

**Board of Juvenile Justice
Thursday, April 24, 2008
10:00 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 April 24, 2008 meeting of the Board of Juvenile Justice and DJJ Board of Education. He noted the time as 10:00 a.m. He asked that all attendees stand and state their name and organization affiliation.

DJJ Staff Present: Albert Murray, Commissioner; Nathan Cain; Dr. Thomas Coleman; David Duncan; Gordon Fisher; JoAnn Ra'Chel Fowler; Vonnie Guy; Steve Herndon; Dr. Michelle Staples-Horne; Sonia Norman-Johnson; Joe Lee; Jeff Minor; Martha Patton; Dr. Tom O'Rourke; Rob Rosenbloom; Jimmy Taylor; Shirley Turner

Others: Todd White, Attorney General's Office; Elizabeth Libby; Chuck McCrea

After introductions, Chairman Shuman asked everyone to stand for the Pledge of Allegiance, followed by the invocation given by Pastor Dexter Rowland.

Roll Call

Chairman Shuman asked for the roll to be called. Nathan Cain conducted the roll call of attendance.

Board Members Present: Larry Barnes; James P. Kelly, III; Elizabeth Lindsey (after roll call); Perry McGuire; Judy Mecum; Daniel Menefee; Dr. Ed Risler; Pastor Dexter Rowland; J. Daniel Shuman; Stephen K. Simpson

Advisory Council Members Present: Judge Quintress Gilbert; Judge Steve Teske (after roll call)

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the minutes from the March 27, 2008 meeting of the Board of Juvenile Justice and Board of Education. Ms. Judy Mecum moved to approve the minutes from the March 27, 2008 meeting of the Board of Juvenile Justice and Board of Education. Pastor Dexter Rowland seconded the motion and hearing no questions or comments, the motion was carried.

Commissioner's Report

Albert Murray, Commissioner

Commissioner Murray greeted everyone and welcomed them to the meeting this month. Commissioner Murray begin his report by recognizing Nathan Cain and Ra'Chel Fowler on the good job they had done in preparation of this board meeting and running the Office of Public Affairs in Steve Hayes' absence. Commissioner Murray noted that Steve Hayes was attending Executive Training this week which began last Sunday and ends today. Continuing he began his report by recapping the legislative session. DJJ had two bills that were sponsored this year, House Bills 1224 and 1225.

House Bill 1224 would have made further changes to the current 60-day STP sentence. House Bill 1225 would have required that all juvenile courts use a risk assessment instrument to assist in making detention decisions. Both of these bills got tabled in House committee and did not pass. He mentioned that this was a good session for DJJ in which there were many spirited and productive discussions. A number of the Board members were able to come to some of the hearings. Commissioner Murray noted that it meant a lot to him and DJJ to have the Board members attend and get involved in the legislative process in spite of their busy schedules and careers. Although the Bills were tabled, Commissioner Murray stated that he was very pleased with the appropriations DJJ received in the FY 09 budget. Commissioner Murray further noted that the Board received a package with information from Jeff Minor which gives a more detailed breakout of the budget. A budget update was not placed on the agenda today but if there are any questions, Commissioner Murray asked the Board members to note them and they (DJJ) will follow up with the answers during the next Board meeting.

The debate surrounding the legislation allowed DJJ to highlight critical needs facing the agency. As a result, funding was approved in several critical areas. These areas include:

- Planning and design for one new 67 bed RYDC and one new 150 bed YDC.
- Expansion for 2 existing RYDCs (Gwinnett and Clayton)
- 67 new JPPS positions (*Community caseworkers*)
Commissioner Murray noted that DJJ incarcerates 12% of the population and 88% is served locally
- A pay increase for entry level JCO 1 positions in order to match DOC salaries
JCO's are the largest job class in DJJ who work with the population in the RYDC's and YDC's.
- A 2.5% pay increase for all DJJ employees

Commissioner Murray stated that it was important to note that the legislature met critical needs in light of the bills not being passed.

On April 10th, Commissioner Murray was very pleased to attend the annual "Law Enforcement Supper," which was held in Glennville. This event is supported by most of the law enforcement agencies from around Georgia. He also noted that it was good to meet the Chairman and Mrs. Shuman, who were in attendance, and to meet and greet many law enforcement officers who work with DJJ from day to day. He also noted that Steve Hayes was also in attendance.

This event was held on the property of the Board Chairman for the Department of Corrections, Wayne Dasher. Lt. Governor Casey Cagle was the featured speaker.

Earlier on that same day, Commissioner Murray was able to participate in a youth development forum in Savannah sponsored by Mayor Otis Johnson. Agency staff also participated including Steve Hayes, Regional Administrator Adam Kennedy and District Director Patricia Merritt. It was well planned and well attended, with many good ideas put on the table for dealing with rising crime in Savannah. Commissioner Murray expressed his appreciation that Mayor Johnson invited DJJ. He also noted that Judge Gilbert was also in attendance.

Last week Commissioner Murray visited the “City of Refuge,” which is an inner city faith-based program located in Fulton County at 1300 Simpson Road NW. The Executive Director is named Bruce Deel. Commissioner Murray stated that he was very impressed and inspired by the services they are providing to the “lost and least” of Atlanta’s street people. With about 15 full-time employees and many dedicated volunteers, they are helping about 35,000 customers a month. Many of these are repeat visitors. Mr. Deel is providing a huge service with a very small number of employees. They are located in the 30314 zip code, which is said to be the highest crime district in Georgia and the entire Southeastern United States. Those who frequent “City of Refuge” include criminals, probationers, drug addicts, prostitutes and many others with special needs. The organization has been operating for several years now and, with the help of other local organizations and business people, is in the process of expanding its programs and services. Commissioner Murray thanked board member Perry McGuire who arranged the visit. Perry McGuire was also able to meet the Commissioner at City of Refuge. After a great lunch, they toured the facility and met with a few of the staff. Their web site is www.cityofrefuge.com. Commissioner Murray noted that the Board would receive the Web site information in an email. He also suggested that the Board take time to visit and stated that he would return for another visit with the deputy commissioners. He has also informed his colleagues (Department of Corrections and Department of Human Resources) that this is a program that needs attention and they should find a way to partner with it. Commissioner Murray thanked Mr. McGuire for introducing him to this worthwhile program.

The Georgia Public Employee Awards Recognition Program (GPEARP) celebrates the outstanding achievements of government employees who made significant contributions above and beyond the normal call of duty to support the citizens of Georgia. This year, Georgia will celebrate the achievements and outstanding service of all state employees the week of May 5-9, 2008. The highlight of the week’s celebration will be May 7, which will culminate with the Governor’s Awards Luncheon for those employees that were selected as statewide recipients. The (DJJ) planning committee for this event is planning various events throughout the week to include a pizza lunch and an ice cream social here at the central office. He extended an invitation to the Board members to participate if their schedules permit.

Moving to the Operations Division

The Operations Division helped coordinate the Victims’ Rights Week Activities last week. A number of events were sponsored in various communities across the state. The Paulding, Rome and Macon RYDCs held activities to bring awareness to both staff and youth on victims’ rights and the need to serve victims of crime. The Lanier County Court Services Office and Richmond County Court Services Office also held activities in their communities to bring victim awareness

to youth and families. In Richmond County, they helped a local effort to collect old donated cell phones for use by victims of domestic violence. Overall this effort highlighted the department's first year of activities coordinated by DJJ's victim advocate, Joycelyn Evans and staff in each region, dedicated to Balanced and Restorative Justice and victim issues.

The division's regional training continues with Region IV conducting training for over 150 staff from RYDCs and court services offices. Commissioner Murray stated that he attended this training last week with Deputy Commissioner Rosenbloom. Also in attendance was Judge Quintress Gilbert. Her court is served by Region IV staff and she was in attendance to participate and support their effort. Commissioner Murray expressed his gratitude to Judge Gilbert for showing up for a number of DJJ activities in addition to her court dockets.

Planning by the division is being finalized to allocate the new 67 JPPS positions received in the legislative session. Caseload equalization and reduction is the main criteria for placement throughout the state. The opportunity to reduce caseloads helps address a growing population that needs community supervision. It also enhances overall supervision.

From Campus Operations

Corrections Today magazine, which is a nationally published magazine, has chosen Glynn Maddox, the recently retired Director of Eastman YDC, to be highlighted in this year's June issue as one of the best in the business. This is a regular segment that is printed in Corrections Today several times throughout the year wherein they identify corrections professionals. Glynn Maddox's picture along with an article about what he has done in his career will be featured in this article. Commissioner Murray stated that DJJ is proud of Mr. Maddox and his representation of DJJ and his good career. He will be one of about 15 individuals who will be profiled in the issue. Commissioner Murray stated that if any Board member is interested in getting a copy of this magazine or article to please inform the Office of Public Affairs.

At the Bill Ireland YDC, Milledgeville Mayor Richard Bentley kicked off the facility's Multi-Cultural Diversity Program on March 12th by bringing the youth a message on the importance of education. The Mayor explained how he struggled in school, but overcame adversity by working his way through GMC Prep School; paying for tuition with an after school job. The Ireland youth were quite receptive to his message and offered him much feedback.

On March 27th, during the Bill Ireland general staff meeting, several deserving employees were presented with Employee of the Quarter Golden Star Awards along with a gold star pin, a certificate of commendation, a letter for their personnel file, and their name on a plaque located in the Administration Building. These Ireland Employees were nominated by their peers and then selected through the Employee of the Quarter Committee.

Recipients were:

Larry Allen, Vocational Teacher;
Betty Carswell, Clerk II;
Frances Crawford, Food Service Supervisor;
Joann Havior, JCO 1 and;
Louise Roberson, Food Service Employee

Last month 12 youth from Augusta YDC attended an off campus trip to the presentation of the “Living Last Supper” at Bicentennial Chapel on Fort Gordon. The young men sat through a presentation that lasted 1 ½ hours. The director of the “Living Last Supper” commented on the positive behaviors demonstrated by the youth. Next year AYDC is the first on the list for the reenactment of the “Living Last Supper.”

Moving to the Office of Behavioral Health Services

Dr. Ron Koon and James Degroot, representing the Office of Behavioral Health Services, as well as Pam Sloane from the Office of Legal Services, held an ethics workshop for DJJ behavioral health staff on April 14th and 15th, 2008 at the DJJ Training Academy in Forsyth. This workshop provided attendees with an overview of the common elements of professional ethics across disciplines. It also included a discussion of confidentiality and privileged communication in general, and specific to a juvenile justice practice setting, as well as how to respond to subpoenas, court orders or other requests for information from the judicial system. “Duty to warn” was also discussed, as well as other elements of risk management. Dr. Degroot shared specific examples of ethical dilemmas that he has encountered in DOC, and Dr. Koon finished the workshop with discussions based on potential situations in DJJ.

Office of Health Services

Spring is the time for the Office of Health Services to implement two of its major training conferences. The Nutrition Section today is conducting training for food service staff at the DJJ Training Academy. These staff members are critical to the health of the youth in our custody because they are responsible for the quality of food prepared and the cleanliness of the food service areas. Ongoing monitoring occurs in these areas which gets reinforced through the training conferences.

The medical staff will also hold its training conference to coincide with Nurse’s Week on May 7-9. The conference will include many clinical issues such as MRSA skin infections, immunizations, and diabetes management, as well as presentations on customer service and conflict resolution.

From the Office of Training

Commissioner Murray thanked Rob Rosenbloom for serving as the commencement speaker at the March 2008 graduation and Judge Quintress Gilbert for joining them at the recent Region IV Conference held at Callaway Gardens.

The BJCOT class #131 graduation will be held on Friday, April 25, 2008 at 1:30 p.m. at the Georgia Public Safety Training Center in Forsyth, Georgia. Commissioner Murray stated that he will be the guest speaker and noted that he was scheduled to speak at the February graduation but had to attend to some business at the capitol at the last minute, so he is looking forward to attending this graduation.

This class has 44 students enrolled in the program; 11 of these students have maintained an A average and 5 of those are on course to become honor graduates with a GPA 95 or higher, 9 students have previous military experience, 9 have college degrees, 13 are working on degrees,

23 have children and 36 have previous experience working with children. As always, Board members are invited and they are also invited to speak at our BJCOT graduations. If anyone is interested please contact Public Affairs or Training.

The Institute for Leadership Advancement at the Terry College of Business at UGA and the Carl Vinson Institute of Government host an Executive Leadership Program which is designed for agency heads and their direct reports under the direction of the Governor. This program focuses on personal leadership, creating high performing organizations, ethics and public values. The four participants selected to participate in this current program are: Steve Hayes, Steve Herndon, Diana Newell, and Spiro Amburn. Former graduates from DJJ are Shirley Turner, Rob Rosenbloom, and himself (Commissioner Murray). The program began on Sunday April, 20th and will conclude on Thursday April 24th, today.

And finally, the upcoming Agency sponsored conferences are as follows:

-Region III Annual Conference-April 30-May 1, 2008- Augusta Marriott & Suites, Augusta, Georgia

-Region II Annual Conference-May 5-6, 2008-Augusta Marriott & Suites, Augusta, Georgia

-Health Services Training Conference-May 7-9, 2008--Augusta Marriott & Suites, Augusta, Georgia

-Region V Annual Conference-May 19-20, 2008- Sea Palms, St. Simons Island, Georgia

-Office of Training Conference-May 27-29, 2008-St. Simons Island, Georgia

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

Judge Gilbert commented on the Region IV Conference at Callaway Gardens by stating the conference provided evidence based training which gave information about the direction in which DJJ is moving concerning training. She encouraged Board members to attend some of the conferences within their regions. She further suggested that if the evidence based training would not be included in upcoming conferences that the Board would receive information about evidence based training. She stated that it was a wonderful conference and one of the best conferences she has attended. Commissioner Murray thanked Judge Gilbert and stated that DJJ can certainly follow up and get that information to the Board. Commissioner Murray asked Vonnie Guy (DJJ Region II Administrator) to stand and give the date of the next conference. Ms. Guy stated that the next conference will be May 5th – 6th in Augusta. Commissioner Murray again encouraged the Board to attend the conferences in their region and stated that these conferences allow regional staff to come together and the agendas are well planned, have good workshops and he would love to see the Board there. Chairman Shuman stated that he joins Commissioner Murray in recommending the Board members attend the conferences. He stated that he attended a conference yesterday and he noted they had a jeopardy game which involved department rules and regulations. He noted that the conferences have innovative ways of engaging the conference participants. He further suggested that the regional directors (administrators) inform Board members in their district of any upcoming conferences.

Mr. Daniel Menefee thanked Commissioner Murray and Jeff Minor for getting the much needed JCO raise. He noted that when you speak to a JCO (Juvenile Correctional Officer) one of their many issues is finances. Commissioner Murray thanked Mr. Menefee for his comment and stated that he wanted to thank many legislators, the Governor's Office and supporters. He noted that most JCO's have to work two jobs to support their families and some may still have to do so, but this raise will certainly bring about some much needed relief to those hardworking staff. Chairman Shuman added that while attending the law enforcement supper (April 10th), the Commissioner of the Department of Corrections mentioned the budget increase and he was hoping that DJJ was included in the pay raise and was glad DJJ was included. Commissioner Murray noted that initially DJJ was not included and it took some serious work in politics to make sure DJJ was included in that package and he was thankful that DOC and DJJ would benefit. Dr. Risler stated that he hoped this increase will address the issue of turnover with JCO's.

On that subject of the legislature, Judy Mecum encouraged each one of the regions to send an email or letter to legislators personally stating their appreciation. She also inquired about the planning and designing of a new 67-bed RYDC and a new 150-bed YDC and asked if a location had been decided. Commissioner Murray stated that they had not made a decision yet as to where within Georgia those facilities would be best located. He noted that they are opening a facility in Fulton County at the Larmore site. He also noted that they will probably be looking at Central to North Georgia for a possible site because that is where the need is right now, especially for a YDC. He further noted that once a decision is made about a particular site, the Board would be notified. Judy Mecum stated that DJJ would be welcomed in Northeast Georgia. Commissioner Murray stated that all communities do not see having a juvenile facility in their area as a good thing.

Mr. Larry Barnes expressed his interest in visiting the City of Refuge and stated that if a group is going he would love to attend to see how they could partner with them. He further stated that it sounds like it has a lot of good possibilities for the Board. Commissioner Murray stated that a group visit could be worked out. Perry McGuire thanked Commissioner Murray for taking the time to visit the City of Refuge. He stated that they are doing some incredible things for youth and adults and noted that they are about to open up a youth home soon that will take some of the homeless teenagers and house and educate them. He also noted that he will send an email to Steve Hayes with information and noted that next week (April 30th) they are having an informational luncheon for some business and government leaders to introduce them to the ministry and anyone would be welcomed to attend. He further noted that if the Board was not able to attend the luncheon he could certainly make arrangements at their convenience for the Board to come out and meet the executive director and tour the facility. It is very informal and they would welcome a visit at anytime and he would be happy to facilitate the visit. Commissioner Murray stated that he found it noteworthy to mention that Mr. McGuire shared that their Sunday service is well attended with a mixture of drug addicts, prostitutes along with many volunteers. Mr. McGuire stated that he had the opportunity to attend one of those services and noted that some of their members come from the suburb to attend church. It is a very contemporary worship service of mixed incomes of middle and upper class along with street people. It is very uplifting and interesting to see how they reach out to their community.

Chairman Shuman called for Dr. O'Rourke to give the Customer Service Update.

Customer Service Update

Dr. Thomas O'Rourke, Customer Service Chairperson
Department of Juvenile Justice

Dr. O'Rourke greeted the Chairman, Commissioner Murray and the Board members. He mentioned that customer service in the agency is a very high priority and the Commissioner has made it such. There are some things that are ongoing to improve DJJ's customer service both with internal and external customers. In May and June there are six 5-hour training sessions in the central office. Everyone in the central office will be trained on customer service and sexual harrasment. Dr. O'Rourke also noted that DJJ now has customer service training online. He further noted that he took the online customer service training and stated that is was excellent. He suggested and recommended the Board members take the online training if they so like. He stated that he has worked with the Office of Technology (OTIS) and he encouraged them as members of the Board to have access to the intranet. He noted that if any of the Board members did not currently have access to the intranet to get in touch with Steve Hayes and the arrangement will be made. Dr. O'Rourke also encouraged the Board to speak with Mr. Hayes about the ability to go through the online customer service training that is available on the intranet. The online training includes a communication guide on consistency. The two things the department is trying to do are; to let everyone that works with DJJ know what are the expectations for customer service and the standardizations for customer service. No matter where you call there should be some high professional standards of customer service.

Dr. O'Rourke stated that during the next meeting he should be able to share with the Board the University of Georgia survey. Over a year ago the department developed some baseline information on customer service in the system. The second survey was conducted and they will compare and look at the baseline for improvements. There is an on-going survey (April 23rd – May 7th) of a random sample of people in the agency, surveyed for employee satisfaction. Dr. O'Rourke noted that this survey comes from the State Office of Customer Service. He further noted that there are a lot of things taking place which should improve the internal and external customer service within in DJJ.

In reference to the ongoing survey, Mr. McGuire asked if the department would know who is being contacted by the state and being surveyed. Dr. O'Rourke stated that he is not sure if they will know exactly who is being surveyed. The department was asked to submit in different levels; top management, mid-management, people onsite, etc., and they would take a random sample from the list submitted. Mr. McGuire further inquired as to whether a memo or any request to employees was made to notify (the agency) if they (employees) had been contacted by the state. Dr. O'Rourke stated that no correspondence was made.

Dr. O'Rourke concluded his update and asked if there were any questions or comments.

Chairman Shuman thanked Dr. O'Rourke for the Customer Service Update and called for Ms. Shirley Turner to give the Office of Continuous Improvement Update.

Office of Continuous Improvement Update

Shirley Turner, Director
Office of Continuous Improvement

Ms. Turner greeted Chairman Shuman, Commissioner Murray and the Board. Referring to the PowerPoint presentation, Ms. Turner stated that the primary objective of the Office of Continuous Improvement (OCI) is to determine the level of performance and the quality of service provided in DJJ facilities and programs. OCI was originally a part of the Office of Quality Assurance which was created in 1998 as a result of the Memorandum of Agreement (MOA). In that office there were two units; Evaluations and Investigations. In 2002, the Evaluations Unit was re-organized as DJJ moved to a peer review system to monitor facilities. The Evaluations Unit was then named the Office of Continuous Improvement. In 2004 the peer review system was no longer used to evaluate facility performance. OCI was re-established to resemble the original evaluations unit that was created within the Office of Quality Assurance in 1998. The primary role of the Office of Continuous Improvement remained that of evaluating and monitoring programs and services.

Referring to the organizational chart on the 2nd slide, Ms. Turner stated that OCI has 14 staff members. In addition to the Director, there is an administrative assistant, a part-time clerical worker, 2 program coordinators (supervisors), and 9 quality assessment & evaluation coordinators, who are basically the program auditors and evaluators. Ms. Turner acknowledged one of the Program Coordinators (supervisors) Joe Lee, who was in attendance. Continuing Ms. Turner stated that there are two teams of evaluators and each team is supervised by a program coordinator. The multi-disciplinary team approach is used in the evaluation process. Each team is composed of specialists in the areas of education, mental health, medical, safety and security, food services and other areas.

OCI is responsible for conducting:

- Comprehensive Evaluations – every other year
- Unannounced Monitoring Visits – at least annually
- Special Visits – as requested by the Commissioner or Deputy Commissioners
- Technical Assistance Visits – the emphasis is on education, support and the implementation of corrective actions

Moving to the 3rd slide, Ms. Turner stated that the benchmark instrument that is used by OCI to measure the level of performance and compliance is called the DJJ Standards of Excellence. This instrument is based on DJJ policy, procedures and practices. The Standards of Excellence contains 10 Services Areas. Within each service areas there are a group of standards that measure how well a facility is doing in that particular service area. There are a total of 193 standards of excellence and of those 193, 152 are identified as performance standards. With the performance standards there is a rating system attached that measures the level of performance. That rating can be either: Excellent, Commendable, Satisfactory or Unsatisfactory. The remaining 41 standards are identified as compliance standards. The compliance standards measure whether or not the actual steps required to complete the performance standards are being performed. One example of a compliance standard would be the standard that requires all new employees receive a background investigation.

Moving to the 4th slide, Ms. Turner stated that the evaluation process has eight main steps beginning with the entrance conference.

- (1) Entrance Conference** - When the team is onsite to do an evaluation the first thing that happens is there is an entrance conference with the director and identified key staff.

- (2) **Tour** - The tour is with the facility administrator (director) and the identified key staff. The Evaluators are able to learn more about the operations and activities and to meet additional staff.
- (3) **Document Review** – This requires the Evaluator to review/peruse program records, files, log books, policy and procedures and any other documentation that will provide more information about the program and services.
- (4) **Interviews** – Interviews are conducted with staff members, residents (youth) and visitors to the facility regarding procedures and practices.
- (5) **Observation** – Evaluators do a lot of observing. They observe meetings and daily facility operations, to validate service delivery practices.
- (6) **Rate Service Area Standards** – Once the areas have been documented and data has been reviewed through interviews and observations the evaluators then rate each standard.
- (7) **Team Consensus** - Each evaluator is prepared to explain the basis for the ratings during the team’s consensus meeting. Each standard is open for discussion. Overlapping is discussed. The team may require additional information to support a rating or may change a rating based on the discussions during the consensus meeting. The final rating is given by the team rather than by one evaluator. The consensus process strengthens the validity of the final performance rating.
- (8) **Exit Conference** – The exit conference is held with the facility administrator and identified key staff in which the recommendations are reviewed, results of the evaluations and findings are discussed. Questions and corrective actions may also be discussed.

Continuing, Ms. Turner stated that the Rating System used to reach each standard has six categories: Excellent, Commendable, Satisfactory, Unsatisfactory, Compliance or Non-compliance.

- **Excellent** – A rating of excellent means that the performance in the area of standard exceeds what is required; innovative is apparent; quality initiatives are apparent and there is center-wide dedication to the service.
- **Commendable** – All the requirements of the standard are met and the prevailing practices; documentation is readily available and easily accessible; obvious effort to go beyond the satisfactory level of performance.
- **Satisfactory** – The facility is doing what is supposed to be done; policies and procedures are followed. There are minor exceptions, occasionally. In this rating, evaluators may express any concerns they have regarding areas of this standard, when addressed would strengthen the standard.

- **Unsatisfactory** – Entire standard is not being accomplished or there are frequent exceptions to meeting the requirement and practices are not aligned with policies and procedures.

The categories used to rate the compliance standards are Compliance and Non-compliance. These ratings mean that the facility is either performing the actions required or the requirements are not being met. Following each evaluation and unannounced monitoring visit, a detailed report provides information regarding strengths and deficiencies or key improvement opportunities.

After each site visit, whether it is a comprehensive evaluation, unannounced monitoring visit, or technical assistance, the goal of OCI is to provide information that will assist management and other staff in continuous quality improvement.

Concluding, Ms. Turner thanked the Board and opened the floor for any questions or comments.

Chairman Shuman asked if there were any other teams that precede the compliance teams within DJJ. Ms. Turner stated that there are other monitoring processes that occur and they work in conjunction with OCI or occur prior to the visits by OCI. Those visits are support visits which prepare the facilities for the visit from OCI.

Judge Gilbert inquired if the OCI visits were the same as the audits that take place in various areas of DJJ. Ms. Turner stated that OCI is a program audit. The term audit is used in exchange with the term evaluations, trying to be customer-focused. Judge Gilbert asked how long an evaluation usually lasts. Ms. Turner stated that based on the size of the facility an evaluation can last anywhere from three to five days. The smaller facilities (30-beds) may last between 2 ½ to 3 days. The larger facilities such as Bill Ireland and Eastman YDC may last up to five days. Mr. James Kelly asked if a written report is prepared of the findings. Ms. Turner stated that a written report is prepared after each evaluation whether unannounced or comprehensive. It is a detailed report which outlines the strengths of the programs and addresses the deficiencies or the key improvement opportunities. Mr. Kelly asked if a copy of the reports could be available to the Board members. Commissioner Murray noted that a request could be made to the Chairman and he and the Chairman will discuss it. Mr. Kelly made a motion to request that all reports generated by the Office of Continuous Improvement, respect to these audits, be presented to the Board members for their review and consideration on an on-going basis. He further stated that it is important information that will help the Board understand the challenges and victories that are being realized in the facilities and he for one would like that detailed information. Addressing, Commissioner Murray, Chairman Shuman asked if he would like to respond to that because he would not know the size or extent of work that would require to honor the request. Commissioner Murray stated that he would like to suggest that he and the Chairman discuss how to approach the request. He further noted that it would require the department do some different things and would require some work, but it is possible. He stated that he would like the opportunity to further discuss it with the Chairman and report back to the Board. Dr. Risler noted that Mr. Kelly has a motion on the floor. Chairman Shuman asked Mr. Kelly if he was willing to withdraw the motion. Mr. Kelly asked Commissioner Murray in general what kinds of things he anticipated to be difficult in providing this service to the Board. Commissioner Murray responded that the volume of work. He explained the report first comes to his office, then it is returned to OCI and later the final report is published. Mr. Kelly asked if it were possible for the

final report to be placed on the intranet and made accessible for the Board to review rather than providing hardcopies to everyone. Commissioner Murray stated that he would have to discuss it with the staff in order to know which would be the best recourse. Dr. Risler asked Ms. Turner what was the last facility audit. Ms. Turner stated that Bill Ireland was evaluated two days this week. Dr. Risler asked Ms. Turner when was the last report completed and which facility. Ms. Turner stated that the last report completed was on McIntosh. Suggesting a compromise, Dr. Risler stated that perhaps if the Board could see one copy of a past inspection that it might give the Board a general idea. Ms. Judy Mecum also suggested that each Board member receive a package for their district and not necessarily for all of Georgia. Ms. Elizabeth Lindsey stated that she would like to see a score card of where they were and where there are now. She basically wanted to know if the facilities are going in the right direction from a policy perspective. She also noted that knowing what the department was working on and how they are getting there would help with the MOA. Dr. Risler also noted that it would help to understand the process of what the department is looking at during these evaluations. Chairman Shuman asked Mr. Kelly if he would be willing to table his motion until the next meeting and allow the department to give the Board a report. Mr. Kelly withdrew his original motion and replaced it with another motion that the agency make available to the Board, the information that the Commissioner deems relevant to the report issued by OCI that would allow the Board to understand the progress or lack of progress that is being made in the different facilities and by the request of the Commissioner make available at a time convenient to the Commissioner any other reports that are generated that will provide the Board with that information. He also noted that he would simplify his motion in writing if necessary. He stated that he is basically trying to address Ms. Lindsey's recommendation of some written report explaining the findings of each of these reports generated so the Board will have a general idea of what is happening in different facilities, good or bad. The motion was seconded by Ms. Judy Mecum and carried. Chairman Shuman opened the floor for discussion and asked Mr. Kelly if a capsulated report which is not so detailed would be acceptable. Mr. Kelly stated that he would leave that to the discretion of the Commissioner and the fine staff to determine what is relevant information of substance that would be meaningful to the Board to determine what is happening at the sites. Commissioner Murray stated that the department will find a way to respond to what Mr. Kelly is requesting. Mr. Menefee asked if the Board could get a committee that actually handles the (audit request) so those that want to be involved can be involved, whereas he, who has a lot of things within the Board, can focus on other things. He noted that this is an area that needs to be addressed but he would just like a thumbs up or thumbs down. He would hate for the Commissioner and staff to do a lot of work and the actual time to review the information is not taken by him. He would only want to know if the score is pass or fail. Chairman Shuman stated that he believed that is the way the report would be done and it would be reported at the next meeting. Chairman Shuman asked for any other discussion and receiving none, called for a vote on the motion. The motion passed unanimously.

Referring to the evaluation process and interviews, Mr. Perry McGuire asked Ms. Turner how those interviewed are chosen. Ms. Turner stated that they are randomly selected. They have a list of the daily population and a random sample is taken. Mr. McGuire asked if it was totally random and he asked for further explanation of the process. Ms. Turner stated that it can be as simple as from the daily population looking at every other name or how long they have been there. They try to make sure they have a good mix and have a good representative sample.

Commissioner Murray thanked Ms. Turner for her presentation and stated that he asked her to do this presentation so the Board could see how the department polices the facilities and staff. The OCI process sets a very high standard; extremely high. A comparable process would be the ACA accreditation process. As an ACA certified auditor, Commissioner Murray noted that the OCI process holds the DJJ staff to a level of accountability that at least equals the ACA process if not exceeds the ACA process in many ways. It is a valuable service that serves DJJ well. It lets the department know where they stand at each facility and lets them know where they are strong and where work is needed. Commissioner Murray stated that it is good information and he can appreciate the Board wanting the information and the department will find a way to provide the Board with what they are asking for.

Chairman Shuman thanked Ms. Shirley Turner for the Office of Continuous Improvement Update.

Chairman Shuman asked for a motion to close the regular meeting of the Board of Juvenile Justice and to convene the meeting of the DJJ Board of Education. Dr. Risler made a motion to close the regular meeting of the Board of Juvenile Justice and convene the DJJ Board of Education meeting. The motion was seconded by Daniel Menefee and hearing no questions or comments, the motion was carried.

Education Update

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

Dr. O'Rourke greeted everyone and began his Education Update. Dr. O'Rourke began his presentation by demonstrating how to access the Intranet. Dr. O'Rourke stated that this month he wanted to discuss two major areas: (1) textbooks and (2) how the curriculum is delivered. Dr. O'Rourke introduced Martha Patton, Curriculum Director. Ms. Patton greeted the Chairman, Commissioner Murray and the Board and thanked them for the opportunity to speak to them about the textbooks and curriculum. Ms. Patton expressed her gratitude to Dr. O'Rourke for the invitation to speak this morning. She stated that she not only does this everyday but she has been at DJJ long enough to see where they have come from to where the department is today. She noted that she joined the department about 10 years ago (2nd career). She also noted that she was with the Department of Education (Georgia Psycho-education Network) for about 32 years in which working with at-risk youth has been a large part of her educational career. She stated that she joined the DJJ Education program as a teacher in 1998. At the beginning stages of putting this program together she was able to see all of the challenges in the classroom. The teachers and the students were faced with challenges due to lack of resources. When Dr. O'Rourke came to DJJ he did a basic needs assessment and the teachers all stated that they needed textbooks and resources to provide the kids with a quality education. The textbooks and the curriculum provide a very strong foundation for the educational services. DJJ goes to the same Web site as other educational systems in Georgia and looks at the state-approved textbook vendor list. From that vendor list they have representatives who send samples (wares) of the products they are selling. The evaluation process includes recommendations from Regional principals from all around the state of Georgia and involves a team of quality teachers that comes to a central location to review the samples from at least ten vendors. They typically spend two or three days at the Central Office reviewing the available samples sent to DJJ. There is a standardized evaluation instrument that is used for each vendor's material. A written evaluation is done on each vendor.

At the end of the 2-3 day evaluation process the selection is narrowed down by a consensus to two or three vendors. The 2-3 vendors are invited to send a representative to sell the group on their products. A month later the committee group returns and gives their input and recommendations. The staff will then have regional principals, educational coordinators and teachers meet at Forsyth and have three to four vendors do a presentation of their products. The vendors are allotted 1 ½ to 2 hours to present their products. At the end of the presentation the vendors leave and the group spends a considerable amount of time discussing their recommendations and a decision is made. Once the decision is made Ms. Patton returns to Central Office, notifies the vendors who were selected, surveys each site and requests they send a projection of what is needed and she starts compiling a master order list of textbooks and supplementary materials. Each school system follows a textbook cycle. New science textbooks are being adopted this year throughout the state of Georgia. Last year, middle school math was on the textbook cycle list and the textbook selected by DJJ was the same textbook chosen by 80% of the school systems in Georgia. Ms. Patton noted that Holt was the vendor chosen for the middle school math textbooks and they also had wonderful supplementary tools. Ms. Patton described and showed the Board samples of the supplementary tools received last year which included a tutorial CD to accompany the teachers with teaching the lesson plan. It also has a Teacher's One-Stop planning CD and an IDEA One-Stop planning CD which is packed with useful tools and supplements for the classroom. The IDEA One-Stop planning CD is designed to assist with teaching children with special needs.

Ms. Patton also stated that once the ordered textbooks arrive, all of the teachers come together during the summer and the training representatives from the actual vendors train the teachers on how to use the textbooks and resources. Most of the textbooks written for the state of Georgia have being tailored for Georgia based on the Georgia Performance Standards.

Continuing, Ms. Patton introduced the curriculum tracking system. After a textbook has been adopted a curriculum is developed – CAP (Curriculum Activity Packet), which are mini lesson plans. Dr. O'Rourke demonstrated how to access the intranet to view the CAP. After the demonstration, Ms. Patton stated that there can be as many as 55-70 CAPs. The CAPs are divided by semester. There is a certain number of CAPs that need to be completed each semester. There is also a recommended timeline to complete the CAPs. Referring to the Biology CAP, Ms. Patton explained the CAP in further detail, highlighting the Performance Tasks. Ms. Patton noted that through consultation, Dr. O'Rourke, Jack Catrett and other staff were able to design the Performance Tasks, which are tasks that a child can access when they are unable to perform the regular lesson plans. This is especially useful for youth who may need a simpler format and activity to access the content while still allowing the youth to accomplish the same objectives listed in the regular CAP. She also noted that there are some modifications that are useful for students with special needs. Ms. Patton further noted that 40% of the youth served in DJJ are in special education. Youth whose intellectual level does not allow them to grasp the concepts are given an opportunity to use the modifications to complete their tasks. The modifications are for all grade levels which give them extra time to complete assignments, use of internet and other support. The whole idea behind the DJJ educational program is that no child is left behind because he or she could not understand the information because of the complexity of the information. Concluding, Ms Patton noted that she has never worked for an education system wherein there is such consistency in what is done for the youth throughout the state as she has experienced at DJJ. Ms. Patton thanked the Board for the opportunity to speak to them today.

Dr. O'Rourke expressed his pleasure in having Ms. Patton as a part of the educational program. He noted that he is very proud of the program and stated that DJJ has fewer turnovers for teachers as in the past. He also noted that up to this point DJJ had 77 students to receive their high school diplomas and over the last five years DJJ had over 500 students to receive their GED. Concluding, Dr. O'Rourke stated that all of the students receive vocational programming and it's all tied into the curriculum which is seamless, transparent and statewide. Dr. O'Rourke concluded his presentation and opened the floor for any questions or comments.

Dr. Risler inquired as to how much of a challenge is it to match textbooks with the CAP. Ms. Patton stated that it is just the opposite. They choose the textbooks first and then consultants write the CAPs. She noted that the CAPs for the middle school have been completed for the new science textbooks and they are in the process of completing the CAPs for the high school science. All the CAPs will be completed for both middle and high school by this fall. Dr. Risler asked if they were confident that the textbooks chosen will meet the Georgia Performance Standards. Dr. O'Rourke stated that all textbooks are tied to the Georgia Performance Standards statewide. All of the books on the textbook adoption list are tied to the Georgia Performance Standard.

Pastor Rowland asked if the selection process is different per school district. Dr. O'Rourke stated that the Department of Education has the process on their Web site. Dr. O'Rourke noted that DJJ gets the best teachers from across the state to come in and reach a consensus. He informs the teachers that the book chosen will be used for six years and they have to sign off on their decision. Pastor Rowland inquired about the correlation between the books DJJ selects and other school districts. Dr. O'Rourke stated that 80% of state chose the same textbook in science that DJJ selected. He noted that there are other school systems that chose other textbooks but the key is selecting books that meet the Georgia Performance Standards. There is a tracking system (similar to a transcript) that allows DJJ to track the students if they transfer from one facility to another and there is standardization; each facility uses the exact same textbook. He noted that this tracking system is only within DJJ and not throughout the state. Pastor Rowland further inquired as to what happens after the youth leave the DJJ system and enters another school district. Dr. O'Rourke stated that what usually happens when a youth leaves DJJ they will be placed into an Alternative School Program to acclimate them into the regular school system. DJJ will provide the CAP format to any school system that requests it.

Mr. Larry Barnes inquired as to when students arrive at a YDC, what percentage is identified as special needs youth. He further asked if DJJ has special education teachers for the special needs youth. Dr. O'Rourke stated that for every youth that comes into the RYDC a call is made to the school by the Educational Clerk within 24 hours (Intake). The youth are also surveyed with a few simple questions to try to determine what kind of class they were in. Within 72 hours, DJJ will have the youth in their specific class. He further noted that there are special education teachers at every site. DJJ meets all IDEA standards. Mr. Barnes further inquired as to who is involved with the IEP process for those students at the long-term facilities. Dr. O'Rourke stated that the parents are involved through conference calls if they are not close by and there are also six contracted regional special education consultants. On the average, the regional consultants have about 35 years of experience each. He noted that they are retired special education directors from other school systems. He further noted that DJJ is monitored by OCI, the state Department of Education and the Southern Association of Colleges and Schools (SACS).

Judge Teske commented that the irony is that in his experience in Clayton County, when dealing with a juvenile who has committed a felony and adjudicated and he needs to put the youth in a YDC, that a parent through their attorney often argue that the youth needs to get his education and they ask if he can stay home. Judge Teske expresses to the parent in Clayton County that the youth will actually get an accredited high school diploma if he goes to a YDC.

In reference to the special education evaluation, Mr. Perry McGuire inquired as to when a child comes into DJJ and they are evaluated as special education once they leave DJJ do they go into a special education program in their new school. Dr. O'Rourke stated that the youth leave with their IEP and other school records to assist with placing them into a special education program. Mr. Perry McGuire further asked where in the program the youth will learn life skills. Ms. Patton stated that at every site life skills are taught as a part of the basic curriculum. At the long-term facilities they have specific areas of life skills courses. She also noted that through mental health services they address certain problems such as anger management and counseling that are more specialized than what is done in education. Mr. McGuire asked if they are taught simple things such as hygiene, being on time, etc. Dr. O'Rourke stated that in the long-term facilities there are transitional programs, wherein they are taught courses such as resume writing, job interviews skills, dress to impress, hygiene, etc. Once the youth leave the facility their life skills course portfolio goes with the youth and is also given to the JPPS.

Chairman Shuman thanked Dr. O'Rourke and Ms. Patton. Chairman Shuman asked for a motion to adjourn the meeting of the DJJ Board of Education and reconvene the regular meeting of the Board of Juvenile Justice. Larry Barnes made a motion to adjourn the meeting of the DJJ Board of Education and to reconvene the meeting of the Board of Juvenile Justice. The motion was seconded by Judy Mecum and carried.

Chairman's Comments

J. Daniel Shuman, Chairman

Chairman Shuman made the following announcements:

- The next scheduled meeting of the Board of Juvenile Justice will be held on May 22, 2008, at 10:00 a.m. at the DJJ Central Office in Decatur.
- In June, the Board will be meeting in Savannah for their annual training to include the meeting of the Board of Juvenile Justice which will be held on June 18, 2008, at 7:00 p.m. in Savannah, GA.

Pastor Rowland asked about the identification badges the Board members received. Nathan Cain explained that the badges will allow the Board members to enter the double doors for easy entrance into the Central Office building.

Ms. Judy Mecum noted that it is time for financial disclosure to the state. Chairman Shuman noted that the financial disclosure reports to the Secretary of State office can be done online.

After the announcement, Chairman Shuman asked for a motion to adjourn. Daniel Menefee made a motion to adjourn the April 24, 2008 meeting of the Board of Juvenile Justice. The motion was seconded by Larry Barnes and hearing no questions or comments, the meeting was adjourned.

J. Daniel Shuman, Chair
Board of Juvenile Justice

Albert Murray
Commissioner

Daniel A. Menefee, Secretary
Board of Juvenile Justice