

NCJRS

JAN 19 1977

ACQUISITIONS

JUVENILE
JUSTICE MASTERPLAN
FOR THE STATE
OF GEORGIA

VOLUME III
Multi-year Action Plan

The Juvenile Justice Masterplan Study was financed under Grant No. 74-ED-04-0012 by the Law Enforcement Assistance Administration. The opinions expressed herein do not necessarily reflect the views of the Law Enforcement Assistance Administration or the Judicial Council. This grant was obtained by the Administrative Office of the Courts through the State Crime Commission.

32123

JUVENILE JUSTICE MASTERPLAN COMMITTEES

Steering Committee

Judge Walter C. McMillan, Jr., Chairman
Robert A. Kettel, Vice-Chairman

Subcommittees

Prevention and Treatment
Subcommittee

Robert A. Kettel, Chief Probation Officer, DeKalb County Juvenile Court
Reverend Oscar Bell, Public Relations Director, Methodist Children's Home
Paul Broun, State Senator, District 46
James Burton, Director Youth Services Program, Department of Human Resources
Dr. James B. Craig, Superintendent, Georgia Regional Hospital at Savannah
Mrs. Nancy Green, Treasurer, Junior League of Atlanta
Mr. Charles Hosch, Senior High School Student
Representative Randolph C. Karrh, Georgia House of Representatives, District 106
Edward Lee, Urban Program Executive, YMCA
John Mills, Superintendent of Schools, Sylvania, Georgia
Deborah Pelligrino, Program Director, YWCA
Daniel Starnes, Regional Director, National Council on Crime and Delinquency
Judge Walter C. McMillan, Judge of Superior Court, Middle Judicial Circuit

Detection and Disposition
Subcommittee

Judge Tom Dillon, Judge of Fulton County Juvenile Court
Robert J. Castellani, Attorney at Law
Tony H. Hight, Executive Director, District Attorney's Association
Caption W. R. Raines, Assistant Chief of Police, City of Marietta Police Dept.
Lorenzo Manns, Chief Probation Officer, Muscogee County Juvenile Court
Louise Hornsby, Assistant Public Defender, Fulton County Public Defenders Office
Julie G. Haralson, Editor and Publisher, Springfield Herald

Technical Advisory Committee

John Hunsucker, Director of Youth Services
Robert Croom, Professor of Criminal Justice, Georgia State University
Judge Marion Pope, Superior Court, Blue Ridge Judicial Circuit
Hal Bronfin, Juvenile Correction Specialist, University of Georgia
Joe Edwards, Assistant Superintendent, Department of Education
Kenneth Cook, APDC, Central Savannah River Area
Sgt. T. P. O'Neal, Chief Investigator, DeKalb County Sheriff's Department
Dorothy Kirkley, Juvenile Law, Attorney General's Office

Scott Fulton, Corrections Socialist, State Crime Commission
 David Tripp, Representative from Governor's Office
 Dr. John Filley, Director, Office of Child and Adolescent Services,
 Division of Mental Health
 Neal Shorthouse, Consultant, Exodus, Incorporated
 Bill Milligan, Consultant, Exodus, Incorporated
 Bert Edwards, Director of Research and Planning, Department of Human Resources
 Edie Deluga, Coordinator, Council for Children
 Truman Moore, Program Unit Chief, Division of Community Services
 Mildred McMickens, President, Foster Parents United
 Joan Dana, Chairman, Parents Anonymous
 Jim Parham, Commissioner, Department of Human Resources
 Judge Rex Ruff, Cobb County Juvenile Court
 Judge Dennis F. Jones, Juvenile Court of DeKalb County

Special Advisory Committee Concerning
 Family Court Structure

Judge Walter C. McMillan, Superior Court, Middle Judicial Circuit
 Judge Rex Ruff, Juvenile Court, Cobb County
 Judge Tom Allen, Superior Court, Stone Mountain Judicial Circuit
 Judge Tom Dillon, Juvenile Court, Fulton County
 Judge Eugene C. Black, Juvenile Court, Dougherty County
 Judge Dennis Jones, Juvenile Court, DeKalb County
 Judge Billy Shaw Abney, Juvenile Court, Walker County
 Judge Aaron Cohn, Juvenile Court, Muscogee County
 Judge John S. Langford, Superior Court, Atlanta Judicial Circuit
 Judge Coy Temples, Superior Court, Conasauga Judicial Circuit
 Judge Tom Ridgway, Superior Court, Alcovy Judicial Circuit
 Judge Marion Pope, Superior Court, Blue Ridge Judicial Circuit

Project Staff

Chris Perrin, Project Director
 Alton J. Moultrie, Research Associate
 Andy Garr, Field Coordinator

Research Assistants

Jane Ashton
 Melvin Bentley
 Philip Craig
 Jane Day
 Nancy Pihera
 Barbara Seymour
 Victoria Woodward

Legal Research Assistants

Mary Kay Bottecelli
 Mike Reese

Interns

Mike Wilcox
 Rose Marie Morse
 Mike Lewis
 Debbie Page

Table of Contents

	<u>Page</u>
Preface	i
Overview of Goals and Objectives	1
Listing of Goals and Objectives by Priority	1
Overview of Action Programs	13
Action Program #1: Minimize Penetration of Youth Into the Juvenile Justice System	13
Action Program #2: Prevention Programs	15
Action Program #3: Treatment and Rehabilitation	17
Action Program #4: Administration and Management Techniques	26
Action Program #5: Personnel Planning and Development Policies	27
Action Program #6: Research, Planning and Evaluation	29
Action Program #7: Development of an Interagency Information System	30
Program Implementation and Multi-Year Budget	31
Table of Program Implementation.	32
Multi-Year Budget	35

Table of Charts

Page

- 1 Total Projected Expenditures for Juvenile Justice
1977-1979
- 2 Existing Resources and Identification of Needs

ii

20

PREFACE

Volume III of the Juvenile Justice Masterplan describes the directions, scopes, and implementation procedures for the primary recommendations which require additional funding as presented in Volume II. It is expected that Georgia will receive Law Enforcement Assistance Administration funds for Juvenile Justice over the next three years as indicated in Chart 1. The total expenditures recommended in the Multi-Year Budget which are presented in this volume exceed the total projected funds available from LEAA through the State Crime Commission. Despite this, budget recommendations were made based on total program needs and allow the State Crime Commission and individual juvenile justice agencies to select those action programs which they feel are worthy of being pursued.

Volume III addresses the basic concepts and approaches of a comprehensive plan as specified in LEAA guidelines. The information which is presented in this volume is the result of months of intensive research and analyses of juvenile delinquency problems by persons intimately involved in the juvenile justice system. Upon the completion of this careful and objective needs analysis, the action programs which are presented were deemed to be the best means of accomplishing the goals of the juvenile justice system. These recommendations, then, are intended as a resource for the State Crime Commission in its determination of what juvenile justice programs should be undertaken and how LEAA funds (Juvenile Justice and Delinquency Prevention funds, Part C funds, and Part E funds)

might be allocated in their comprehensive plan and as suggested for the use of discretionary grants and state funds.

All of the costs associated with this plan do not necessarily require "new" appropriations. In some instances, reallocation of existing funds may be possible so that more appropriate services are provided for Georgia's children at a reduced cost.

Chart 1

TOTAL PROJECTED EXPENDITURES FOR JUVENILE JUSTICE*
1977-1979

TOTAL FUNDS	\$24,823,051	\$26,434,822	\$28,015,846
State Funds	\$15,149,536	\$15,742,291	\$16,710,811
Local Funds	\$ 7,619,815	\$ 7,733,126	\$ 8,161,104
Part C Funds	\$ 1,111,700	\$ 1,359,405	\$ 1,243,890
Part E Funds	\$ 462,000	\$ 490,000	\$ 514,500
JJDP Funds	\$ 480,000	\$ 910,000	\$ 1,385,541

*Discretionary grants are available to fund juvenile justice programs in addition to the funds listed above. These discretionary funds, however, are available only in special emphasis areas designated by LEAA. These projections were furnished by the State Crime Commission.

The personnel budget figures suggested in Volume III were computed based on the State Merit System pay schedule. The use of these figures is intended to facilitate uniformity in developing total recommended expenditures for personnel services. Because the State Merit System figures are standardized and easily accessible they provided a reference for estimating personnel expenditures. The state government mileage rate was used, where appropriate, to compute travel expenses.

All recommended expenditures offered in Volume III are approximations. They were developed according to program modules designed specifically for the types of programs recommended.

The implementation of recommended programs is intended to take place over a three year period. The implementation of some of these programs is based on an analysis of the twenty counties in Georgia with the greatest number of children's cases disposed of in juvenile courts. (See Volume I, "Demographic Analysis") The selection of these counties as a basis for the implementation of the Masterplan programs is intended to eliminate the possibility of a "shot-gun" approach to the allocation of funds. This selection is not intended to prevent the remaining 139 counties from receiving funds under the plan; however, based on the needs analyses, programs should be implemented in these counties primarily.

This needs analyses was conducted based on the following variables:

- 1) complete juvenile demographic data for each county
- 2) the total number of juvenile filings and dispositions
- 3) the kinds of juvenile filings and dispositions in the courts.

It is recommended that this method of establishing need should be adopted for future prioritizing of fund allocations.

**GOALS
AND OBJECTIVES**

Chapter 1

Overview of Goals and Objectives

In the following chapter the goals and objectives of the Juvenile Justice Masterplan are listed in order of priority. The goals have been used as the titles of the seven Action Programs. The objectives listed under each goal are in many instances the same as the recommendations in the position papers. These objectives are grouped into eleven major areas of importance which are represented by the titles of the position papers.

Listing of Goals and Objectives by Priority

GOAL #1: Minimize the penetration of youth into the juvenile justice system.

Objectives:

A. Community Based Prevention

- to hire a delinquency prevention specialist, through the State Crime Commission, to coordinate prevention services and provide technical assistance to governmental agencies, private agencies and other groups.
- to hire a recreation specialist, through the State Crime Commission, to coordinate prevention programs that are recreational in nature.
- to develop programs that combine education and recreation for delinquency prevention.

B. Education

- to hire an educational planner, to administer the implementation of all recommended education programs.

C. Employment

- to hire a youth employment coordinator to design and administer all youth employment programs and offer technical assistance in the implementation of such programs.

D. Police

- to insure that detention decisions are made independent of the police
- to develop uniform policies regarding the use of police discretion as it concerns juveniles
- to create a task force to establish policies and procedures governing the involvement of police in the juvenile justice system

E. Family Court

- to establish a part of each court's services, an intake unit to offer investigative screening, family counseling and probation services
- to insure that all family court petitions are reviewed by a representative of the District Attorney's office before being formally filed.

F. Intake, Screening and Diversion

- to create a committee to develop specific statewide screening criteria, standards, and procedures for intake

G. Juvenile Detention Facilities

- to insure that detention decisions are made only by intake staff

H. Juvenile Probation Services

- to establish uniform standards and procedures for the administration of probation.

- to make the procedure for probation revocation clear and to insure that alternatives are available.

I. Community Based Treatment

- to give priority to placing status offenders in community-based treatment programs

J. Juvenile Justice Planning

- to insure that juvenile justice planning encompasses the full range of juvenile offender needs

GOAL #2: Increase the number of prevention programs

Objectives:

A. Community Based Prevention

- to secure assistance from social service organizations and civic groups in delinquency prevention
- to expand the goals of community-based treatment programs to include juvenile delinquency prevention and diversion components
- to develop Youth Services Bureaus throughout the state
- to make greater use of church facilities for delinquency prevention programs
- to involve social service organizations and civic groups in the development of new programs for delinquency prevention

B. Education

- to include in educational programs components for delinquency prevention
- to divide the state into three regions for testing pilot programs that could be beneficial in delinquency prevention

C. Employment

- to develop and expand after-school and summer employment programs for youths
- to secure educational and vocational opportunities for youths, as well as financial support, from organizations such as unions, civic groups and local businesses

D. Intake, Screening and Diversion

- to make greater use of diversion as an alternative to formal adjudication
- to enact legislation that would make intake services available throughout the state

E. Juvenile Detention Facilities

- to use residential facilities within the community for non-secure detention purposes.

F. Community-Based Treatment

- to secure funding to provide more diverse community-based facilities and programs
- to develop a more comprehensive system of mental health care services
- to develop a statewide drug treatment system with central intake and diagnosis at diversionary points

GOAL #3: Improve the quality of institutional and non-institutional treatment and rehabilitation

Objectives:

A. Community-Based Prevention

- to develop, through the Department of Mental Health, statewide

programs for inpatient and outpatient services, including adequate diagnostic and evaluative systems

B. Intake, Screening and Diversion

- to place intake services under the direct supervision of the court and to insure that these services are reviewed and monitored by the court
- to amend Ga. Code 24A-1001 (1) (2) to provide for more efficient intake services
- to allow for a study by the Office of Planning and Budget to determine the costs of upgrading the quality of intake and screening services

C. Juvenile Detention Facilities

- to expand alternatives to formal adjudication
- to renovate existing detention facilities and construct new facilities
- to enact legislation that would eliminate the detention of juveniles in adult facilities
- to expand facilities for deprived and neglected children

D. Juvenile Probation Services

- to apply conditions of probation that are uniquely geared to meet the needs of each juvenile
- to establish a goal-oriented service delivery system to meet the needs of probationers
- to appoint a committee to establish juvenile probation standards and procedures

E. Community-Based Treatment

- to insure that funding for contracting services from private agencies is received by the Department of Human Resources

F. Youth Development Centers

- to insure that all academic programs at YDC's are fully accredited
- to establish a vocational rehabilitation evaluation unit at the Milledgeville YDC
- to provide orientation and diagnostic programs at each YDC

G. Juvenile Justice Planning

- to adhere to recommendations presented in Volume II on improving the image of the juvenile justice system
- to provide, through the State Crime Commission and the Office of Planning and Budget, funding to juvenile justice related agencies, so that they can secure the technical assistance necessary to conform to Masterplan recommendations

GOAL #4: Improve administration and management techniques

Objectives:

A. Family Court

- to place intake services under the direct supervision of the court and establish a review and monitoring procedure

B. Juvenile Probation Services

- to enact legislation to create a Department of Juvenile Probation which would be administratively attached to the Administrative Office of the Courts
- to appoint a State Director of Juvenile Probation
- to enact legislation that would place juvenile probation services under the judicial branch of government with local judicial control
- to place independent juvenile court systems under statewide

control, without loss of benefits by employees

- to allow for review of probation staff functioning by judges
- to provide for a study to be conducted by the Office of Planning and Budget to determine the most feasible method of managing and administering probation

C. Youth Development Centers

- to encourage judicial visits to youth development centers

D. Juvenile Justice Planning

- to use participatory management in setting goals, evaluating program effectiveness, identifying problems, and defining roles for participants

GOAL #5: Improve personnel planning and development policies

Objectives:

A. Police

- to secure funding and technical assistance from LEAA to aid local police agencies in refining juvenile-police operations
- to form a committee that would develop a curriculum for instructing officers in effective juvenile-police operations
- to develop juvenile investigation expertise in agencies with between 15 - 75 employees and to develop juvenile investigation units in agencies with more than 75 employees

B. Family Courts

- to provide for the addition of at least one superior court judge for each one-judge circuit.
- to choose judges based on a merit selection system
- to emphasize clinical experiences in law school family law programs

- to provide separate, adequately trained clerical, investigative and administrative staffs in family courts divisions
- to provide special training in processing cases in family courts to prosecutors, defense attorneys and other attorneys
- to include all judges of courts of records in the state retirement program
- to provide judges with specialized training in handling domestic relations cases

C. Juvenile Detention Facilities

- to use a merit system of personnel selection
- to select professional personnel, administrative staff, indigenous community workers and counselors who are highly experienced in relating to youth.

D. Juvenile Probation Services

- to improve staffing patterns so that personnel with diverse kinds of expertise will be employed resulting in offering a wider range of services to youths
- to handle all employment procedures according to State Merit System policies
- to increase salary levels for probation officers to the levels paid by independent systems to probation officers
- to create a committee to study juvenile probation services in the southeast in order to compare Georgia's training requirements and salary levels with those of neighboring states

E. Community-Based Treatment

- to provide in-depth training programs for community-based treatment center personnel

F. Youth Development Centers

- to provide funding for contracting professional vocational rehabilitation services in each YDC.
- to provide psychological consultants at each YDC to initially develop job specifications and procedures for referring services for committed youth
- to provide in-depth in-service training to all service and custodial staff members

G. Juvenile Justice Planning

- to investigate and eliminate legitimate causes of employee dissatisfactions
- to offer internships and work-study programs that will attract students to juvenile service careers and improve the relationship between educational institutions and the field of practice
- to establish and coordinate juvenile justice education programs varying from an A.A. to graduate level, in conjunction with the Board of Regents
- to provide appropriate training for all staff members through staff development programs
- to follow the recommendations of Volume II on recruiting minority groups, women, ex-offenders and volunteers
- to use testing based on the tasks, skills, and qualities needed for each position to assure that proper qualifications are considered
- to provide technical assistance, through the State Crime Commission and the Office of Planning and Budget to juvenile justice agencies

GOAL #6: Improve the quality of research, planning and evaluation

Objectives:

- A. Employment
 - to provide an on-going, extensive evaluation process for youth employment programs
- B. Juvenile Detention Facilities
 - to provide that the capacities of detention facilities be determined by the juvenile population which they serve
 - to construct detention facilities with different levels of security within each center
 - to locate detention facilities near community and court resources
 - to provide that grand juries rather than citizen advisory boards have input in detention center planning
 - to keep status offenders within the jurisdiction of the courts
 - to base detention center planning on investigations of community resources
- C. Juvenile Probation Services
 - to secure from the Office of Planning and Budget a report which thoroughly analyzes the total cost of unifying probation procedures
- D. Community-Based Treatment
 - to conduct a study of projected community-based treatment needs
- E. Youth Development Centers
 - to restructure diagnostic procedures, education programs,

inservice training, research, and vocational training

- to insure that the Youth Services Research Unit compiles data for planning and budgeting

F. Juvenile Justice Planning

- to provide that each juvenile justice related agency does a task analysis to determine needs or skills required of juvenile justice personnel

GOAL #7: Coordinate the development of an inter-agency information system

Objectives:

A. Police

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

B. Intake, Screening and Diversion

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

C. Juvenile Detention Facilities

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

D. Juvenile Probation Services

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

E. Youth Development Centers

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

F. Juvenile Justice Planning

- to develop uniform statistical reporting procedures in conjunction with the committee on inter-agency information systems

ACTION PROGRAMS

Chapter 2

Annual Action Programs

The following action programs were developed to offer recommendations concerning the expenditures of LEAA funds for juvenile justice and delinquency prevention. Each program is recommended to deal with a juvenile justice problem which, after careful study, has been found to be particularly pressing. Presented as a preface to each program are the problems in Georgia which make the program necessary and the objectives through which the problems will be alleviated. Included also, are guidelines for expenditures which are intended to facilitate the most efficient implementation of each program.

Action Program #1

Title: Minimization of the penetration of youth into the juvenile justice system

Problem: At present, large numbers of youths become involved unnecessarily in the formal stages of Georgia's juvenile justice system. This is partially due to the inadequacy of prevention programs, police and intake diversion programs and procedures, and probation and community-based treatment procedures.

Program Objective: This action program is designed to minimize the penetration of youth into the juvenile justice system through the coordination of education, recreation and employment programs. This program will offer greater prevention services to youth throughout the state.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of minimizing the penetration of youth into the juvenile justice system.

A. Community-Based Prevention

1) The State Crime Commission should procure funds to employ a juvenile delinquency specialist to provide technical assistance to local units of government, social service agencies and organizations in developing and implementing effective delinquency prevention programs. All prevention programs should be funded by the Law Enforcement Assistance Administration through the State Crime Commission.

2) The State Crime Commission should procure funds to employ a recreation specialist who will recommend and coordinate recreational programs to help alleviate juvenile delinquency.

B. Education

The State Crime Commission should procure funds to employ an educational planner to aid in developing, testing, and implementing educational programs throughout the state.

C. Employment

The State Crime Commission should employ a coordinator to evaluate and assist present youth employment programs and offer technical assistance to juvenile justice related agencies in developing new programs.

D. Juvenile Police Services

The State Crime Commission should procure funds to create a task force to establish policies and procedures governing involvement of police in the juvenile justice system. This

task force should examine policies, procedures, and guidelines for use of discretion and methods of statistical reporting.

E. Intake, Screening and Diversion

The State Crime Commission should procure funds to form a standards committee to develop specific intake and screening criteria, standards, and procedures to be proposed as standards that could be used uniformly throughout the state.

Summary of Allocation

<u>Designated Agency</u>	<u>Federal Share</u>	<u>State Local</u>	<u>Total</u>	<u>Funding Ratio</u>
State Crime Commission	272,695	30,299	302,994	90-10
TOTAL	272,695	30,299	302,994	

Action Program #2

Title: Addition of new prevention programs

Problem: Because of inadequate and ineffective prevention programs in the state, many youths become involved in the juvenile justice system unnecessarily. Although this state has some community-based programs for treating juvenile delinquency, these programs are not primarily concerned with delinquency prevention.

Program Objective: This program is designed to increase the number and availability of prevention programs to help youth with diverse problems in areas where these programs are scarce.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of increasing the number of prevention programs.

A. Community-Based Prevention

The State Crime Commission should procure funding for the establishment of eleven new youth service bureaus in selected areas of the state. These funds should be dispersed according to the following schedule:

1977: Cobb, Clayton, Chatham, Floyd
 1978: Bibb, Gwinnett, Dougherty
 1979: Laurens, Ware, Whitfield, Hall

Summary of Allocation

Designated Agency				
Cobb	\$ 286,476	\$ 31,830	\$ 318,306	90-10
Clayton	286,476	31,830	318,306	90-10
Floyd	286,476	31,830	318,306	90-10
Chatham	286,476	31,830	318,306	90-10
Bibb	190,258	21,139	211,398	90-10
Gwinnett	190,258	21,139	211,398	90-10
Dougherty	190,258	21,139	221,398	90-10
Laurens	97,082	10,786	107,869	90-10
Ware	97,082	10,786	107,869	90-10
Whitfield	97,082	10,786	107,869	90-10
Hall	97,082	10,786	107,869	90-10
TOTALS	\$2,105,005	\$ 233,889	\$2,338,899	

Action Program #3

Title: Improvement of the quality of institutional and non-institutional treatment

Problem: At present, Georgia's resources for the treatment and rehabilitation of youth in trouble are used ineffectively.

Program Objective: This program is designed to increase the quality and effectiveness of institutional treatment provided to delinquent youths in Georgia.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of improving the quality of institutional and non-institutional treatment.

A. Juvenile Detention Services

- 1) A detention specialist should be employed through a grant to the Division of Youth Services of the Department of Human Resources. This specialist will work to ensure the maintenance of uniform standards at all detention centers.
- 2) A consultant should be employed through the State Crime Commission to conduct a needs analysis for the possible renovation of existing detention facilities and/or the construction of new ones.
- 3) Six hundred and twenty-nine (629) new bed spaces for deprived and neglected children as well as for selected types of status offenders should be funded in specific counties throughout the state. These spaces should be located in private homes.

The general standard utilized by the Department of Human Resources for the allocation of emergency facilities is one per every 1,000 children under the age of 18. Because the application of this standard would have meant the addition of some 1,540 new bed spaces and huge financial costs, the standard applied here is one per every 2,000 children under the age of 18. Top priority should be given to those counties which presently have no emergency facilities as indicated in Chart 2.

B. Community-Based Treatment

- 1) The State Crime Commission should procure and distribute funding to the Division of Youth Services over a three year period for increased contractual services.
- 2) The State Crime Commission should procure and distribute funds to the Division of Mental Health of the Department of Human Resources for the development of a statewide drug treatment program and more comprehensive mental health services. This should be achieved through the employment of additional personnel at the ten regional hospitals throughout the state. These new services should include adequate diagnostic and evaluative systems.

C. Youth Development Centers

- 1) A consultant should be employed by the State Crime Commission to evaluate the treatment programs of each Youth Development Center.
- 2) The Division of Youth Services of the Department of Human Resources should procure funds to employ a clinical psychologist

whose initial task would be the development of personnel qualifications and hiring of the following staff members at each center: a psychologist, two psychological technicians, one staff trainee, one development officer, and one vocational rehabilitation evaluator. This clinical psychologist would later become responsible for the supervision of the staff.

- 3) The Division of Vocational Rehabilitation of the Department of Human Resources should procure funds to establish a permanent vocational rehabilitation unit at Milledgeville.

Summary of Allocation

<u>Designated Agency</u>	<u>Federal Share</u>	<u>State Local</u>	<u>Total</u>	<u>Funding Ratio</u>
State Crime Commission	\$ 10,872	\$ 1,208	12,080	90-10
DHR/Mental Health	1,141,020	126,780	1,267,800	90-10
DHR/DYS	996,039	110,670	1,106,709	90-10
DHR/Voc. Rehab.	147,206	16,356	163,562	90-10
Expansion of shelter care facilities (to the counties signified Chart "Existing Resources & Identification of Needs")	3,662,496	406,944	4,069,440	90-10
TOTAL	\$ 5,957,633	\$ 661,958	\$ 6,691,591	

Chart 2

Existing Resources and Identification and Needs

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Appling	5,209	3	-	3
Atkinson	2,284	1	-	1
Bacon	2,814	1	-	1
Baker	1,437	1	-	1
Baldwin	9,541	5	-	5
Banks	2,172	1	-	1
Barrow	6,018	3	-	3
Bartow	12,730	6	2	4
Ben Hill	4,663	2	-	2
Berrien	4,031	2	-	2
Bibb	49,166	25	-	25
Bleckley	3,236	2	-	2
Brantley	2,422	1	-	1
Brooks	4,690	2	-	2
Bryan	2,881	1	-	1
Bulloch	11,027	6	-	6
Burke	7,260	4	-	4
Butts	4,146	2	-	2
Calhoun	2,512	1	-	1
Camden	4,647	2	-	2
Candler	2,164	1	-	1
Carroll	16,051	8	-	8
Catoosa	10,272	5	-	5
Charlton	2,387	1	-	1
Chatham	62,332	31	2	29

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Chattahoochee	1,340	1	-	1
Chattooga	6,886	3	-	3
Cherokee	12,224	6	-	6
Clarke	19,518	10	-	10
Clay	1,220	1	-	1
Clayton	40,636	20	9	11
Clinch	2,561	1	-	1
Cobb	76,467	38	19	19
Coffee	8,724	4	-	4
Colquitt	11,597	6	-	6
Columbia	9,410	5	-	5
Cook	4,548	2	-	2
Coweta	13,000	7	2	5
Crawford	2,324	1	-	1
Crisp	7,051	4	-	4
Dade	3,572	2	-	2
Dawson	1,276	1	-	1
Decatur	8,075	4	-	4
DeKalb	151,119	76	15	61
Dodge	5,590	3	-	3
Dooly	3,958	2	-	2
Dougherty	35,217	18	18	-
Douglas	13,222	7	-	7
Early	4,673	2	-	2
Echols	720	1	-	1
Effingham	5,735	3	-	3
Elbert	5,723	3	-	3
Emanuel	6,534	3	-	3

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Evans	2,902	1	-	1
Fannin	4,262	2	-	2
Fayette	5,630	3	-	3
Floyd	24,769	12	4	8
Forsyth	6,765	3	3	-
Franklin	4,256	2	-	2
Fulton	184,129	42	-	2
Gilmer	3,144	2	21	21
Glascock	758	1	-	2
Glynn	17,728	9	-	1
Gordon	8,593	4	-	9
Grady	6,351	3	-	4
Greene	3,744	2	-	3
Gwinnett	32,384	16	-	2
Habersham	6,482	3	4	12
Hall	21,625	11	-	3
Hancock	3,682	2	4	7
Haralson	5,490	3	-	2
Harris	4,114	2	-	3
Hart	5,754	3	3	-
Heard	1,881	1	-	3
Henry	9,755	5	-	1
Houston	24,859	12	-	5
Irwin	3,039	2	-	12
Jackson	7,602	4	-	2
Jasper	2,189	1	-	4
Jeff Davis	3,599	2	-	1
Jefferson	6,711	3	-	2
				3

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Jenkins	2,995	1	-	1
Johnson	2,727	1	-	1
Jones	4,743	2	-	2
Lamar	3,686	2	-	2
Lanier	2,027	1	-	1
Laurens	11,286	6	-	6
Lee	3,165	2	-	2
Liberty	6,015	3	-	3
Lincoln	2,321	1	-	1
Long	1,358	1	-	1
Lowndes	21,317	11	2	9
Lumpkin	2,801	1	-	1
McDuffie	5,589	3	-	3
McIntosh	3,073	2	-	2
Macon	5,218	3	1	2
Madison	5,064	3	-	3
Marion	1,905	1	-	1
Meriwether	7,133	4	-	4
Miller	2,348	1	-	1
Mitchell	7,723	4	-	4
Monroe	3,985	2	-	2
Montgomery	2,059	1	-	1
Morgan	3,841	2	-	2
Murray	4,992	2	-	2
Muscogee	55,978	28	11	17
Newton	10,606	5	-	5
Oconee	2,692	1	-	1
Oglethorpe	2,857	1	-	1

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Paulding	7,120	4	-	4
Peach	6,381	3	-	3
Pickens	3,414	2	-	2
Pierce	3,489	2	-	2
Pike	2,219	1	-	1
Polk	10,563	5	-	5
Pulaski	2,750	1	-	1
Putnam	3,312	2	-	2
Quitnam	808	1	-	1
Rabun	2,756	1	-	1
Randolph	2,876	1	-	1
Richmond	50,460	25	4	21
Rockdale	7,838	4	-	4
Schley	1,099	1	-	1
Screven	4,270	2	-	2
Seminole	2,780	1	-	1
Spalding	14,096	7	2	5
Stephens	6,506	3	-	3
Stewart	2,507	1	-	1
Sumter	9,851	5	-	5
Talbot	2,410	1	-	1
Taliafferro	803	1	-	1
Tattnall	4,960	2	-	2
Taylor	2,949	1	-	1
Telfair	4,428	2	-	2
Terrell	4,307	2	-	2
Thomas	13,028	7	-	5
Tift	10,286	5	-	5

COUNTY	POPULATION	NUMBER OF SPACES NEEDED	NUMBER OF SPACES PRESENTLY	NUMBER OF SPACES TO BE PROVIDED
Toombs	7,172	4	-	4
Towns	1,446	1	-	1
Truetlin	1,970	1	-	1
Troup	14,510	7	-	7
Turner	3,323	2	-	2
Twiggs	3,439	2	-	2
Union	2,219	1	-	1
Upson	7,920	4	-	4
Walker	17,118	9	-	9
Walton	9,365	5	-	5
Ware	3,019	2	4	-
Warren	2,460	1	-	1
Washington	5,829	3	-	3
Wayne	6,827	3	-	3
Webster	961	1	-	1
Wheeler	1,527	1	-	1
White	2,514	1	-	1
Whitfield	20,109	10	2	8
Wilcox	2,326	2	-	2
Wilkes	3,461	2	4	-
Wilkinson	3,665	2	-	2
Worth	5,827	3	-	3
TOTAL		763	138	629

157 Homes @ \$ 8,640
= \$1,356,480.00
X 3
\$ 4,069,440.00

Action Program #4

Title: Improvement of administrative and management techniques
Problem: Present administration and management techniques do not allow for the most efficient delivery of juvenile services.

Program Objective: This program is designed to provide more effective administration of services within the juvenile justice system.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of improving administration and management techniques throughout the juvenile justice system.

Juvenile Probation Services

- 1) The State Crime Commission should procure funds to establish a state office of juvenile probation which will be administratively attached to the Administrative Office of the Courts.
- 2) A committee on standards and procedures should be created and funded by the State Crime Commission. This committee should study current probation procedures in Georgia, the procedures of other states, and make recommendations for the development of any new procedures and standards deemed necessary.

Summary of Allocation

<u>Designated Agency</u>	<u>Federal Share</u>	<u>State Local</u>	<u>Total</u>	<u>Funding Ratio</u>
State Crime Commission	\$ 1,275	\$ 141	\$ 1,416	90-10
*Administrative Office of the Courts	216,265	24,029	240,294	90-10
TOTAL	\$ 217,265	\$24,170	\$ 241,710	

* The costs of transferring probation employees to the State Department of Juvenile Probation and increasing salary levels is not included in this amount. These funds reflect the cost of administrative personnel necessary over a three year period for program transition and supervision.

Action Program #5

Title: Improvement of personnel planning and development policies.

Problem: The quality and effectiveness of juvenile justice personnel and planning policies are deficient at the present time.

Program Objective: This program is designed to increase the overall effectiveness of personnel planning and development policies within the juvenile justice system.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of improving personnel planning and development policies.

A. Juvenile Police Services

The State Crime Commission should establish and fund a committee to develop a curriculum for instructing officers in effective police operations.

B. Family Court

- 1) The State of Georgia should provide funding for the establishment of at least one additional judgeship in each one-judge circuit.
- 2) The State Crime Commission should also provide funding for adequate family court staff in each circuit. The additional personnel should include both counselors and clerical staff.

C. Juvenile Justice Planning

- 1) The State Crime Commission should provide funding to the Division of Youth Services of the Department of Human Resources to employ a volunteer coordinator who will coordinate, develop and evaluate all juvenile related volunteer programs on a statewide basis.
- 2) The State Crime Commission should also provide the Division of Youth Services with funding to reimburse volunteers for reasonable expenses incurred during volunteer work.
- 3) The State Crime Commission should provide funding to the Division of Youth Services of the Department of Human Resources to implement effective internship and work-study programs to attract students to juvenile services as a career.
- 4) The State Crime Commission should create and fund a committee to study current academic programs and needs relevant to juvenile justice. This study should recommend future statewide distribution and location of academic programs based on proven needs and resources.

Summary of Allocation

<u>Designated Agency</u>	<u>Federal Share</u>	<u>State Local</u>	<u>Total</u>	<u>Funding Ratio</u>
State Crime Commission	\$ 5,841	\$ 649	\$ 6,490	90-10
Local Courts Judgeships		3,480,000	3,480,000	
Clerical and Counseling	3,990,185	443,353	4,433,538	90-10
DHR	2,577,469	286,385	2,863,854	90-10
TOTAL	\$ 6,573,495	\$ 4,210,387	\$ 10,783,882	

Action Program #6

Title: Improvement of the quality of research, planning and evaluation.

Problem: Inadequate research and evaluation of existing programs and facilities makes planning for the juvenile justice system difficult.

Program Objective: The purpose of this program is to improve the quality of research and evaluation in juvenile justice programming.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of improving the quality of research, planning and evaluation.

Youth Development Centers

It is recommended that the Research Unit of the Division of Youth Services be granted continuation funding. Because the Research Unit is currently receiving funding from the State Crime Commission, additional funding for this program is not required at present.

Action Program #7

Title: Coordination of the development of an Interagency Information System.

Problem: The lack of an interagency information system hampers planning and evaluation of services within the juvenile justice system in Georgia.

Program Objective: This program is designed to enable agencies in the juvenile justice system to coordinate and evaluate services.

Program Implementation: It is recommended that grants be awarded in the following manner for the purpose of coordinating the development of an interagency information system:

The State Crime Commission should procure funding to form a committee to develop uniform statistical reporting procedures with special emphasis on the following areas:

- Juvenile Police Services
- Intake, Screening and Diversion
- Juvenile Detention Facilities
- Juvenile Probation Services
- Youth Development Centers

All aspects of planning should rely upon adequate and accurate statistics.

SUMMARY OF ALLOCATION

<u>Designated Agency</u>	<u>Federal Share</u>	<u>State Local</u>	<u>Total</u>	<u>Funding Ratio</u>
State Crime Commission	\$ 2,390	\$ 265	\$ 2,655	90-10
TOTAL	\$ 2,390	\$ 265	\$ 2,655	

**BUDGET
AND IMPLEMENTATION**

Chapter 3

Program Implementation and Multi-Year Budget

Following is a year by year table of program implementation for the period 1977-1979. The table consists of programs in the major areas of concentration as recommended in Volume II of the Juvenile Justice Masterplan. A multi-year budget, in terms of the agencies which will receive funding, is also presented.

TABLE OF PROGRAM IMPLEMENTATION

AREA	1977	1978	1979
Prevention	Delinquency Prevention Specialist should be hired	Continue	Continue
	-	Recreation Specialist should be hired	Continue
	YSB's should be developed in Cobb, Clayton, Chatham and Floyd Counties.	Continue	Continue
	-	YSB's should be developed in Bibb, Gwinnett, and Dougherty Counties	Continue
	Statewide programs for in-patients and outpatients should be developed	Continue	YSB's should be developed in Laurens, Ware, Whitfield and Hall Counties.
Education	An Education Planner should be hired	Continue	Continue
Employment	An Employment Coordinator should be hired	Continue	Continue
Police	A committee should be created to develop uniform policies regarding the use of discretion	-	-
	A committee should be created to develop a curriculum for instructions in effective juvenile-police operations	-	-

AREA	1977	1978	1979
Family Court	-	Staff should be provided by the Family Court to offer investigative screening, family counseling and probation services	Continue
	-	At least one superior court judge should be added to each one-judge circuit.	Continue
Intake, Screening and Diversion	A committee should be developed to formulate standards and procedures for intake staff	-	-
Juvenile Detention Facilities	A Detention Specialist should be hired	Continue	Continue
	A Consultant should be hired to advise concerning renovation of present facilities	-	-
	Shelter care facilities should be expanded	Continue	Continue
Probation	A Department of Juvenile Probation should be created	Continue	Continue
	A committee on standards and procedures should be created	-	-
Community-Based Treatment	Contractual services should be secured	Continue	Continue
	A statewide mental health and drug treatment program should be developed	Continue	Continue

AREA	1977	1978	1979
Youth Development Centers	Vocational rehabilitation personnel, psychological consultants and staff should be provided at each YDC.	Continue	Continue
	A permanent Evaluation/Vocational Unit should be established at Milledgeville	Continue	Continue
	Current facilities should be evaluated	-	-
Juvenile Justice Planning	A volunteer coordinator should be hired	Continue	Continue
	Volunteer expenses should be provided	Continue	Continue
	Internship/Work Study programs should be developed	Continue	Continue
	A committee should be created to study academic needs of juvenile justice personnel	-	-

-34-

MULTI-YEAR BUDGET OF JUVENILE JUSTICE MASTERPLAN STUDY

	1977	1978	1979
STATE CRIME COMMISSION	\$ 106,543.00	\$ 108,054.00	\$ 111,038.00
DEPARTMENT OF HUMAN RESOURCES	1,745,914.00	1,797,733.00	1,858,278.00
ADMINISTRATIVE OFFICE OF THE COURTS	79,189.00	79,122.00	81,983.00
LOCAL AGENCIES (COUNTIES)	1,787,952.00	6,163,580.00	6,370,340.00
TOTALS	\$ 3,719,598.00	\$ 8,148,489.00	\$ 8,421,639.00

-35-

END

7. 11. 1955