

# Minutes

## **DJJ Board of Education Meeting**

**Thursday, December 6, 2001  
9:00 a.m.**

**Macon Youth Development Campus  
4160 Riggins Mill Road  
Macon, Georgia**

### Roll Call

**Board Members Present:** Steve Adams; Violet Bennett; Major General Peter J. Boylan; Emmett Bryant, Jr.; Mary Linda Duncan; Susan F. Dunwody; David C. Evans; Dr. Eleanor Main; Dr. Ed Risler; Dr. Veronica Walters; John E. Wiggins; Mary E. Wilhite

**Advisory Board Members Present:** None.

**DJJ Staff Present:** Melissa Aaron; Dr. Thomas Coleman; Dr. Tom Delaney; Dr. Marilyn Dryden; Ronnie Lane; Robert Manville; Orlando L. Martinez; Dr. Tom O'Rourke; Coy Satterfield; Jimmy Taylor; Jaci M. Vickers; Lena M. Wilson

**Other:** Joann Bryant; Chad Hoffecker, Assistant Attorney General

### Opening Remarks

Chairman Evans called the December meeting of the DJJ Board of Education to order. He welcomed everyone and stated that there would be a full schedule. He explained that education issues would be covered to help with the annual educational training required for Board members. The meeting was started with Mr. Evans introducing Ms. Melissa Aaron, Director of the Macon Youth Development Campus.

Ms. Aaron thanked everyone for coming and offered the hospitality of the campus.

Jaci Vickers, Director of the Office of Public Affairs, gave an overview of the agenda for the meeting.

### **Education Overview**

Thomas L. Coleman, Ed.D  
Deputy Commissioner of Program Services

Dr. Coleman stated that, sometimes, the delivery of education services gets diverted by talking about the administrative side of education. He posed a question to the assemblage to make a point. He stated that, oftentimes, teachers don't explain to kids exactly what they are asking, and that kids will then go off in different directions to answer the question. He stated that learning comes with listening. Dr. Coleman said that students not only learn from teachers, they also learn from each other and from the staff. One of the things that has been emphasized at the facilities is to involve the JCOs in the learning process. He stated that the JCOs not only provide security, they are direct care providers that also serve as counselors and surrogate parents. He conducted an exercise with the group that supports his statement.

### **Introduction and Update**

Dr. Thomas O'Rourke  
Associate Superintendent

Dr. O'Rourke greeted the Board and expressed his pleasure that they would be able to tour the Macon YDC and to observe the education process in progress. He stated that he felt it was appropriate for them to listen to a Lead Teacher and the Education Principal of the facility. The lead teacher, Dr. Tom Delaney, and the School Principal, Dr. Marilyn Dryden, would have the opportunity to talk about their programs and share what a typical day of learning at facilities are like.

Dr. Tom Delaney has been in education for 32 years. He taught youth at the Lorenzo Benn YDC for eighteen years and is currently teaching at the Columbus RYDC. Dr. Delaney was the recipient of the Walt Disney National Teacher of the Year Award. He is also a member of the National Teacher Hall of Fame and serves on the National Board of Professional Standards.

Dr. Marilyn Dryden has been an educator for 23 years. Dr. Dryden came to the Macon YDC from the Wrightsville YDC after the facility was transferred back to the Department of Corrections. Under her leadership, the education program has gone through a metamorphosis to get to its current status as a model for correctional education.

### **Overview of RYDC Education Programs**

Dr. Tom Delaney, Lead Teacher  
Columbus Regional Youth Detention Center

Dr. Delaney stated that advancements have been made in the DJJ education program. The education program now has a curriculum for each subject and grade level and can be

accessed by downloading from the DJJ Intranet. Teachers use the extra time generated by this technology to develop and implement new programs and events such as computer keyboarding and after school music and art classes staffed by community volunteers.

He explained that the kids in DJJ programs are kept too busy and too tired to get into a lot of trouble. He stated that the Muscogee County Alternative Schools have come to the Columbus RYDC to find out how they can incorporate DJJ's curriculum and behavior modification program in their schools. He has committed to conduct several workshops for teachers about "reaching the top to teach." He will also teach their students about cultural diversity and anger management.

Dr. Delaney was pleased to not have horror stories about staff turnover and teacher burnout or how it's impossible to "get those culturally deprived children interested academically." Instead, there are teachers on the brink of tears from receiving letters from their students thanking them for their time and caring and the impact their learning had on their lives. He shared such a letter from a 16-year old.

Staff at the Columbus RYDC seek role models from the community, such as skilled craftsmen, doctors, and lawyers that grew up the hard way and are not ashamed to talk about it. They are asked to come to the facility to bond with the students. He said that after this process, the students are more open to learning, that they see a chance for them to achieve their goals.

Dr. Delaney stated that he doesn't care where a child came from. In his classroom it's where they're going that counts.

### **Overview of YDC Education Programs**

Dr. Marilyn Dryden, Principal  
Macon Youth Development Campus

#### **Background**

Dr. Dryden started with the Department of Juvenile Justice at the Wrightsville YDC during the summer of 1996. She was hired as a special education teacher and was given a small office that had to serve as a classroom. During this period of transition for the YDC, there were no textbooks or supplies, and no resources were available.

After a few months, she applied for and received the position of Education Supervisor. She was responsible for setting up a school for 50 long-term students. There were no classrooms or books and there were only four teachers, one of which was a special education teacher. These teachers had to set up their classrooms in the gym.

In the interim, the Department hired an Associate Superintendent of Education, namely, Dr. Thomas O'Rourke. Under his leadership, the Department's education program flourished. Resources were made available for the provision of classroom space,

textbooks, teachers, etc. The Wrightsville YDC was the recipient of a new school building where the education program thrived.

Dr. Dryden subsequently accepted the position of Principal at the Macon YDC.

### YDC Academic Program

New residents' reading and math scores are assessed, through testing, to determine where they are academically. Classes range from middle grades to 12<sup>th</sup> grade. There is also a GED program in place. Vocational testing is also conducted to give staff an idea of what programs the students may be interested in or may qualify for.

The Macon YDC has the same academic offerings as any public school. When students are released and return to their regular schools, they are on level with their courses. Students sometimes come to the YDC with low reading and math skills. The program at the YDC is designed to help in these areas. The Macon YDC has a reading specialist on staff to work with this group. Curriculum offerings include science, social studies, math reading, and English. A PowerPoint math class is offered to those students who are below grade level in math.

Two students at the YDC entered a national contest and won in each of their categories. One wrote a poem and the other submitted artwork. They both won \$100.00 each. These students previously had not received a lot of recognition in their lives and were very excited about their achievement.

Classrooms consist of students in differing grade levels. Students complete work on their own grade level, at their own pace, from an education plan designed specifically for them by the teacher based on their initial assessment.

### YDC Vocational Program

Initially cosmetology, home economics, and computer classes were offered at the Macon YDC. The YDC now has a very large green house and a G.E.D. Program. Vocational classes are smaller than normal because the population is less than usual.

The Macon YDC has collaborated with Central Georgia Technical College. Some students studying for their G.E.D. wanted to take advantage of this collaboration by pursuing their education further. Tuition funding for this endeavor was made available with the help of a community church group in the form of scholarships. Several students are taking on-line classes with Central Georgia Tech.

One of the teachers spoke with the school's President, informing him that the Augusta YDC has students taking classes without paying tuition. They are currently seeking ways to allow the Macon YDC students to do the same.

The cosmetology instructor and the computer applications instructor are actively employed by Central Georgia Technical College. This means that students are given dual credits for their class time. They receive high school credit and college credit. By doing so, they are required to take the AZTEC test. This test is required of all the students who are leaving the YDC. Some other testing that is done is special education, psychological, and speech evaluation. There are contracts in place with outside vendors to conduct these tests.

Department of Labor personnel conduct a work group once a month to discuss topics such as self-esteem, career exploration, networking, job application preparation, etc.

Transition is the biggest issue facing the students once they leave the facility. Extra care and attention is given to prepare the students for reentry into society.

Dr. Walters wanted to know what the Board could do to assist the teachers in achieving the goals the State of Georgia has set in regards to testing and what it would mean for student progress. Dr. Dryden responded that the guidelines that are set are the same as for public schools. She stated that the scores for DJJ students are only in the system for a short period of time. Dr. O'Rourke added that the Department has two years of test scores available for review. Even though these scores are low, progress can be detected in each area from the first quarter to the second quarter. He stated that copies of the test scores would be distributed to the Board.

Commissioner Martinez asked if one of the problems of transitioning kids back into the public school system was due to some of the data being lost in the process. If so, his concern was that test scores and some of the progress and achievements the kids have made would not be reflected in their records. Dr. O'Rourke responded that this issue was of great concern. He stated that unless there is an advocate for these kids, a representative from the Department, the schools would not be as receptive to them reentering the public school system because of problems they may have had in the past. The advocate could explain the situation better, focusing on the students' achievements, therefore making the transition easier. Dr. Dryden stated that alternative ways of getting information to school systems need to be developed.

Steve Adams stated that it would help if dialogue were conducted with the Board to make them more involved. Ronnie Lane stated that according to some members of the public school system, no matter how well a DJJ student has done, that student would not be permitted back into a regular classroom. Rather, the student would be sent to an alternative school.

Major General Boylan stated that the Board had previously recommended that the tracking system initiative be extended beyond DJJ. The Board wants to determine how well they are doing their jobs. Unless there is a system in place to enable the Department to gather the data needed, the Department would never get the resources required for the technology to make this happen.

Dr. Dryden stated that the Georgia Department of Education was very impressed with the work the Department does. The more knowledge and public relations work with the public school system, the more beneficial it will be to the Department. Dr. Delaney stated that a conscious endeavor has been made to establish dialogue with the public school system, especially with Muscogee County.

Chairman Evans thanked Drs. Dryden and Delaney for sharing information on the education programs and other activities in the YDCs and RYDCs. He stated that it was wonderful to see their enthusiasm and commitment to the children in custody of the Department.

### **Adjournment**

At this point, Chairman Evans adjourned the meeting of the DJJ Board of Education. After lunch, the meeting of the Board of Juvenile Justice reconvened.

## **Board of Juvenile Justice Meeting**

**Thursday, December 6, 2001**

**1:00 p.m.**

**Macon Youth Development Campus**

**4160 Riggins Mill Road**

**Macon, Georgia**

### **Roll Call**

**Board Members Present:** Violet Bennett; Major General Peter J. Boylan; Emmett Bryant, Jr.; Susan F. Dunwody; David C. Evans; Dr. Eleanor Main; Dr. Ed Risler; Dr. Veronica Walters; John E. Wiggins; Mary E. Wilhite

**Advisory Board Members Present:** Judge Quintress Gilbert

**DJJ Staff Present:** Melissa Aaron; Dr. Thomas Coleman; Dr. Tom Delaney; Dr. Marilyn Dryden; Mary Esposito; Ronnie Lane; Robert Manville; Orlando L. Martinez; Dr. Tom O'Rourke; Tiffany Pete; Coy Satterfield; Jimmy Taylor; Jaci M. Vickers; Lena M. Wilson

**Other:** Joann Bryant; Chad Hoffecker, Assistant Attorney General

### **Opening Remarks**

Chairman David C. Evans convened the December 6, 2001 meeting of the Board of Juvenile Justice. He opened by thanking Melissa Aaron, Director of the Macon YDC, her staff, and the residents for an outstanding reception.

Mr. Evans expressed his pleasure at the work and progress made on the campus of the Macon YDC since his last visit. He stated that the changes were visible physically, programmatically, and professionally.

Chairman Evans presented the minutes of the September 24, 2001 and October 25, 2001 meetings for approval. There was not a quorum present at the meeting in September to cast a vote and a meeting was not held in November. He asked for a motion on the September meeting. Dr. Walters moved to accept the minutes and Mr. Bryant seconded the motion. The minutes were approved as presented. After asking for a motion on the October minutes, Ms. Bennett moved to accept the minutes and Dr. Walters seconded the motion. The October minutes were approved as presented.

### **Commissioner's Comments**

Orlando L. Martinez, Commissioner

#### **Introduction**

Commissioner greeted the Board Chair, members of the Board, and others in attendance. He thanked everyone for attending the combined November-December meeting of the Board of Juvenile Justice. He expressed his thanks, along with the Board Chair, to Melissa Aaron and her staff for assisting with the meeting.

Commissioner Martinez stated that while touring the campus, he noted, and was pleased with, the reactions of Dr. Main, Ms. Dunwody, Mr. Wiggins, and Mr. Bryant to the work being done on the campus, as well as to the progress that has already been made. Commissioner is hopeful that all members of the Board took the opportunity to visit the campus and its staff and students. As the principal long-term institution for the DJJ female population, he is confident that the Macon YDC will serve as the guide for continuing efforts with delinquent girls in Georgia.

Commissioner stated that, as evidenced, the population is down on the campus of the Macon YDC, and makes it easier to manage.

## **Operations**

### ***Georgia Detention Alternatives Initiative***

- Last week, DJJ, in collaboration with the Annie E. Casey Foundation sponsored a conference on detention reform. Commissioner Martinez was ecstatic with the results, as evidenced by the attendance of over 200 persons, the informative exchange of information and the animated discussion. Judges, District Attorneys, law enforcement personnel, DHR and DJJ staff and Board members participated. He believes that all those who attended can attest to this important milestone in continuing efforts to reform detention.

### ***Facilities and Classification***

- As part of the professional services at the Macon YDC, a technical assistance consultation visit by Drs. Sheila and Sharon Peters of the Peters Group in Nashville, Tennessee is being coordinated.

The Drs. Peters are nationally renowned experts in gender specific programming for girls, with significant experience in the design of training, and service delivery programs for girls in the juvenile justice system.

During their first three-day visit to Georgia, they will conduct a site visit of the Macon YDC, meeting with staff, students, and their parents. They will generate an independent assessment of operations at the Macon YDC and make recommendations for programming, training, and overall operational management to strengthen our ability to serve girls.

Additionally, they will provide a one-day training program based on a curriculum developed for OJJDP on Gender Specific Programming for Girls, which will be offered to a group of approximately 40-50 participants. This will include selected staff from the Macon YDC, Community Corrections, the Emanuel YDC, and DJJ Central and/or field Offices.

### ***Community Corrections***

- On October 24, 2001 Commissioner, along with Gwen Skinner, met with Fulton County Superior Court judges, indigent defense counsel and staff from the Fulton County District Attorney's Office to complete an agreement allowing DJJ to place superior court youth in the Paulding RYDC and the Eastman YDC. A protocol has been developed as a result of this meeting. The protocol will be tried for a couple of months and the impact will be evaluated.
- October 29, 2001, Gwen Skinner represented the Department at the Council of Juvenile Court Judge's fall training Conference in Chattanooga, Tennessee. On behalf of the Commissioner, she updated the Agency Alliance Committee and



DHR on Medicaid and the progress being made as a result of GDAI. She participated in an open dialogue with Jim Martin, Juanita Blount Clark and the juvenile judges on process and program issues impacting the ability of both agencies to serve clients/families.

- October 30, 2001 Community Corrections graduated approximately 24 girls from the REACH Program in Toccoa. This is one of the pilot gender specific programs funded by CYCC. It is a community-wide effort that is strongly supported by the local school system and Toccoa Falls College. The progress of the girls will be tracked since completion and the Board will be provided with the outcomes.
- Clayton Mims, District 10 Director has retired. That vacancy is presently being advertised.
- On November 2<sup>nd</sup>, the bidders conference was held for the Weekend Sanction Program. The Program was originally bid out mid-June 2001. The proposals received by the Department were cost prohibitive. As a result, the Request for Proposals was modified and reissued. The proposals are in the process of being evaluated and contracts will be awarded in mid-December. The anticipated start date is mid-February. It should be noted that this program concept was developed in collaboration with several juvenile court judges. It has the advantage of reducing the number of bed days from 90 to a maximum of 36 for those youth determined by the court to be appropriate. The advantage of this initiative is that each of these programs maintains the youth in their home school and community while holding them accountable for their offending behavior.
- Commissioner Martinez and Gwen Skinner met with the new DHR Commissioner, Jim Martin to review the Fulton County Cooperative Agreement.
- The Multi-Systemic Therapy contract has been awarded to Community Solutions for services in the metropolitan Atlanta area. This program will be operational beginning February 2002. This is an alternative to the traditional STP Program and represents 70 slots. Commissioner thanked Dr. Risler for participating on the proposal review team.

### ***Human Resources***

- Commissioner shared with the Board the development of Core Competencies for the Department. He stated that there are certain expectations systems have of their employees. A series of meetings managed by Mike Sorrells, Deputy Commissioner of Human Resources, was held. All the participants agreed on the following as Core Competencies for the Department:
  1. Ethics/Integrity – Understands and comply with policy
  2. Customer Focus
  3. Results Focus/Achievement

4. Learning and Continuous Improvement
5. Personal Skills – Listens attentively and actively

These will be available in printed form and available on the Intranet.

### ***Memorandum of Agreement***

- On November 9<sup>th</sup>, Commissioner met with Dr. Jim Austin and Allen Breed, MOA Monitors, to update them regarding DJJ planning, the current initiatives occurring within the agency, and the progress made toward regionalization. In addition, he discussed various aspects of the MOA that currently hamper or impede progress regarding future planning especially during this time of limited resources and requests to decrease the current and next year budgets. Mary Esposito and Jimmy Taylor of DJJ and Chad Hoffecker of the Attorney General's Office attended. The atmosphere was very positive and appeared well received by the Monitors.
- Judy Preston of the Department of Justice has responded to the letters sent to her and reviewed in the last DJJ Board meeting. The letter from Ms. Preston raised a number of issues to be discussed in a meeting with Ms. Preston and both Monitors on January 8 and 9. In addition to initial discussions about the challenges to the MOA, which DJJ has cited, the agenda will also include general discussions regarding other possible modifications to the MOA in order to have a more current and relevant agreement. Discussions will also be had on the upcoming 7<sup>th</sup> Monitor's report, which will address the monitoring period of July 1, 2001- December 31, 2001.
- Progress regarding management of the MOA is going well and the team will continue to work together to assure consistency of information, assistance to the Monitors and consultants, coordination of monitoring site visits with the field, and routine updates to the Commissioner, the executive management team, and the Board.

### ***Meetings***

- In early November, Commissioner Martinez traveled to California to attend the National Women's Legislative Caucus. In particular, he made a presentation before the Georgia delegation that was well received. The Georgia delegation has agreed to sponsor next year's gender specific summit.
- On Tuesday, Commissioner and staff attended the Annual Legislative Breakfast in Columbus.
- Commissioner has had several interviews, most notably with Jane Robelot of WGCL to discuss his views on legal representation of youth and school policy on zero tolerance. He also had a couple of interviews conducted in Spanish, as the

growth of the Latino media has become more apparent in Georgia. The Governor has showcased his efforts in a diversified workforce.

Major General Boylan wanted to know about the child that was “lost” in the system. Commissioner explained that a child who was in the custody of DFACS was detained at the Metro RYDC and was in the facility for 53 days before someone remembered he was there. The oversight was due to the juvenile court failing to schedule a hearing and DJJ failing to recognize the fact. DFACS also failed to follow-up on the youth.

Major General Boylan wanted to know if we had fixed all or part of the problem of following up on a child once admitted to a facility. Commissioner responded that we fixed it with the establishment of a protocol, by being more sensitive to making sure that the Department is tracking kids through the case expeditors, their sole purpose being to review every child in the facility to see when they were admitted, why they were admitted, and how long they have been there. They then expedite the kids’ movement through the system.

Commissioner stated that the Detention Assessment Instrument reveals that one-third of the population is high risk, one-third is medium risk, and one-third is low risk.

Georgia is using the juvenile justice system in search of treatment services for kids. The systems of mental health, housing and child welfare have missed these kids and, as a result, DJJ is trying to develop social services/child welfare type programs in a juvenile correctional setting. The profiles of the girls in the system shows that girls are most likely to be kicked out of public school and not allowed to return. The most rational way to address the problem is to redirect money to programs.

Major General Boylan wanted to know if there was an update on the tracking system. He also asked if there were any initiatives to extend the contract so that the effectiveness of in-house programs could be measured. Greg Maxey responded that he was not aware of an update but the contract runs through June 30, 2002. Chairman Evans responded that an update would be given at the next meeting.

Dr. Walters had concern about leaks and exposed wiring in the dining hall ceiling. She wanted to know when repairs would be made. Greg Maxey responded that he would look into the problem and advise.

## **Conclusion**

Commissioner Martinez concluded his comments.

## **Update: Expenditure Controls and Reductions**

Greg Maxey, Deputy Commissioner  
Financial Management and Administrative Support

Mr. Maxey stated that the Governor has asked that all Departments reduce their current budgets by 2.5% and next year's budget by 5%. For the Department of Juvenile Justice, that meant a reduction of almost \$5.5 million dollars. The Department was exempted from many reductions in monies that were associated with federal dollars. This year's budget is reduced by \$5.462 million dollars and next year by \$10.9 million dollars. The Department's proposal was submitted to the Governor and a response has been received regarding this year's expenditures. He has instructed us to notify our vendors that are affected by this action.

The primary items on the list included:

- Hold vacant 42 of the new 108 JPPS positions
- Cancel proposed emergency shelter in the Savannah area
- Cancel proposed Outdoor Therapeutic Program expansion
- Closure of the McIntosh YDC (currently under contract)
- Reduce/eliminate other contracts

John Wiggins asked what is the current status of the maintenance workers displaced by the contract with an outside vendor. Mr. Maxey responded that the current jobs for these workers will end effective December 1, 3001. There were 48 employees affected by the contract. Currently, there is only one employee that has not been placed in other employment. Mr. Wiggins also wanted to know if the Department was getting any attention from the media on this issue. Mr. Maxey responded that he was not aware of any external pressure.

Dr. Main expressed her concern about the lower paid employees who would lose some of their benefits if jobs were privatized. She felt that benefits offered by the private company would not equal the benefits of state employees. Mr. Maxey stated that the privatization was not done as a cost saving measure. The whole purpose was to improve the quality of services. He went on to say the employees' benefits would not be exactly the same as state employees, but that they would be comparable.

Mary Wilhite asked if there were plans to pick up some of the dropped programs at some point? Mr. Maxey responded that the Department had to come up with \$11 million dollars in reductions and the Governor has concurred with the recommendations. He stated that through the process with the Governor and General Assembly some things may change, but this is only speculation on his part.

Chairman Evans ended by stating that he thinks the state will save money through this process. He thanked Susan Dunwody for her hospitality and an evening of relaxation at her home.

Mr. Bryant commended Melissa Aaron and her staff for the work that has been done and is ongoing on the campus of the Macon YDC. He encouraged Board members to take the time to get out and visit the facilities to see the good works that are happening.

### **Chairman's Report**

David C. Evans, Board Chair

Mr. Evans thanked the members of the Board who last week attended the GDAI Conference at Emerald Pointe and the New Board Member Education Training at the Galleria. He stated that the cross training the Board receives in these areas will help them to grow. He thanked them for all their efforts during the year. He thanked Chad Hoffecker of the Attorney General's Office and others for all that they do in the interest of children of the State of Georgia.

The next meeting of the Board of Juvenile Justice will be held January 31, 2002 and is scheduled to take place in Atlanta.

### **Adjournment**

Asking for and hearing no other questions or comments, the meeting was adjourned.