

**Board of Juvenile Justice
Board Training Session
Wednesday & Thursday, July 27-28, 2005
11:30 a.m.**

**3408 Covington Highway
2nd Floor, Boardroom
Decatur, Georgia 30032**

**Excellence in Governance:
Roles and Responsibilities of the Department of Juvenile Justice**

Day 1

Opening Remarks

J. Daniel Shuman, Acting Chair

Mr. Shuman called to order the July 2005 meeting of the Board of Juvenile Justice and DJJ Board of Education. He stated that this session will be dedicated to annual training for the Board that was being provided by the Georgia School Boards Association (GSBA).

Roll Call

Lena Wilson took Roll Call.

Board Members Present: Michael L. Baugh; Elizabeth G. Lindsey; William B. McQueen; Judy C. Mecum; Daniel A. Menefee; Dr. Edwin A. Risler; J. Daniel Shuman; Sandra H. Taylor; Mary E. Wilhite

Advisory Board Members Present: Judge Quintress Gilbert

DJJ Staff Present:

Day 1: Albert Murray, Commissioner; Dr. Thomas L. Coleman; Ericka Davis; Nina Edidin; Dr. Paul Jones; Dr. Thomas O'Rourke; Coy Satterfield; Sher're Walton; Lena Wilson

After Roll Call, Ms. Wilson announced that a quorum of the Board was present. Board member Dr. Ed Risler made a motion to change the agenda to reflect the addition of the photo session and the official election of Board Officers. The motion was seconded by Mary Wilhite and carried. Mr. Shuman then called for a motion to approve the minutes from the June 23, 2005 Meeting of the Board of Juvenile Justice and DJJ Board of Education. Mary Wilhite made a motion to approve the minutes; the motion was seconded by Daniel Menefee, and carried.

At this point, Mr. Shuman solicited the Board for a motion for a vote on Board officers. A motion to approve the slate established at the previous meeting was made by Elizabeth Lindsey, seconded by Daniel Menefee, and carried. The vote of the slate was unanimous and a motion to approve the vote was made by Elizabeth Lindsey, seconded by Michael Baugh, and carried. The outcome of the vote is as follows:

J. Daniel Shuman, Chairman
Mary E. Wilhite, Vice Chair
Edwin A. Risler, Secretary

Mr. Shuman then turned the meeting over to Dr. Jim Willis, GSBA Professional Development Specialist.

Introduction and Objectives

Dr. Jim Willis, GSBA Professional Development Specialist

Dr. Willis introduced himself and other staff from GSBA who were present and expected to address the Board during the training session. He informed the Board of the areas that would be covered during the training.

Dr. Willis referenced the Mission of the Department of Juvenile Justice and stated that the mission is purpose driven and consisted of goals that the Department is committed to achieving. He stated that the Board of Juvenile Justice was unique because they not only serve as Board members for the Department, but also as a school board. The Department of Juvenile Justice is the 181st school district in Georgia. He added that during this session they would discuss ways in which their responsibilities as a dual Board could be carried out more effectively and efficiently.

Before turning the floor over to the next speaker, he provided the Board with the link to access the GSBA website and other board development sites.

Board Operations: Parliamentary Procedures

Dr. Chester Gibson, GSBA Parliamentarian

Dr. Gibson stated that during his presentation he will share some scenarios that *should not* be practiced by a Board and will then share the proper way to handle that particular situation. Some of the scenarios included: the making of a motion, the person who made the motion and the passage of the motion; whether persons present at a meeting is obligated to follow the orders of the Board Chair; whether the Board Chair has the power to order the removal of any non member from the meeting hall; how to address 'a call to the question'; the counting of votes; amending a motion; and executive sessions, etc.

Dr. Gibson paid particular attention to handling a motion. He shared with the Board different situations where a motion could be called to question and an ensuing debate, a long motion that should be written then passed to the Chair if not included on the agenda, a motion read by the chair before a motion is made, etc

To test the Board's basic knowledge of parliamentary procedures, Dr. Gibson gave them a short pop quiz. Afterwards, he asked each member to reference a short sheet of Parliamentary Motions Guide based on *Robert's Rules of Order Newly Revised (10th Edition)* that was included in their handouts.

Some of the recommendations made by Dr. Gibson were: when taking a vote, always repeat the outcome of the vote; once the Chair announces the outcome of the vote, it cannot be changed without the consent of the body; when preparing minutes of meetings, they should contain a record of actions taken; help the Chair by writing out a motion; and, let everyone speak once before a speaker speaks twice. He stated that the role of the Board of Education should be clarified and laws related to local Boards versus the DJJ Board should be defined.

William McQueen asked if the laws for local Boards of Education apply to the DJJ Board of Education. Nina Edidin, Director of Legal Services stated that the Department of Juvenile Justice Board was an advisory board and not a policy board. However, she stated, DJJ schools shall meet the requirements of the law for public schools and the rules and regulations of the State Board of Education; they are also afforded the same powers, privileges and authority exercised or capable of exercise by any other school district.

After concluding this discussion, a break was taken.

Board Operations: GSBA's E-Solutions

Mark Willis, GSBA Assistant Executive Director

GSBA eBoard is the complete paperless board meeting packet solution. This web-based tool allows easy access to board meeting information including agendas, supporting documents and reports, minutes and a goal-tracking system. For those on the school

system staff that have the responsibility for compiling the information and putting it online, GSBA eBoard is a snap to learn and use. As with all of its products and services, GSBA will always be available as a resource.

Mr. Willis provided members with information (access code) that would allow them to navigate the web site.

After concluding the session, Dr. O'Rourke asked everyone to be sure to keep the handout provided to them as it contains the information for the next day's session.

Members were reminded that a team building session was being held for them at 6:00 p.m.

Excellence in Governance: Roles and Responsibilities of the Department of Juvenile Justice

Day 2

DJJ Staff Present - Day 2: Albert Murray, Commissioner; Brenda Burns; Joan Carroll; Dr. Thomas L. Coleman; Ericka Davis; Nina Edidin; Dr. Paul Jones; Dr. Thomas O'Rourke; Coy Satterfield; Sher're Walton; Lena Wilson; Romaine Witherspoon

Others - Day 2: Curtis D. Baxter, Ed.D., T.I.P.S. Consulting; Eva Lou Shuman

Objectives for Day Two

Tony Arasi, GSBA Director of Professional Development

Addressing the Board, Mr. Arasi stated that GSBA was helping to facilitate what they hope will be a good training for them and a very valuable time for them to listen and learn from each other. He stated that as a board, they have a very difficult job as all boards in education do and have so many commonalities with boards of education. He stated that GSBA is working with boards of education as much as possible to provide information or to help facilitate programs.

Mr. Arasi stated that he and GSBA staff have spent time talking with DJJ staff in order to develop the agenda for the training so as to make the best use of their time. He stated that while he hope the previous day's session was informative as well as fun, today's session would be more nuts and bolts. He stated that many boards of education don't have a lot of quiet time to drill deep into some issues and information that is important to them and to their constituents. He added that this is part of the goal from yesterday and for today.

He then turned the meeting over to Dr. Tom O'Rourke.

Overview of the DJJ School System

Tom O'Rourke, Associate Superintendent, DJJ Schools

Dr. O'Rourke distributed handouts of the slide presentation to the Board that had a space for note taking in the event members needed to jot down information.

He began his presentation by reviewing milestones of the Georgia Department of Juvenile Justice, beginning with **1992 when the Department became a separate state agency and the 181st school system in Georgia.** Other milestones included:

- 1997 The United States Department of Justice (USDOJ) responds to complaints about conditions in the Department and issues its findings.

- 1998 The State of Georgia enters into a Memorandum of Agreement with the USDOJ to address 123 identified deficiencies, 23 of which are in the area of educational services. The Office of Education is established and given responsibility for achieving compliance in the following areas: policies, curriculum, class exclusion, special education, staffing, staff training, transitional services, and quality assurance.

- 1999-2003 Work plans are developed and improvements are implemented in each of the 45 schools in the DJJ school system. Compliance monitoring is conducted at each school site by a federal monitor appointed by the USDOJ.

- 2003 The Georgia Department of Juvenile Justice receives notice from the USDOJ that full compliance has been achieved in the area of education.

He then shared a brief narrative explaining all of the facilities that DJJ has and the educational services they provide. He stated that the key element is that we are responsible for educational programming in all of those sites. He added that we accept the responsibility for the educational programming and see that they meet all state and federal standards.

Dr. O'Rourke then referenced the next handout, a site map for DJJ schools that identifies all of the facilities and their location. He shared with them the organization chart for the Office of Education and introduced key staff and their areas of responsibility. Staff present were: Coy Satterfield, Student Support Services Director; Dr. Paul Jones, Curriculum Director; Jack Catrett, Special Education Director; Joan Carroll, Secretary III; Brenda Burns, Administrative Operations Coordinator; and Romaine Witherspoon, Tech Support. Staff identified but not present were Ted Brewer, Vocational Education Director (Consultant) and the Education Regional Principals.

Mr. Arasi pointed out that as they have been researching and learning more about our organization and having met with some of our staff, they were impressed with two areas Dr. O'Rourke mentioned. The first piece is that there is a strong likelihood that a number of the kids the Department deal with is because they were not successful in school and we either did not serve them well, particularly in our special education population; we did not screen them well, we did not catch them early, and if so, did not do a good enough job with them. The second key part is what are you going to do with them and where can they go once released back into society? He stated that these two key areas is where it hits really hard that this board is a school system doing what GSBA is trying to do everyday and maybe doing it as well, relative to the population.

Dr. O'Rourke stated that in terms of the programs we have in place, we are doing some things that are not being provided inside some public school systems but should be, such as the link with technical colleges.

Using the handout as a guide Dr. Paul Jones, Curriculum Director, provided an overview of the DJJ Education Program Model. Areas covered were:

- Alternative Placements – Confinement to Home; Electronic Monitoring; Intensive Supervision; Family Services; Tracking; Day Treatment; and Group Home
- RYDC – Admission Screening & Orientation; Records Requests; TABE Survey; Release Documents; Exit Options
- Short-Term YDC – Records Review; Academic Placement; Release Documents; Exit Options
- Long-Term YDC – Admission Screening & Orientation; Academic Placement; Educational Outcomes; Other Options; Release Documents (provided to student/parent and to local case manager)

Dr. O'Rourke stated that this education program model is the glue to the DJJ Education Program.

Elizabeth Lindsey inquired if SAT preparation was available to those kids who might go to college. Dr. O'Rourke responded in the affirmative, stating that an SAT Preparation Program was currently underway at the Sumter YDC. He stated that we have had several kids to participate in the program and some who took the SAT. He stated that we make all of the arrangements and the kids' parents pay for it. He added that every site has the SAT materials available.

William McQueen inquired if there was a tracking system in place for those youth who were with DJJ for a year or more, who left DJJ and continued their education process. Coy Satterfield responded to the inquiry stating that we have a tracing mechanism through the Juvenile Tracking System (JTS), where we start off with baseline data. He stated that all the services we provide to them is kept in copious records. He stated that

we work closely with Georgia State University who provide for us a tracking mechanism to keep the data and keep in touch with our kids.

Mr. McQueen stated that he asked the question because he thinks that it would mean a lot for everyone in this Department, who are working so hard to help these kids to correct some things that would motivate them to learn, to have feedback. He added that this would lift all of us up in terms of what we do to know how effective our programs are.

Judy Mecum asked if, for those kids who turn eighteen within a year or two after release, gets in trouble and is sent to prison and is classified there, would DJJ get this information. Mr. Satterfield responded that we have a category at the Eastman facility that denotes those kids who have gone out and committed a crime that has been placed there and have been adjudicated at the adult level and gone on to the Department of Corrections (DOC). Dr. O'Rourke added that we do not get records from DOC, if the kid happens to go there. He stated that the only way we would know is if we had followed up and the kid was working somewhere and was rearrested, then the job placement person would know. He stated that DJJ does not have a communication link with DOC.

Dr. Ed Risler stated that, previously, a conversation about the availability of HOPE scholarships for our kids had taken place. He wanted to know if our kids were still not eligible for HOPE scholarship funds. Dr. O'Rourke responded that they are not eligible while they are a resident in our facility but once they leave the institution they are eligible for any of those services.

Governing Through Policies

Tony Arasi, Tom O'Rourke, Paul L. Jones, Jack Catrett, Coy Satterfield

Mr. Arasi stated that a big issue in the schools is policies and the ownership of them. Boards of Education own those policies; they are approved by them. Members will sometimes speak out publicly about policy and then have to be reminded that the entire body of the Board approved the policy. For the most part, it is the Board's role to adopt policy as part of governance and the Superintendent's/Associate Superintendent's/Teachers' role to implement the policy.

Policies Discussed include:

- 13.1 – DJJ School District (Presented by Paul Jones)
- 13.2 – School Attendance (Presented by Coy Satterfield)
- 13.3 – Disciplinary Exclusion from School (Presented by Jack Catrett)
- 13.4 – Education Program Services (Presented by Paul Jones)
- 13.5 – Right to Education (Presented by Jack Catrett)

Strategic Plan

Educational Staff

The Strategic Plan for 2005-2007 includes Strategic Goals for the DJJ School System. Areas discussed were:

A. DJJ Service Related Goals

- Alignment with Stakeholders
 - Educational Collaboration with Other Agencies
 - Educational Surveys of DJJ Education Stakeholders (Teachers, Students, Staff)
 - Staff Surveys for Educational Conferences
- Provide Relevant and Effective Services to Youth
 - Master school Improvement Plan – Improvement in Academic Achievement
 - Master School Improvement Plan – Classroom Management strategies to Improve Student Behavior

B. DJJ Organizational Related Strategic Goals

- Improve Retention of Staff and Enhance Accountability for Productivity
 - Retention of staff through professional development
 - Teacher Certification Program (TCP) – Online Training Program for Special Education Teachers
 - Training Modules for Staff on CDs
 - Technology Training (In-Tech Course)
- Enhance Accountability for Productivity
 - School Improvement Monitoring Reports
 - Principals' Quarterly Reports
 - Monitoring of JTS Reports on Education
 - Master Schedule
 - Student Schedule, Missing Grades
 - Quarterly Teacher Observations
 - Students Testing Results (TABE, DOE standardized tests, etc)
- Reaffirm and Implement Core Agency Beliefs
 - Education Mission, Vision and Beliefs – key element of SACS Self-study at each site
 - Education Mission, Vision and Beliefs – in Training CDs

The first half of Day 2 concluded and a break for lunch was taken. After the lunch break, training resumed.

Projecting Revenues, Expenditures, and the Board's Role in Approving and Monitoring the Budget

Jeff Minor, Deputy Commissioner – Division of Fiscal and Administrative Services
With Tom O'Rourke

Mr. Minor provided the Board with a summary of the FY05 Education Budget which totals \$27,380,465. This amount (\$23,892,186) represents 87% state based projects, with the remaining 3,488,299 in federal funds. Personal Services is covered by \$22,470,612 of these funds.

Mr. Minor shared the Budget Development Cycle with the Board, beginning in June when plans are presented to the Board and continuing through March when the appropriations pass in the General Assembly.

The Role of the Board in Advocacy

Erica Davis, Director of Public Affairs

Ms. Davis spoke to the Board about their roles as advocates. She stated that being an effective advocate means that you are able to influence decisions. Since DJJ is part of the Executive Branch of government, agency legislative proposals are submitted to the Governor for approval. Once approval is given, advocacy for a particular initiative begins. She informed them that being appointed to the Board empowers them to become an effective advocate for Georgia's youth. DJJ's Legislative Services Director handles the day to day operations for advocacy and is on the ground at the Capitol when the General Assembly is in session. She stated that there are many ways for members to support the legislative activities of the Department:

Influencing Decision Makers

- Educate yourself on juvenile justice issues
- Get to know your local legislators and communicate with them
- Be a spokesperson for juvenile justice in your community
- Serve on special committees
- Testify before legislative hearings
- Communicate with your colleagues
- Become familiar with the legislative process

Strategies for Advancing an Agenda

- Build coalitions with other stakeholder and child advocacy groups when appropriate
- Target key official by identifying committee chairs and legislators who deal with juvenile justice issues
- Establish yourself as an expert and/or an information resource
- Write letters or make personal visits to key legislators

Ms. Davis stated that any combination of the techniques listed above will help members become a more effective advocate.

Ms. Davis also discussed with the Board the definition of lobbying and its importance. She went over a list of key points to remember about legislators and visits to the Capitol. Some points to remember are:

- Plan the discussion
- Show that you are local
- Show that the issues is local
- Show that the issue is Personal
- Keep the lines of communication open
- Keep the communication positive
- State legislators work on issues affecting a state. One senator and one representative in the state legislature represent every state citizen
- And last, but not least, THANK THEM!

Identifying and Resolving Critical Issues

Discussion (Led by Tony Arasi)

Mr. Arasi stated that being a Board member involves being a public figure (you're everybody's representative); recognizing and accepting the chain of command; making decisions about what is right on an issue; and coalition building (working smarter).

He stated that the board has a good understanding of the key challenges facing the entire body; curriculum and instruction; discipline; behavior; policy; strategic planning; revenue; advocacy; and public relations. He stated that these things are, and will continue to be, things that the Board cannot say 'we're done'; that everything is day-to-day and sometimes kid-by-kid.

Mr. Arasi expressed his hope that the Board would continue to work together as a body. He stated that he is impressed with them and their work.

He informed the Board that this year's conference will focus on the commonalities of school systems, not differences. There are plans to have a break out session focusing on

DJJ and that more people (educators) need to see, hear and learn more about what the DJJ Board is doing.

The GSBA Annual Conference is scheduled for the first Friday in December and will resume on Saturday. The conference will be held in Atlanta at the Waverly Hotel at the Cobb Galleria Mall.

At this point Mr. Arasi concluded his remarks. Chairman Shuman then adjourned the session.

J. Daniel Shuman, Chair
Board of Juvenile Justice

Albert Murray
Commissioner

Dr. Ed Risler, Secretary
Board of Juvenile Justice