

Minutes

Board of Juvenile Justice and DJJ Board of Education

**Thursday, February 27, 2003
1:00 p.m.**

**DHR Boardroom
29th Floor
2 Peachtree St. N.W.
Atlanta, Georgia 30303**

Roll Call

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

DJJ Staff Present: Commissioner Orlando L. Martinez; Frank Berry; Dr. Thomas L. Coleman; Mary Esposito; Steve Herndon; Chad Hoffecker; Ronnie Lane; Greg Maxey; Camille Murray; Dr. Tom O'Rourke; Gwendolyn Skinner; Mike Sorrells; Jimmy Taylor; Jaci Mays Vickers; Lena Wilson

Advisory Board Members Present: Judge Quintress J. Gilbert, Judge Gregory Adams

Others: Mark Cicero, Georgia Department of Law; Jim Scott, A Closer Look

Opening Remarks

Acting Chair Susan Dunwody called to order the February 27, 2003 meeting. Roll call was taken by Jaci Mays Vickers.

Without the presence of a quorum, Chair Dunwody announced that the January 23, 2003 minutes would be called for approval after Commissioner Martinez's comments.

Commissioner's Comments

Introduction

Commissioner Martinez greeted the assembly and thanked them for attending the February 27, 2003 meeting of the Board of Juvenile Justice. He briefly highlighted activities of the agency over the last few weeks, as follows:

Operational Activities

Facilities and Classification

- On April 25, 2003 the Department of Juvenile Justice will begin its move to its new headquarters located in Avondale Estates.
- The agency has engaged in a regional planning process to enhance program development and new strategies for service delivery to Georgia's youth and communities. The planning process is connected to the newly developed Services Development Plan for the Department that has as one outcome the ability to serve long-term youth closer to their home communities.

In a continuing step toward regionalization, Mary Esposito has been assigned to assist in the transition process in regionalizing the Youth Development Campuses. Specifically, Ms. Esposito will assume operational responsibilities for the youth development campuses. During this period, Deputy Commissioner Ronnie Lane will provide assistance in other agency functions such as evaluating the physical plant of the institutions and in coordinating the efforts in Balanced & Restorative Justice.

- The staff and functions of the Office of Classification and Transportation have been reassigned to the Division of Community Corrections.
- Immediate tasks for the agency have been related to reducing the populations of the Bill Ireland and Augusta YDCs.
- The agency is looking at the feasibility of utilizing existing resources to establish community schools at the Macon and Augusta YDC's. The two schools could be used as alternatives to traditional STPs.
- Children are now being placed in the STP beds operated by Ramsey in Macon. Personal contact is being made with the judges when one of their youth is placed to insure their support of this placement alternative. Without exception, each judge has given approval for placement of youth.

These changes are effective immediately.

Community Corrections

- Mr. James Smith was appointed as Director of Metro RYDC effective March 3, 2003. Mr. Smith served as an Associate Director at Metro for the past two years.
- Commissioner Martinez reported that the RYDC population remains below capacity. This is a major accomplishment for the agency.

Human Resources

- The traditional classroom programs for HIPAA began on February 19, 2003. The HIPAA online training is now available. Employees are required to either attend the classroom or are eligible for online training.

Online training must be completed individually. The system records each user independently to determine who received training. The training takes approximately 30-45 minutes to complete.

All online training must be completed before March 21, 2003.

Program Services

Office of Behavioral Health Services

- The Office of Behavioral Health Services is restructuring the Suicide Prevention Committee. The restructuring will include the addition of new members and additional training. As a result of a suicide and a few concerns, the original committee was established over two years ago. The Department is looking at a few structural ways of preventing suicide such as evaluating the physical layout.

A few suggestions that have come out of the committee are the need for suicide prevention training for the JCO's, more intense training for the Behavioral Health Services' staff and a heightened level of awareness of staff with regards to the potential of a suicide.

- The office is reviewing the effectiveness of the Residential Substance Abuse Treatment Program at the Augusta YDC to determine if it is productive as a treatment program or if it should be moved, enhanced and expanded throughout the state.

The agency is taking a critical look at the Sex Offender Program to see if it is as effective as it can be.

Office of Medical Services

- The Office of Health Services is working with the Office of Contracts to develop an RFP for the Medical Program at the Macon YDC. The Department is having difficulties in filling the nurse vacancies at the unit. A private vendor will have far greater success in the hiring, pay structure and flexibility of assignment than the Department has had at the state level.

Policy

There were no new policies to update or discuss for the month.

Meetings

Commissioner Martinez participated in the following major meetings since January 23rd:

- Met with the Suicide Prevention Advocacy Network
- Attended a meeting with U.S. Department of Justice
- Discussed regionalization and the need for a moral center
- Participated in the Comprehensive Systems Change Initiative Work Session
- Attended the Voices for Georgia's Children Day
- Attended the Family Connection Day Breakfast
- Collaborated with staff on After School Programming Grant for the YDCs
- Attended a reception for the retirement of David Saye
- Attended training conducted by Dr. Stephen Covey. Governor Perdue believes in the tenets espoused by Dr. Covey, particularly as they relate to how administrators lead individually and collectively

Conclusion

Asking for and hearing no questions or comments, Commissioner Martinez concluded his remarks to the Board.

Approval of Minutes

Chair Dunwody announced the presence of a quorum and called for the approval of the January 23, 2003 minutes. The motion was made by Bill Shellem, seconded by Emmett Bryant, and unanimously approved.

Move to Regionalization: **Moving Forward**

Overview

Commissioner Martinez explained that in an effort to de-institutionalize the agency, an effort will be made to ensure that monies are being efficiently distributed and that the vocational and rehabilitative programs in place are effective. He explained that although the agency is making great strides towards providing services to the youth and their families, people remain critical of the system. The agency, he stated, has taken a closer look at its current recidivism rate of 75 percent.

To lower this percentage, the agency is going to focus on prevention methods and duplication of services. With focus points in mind, the Department has developed service delivery programs within each region.

Deputy Commissioner Gwen Skinner gave an overview on YDC's and Community Corrections. The Department will focus on community centered services, making sure that each child and their family have a personal relationship with staff providers and workers.

Gwen Skinner went over the agency's Guiding Principles. They are:

- Youth Driven
- Returning Community Ownership
- Results-Based
- Removing Duplication of Services
- Locally Planned & Operated/State Administrated

Bill Shellem asked for clarity on community ownership. Gwen Skinner explained that there are committees at district levels which help determine how monies are spent in the community. The committee carries out the plan, the agency provides the resources and determines its effectiveness.

Major General Peter Boylan inquired as to who was being represented on the committees. Gwen Skinner identified staff of the Department of Human Resources, Department of Family and Children Services, judges, and those in law enforcement. General Boylan asked the Board members if any of them were on either of the committees and inquired as to who chaired the committees. Judge Adams was not aware of being on either of the committees and Gwen Skinner explained that Regional Administrators and District Directors chair the committees. Commissioner Martinez added that one of Gwen Skinner's Deputies was represented on the committee.

Major General Boylan questioned the rationale for the configuration of the districts. Ms.

Skinner answered by stating the agency has always modeled its districts after the Department of Human Resources because it is important for the agency to align itself with agencies that offer child services.

Ms. Skinner explained in detail the breakdown of the regions. Dr. Risler inquired about budget cuts and the effects it would have on the regions. It was explained that the YDCs were strategically placed in the regions.

The Board members raised the question of the using the old/closed YDCs. Gwen Skinner answered by saying that usage of the YDC beds in the RYDCs is a cost efficient method and that converting the old YDC buildings into a type of community service building would be a preventative measure.

Colonel John Wiggins added that it was imperative to get the communities involved in deciding what to do with the facilities.

Major General Boylan questioned how the facilities would affect the placement of children. He expressed concern that decisions have been made by the agency prematurely without knowing how the placements will affect the youth and families in each area. Commissioner Martinez reminded the Board that the Services Development Plan clearly lays out the plans of the agency. He stated that it is a blueprint for what the agency's plans are. He added that only a few small changes will have to be made.

Dr. Eleanor Main added that when the Metro RYDC was built, it was a long and troublesome road to travel due to those that didn't want the facility in the area. Facilities are strategically placed based on population projections. She continued by stating that in some areas, a detention center is an economic development because it brings jobs into the community.

Judge Adams inquired if the agency had an eligibility process for early release. Gwen Skinner spoke on having a formalized review process in place for youth, who have not committed serious status offenses, that come into the system and follow the rules. Those youth without campus/center incidents would be considered for early release.

Bill Shellem pointed out that the Board had already approved construction in Muscogee County but that the construction process was moving along slowly. He inquired about the possibility that Muscogee could be pulled. Commissioner Martinez explained that the monies have already been set aside.

Judge Adams asked if the visitation of families was tracked at the facilities that were away from the county of residence. Mary Esposito explained that visitation was informally tracked and that less than 10 percent of families visit youth at the YDCs.

Legislative Update

Jaci Mays Vickers, Director of Public Affairs gave an overview of the legislative session to date. The focus points at the capital consist of budget, flag, and ethics issues. She reiterated that due to the Executive Order on Ethics, staff is not to oppose nor support specific legislation. The Department, she stated, is monitoring the several bills, including:

- House Bill 470 – raising the age of status offenders to 17 years
- House Bill 670 – re-working the 1994 SB 440

The Department has been working with Representatives Stephanie Stuckey Benefield, Lynn Westmoreland, and Alisha Thomas. Ms. Vickers iterated that the final language for the bills has not yet been drafted and that the agency has also been providing information on the transfer of juveniles into the adult system.

Judge Adams expressed concern on how the agency could take youth up to the age of 18 when there is barely enough room with the youth currently being housed. Commissioner Martinez responded by saying that decisions based on legislative issues should not be made due to monetary status.

Drs. Eleanor Main and Ed Risler both responded that the Department of Family and Children Services takes youth up to the age of 18.

Judge Adams expressed concerns about putting a mandate on a system that is already overburdened. He added that effective leadership and advocacy groups could assist the Department. Commissioner Martinez indicated his feelings that judges are in a better position to decide the best placement for a youth.

Jaci Vickers spoke of a meeting held with the Lieutenant Governor, Commissioner Martinez and herself on February 25, 2003. She added that the appointment of new Board members is not the highest priority for the Governor at this time. Bill Shellem requested that he receive a personal extension from the Governor to remain on the Board.

Budget Update

Greg Maxey, Deputy Commissioner, Financial Management and Administrative Support, discussed with the Board the FY'03 Amended Budget Request.

Outlining the FY03 Amended Budget Request, proposed reductions include:

- Eliminate 13 new slots/beds planned for the Intermediate Intervention Program. (\$1,000,000) and adjust for one-time savings due to delayed implementation (\$1,566,320).

Board Minutes – Thursday, February 27, 2003
DHR Board Room - Atlanta, Georgia

- Delay opening of the Crisp RYDC until January 2004.
- Cancel addition of 13 new beds to the Non-Secure Detention Program.
- Reduce funding for the Emanuel YDC due to facility being under capacity.
- Reduce funding for Savannah River Challenge Program due to implementation delays
- Reduce funding in object classes.
- Cancel the addition of 13 slots in the Multi-Systemic Therapy Program.
- Reduction of contracts that were either one-time, no longer required, otherwise covered, delayed implementation, and had a lower utilization. Some are being cut by one-quarter of their contract and may have to discontinue service effective April 1, 2003.
- Reduction of funding in travel, equipment and Administration and YDC per diem
- Allow for an austerity reduction.

Total reduction is \$12,436,041.

Enhancements for the amended budget include:

- Start-up and operational funds for three new RYDCs. This project is necessary for compliance with the MOA
- Eliminate hiring delays for JCO's to ensure adequate staffing at the RYDCs and YDCs. This is also a requirement of the MOA
- Transfer from contracts to real estate rentals to fund a standard GBA rental rate
- Realignment of various object classes
- Provide for start-up and operational costs for the Department's new office space

Total enhancements are \$5,604,164.

Austerity Reductions include:

- Reduce funding for the McIntosh YDC
- Eliminate additional 32 beds/slots planned for the Intermediate Intervention Program
- Eliminate reduce various contract funding
- To take a one-time contract reduction due to delays in implementation, lower implementation, or changes in vendor operations

Total austerity reductions \$4,825,188.

Bill Shellem questioned the rationale in reducing the funding at the Emanuel facility. The Board collectively discussed the budget items in detail. Greg Maxey explained that at the time the Governor made his recommendation, the facility was only operating at 80 percent.

Major Boylan expressed grave concern that the decisions being made borders on

irrationality. Dr. Eleanor Main responded that it is critical for the Board to understand how the political process works. She added that if the Governor makes a recommendation that it has to be carried out by the Department. Commissioner Martinez reiterated Dr. Main's point.

Chair Dunwody closed the floor and adjourned the regular meeting of the Board to convene the meeting of the DJJ Board of Education.

DJJ Board of Education

Dr. Tom O'Rourke gave the Board great news about a grant received through the 21st Century Learning Center. The Department of Juvenile Justice is one of a few other agencies to receive the grant. The grant is for 5 years and it will grow into \$1.5 million dollars over the next 5 years. The grant will be used to offer better services to the youth in the evenings.

Dr. O'Rourke explained that a study was done on youth being detained and that less incidents occur on the 1st shift because the youth are actively engaged in their school projects and activities. By offering evening activities, less incidents should occur. Additional programming will be offered 3 times a week. Some of the programs being looked at are art enrichment and vocational classes.

Dr. O'Rourke stated that a federal monitor visited 9 sites: Bill Ireland, Eastman, Augusta, and Macon YDCs and Marietta, Gainesville, Dalton, Augusta, Metro, and Paulding RYDCs.

Dr. O'Rourke reported that the agency will host a Teacher of the Year Ceremony to honor teachers for their outstanding services. He invited each of the Board members to attend.

Lastly, Dr. O'Rourke added that the agency is putting forth efforts to tighten the bond between parent and child by offering more visitations and having guest speakers on Parent Day. This will be at no charge to the parents, he stated, and the agency will continue to update the Board on this process.

Chair Dunwody called for the adjournment of the Board of Education meeting and reconvened the regular meeting of the Board. The motion was made by Steve Adams, seconded by John Wiggins, and unanimously approved.

Chair's Comments

Ms. Dunwody extended condolences of the Board to Bill Shellem for the recent loss of

his mother.

The Georgia Juvenile Services Association is scheduling their annual spring training conference in Atlanta for May 21-23, 2003. The host hotel will be the Atlanta Marriott Marquis.

Ms. Dunwody acknowledged herself, Ed Risler, and Major General Peter Boylan for having active roles on the institutional Advisory Boards and encouraged more board members to join advisory boards in their districts.

Ms. Dunwody announced that the next meeting of the Board is scheduled for Thursday, March 27, 2003.

Adjournment

Asking for and hearing no other comments, the meetings of the DJJ Board and DJJ Board of Education was adjourned.

Susan F. Dunwody, Acting Chair
Board of Juvenile Justice

Orlando L. Martinez
Commissioner & Superintendent
DJJ Board of Education

Emmett Bryant, Jr., Secretary
Board of Juvenile Justice

Board Minutes – Thursday, February 27, 2003
DHR Board Room - Atlanta, Georgia