

**Board of Juvenile Justice  
Thursday, August 28, 2008  
10:00 a.m.**

**Department of Juvenile Justice  
3408 Covington Highway  
Decatur, Georgia 30032-1513**

**Opening Remarks**

J. Daniel Shuman, Chair

Chairman Shuman called to order the August 28, 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; Spiro Amburn; Rob Rosenbloom; Jeff Minor; Tom O'Rourke; Jimmy Taylor; Nathan Cain; Steve Herndon; Steve Hayes; Jack Catrett; Amy Howell, Gordon Fisher; Cherecia Kline; Ray Williams; Dr. Thomas Coleman; Dewayne Galyon; Michelle Kittle; Judi Hamill; Margaret Cawood; Pat Flammini; Robert (Bobby) Hughes; Fabienne Tate; Shirley Turner; Chris West; Ted Beck; Dr. Michelle Staples-Horne; Spiro Amburn; Diane Newell

**Others:**

Elbert Shaw; Hunter Kellett, State Budget & Evaluation Office; Todd White, Attorney General's Office; Matthew Gambill; Normer Adams; April Morgan; Eva Lou Shuman

The Chairman asked everyone to stand for the Pledge of Allegiance, followed by the invocation given by Rob Rosenbloom.

**Roll Call**

Chairman Shuman asked for the roll to be called. Steve Hayes conducted the roll call of attendance.

**Board Members Present:** Larry Barnes; Michael Baugh (via teleconference); Bruce Garraway; James P. Kelly; Elizabeth Lindsey; Perry McGuire; Judy Mecum; Daniel Menefee; Dr. Edwin Risler; Pastor Dexter Rowland; J. Daniel Shuman; Stephen Simpson (after roll call); Sandra Taylor

**Advisory Council Members Present:** Judge Quintress Gilbert

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the minutes from the July 24, 2008 meeting of the Board of Juvenile Justice and Board of Education. Daniel Menefee moved to approve the minutes from the July 24, 2008 meeting of the

Board of Juvenile Justice and Board of Education. Elizabeth Lindsey seconded the motion. The chairman called for the vote and the motion was carried.

### **Commissioner's Report**

Albert Murray, Commissioner

Commissioner Albert Murray welcomed Mr. Elbert Shaw from the Elbert Shaw Regional Youth Detention Center, Dalton Georgia. Mr. Murray said he was honored to have Mr. Shaw at the meeting and requested he sit at the head table. Commissioner Murray greeted the Board, staff and visitors. Commissioner Murray mentioned he spoke with Judge Steven Teske. Judge Teske could not attend the meeting because he is at Lake Blackshear for the next two days meeting with juvenile court judges. Judge Quintress Gilbert and DJJ staff members Amy Howell and Rob Rosenbloom will be attending the meeting as well. Commissioner Murray thanked Judge Teske for his dedication to the Juvenile Justice Board. Commissioner Murray also thanked Board Member Michael Baugh for attending the meeting via conference call.

Commissioner Murray welcomed everyone to the DJJ Central Office for this month's meeting. He said he appreciates the Elbert Shaw RYDC staff for their ability to switch gears on such short notice but he felt, in light of the budget considerations, moving the meeting back to the Central Office was best even though the schedule had been set for a long time and much planning had gone into the preparation for the meeting to be held at the RYDC in Dalton. Commissioner Murray apologized to Director Hughes and his staff but said he is glad they were able to come to Decatur and make there presentation. Commissioner Murray said he hopes the Board of Juvenile Justice and Board of Education will have a meeting at the Dalton location at a later date.

The Dalton RYDC was renamed last year in Mr. Elbert Shaw's honor. Commissioner Murray thanked Mr. Shaw for making the trip to the board meeting. He said Mr. Shaw epitomizes what a volunteer should be. His 32 years of service to the facility in Dalton and youth who have been detained has been exceptional and extremely valuable to this facility, the community and this agency. His mentoring to the youth has had an immeasurable impact on so many youth's lives. Commissioner Murray said he cannot imagine the hole that would have existed had Elbert Shaw never graced the doors, halls and rooms of the facility. Commissioner Murray said he is honored and humbled by the good work done by Elbert Shaw and what Mr. Shaw continues to do and he thanked him for coming Decatur to be part of DJJ Board Meeting.

With Chairman Shuman's permission, Commissioner Murray asked Mr. Elbert Shaw to make a few comments. Mr. Shaw thanked Commissioner Murray, Chairman Shuman, DJJ Board and staff for the tremendous job they do. He said it reflects on the lives of the students, not only today but their future lives ahead. Mr. Shaw said he appreciates and loves everyone and thanked them for letting him be a small part of the community and the family.

Commissioner Murray continued with his report. Commissioner Murray thanked the board members who were able to take time out of their busy schedule to meet to discuss the budget and understand the gravity of the situation. The Commissioner said Mr. Jeff Minor, deputy

commissioner of the division of Fiscal and Information Technology has worked hard to minimize the damage but proposed cuts of 6% to 10% are very severe. Commissioner Murray said we have tried as best we can to do this in a responsible way and at the same time meet our mandate as public servants. Commissioner Murray said Mr. Minor would speak about the budget later (at the time indicated on the agenda).

Commissioner Murray said he was pleased to announce the appointment of Steve Herndon as the Deputy Commissioner of Programs and Secure Campuses effective September 2, 2008. Steve will succeed Dr. Thomas Coleman who will retire on September 30, 2008. The Commissioner said it was his desire to bring on the new deputy so that Mr. Herndon and Dr. Coleman can have some transition time together during the month of September. Commissioner Murray said Dr. Coleman has had a long and distinguished career in Georgia State Government and public service. He said Mr. Herndon brings many years of experience to his position dating back to 1977. Mr. Herndon has served as a crisis counselor, director of Dalton RYDC, court service worker, and numerous other leadership roles to include his present position of assistant deputy commissioner. He also holds a master's degree from the University of Georgia. Steve will be a welcome member to the DJJ executive team and will serve DJJ and the State of Georgia extremely well. Commissioner Murray said the month of September will be a transition time for Steve Herndon and Dr. Coleman to work together and assure a smooth transition of duties and responsibilities. The Commissioner encouraged the Board to congratulate Mr. Herndon as he takes on this great responsibility.

Commissioner Murray said that at the July 2008 Board meeting in Reidsville, there was a question concerning the availability of the OCI report information that was discussed previously. Commissioner Murray said the OCI online reports are ready. There is an executive summary and also the full reports that can be accessed online by the Board. This is contingent, however, on each board member completing the HIPAA requirements and signing the DJJ information security agreement. Steve Hayes sent out detailed instructions to the Board giving necessary details on this process. The online HIPAA training must be completed, the HIPAA test taken and passed and the information security agreement needs to be read and signed. The HIPAA certificate can be printed off after passing the HIPAA test and the "Information Security Agreement" should be received by Steve Hayes' office so he can facilitate access to the intranet. Commissioner Murray stated that all DJJ staff including him had to go through this process. Commissioner Murray ensured the Board the HIPAA test is not a lengthy test and only took him 20-30 minutes to complete.

Commissioner Murray said that included in the Board folder is a brochure on the National Survey of Youth in Custody. This is national research that is being conducted pursuant to the Prison Rape Elimination Act (PREA). PREA was passed by Congress in 2003 and signed by President Bush and is still in the implementation phase. Five DJJ YDCs were randomly selected to be visited by a privately contracted research firm (WESTAT) which is working with PREA. WESTAT was selected by the Justice Department to conduct this research which consists of confidential computer assisted interviews with youth who volunteer to participate in this research. Since last fall, DJJ staff have worked with WESTAT representatives to work out the details of the site visits and thus far the visits have gone very smoothly. The site visits began on August 4th at the Sumter YDC with one YDC being visited per week.

#### Moving to the Community Services and Intake Division:

Commissioner Murray said the Community Services and Intake Division continues to monitor detention population at each of the 22 RYDCs throughout the state. Throughout the summer the statewide population has remained below capacity even though several facilities continued to experience a standing population above capacity. Commissioner Murray noted youth are moved from these facilities to other facilities that are not as crowded. Schools in Georgia have started back and detention population has increased.

Commissioner Murray said the youth placed in residential treatment facilities have remained at normal rates within the capacity of these placements. Over 400 youth everyday are in community residential centers receiving mental health treatment through community mental health referrals. Over 250 youth are in placement in wilderness camps, secured alcohol and drug centers, and other contracted residential programs. Commissioner Murray stated these numbers are indicative of youth with serious problems entering the juvenile justice system. Many are low risk but high need youth that require a high investment in treatment approaches to address the problems and improve their success in the community when they return home.

#### Moving to the Programs and Secure Campuses Division:

Commissioner Murray said it gives him a great deal of pleasure to announce the appointment of Dr. Jack Catrett. Commissioner Murray asked Dr. Catrett to stand so that the Board could see him. Dr. Catrett is the new Director of Education (Associate Superintendent of Educational Services). Dr. Catrett will replace Dr. Tom O'Rourke who will be retiring at the end of September 2008. Dr. Catrett has been employed at DJJ for 12 years and has played a key role in the development of the educational program which meets all federal and state Department of Education guidelines as well as the Southern Association of Colleges and Schools accreditation standards. Commissioner Murray noted Dr. Catrett has served as a teacher, regional principal and Director of Special Education. Commissioner Murray said Dr. Catrett has been instrumental in the development of education programs, systems and curriculum. As the Director of Special Education, Dr. Catrett has provided oversight over a quality special education program. Commissioner Murray said he looks forward to Dr. Catrett's leadership and continued success with what he considers to be one of the finest juvenile justice educational programs in the country. Commissioner Murray asked the staff and the Board to congratulate Dr. Catrett on his well deserved promotion and new assignment, effective September 2, 2008.

Commissioner Murray said there will be a retirement celebration for both Dr. Coleman and Dr. O'Rourke after next month's board meeting. Commissioner Murray encouraged the Board to attend. Commissioner Murray also stated that Dr. Coleman and Dr. O'Rourke are two men that can not be replaced due to their track record. Commissioner Murray said he believes his relationship with Dr. Coleman and Dr. O'Rourke goes well beyond DJJ and he has valued the years they have worked together.

Commissioner Murray informed the Board of the August 21<sup>st</sup> meeting of the Legislative Study Committee on Children's Mental Health. This Committee was created by the passage of House

Resolution 1746 and Senate Resolution 1187 for the purpose of studying mental health problems for youth in Georgia and the impact on children, families, and the community. Rick Harrison, DJJ Director of Behavioral Health, gave a thorough presentation on the delivery of mental health services within the juvenile justice system. Other participating agencies included the Department of Human Resources, the Department of Community Health, and the Governor's Office of Planning and Budget and others. Commissioner Murray said the committee will meet periodically throughout the year and will report its findings and recommendations by December 15, 2008.

The Commissioner said Campus Operations submitted a good deal of information about various campuses and activities. Commissioner Murray noted that information was included in the Board packet. Included in that information, Campus Operations is pleased to announce the selection of Audrey Holliday as their new Program Coordinator for Constituent Services. Commissioner Murray asked if Ms. Holliday was in the board room. Commissioner Murray noted Ms. Holliday was not in the room. He said Ms. Holliday began her career with DJJ in August of 2000 and has served as Juvenile Probation and Parole Specialist, Juvenile Program Manager and most recently as Training Program Manager. Commissioner Murray congratulated Ms. Holliday on her promotion.

Commissioner Murray said that on July 25, 2008, the Eastman YDC held a graduation ceremony for several students to celebrate their recent academic accomplishments. Commissioner Murray said he is very proud of the youth who achieved their diplomas and he tries to attend graduation ceremonies at DJJ YDCs. Commissioner Murray also said it is a great experience to watch young men and women walk across the stage and receive their diplomas at a correctional facility. A total of 16 students out of the group at the Eastman YDC earned Technical College Certificates from Heart of Georgia Tech; 15 students earned GEDs and four students earned high school diplomas.

On July 28, 2008, Eastman YDC Director Gary Morris introduced a new motto to the mid and upper level supervisors of Eastman YDC. Commissioner Murray mentioned Mr. Morris attended the July 2008 board meeting. Commissioner Murray said he is excited about his leadership at the Eastman YDC. Mr. Morris' new motto, "The Best of the Best," seeks to refocus and encourage the Eastman youth to do their best and to encourage staff to provide the best services for the young men placed in their custody. Commissioner Murray encouraged the Board to review the campus activities in their board packet.

Administrative Services Division and the Office of Training:

Commissioner Murray thanked Rick Harrison for serving as the BJCOT speaker on August 8, 2008. The next BJCOT graduation is scheduled for September 5, 2008 at 11:30 a.m. at the Georgia Public Safety Training Center Auditorium in Forsyth, Georgia. The graduation speaker will be Ronnie Richardson, Director of Bill Ireland YDC. There are 55 cadets currently enrolled in BJCOT. Commissioner Murray noted that from this class there are candidates with military experience and previous law enforcement experience as well as experience with children. Commissioner Murray said he hoped these cadets will become long term career DJJ employees.

Ms. Yvonne Saunders-Brown, assistant director, Office of Training presented at the recent APPA (American Probation & Parole Association) training conference in Las Vegas, August 7, 2008. The workshop she facilitated was entitled, "These Kids are Driving Me Crazy: Understanding Adolescent Development." The workshop had 120 attendees. Commissioner Murray said he may, at some point, request that Yvonne Saunders-Brown do the presentation locally for the Board.

Commissioner Murray noted the excellent attendance at the American Correctional Association conference workshop facilitated by Board Vice Chair Dr. Ed Risler and DJJ Education Director Tom O'Rourke. More than 60 corrections professionals from across the country attended the Saturday morning workshop (August 9, 2008) conducted by Dr. Risler and Dr. O'Rourke at the ACA conference in New Orleans. Commissioner Murray stated Dr. Risler and Dr. O'Rourke doubled the number that was expected for the workshop. Commissioner Murray said he could not attend the workshop because he had to attend another meeting. The workshop was entitled, "Reducing Recidivism: Evidence of Effective Traditional Services in Juvenile Justice." Commissioner Murray also noted there has been an increasing focus on juvenile justice issues regarding the ACA, which is a very good thing.

Commissioner Murray said Ms. Fabienne Tate, Director, Office of Training, was appointed to the Juvenile Justice Training Association Board of Directors in earlier August 2008.

The Commissioner said Ms. Jackie Kelsey, Director of OCATS, was elected to the American Probation and Parole Association (APPA) Board of Directors as the Region 6 Representative. Her region includes Georgia, North Carolina and South Carolina. The term is for three years.

From the Legal Services Office:

Commissioner Murray asked the Board to welcome the new Director of Legal Services, Bill Amideo. Chairman Shuman and Commissioner Murray have asked Mr. Amideo to routinely sit at the table for the board meetings. Mr. Amideo has had a long legal career in public safety with over 23 years of experience. Commissioner Murray said he is delighted to have Mr. Amideo on board. Mr. Amideo received his B.A. and Juris Doctor degrees from the University of Illinois. Prior to coming to DJJ, Mr. Amideo served as the General Counsel for the Georgia Department of Corrections for nearly 9 years. He served as Director of Legal Services for the Georgia State Board of Pardons and Paroles. For the eleven years prior to working for the Board, Mr. Amideo was an Assistant Attorney General for the State Law Department. His experience includes civil rights litigation, torts litigation for criminal justice agencies and employment litigation for state agencies. Before coming to Georgia, Mr. Amideo served as Chief Assistant District Attorney in San Mateo County, California, and was a member of the Board of Directors of the California District Attorneys Association where he worked on criminal justice legislation. Commissioner Murray said he has no doubt that Mr. Amideo will be a credit to DJJ in many ways.

Finally, the Media and Public Relations Office has new secretary. Commissioner Murray asked Cherecia Kline to stand and say hello to the Board. Commissioner Murray said he is delighted to have Ms. Kline on board. Cherecia Kline comes to DJJ from Georgia State University Alumni Association and will be a direct contact for the DJJ Board.

Commissioner Murray concluded his report.

Chairman Shuman asked if there were any other questions. There were none. The Chairman called for the next agenda item; Amended FY 2009 & FY 2010 Budgets.

Chairman Shuman introduced the agenda item with a letter he received from James Lientz, Chief Operating Officer from the Governor's office. Chairman Shuman read: Dear Mr. Shuman I am writing to you because of your responsibility as Board Chair of the Board of Juvenile Justice. As a result of the decline in state revenues beyond earlier estimates, Georgia is faced with reducing expenditures in order to maintain our constitutionally required balanced budget.

Last week, Governor Perdue directed the Office of Planning and Budget (OPB) and state agencies to take proactive fiscal action to manage through these tough times. State agencies have been asked to submit three different spending plans that reduce their current budgets by 6%, 8% and 10% and the budget office will hold a portion of allotments of 2009 state fund appropriations. Governor Perdue has also requested a deferral of state employee pay raises scheduled for January 1, 2009 and has asked of your support of his request. In conjunction with the above action, state agencies have been instructed to immediately implement the following expenditure controls: 1. Suspend all hiring for new and replacement positions that are funded in total or in part with state funds. 2. Curtail all out of state and instate none essential travel for state business including conference attendance. 3. Discontinue the purchase of motor vehicles regardless of fund sources. 4. Curtail the purchase of our contracting for supplies, materials, equipment, printing or other products financed with state funds. All of us will work together to help manage these expense reductions in a manner that least impacts Georgia citizens. Thank you for cooperation and support needed to meet the state's financial challenges ahead.

### **Amended FY 2009 & FY 2010 Budgets**

Jeff Minor, Deputy Commissioner

Division of Fiscal & Information Technology Services

Jeff Minor, deputy commissioner of Fiscal and Information Technology Services, took the floor. Mr. Minor greeted Chairman Shuman, Commissioner Murray and members of the Board. Mr. Minor stated it's not a pleasure to discuss budget cuts but it was his pleasure to appear before them. Mr. Minor also said he will discuss some very difficult decisions that DJJ has had to make. Mr. Minor referred to the letter Chairman Shuman read from James Lientz and stated the letter said what it needs to say about where Georgia is as a state and what the Governor has asked DJJ to do.

Commissioner Murray interrupted Jeff Minor to perform a sound check with Michael Baugh who is attending the meeting via teleconference. Mr. Baugh stated he could hear Mr. Minor clearly.

Jeff Minor continued with his report.

Mr. Minor stated DJJ needs to take proactive measures to get where it needs to be. Mr. Minor asked the Board to look through their packet and review a letter that was sent out to all DJJ staff that is very similar to the message that Mr. Lientz sent to Chairman Shuman. The letter immediately implemented a hiring freeze as well as other items that were mentioned.

Mr. Minor noted there were many finance committee meetings with board members to discuss the budget. Initially, the committee started off with 3 ½% and 4% cuts and went on to 6%, 8%, and 10% cuts. Mr. Minor said it was very difficult to do but he appreciated the members of the finance committee as well as other members of the Board who attended the meetings. Mr. Minor stated as DJJ approached these budget cuts, the agency kept DJJ's mission and core businesses in mind. The main focus was trying to separate out things we must do versus things we should do versus things we would like to do. The finance committee looked at the relationship the budget has to DJJ compliance with the Memorandum of Agreement. Mr. Minor said DJJ looked at limiting impact on our SACS accreditation and protecting DJJ full-time lower level staff. DJJ tried to balance these cuts across the divisions as much as possible. DJJ also looked for opportunities to share responsibilities with other entities as appropriate.

Mr. Minor made reference to the handout in the Board folders that reflected FY2009 Budget Reductions.

Mr. Minor discussed the highlights of the proposed budget cuts.

Mr. Minor said FY2009 cuts are very similar to FY2010 cuts. There are some one time cuts in FY2009 that will take place. Some of the cuts that were proposed in FY2010 will be cut in early July 2009. Mr. Minor explained facilities and programs that would have been cut in FY2010 would possibly be cut in the last quarter FY2009, and DJJ would get one quarter of savings for April, May and June 2009. Mr. Minor explained the FY2010 reductions in detail. The 6% cuts are \$19.6 million, 8% cuts are \$26.2 million and the 10% cuts are \$32.7 million. The 67 JPPS staff positions that DJJ received in appropriations for FY2009 will not be filled. Mr. Minor explained those eliminated positions will save DJJ \$3.2 million. Labor positions which are considered part-time positions throughout the DJJ are cut mostly in administrative functions. DJJ tried not to take any part-time positions such as substitute teachers, and back up or part-time RNs in our facilities. DJJ also stayed away from cutting medical, mental health, education, food services and facility maintenance. That left cuts to administrative type positions across the DJJ departments reducing \$1.3 million. Mr. Minor explained DJJ is reducing a large number of administrative positions that will be covered differently by spreading the work load and looking at the region lines. The total cuts in that area will total \$760,000.

Mr. Minor stated there will be a number of cuts to mental health that relate to smaller DJJ RYDCs. DJJ will eliminate 9 SSP II positions in the RYDCs and replace those positions with 29 hour labor substitute positions. Mr. Minor said many of those facilities have minimal mental health case loads. Those substitute positions will serve as a backup and provide weekend coverage.

Other cuts related to mental health include cutting hours with a residency program DJJ has contracted with Emory and MCG.

Mr. Minor said DJJ is taking cuts in travel across the departments. This will impact this year and the upcoming years. Under contracts and services, Mr. Minor said DJJ proposed making cuts in an area called Room and Board and Watchful Oversight. It is a residential service program for therapeutic services. DJJ will follow the Department of Human Resources in a rate reduction for providers as well as reducing some level of match that DJJ thought the agency would be paying for actual services received from the rehab option thru mental health as well as provide utilization control. This reduction will save DJJ \$3.6 million.

Mr. Minor said DJJ proposed closing the McIntosh YDC. Mr. Minor stated the handout stated McIntosh YDC is a 64 bed facility but it is actually a 60 bed facility. It is used exclusively for short term program youth; the 60 day sentence. The McIntosh YDC is privately operated through Youth Services International. The closure of the McIntosh YDC is proposed at the 6%, 8% and 10% reduction levels. The way DJJ is dealing with those reductions is different between the 6%, 8% and 10%. Regarding the 6% reductions package; DJJ will manage the loss of the 60 beds. Mr. Minor indicated DJJ will not change any practices or laws related to short-term sentences but will try to manage that population. This means those 60 kids will back up into the RYDCs and will be spread across the 22 RYDCs. This will minimize impact on any particular facility. He explained DJJ will continue to communicate with the Georgia General Assembly, Governor Perdue and the judges.

Mr. Minor stated the difference between the 6% and 8% budget reduction plans is the proposed closure of all Wilderness Camp Programs. DJJ is not proposing closing beds for committed youth. The Wilderness Camp program serves Georgia committed high risk youths. DJJ proposed transferring the kids that would normally go to a Wilderness Camp Program to the Savannah River Challenge Program. The Savannah River Challenge Program is a 150 bed YDC for STP (short term program) only youths. In order to free up some beds, DJJ will be recommending that no STP youths be sentenced to YDCs. Mr. Minor said one of the biggest differences between the 6% and 8% budget reductions is managing the cuts versus really needing some consideration of law and practice changes.

Mr. Minor said that DJJ's Outdoor Therapy Program (OTP) serves a mixture of youths including those on probation. OTP is a program that DJJ contracts with through the Georgia Department of Human Resources. This program is on the list for DHR budget cuts.

Mr. Minor also stated regarding other YDC cuts, in looking at these two cuts, in the (Century Learning) After School Program and the (Think Exit at Entry) Transition Program, he said again the agency looked at what is the mission in a YDC and what must we do and what must we staff. He added that these are good programs but they are things that don't have to be done and that's the type of budget the agency has to look at.

Mr. Minor said DJJ currently provides youths with 12 months of education at the RYDCs and YDCs. DJJ proposed reducing education at the RYDCs from 12 months to a 10 month school system and implementing a Summer Enrichment Program. Mr. Minor said that decision was made because youths that are in the RYDCs are in there for a short period of time. The Summer Enrichment Program will have learning, tutoring, activities, and crafts. That program will save DJJ \$2 million, but \$500,000 will be reinvested into the Summer Enrichment Program.

Mr. Minor reiterated the differences between the 6%, 8%, and 10% budget reductions. Mr. Minor explained the 6% budget reduction represents managing the cuts at the McIntosh YDC. He stated the 8% cuts deal with STP and at 10% DJJ recommended the sharing of responsibilities of education at the RYDC's for youths that are pre-adjudication. DJJ proposed identifying those youths by child per day and billing back the county for reimbursement of education costs for those youths for those days. DJJ hopes to convince Governor Perdue and others that these youths are local youths. These youths are already part of the school systems and local taxes are being paid on their behalf. Mr. Minor emphasized many of the youths may already be counted in the local school system FTE count. The county would in turn get money for a youth who was in their count. Mr. Minor stated in many cases the state may be paying twice. In many cases they're not because occasionally on count day DJJ has some of those youths. DJJ proposes providing those numbers back to the local school system so that they can include those kids on that count day. In addition to DJJ saving money, it will also develop a better relationship with local school systems, Mr. Minor said.

Mr. Minor stated this presentation is just a proposal and DJJ has a long way to go before the Governor Perdue budget comes out. Mr. Minor stated he hopes Governor Perdue can see that some of DJJ's cuts are more manageable than others.

In the 6% budget cuts, Mr. Minor stated DJJ proposed a furlough for employees with salaries above \$50,000 a year. Each employee will furlough one day a month in April, May and June 2009. This will impact 575 employees. In the 8% and 10% budget cuts, DJJ recommended that starts in January 2009. Under these budget cuts, each employee will furlough one day a month from January to June 2009. Mr. Minor said in the 6% budget cuts, DJJ will save \$450,000 and with the 8% and 10% budget cuts, DJJ will save \$900,000.

Mr. Minor discussed DJJ one time cuts. Mr. Minor said DJJ will be implementing an increase in the lapse factor for exempt positions and generate savings from a freeze on non-exempt positions. Mr. Minor stated DJJ is adding \$2,000,000 to that lapse representative of the hiring freeze.

Other one time cuts include a reduction of \$411,077 from motor vehicle purchases because of the moratorium. Mr. Minor also stated that DJJ will be taking some contract reduction management measures. Some of these efforts will reduce the budget to 95%. Mr. Minor said DJJ will save 5% just by managing that. Mr. Minor also said DJJ has some levels of funds that are carried over from purchase orders from previous fiscal years where one time cuts can be taken. Mr. Minor explained DJJ does not want to take permanent cuts because DJJ will be cutting contractors profits and they will not be able to stay in business.

Mr. Minor finished his report on the Amended FY 2009 & FY2010 budgets and asked the Board for their support and asked if there were any questions.

Judge Quintress Gilbert said she had concerns about the Wilderness Programs that DJJ will cut. Judge Gilbert said the Wilderness Programs are the only programs that have boot camp type discipline. Judge Gilbert said DJJ should develop a dialogue with a program called Youth

Challenge. She explained the Youth Challenge Program is very similar to the DJJ Wilderness Program.

Mr. Minor stated he is familiar with the Youth Challenge Program.

Judge Gilbert explained the Youth Challenge Programs are at Fort Stewart and Fort Gordon. He added that as DJJ proposes cuts to the Wilderness Camp Programs there should be alternative programs such as the Youth Challenge Program.

Mr. Minor said he will look into the Youth Challenge Program. Mr. Minor then stated that DJJ will propose that committed youths be served at the Savannah River Challenge Program. Savannah River Challenge is in a wilderness type setting. The flexibility with Savannah River Challenge's 350 bed camp will allow DJJ to do a lot of things and could be a wilderness type experience similar to the DJJ Wilderness Programs. Mr. Minor said he believed the Youth Challenge Program is run by the U.S. Department of Defense. Mr. Minor believes that program is currently a 6 month residential program that is offered to youth who have no sentence with the court.

Judge Gilbert said the Youth Challenge Program will accept a youth with a sentence if DJJ can delay the sentence. Judge Gilbert said there are ways around it. The Youth Challenge Program is a voluntary program that is mainly concerned with youths that are not sentenced for crimes against a person. This includes no aggravated assaults, rapes or child molestation.

Mr. Minor said he hopes Judge Gilbert will continue to use the Youth Challenge Program and encourage other judges to use it as well.

Judge Gilbert said she was also concerned about the educational components that will be eliminated or cut. She mentioned that the Georgia Work Ready Certificate Program and the Think Exit at Entry Program were good programs.

Commissioner Murray stated he appreciated Judge Gilbert's comments. The Commissioner said he was familiar with the programs.

Board member Larry Barnes said he was concerned about DJJ having tutorial or remediation programs for youths that are behind. Mr. Barnes indicated it would not necessarily be a structured school continuing on but it would be something for the youths that are actually behind or need extra help during the summer months when school is closed. Instead of offering arts and crafts, DJJ should use the money to give those students an opportunity to catch up.

Mr. Minor said Mr. Barnes points were exactly what DJJ was looking at and plans to do. Mr. Minor said they hope to entice some of the teachers at the facilities to stay on for the summer at a reasonable hourly rate.

Dr. Ed Risler thanked Mr. Minor for his report and said he was in attendance at last week's budget meeting and understands the difficult times and appreciates all the hard work of the Board and Commissioner Murray. Dr. Risler said he is not comfortable with all the budget cuts,

but was prepared to make a motion that the Board supports the proposal for the cuts. Dr. Risler said the immediate impact for the FY2009 proposal focuses on the furloughs among other things. Dr. Risler asked what kind of employee makes around \$50,000 per year. Who would that be and how far down the line would that go?

Mr. Minor said it depends on how long that employee has been with DJJ. The furloughs would not touch entry level employees. Mr. Minor also stated it would not touch entry level JPPS employees.

Commissioner Murray and Mr. Minor both agreed it will affect DJJ employees statewide.

Dr. Risler said there is no way that DJJ can absorb these kinds of cuts and not have it affect services.

Mr. Minor agreed with Dr. Risler and said at any cut package, there will be considerable impact. Mr. Minor also said DJJ will try to minimize that as much as possible.

Dr. Risler made reference to an editorial that was in the Atlanta Journal Constitution. The article ranked Georgia state agencies that should be exempt from the budget cuts (that includes DJJ). Dr. Risler stated a 10% cut at another agency will not have the same impact as 10% cut at DJJ.

Mr. Minor said he agreed with Dr. Risler. A 10% cut at DJJ will impact the lives of children. Mr. Minor concluded his report.

Chairman Shuman called for a motion to approve DJJ FY2009 & FY 2010 Budget Reductions. A motion was made by Dr. Ed Risler and Chairman Shuman asked if there was a second or any further discussion.

Board member Perry McGuire asked what are the labor reductions of 25% comprised of for the FY2010 budget.

Mr. Minor said the proposal was for 25% but it ended up being a little different. The cut is actually \$1.3 million. The areas cut are administration, detention, commitment and supervision. Those equal up the \$1.3 million cut. Mr. Minor emphasized the cut is \$1.3 million of the total \$6.8 million in cuts.

Mr. McGuire apologized for not being able to attend the finance committee meetings that were held. He said DJJ will be cutting areas that will affect children and those areas should be the last to be cut. Mr. McGuire said DJJ needs to be looking at everything in between. Mr. McGuire said he would like to see a flowchart to see how many staff members that are not directly impacting the lives of children. Mr. McGuire said he would also like to see a list of the staff at the DJJ Central Office where no children are being served directly. He said he looked at the letter that was sent out pertaining to Budget Control Measures. The letter states to put a freeze on new hires and replacements and DJJ just replaced two people. Mr. McGuire said it appeared this was done after the date of this letter. Mr. McGuire wondered if that was contrary to the

directive that the Board was given. Mr. McGuire said he did not see these newly filled positions on the list of exempt positions.

Mr. Minor said the instructions that DJJ received were to set a date to make formal offers in which individuals had tendered their resignation at their other jobs. Mr. Minor said DJJ hired the individuals to whom formal offers were made up to a particular date. The decision to hire those individuals was made prior to the instructions from Governor Perdue.

Mr. Minor said there are very few labor positions in administration. Most of DJJ labor positions are in the facilities in medical, mental health, education and food services. The labor positions that are being cut by 25% are in administration, secure detention, secure commitment and community supervision. Mr. Minor stated the labor positions that will be cut will not be teachers, social workers or food service employees.

Board member Sandra Taylor made reference to the reduced/consolidated regional position item on the FY2009 budget reduction option sheet. Ms. Taylor said she noticed DJJ is cutting regional mental health service administrators from 6 to 5; regional health services administrators from 5 to 4; regional administrators from 5 to 4; and principals from 12 to 9. Ms. Taylor said this is where the middle management cuts will take place.

Mr. Minor answered by saying on an annual basis, those positions equal to \$760,000. Mr. Minor stated most employees that make over \$50,000 work at DJJ Central Office. Mr. Minor stated DJJ has about 4,500 employees and only about 450 staff statewide make over \$50,000 per year.

Ms. Taylor asked Mr. Minor what the secured detention and secured commitment labor positions are that are being cut?

Mr. Minor said secured detention and secured commitment are just the categories. Secured detention is DJJ RYDCs, secured commitment is DJJ YDCs and community supervision is communities. These positions include part-time financial service workers, personnel service workers and clerks.

Board member Dexter Rowland said he had the same concerns like Dr. Risler in terms of communication of the impact of the DJJ cuts. Pastor Rowland asked if there will be impact statement associated with the cuts both long term and short term.

Mr. Minor explained that the statements are being prepared as decisions are made and will be submitted to Office of Planning and Budget. Those statements will be shared with the Board. DJJ will be working with OPB between now and January 2009 when Governor Perdue's budget comes out.

Chairman Shuman asked Mr. Michael Baugh to disconnect from teleconference. Chairman Shuman indicated there was static coming from the teleconference machine and it was interrupting the board meeting. The teleconference hookup was disconnected.

Commissioner Murray stated that DJJ shares a very good relationship with the Governor's Office and Office of Planning and Budget and others. Good credibility comes from years of making fiscally responsible decisions. Commissioner Murray said there are no ways to get to a comfort level regarding taking cuts of 6%, 8% or 10%. It is just not possible. In the past and now, DJJ has always tried to make the cuts where it least impacts the services and operations of DJJ. Commissioner Murray stated the budget is due September 2, 2008. DJJ submission is also due by September 2, 2008. DJJ will do everything it can to meet that deadline but we do need the support of the DJJ Board.

Chairman Shuman called for a motion again to approve DJJ FY2009 & FY 2010 Budget Reductions. A motion was made by Dr. Ed Risler and seconded by Daniel Menefee. The proposals for DJJ FY 2009 Budget Reductions and FY 2010 Budget Reductions were passed.

Chairman Shuman called for a motion to close the regular meeting of the Board of Juvenile Justice and go into Executive Session.

Board Vice Chair Dr. Ed Risler made a motion to go into Executive Session.

Board Secretary Daniel Menefee seconded the motion.

The Chairman called a vote.

The motion carried.

At the close of the Executive Session a motion was made by Board member Stephen Simpson to close the session and return to the regular meeting of the Board of Juvenile Justice. That motion was seconded by Dexter Rowland.

It was carried.

Chairman Shuman asked for the next item on the agenda; Bond Resolution, Minor Construction.

### **Bond Resolution, Minor Construction**

Ed Cook, Director of Engineering

Mr. Cook thanked the Board for giving him the opportunity to speak about the Bond Resolution, Minor Construction and FY2010 Capital Improvements. Mr. Cook made reference to the handout in the board packet.

Mr. Cook asked the Board to approve the sale of \$6.81 million in bonds for minor construction. Mr. Cook stated this amount is for FY2009 and is for DJJ's yearly minor construction fund that does smaller construction projects under \$1 million dollars and general system wide improvement. Mr. Cook said this amount is the last batch for the FY2009 bond funds. Mr. Cook stated the last batch was approved at the June 2008 meeting.

Mr. Cook asked the Board to pass a resolution of those bonds so that DJJ can get the money and start working on the projects. Mr. Cook asked the board members if they had any questions. There were none.

Chairman Shuman asked for a motion to pass the Bond Resolution, Minor Construction. A motion was made by Daniel Menefee and seconded by Board member Judy Mecum.

The motion carried.

### **FY2010 Capital Improvements**

#### **Appropriations Request**

Ed Cook, Director of Engineering

Mr. Cook stated the second issue deals with FY2010 request for bond funds. Mr. Cook stated this year's project list is much different from those of previous years. This is due to a new DJJ development that occurred and its approach to solving long term chronic facility problems facing DJJ.

Mr. Cook said several projects have been dropped from the bottom of the list and several new projects have been added to high up on the list. Those overall numbers have been reduced from 21 last year to 16. Mr. Cook made reference to the funding received from the legislature this year for several projects. Mr. Cook stated that the funding reflects a commitment to providing funding for long term bed space expansion beyond that at the Atlanta YDC project currently under construction.

Mr. Cook stated DJJ received design and construction money for twenty bed expansions at the Clayton and Gwinnett RYDCs. DJJ also received design money for a new 64 bed RYDC and a 150 bed YDC. Mr. Cook made reference to the FY10 DJJ capital project request description handout. Mr. Cook said projects # 3, 4, 5, and 6 involved adding beds and are responses to the legislative directive.

Mr. Cook mentioned at the time of the Memorandum of Agreement there were discussions that many of DJJ facilities did not have sufficient support space. In 2000, DJJ added trailers to all their RYDC sites to provide additional support space. That was understood at the time to be a temporary fix to be followed by either permanent additions at these facilities or by replacing the facilities with new ones. DJJ received money at that time to add support space at the DeKalb, Clayton, and Marietta RYDCs. At that time, DJJ also asked for similar projects at Gwinnett, Claxton and Loftiss. Mr. Cook mentioned DJJ never received any support money for any of those projects with a single exception of some support space expansion money that was received in conjunction with the Gwinnett 20 bed addition.

Mr. Cook said for FY2010 the decision was made to pull out those projects from the project lists and instead request money for a statewide system study of all DJJ RYDCs. The study will determine their physical condition and viability and make recommendations as to what needs to be done over the long-term to keep these facilities viable for the next 20-30 years. Mr. Cook

noted the State Properties Commission and Office of Planning and Budget will be added as partners in this study, so they will have a stake in the results and will have a better understanding of the issues.

Mr. Cook briefly discussed each project on the FY10 DJJ capital project request.

#### #1 Maintenance and Repairs –System Wide

Mr. Cook noted funds in this category are for Department of Juvenile Justice repairs or replacement of existing infrastructure components that have become broken, worn-out or otherwise unusable, in a manner that recreates the original condition. This funding includes both anticipated projects listed individually and contingency amounts for unexpected work based on past experience. This latter category consists of money to reimburse the private maintenance contractor for work performed outside the base maintenance contract, and a separate amount for similar work performed where the maintenance contract has no responsibility.

#### #2 Minor Construction and renovations – System Wide

Mr. Cook explained funds in this category are for the DJJ minor construction renovation projects at various DJJ sites. Projects in this category do more than repair or replace existing infrastructure. These projects provide improvements or additions that expand the value of the facility beyond the original. Examples would be the construction of buildings or additions, extensive renovations changing the use of the area, replacement of existing systems with ones of a higher quality or more advance design, addition of new systems not previously included in the facility, upgrading finished security components or any other change that enhances the facility.

#### #3 Clayton RYDC Additions and #4 Rockdale County

Mr. Cook noted Project 3, 4, 5 and 6 consists of construction of new beds.

The Clayton RYDC project consists of the addition of a twenty bed wing to the existing facility. This addition will raise the facility maximum standard capacity to seventy beds. The project was funded in FY09. The FY10 request is for start-up furniture and equipment only.

The Rockdale County RYDC project takes advantage of the availability of the existing Department of Corrections Rockdale Probation Detention Center building and property, and would convert the facility into a 60 bed RYDC by the construction of new housing and a gym. The Rockdale RYDC would be similar to the Atlanta YDC. DJJ proposed to divert to this project \$3,860,000 of the funds appropriated in FY09 for the additions to the Gwinnett RYDC, and to make no additions at this time to the Gwinnett RYDC.

#### #5 Jackson County and #6 Unknown Location

Mr. Cook said DJJ received money for a new RYDC and new YDC. DJJ discussed how to use the design money for those projects. The idea arose of combining the two projects on one site for a facility totaling 180 beds for both an RYDC and YDC. Mr. Cook said it would be two

separate facilities with no mixing in the youth population. Mr. Cook noted there would be some functions such as maintenance, kitchen, laundry, warehouse, and a few administrative functions that would be combined. Mr. Cook said the advantages of combining the two projects would be a huge savings, and DJJ would have the opportunity over the long run to have a facility that would be more flexible to accommodate different programs than the one they have used in the past. After the concept was talked about for several weeks, DJJ discovered the Department of Corrections had a facility that was available. Mr. Cook said that concept then evolved into having two facilities that would have 100 beds each; 40 RYDC beds and 60 YDC beds. Mr. Cook noted one Department of Corrections facility is located in Northeast Georgia in an area DJJ feels will be appropriate for additional RYDC beds. Project # 5 incorporates that idea of using that facility and converting it to a 100 bed facility.

#### # 7 Baldwin County

The State Properties Commission and GSFIC completed a study in 2008 designed to determine long term plans for aging state facilities in Baldwin County and the functions supported by those facilities. The portion of the study involving the Bill Ireland YDC (300 beds) recommended that the campus be quickly reduced to half its current size by the construction of a new 150 bed YDC on property owned by the state south of Milledgeville. This project request follows the recommendation of the study, requesting design money now, to allow construction to begin in late 2010.

#### #8 Metro RYDC Academic, Recreational and Medical Expansion

Mr. Cook stated this project will provide additional academic space sufficient to allow education to move out of the gyms. The additional space will allow the renovation and expansion of the medical facility to meet the DJJ standards. This project will also include adding an exercise yard in the land DJJ owns in the back of the facility.

#### #9 Bill Ireland YDC Academic, Vocational, Administration Additions and New Construction

In keeping with the recommendations of the recently completed Baldwin County State Facility Long Range Planning document, this project completes the renovation of the existing academic school (replacing the roof), completely renovates the existing library building and constructs sufficient new administrative and education space to allow the concentration of all education and administration activities in the area currently at the center of the 300 bed campus, and allow the abandonment of the outlying vocational education, additional education and administration buildings. This is necessary to allow the shrinking of the YDC campus to a smaller more compact and easily managed layout of 150 bed capacity.

#### #10 Metro RYDC Administration and Warehouse Additions

This project will provide additional support space to bring the Metro RYDC into compliance with DJJ architectural standards. The amounts of administration and warehouse space are well below standards for a facility with a capacity of 200 kids.

#### #11 Macon YDC Administrative and Multi-purpose Additions and Renovations

In accordance with the Macon YDC Master Plan, this project consists of construction of a new administrative building and a new visitation/multipurpose building on the south end of the campus, in conjunction with the previously funded new parking and entry building. This project also includes renovation of a portion of the existing gym and swimming pool building to tie into and become part of the visitation/multipurpose addition. Completion of this project will allow both the confinement of all public access to the campus in the area of the administration and visitation buildings, and free up the existing administration area for expansion of the medical area.

#### #12 Macon YDC Medical Expansions

In accordance with the Macon YDC Master Plan, this project renovates and expands the medical facilities at the Macon YDC. The existing medical facilities represent the single worst inadequacy at the Macon YDC. This plan provides a resolution by expanding the medical into the existing administrative portion of the building currently shared with medical, and renovates both sections.

#### #13 Macon YDC 15 Bed Detention Unit

This project will provide a 15 bed capacity stand alone detention unit serving the entire YDC. Mr. Cook noted the Macon YDC is the only YDC without a detention unit.

#### #14 Augusta YDC Academic Building Renovations

Mr. Cook said this project will completely renovate the existing academic school, replacing interior finishes, windows, doors, mechanical system, electrical system, electronic systems and the roof, bringing the building up to current standards and ensure its usability for years in the future. This would be the last major component of the Augusta YDC Master Plan.

#### #15 Eastman YDC

Mr. Cook said this project will provide a new visitation space for Eastman YDC. At 330 beds, Eastman is DJJ's largest facility. There is currently no space on campus accessible to both the public and to the students as a visitation space should be. The proposed visitation building is planned to be located next to the administrative area and will be accessible from the public entrance and from the interior parts of the campus.

#### #16 Augusta YDC Underground Electrical Distribution Replacement

Mr. Cook said this project will replace 9,500 lineal feet of 12,000 volt underground three phase electrical distribution line.

Mr. Cook asked if the board members had any questions about the FY10 Capital Project list.

Board member Stephen Simpson asked if he could get a copy of DJJ's Master Plans.

Mr. Cook replied he could print out copies for him after the meeting.

Mr. Simpson replied he would prefer to have them forwarded to him electronically. He expressed concerns for project # 7, Baldwin County.

Project #7 recommends the Bill Ireland YDC (300 beds) be quickly reduced to half its current size by the construction of a new 150 bed YDC on property owned by the state. Mr. Simpson stated he understood what was being said moving 150 beds south of Milledgeville and not adding to the bed count. Mr. Simpson asked if there was a contingency plan to renovate the old brick buildings and move only half the beds to the south of Milledgeville.

Mr. Cook replied the old brick buildings that Mr. Simpson is referring to are not in good shape. Mr. Cook stated some of the buildings are over 60, 30 and 20 years old. Mr. Cook said DJJ is trying to keep the facility at or below 150 beds. If DJJ abandons the older housing units, it can shrink the size of the facility which is a big part of the DJJ Master Plan.

Commissioner Murray said 150 youth at a facility is the national standard that DJJ is trying to stay within. All new juvenile construction buildings will be no more than 150 beds.

Chairman Shuman commented and said he enjoyed Mr. Cook's report and particularly liked the study about those older RYDCs.

Board member Bruce Garraway asked when the study of DJJ RYDC buildings will be completed.

Mr. Cook replied and said the study will be completed by June 2009. Whatever the recommendations are, that amount will be included in the following year budget request for capital improvement.

Mr. Garraway said he is concerned about the Gwinnett RYDC. Mr. Garraway said he understood DJJ not wanting to put any more money into the Gwinnett RYDC but wondered about possibilities of moving or building a new Gwinnett RYDC.

Mr. Cook replied by saying that was the purpose of DJJ having a study done. DJJ will look at the catchment areas for all the facilities.

Mr. Garraway asked about the medical trailers that are at the Gwinnett RYDC.

Mr. Cook said the Gwinnett RYDC will have to continue using the medical trailers.

Mr. Garraway said he was concerned about Gwinnett RYDC's records retention. He asked when DJJ plans to build a record storage building for the Gwinnett RYDC.

Mr. Cook said record storage continues to be a problem at DJJ facilities. Record storage buildings are being built all over the state.

Mr. Garraway asked what the timeline is on the Gwinnett facility. Mr. Garraway said he visited the facility a year ago and the staff members at the facility were stacking files in the offices and chairs.

Mr. Cook said there were no plans to build a record storage building for the Gwinnett RYDC right now, but there will be in the future. He added that he will forward the information to him at a later date.

There were no further discussions.

Chairman Shuman asked if there was a motion to approve the recommendations for the FY2010 Capital Improvements. Board Vice Chair Dr. Risler made a motion and it was seconded by Board Secretary Daniel Menefee. The motion was passed.

Chairman Shuman asked for the next item on the agenda.

### **Customer Service Update**

Steve Hayes, Director of Media and Public Relations

Steve Hayes took the floor. Mr. Hayes thanked Commissioner Murray, Chairman Shuman, members of the Board and Mr. Elbert Shaw from the Elbert Shaw RYDC. Mr. Hayes stated the DJJ was in the midst of a transition with the Customer Service Program. Dr. Tom O'Rourke is customer service chair for DJJ and is retiring in September 2008. The plan for the Customer Service Program leadership is to transition from Dr. O'Rourke to Steve Hayes, Director of Media and Public Relations. Mr. Hayes said the transition is a perfect fit. Mr. Hayes went on to say a few comments about Dr. O'Rourke. Mr. Hayes said through Dr. O'Rourke's and Commissioner Murray's leadership, DJJ has constructed a successful customer service program and it will be upon the shoulders of the Media and Public Relations office and staff to continue and take the program to the next level. Mr. Hayes said he was excited about the taking over the program and was inspired by Dr. O'Rourke's style to do nothing less than the best. Mr. Hayes thanked Commissioner Murray and Dr. O'Rourke for allowing him to continue the DJJ Customer Service Program.

Mr. Hayes mentioned the Governor's Customer Service Awards Program will be October 8, 2008. Information will be sent out to the Board. DJJ sent in nominations last year but unfortunately was not recognized. Mr. Hayes said DJJ will be submitting 17 good nominations for consideration. Mr. Hayes said he will be attending the Customer Service Awards Program on October 8, 2008. Mr. Hayes said he will also be attending a training session for Georgia agency customer service leaders. The workshop training session will be in Atlanta and will last two days, September 9 and 10. The training is sponsored by the Governor's Office of Customer

Service and was originally to be held at Unicoi State Park but due to budget considerations the session was being moved to Atlanta to avoid travel and housing costs.

Mr. Hayes then asked Dr. O'Rourke to say a few words.

Dr. O'Rourke said he appreciated the opportunity to work as chair for the DJJ Customer Service Program. Dr. O'Rourke said he would like to see the DJJ customer service committee at the next board meeting. The committee worked extremely hard and he would like the opportunity to introduce them to the Board. Dr. O'Rourke said he believed the Customer Service Program was in good hands and said he knows Mr. Hayes will take the program to the next level. Dr. O'Rourke thanked Commissioner Murray and said he will do everything he can to support Mr. Hayes in his efforts.

Chairman Shuman asked for the next item on the agenda.

### **Elbert Shaw Jr. RYDC Update**

Bobby Hughes, RYDC Director

Mr. Bobby Hughes thanked Commissioner Murray, Chairman Shuman and the Board for allowing him to present a proposal the facility's advisory board in Dalton has talked and dreamed about for some time. Mr. Hughes said he believed the advisory board is the most active and successful facility board that DJJ has ever had. The advisory board is constantly talking about Elbert Shaw RYDC's vision, hopes, and things that would make the facility a better place for the youths, staff and community. Mr. Hughes presented the Commissioner and the Board with a new vision for the Elbert Shaw RYDC and a flex facility proposal.

Mr. Hughes stated the new vision for the Elbert Shaw RYDC is to have a state of the art juvenile justice flex facility that will provide successful programming while at the same time ensuring public safety.

Mr. Hughes proposed a facility to include detention, intake, programming, medical, mental health, food services, and educational and vocational services. Mr. Hughes said he wants the facility to become a national model for juvenile detention success utilizing creative programming, community involvement, and family support. Mr. Hughes believes this will be the key to the Elbert Shaw RYDC. The hope is to transition students back into their community with the skills necessary to become productive citizens. Mr. Hughes proposed a three-phase flex facility to replace the existing 30-bed RYDC.

The vision for the flex facility will include a 45 bed RYDC, 15 bed graduated achievement program, both housed in the same building, and a 15 bed alternative unit housed on the same campus. Mr. Hughes said by combining the two on the same campus, the facility will be able to provide more services in the short and long-term.

Mr. Hughes said the Elbert Shaw RYDC opened in 1973. There have been no major additions to the building in 35 years. The only changes came in the form of modular units to house the education unit, medical clinic and business offices.

Mr. Hughes thanked Mr. Ed Cook for always meeting the needs of the Shaw RYDC. Mr. Hughes stated that the facility is constantly faced with problem areas which include plumbing, doors, electrical, HVAC, modular units, lack of space, structural support and other problems.

The Elbert Shaw RYDC population is frequently near at or over capacity. Mr. Hughes stated with the budget cuts, the facility will be backed up. In the past year the facility shipped 156 youth to other facilities to stay below the 120% population. For the calendar year, there were 716 intakes including 456 who were detained for the first time.

Mr. Hughes proposed a Graduated Achievement Program (GAP) that would maintain youth within the catchment areas. It would provide opportunities to work with families, communities and youth. It would also provide effective programs that would facilitate change by equipping youth with appropriate skills and support.

Mr. Hughes noted Dalton College has offered its support and is willing to help to develop a program through their sociology and criminal justice department. The youth will be able to transition from detention to the Graduated Achievement Program upon referral from the court or a screening committee. The youth will have the opportunity work toward certain benchmarks for successful completion of the program.

Mr. Hughes briefly talked about the Elbert Shaw RYDC greenhouse program. The program has been very successful and teaches youth to work together. Mr. Hughes also noted the program has a way of calming youths down and teaching them responsibilities.

Mr. Hughes said they are working on an alternative 15 bed unit component. Mr. Hughes said he hopes to get some advice from DJJ. The alternative bed unit component will be determined by DJJ. Mr. Hughes noted it could possibly be used for diversion placement, community integration placement and long-term placement.

Mr. Hughes ended his proposal with a quote by Arnold H. Glasow. "Success is simple. Do what is right, the right way, at the right time."

Mr. Hughes said he has been really blessed with a good staff at the Elbert Shaw RYDC. Mr. Hughes also said the new vision for the RYDC can possibly be replicated throughout the state. Mr. Hughes said he heard about DJJ bond money and came up with a vision for what the Elbert Shaw RYDC should be. Mr. Hughes asked Commissioner Murray to accept the proposal for consideration. Mr. Hughes also mentioned that he would like the Dalton advisory board to sit down with the Commissioner and talk about the new vision for the facility. Mr. Hughes said if that facility is built in Dalton, he will make it work. The program will be successful and meaningful. The staff of Elbert Shaw RYDC presented the DJJ Board with gift baskets with homemade goods. Mr. Hughes noted inside the baskets are CDs that introduce the Board to the staff and facility at the Elbert Shaw Jr. RYDC.

Director Hughes concluded his report.

Chairman Shuman called for a motion to close the regular meeting of the Board of Juvenile Justice and open the DJJ Board of Education meeting. A motion was made by Larry Barnes and seconded by Elizabeth Lindsey.

The motion carried.

### **Education Update**

Dr. Jack Catrett, Director of Special Education

Dr. Thomas O'Rourke took the podium. Dr. O'Rourke said he wanted to take this opportunity to make a few comments and then he will turn over the education report to Dr. Catrett. Dr. O'Rourke thanked Dr. Risler who is doing research with the DJJ Education Department to determine some of the successes and some of the areas of concern in the DJJ education overall program. Some of the research that Dr. Risler is assisting DJJ with will be very helpful in future planning. Dr. O'Rourke said even though there are budget cuts, the cuts will not affect the teachers and it will not affect what happens in the classroom every day. Dr. O'Rourke said he was very proud of the youths that received their high school diplomas, GEDs and certificates at DJJ facilities. Dr. O'Rourke said these students will reenter the communities and hopefully become productive citizens. Dr. Catrett has been his right hand man for more than 10 years at DJJ. Dr. Catrett is very qualified and has wonderful leadership skills. Dr. O'Rourke noted that the upcoming months will be a transitional phase so that everything will be in place for his departure in October 2008.

Dr. O'Rourke introduced Dr. Jack Catrett to the DJJ Board.

Dr. Catrett said at DJJ facilities, school got off to a great start on August 4, 2008. Looking at the testing calendar for the month, September 15 – 19, 2008 are the dates for the Georgia High School graduation re-test. This is a test for all 12<sup>th</sup> graders who did not get a chance to take the high school graduation test or did not post a passing score.

On September 24, 2008 there will be the Georgia high school graduation writing test. This test is given to all upcoming 11<sup>th</sup> graders and to the 12<sup>th</sup> graders who did not pass or did not have a chance to take the test.

Dr. Catrett noted there are 7 teacher vacancies that are not affected by the freeze. Out of the seven, DJJ has interviewed for 4 positions and expect to fill those soon. The other positions have been advertised and applications for those positions have been received.

Dr. Catrett said DJJ has completed the science curriculum this summer. That curriculum is being taught at DJJ facilities. The science teachers have reported that this new science curriculum matches the Georgia Performance Standards. The math curriculum committee is still working on

DJJ's math product and expects to roll it out this year. This new math curriculum also meets the Georgia Performance Standards.

Dr. Catrett said a committee was formed three months ago to look at the behavior management program that DJJ has at its schools. Dr. Catrett said he expects to receive a preliminary report about the program in September 2008.

Dr. Catrett stated DJJ is working with the Georgia Department of Education to schedule DJJ special education compliance review. Every year the DOE visits DJJ schools to make sure they are in compliance.

The DJJ Office of Education is working on their staff development program for the fall conference. Some changes were made in order to be good stewards for the State of Georgia and save money. A committee is currently looking at ways to deliver the training so the department can meet its training objectives. Dr. Catrett will present the Board with a report on that at the next meeting.

Dr. Catrett asked Dr. O'Rourke to come back to the podium to address the Board on their recent training.

Dr. O'Rourke thanked the board members who participated in the school board training. He asked that Board who received a certificate to take some pictures at the end of the meeting. Mr. Steve Hayes and Nathan Cain from the Office of Media and Public Relations distributed the certificates to the Board. Dr. O'Rourke asked the Board if they had any questions.

Board member Perry McGuire asked about the recent television expose by Channel 2 Action News concerning the Bill Ireland YDC. He said part of the recent allegations appeared to surround special education kids. Mr. McGuire asked if there were any classification rules that children know whether or not they are in special education programs.

Dr O'Rourke replied by saying DJJ does IEPs (Individual Education Plan) on all kids and they know that they are in special education. Dr. O'Rourke said that DJJ is fully in compliance in the area of special education. Dr. O'Rourke noted that he was very concerned and recently sent several regional principals as well as some special education technical assistants to the Bill Ireland YDC to give him a thorough report. Dr. O'Rourke received the information and is in the process of pulling it all together. He noted there were a couple of wrinkles in the preliminary results that were received that definitely need to be looked at. He assured the Board in the areas in special education, DJJ is right where it needs to be. Over 40% of DJJ youths are in special education.

Board member Perry McGuire said he knows there is federal money tied to special education. He asked what DJJ is doing to move children out of being classified as special education.

Dr. Catrett said every third year DJJ retests the youths who are classified as special education. The goal is to get DJJ youths out of special education.

Mr. McGuire asked what percentage of DJJ youths were transitioned out of special education after the third year testing.

Dr. Catrett replied about 12% of the youths are transitioned out of special education.

There were no further discussions.

Chairman Shuman asked for a motion to adjourn the Board of Education meeting and resume the regular Board of Juvenile Justice meeting. A motion was made by Board member Sandra Taylor. The motion was seconded by Elizabeth Lindsey and the motion was carried.

Chairman Shuman announced that the next meeting of the Board of Juvenile Justice would be September 23, 2008 in Central Office. He then asked for a motion to adjourn.

Judy Mecum made a motion and Dr. Risler made the second and the motion was carried.

The meeting was adjourned.

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J. Daniel Shuman, Chair  
Board of Juvenile Justice

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Albert Murray  
Commissioner

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Daniel A. Menefee, Secretary  
Board of Juvenile Justice