

**Strategic Plan
FY 2020 - FY 2023 (FY 2021 Update)
Georgia Department of Community Supervision**

Mission	As an integral part of the criminal justice system, the Department of Community Supervision protects and serves all Georgia citizens through effective and efficient offender supervision in Georgia communities while providing opportunities for successful outcomes.	
Vision	<p>The Department of Community Supervision will become the national leader for innovative and progressive community supervision; we will accomplish this by:</p> <ul style="list-style-type: none"> - 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	(1) Accountability (2) Integrity (3) Selfless Service (4) Teamwork (5) Personal and Professional Development	
Goal	Measurable Objective	Strategy
Goal 1 Deliver Efficient and Effective Community Supervision	M.O. 1 - Increase the number of officers trained in the Enhanced Supervision Program (ESP) from 75% in FY 2019 to 100% by the end of FY 2021.	Strategy 1 - Implement a regional training plan for officers that have not completed the Enhanced Supervision Program (ESP).
	M.O. 2 - Decrease the average officer caseload size from 109 in FY 2019 to 100 by FY 2022.	Strategy 2 - Deploy 'Court Specialists' to perform court duties and reassign court officers to field caseloads.
		Strategy 3 - Monitor and track the implementation of S.B. 174.
	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.	Strategy 4 - Introduce 'Video Interactions' as a convenient option for officers and supervisees to communicate.
Strategy 5 - Develop a 'Virtual Circuit' to assume administrative tasks previously performed by officers.		
M.O. 4 - Increase the percentage of Key Performance Indicators (KPIs) reaching targets. A baseline will be determined to establish a specific measurable objective.	Strategy 6 - Modify the DCS Supervision Model to maximize resources and create more opportunities for success among supervisees.	
	Strategy 7 - Institute a 'Supervisee Portal' to offer self-service options for accessing pertinent information.	

Goal 2 Increase Rehabilitative Opportunities	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 8 - Create a 'Response Plan' to findings from the DRC Evaluation.
	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 9 - Conduct a 'Time Study' to assess counselors' availability to deliver cognitive-based programming.
	M.O. 7 - Increase the percentage of DRC sites with formal vocational partnerships from 13% (4) in FY 2020 to 75% (23) by the end of FY 2023.	Strategy 10 - Establish formal 'Vocational Partnerships' to improve employment opportunities.
	M.O. 8 - Increase the percentage of individuals having their mental health and addiction needs addressed. A baseline must be determined to establish a specific measurable objective.	Strategy 11 - Expand the use of Accountability Courts for probationers facing revocation.
Goal 3 Strengthen the DCS Workforce	M.O. 9 - Increase the percentage of DCS employees trained in Trauma-Informed Care (TIC) from 30% in FY 2019 to 100% by FY 2022.	Strategy 12 - Facilitate a state-wide training program to ensure every employee is trained in TIC.
	M.O. 10 - Increase the Employee Engagement Score from 69% to 80% by the end of FY 2023.	Strategy 13 - Design a robust Health & Wellness program to assist employees.
		Strategy 14 - Incorporate an 'Advanced Leadership Track' into the DCS Training Curriculum.
Goal 4 Utilize Data-Driven Decision Making	M.O. 11 - Deploy an 'Executive Dashboard' by the end of FY 2021.	Strategy 15 - Enhance the current assessment tool.
		Strategy 16 - Develop an 'Executive Dashboard' for displaying the progress of Key Performance Indicators (KPIs).
	M.O. 12 - Increase the number of metrics publically available for stakeholders from 23 in FY 2020 to 50 by FY 2022.	Strategy 17 - Participate in the multi-agency 'Justice Reinvestment Initiative (JRI)' data repository.
		Strategy 18 - Launch a 'Research and Data Website' for sharing important information to the community.

Strategy and Goal	Strategy Description	Status
Strategy 1 (Goal 1) Enhanced Supervision Program (ESP)	The Enhanced Supervision Program (ESP) is a set of evidence-based skills shown to improve interactions between officers and supervisees. The program has been incorporated into the Basic Training Academy so that every new cadet is trained in ESP before becoming an officer. Currently, 89% of officers have completed the program and courses have been scheduled for the remaining 229 .	ON TARGET
Strategy 2 (Goal 1) Court Specialists	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. Currently, there is at least 1 court specialist in every circuit and additional positions have been added where possible. As a result, the current average caseload size is 93 and this strategy is complete.	COMPLETED
Strategy 3 (Goal 1) SB 174 Implementation	In attempts to lower caseload sizes in Georgia, S. B. 174 codified procedures for closing cases early and placing individuals in a non-reporting status. System enhancements, productivity reports, and policy revisions have been implemented to ensure that officers are making recommendations for 'Unsupervised Status' and 'Early Terminations' as outlined in S.B. 174. Additionally, we have 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.	COMPLETED
Strategy 4 (Goal 1) Video Interactions	A workload analysis revealed that officers lacked sufficient time to interact with supervisees. In response, DCS introduced the use of Video Interactions as a convenient option for communication 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 and the use of ESP skills has doubled. This strategy is complete.	COMPLETED
Strategy 5 (Goal 1) Virtual Judicial Circuit	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.	COMPLETED
Strategy 6 (Goal 1) Supervision Modification	To maximize resources and create the greatest chances for success among probationers and parolees, DCS modified our supervision model. By leveraging technology and research, we expanded the use of 'High Risk' supervision, frontloaded resources, and incorporated a goal-based component to reporting requirements. Under this new model, individuals with the greatest likelihood to fail, receive the most attention. Additionally, the first few months of a person's supervision term focuses on resource linkage necessary to address needs and comply with conditions. Finally, reporting requirements decrease and increase based on an individual's progress. Currently, we are messaging, revising policies, and developing technological tools to support this model. As this strategic initiative progresses, DCS expects to see positive changes reflected in our Key Performance Indicators (KPIs), such as implementing evidence-based practices.	NEW

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<p>Strategy 7 (Goal 1) Supervisee Portal</p>	<p>The 'Supervisee Portal' is a technological solution for simultaneously improving service delivery while increasing agency efficiency. This strategic initiative provides supervisees with a convenient option for accessing their case information and communicate 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.</p>	<p>NEW</p>
<p>Strategy 8 (Goal 2) Response Plan to DRC Evaluation</p>	<p>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 incarceration, because of their cost-effectiveness and associations with recidivism reduction. To ensure DCS is delivering quality programming, we partnered with the University of Georgia (UGA) to evaluate all 36 sites. Findings associated higher fidelity to better outcomes among participants. The average score for all sites 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.</p>	<p>ON TARGET</p>
<p>Strategy 9 (Goal 2) Counselor Time Study</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), has been linked to improved outcomes among participants. Therefore, DCS is organizing an internal 'Time Study' to ensure that counselors are being fully optimized to address this need. Although the 'Time Study' has been delayed due to the COVID-19 pandemic, DCS has still made progress in increasing the availability of cognitive programs across the state. Currently, 31 of 49 (63%) circuits offer MRT.</p>	<p>ON TARGET</p>
<p>Strategy 10 (Goal 2) Vocational Partnerships</p>	<p>As the major 'routine activity' of most 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 4 (13%) of the 31 judicial circuits with a DRC site. Additionally, 5 more agreements are in the process of being finalized.</p>	<p>ON TARGET</p>
<p>Strategy 11 (Goal 2) Accountability Courts</p>	<p>Accountability Court Programs have been linked to successful criminal justice outcomes among individuals with substance use disorders and serious 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 that will create formal referral and intake procedures for felony probationers, who have substance use disorders or serious mental illness and are at risk of revocation, to be placed in an accountability court program. By expanding the use of this resource, DCS will be better positioned to assist individuals with addiction and mental illness. Currently, this project is in the planning phase.</p>	<p>NEW</p>

<p>Strategy 12 (Goal 3) Trauma-Informed Care (TIC)</p>	<p>Results from an Employee Engagement Survey revealed that DCS employees desire more training and development opportunities. DCS is strategically using this feedback to strengthen its workforce by 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. Currently, 67% of our staff has received the training and we are scheduled to resume training in October. If there are no delays, we will complete training for the remaining 33% of staff within six months.</p>	<p>ON TARGET</p>
<p>Strategy 13 (Goal 3) Health & Wellness Division</p>	<p>Community supervision professionals are simultaneously expected to achieve goals related to accountability, public safety, advocacy, and rehabilitation. Furthermore, these tasks are performed within the context of large caseloads, low occupational prestige, and public scrutiny. Inevitably, this environment leads to stress and burnout among employees, which has been linked to 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.</p>	<p>COMPLETED</p>
<p>Strategy 14 (Goal 3) Advanced Leadership Track</p>	<p>The Employee Engagement Survey also identified the "Competency of Supervisors" as the highest area of concern for DCS employees. In response, the DCS Training Division has developed an 'Advanced Leadership Track' for improving the development of leaders within our agency. With a pre-management course, management course, and several advanced leadership courses, this new curriculum creates a multitude of opportunities for current and future leaders to hone their skills.</p>	<p>NEW</p>
<p>Strategy 15 (Goal 4) Enhance Assessment Tool</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 will be completed in 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 currently in Phase 1.</p>	<p>ON TARGET</p>
<p>Strategy 16 (Goal 4) Executive Dashboard</p>	<p>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 has been developed and we are in the process of launching an internal website for employees to access it.</p>	<p>ON TARGET</p>

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Strategy 17 (Goal 4) Justice Reinvestment Data Repository	DCS continues to participate in the multi-agency 'Justice Reinvestment Initiative' data repository hosted by the Criminal Justice Coordinating Council (CJCC). Metrics have been identified and DCS has started to provide sample data to CJCC.	ON TARGET
Strategy 18 (Goal 4) Research and Data Website	We have launched a research and data 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. The website will continuously be updated as new information becomes available. 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


Michael Wayne Nail (Sep 1, 2020 11:25 EDT)

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Commissioner