

**Board of Juvenile Justice
Thursday, July 27, 2006
11:00 a.m.**

**DJJ Central Office
3408 Covington Highway
2nd Floor – Board Room
Decatur, Georgia 30032**

Opening Remarks

J. Daniel Shuman, Chair

Mr. Shuman called to order the July 27, 2006 meeting of the Board of Juvenile Justice and DJJ Board of Education. Following his request for introductions from all guests and others present, Mr. Shuman invited everyone to recite the Pledge of Allegiance and then observe a Moment of Silence. Afterwards, he asked for the Roll Call.

Roll Call

Lena Wilson then called the roll.

Board Members Present: Elizabeth Lindsey; William McQueen; Judy Mecum; Daniel Menefee; Edwin A. Risler; J. Daniel Shuman; Sandra H. Taylor

Advisory Board Members Present: Judge Quintress Gilbert

DJJ Staff Present: Albert Murray, Commissioner; Spiro Amburn; Joan Carroll; Jack Catrett; Thomas Coleman; Edward Cook; Ericka Davis; Gordon Fisher; Steve Hayes; Steve Herndon; Amy Howell; Jeff Minor; Dr. Thomas O'Rourke; Marilyn Reaves; Rob Rosenbloom; Jimmy Taylor; Lena Wilson; Romaine Witherspoon

Others: Eva Lou Shuman; Connie Murray; Jason Naunas, Assistant Attorney General

After Ms. Wilson announced the absence of a quorum of the Board, Mr. Shuman asked that a motion to approve the minutes from the June 22, 2006 meeting of the Board of Juvenile Justice and DJJ Board of Education be postponed. He then asked for the next agenda item.

Commissioner's Comments

Introduction

Commissioner greeted Mr. Chairman, and members of the Board, staff and visitors. He informed the Board that Judge Gilbert was enroute to the meeting, but was currently held up in a traffic jam. He also stated that he received notice that Ms. Wilhite would not be able to attend the meeting.

Commissioner then welcomed everyone back to Central Office and stated that it has been an interesting and productive summer but, while it is good to travel outside of the metropolitan Atlanta area and have the opportunity to visit our facilities around the state, it is also nice after having traveled to return to one's home base.

Commissioner thanked Bill McQueen for serving as the commencement speaker for the Basic Juvenile Correctional Officer Training on June 30, 2006, and expressed appreciation for him filling in for Ms. Wilhite and representing the Board well. He stated that although he was not able to attend the ceremony, he had heard about the great job done by Mr. McQueen. He added that it is good that the graduates get to hear from Board members and upper level management staff.

Commissioner also thanked Board member Sandra Heath Taylor for extending an invitation for him to speak to the Troup County Rotary Club in LaGrange, Georgia on July 12th. He stated that it was a great opportunity for him to speak briefly on the agency's vision and mission and discuss the agency's successes and focus on prevention and community programming. He stated that it is to his and the agency's advantage for him to have the opportunity to go out into the community to talk about the things DJJ is doing, is hoping to do, and intending to do. He indicated that he is always open to going before community groups and organizations on the local level and asked that he be informed if any of them would like for him to participate in any events taking place in any of the congressional districts that they represent.

Commissioner Murray continued with his report as follows:

Staff Changes

Commissioner stated that an email was sent out notifying the Board that Ericka Davis is leaving the Department to work for the Georgia State Finance and Investment Commission as their new Public Information Officer. He informed them that Ericka has served the Department for almost seven years and leaves in good standing. Her last day with the Department is Friday, July 28th. Commissioner stated that as a result of her vacancy, he has direct appointed Steve Hayes to the position of Director of the Office of Public Affairs. Steve brings a wealth of experience to the agency having served as Director of Public Affairs for the Tennessee Department of Corrections several years ago.

More recently, he served as Director of Legislative Services for the Alabama Department of Corrections. He has also worked as a news reporter earlier in his career, and is very experienced in dealing with media issues in the correctional environment. Steve has been working with Ericka over the last two weeks as she has been transitioning out of DJJ into the new promotional opportunity announced last week. Steve will serve as a direct report to the Commissioner's office as did Ericka, and will assume essentially the same work load as held by Ericka. He will connect with as many staff as possible, especially those who hold supervisory roles or may otherwise have responsibility for the operation of facilities or programs which can generate media interest at any given time. Commissioner added that he is committed to finding, hiring and retaining good people to fill agency vacancies.

Commissioner stated that Mr. Hayes is eager to work with the Board and will be a great asset to the department.

Continuing, he stated that as shared earlier, he has elected to not fill the vacant Chief of Staff position for at least the remainder of this calendar year. He stated that it is his belief based on the present makeup of the DJJ Executive Team, that they are sufficiently strong as a team and that he will reevaluate the need to fill this position again in early 2007.

Operations Division

Commissioner stated that the department continues to focus on community programs and supervision as they are making an impact on the youth as evidenced by the excellent presentation by Region Five staff on their prevention activities to the Board at the June 22, 2006 meeting in Savannah. This is consistent with the message he gave to the budget committees and the Governor earlier this year. He stated that we want to make a heavier investment and strengthen our community programs. The Operations Division has set a goal of a 100% increase in school based supervision sites. A copy of a news article from District 11 that is a very positive reflection on the efforts and expansion of this program in local schools was included in the information distributed to the Board. Commissioner stated that it is heartening to hear school personnel be so positive regarding DJJ collaboration and how it supports their efforts to educate youth in the local school systems. He stated that he and Mr. Rosenbloom and others will be making site visits to public schools where this is being implemented so they can see, first hand, the impact the service is having on the school system and the local community.

The Operations Division is also responsible for detention centers and processes throughout the state. This summer has seen the centers operate overall below statewide capacity. We have no illusion that this will remain the case as we see the new school year begin. Deputy Commissioner Rob Rosenbloom has organized what is being called a Detention Summit. The focus is to gather together the key staff in the agency to focus on and reaffirm the value of current practices and to brainstorm for new and better ideas on how to better manage detention populations. It is hoped that the final outcome of the

summit will be an assurance of consistency of practice, new strategies and a recommitment to the department's mission of using the least restrictive environment in placing youth while in our custody.

Commissioner indicated that he will provide a monthly update to the Board on the status of the changes in what is known as the level of care system of out of home placements for youth. DHR and DJJ continue to work on the new system known as the Rehab Option. While the Medicaid reimbursement plan has not yet been accepted by the federal government, it is expected that by late fall the new system should be fully implemented and fully operational. The changes are anticipated to cost additional state dollars to place youth when mental health needs are to be addressed. Deputy Commissioners Jeff Minor and Rob Rosenbloom continue to work in the planning process to make sure that unique issues with DJJ are considered as the planning process moves forward.

The Operations Division, like all divisions, is involved in pre-planning for the new budget process. Overall they will continue to focus on community resources and expansion of services.

Program Services Division

Office of Education

Dr. Paul Jones, Director of Curriculum and Instruction has resigned to accept a position as Superintendent of the Atkinson County School System. Paul served DJJ extremely well for almost 4 years and we wish him well at his new post.

Office of Behavioral Health Services

The Office of Behavioral Health Services assumed responsibility for the YDC Needs Assessment process on July 17th. The Needs Assessment Program insures that every long-term youth that is admitted to a YDC is screened and assessed by qualified educational, medical, mental health and counseling staff to identify the youth's institutional service and transitional needs. The Office of Behavioral Health has been busy providing training to YDC staff and administration on the new process and has developed a monitoring and support program that will ensure successful implementation.

Office of Medical Services

The Office of Medical Services is proud to announce a significant reduction in the vacancy rates for registered nurses within the Department. It has been a major problem and challenge for the Department to hire and retain nurses. In most facilities there are no vacancies. There has been a decrease in vacancy rates from 29.3% in 2004 to 10.1% in June of 2006. This reduction has been due to a reduction in the length of time to hire and fill positions, improved salaries competitive with the community, and the use of agency

nurses when vacancies have occurred in order to reduce burnout of remaining nursing staff. This is a critical role within DJJ and we want to ensure that we do our part to make the work environments conducive to the point where these professionals will remain with us for a long period of time. The tremendous support shown by Budget and HR has assisted medical in meeting their goal for staffing which is a citation within the requirements of the MOA.

Office of Campus Operations

Ms. Yolande Collins has been granted medical retirement effective August 1, 2006. Despite persistent and sometimes agonizing pain, Ms. Collins never failed to give her best to Campus Operations and DJJ. When Campus Operations was established as a separate unit within the Programs Division in 2004, Ms. Collins was selected as Director of Administration for Campus Operations. In this position she was a principal architect of the unit's development. Ms. Collins came to DJJ from DOC in 1996 and served very ably as Assistant Director in the Office of Training and in her last role in Campus Operations. Her contributions to the Department have been invaluable.

Commissioner Murray also recently accepted the retirement request from Mr. Robert Manville, the Director of the Eastman YDC. Mr. Manville is retiring after 34 years in state government and 9 years with DJJ. In his DJJ tenure Mr. Manville has served as Director of 3 YDCs: Augusta, Bill Ireland, and Eastman. In addition he functioned as a Regional Administrator for Campus Operations. Robert is known for innovative programming, facility improvements, and for having a real affinity for children; or as he would say "Georgia's Young Uns." Commissioner stated that Yolande and Robert will be missed and we wish them the best in all their future endeavors.

Augusta YDC- Thanks to the cooperation of DOC Commissioner Jim Donald, work has begun to build new perimeter fencing at the Augusta YDC. When completed, the operational YDC campus will be considerably reduced resulting in a much more compact and more manageable operation. This will give John Brady and his staff more ability to supervise and manage the population and greater ability to have outside activity without being overly concerned about the perimeter fence.

Eastman YDC-With Robert Manville's retirement we have already begun the process of selecting a replacement. Eastman is our largest YDC and houses the most difficult and challenging population. Consequently, we are looking for a seasoned administrator ready to take on a challenge. Commissioner welcomed any suggestions for candidates for the position from those present.

Financial Management and Administrative Services

The agency is in the process of preparing our budget proposal for FY 07 and amended FY 08. Deputy Commissioner Jeff Minor and his staff are working diligently towards

finalizing the budget proposal. Much like last year, the Department will present a budget briefing to the Board Finance Committee, chaired by Daniel Menefee, and then bring it before the Board for approval at the August 2006 meeting. The Department is giving it all the priority it needs to ensure that we present a good budget, first to the Board, then the General Assembly and subsequently to the Governor.

The agency is making an increased effort to check on the level of compliance with FLSA guidelines system wide. FLSA (Fair Labor Standards Act) is administered by the US Department of Labor and is responsible for regulating the hours that employees can be required to work without additional compensation. The USDOL has made inquiry at some of our facilities in response to employee complaints about FLSA related issues. In response to this, Bob Fuller, HR Director, and HR staff is tasked to conduct statewide training on this topic for facility staff to better understand the guidelines and expectations. It is possible that more training will soon follow. Commissioner stated that he has also given some very strict instructions to managers on how to proceed with this and what his expectations are. The Board will be informed of any changes made in this area.

Agency Initiatives

Commissioner mentioned to the Board the Department's commitment and recommitment to quality customer service, and his personal commitment as Commissioner. Dr. Tom O'Rourke is serving as DJJ Customer Service Champion, which is the lead role within DJJ and each agency, and he will provide a detailed update later on the agenda. He thanked Dr. O'Rourke for helping him provide leadership for customer service. Commissioner stated that he have placed great emphasis on this initiative and will continue to do so. The Governor's vision remains strong to make Georgia the best managed, most friendly and most loving state in the nation. He stated that he is fully prepared to support the Governor's agenda because he personally believes it is a good thing and the right thing. This was stated again by the Governor in a Customer Service Kick-Off earlier this week.

Conclusion

Commissioner Murray concluded his remarks and opened the floor for questions and comments.

Sandra Taylor thanked Commissioner Murray for coming to Troup County to the Rotary Club. She stated that he was very well received and it was a great outreach on their BARJ (Balanced and Restorative Justice) efforts. It involved the community and juvenile court judges were present as well as DJJ employees in the area.

Commissioner thanked Ms. Taylor for the invitation and for helping to facilitate his visit there.

At this point, Chairman Shuman noted the arrival of other Board members, thereby constituting a quorum. He called for a motion to approve the minutes from the June 22, 2006 meeting of the Board of Juvenile Justice and DJJ Board of Education.

Daniel Menefee moved to approve the minutes from the June 22, 2006 meeting of the Board of Juvenile Justice and DJJ Board of Education. Ed Risler seconded the motion and the motion was carried.

Rental Agreement re: Old Columbus RYDC

Edward Cook, Director
Office of Engineering & Construction Services

Mr. Cook informed the Board that the Department of Juvenile Justice has decided to allow the Department of Corrections to use the old Columbus RYDC as a transition center for adult inmates on a temporary basis. Some of the details of the agreement are as follows:

- It is basically a lease agreement of a five year duration
- DOC is allowed to make renovations and changes to the facility to accommodate their program, but they have to bear all costs, including maintenance, and any legal liability that arise out of their use of the facility
- Any renovations and/or changes made during their use of the facility, if at the end of the five years DJJ wants to reclaim it, DOC will have to return the facility back to the condition it was in at the time they took over

The agreement, a copy of which was distributed to the Board, has a copy of the floor plan attached depicting what they want to do with the project.

Dr. Risler injected that he was curious about the \$10.00 per year rent. He inquired if this was a standard rate and wanted to know how it came about. Mr. Cook responded that he was not sure of its origin.

Mr. McQueen inquired that in regards to the requirement for DOC to return the facility back to its original condition, if there were some changes that the Department would like to keep, would we have that option? Mr. Cook responded in the affirmative, stating that we will have to approve what they want to do; the changes that they want to make. Basically, he stated, in the large central area they are putting up walls to make two 20-bed dorms, a dining room and a multi-purpose room.

Mr. Menefee inquiringly stated that right now there are costs associated with the upkeep to save the department money. Mr. Cook responded that he is not sure what the utility

costs are but it is probably somewhere in the neighborhood of six to seven thousand dollars.

Ms. Taylor wanted to know if with the repairs they are making, will it be left in a condition that we will be ready to step back in if we needed to use it as a facility five years from now. Mr. Cook stated that there will be several things we would need to do. First of all, we are now removing the medical and education trailers to other facilities. If we were to move back, they would need to be replaced with something as there is not medical or education space in the old facilities. Ms. Taylor then inquired if DOC was taking care of asbestos abatement in the entire building and added that, if so, it is a big savings for the Department. Mr. Cook responded that it happens all the time in old buildings, the first thing to be done is take out the floor tile. He stated that it's not a problem while it is there in good condition, but as soon as you start removing it you have to dispose of it all.

Mr. Shuman injected that he thinks it is commendable that we work well together between Departments, especially DOC. He then asked for a motion to approve the agreement.

William McQueen moved to approve the rental agreement between DJJ and DOC; the motion was seconded by Daniel Menefee and hearing no questions or discussion, the motion was carried.

Customer Service Update

Dr. Thomas O'Rourke, Champion
Customer Service Council

Before beginning, Elizabeth Lindsey stated that in a meeting with Kathy Cox, School Superintendent, she was very positive about our program and was very complimentary of the work Dr. O'Rourke and his staff does. Dr. O'Rourke responded that they have been very supportive and responsive and that it has been a good working relationship that has helped us to move forward a little faster than we could have in other circles.

Ms. Lindsey stated that it appears that DOE is working on some of the modular programs that should help us out more in the future with curriculum. Dr. O'Rourke agreed, stating that it is especially true with the alternative school program, as they now have alternative schools. He added that they are finding that the modules/CAPS we use work very well in their alternative schools. He stated that we are happy to share that with them because it is a plus for us. When our kids leave us and go back into the regular school system, oftentimes they are put back into an alternative school program and it works well together.

Addressing the Board, Dr. O'Rourke stated that he appreciates the opportunity serving as the chair person (or Champion) for the customer service committee of DJJ. He indicated that he is very committed to the initiative and believes it will be a plus for the agency.

Dr. O'Rourke stated that the Governor had his kick off ceremony for the Customer Service Initiative this past Tuesday, July 25th and that he, Commissioner Murray, the Deputy Commissioners, and others attended. He stated that 42 state agencies with over 100,000 employees are going to be working together to review customer service and make it a higher priority than it has been.

Dr. O'Rourke then shared with the Board what Governor Perdue has done and how DJJ will use it as a stepping stone for our agency.

Statewide, it was found that:

- Customer service in the agencies vary greatly;
- There is limited customer input in state agencies;
- There is no statewide standards and expectations for customer services;
- Processes in some agencies take too long; and,
- Citizens generally do not know which agency to call for the services they need.

The Governor has asked that all agencies across the state look at these as guiding principles:

- Treat customers with respect;
- See customer interaction as an opportunity and ask customers what they want and act on their feedback; and,
- Focus on challenges and not finding fault.

Dr. O'Rourke stated that it is his belief that in order to implement a program, there needs to be a process in place. Also, there needs to be a system in place for it to be ongoing. The five stages of the strategic planning process are: commitment, data collection, action plan, implementation, and evaluation. He stated that they conducted a survey with the Board, Central Office staff and facility staff. They also used researchers at the University of Georgia to conduct telephone surveys of the facilities to find out if we are actually doing what we said. He then shared their findings from a survey.

The theme for the Governor's initiative is "To provide customer service in a faster (review processes in place), friendlier (create a customer focus culture), easier service." Dr. O'Rourke provided the Board with a brochure on the customer service initiative that was designed by his assistant, Joan Carroll, which includes an evaluation/comments section on service provided. The brochure will be available at every site and online. Customer service training will be available online for current staff and will be incorporated into new employee/orientation training. He also provided a calendar of events on the initiative through October.

Dr. O'Rourke concluded his update.

At this point Chairman Shuman asked for a motion to change the next agenda item. He asked that while Dr. O'Rourke was already at the podium, instead of going into Executive Session, he asked for a motion to close the regular meeting of the Board of Juvenile Justice and convene the meeting of the DJJ Board of Education. Sandra Taylor moved to adjourn the regular meeting of the Board of Juvenile Justice to convene the meeting of the DJJ Board of Education. The motion was seconded by Elizabeth Lindsey and, hearing no questions or comments, the motion was carried.

Update: DJJ Board of Education

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

Dr. O'Rourke informed the Board of the following:

- All retesting for CRCT has been completed
- Summer remediation was held for kids who failed the eighth grade test. If they are not promoted, more emphasis will be placed on reading and math skills.
- Highly qualified teachers are in every one of our facilities across the state with the exception of Bill Ireland YDC.

Dr. O'Rourke referenced the school calendar which was provided earlier and stated that he needed a vote by the Board to adopt the school calendar. Ed Risler moved to adopt the school calendar; Daniel Menefee seconded the motion and, hearing no discussion, the motion was carried.

Chairman Shuman called for a motion to adjourn the meeting of the DJJ Board of Education and reconvene the regular meeting of the Board of Juvenile Justice. Judy Mecum moved to adjourn the meeting of the DJJ Board of Education and reconvene the regular meeting of the Board of Juvenile Justice. The motion was seconded by Elizabeth Lindsey and carried.

Chairman Shuman then announced the Executive Session would take place in the meeting room across the hall.

After the Executive Session, Daniel Menefee moved to reconvene the regular meeting of the Board of Juvenile Justice. William McQueen seconded the motion and the motion was carried.

Chair's Comments

J. Daniel Shuman

Mr. Shuman stated that the only announcement he has is that the next meeting of the Board is scheduled for August 24, 2006 at 11:00 a.m. at Central Office. He asked for any comment before adjourning.

Dr. Risler stated that regarding customer service, Dr. O'Rourke and Jack Catrett came to his class and made a presentation on the DJJ education program and that they did an outstanding job. He also stated that he took his class on a tour of the Gainesville RYDC. He stated that Gary Payne, the facility Director, is doing an outstanding job there. He added that this was part of his recruitment efforts for the Department and they were well received. One thing of particular interest was the student advisory council that sits and meets with Mr. Payne to discuss concerns the youth there has; so they have a mechanism where they have input. He indicated that Mr. Payne felt this was a significant way to reduce a lot of problems that could develop and fester into something major.

Hearing no other questions or comments, Chairman Shuman called for a motion to adjourn. The motion was made by Daniel Menefee, seconded by Elizabeth Lindsey and carried.

The meeting was adjourned.

J. Daniel Shuman, Chair
Board of Juvenile Justice

Albert Murray
Commissioner

Dr. Ed Risler, Secretary
Board of Juvenile Justice