

## Minutes

**Board of Juvenile Justice  
Thursday, April 22, 2004  
1:00 p.m.**

**Metro Regional Youth Detention Center  
1300 Constitution Road, SE  
Atlanta, Georgia 30316**

### *Opening Remarks*

Major General Peter Boylan, Acting Chair

Major General Peter J. Boylan, Acting Board Chair, called to order the April 22, 2004 meeting of the Board of Juvenile Justice. He asked that everyone present introduce themselves and to give the name of their affiliation. After introductions, Mr. Boylan asked for Roll Call.

### Roll Call

Jaci Mays Vickers took Roll Call and announced that a quorum was present.

**Board Members Present:** Maj. Gen. Peter Boylan; Reverend Tommy Burgess; Mary Linda Duncan; Lois Frank; Elizabeth Green Lindsey; William McQueen; Daniel A. Menefee; Dr. Edwin A. Risler; J. Daniel Shuman; Mary E. Wilhite

**Advisory Board Members Present:** Judge Gregory Adams; Judge Quintress Gilbert

**DJJ Staff Present:** Albert Murray, Commissioner; Victor Brown; Liggett Butler; Jack Catrett; Linda Cofer; Dr. Thomas L. Coleman; Ed Cook; Gordon Fisher; J. Steve Herndon; Neil Kaltenecker; Devadas Lynton; Jeff Minor; Delbert Montgomery; Dr. Thomas O'Rourke; Rob Rosenbloom; Pam Sloane; James Smith; Mike Sorrells; Dr. Michelle Staples-Horne; Jimmy Taylor; Pat Tweedy; Jaci Mays Vickers; Lena Wilson

**Others:** Normer Adams, Georgia Association of Homes and Services; Mark Cicero, Assistant Attorney General, Department of Law; Elaine DeCostanzo, Office of Planning

and Budget; Amy Howell, Southern Juvenile Defender Center; Matthew Gambill, Bobby Carrell & Associates; Bill Joy, Assistant Attorney General, Department of Law; Kip Mann, Mann & Associates; Mark Mead, Department of Audits; Michelle Zimmerman, Department of Audits; Charles Yoo, Reporter, Atlanta Journal/Constitution

### **Chair's Comments**

Mr. Boylan thanked James Smith, Director of the Metro RYDC, and his staff for the wonderful reception of Board members, visitors and DJJ staff. He also thanked him for the great repast made available for everyone. He expressed his appreciation to Mr. Victor Brown, District Director of District 3B and Ms. Neil Kaltenecker, Regional Administrator for Region III for making the meeting possible at the RYDC.

At this point Mr. Boylan asked for approval of the minutes from the March 25, 2004 meeting. The motion was made to approve the minutes by William McQueen and seconded by Daniel Menefee. Dr. Ed Risler asked for a change to be made on page 5, paragraph 3, last sentence, whereby 'Commissioner referred' be changed to 'Mr. Boylan referred'. The change was noted, and a vote to amend the text was adopted.

### **Commissioner's Comments**

Albert Murray, Commissioner

### **Introduction**

Commissioner Murray greeted everyone and acknowledged that the March meeting was previously scheduled to be held at the RYDC. The March meeting was held at Central Office. He expressed his thanks to James Smith and staff, Neil Kaltenecker and Victor Brown for the work done in preparation for the Board meeting. He also expressed his appreciation for the tour of the facility that was conducted prior to the meeting and for the tour that will take place afterwards. He encouraged everyone, if possible, who was not able to participate in the earlier tour, to participate in the afternoon tour. Commissioner stated that it is his desire to move the monthly meetings around and not confine them to Central Office.

Commissioner stated that a lot has occurred in the agency since the last meeting and he has some prepared remarks. He invited Board members to ask questions and make remarks at any time.

## Human Resources

### *Athens RYDC*

The Athens RYDC has been closed and the Reduction-In-Force has been implemented. He reminded everyone that the decision to close the facility was due to budget constraints and not the quality of operations and/or services. Pertinent information as it relates to staff of the Athens RYDC at the time of the RIF is as follows:

Total Positions Affected: 68 -- Salaried: 53 and Hourly: 13

Impact, by percentage, for Salaried Staff:

Separations	– 18.9%
Contingent Leave Without Pay	– 43.4%
Transfers w/in DJJ	– 26.4%
Transfers to Other State Agencies	– 7.5%
Resignation	– 3.8%

Commissioner stated that with the help of Mike Sorrells, Deputy Commissioner of Human Resources, and other staff, a number of those persons were able to be placed in other positions, and ultimately prevented the loss of talented staff. Oversight of the physical plant will continue until other plans are made for the facility.

Commissioner continued that we also worked with the Department of Labor to ensure that Athens employees who elected to be placed on Contingent Leave without Pay received Unemployment Insurance benefits.

He indicated that we are working to ensure that staff who elected to remain in pay status (on annual leave) for all or a portion of April can continue their health benefits for the month of May. This will be done at the reduced employee premium rate versus the significantly higher COBRA rate.

Major General Boylan inquired if any employees with more than 10 years of service were unable to find positions within the state system. Commissioner asked Mike Sorrells to address the inquiry. Mr. Sorrells stated that we did actually have about three employees with more than 10 years of service. He continued that he does not believe that anyone in that category will be separated. He stated that all tenured people were either transferred to other positions or placed on Contingent Leave With Pay so that there would not be a break in service.

## **Reorganization**

Commissioner Murray stated that he has begun the reorganization process which he spoke of upon his arrival at DJJ. He stated that he had let it be known that at some point in time he would seek to reorganize the Department, and to build and rebuild the management team in a manner that he thinks best supports the mission and direction he would set for the agency. In this regard, Deputy Commissioners Greg Maxey and Gwen Skinner are no longer with this Department. He stated that he made that decision last week and would like to make some brief comments about his decision and not dwell on it.

He stated that Mr. Maxey and Ms. Skinner served the Department and the state of Georgia well. He stated that they are professionals and he considers the work they did as work well done. He noted that his choice not to retain them as part of his executive staff had nothing to do with their ability or lack of ability to deliver good services. He continued that he has the utmost respect for them but he wanted to bring on individuals who could provide a different type of management style that would better complement his style of management and better help him to carry out the mission of DJJ.

Commissioner stated that reorganization will be ongoing for a while but that he would not attempt to define how long 'a while' might be. He stated that it is likely that he will make other changes but the changes will be made with forethought and care and will be made based on business reasons to enhance the management team of DJJ.

Commissioner informed everyone that, as announced, he has appointed a Chief of Staff to come on Board with DJJ effective May 1<sup>st</sup>. Judge William (Bill) Rielly, currently Chief Judge of the Appalachian Juvenile Court, was given the honor. He stated that Judge Rielly brings many years of experience as a juvenile court judge in the state of Georgia. He indicated that he has had many conversations with Judge Rielly since he came to DJJ and he is convinced that Judge Rielly will be a strength to him and the management of DJJ. He pointed out that it is important to him to have a clear 'second in command' at DJJ. He continued that this is a large agency with many needs, both internally and externally, and Judge Rielly will help him to meet the day-to-day needs of the Department.

Commissioner continued that in order to further define the role of Judge Rielly, he would need to first share his new organization chart with the executive staff. He stated that by the next Board meeting, he expects to have named a new Deputy Commissioner of Operations and to have a newly formed organizational chart he can share with the Board that he thinks will best support the new direction he sets for this agency.

Dr. Ed Risler stated that he appreciated the Commissioner's acknowledgement of the contributions Gwen Skinner and Greg Maxey made to the Department.

Commissioner responded that he had sent an email to all DJJ Users which contained much of the information he just shared with the Board regarding the departure of Greg

Maxey and Gwen Skinner from the agency. In the notice, he acknowledged their work and dedication to the Department.

Mary Wilhite added her acknowledgement of the work of Mr. Maxey and Ms. Skinner and stated to the Commissioner that she respects his decision on the matter.

### **Office of Administrative Hearings and Investigations**

Commissioner Murray stated that on April 1, 2004, the new investigation model for the Department was implemented by the Office of Administrative Hearings and Investigations. He informed the Board that all child abuse allegations, use of physical control measures that cause injuries to youths requiring medical treatment beyond first aid, criminal acts occurring within the Department's facilities and programs, suicides, escapes from the RYDCs and YDCs, and injuries to staff and youths requiring treatment at an outside medical facility will be investigated by a regional investigator assigned to the Office of Administrative Hearings and Investigations. Commissioner stated that these responsibilities are under the supervision of Jimmy Taylor.

Commissioner further stated that the Office of Administrative Hearings and Investigations has three investigators assigned to Regions 1, 2 and 3; four investigators assigned to Region 4; and five investigators assigned to Region 5.

He continued that the new investigative model will allow the Department to conduct efficient, timely, and professional investigations. Commissioner stated that this is of utmost importance to him. He expects that a public safety agency, with our mandate, will have to frequently conduct investigations and he wants to ensure that the Department has enough well trained professionals for the task.

Major General Peter Boylan asked if the transfer of the Investigations Unit was a recent change or if the change was included in the budget. Commissioner responded that these changes preceded his appointment and asked Jimmy Taylor to share information on the origin of the change.

Jimmy Taylor stated that when the Department entered into the MOA, the same program model existed and the Office of Law Enforcement Services, along with the Office of Quality Assurance, was created to meet the requirements as mandated by the agreement. As a result, some investigators were let go. When the facility-based investigation model was implemented, an investigator was placed in each of the five (5) regions, plus a supervisor and a director for a total of seven employees. As the Department progressed through the MOA, it was revealed that: 1) the investigations were not of the quality needed and 2) the Department completely failed conducting timely investigations. He continued that after the previous Commissioner left, a decision was made to move from a compliance rating to a partial compliance rating, and it was soon apparent that something had to be done to meet compliance standards. This resulted in returning to the former model, which we are now referring to as the new model. Funding was acquired and

positions were reclassified into investigative positions and persons hired for these positions. Some of the investigators that lost their jobs were rehired. He stated that we now have a very good quality team.

Commissioner Murray stated that as part of the Office of Administrative Hearings and Investigations, the Department is reorganizing an Apprehensions Unit. He iterated his comments from the March meeting that this unit was moved from DJJ to the GBI, but is now being returned to the Department. He stated that we are welcoming this unit back, along with some vacant positions, to be reorganized and supervised under DJJ. In preparation for this, an offer was made to a candidate for Director of this unit. They have since declined. He has asked Jimmy Taylor to take the lead in screening resumes, looking at applications and talking with candidates to assist him in identifying a director for this unit. We are currently in the process of reviewing candidates for the position and hope to have the position filled soon. The Director of the Apprehensions Unit will work under the supervision of Mr. Taylor. The officers hired for this unit will be well trained and properly equipped with the resources required to look for and apprehend youth on escape status. The unit will probably need more manpower but will fully utilize the resources it has.

Mr. William McQueen asked Commissioner Murray if he could speak further on the staffing of the unit, use of technology, etc. Commissioner responded that the demand on the unit is as great, if not greater, than when the unit left DJJ. He stated that the intent was for GBI to manage this unit long-term. Unfortunately, it did not prove to be a good, long-term arrangement for the GBI and was, subsequently, returned to the Department. He stated that he believes it is appropriate for the Department to have responsibility for it. He continued that although we do not have the benefit of 100% of the unit that was transferred, we will make the best use of the resources that were returned to the Department. He stated that he was unable to address staff changes that may take place since that time and asked if there was anyone present who could speak on that point.

Major General Boylan indicated that page 5 of the minutes from the March meeting reflects the transfer of the unit back to the Department effective April 1<sup>st</sup> and the number of positions that will be returned along with it. He continued that the problem is that it is now past April 1<sup>st</sup> and the positions have still not been filled. He stated that the question is when this will occur and how able is the Department to assume this mission given that positions exist that have not been filled.

Jimmy Taylor responded that, under Commissioner Walker, he previously had responsibility for this unit and is familiar with its operation. He stated that this unit was sent to the GBI in December of 2000 due to an Executive Order being issued by the Governor. The GBI did not hire the investigators the Department had in place. He explained that these were sworn peace officers for whom the Commissioner could approve the carrying of firearms when out looking for designated felons and violent youth. He stated that the Department had to absorb these well trained investigators who were peace officers. Once these positions are advertised and applications are received, the process should move quickly as the applicants will most likely not have training

issues. He stated that even though the position count is not what we want it to be, Jeff Minor is working to have in place the resources in our supplemental budget that are needed to support the unit. He continued that metro Atlanta has sufficient staff and sufficiently trained people to hire for the positions they once held, if they choose to apply, and the operation could be quickly put into place once a Director is identified and hired.

Major General Boylan restated his earlier remark that, according to the notes from the last meeting, that the problem is that it is now past April 1<sup>st</sup> and no one is in place to accomplish the task. He stated that there are about 150 children who fall into this category at any one time and one has to ask the question, "How is the mission being accomplished or is it being accomplished."

Mr. Taylor responded that the mission is being accomplished. He stated that kids are being picked up on warrants, but the majority of them are being picked up by local law enforcement officers. Once a location of a child has been identified, a warrant is issued and local officers assist in picking them up.

Judge Quintress Gilbert referred to page 13 of the March 25<sup>th</sup> minutes pertaining to the reasons why the unit was returned to DJJ instead of remaining with GBI. She indicated that the GBI is more likely to respond to the sheriffs' departments and to investigate murders rather than chase juveniles.

Commissioner once again stated that we welcome the unit back to DJJ.

Commissioner Murray then noted that he failed to mention earlier that he had designated Rob Rosenbloom as Acting Deputy Commissioner of Community Operations and Jeff Minor as Acting Deputy Commissioner of Financial Management and Administrative Support until an appointment for those positions can be made. He recognized Rob as having to make a comment.

Mr. Rosenbloom stated that some of our staff are still dedicated to handling calls from law enforcement and responding to them during work hours. They still place juvenile warrants on GCIC with the GBI.

### **Community Operations**

Commissioner informed the group that the Albany Group Home will have its Open House on Friday, April 30, 2004. He stated that the program represents the conversion of an 8 bed group home for boys to a 7 bed emergency shelter for boys. He indicated that this transition was made to increase the number of detention alternative slots in southwest Georgia. In this process, he added, we lost one bed when we moved from the original facility to one that is attached to the local CSO. He asked that the Board keep this date in mind and encouraged their participation.

Commissioner Murray also informed everyone that DJJ was selected to participate in a federal grant regarding offender reentry. He indicated that the monies from the grant will fund a program for DeKalb and Fulton County youth released from the YDC who are in need of intensive services. It will also be used to coordinate support services and provide additional supervision of these youth.

Further, stated the Commissioner, the RYDC population continues to be high, but manageable. He indicated that he anticipates the peak to continue until the end of the school year. Commissioner stated that one of the two peak periods experienced by the Department is April-May. He commended staff for doing a great job anticipating and planning for this population spike. Although we have contingency plans in place to address population management, to date, we have not had to use the 72-hour window allowed to reduce the population. It will be used, to the extent needed, to get through the peak period.

Commissioner Murray stated that one other method used to address the population spike was to increase the YDC population to 105%. To take them beyond this point will require careful planning and strategizing that he hopes will not become necessary. He stated that this will require the coordinated effort of all staff to make sure we manage the numbers during this period. If the population follows the projection, the next peak period will occur November-December. He stated that he would like to have a better picture of what the population trend looks like during the remainder of 2004 and beyond so that we can better plan and manage our population.

Dr. Risler stated that the judge in Athens is particularly concerned about transporting youth more than three hours away to find available bed space for youth. He stated that this is also a concern for him that he wanted to share. Commissioner responded that these concerns are shared by him and that we will not violate the citations of the MOA. He stated that he is keenly aware of the pressure placed on judges, sheriffs and other law enforcement personnel to transport kids to the next nearest RYDC.

Ms. Elizabeth Lindsey inquired how the determination was made to move a kid from an RYDC to a YDC. Commissioner responded that population in the YDCs have been raised to 105%. He stated that we are transferring kids who would ordinarily be placed in an YDC at a higher rate, not moving RYDC population to YDCs.

Major General Boylan inquired as to how the temporary closure of the Augusta YDC puts pressure on the remaining YDCs/RYDCs. Commissioner responded that he will discuss this issue later in his report.

Commissioner Murray informed the Board that the G-8 Summit is planned to take place at Sea Island, Georgia on June 8-10<sup>th</sup>. He stated that the Department, like other state agencies will participate. He indicated that this meeting will potentially have some impact in the coastal area of Georgia. Commissioner has assigned several staff to represent the agency to ensure that we have a contingency plan in place to deal with the additional youth who may be detained as a result of this activity.

Commissioner also informed the Board that Levels of Care went into effect April 1<sup>st</sup>. This is a major change for all child serving agencies. Simply put, it means that placements for children are now purchased based on the child's assessed needs as opposed to an established per diem with the vendor.

### **Augusta YDC Re-Start Initiative**

Commissioner reminded the Board of his decision to temporarily close the Augusta YDC based on contract and other issues, with a goal to have it reopened as soon as possible and practical. He stated that in order to accomplish this, he established a task force chaired by Deputy Commissioner Dr. Thomas Coleman. The task force has had some organizational meetings at Central Office. Included on that task force are DJJ staff members, members of the Augusta community, the legislature, and a member of the Board, Reverend Tommy Burgess. They have had organizational meetings to gather preliminary data and information for this initiative.

Commissioner stated that progress has been made on this task force and it remains his intention to get the Augusta facility open as soon as possible because there is an immediate need for those beds. He stated that he had initially set a date of July 1<sup>st</sup> for the task force to work towards but, that date has become unrealistic. He indicated that he expects to have the facility operating on or before September 1<sup>st</sup>.

Commissioner informed the Board that he has asked the task force to look at the public versus private issue, the program model, staff ratios, educational components, and other areas that will allow the agency to have a model program at Augusta. He stated that he is personally looking at programs around country that serve a mental health population of juvenile offenders so that he can share information with the task force to, collectively, implement a model program. He stated that closing the Emanuel, Pelham and Augusta facilities placed an additional strain on the Department and reopening the Augusta facility is a high priority for the Department.

Dr. Risler inquired if the Board would be notified once a model program has been identified. Commissioner responded that he will update the Board on the progress of Augusta at each Board meeting and in between meetings when those benchmark decisions are made.

Commissioner stated that correspondence has been sent out to Senator Don Cheeks, Chair of the Augusta Delegation; Senator Randy Hall, Representative Quincy Murphy and to Rev. Burgess. These are the non-DJJ task force members. The next meeting is scheduled for 2 p.m. on April 27<sup>th</sup>.

## **Judicial Agreement on STP Program**

Commissioner stated that he made a decision not to seek legislation to limit placement in the STPs to 60 days, rather to accomplish that by having several planning meetings with the judges' council, seeking a tool to be used to accomplish the same thing. Since that time, a 'Memorandum of Understanding (MOU)' has been drafted and circulated to the judges by Eric John. He is in the process of collecting signatures. Commissioner stated that their survey revealed that: the majority of the judges are supportive and are willing to sign off on the MOU; some are not comfortable signing the MOU, but support the direction, and others are not comfortable signing the MOU and will not support the direction. Commissioner stated that he understands and respects these decisions, but he believes this is the best way to proceed. He indicated that he is seeking ways to work with all judges around the state. He stated that he believes they need him and he's positive that he needs them to realize his goals for the Department. He continued that he would like to have as many judges as possible to sign off on the MOU so that he can move forward with the management of the short term program. He informed everyone that he will be attending the judges' conference at the beginning of May and believes this will be an agenda item that will be discussed in more detail. He stated that this will also be an opportunity to talk directly with juvenile judges to, hopefully, solicit their support in managing this program.

Dan Menefee inquired about any reservations some of the judges may have with the MOU. Commissioner responded that most of the judges had questions about the legality of the agreement. He stated that they were not sure if it was in their legal authority to sign such an agreement. He stated that he was not able to address the issue and asked Judge Adams if he was able to comment on it.

Judge Adams responded the he, in fact, was one of the judges that did not, and would not, sign the agreement. He stated that he felt it was unethical for a judge to legally bind himself/herself to such a document.

Commissioner commented that he respects Judge Adams' position, but there were a number of other judges who were comfortable with it and he will pursue as many signatures as he can. He stated that he is aware that there are some risks involved in moving in this direction, that there may be some retirements and some judges may change their minds after signing the agreement.

Judge Adams stated that the number of days was not the issue, rather the type of services provided. Mr. Boylan stated that the issue arose as a result of budgetary constraints placed on the Department. This was one way by which the Department could save money in order to stay within the budget. One of the alternatives that was explored was to legislatively change the program from ninety to sixty days, which was adamantly opposed by the judges, so the Department dropped that initiative and sought to secure acquiescence from the judges. The judges were very good about trying to stay within the sixty days for the Department to meet its budgetary constraints.

Commissioner stated that one major concern is placement options which, in some parts of the state, particularly rural areas, few options exist for judges. He stated that the choices are placement in an YDC, probation or the short-term program. He stated that he has a strong interest in moving toward the development of more programs and more placement options for the judges. He stated further that he has no desire to eliminate the short-term program. He continued that he is not overly concerned about signatures on the MOU, but more concerned about commitment from the judges to work with the Department in a different way, sharing resources and pulling together on the placement of juveniles on the local level.

Judge Adams asked how many beds are there today as compared to the number of beds ten years ago. Steve Herndon, Assistant Deputy Commissioner of Program Services, responded that there were 670 RYDC beds and 672 YDC beds. At that time, there were fewer facilities, only four YDCs and twenty RYDCs. Today we have eight YDCs (including Metro beds) and twenty-two RYDCs with a total of 2,402 beds (1,263 YDC beds and 1,139 RYDC beds).

## **Program Services**

### ***Behavioral Health Services***

Dr. Shawn Allen, Administrative Psychiatrist and Dr. Ron Koon, Administrative Psychologist, provided training sessions for the Office of Education at their annual conference. The sessions were *Dealing With Emotionally and Behaviorally Disordered Youth* and *Working With Disruptive Attention Seeking Youth*.

William Parks, Coordinator of Sex Offender Programs and General Counseling, provided a 5 day workshop for selected Region 2 community staff titled *Basic Group Facilitation and Counseling Skills*. Feedback from the staff that attended was very positive. Other similar trainings will be scheduled for both community and facility staff.

The initial site visit by Ryan Rainey, Lead Attorney for the U.S. Department of Justice and Dr. Rodney Erwin, DOJ Consultant, occurred March 2-4, 2004 at Metro RYDC. Mr. Rainey met with the Office of Behavioral Health Services staff on April 12th to review the findings and provided training to the central office staff and Behavioral Health Regional Coordinators that focused on the specifics of the final review process. Each regional coordinator is working closely with facility staff, as well as regional administration, to ensure that each citation of the MOA will be in compliance by identifying any problems and establishing plans to address the issues at each facility.

Commissioner stated that he and other staff of the Department had an opportunity earlier in the week to meet with Mr. Rainey and that Mr. Rainey was very complimentary of the Department on its progress. Commissioner noted that the Department had made good

progress on the MOA prior to his appointment and he gave credit to those staff who were in leadership roles who gave attention and priority to resolving the MOA citations. He stated that he is pleased to hear the results of the report and that he is eager to reach the point where the Department can operate without being under federal oversight. He continued that the state should not have to rely on the federal government to provide long-term oversight to tell us how to operate juvenile justice in Georgia.

### ***Medical Services:***

A mandatory Nursing Conference will be held on May 5, 6 and 7<sup>th</sup> in Savannah, Ga., during National Nurses Week.

Interviews were held on April 8<sup>th</sup> for the fifth Regional Health Service Administrator position. Six candidates were interviewed. The position is expected to be filled by May 1<sup>st</sup>.

### **Conclusion**

Commissioner Murray concluded his remarks and opened the floor for questions and comments. Hearing none, Acting Chair Boylan called for the next agenda item.

### **Regionalization**

Rob Rosenbloom, Acting Deputy Commissioner  
Division of Community Operations

Mr. Rosenbloom opened by referencing issues raised by Judge Tom Rawlings at the March meeting regarding decentralized services, especially where DJJ staff provides services to those courts. He stated that he thought it was appropriate for him to do an overview of the regionalization process and how it impacts services to the courts. He stated that he would not try to explain all the issues of what we call 'regionalization', but rather give some highlights, rationale and history.

He stated that Judge Rawlings also raised some issues regarding resources that are given to rural jurisdictions. There was also concern about office coverage and the availability of staff to the courts that they serve. He continued that the Department went to the concept of decentralized services in July 2001. At the same time the RYDCs came to the Division of Community Corrections, and in order to serve youth closer to home, it was decided to implement boundaries that mirrored the service delivery areas of DHR which were provided by legislative intent.

Mr. Rosenbloom continued that before this was done, there were six districts and two regions throughout the state. A managerial decision was made to divide it differently to more effectively provide services. As a result, the state was divided into five regions with thirteen districts within those regions. He informed the group that the thirteen districts represented the areas where DHR offices are located and mental health services are provided. Also, the five regions provides budget oversight and personnel functions. The collaboration between DHR and DJJ has helped to build better working relationships.

Major General Boylan asked how the two advisory judges felt about the district lines and if some consideration should be given to realigning districts to be more accommodating to judicial circuits. Judge Gilbert responded that the redistricting is in line with Jones, Peach and Crawford Counties in her circuit and works well with DHR realignment. Judge Adams stated that his court is an independent court and realignment will have little impact on services in his area. He asked whether realignment of services has been good for the agency. Mr. Rosenbloom responded that, considering the resources we have, the agency has done a good job.

Mary Linda Duncan asked how much oversight is being provided from Central Office. Mr. Rosenbloom responded that the Regional Administrators report to the Assistant Deputy Commissioners, one being he and the other Cheryl Dresser. He noted that for Regions 1, 2 and 3, he has responsibility and supervision over the Regional Administrators and services in those regions and Ms. Dresser has it for Regions 4 and 5. He stated that there is a great support component from Program Services that provide regional nurses and behavioral health staff to supervise audits and report back and do corrective actions on deficiencies found. The same is done in education. Central Office is a large part of oversight.

Highlights of Mr. Rosenbloom's presentation are outlined in the handout distributed.

### **Budget Update**

Mr. Jeff Minor, Acting Deputy Commissioner  
Office of Financial Management and Administrative Support

Mr. Minor stated that his presentation is on the Fiscal Year 2005 Budget passed by the General Assembly. He indicated that the budget hold is still present as the Governor has felt it necessary to call a Special Session in order to resolve the problem of the budget. He stated that at this point, he does not believe that there will be any changes to the Department's budget, but will wait for the final outcome.

Mr. Minor stated that he is aware that the Board has received updates of the budget as the General Assembly session progressed. He noted that the state was in a economic crunch and agencies were asked to take some considerable cuts in their operating budgets for FY

2004 and FY 2005. In FY'05, the Governor requested agencies to cut 7 ½ percent of state funds. DJJ's percentage amounted to approximately \$22 million dollars.

Careful thought was given to what programs would be eliminated or changed in order to meet the budget cut. The majority of the funds represented in those cuts came from the concept of program change. Consideration was given to reducing the short-term program from 90 days to 60 days, maximum, and to give credit for time served. This would free up enough beds so that we could close the Emanuel and Pelham facilities to reduce the bed count and still provide the state with a secure bed option.

Mr. Minor briefly highlighted other items on the handout he shared with the group. He stated that the major difference in the Department's request and the final version was one additional position that was added to the cut. He continued that all of the positions were administrative positions at Central Office and all of them were vacant.

He stated that the Department had originally proposed a Weekend Sanctions Program at the Athens facility, but the Governor's Office elected to close the facility completely. The House wanted to leave \$500,000 for the Athens facility for the Department to do something with. However, the Department is not sure what the legislative intent would have been. The final version leaves \$100,000 for the Athens facility and we will work with that community to determine what needs to be done there.

The Department will retain responsibility for the facility and we're trying to get the building ready for whatever purpose it will serve. The electricity and other functions will need to be maintained.

Dr. Risler asked what was meant by 'we' when Mr. Minor referenced working with the community. Mr. Minor responded that, at first, we were working with the Governor's Office and the General Assembly to determine exactly what, if anything, had specific intent related to that. Conversations were held with the legislative delegation from Athens and the Advisory Council of the Athens RYDC. They had tried to put together a plan for how this facility could be used for other purposes such as community-based programs, emergency shelter, weekend sanctions, etc. He stated that \$100,000 is not a lot to do something with, but combined with other efforts, may be something could happen.

Mr. Minor reported that the big thing on the end is a pay raise. He stated that of the \$5.4 million dollar cut, \$1.4 million is a 2% pay raise for employees with a \$1,600 dollar cap for higher salaries. The pay raises will be effective in January instead of October. Also, there is a \$6.8 million dollar budget cut for payday delay from June 30<sup>th</sup> to July 1<sup>st</sup>. This is a one-time rollover so that the monies will be detracted from the new fiscal year's budget.

Mr. Minor concluded his report and asked for questions.

Mr. Boylan asked how much money was saved by closing the Augusta facility and what is being done with those dollars. Mr. Minor responded that for FY'04 the amount is \$3.5

million dollars in total cuts. The Department had already received some initial cuts in the FY'04 budget, about \$1 million dollars with the downsizing of the Augusta facility. He stated that with the monies used during this transition, all-in-all, there was a total cut of \$4.5 million dollars at Augusta. He continued that the remaining \$3.5 million dollars that would have been spent on the contract for the operation of the facility was used to pay the contractor who was doing work on the campus, some of the start-up costs for the new vendor that was to come on campus, as well as, support costs and the significant increased costs for Metro RYDC to accommodate the youth transferred there. Also, some private beds were secured through other vendors to replace those beds lost at Augusta. He stated that the Department worked very diligently with the General Assembly to make them understand that just because there was not a contract at Augusta, there were still children that needed to be taken care of and maintenance costs for the facility.

Mr. Boylan asked what private facilities Mr. Minor was referring to. Mr. Minor responded that the Department is purchasing additional beds at the some of our privatized YDCs such as the Savannah River Challenge Program. The only criterion being that they were able to provide adequate staffing for the same amount of money per day they were currently being paid.

Mr. Boylan indicated that he did not understand how a facility whose capacity has been reached can accommodate additional youth. Using the McIntosh facility as an example, Mr. Minor explained that the number of beds the Department has contracted for may be filled, but the facility has additional beds that could be used if the Department has the funds to contract for the additions. Mr. Boylan then indicated that the Board needs to be informed how much surplus space of this type exists. He requested that, at the next meeting, the Board be given a report on the number of bed spaces that are not contracted for that could be acquired to accommodate overcrowding. He stated that this information is critical to the Department. Mr. Minor responded that he believes that McIntosh is the only facility that has the additional beds; others may be able to make the accommodations, but with double bunking that still meets staffing requirements/ratio.

Judge Adams inquired about the seventeen (17) teacher positions that were eliminated in the FY'05 budget. Mr. Minor responded that statewide, of the seventeen positions, there were 14 state employee positions and 3 privatized facility positions. Dr. O'Rourke added that the Department was originally overstaffed with teacher positions at various facilities. With the elimination of the positions at Athens and Augusta, it was likely that some teachers would be displaced. He explained that vacant positions at various facilities were filled and as others became available these staff persons were given first priority to fill the positions. He stated that it is expected that all of the 14 state employee positions will have been absorbed into the system by June 30<sup>th</sup>.

Dr. Risler inquired about the decision to close the Athens facility and then purchase additional beds at other facilities. Jeff Minor responded that the Department used monies that would have been used at Athens to temporarily purchase available hard space that

could be used to help resolve the issue of overcrowding. Mr. Boylan stated that this is one of the reasons why the Department needs to get a handle on the actual capacity.

At this point, Acting Chair Peter Boylan called for a recess.

The meeting of the Board was reconvened.

Mr. Boylan introduced two Resolutions for approval. The first resolution was for an easement at the Bill Ireland YDC for use by Alltel to install and maintain telecommunications equipment. A motion for approval was made by Bill McQueen, seconded by Lois Frank and carried. The second resolution was for approval to transfer the old Rome Regional Youth Detention Center to the Highland River Community Services Board. The motion for approval was made by Reverend Tommy Burgess, seconded by Lois Frank and carried.

Mr. Boylan then announced that the date of the next meeting of the Board has been changed from May 27<sup>th</sup> to May 20<sup>th</sup> to coincide with the annual GJSA Conference. A reception is planned for the evening of May 19<sup>th</sup> and the regular meeting of the Board will convene at 9:00 a.m. May 20<sup>th</sup> at the Hyatt Regency Savannah. The meeting room location will be identified at a later date. He asked that everyone that plans to attend the meeting to confirm with Jaci Vickers so that hotel reservations can be made for those who require accommodations and registration for the conference can be made. He instructed members to be sure to bring identification.

Mr. Boylan also announced that the August meeting of the Board of Juvenile Justice will be held on August 26<sup>th</sup> and asked that everyone plan for an all day session. That day will be dedicated to training provided by Kennesaw State University, as requested by Governor Perdue. He stated that, for some members, overnight lodging may be needed and, if so, to notify Jaci Vickers for help with lodging.

At this time, Mr. Boylan asked for an accounting of member choices for committee participation. He shared information he received from some members and announced that, if needed, he would make a selection for those who had not made a choice. He indicated that there will only be three (3) committees established: 1) Finance; 2) Institutional Management/Program & Staff Development; and 3) Education. He added that he feels that they all have a responsibility to work with the Legislature. Therefore, a Legislative Committee will not be established. He stated that he will email each member their committee assignments.

Mr. Boylan asked that they consider discussing recidivism at the next meeting. He stated that everything he has understood in the past regarding recidivism indicates that recidivism rates are profoundly affected by education. The two problems with this is that: 1) the Department has no clue about recidivism rates; in order to determine how well the Department is accomplishing its mission, it needs accumulated data and 2) the Education Committee needs to address how we are to educate our students.

Mr. Boylan stated that he would like to have a sheriff to brief the Board, possibly at the June 2004 meeting and a Regional Administrator and/or District Director to do a briefing at the September 2004 meeting. He notified the group that a tour of the facility was available after the meeting for anyone interested. He then acknowledged Dr. Thomas O'Rourke, Associate Superintendent, to give the education update.

### **Board of Education: Update**

Thomas O'Rourke, Ed.D, Associate Superintendent

Dr. O'Rourke announced that, as part of his presentation to the Board, he had planned an extensive presentation on "Alternative Education Placement" which is the Department's behavior management program. But because of time constraints and other planned activities, he asked permission to give this part of his presentation at another time. His request was agreed to by the Acting Board Chair and Commissioner Murray.

Dr. O'Rourke proceeded to address the Board with comments on SACS Accreditation. He stated that the Department is in the early stages of attaining this goal and is moving forward with school improvement planning. The goal is to have all departmental sites accredited within two years. He noted that the Department is now accredited by the Southern Association of Educators. He added that statewide testing is in progress.

Dr. O'Rourke stated that the Department is readying for the summer education program. He noted that the difference between our programming and programs in regular public schools is that our kids attend year-round. In addition to that, a comprehensive reading program is in place and the agency is looking into a computerized assessment tool to get initial data, then to retest in ninety days. Assessment is very important, as is the area of recidivism.

He stated that this concluded his remarks.

Lois Frank stated that she is encouraged after hearing about the CAPS. Dr. O'Rourke stated that the students are very focused and despite having varying grades in the same class, all of the needs are met with the curriculum approach that is being used. He stated further that Mr. James Smith and his Principal, Dr. Coles and staff, have an excellent program at Metro. This is especially true compared to the program that was being used just a few years ago. They continue to improve.

Dr. Risler injected that he would like for the Executive Management Team members and Program Managers to attend the reception in Savannah. He stated that he believes this is an excellent opportunity to meet with and greet Commissioner Murray and to get to know each other. Commissioner concurred that it would be a great opportunity for interaction and that he would love to have this happen.

## **Adjournment**

Peter J. Boylan, Acting Chair

At this point, Mr. Boylan asked for questions or comments. Hearing none, he asked for a motion to adjourn. The motion was made by Daniel Menefee and seconded by Elizabeth Lindsey. The meeting was adjourned.

---

Major General Peter Boylan, Acting Chair  
Board of Juvenile Justice

---

Albert Murray  
Commissioner

---

Dr. Ed Risler, Acting Secretary  
Board of Juvenile Justice