

Minutes

**Board of Juvenile Justice
Thursday, August 21, 2003
2:30 p.m.**

**Board Room
2nd Floor
3408 Covington Highway
Decatur, Georgia 30032**

Roll Call

Board Members Present: Steve Adams; Major General Peter Boylan; Emmett Bryant; Mary Linda Duncan; Susan F. Dunwody; Lois Frank; Dr. Edwin A. Risler; John Wiggins; Mary E. Wilhite

Advisory Board Members Present: Judge Quintress Gilbert

DJJ Staff Present: Acting Commissioner Gregory S. Maxey; Dr. Thomas L. Coleman; Mary Esposito; Tawana Guthrie; Chad Hoffecker; Camille Murray; Dr. Tom O'Rourke; Coy Satterfield; Gwen Skinner; Mike Sorrells; Jimmy Taylor; Jaci Mays Vickers; Lena Wilson

Other: Brian Basinger, Morris News Service; Carlos Campos, Atlanta Journal Constitution; Mark Cicero; Department of Law; Cara Fox, Georgia Association of Homes and Services for Children; Amy Howell, Southern Juvenile Defender Center; Stephanie Wine, Eckerd Youth Alternative

Opening Remarks

Susan Dunwody, Acting Chair

Acting Chair Susan Dunwody called to order the August 21, 2003 meeting. Ms. Dunwody welcomed those in attendance to the meeting. She announced that the agenda for the meeting had been revised due to the changes that had occurred within the previous week. She recognized guests.

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

Ms. Dunwody announced that new audio equipment had been added to the Board Room. She stated that to ensure that comments are heard, appropriately recorded and to minimize overlapping conversation, that each board member should seek and receive recognition from the Chair before turning on their microphones. She then gave instructions on how to operate the new equipment.

Approval of the Acting Commissioner

Susan F. Dunwody, Acting Chair

Ms. Dunwody reported that the agency is at another junction in its life. The resignation of Orlando L. Martinez was accepted by Governor Sonny Perdue. At the same time, it was indicated that the Governor wanted Gregory S. Maxey to serve as the Acting Commissioner until a permanent Commissioner is identified. Ms. Dunwody reported that Jim Lientz, the Governor's Chief Operating Officer, had informed her that a national search would be made to find that person.

Ms. Dunwody called for a motion to approve Gregory S. Maxey as Acting Commissioner of the Georgia Department of Juvenile Justice. The motion was made by John Wiggins, seconded by Emmett Bryant, and unanimously approved.

Roll call was then taken by Jaci Mays Vickers.

Ms. Dunwody announced that a quorum was present and the Board went into Executive Session.

Approval of Minutes

Susan F. Dunwody, Acting Chair

Ms. Dunwody reconvened the August 21, 2003 meeting of the Board of Juvenile Justice. She then asked for recognition of any new visitors.

Ms. Dunwody called for the approval of the June 23, 2003 minutes. The motion was made by Steve Adams, seconded by John Wiggins, and unanimously approved.

Commissioner's Comments

Gregory S. Maxey, Acting Commissioner

Introduction

Mr. Maxey thanked the Board for his confirmation as Acting Commissioner of the agency and stated that he looked forward to working closely with each Board member both individually and collectively.

He then thanked staff for their support during the transition. He stated that the agency continues to expand upon the good things that have begun to take place. His two-fold role, he stated, is to facilitate that expansion and to direct the agency in providing better services to the youth in the system. He welcomed the group and thanked them for attending the August 21, 2003 meeting of the Board of Juvenile Justice.

Augusta YDC

Commissioner Maxey gave an update on the Augusta YDC:

Unique Solutions took over the operations of the Augusta YDC on July 1, 2003. One hourly paid employee, he stated, continues to work at the facility assisting Central Office Records management staff. He explained that the sheer volume of records to be boxed, labeled, and moved to a central location on Campus is immense. That individual will assist in this task through mid-September. Records will be archived and prioritized.

Commissioner Maxey then listed, by major category, the personnel changes that have occurred. The following, he stated, is a status of active Augusta YDC employees at the time the decision to privatize the Campus was announced and includes information on both those in pay status as well as those on long-term leave without pay.

Additionally, the referenced dismissals were accomplished prior to the effective date of the Reduction-in-Force, i.e., July 31, 2003.

• Separated by Reduction-in-Force	140
• Resigned	9
• Dismissed	4
• Retired	7
• Placement on Contingent Leave Without Pay	23
• Long Term Military Leave Without Pay	3
• Obtained Other DJJ Employment	53
• Obtained Employment w/Other State Agency	37
• Obtained Employment w/Unique Solutions	24
TOTAL	300

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

Approximately 38% of staff (i.e., 115) obtained other employment with the Department, Unique Solutions, or other state agency.

The major area for which there is incomplete information pertains to staff who located other employment prior to the effective date of the Reduction-in-Force but did not communicate this information to anyone at the facility.

As of Tuesday, August 19th, there were 91 youth housed at the Augusta YDC. Though there is a proposal to increase the population to 150, those plans are delayed as staff work through some Departmental budget and operational issues.

A bidders conference, on the campus, is being scheduled for early September. An anticipated start-up date of January 2004 is set for a permanent provider.

Construction Update

Commissioner Maxey reported that four new RYDCs are being built around the state and updated the Board on their progress.

The Macon RYDC was accepted from the contractor on July 2, 2003. Punchlist items are nearly completed. Staff moved into the building in July and it is now being used for housing detained kids, he reported.

The Crisp RYDC will be used for short term programs, not as a detention center. This facility was accepted from the contractor on July 11, 2003. Punchlist items are essentially complete with the exception of landscaping work, currently being corrected.

The Rome (Richards) RYDC was accepted from the contractor on July 22, 2003. Punchlist items are being worked off reasonably quickly. Staff will be in the process of moving into the new facility with a start-up date of August 25th, Commissioner Maxey explained.

The Muscogee RYDC/YDC is under a design/build contract with the Facility Group. The contract was signed last November. Design is underway and is currently about 90% complete. The site has been cleared of trees and brush. Site utilities and building work is scheduled to begin in October. Completion is scheduled for January 2005.

Memorandum of Agreement

On this Tuesday, Commissioner Maxey and members of the Executive Team met with Dr. Jim Austin, the Federal Monitor, and Ryan Rainey, Staff Attorney with the U.S.

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

Department of Justice. Mark Cicero of the Attorney General's Office was also present as well as staff from the Office of Planning and Budget.

The meeting had been scheduled for some time to review the draft 10th MOA report. Due to the changes within the agency, he stated, this opportunity was used to discuss the future of the agency as it relates to exiting the MOA.

No decisions were made by any of the parties regarding the report contents. It was decided that the agency will formulate written responses to issues raised by Dr. Austin and Attorney Rainey and that a follow-up meeting be scheduled for the first of September.

No global changes were made as far as services or delivery. There was reference to capacity and the overcrowding problems of 1998. Dr. Austin and Attorney Rainey were very positive and complimentary of how the population has been managed. Mr. Maxey reiterated that over the last 2 years the agency has not been over capacity for any length of time in the RYDCs as well as YDCs. Issues that were outstanding were the medical and nursing issues which have to do with our ability to hire and retain medical staff.

Commissioner Maxey then recognized Dr. Tom Coleman for his work with Ryan Rainey on a Corrective Action Plan. Within a few months the agency is asking DOJ to come out and reevaluate us in the next few months. Commissioner Maxey reported that there are 14 citations in partial compliance and 13 medical citations waiting on results of the Corrective Action Plan.

He informed the Board that they will be apprised of the agency's progress.

Strategic Planning

The Strategic Planning process begun a few months ago will continue. Mr. Maxey reminded the Board that, the agency has contracted with Bearing Point (formerly KPMG) to facilitate this process.

Commissioner Maxey stated that a few members of the Board have had some difficulties in connecting with Bearing Point. He apologized for the inconveniences and assured the Board that this issue has been resolved with the contractor.

Planning Cycle

In order to ensure that each planning activity functions appropriately, the Management

Team wants to recommend that the following order and timeframes be established for planning initiatives:

- | | | |
|--------------------|---|---------------------|
| Forecasting | - | complete by January |
| Strategic Planning | - | no later than March |
| Regional Plans | - | no later than May |
| Service Delivery | - | no later than June |

Other

Both Governor Perdue and First Lady, Mary Perdue, have shown great interest in the Department. Both of them have visited various programs/institutions. They include Governor Perdue visiting the Eastman YDC to view the vocational program and the First Lady visiting Dalton RYDC on May 21st, Central Office on May 1st and Bill Ireland YDC on August 12th. Major General Boylan was present on the visit to the Bill Ireland YDC. In fact, the First Lady has chosen to focus on juvenile justice issues during the month of August.

Conclusion

Again, Commissioner Maxey thanked all the well wishers and asked for their support in the upcoming months. He stated that with their support the Department and its staff can continue with the good work that has already been laid down.

Commissioner Maxey concluded his comments

Ms. Dunwody called for questions. She thanked Commissioner Maxey for jumping in and taking the agency by the reins, she recognized that the transitional period must have been hectic.

Dr. Ed Risler questioned how many companies would be bidding on the privatization of the Augusta facility. Commissioner Maxey explained that there will be several but that a specific number is unknown, possibly 6-12.

FY'04 Amended and FY'05 Required Budget Reductions
Gregory S. Maxey, Acting Commissioner

An FY'05 Capital Outlay Budget Request was passed out to the Board and attendees.

Commissioner Maxey stated that, unfortunately, the timelines for completing the budget were a little aggressive. He explained that for this year, the agency has been asked to reduce its budget by 2.5% which equates to a little over \$7 million. For next year, he reported, the agency is being asked to continue the 2.5% cut and add an additional 5% cut which equates to a little over \$21 million in reductions. Also, the agency is being asked to redistribute 3% of the budget. He explained that this means to take 3% of the budget and reallocate it over other areas of the Department. That's a little over \$29 million, which is 10.5% of the agency's budget.

It is going to be a struggle, he stated. He went on to say that, at present, he is not prepared to state exactly where these budget cuts will come from. He explained that there will be service delivery implications and expect it to affect the quality of care delivered to the kids. He stated that the agency is going to have to give that quality in a different manner. Commissioner Maxey shared that he has asked Judge Gilbert, Judge Adams, Judge Peggy Walker, and Eric John to identify some key juvenile court judges that have influence throughout the state to meet with him to discuss the agency's options. Important stakeholders need to be involved in this decision.

Ms. Dunwody invited all Board members to attend. John Wiggins verified the dates.

Mr. Maxey indicated that some administrative initiatives will be affected, but that does not take care of the budget constraints. The agency is looking at the 90 day program by either enhancing the community capacity or changing the sentence requirements.

Commissioner Maxey explained that the budget must be presented to the Governor's Office on September 8, 2003. He further explained that the budget would need the approval of the Board.

Ms. Dunwody asked for the wish of the Board. She requested that the numbers be provided to the Board as soon as they were ready. Peter Boylan stated his opinion that, to vote on something of this magnitude, a separate meeting should definitely be held and not conducted by teleconference. The Board then voted to have a Board meeting on September 5th at 1:00 p.m..

Ms. Dunwody stated that those who are able, to please attend in person. Those who could not were urged to attend by teleconference.

Susan Dunwody called for a motion to have an additional Board meeting on September 5, 2003 at 1:00 p.m. The motion was made by Mary Linda Duncan, seconded by Lois Frank, and unanimously approved.

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

FY'05 Capital Outlay Budget
Gregory S. Maxey, Acting Commissioner

Commissioner Maxey explained that the agency was asking for \$28 million for various construction and repairs. The first and foremost priorities remained construction and minor repair funds. This, he stated, is what keeps the agency going.

In giving major examples, he pointed to the amount of \$24,030,000. for re-establishing the Lorenzo Benn YDC. He then explained that the agency is lacking \$2 million on the Columbus Muscogee Project. He added that the cuts for the current Muscogee design are coming from warehousing. Two gymnasiums and one housing unit also will be eliminated, he stated. Also, he iterated that upgrades were taking place at the Augusta YDC and an Academic Intake Storage and Recreation Expansion will take place at the Metro RYDC.

Last year, Commissioner Maxey reported, the agency asked for a little over \$60 million and was given \$14 million in the appropriation process. What the agency will be given will more than likely be a conservative amount due to the current budgetary status of Georgia.

Adjournment
Susan F. Dunwody, Acting Chair

Ms. Dunwody closed the regular meeting of the Board of Juvenile Justice and convened the Board of Education meeting.

DJJ Board of Education
Dr. Tom O'Rourke, Associate Superintendent
Office of Education

Dr. O'Rourke stated that several updates and initiatives were to be reported. He reported the fall semester has started and that the teacher vacancies are minimal. He spoke of 3 initiatives.

The first initiative is in relation to Title 1 funding. Title 1 funding (\$1.1 million) has been used towards adding \$400,000 of additional library books at all of the sites. The goal is to seek SAAC accreditation. With the addition of the books, there is now a 10 to 1 ratio of books to student.

The Department is working with consultants to enhance the curriculum delivery model. The model consists of Curriculum Activity Packets (CAPs). Teachers, for some time, have been asking for enhancements. The agency will now use performance tasks to supplement the CAPs. It provides more hands on activities for the youth.

There was an addition of computers to some of the sites. Also, a few Computer Field Technicians have been added to the team.

The second initiative is in relation to after school programming. Dr. O'Rourke reported that \$1.5 million has been secured through an after school grant program. The grant has been awarded for a 5 year period. He added that several of the problems that occur within the facilities occur between school and bedtime. The after school program has been in operation for about 6 weeks now. The Office of Education is in partnership with the Heart of Georgia, Central Georgia, and South Georgia Tech and have programming that the kids enjoy. Programs are now in place such as GED Prep, Equation Building, Music, Current Events, Guitar, Computer Skills and weekend activities teaching active parenting skills

Dr. O'Rourke reported that several youth were surveyed on the effectiveness of the after school programming. The following responses were generated from asking the question -

Are these programs helping to keep you out of trouble?:

- 67% Yes (positive reaction)
- 75% Having Fun
- 70% Would love to do it again

The third initiative is in relation to the Department of Labor. Coy Satterfield, Director of Student Support Services, wrote a transition grant for the amount of \$671,760.00. Mr. Satterfield reported that the US DOL invited several states to apply for a grant. It can be used to purchase education software, hire teachers, and to help improve literacy and math skills of youth.

Mr. Satterfield stated that it has been found that there is a strong link between low educational achievement and crime. Helping kids transition into jobs and other opportunities assist in the process of helping them become productive citizens.

The DOL previously awarded grant funds to several states with the highest number of youth incarcerated and found it to be very successful. They then looked at a 2nd tier of states with the 2nd highest number of youth incarcerated, with Georgia being one of those states.

He then stated that the Office of Education is very fortunate and successful in receiving the grant funds. Office of Education staff met with Gwen Skinner and her staff and decided to look at the Southwestern Georgia region, in particular the Eastman YDC.

Mr. Satterfield reported that they have hired several people including a Regional Program Coordinator, Career Education Teacher, 2 related vocational instructors, and 5 Career Facilitators. They will work independently throughout Region 5 to assist in preparing the youth in their transitional process.

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

Susan Dunwody asked if there was a follow up once the students are out in their new jobs. He responded that there would be a follow up with their Career Facilitators. They are under the jurisdiction of the Department while receiving after care services.

Lois Frank questioned if the grant was for one year. Mr. Satterfield explained that the grant was for one year but that if the agency is successful, it will be funded for the upcoming year.

Dr. O'Rourke concluded the remarks of the Office of Education.

Major General Peter Boylan stated that he wanted to share his observations of the Bill Ireland Campus which he visited.

During the visit of the First Lady, Mary Perdue, he stated, there were a number of students who had completed their GED and yet had another 2 of 3 years of incarceration and had aspirations beyond service occupations. He stated he applauded the efforts of the Office of Education working with GTAE but for those who have greater aspirations, the agency provides nothing.

Major General Boylan then stated that he visited a number of classrooms. One class had 3 students, one had 5 and one had 6. He stated that the student teacher ratio is not cost effective.

Lastly, Major General Boylan stated that he saw a mathematics class with 3 students and one teacher. There was no room to write on the slate/chalk board and more importantly, he stated, there was no chalk or markers for the board.

Dr. Tom O'Rourke responded that for there to be no markers or chalk in a math class is inexcusable. He stated that at that site, the supervisor position and the person who runs the school have been replaced. Dr. O'Rourke said that he would not defend the issue because it is inexcusable and the new supervisor will make the necessary changes.

As far as the student teacher ratio, he stated, the agency allocates staff based on the average daily attendance. There has been a significant reduction of numbers in the RYDC. As a result of the reduced numbers, the agency is over staffed. The Bill Ireland facility has reduced its population from 400 to 300, which is the reason for the awkward student teacher ratio. He assured the Board that a recommendation is being made to make some adjustments in staffing.

Dr. O'Rourke stated that the issue of transitioning students with high aspirations can certainly be revisited. He then commented that years ago they took away the HOPE scholarship and PELL money from incarcerated youth. He stated that kids in the technical program are high school students, not post-secondary students. When post secondary

work is completed, a cost is associated. He stated that being able to access the HOPE scholarship money would help to underwrite the program.

Lois Frank questioned if there were any youth who qualified for the HOPE scholarship. Dr. O'Rourke explained that there were students who could qualify for the HOPE.

Mary Linda Duncan stated that 5 or 6 years ago there were millions of dollars for technology but not lottery money for incarcerated youth. Someone decided, legislatively, that incarcerated youth should not be able to access the HOPE funds.

Major General Boylan added that in 1994 the Federal Government discontinued PELL money.

Lois Frank expressed her feelings of wanting to advocate for kids to be able to receive HOPE money. She stated that if someone advocated for incarcerated youth not to be able to receive HOPE money, then certainly the Board of Juvenile Justice could advocate for the overturning of that legislation.

Dr. O'Rourke showed his support, but introduced the cost factor.

Judge Quintress Gilbert asked if the agency was under the gun for speaking out legislatively. She stated that the Board should submit something through the proper channels. She suggested that the alternative was to have the Board request the funds, get denied funds, go through administration or proper litigation.

Ed Risler added that he commended the hard work and that the SAACs accreditation would give the agency legs to stand on by saying that incarcerated youth are certainly worth lottery money.

Lois Frank stated that she'd like to see some action take place on the issue.

Judge Gilbert suggested that the agency run it by First Lady Mary Perdue.

Lois Frank began the proposal of a motion to approach the Governor about incarcerated youth qualifications; the motion was seconded by John Wiggins.

Dr. Risler asked for the statistics on how many of the incarcerated youth qualify for the HOPE scholarship.

Major General Boylan stated that the probability of incarcerated youth qualifying for the HOPE scholarship was zero. He then stated that the agency has a budget that advocates money for education. If the Board feels that this is a priority, it then becomes a budgetary issue. It is a matter of where you want to put your dollars, he stated.

Judge Gilbert added that she does feel that it is a budgetary issue but to overlook the tapping of HOPE scholarship is a question of equal protection and it is approachable from that angle.

Mary Wilhite added that it could be a successful transition into society.

Lois Frank again proposed a motion.

Ms. Dunwody stated that the proper procedures to approach the Governor on the issue would be discussed at the next meeting. Lois Frank recalled her motion as well as John Wiggins.

Mary Linda Duncan asked if the agency was offering dual credit. Dr. O'Rourke stated that youth receive high school credit as well as post secondary credit in technology.

Dr. O'Rourke stated that he would have the numbers on how many qualify at the next meeting. Chair Dunwody thanked Dr. O'Rourke for his presentation.

Chair's Comments

Susan F. Dunwody, Acting Chair

Ms. Dunwody encouraged all members to attend the September 5th meeting of the Board of Juvenile Justice.

She then reminded them of the upcoming Community Corrections Conference in Jekyll Island on September 25th and 26th. She invited all to an informal get together on the Wednesday night before the Board Meeting.

Adjournment

Susan F. Dunwody, Acting Chair

Ms. Dunwody called for the adjournment of the August 21, 2003 meeting. The motion was made by Steve Adams, seconded by John Wiggins, and unanimously approved.

Susan F. Dunwody, Acting Chair
Board of Juvenile Justice

Gregory S. Maxey
Acting Commissioner

Emmett Bryant, Jr., Secretary
Board of Juvenile Justice

Board Minutes – Thursday, August 21, 2003
DJJ Board Room - Decatur, Georgia

