

Minutes

**Board of Juvenile Justice
Thursday, March 28, 2002**

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

Roll Call

Board Members Present: Steve Adams; Emmett Bryant; Major General Peter Boylan; Mary Linda Duncan; Susan Dunwoody; David C. Evans; Edwin A. Risler; Major John E. Wiggins; Mary E. Wilhite

Advisory Board Members Present: Judge Quintress J. Gilbert

DJJ Staff Present: Thomas Coleman; Mary Esposito; Doug Jackson; Shelley Keith; Linda Layton; Orlando L. Martinez; Greg Maxey; Sheila Mitchell; Camille Murray; Tom O'Rourke; Gwen Skinner; Jimmy Taylor; Jaci Vickers

Other: Chad Hoffecker, Department of Law

Opening Remarks

Chairman Evans called to order the meeting for Thursday, March 28, 2002. He extended a special welcome back to Tom O'Rourke. Mr. Evans also extended condolences to Thomas Coleman during his time of bereavement. Chairman Evans stated that due to the absence of a quorum, the Board would have to skip the approval of the January and February meeting minutes and hold off on the transfer of property.

Commissioner's Comments
Orlando L. Martinez, Commissioner

Introduction

Commissioner began by greeting and thanking everyone for attending the March 28, 2002 meeting.

The Bridge

- Commissioner stated that The Bridge, in Athens, is one of the private facilities which focus on the special needs of youth. Commissioner relayed that a corrective plan of action was drafted and initially approved. He expressed that there had been some monitoring of the contract for compliance. As a result, the agency was able to recognize that the Bridge Institute had been experiencing start up problems.
- Commissioner stated that the Memorandum of Agreement (MOA) forced the agency into a 150 bed program. In the past, the agency was looking at a 50 bed program. Due to economics, The Bridge Institute was built. He stated that the National Mental Health Association of Georgia was selected to give a clinical perspective and also a juvenile correctional perspective.
- Major General Peter Boylan expressed concern on what caused the problems within the facility. Commissioner explained that the major contributor to the problems which occurred within the Institute was a bad selection of administrators who had the mindset of establishing a hospital instead of developing a juvenile correction facility. The hiring of young, inexperienced staff was also problematic. Commissioner expressed concern about the MOA which forced the agency to have 100 bed programs, whereas the facilities were only prepared for 50 bed programs. The costs associated with the requirement of staffing the only way vendors could provide for us would be to offer a larger facility. Commissioner also relayed that corporate distance was also a factor, with the corporation being based in Virginia.
- The Bridge Institute currently has only 20-25 placements.

Facilities and Classification

- Commissioner relayed that the Sumter YDC held its first monthly Parent Support Group on the 23rd of February. He stated that the Parent Support Group was designed to promote open channels of communication with parents and youth within the facility. Commissioner expressed that this will be a very effective

means of bringing family back with kids. It fosters a team approach to dealing with stresses of having a child incarcerated in an YDC. Other issues that will be addressed as the group continues to meet will include:

- ✓ Improved communication
 - ✓ Maintaining family bonds during separation
 - ✓ Family reunification
- Commissioner relayed that the agency had a met with the CJCA on Performance Based Standards (PBS). The Council of Juvenile Correctional Administrators is a national organization of juvenile administrators which works on accrediting, monitoring or certifying juvenile correctional facilities across the country. Commissioner explained that in the past, the agency has contracted with the American Correctional Association (ACA).
 - PBS will be the alternative to ACA accreditation. Commissioner explained that two DJJ facilities have been involved in testing. Those facilities were the Macon YDC and Metro RYDC.
 - Commissioner stated that the agency will test outcomes so that we may better tell the results. The Performance Based Standards Program is being utilized to enhance overall operations at the agency's YDC's and RYDC's.

Community Corrections

- Commissioner stated that we have begun the training phase for the new classification and assessment process. Over the next several weeks, the agency will hold statewide training sessions. If district and regional plans are approved, the project will be implemented July 1, 2002.

Program Services

- Commissioner recognized the Mental Health and Medical Services staff for their attendance at the 1/2-day training session on conflict resolution at GPSTC in Forsyth, GA. Each half day session was attended by about 40 staff in each of the 2 areas (medical and mental health). He stated that the training was conducted as part of a program meeting for these 2 groups of staff with the hope that they will work closer together.
- The Office of Medical Services, through Dr. Staples-Horne, initiated the Hepatitis "B" Pilot Program at the Metro RYDC. Commissioner stated that many people do not realize how dangerous hepatitis is and that administrators statewide fear an outbreak of this disease. The two year program is funded by the Center for Disease Control. The focus of the Program will be to evaluate and assess youth to determine their status as related to Hepatitis B. Commissioner explained data will

be collected and assessed and profiles will be developed to assist the youth upon leaving the RYDC and reentering the community.

Memorandum of Agreement

- Commissioner stated he had recently met with Dr Austin, our Monitor, and Attorney Ryan Rainey of the Department of Justice to discuss the most recent Monitor's Report. Commissioner relayed that the meeting was not a particularly friendly one.
- During the course of the discussions with the Monitor, Commissioner stated that he once again expressed his discontent with a number of items:
 - ❑ 'editorializing'
 - ❑ the use of ACA standards as a measure of facilities that existed before the MOA, despite an oral agreement to the contrary
 - ❑ failure to remove from review, citations in which the agency has met a full year's compliance
- Commissioner expressed concern about the 110 square foot requirement which ACA standards require. The facilities were built before the MOA was implemented. They were based on square footage which was the standard for juvenile justice facilities.
- Commissioner stated that the agency agreed to place no more than 2 youth to a room and also to never exceed 60 kids, again he explained that the ACA standards, in several areas, conflict with the MOA.

Quality Assurance

- Commissioner informed the Board of his decision to reorganize the Office of Quality Assurance. He reported that the agency has received the approval of the U.S. Department of Justice. The plan will be to move away from a 'policing' model to one of 'continuous improvement', having as its basis, total quality management and use of Performance-Based Standards.
- Commissioner indicated that when the OQA was first organized, it was due to concern with the MOA. With the establishment of the MOA, the Deputy Commissioner had to be approved by the Board. Commissioner expressed that this particular set up makes it difficult to manage. He added that monitoring is a poor way to manage a system.
- Commissioner stated that the Department of Justice and the Monitor have agreed to modify the MOA.

- Commissioner Martinez explained that evaluations will now be integrated into operational strategies and managers will be held accountable for meeting specified standards. He stated that after July 1, peer reviewers will be used after extensive training.
- Jimmy Taylor will manage investigations

Meetings

Commissioner reported his participation in the following major meetings since the last February 28th meeting:

- Met with Pauline Warrior re: the Governor's Mentoring Program.
- Attended Re-Entry Grant Training. Commissioner stated that the agency is working with the Department of Corrections, the Criminal Justice Coordinating Council, and the Children and Youth Coordination Council to apply for this grant.
- Continued to participate on the Governor's Action Group for Safe Children including providing detailed information on those detained youth under the age of 10 and committed youth under the age 12. He reported that the age limitation bill did not come out of the Legislature and that the Group is looking at system reform within six months.

Commissioner Martinez concluded his comments and opened the floor for questions.

Other

Major General Boylan expressed concern about the monthly Public Affairs press packets. Boylan relayed that he only wanted to be sent the relevant articles because the number of articles was overwhelming. Also, Boylan stated that he would have preferred to receive the Monitor's report before the Board meeting so that he could feel more prepared to discuss the report.

Commissioner Martinez expressed his concern about the possible misinterpretation of the report. General Boylan explained that news, regardless of content, will get out eventually and he would like to feel more prepared to answer any questions on behalf of the Department of Juvenile Justice.

Ed Risler added that the agency did a profound job in getting information about the Bridge Institute out to the media.

Chad Hoefcker added that due to some sensitivity as it relates to litigation, the Monitor's report was delayed. He stated there was an extreme misrepresentation of information.

He stated that the meeting with Department of Justice showed that some aspects of the report would change. He stated that caution needed to be taken.

Chair David Evans stated that a quorum was now present for a vote to approve the January and February minutes. John Wiggins motioned that the January minutes be approved as stated. The motion was seconded by Emmett Bryant and unanimously approved by the Board. Emmett Bryant motioned that the February minutes be approved as stated. The motion was seconded by John Wiggins and unanimously approved by the Board.

Management Reference Manual
Doug Jackson, Manager Mgmt. Information & Evaluation

Doug Jackson discussed the Management Reference Manual, its data and relationship to regional and district planning. Mr. Jackson indicated that certain data is required for local plans including detention data, pre-adjudicated detention risk scores and commitment data.

Mr. Jackson explained the 2001 RYDC utilization report indicating that the Macon and Clayton RYDCs were the most overcrowded during that timeframe. He spoke of the unanticipated growth in Gwinnett County that resulted in institutional overcrowding. Mr. Jackson indicated that efforts are underway to balance the detention population, such as, moving Houston County from the Macon catchment area to the Eastman catchment area.

Mr. Jackson showed a map that laid RYDC catchment areas over districts and regions. Questions were raised by a number of Board members about the challenges of not having an exact match between regions/districts and catchment areas. For instance, Fayette County is in District 3 but has a catchment area that also includes District 4.

Major General Boylan expressed concern that cooperation between directors might not be a good strategy. He stated that in Griffin, two people share the responsibility for the same area and a more bureaucratic problem could arise out of detention directors having to report to several persons.

Doug Jackson explained that they would each have a specific RYDC director to report to. He stated that the districts matched DHR lines.

Major General Boylan stated that it seems that with the new system, there is more of a potential for things to fall through the cracks. The dividing of responsibility, he felt, seems like another problem is being created. He also expressed concern on how Griffin would deal politically with Fayette County.

Commissioner Martinez explained that as long as the directors are aware of where the kids are placed, that no confusion should occur between them.

Resolution: Transfer of Property
David Clark, Director
Office of Construction & Engineering

David Clark reported that after 3 ½ years of attempts, the consolidated government of Columbus/Muscogee County has approved the transfer of approximately 24 acres of property. The property is located in the Muscogee Technology Park and will be used to construct a youth development campus.

He stated that the agency will be allotted \$9 million to build. Clark requested an approval to accept the land. He stated the facility would have a 150 bed capacity.

Chairman Evans asked for a motion to approve. The motion was made, seconded, and approved.

FY03 Budget
Greg Maxey, Deputy Commissioner
Financial Management & Administrative Support

Greg Maxey stated that the Governor and the House have made their recommendations for the next fiscal year budget. The Senate should make their budget recommendations by April 1, 2002.

**DJJ Board of Education Meeting
Thursday, February 28, 2002**

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

Roll Call

Board Members Present: Steve Adams; Emmett Bryant; Major General Peter Boylan; Mary Linda Duncan; Susan Dunwoody; David C. Evans; Edwin A. Risler; Major John E. Wiggins; Mary E. Wilhite

Advisory Board Members Present: Judge Quintress J. Gilbert

DJJ Staff Present: Thomas Coleman; Mary Esposito; Doug Jackson; Shelley Keith; Linda Layton; Orlando L. Martinez; Greg Maxey; Sheila Mitchell; Camille Murray; Tom O'Rourke; Gwen Skinner; Jimmy Taylor; Jaci Vickers

Other: Chad Hoffecker, Department of Law

**Education Update
Tom O'Rourke, Ed.D.
Associate Superintendent of Education**

Chairman Evans called to order the Board of Education meeting.

Dr. Tom O'Rourke stated that there were over 450 participants in attendance for the education conference on March 4-5th. He thanked Chair Evans for attending the meeting, as a representative of the Board. O'Rourke reported that the conference was a success and recognition of Teacher of the Year was well received.

Dr. O'Rourke relayed that in the area of vocational education, the Eastman YDC has completed the work needed in purchasing the greenhouse. In August, the greenhouse will be complete. Also, he stated, at Eastman, work has been done in getting more classroom space in the vocational area. He explained that in August a double-wide trailer will be added for vocational classes.

The Sumter YDC, he stated, was originally not built large enough to include adequate vocational classes. In 270 days a new building for vocational education will be added to the facility.

He referred to the Augusta YDC and discussed all of the programs that give dual credit which transfer to technical colleges. Dr. O'Rourke stated that vocational education has 17 programs in place. Each program can accommodate 36 kids per program.

Dr. O'Rourke stated that the GED program has a few changes. One of the changes would be standardization. That is, the agency will standardize the GED program so that a youth could transfer to a different facility within the DJJ system and not fall behind. The goal will be to have consistency in books, competencies, and objectives.

Dr. O'Rourke expressed concern that the agency has placed too many kids in the GED program. He stated that some of the kids need a gradual transition to the GED program. Therefore, the agency will offer a pre-GED program. He stated that the Pre-GED program will assist in putting kids on a more accurate GED skill level, so that they are not discouraged about taking the GED nor be under-prepared.

Chairman Evans asked for any questions before concluding the Board of Education meeting.

Mary Linda Duncan inquired on how the agency is doing in retaining teachers. Dr. O'Rourke stated that there are not as many vacancies as there have been in the past. He stated that special education has always been a problem. He explained that at this point, the agency is training its own teachers and currently there are 40 teachers in training. He stated that the metro area is the biggest challenge due to salary, but at the moment the metro area is doing well.

Susan Dunwoody inquired about the turnover rate after certification. Dr. O'Rourke explained that the turnover rate was fairly low.

David Evans stated that he was impressed with the Macon conference. He stated that teachers seem to be deeply committed and the progress made is a credit to them. He also asked that more Board members support these initiatives.

Emmett Bryant inquired if the GED Program is controlled by the state. Dr. O'Rourke responded that the agency uses its own teachers with the help of DTAE appointed contracted teachers. He stated that it makes it more beneficial to the agency.

Mr. Bryant expressed his concern about a youth not being able to receive a GED until the year of his class. Dr. O'Rourke explained that the policy does state that a youth may not receive a GED until the year his class is supposed to graduate. Youth must be a minimum of 16 years old to even be considered for the GED.

Dr. O'Rourke concluded his remarks by stating that the GED must be taken all at once. In the past, students were allowed to take the GED in sections. That policy he stated, has ended and students are now fortunately allowed to use calculators on the test.

Adjournment

The Department of Juvenile Justice Board of Education meeting was adjourned and the regular Board meeting reconvened.

Chairman Evans stated that the next Board meeting will be held on Thursday, April 25, 2002. It is tentatively scheduled to be held outside of Atlanta. The location, he stated, will be provided.

Chairman Evans reminded members that the Annual Conference of the Georgia Juvenile Services Association scheduled for June 5th thru 7th at the Savannah Marriott Riverfront Hotel. He indicated that Jaci Vickers could be contacted for details.

Asking for and hearing no remaining questions, Chairman Evans adjourned the meeting.

APPROVED:

David C. Evans, Chairman
Board of Juvenile Justice

Orlando L. Martinez
Commissioner & Superintendent
DJJ Board of Education

Emmett Bryant, Jr., Secretary
Board of Juvenile Justice