry services from 16 in FY 2022 to 50 by the end of FY 2024. NEW</p>	<p><b>Strategy 6 - Launch the Reentry Online Network to expand the impact of reentry services throughout the entire state.</b></p> <p>Justice-involved people are more likely to experience mental illness, homelessness, unemployment, addiction, and health problems. Moreover, addressing these issues has been linked to meaningful reductions in recidivism. Thus, our Reentry Services Division serves 16 circuits across the state to assist individuals in finding the resources needed to complete their supervision terms successfully. This dedicated and highly qualified team links individuals to a broad range of services, which include obtaining identification documents (e.g., birth certificate and social security card), meeting basic needs (e.g., food, shelter, clothing, etc.), finding treatment providers (e.g., mental health and addiction), and much more. Hosted on the My Supervision Portal, the Reentry Online Network will expand the reach of Reentry Services across the entire state of Georgia. Through the interactive site, supervisees can initiate their own resource referrals and receive immediate follow-up from one of our community resource experts to guide them through the process. The site will also allow Reentry Services to gauge the self-reported resource needs in specific communities and target capacity building to match. This strategy is in the planning phase.</p>	<p><b>On Target</b></p> 



**68%**


Increase the number of circuits receiving reentry services



# GOAL 3


## Strengthen the DCS Workforce



Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 6</b> - Increase the Employee Engagement Score from 70% to 75% by the end of FY 2026. UPDATED</p>	<p><b>Strategy 7 - Form Focus Groups to develop strategic initiatives for addressing the most prominent areas of concern.</b></p> <p>Employee Engagement occurs when people can connect their responsibilities with the organization's overall strategic direction. With this connection, people find fulfillment in contributing to the agency's mission. Not only does an agency have a responsibility to look out for the well-being of its employees, but a fulfilled workforce is also a more productive workforce. For these reasons, DCS conducted its first Employee Engagement Survey in 2017, developed strategic initiatives in response to the results, and conducted a new survey in 2022. The overall results for the recent poll showed minimal improvement in scores (70%) compared to the prior one (69%). To continue growing in this area, our Human Resources Division is forming four focus groups to develop strategic initiatives in the areas that show the greatest need for improvement.</p>	<p><b>New</b></p> 

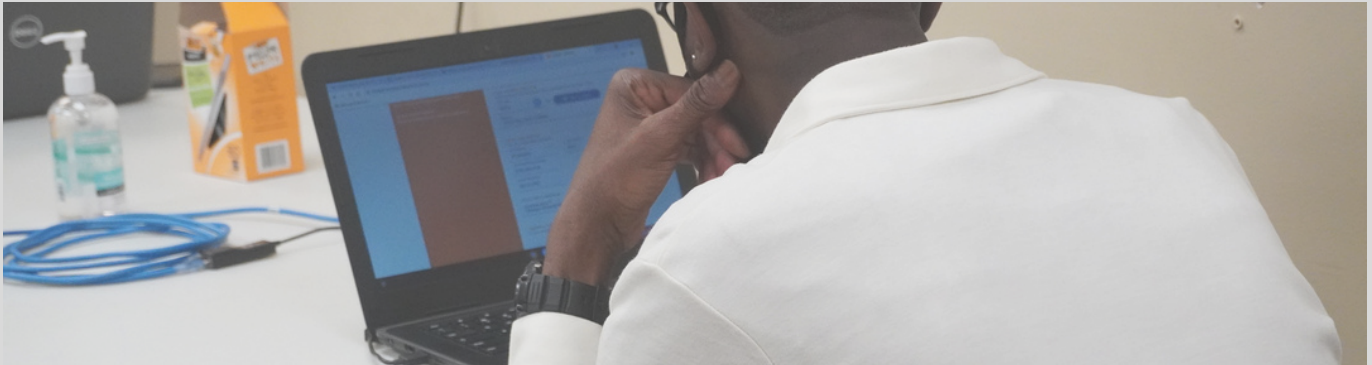
# GOAL 3

## Strengthen the DCS Workforce

Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 7</b> - Decrease the percentage of funded CSO positions that are vacant. DCS must calculate a baseline to determine a target. NEW</p>	<p><b>Strategy 8 - Assemble a Recruitment Team to find and attract high-quality candidates.</b></p> <p>For organizational success, DCS must have a well-staffed workforce. However, when tasked with covering additional responsibilities from vacant caseloads, CSOs lack the time necessary to deliver our Person-Centered Supervision approach. Therefore, DCS is implementing a Recruitment Strategy as a cost-effective way to expand our talent pool and improve hiring outcomes. We will position ourselves to proactively build the next generation of community supervision professionals by assembling a committed and passionate recruitment team.</p>	<p><b>New</b></p> 

# GOAL 4

## Utilize Data-Driven Decision Making



Measurable Objective	Strategy/Strategy Description	Status
<p><b>M.O. 8</b> - Decrease the percentage of time officers spend on entering case notes and body camera indexing from 15% in FY 22 to 10% by FY 26. NEW</p>	<p><b>Strategy 9 - Enhance the current assessment tool.</b></p> <p>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 completing Phase 2.</p>	<p><b>On Target</b></p> 
<p><b>M.O. 9 (Same as M.O. 1)</b> - 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>	<p><b>Strategy 10 - Automate case management activities through technology upgrades and behavior coding.</b></p> <p>This strategy seeks to alleviate the documentation burden on officers by automating mundane tasks. By reducing the time spent entering case notes and indexing body camera footage, CSOs will have more time to focus on KPIs, deliver Person-Centered Supervision, and promote success among supervisees. DCS will automate the case management process over three phases: (1) Integrate hardware to allow for dock-less uploading of body camera footage. (2) Utilize software to transcribe conversations from the body camera footage and parse out actionable text. For example, if a CSO talks about a job interview with a supervisee, the case management system will prompt them to follow up on that interview during the next interaction. (3) Partner with experts at Georgia State University (GSU) to automate evaluations of officers' implementation of person-centered core practices in the video-taped officer-client interactions to advance equity and inclusion in community supervision. This strategy is in the planning phase.</p>	<p><b>New</b></p> 