

Minutes

**Board of Juvenile Justice
Thursday, January 31, 2002**

**DHR Board Room, 29th Floor
2 Peachtree Street, N.W.
Atlanta, Georgia 30303**

Roll Call

Board Members Present: Steve Adams; Major General Peter Boylan; Emmett Bryant, Jr.; David C. Evans; Lois Frank; Dr. Eleanor Main; Edwin A. Risler; William J. Shellem, Jr.; Major John E. Wiggins; Mary E. Wilhite

Advisory Board Members Present: Judge Quintress J. Gilbert

DJJ Staff Present: Steve Herndon; Ronnie Lane; Sheila Mitchell; Mary Esposito; Greg Maxey; Jeff Minor; Gwen Skinner; Mike Sorrells; Dr. Shawn Allen

Other: Al Lick, Commissioner, Division of Juvenile Services, North Dakota; Donald L. Schmid, Center for Children and Family Policy, North Dakota; Bill Joy, Attorney General's Office

Opening Remarks

Chairman Evans called the meeting for Thursday, January 31, 2002 to order. He stated that a quorum of the Board was present and would, therefore, vote on approval of the minutes of the December 6, 2001 meeting that include the addition of Susan Dunwoody as being present for the regular meeting of the Board. The minutes were approved as revised.

Commissioner's Comments

Introduction

Commissioner Martinez began by greeting everyone and thanking them for attending the January 2002 meetings of the Board of Juvenile Justice and DJJ Board of Education.

The commissioner introduced several individuals to the group as follows:

- In January 2002, Dr. Shawn Allen, a Child and Adolescent Psychiatrist, was assigned to the central office to serve as the second part-time Behavioral Health Consultant. Dr. Allen will continue to provide services to the Metro RYDC.
- Mr. Donald Schmid of North Dakota is working with DJJ in refinancing Medicaid and Title IVE funds.
- Mr. Al Lick, Commissioner of the North Dakota Division of Juvenile Services. Mr. Lick is world renown and has testified before Congress on juvenile justice issues. He develops juvenile corrections placement systems and will be working with the Department to help refine our regional program.
- Mr. Bill Joy of the Attorney General's Office

Operational Activities

Commissioner Martinez shared the following information on the Department's operational activities:

Suicides

- Since the last meeting there have been two separate suicides, one occurring at the Ireland YDC (December 2001) and another at the Metro RYDC (January 2002). Both are currently under investigation by the Georgia Bureau of Investigation.
- Two Suicide Review Committees have been established for the purpose of conducting separate reviews of the two recent suicides. Experts from outside of the Department are spearheading these committees and the Commissioner looks forward to hearing any recommendations or findings they may have. He believes that this process will enable the Department to ensure that we continue to do all we can to prevent further tragedies such as these and to correct any issues that need attention regarding these events.
- The Office of Behavioral Health is in the process of establishing a Suicide Prevention Task Force. This effort was underway prior to the suicides that have recently taken place. The Carter Center's Mental Health Project and the National

Mental Health Association of Georgia will support this group. Additionally, two noted specialists from the private sector will assist.

Georgia Detention Alternative Initiative

- On January 23-26th, eleven delegates attended both the National Leadership Training Summit and the Annie E. Casey Conference in Portland, Oregon. Besides the Commissioner, Georgia delegates included:

DJJ Staff

- Tiffany Pete, GDAI Coordinator
- Doug Jackson, Manager of Evaluation and Information
- Carl Sanniti, Director, Metro RYDC

Juvenile Courts

- The Honorable Sammy Jones, Chief Judge, Fulton County
- The Honorable William Tribble, Judge, Dublin Circuit
- Reggie Bass, Chief Probation Officer, DeKalb County

Legal Profession

- Stan Gunter, District Attorney, Enotah Circuit
- Terence Walsh, Atlanta Bar Association/Alston & Bird Law Firm and noted advocate for kids

Community

- Keith Vermillion, Executive Director, Savannah Impact
 - Faye Woodruff, Member, Columbus RYDC Advisory Board
- More than 200 juvenile justice professionals attended the Leadership Summit that covered topics such as Girls in Detention, Innovations in Community Alternatives, Youth Advocacy, and Cross-system Collaboration. More than 15 state delegations attended.

Facilities and Classification

- On December 16-18, 2001, The Peters Group conducted a training session and workshop for the students and staff of Macon YDC to raise awareness of the need for gender specific programming for girls and to improve services for young females. DJJ will host a symposium in the near future.
- James E. Pearson has been selected to fill the position of Transportation Coordinator with the Office of Classification and Transportation Services. Jim

was previously a Principal Investigator with the Office of Law Enforcement Services (OLES). He has recently worked in the DJJ Community Corrections Division.

- A three-day work session was held January 15-17, 2002 to review additional results data from the pilot of the Comprehensive Risk and Needs Assessment tool and continue to define requirements for the Integrated Classification Project. The training and implementation schedule have been pushed back to accommodate the broad scope of the project. Statewide training and implementation is now targeted for the third quarter of the calendar year (July 1, 2002).

Community Corrections

- Governor Barnes appointed the Commissioner, Lorr Elias, District 11 Director and Gwen Skinner to his Action Group for Safe Children. Each will serve on one of three subcommittees 1) assessment, 2) continuum of services, and 3) financing to identify ways to eliminate duplication of services. This is also an opportunity to review policy issues.
- The Department has opened a 12 bed emergency shelter for males at the Lorenzo Benn YDC. The agency contracted with Psycho-Therapeutic Services to operate this Program.
- A contract was entered into with Community Solutions (private vendor) to deliver Multi-Systemic Therapy. MST is a family and community-based intervention that addresses the multiple determinants of serious antisocial behavior in juvenile offenders. This service is being initiated in Fulton, DeKalb, Clayton and Gwinnett Counties as an alternative to the traditional STP program.

The MST approach views the youth as being “nested” within a complex network of interconnected systems that encompasses the youth, the family, and extra-familial factors, such as peers, school, and neighborhood. Over a period of three to six months MST services are delivered in the home, the school, and the neighborhood. MST emphasizes promoting behavior change in the youth’s natural environment.

- RYDCs continue to operate below capacity.
- The Gainesville RYDC is progressing on schedule. The first round of critical positions has been advertised and no obstacle to hiring is anticipated. JCOs will be hired as soon as possible in order to get them into POST training. The activation team has high morale and high cohesiveness. Tasks are being accomplished quickly. Everyone is excited about opening the new facility. The anticipated date to move youth in is June 1, 2002.

- Diane Douglas Harris has been appointed as the new District Director for District 10 (Albany).
- Charles Felton has accepted the position of Regional Administrator for Region Three, effective February 16th. He currently resides in Florida and will be relocating to Atlanta. He has been working for a private company as a consultant since he left his last position as an Assistant Commissioner for Miami Dade County Corrections. His position had responsibility for implementing a new juvenile assessment center. Charles has many years of experience as a correctional administrator, in both the adult and juvenile systems. He worked for a number of years in his early career as a juvenile probation officer and in juvenile programs. He is known as a tough administrator with good people skills and experience working with judges and other community organizations.
- Gwen Skinner was selected to participate in Leadership Georgia 2002. She is one of only 60 persons selected from more than 400 leaders across the state.
- Cheryl Dresser was awarded the Legacy Award by the Georgia Association of Homes and Services for Children and the Child Placement Project. This award is given in recognition of her lifetime contributions that have significantly changed the child caring system of Georgia.

Support Services

Program Services

Office of Medical Services

- A new curriculum has been developed for the training of part-time employees. A special emphasis has been placed on on-site training to make it easier and less expensive to train these staff. Recommendations regarding policy in this regard have also been developed.
- Dr. Deborah Wilson of the Eastman YDC was appointed, in a part-time capacity, to serve as the Director of Dental Services. The dentist at the Wrightsville YDC previously performed these duties on a part-time basis. Dr. Wilson will continue to serve as the Dentist for the Eastman YDC and RDYC.
- The Pharmacy & Therapeutics Committee meeting was held in January between DJJ medical staff and the staff of United Pharmacy. United Pharmacy is working to develop a more useful and user-friendly monthly report regarding medication utilization. We continue to be pleased with the service we are receiving from United.

Office of Behavioral Health Services

- By the end of this week, DOAS should receive bids from vendors in response to the Request for Proposals for the privatized portion of the Macon YDC's behavioral health services. The goal is to evaluate these proposals in time to select a vendor who could assume these duties as soon as possible after March 1, 2002.

Human Resources

JCO Test Development Project

- Work is ongoing with an Edmund, Washington-based consultant group (Ergometrics) to develop a video-based selection instrument to screen candidates for employment as Juvenile Correctional Officers. Currently the consultants are involved with Department subject matter experts gathering information which will serve as the basis for individual test questions – individual vignettes or scenarios which will test an applicant's response to actual on-the-job situations which our officers regularly face.

After the data gathering and developmental efforts are completed, the actual video production will be partially shot in our facilities – tentatively scheduled for Metro RYDC and possibly Sumter YDC later this year. It is anticipated that the test will be ready for use in January 2003.

Georgia was the first state, local government, or municipality to agree to participate in the development of the test and, as such, received not only a substantial cost savings in the purchase of licensing rights but, as importantly, was able to play an active role in the actual development of the testing scenarios. The completed video will prominently feature not only DJJ facilities, but also DJJ employees who will participate in the actual production.

Performance Management

- Currently working to completely revise performance management processes to better and more closely link these efforts to organizational goals and objectives. As discussed in the December meeting, five organizational competencies (i.e., ethics/integrity, customer focus, learning and continuous improvement, interpersonal skills, and results focus/achievement orientation) have been established and language drafted to describe master-level performance. All employees will be expected to demonstrate excellence in these five specific areas and, as such, will be assessed as to how frequently their performance meets standards.

The same methodology will be used to develop job-family competencies, such as managerial/supervisory, administrative, etc., as well as a job-specific set of competencies for juvenile correctional officers given the numbers of employees in

these jobs and their importance to the organization. A small number of key job responsibilities will then be added as well as specific goals and objectives to the appraisal format.

Employees will be assessed using a combination of traditional results-focused ratings levels with behavioral frequency ratings to determine whether or not they do not meet, meet, or exceed expectations. The inclusion of an employee's assessment of his or her performance in relation to his or her supervisor's assessment is also being considered. It is anticipated that developmental work will be completed prior to the end of this fiscal year for use next performance year, which begins in July. A large training effort will be conducted during which every supervisor and manager will be trained in the new appraisal process.

Meetings

Commissioner Martinez has participated in the following major forums since the December 6th meeting:

- Attended the Dedication Services for the Savannah River Challenge Program.
 - Hosted by Senator Jack Hill and attended by numerous local legislators and citizens.
 - A contingent of staff and executives from AMI also attended
- Met with the federal monitors and Department of Justice staff about the progress made around the MOA.
- Attended a forum sponsored by the Child Welfare Advocacy organization
- Spoke at the Ft. Valley State University Forum on corrections and youth services
- Met with Lt. Governor Mark Taylor. Commissioner thought the meeting was successful. The Lt. Governor indicated that public safety is his number one priority.
- Presented the FY '02 and '03 budgets to the Joint Appropriations Committee and the House Sub-Committee on Appropriations.

Conclusion

Commissioner concluded his report. Chairman Evans opened the floor for questions and comments.

Major General Boylan stated that the Commissioner's response to Judge Rawlings' comments was good. Commissioner responded that, aside from his comments in the paper, he spoke with Judge Rawlings privately. He stated that, unfortunately, we have not developed good ways to purchase services and that currently the Department buys beds, not programs. For too long the Department has been lax in this area and, as a result, have become a system that provides private vendors an income. He stated that we are changing the way we do business and are beginning to gain confidence from both judges and vendors.

Major General Boylan indicated that there were inconsistencies in the population reports as they relate to the current population count. Commissioner stated that he would look at the data being reported.

Legislative Update

Jaci M. Vickers, Director
Office of Public Affairs

Ms. Vickers reported that there were several bills that were carried over from last year. She stated that the following is a brief summary of bills that impact the Department and the children that we serve.

- HB269 – Sponsored by Rep. Arnold Ragas and others. Attempts to address juveniles that are transferred into the adult system. There is a great commitment to get this bill passed.
- HB382 – Sponsored by Rep. Warren Massey and others. Changes the age of a child that can be tried as an adult to 18. Eliminates the loophole for kids ages 17-18.
- HB1105 – Sponsored by Rep. Mike Snow and others. Authorizes the photographing of youth who escape from DJJ custody.
- SB76 – Sponsored by Senator Donzella James and others (carried over from last year). Sets a minimum age at which children can be detained and/or committed. Proposes age 10 for detention and age 12 for commitment.
- Senate Resolution 503 – Senator Terrell Starr. Proposes a day to honor juvenile justice employees in Georgia. This resolution was passed and designates February 28th as Juvenile Justice Day in Georgia.

Ms. Vickers stated that there is an effort to modify designated felon laws. She also invited members of the Board and others present to join Senator Starr and Lt. Governor Mark Taylor on February 28, 2002 as they celebrate the first Juvenile Justice Day.

Report: System's Children
Commissioner Orlando L. Martinez

Commissioner Martinez stated that it would be nice if we had a system that was clear-cut and dealt with the delinquent, criminally involved kid. He added that he would like to retain these kids until age 18, possibly to age 21 for some kids. Another group of kids that are in the system are those that are low-risk/high need. Our system is used a lot to provide diagnostic services for these kids. These kids need to be identified for safety and treatment purposes. Many of these kids have been placed in foster care because the parents are not doing a good job. Studies show that kids in foster care have a greater chance of being placed in detention than ones with parental supervision. Parents are supposed to set structure, discipline, and advocate for their children.

The current assessment instrument needs to be redesigned in order to identify another way to classify kids. It does not show the breakdown of numbers needed to identify and classify them. The instrument shows that 7.6% of the kids are high need/high risk and medium range shows the same way. Looking at the percentages, it does not provide enough information to discriminate in the classification process. In actuality, 18% of the kids are high risk (the chronic, violent, serious offender), 32% are medium risk, and about 50% are the low risk kids.

A new system of identifying kids will help us to avoid placement issues that might result from a kid with high need being placed in a high secure setting, when the kid could be placed in a less secure setting, or kids with high risks being placed in low risk settings.

In looking at the current population, the correlation of risk factors to juvenile delinquency is high (Criminal Associates, +.57; Impulsivity, +.32; Manipulative Dominance, +.30; etc.). On the positive side, it is clear that the kids have educational goals and aspirations. Kids with parental supervision, even in high crime neighborhoods, can avoid delinquent behavior that can ultimately involve him/her in the system. Also, pro-social activities, such as Boy/Girl Scouts, can help reduce the instances of juvenile delinquency.

Another way of looking at the DJJ population is through the raw numbers. There were 784,310 youth ages 10-17 who were at risk in Georgia. Of that group, 40,388 were arrested and 15,933 were detained. Of those detained, 5,760 were committed to YDC. Looking at the transitional probabilities for these numbers, arrests are at 5.1%, detention is 39.4%, and YDC commitments are 36.2%. When breaking down the numbers by regions, the percentages will vary.

Governor's Recommendations
FY'02 and FY'03 Budgets

Gregory S. Maxey, Deputy Commissioner
Financial Management and Administrative Support

The FY 2002 Amended Base Budget Proposal includes items that will help to meet the Governor's mandate to reduce spending. Of note, the Department proposes a reduction in the employer contribution rate for the Employees' Retirement System; a reduction in new 90-day community slots at Savannah River YDC; cancellation of expansion plans for the Outdoor Therapeutic Program; hold vacant 42 Juvenile Probation and Parole Specialist positions; and, canceling the addition of 12 new beds to the Emergency Shelter Care program. The proposal covers items in areas of personnel, construction and services.

In the FY 2003 Budget Proposal, the request to eliminate the contract for Communities in Schools for staff development of education programs will considerably compromise the progress the Department has made in the areas of staff training, curriculum development, and teacher support. Services provided by CIS are essential in helping the Department to meet state DOE standards and the requirements of the MOA. The Department is asking that this partnership not be discontinued.

Chairman Evans suggested a break at this point and adjourned the meeting of the Board of Juvenile Justice.

DJJ Board of Education Meeting
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Education Update

Dr. Thomas O'Rourke, Associate Superintendent
Office of Education Services

Dr. O'Rourke shared a letter he received from the Office of the State Superintendent of Schools. A team from the Georgia Department of Education visited and reviewed the technology/career education programs at Augusta, Milledgeville, Eastman, and Macon Youth Development Campus. Team members were impressed with the dedication and professionalism shown by the staff of these facilities.

The review team commended the Department for the hard work that has been done over the past years in upgrading the facilities and improving the program offerings. They are hopeful they will continue to work with the Department to provide state of the art educational programs.

Dr. O'Rourke stated that there is a need for adequate facilities in all programs. Currently, there are seven (7) vocational programs in place at the Milledgeville YDC. All kids have exposure to the horticulture program at the Macon YDC.

He stated that the Augusta YDC Program was approved to receive close to \$100,000 in grant money, subject to additional documentation being provided to the Grantor. Some of these funds will be used to provide a Transitional Specialist on site. The more quality programming we have in place, the more kids we can train and ensure that they are employable.

The statewide staff development meeting is scheduled for March 4-5, 2002 at the Crowne Plaza in Macon, Georgia. Mr. David Evans, Board Chair, will be the speaker at the general session on the morning of March 4th and Ronnie Lane, Deputy Commissioner for Facilities, will speak during the evening session. Approximately 1,500 persons are expected to attend.

Major John Wiggins stated that during his time as a member of the Board, the education program has improved tremendously. He attributed the strides made in education programming to Dr. O'Rourke, his hard work, dedication and concern for the children in our care.

Adjournment

The DJJ Board of Education meeting was adjourned to the regular meeting of the Board. Chairman Evans informed the members that, due to the legislative session, the next meeting of the Board is scheduled for February 28, 2002, in the DHR Board Room at 2 Peachtree Street.

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