

**Board of Juvenile Justice
Thursday, January 24, 2008
11:00 a.m.**

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

Opening Remarks

J. Daniel Shuman, Chair

Mr. Shuman called to order the January 24, 2008 meeting of the Board of Juvenile Justice and DJJ Board of Education. He noted the time as 11:00 a.m. He asked that all attendees stand and state their name and organization affiliation.

DJJ Staff Present: Albert Murray, Commissioner; Spiro Amburn; Nathan Cain; Jack Catrett; Dr. Thomas Coleman; Pete Colbenson; Martha Dalesio; JoAnn Ra'Chel Fowler; Rick Harrison; Steve Hayes; Steve Herndon; Amy Howell; Jeff Minor; Diana Newell; Dr. Tom O'Rourke; Rob Rosenbloom; Dr. Michelle Staples-Horne; Jimmy Taylor; Coy Satterfield; Lena Wilson

Others: Carolyn Fjerrar; Destiny C. Smith; Meredith Zachary; April Morgan

After introductions, Chairman Shuman asked everyone to stand for the Pledge of Allegiance, followed by the invocation given by Commissioner Murray.

Roll Call

Before roll call, Chairman Shuman took time to thank Lena Wilson (Secretary/Office of Public Affairs) for all of her hard work, dedication and service to this Board over the years. He noted that Lena was retiring and this would be her last Board meeting. He further stated that the Board would miss her and that Lena has provided great service to the Board over the years. The Board stood and applauded Lena Wilson. After the standing ovation, Lena Wilson addressed the Board by stating that she really enjoyed working with this Board and the department (Department of Juvenile Justice). She further stated that the department (Department of Juvenile Justice) has been a family to her and she will miss everyone. She also stated that she has enjoyed getting to know the Board members and regrets that she will not get an opportunity to get to know the new members, but was excited about the upcoming year and contributions each member will bring to the Board. At the conclusion of Lena's comments, Chairman Shuman asked for the roll to be called. Lena Wilson conducted the roll call of attendance.

Board Members Present: Larry Barnes; Michael Lee Baugh; Bruce Garraway; James Kelly; Elizabeth Lindsey; Perry McGuire; Judy Mecum; Daniel Menefee; Dr. Ed Risler; Pastor Dexter Rowland; J. Daniel Shuman; Stephen K. Simpson; Elaine Snow; Sandra Taylor

Advisory Board Members Present: Judge Quintress Gilbert; Judge Steve Teske (via conference call)

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the minutes from the December 13, 2007 meeting of the Board of Juvenile Justice. Mr. Daniel Menefee moved to approve the minutes from the December 13, 2007 meeting of the Board of Juvenile Justice. Ms. Judy Mecum seconded the motion and hearing no questions or comments, the motion was carried.

Commissioner's Report

Albert Murray, Commissioner

Before beginning his report, Commissioner Murray stated that Lena Wilson announced her retirement not too long ago and the Department of Juvenile Justice planned a retirement reception for this afternoon at 2:00 pm, which may not be convenient for the Board members but he wanted to inform the Board and invite those who are able to participate in this celebration. He further stated that Lena served the state of Georgia for 33 years, most of that time has been at DJJ and DJJ wanted to give her a good send off. Her last day will be next week (January 31, 2008). She will be missed and she has served this Board and DJJ well and he wished her well in her retirement.

Continuing, Commissioner Murray referenced a comment he made last month about Chairman Shuman's mother being very ill. He stated that while she has shown some signs of progress it has been up and down based on what the Chairman has shared. She remains in the hospital and very ill and the Board members were asked to keep her in their thoughts and prayers as the Board begins its work for 2008.

Commissioner Murray stated that in response to a request made at last month's meeting, the Board has an outline of the Commissioner's presentation. This is an attempt to give the Board the information requested in a particular way which will be helpful and easy to follow along with the Commissioner's presentation and it also includes blank spaces for questions and comments.

Commissioner Murray welcomed Elaine Snow to the Board. Ms. Snow was appointed last fall but was unable to make the December meeting.

He expressed his pleasure, once again, to have Ms. Snow join the Board.

Briefly again, sharing some background information which he covered back in October: Ms. Snow is from Lindale representing the Board from the (11th) Eleventh Congressional District. She's a bureau major for the City of Rome Police Department. Her credentials include being the first female president of the Georgia Chapter F.B.I. National Academy Associates and founder and president of the Georgia Association of Terminal Agency Coordinators. Ms. Snow serves on the Northwest Georgia Police Academy Advisory Board, Georgia Crime Information Center Advisory Board, and is the Georgia representative to the Criminal Justice Information Services Southern Working Group. Ms. Snow has a bachelor's degree from Jacksonville State University and a master's degree from Columbus State University. She and her husband, Tommy, have two grown children and four grandchildren. Commissioner Murray stated that much like the present board members, Ms. Snow is heavily involved and it is nice and a sacrifice on Ms. Snow's behalf

to carve out time to serve on the DJJ Board and he and the Board are delighted to have her and welcome her participation on the Board.

Commissioner Murray began his report this month informing the board that the central office recently experienced two break-ins into the building whereas thieves/intruders took computers and computer equipment. DJJ has occupied this office space for seven years and previously had not experienced a break-in before. The first break-in January 10th or early on the 11th is particularly troubling for the entire DJJ staff because the intruder or intruders broke into a secured area and took a computer that contained confidential information about the agency's employees. The information was on the computer for legitimate agency business.

DJJ has already taken appropriate steps to notify all of our employees whose information was compromised. DJJ moved quickly and appropriately.

The investigation is ongoing and there isn't any information available to indicate the confidential information that has been stolen will be read, downloaded or otherwise accessed or used. Thus far, no problems have been reported. Georgia Technology Authority and the GBI were consulted on this and DJJ has tried to benefit from their advice on precautions and other steps that should be taken.

Commissioner Murray stated that DJJ has increased security measures here at the central office, but while implementing those DJJ experienced another break-in in the same area of the building just a few days later and more computer equipment was taken. He further stated that DJJ is continuing to assess the security needs and moving to make the building as secure as possible to thwart future attempts.

Moving to Campus Operations:

Campus Operations in coordination with Office of Training will hold the first Juvenile Detention Counselor's Conference in St. Simons, Island at the Sea Palm Resort beginning, January 29th. Any interested board members are invited to attend. The conference is the vision of Bill Parks, Director of Campus Programs. The conference goal is to provide counselors within facilities (RYDC & YDC) opportunities for continuous training that is centered on best practices, evidenced-based programs and customer service. The conference will join all YDC and RYDC counselors within our department for a seamless service approach that enhances youth transfers from RYDC's to YDC's and their return to the community.

On December 12th (9) nine Augusta YDC Junior youth optimist Club members served Christmas Dinner to the homeless at Friendly Church of God in Christ in downtown Augusta. The youth previously had served the homeless at the church, in November, a traditional Thanksgiving Dinner and were eager to continue their volunteer work. The service is part of our departmental approach of Balanced and Restorative Justice for youth. BARJ - Balanced and Restorative Justice is an approach DJJ strongly embraces. It takes into account the needs of the victims, the community, and the offender and it seeks to repair the harm that has been done.

Commissioner Murray also stated that this year, 50 volunteers served the youth at the Augusta YDC's annual Christmas Banquet for one of the best Christmas meals to date. At the banquet, the honorable Deke Copenhaver, Mayor of Augusta, was a guest for the second year in a row,

and Helen Blocker Adams and Dr. Sean Lynch locally from Augusta, who paid for most of the banquet meal, was also in attendance. The evening was closed with a message from Elder Steven Fox of the Community Bible Fellowship Church.

At the Bill Ireland YDC (4) four of Bill Ireland's finest employees were recipients of Employee of the Quarter Golden Star Awards at the General Staff Meeting on December 13th. This is the facility's employee recognition program at Bill Ireland. The employees recognized were:

Mary Petrie, Accountant Paraprofessional
Ronnie Hogan, JCO 2
Felicia Thomson, Housekeeping Team Leader
Eddie Etim, Teacher

Each employee was presented with a certificate, a letter for their personnel file, a reserved parking space and a gold star pin.

On December 4th, The Bill Ireland YDC had the pleasure of having Lieutenant Colonel Alfonzo Jackson come out to talk with the youth about his experiences as a Tuskegee Airman. Mr. Jackson entertained the youth and they appeared very excited about his message and his accomplishments during his military career. He challenged the youth to be anything they want to be and he told them they could do anything they wanted to do if they put their minds to it.

In June of 2007 the Sumter YDC began a partnership with New Horizons whereby 4 youth are assigned to a secure work station, outside of the YDC, that they use to construct storage units for homes and build the framing for homes that are scheduled to be constructed. Thus far the project has been very successful at Sumter. Commissioner Murray further added that after the framing is completed it is transported to the home site and construction is completed by other Habitat volunteers. The youth that we have assigned have done a tremendous job. In fact currently the team is staying far ahead of schedule in framing and construction of the storage houses. Director Glynn Maddox attended New Horizons' annual banquet Thursday night where the Sumter YDC received special recognition for the participation in the current Habitat project.

Moving to the Office of Medical Services:

Commissioner Murray stated that the Office of Medical Services has been instrumental in supporting grants to provide additional HIV, STD, substance abuse and pregnancy prevention education and intervention services to DJJ youth.

The Wholistic Stress Control Institute (WSCI), a non-profit community based organization, has been awarded a grant to provide an abstinence education program at the Macon YDC that they hope will reduce the number of the adolescents who engage in premarital sexual activity. Georgia's teen birth rates remain among the highest in the nation and African American teens are at higher risk for teen pregnancy. Commissioner Murray noted that this program will be called "The 2 HYPE 'A' Club" and will utilize "Choosing the Best Life" curriculum, refusal skill building, art classes, counseling, peer education and the development of a teen abstinence club to promote abstinence. Youth will receive abstinence education, life skills (including anger and stress management), and abstinence art-media classes.

Other partners in the project implementing the “2 HYPE ‘A’ Club” includes; Clayton County Juvenile Court, Jones and Woolfolk Metropolitan Boys & Girls Clubs and Benjamin E. Mays High School. This five year grant is continuing with Morehouse School of Medicine conducting an alcohol and drug related HIV risk reduction intervention for male adolescent detainees (MADS) in DJJ. This program is designed to reduce alcohol and other drug use or (AOD), risky sexual behavior or (RSB), AOD-related HIV risk behavior (AOD/HIV), and delinquency through a comprehensive intervention. The intervention is conducted while the youth are detained at Savannah River Challenge (Program) and follow-up is conducted in the Metro Atlanta community following the juveniles’ release from the facility. Another grant was recently funded through the Emory School of Public Health to provide an HIV prevention intervention for African American females at the Metro RYDC.

From the Office of Behavioral Health Services:

Commissioner Murray stated that Mr. James Kelly, DJJ Board Member, met with Rick Harrison and Miguel Fernandez from the Office of Behavioral Health Services on January 14th to discuss substance abuse programming within DJJ. The levels of substance abuse services within DJJ were discussed along with the new Seven Challenges curriculum that is being implemented.

Commissioner Murray noted that the Augusta YDC will host a meeting of the Georgia Mental Health Service Delivery Commission on January 29th 2008 at 9:00 a.m. Commissioner Murray further noted that this is the Governor’s special commission on mental health that has held several meetings already around the state. Governor Sonny Perdue issued an Executive Order in August of 2007 creating this commission. The Commission’s purpose is to take a comprehensive look at Georgia’s delivery of mental health services to citizens who live with mental illnesses and substance abuse. DJJ will provide a presentation for the commission on that date that will include an overview of the agency along with a description of mental health programming provided in our secure facilities and also in community programs. We will also have the opportunity to outline gaps in the overall service system that may impact this vulnerable population. Commissioner Murray also stated that this would be a really big day for DJJ at the Augusta (YDC) facility next Tuesday, January 29, 2008 at 9:00 a.m. Commissioner Murray extended an invitation to the Board members who are able to come out and participate. He further stated that this meeting will take most of the morning and a tour of the Augusta (YDC) facility is scheduled for later that afternoon.

Moving to the Operations Division:

Commissioner Murray stated that as the Operations Division works to manage the detention centers DJJ continues to experience a seasonal reduction in overall statewide detention population. Historically during the month of December and for a period of time shortly thereafter juvenile courts tend to use detention less than other times of the year. Most all of our centers have been well below capacity, affording staff an opportunity to work more closely with youth and also providing for staff training and the ability to reduce owed comp time to security staff where possible. Commissioner Murray added that it (population) is changing as he speaks. DJJ is seeing numbers go up in the detention centers but for a period of time DJJ was able to operate below capacity.

Continuing, Commissioner Murray stated that at the recent ACA, American Correctional Association Winter Training Conference, which took place in Grapevine, Texas, which is the general Dallas area, the Operations division presented the School Based Supervision Model. District Director Jeff Alligood and Dee Bell, Program Coordinator, did a good job presenting the Georgia model and it was well received. He further stated that the ACA is the largest juvenile correctional conference in which DJJ participates. DJJ staff did a good job representing the Department as well as Georgia. He further noted that he was glad that Dr. Risler was able to attend the conference.

Commissioner Murray stated that a recent statewide Study of Customer and Employee Satisfaction was conducted by the Governor's office of Customer Service and targeted selected state agencies to include the Georgia Department of Juvenile Justice. The results revealed that our JPPS staff rated extremely well when compared to other state agencies, both in customer satisfaction and employee satisfaction. The survey related to DJJ was sent to parents of our youth and also sent to all of the JPPS staff. Commissioner Murray stated that DJJ is proud of the results and it demonstrates DJJ's commitment to customer service and the dedication of the community case managers as well as the JPPSs and their job satisfaction. Commissioner Murray noted he and Chairman Shuman added another agenda item to the board meeting. It will be a Customer Service Update by Dr. Tom O'Rourke. It was inadvertently left off of the agenda and it will follow his (Commissioner's) presentation. He further noted that Dr. O'Rourke will comment further on the studies he just mentioned.

Continuing with his report, the Commissioner stated that coming up in February will be an important conference within DJJ. The JPM, Juvenile Program Manager Conference will be held February 6-8, 2008 at St. Simons Island. The conference is being conducted by the Operations Division and the Office of Training. Commissioner Murray stated that the purpose of the conference is to clarify the Juvenile Program Manager and Multi-Service Center Manager roles and build competencies to ensure statewide compliance with policy by raising expectations and standards. We will target building Field Managers competencies and skills along with empowering our Field Managers to carry out their job duties. Also the importance of leadership and the type of leaders our Department is looking to develop will be a focus of this conference.

This group is the very important to the Department because they ensure that day to day job duties of field staff meet and or exceed the expectations of our Department.

From the Office of Training:

Commissioner Murray stated that the BJCOT, Basic Juvenile Correctional Officer Training Graduation, is Friday February 1st at the Georgia Public Safety Training Center Auditorium in Forsyth. Board members as always are invited to attend. The speaker for this graduation will be Adam Kennedy, DJJ Regional Administrator for Region V. Commissioner Murray noted that there are 78 candidates for graduation; Nine (9) have previous military experience, 11 have college degrees, 20 are working on their degrees, 39 are parents and 24 have previous experience working with children.

Commissioner Murray encouraged the Board members, especially the newer board members to consider serving as a future graduation speaker. He asked the Board members to inform DJJ of their availability to speak at any of the 2008 graduations.

He noted that DJJ has had many board members willing to give their insight to our JCO graduates in the past and he certainly appreciated their participation in DJJ graduation exercises.

Commissioner Murray thanked Dallas Davis, Investigations and Apprehensions, for the congratulatory remarks offered at the December 21, 2007 BJCOT graduation.

As mentioned earlier, Commissioner Murray stated that the ACA Winter Conference was held in Grapevine, Texas the week of January 11-16, 2008. The following staff represented the agency: Dr. Thomas O'Rourke, Michelle Staples-Horne, Dee Bell, Rob Rosenbloom, Jeff Alligood, Ronnie Woodward, and Terri Kight and he (Commissioner) also attended. Two workshops were featured by DJJ presenters including the School Based Supervision workshop mentioned a moment ago.

Commissioner Murray further stated that the Legal Services Office also presented a workshop on policy development which was well received. The Department's Policy Coordinator, Terri Kight, presented on behalf of Amy Howell at the ACA conference with a presentation on Agency Policy. Ms. Kight's presentation included a panel discussion involving Department personnel who have participated in the Agency's policy process. The session was very well attended with over 70 attendees who actively engaged Ms. Kight and the panel to learn more about the Department's policy process. He furthered noted that DJJ was proud that the DJJ policy process received this type of recognition at a National Conference and as in the past, Board members are invited to attend and participate in the agency's routine policy meetings. All attending DJJ staff participated in a panel or were presenters at the ACA conference. Commissioner Murray again noted how pleased he was that Dr. Ed Risler from the Board also attended the conference.

The APPA, American Probation and Parole Association Winter Institute is scheduled to take place February 10-13, 2008 in Phoenix, Arizona. For more information, you may visit www.appa-net.org. Agency staff attending will be Dee Bell (Committee Member and Presenter), Yvonne Saunders-Brown (Presenter), Phyllis Hall (Moderator), Coy Satterfield (attendee) and Latera Davis (attendee).

The Agency's 3rd Management Development Program Graduation will be held on February 21, 2008. Logistical information will be provided via the DJJ website.

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

Inquiring of Commissioner Murray, Mr. Daniel Menefee, referencing early release and several parents contacting him; he asked if there was a process in which to permit an early release. In response, Commissioner Murray stated that he did not believe DJJ entertained many early releases, but they are some situations that warrant a child being released early. He further stated that his staff will elaborate on his answer. Addressing the Board, Amy Howell, director of DJJ Legal Services, stated that DJJ does have a process in terms of it (youth's case) being passed through the facilities and staff reviews, looking at the history, how the offender has conducted himself within the facility and it is then referred to the Office of Legal Services. The Office of Legal Services would then draft a Motion for release, if warranted. Mr. Menefee stated that he has a parent who submitted a package including letters of recommendation from people at the

facility, from church, school and other information and he inquired if he could give the package to Ms. Howell to review. Ms. Howell said yes. Judge Gilbert stated that ultimately it is normally up to the judge as to whether or not to sign the release. If the judge gets a good response from the staff more than likely the judge would sign the release. She further stated that she doesn't recall receiving any request that she has turned down. Mr. Menefee added that in this individual's case, the juvenile was detained for a year; wherein if he were an adult offender it would be considered time served, which this youth offender does not have. He further added that this particular youth offender was arrested in January (2007) and he is scheduled to be released in March. The youth offender has served a year and they are trying to get him into college. Judge Teske commented that he agrees with Judge Gilbert. He also stated that when there are motions filed in his court he holds the hearing and generally does something positive for the child. However, the problem is that the law states that once he (as a judge) enters an order committing a child to the Department of Juvenile Justice and DJJ takes the child into custody, any order entered after that is an illegal order. Judge Teske further commented that in order for full disclosure there is a little more intricacy to this process, that is why it is extremely important that things go through Amy Howell (Director of Legal Services) to maneuver through the Office of the Attorney General to make these things happen where they can be processed so that child will no longer be warehoused in a YDC if that child has completed the program, has been assessed, has been measured and that child has shown sufficient progress that they could return to the community with supervision and not be a risk to the community. Judge Teske further added if the system is not smart about this, then it will do more damage to the child. Concluding Judge Teske stated that Amy Howell may want to comment on this subject. Amy Howell stated there are some questions regarding the recent care law but the Department is working with the Attorney General's Office on these issues.

Chairman Shuman acknowledged Ms. Elizabeth Lindsey. Ms. Lindsey stated that Commissioner Murray mentioned that population was down and there was some comp time coming which made her recall a conversation last year regarding the Department of Labor and she inquired if DJJ was in compliance. Commissioner Murray stated that Deputy Commissioner Jeff Minor would be in the best position to respond. Addressing the Board, Mr. Minor stated that DJJ has completed all of the audits. He continued saying that DJJ has awarded any time and or compensation required and has satisfied the Department of Labor's concerns regarding FLSA compliance. Therefore, we have been released from any further review or action.

Chairman Shuman inquired if Judge Teske, who was on conference call, could hear the comments from the audience. Judge Teske stated that he could not hear anyone that was not seated at the table and asked if those who were addressing the Board would come to the podium and speak directly into the microphone. Chairman Shuman assured Judge Teske that he would honor the request.

Dr. Risler publicly thanked Commissioner Murray for supporting him and the other staff in attending the ACA (American Correctional Association) Conference. Dr. Risler stated that he had an opportunity to attend Jeff Alligood's presentation and he applauded Mr. Alligood on an outstanding job. He further stated that Georgia has a good national presence in comparison to the other juvenile justice departments across the country. Dr. Risler also stated that he attended another meeting in which Deputy Commissioner Rob Rosenbloom presented. He applauded Mr. Rosenbloom's presentation and efforts in representing the department and in harnessing a plan to create a national voice relating to juvenile justice and he wanted to ultimately thank

Commissioner Murray for allowing this type of participation. Continuing, Dr. Risler stated that if Georgia could have a broader impact across the country, it would ultimately in terms of policy and legislation, certainly affect us as a state. He again thanked Commissioner Murray.

Ms. Sandra Taylor stated that she attended a luncheon recently wherein she met a group of people including a man who agreed to do a commercial video recording on the drug wars. She further stated that she thought this might be something that DJJ might be able to use. It would model and address, directly, substance abuse. Ms. Taylor discussed substance abuse programs, whereas they basically send people who are sentenced into these programs for a year and the judge closely monitors their participation and progress. If there is remarkable progress they have a graduation every year at the completion of the program and she added that the area state legislator spoke at this luncheon. The video is at the beginning stages of creation that will show the success of people in substance abuse programs through the court system. Ms. Taylor inquired if anyone at DJJ or on the Board may be familiar with this program and be able to provide input or if anyone who may be interested in starting this kind of program which would not only be helpful to DJJ but would help the kids by making them aware of the down-side of using drugs. Chairman Shuman thanked Ms. Taylor for her comments and suggestions and he suggested that she confer with the Commissioner after the meeting. 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 everyone and stated that he had a PowerPoint presentation. He apologized to Judge Teske who would not be able to see the presentation, but he assured Judge Teske that he would receive the handout in the near future. Dr. O'Rourke stated that the Commissioner asked him as the Customer Service Chairperson to present to the Board information about what DJJ has done in the area of customer service. The Governor's Office of Customer Service sponsored research conducted by the Georgia State University Public Performance and Management Group. Dr. O'Rourke stated that they wanted to look at DJJ's customers and those in the workplace as to their satisfaction with working at DJJ. Referencing the handout, Dr. O'Rourke asked the Board to follow along with him. Dr. O'Rourke stated that the Governor's Office of Customer Service Survey included 15 of the 44 state-wide agencies, wherein DJJ was one of them, and the survey broke the 15 agencies, who volunteered, into five categories:

- Best Managed
- Education
- Growing Georgia
- Healthy Georgia
- Safe Georgia

DJJ's area is in the category of Safe Georgia. DJJ received 157 responses. Georgia State University sent out more than 1000 surveys to the parents, to the guardians, and to those who work with the youth and asked for their response. The response rate was 13.6% and the 6.6%

represents the total of all of the responses that were done statewide. Statistically the survey was good enough to give some valid results. Dr. O'Rourke further stated that the Georgia State University and those that conducted the study felt good about what DJJ did. Continuing to reference the handout, Dr. O'Rourke made mention that GSQI (Georgia Service Quality Index) is the measure of the customer's perception of the service that DJJ provides to them. DJJ's goal was to try and get some base-line data and determine what was the customer's perception of the service DJJ provided. The range from Safe Georgia (agency grouping) ranged from 74%-84% satisfaction. In Safe Georgia, the DJJ customers who responded felt favorable with the services they were receiving. The mean score of 79% would be for the three agencies (Georgia Bureau of Investigation, Georgia Department of Driver Services and DJJ), in which DJJ exceeded since DJJ set the top of the curve. All of the 15 agencies to date, that were surveyed, ranged from 50% up to 86%. Dr. O'Rourke noted that DJJ was very pleased as an agency that DJJ received a pretty good score of 84% in that area. The next area, the CSI (Customer Satisfaction Index), is the measure of customer satisfaction. Through a number of questions the customers were asked their satisfaction with DJJ's service. DJJ had an 80% positive response. The Safe Georgia range for this area (CSI) was 68%-80%, in which DJJ again was at the top of the curve. The mean for Safe Georgia was 76%. Dr. O'Rourke noted that regarding the range for all agencies, with the highest score being 81%, DJJ's was 80%, which is very significant and very close. Dr. O'Rourke noted that this speaks very well for the customer service which DJJ is providing through the JPPS's. The JPPS's were the ones that DJJ felt had the most contact with our customers in the community statewide (parents and guardians) and this is how they felt regarding customer service received from DJJ. DJJ sets the top curve on both of those areas. Dr. O'Rourke further noted that once again DJJ's goal was to develop base-line data. Continuing to reference the handout, Dr. O'Rourke noted that the graph showed DJJ's responsiveness, knowledge, helpfulness, courteousness and accessibility to the customers and in all areas that once again DJJ was proud to have set the curve and it reflects very well on the JPPS's and the relationship with the people in the communities. Dr. O'Rourke noted three of the customer services items in which DJJ again set the curve:

- How the customer thinks about the agency – (how the agency serves them)
- Has the service received exceeded or fallen short of customer's expectation
- How satisfied is the customer with service received from the agency

The hypothesis of this study is that if you have satisfied workers in the agency then they will provide better service to the customer. The second part of the survey dealt with WSI (Workplace Satisfaction Index) and ESI (Employee Satisfaction Index). The WSI is the workplace satisfaction part of the survey and the ESI is the measure of employee's satisfaction. 75% of the JPPS workers felt very good about the workplace satisfaction. Dr. O'Rourke noted that one of the key points is when it's (DJJ's response) measured against Safe Georgia and all agencies; our workers tend to rate DJJ very highly. The measure of the employee satisfaction is the only one that DJJ did not set the curve, which gives DJJ base-line data on things DJJ might need to address in the future. Dr. O'Rourke further noted that Commissioner Murray has placed much emphasis on customer satisfaction and workplace satisfaction and DJJ has tried to do many things to improve in those areas. Referencing the handouts, Dr. O'Rourke made mention that the dimensions which they looked at were:

- Supervisors

- Work/life balance
- Agency leadership
- Rewards from the work itself
- External rewards, such as recognition of good work
- Advancement and training opportunities
- Equity/fairness of decisions
- Participation in decisions and processes

Dr. O'Rourke noted that DJJ did as well or exceeded every other agency in the dimension of workplace satisfaction. He further noted that not only were the customers generally pleased with what DJJ is doing but the workers in the agency in relation to other agencies feel pretty good about their job. Referring back to the handout, Dr. O'Rourke stated that the overall employee satisfaction included:

- I am proud to work for my organization
- I feel my agency is committed to me
- I am satisfied with my job
- I would recommend my organization as a good place to work

He further stated that looking at the base-line data there may be some areas that DJJ needs to address and look at but DJJ certainly exceeds or at least is equal to all state agencies in the state. Concluding, Dr. O'Rourke referred everyone to the 1.800.georgia handout. To alleviate the frustration of trying to reach an agency and getting a voicemail, this will connect you to a call center. Dr. O'Rourke noted that if you do not know which agency to call, you can call 1.800.georgia and you will be connected to someone (a warm call) who will connect citizens to the right agency to speak to another person. Dr. O'Rourke further noted that he thought this would be a tremendous step forward for the state of Georgia and would allow people to have better access to state government. DJJ has done a great deal with brochures and the (DJJ) intranet but the 800.georgia number is going to enable people who really don't know which direction to turn, to get answers to questions and reach agencies they were unable to reach in the past.

Dr. O'Rourke concluded his report and opened the floor or questions and comments.

Chairman Shuman commented that everything Dr. O'Rourke presented seemed to have high scores. Dr. O'Rourke stated that the results speak well of the agency. Commissioner Murray stated that customer service and employee satisfaction has been and will remain a priority in 2008. A tremendous amount of emphasis has been placed on that and it will not change. Commissioner Murray further stated that he and Chairman Shuman thought it was important to share it with the Board so the Board could see where DJJ is in terms of customer service and employee satisfaction. Mr. Stephen Simpson inquired if Juvenile Correctional Officers were included in the survey. Dr. O'Rourke stated they were not that only the JPPS – Juvenile Parole and Probation Specialist, those who work in community, were included. He further noted that there were so many workers and customers who could have been included, but the goal was to look at who in the agency has the most contact with the customers and the community. The JPPS deals with thousands and thousands of customers in the community and have the most

direct link with parents and guardians. He also stated that in the future there would another study for other areas, but right now DJJ has some good, solid data to indicate what the customers, parents and people in the community think about the relationship DJJ has with their children. Mr. Simpson asked if Dr. O'Rourke would make a point to keep the Board briefed on any sort of evaluations of customer satisfaction of juvenile correctional officers. Dr. O'Rourke responded that Commissioner Murray stated that Customer Service will be a part of the presentations and more updates will be given. He also added that results of another survey are coming within the next couple of months. Mr. Simpson asked how representative did Dr. O'Rourke think the opinions and information of the parents were to how the detainees may feel about customer satisfaction. Dr. O'Rourke referred the question to Rob Rosenbloom, Deputy Commissioner of Operations. Addressing the Board, Rob Rosenbloom stated that there were many dimensions to the question and ultimately the parents chosen to do the survey were randomly selected from the database of all the kids DJJ supervises. The parents interact pretty closely with the JPPS. DJJ has a requirement in policy that if a youth is on our caseload the JPPS will interact not only with the youth but also with the family at least once a month. Addressing the Board, Deputy Commissioner of Fiscal and Administrative Services Jeff Minor commented that DJJ is currently going through a rigorous process of looking at the Strategic Plan and the objectives. One of the objectives around our employee's goal is employee satisfaction. DJJ has been in contact with Georgia State to revise and modify if needed the survey used for the customer service process. This would be used as a start of a benchmark for all DJJ employees who include the JCO, Juvenile Correctional Officer. One of DJJ's employee goals has specifically dealt with that critical job turnover, retention issues and DJJ is currently putting together some good strategies to deal with these issues around what DJJ knows is a critical and high turnover job. Mr. Minor further stated that DJJ will definitely have that information available as they move forward. Mr. Simpson inquired about information from a slide. Dr. O'Rourke in referencing the slide stated the JPPS survey response rate was 66%. Concluding, Dr. O'Rourke further stated that out of approximately 20,000 parents, only 1100 were randomly selected and 157 responded.

Legislative Update

Spiro Amburn, Director
DJJ Office of Legislative Services

Spiro Amburn greeted the Chairman, Commissioner and the Board and inquired if Judge Teske could hear him. Judge Teske responded yes. Addressing the Board, Mr. Amburn stated that in their packets should be some handouts with some documents they could reference during his comments. Mr. Amburn stated that the General Assembly convened on Monday, January 14, 2008. They were in session the entire week and in recess this week (January 21 -25). They were conducting budget hearings, which DJJ will be participating in this afternoon. The first day was marked with a veto override by the House. The Senate did not take to these overrides, setting somewhat of a volatile tone coming out of the gate. Mr. Amburn gave a very conservative estimate that the sessions would go through late March but would more than likely go to early to mid-April, similar to last year. Continuing Mr. Amburn stated that the Governor delivered his State of State Address on Wednesday, January 16, 2008 in which he outlined his budget priorities for 2009, including criminal justice as a focal point of the budget this year. Jeff Minor will be giving a budget presentation elaborating more on that. Mr. Amburn further stated that there is a direct correlation between budget and agency legislative priorities this year. Part of the budget proposal was tied to the short-term 60 day sentence program. The budget was approved and submitted to the Governor. DJJ was asked to offer up a 2% cut and identify the lowest

priority programs. DJJ recommended changes to the 60-day STP, short term program sentence as a way to better utilize our resources without asking for additional monies for new beds. The Governor agrees that making changes to the 60-day sentence is a better approach to maximizing resources and with the legislative changes DJJ is seeking there will be an opportunity to re-direct savings to long-term beds which DJJ desperately needs to meet population projections. Mr. Amburn stated that in the packet provided to the Board included is background information on the proposal including letters from the Governor. One of the letters is addressed to the General Assembly with a public safety section which addresses juvenile justice and other areas of public safety. There is also a letter from the Juvenile Justice Summit from fall (September 2007). DJJ participated in the September 2007 Juvenile Justice Summit along with other stake-holders. The Governor endorsed this conference and outlined his vision for Juvenile Justice in the aforementioned letter. DJJ's proposals are consistent with those goals. Included in the information provided to the Board is a summary of the changes proposed to the STP program. Continuing, Mr. Amburn noted that there was also a draft of the legislative language contained in the packet. The actual bill is currently being drafted. Senator Bill Hambrick is going to be the sponsor of DJJ's legislation this year. He's been involved with juvenile justice throughout the past several years and has carried some bills for DJJ. He is also the Chairman of the Appropriations sub-committee in the Senate in which DJJ's budget goes through. Continuing, Mr. Amburn stated that he would highlight key points of the legislation.

- **STP** – DJJ is looking to change the current 60-day sentence to a graduated probation sanction approach. Instead of a straight 60-day sentence there would be options of 7, 14, and 30 days. 7 and 14 days would be served in an RYDC (Regional Youth Detention Center) and the 30 days would be served in a YDC (Youth Development Campus). This would address some of the agency population concerns.
- **DAI - Detention Assessment Instrument** – DJJ is seeking to incorporate a risk assessment instrument into the code whereby judges would use a validated instrument to assist with making detention decisions. The judges would not be bound by the instrument's score if they feel there is a reason in their discretion to detain the child. Many courts currently are using the instrument now. This is a best practice approach to the use of secure detention as a sanction. DJJ has been in conversation with juvenile court judges throughout the last several months. There has been good dialogue and the proposals do incorporate feedback from the judges. DJJ hopes to continue this dialogue as the agency moves forward on this proposal and also looks forward to opportunities to collaborate on this issue.

Concluding, Mr. Amburn stated that overall, this is an opportunity to keep the more serious offenders behind bars. It does preserve judicial discretion even though it is making changes to the existing code. There will be several layers of sentencing options available and most importantly it is a fiscally responsible measure because it adds capacity without building new beds. The Governor agrees that this is an opportunity to maximize the resources without going to the General Assembly to ask for more money for new beds. Mr. Amburn concluded his presentation and opened the floor to questions from the Board. Ms. Elizabeth Lindsey asked if she was correct in stating that this was not what DJJ wanted but this was a last resort in presenting the 2% budget cut. Mr. Amburn responded that DJJ did identify this as the lowest priority. As far as the budget the money would be more of a re-direct rather than a cut but the potential savings would be re-directed into other areas. Ms. Lindsey stated that DJJ has been

working with Superior Court Judges and Juvenile Judges on this legislation and inquired if it has been well-received. Mr. Amburn stated that DJJ has been in conversations with judges but they have not reached a point yet of having a firm position one way or another. The original language proposed does reflect some changes to it and DJJ is in continued discussions with the Council (Council of Juvenile Court Judges) about this legislation. Commissioner Murray noted that DJJ made sure the judges were aware of DJJ's packet and the changes made and have also invited judges to the table to discuss ways to find a common ground on the issues where there are disagreements. Ms. Lindsey stated that she would imagine that the judges might be concerned about how to find sentencing sanctions as opposed to having it in their discretion. Responding, Judge Teske stated the juvenile judges will be re-visiting this. Initially, there was a position taken back in September 2007, not supporting the legislation. However, the Commissioner has reached out to the juvenile judges and recently sent a letter to the president of the Council of which Judge Teske is president-elect. Judge Teske received the letter from the current President, Judge Velma Tilley. Judge Teske stated that it was an excellent letter and he and Judge Tilley discussed the letter with their executive director. He further stated that they will be meeting with Commissioner Murray and he suggested they bring in some other veteran judges so they can tap into their wisdom during the process. Continuing, Judge Teske noted that he did not want to lose, as he is advising his colleagues, the opportunity to engage in some very good dialogue on best practices for juvenile justice. Judge Teske stated that he has not seen the final draft of the detention assessment instrument legislation. His initial concern, which he made known a year ago, is that there should be some language regarding judge's discretion for legitimate overriding that includes aggravating and or mitigating factors because there could be a detention assessment instrument that says to detain a kid but in fact there could be a position of mitigating factors wherein a judge assesses the child as not needing to be detained or vice versa. Judge Teske stated that he does not have a problem with this as long as there is appropriate language that addresses judicial discretion that includes aggravating and mitigating factors. Concluding Judge Teske stated that the purpose is to simply ensure that there is consistency across the state, across all jurisdictions, but only provided that judges do not lose that discretion. Mr. Amburn stated that it was correct and it is his understanding of the legislation that is the exact way it is written. Referencing the handout, Mr. Perry McGuire added that it looks like the court will have discretion as stated in paragraph 2; "the court may order a child to the probation sanctions program." Mr. McGuire stated that he wondered if this is not more guidance than it is an order because reading the original language it stated the court may order a child to serve up to a maximum of 60 days which he assumed the court before had the discretion to order a 7, 14, or 30 day detention. He further stated that perhaps they are trying to create some consistency based on the number of repeat violations and probations. Mr. Stephen Simpson commented that since the Board only has a limited amount of time to discuss all of these very important issues that perhaps it would be best to discuss this issue outside the board meeting.

Chairman Shuman called for Jeff Minor to come forward to give the Budget Update.

Budget Update

Jeff Minor, Deputy Commissioner
DJJ – Fiscal & Administrative Services

Addressing the Board, Jeff Minor greeted the Chairman, Commissioner and the Board and expressed his pleasure to come speak to the Board about the Governor's budget recommendation for DJJ. Referencing the handout, Mr. Minor stated the pages are summaries of the items from

the Governor's budget. The Governor's budget is broken out by programs reflecting pay raises in seven and eight different places and Mr. Minor combined all those things into one place for a more effective discussion, but it is represented in the exact language as in the Governor's budget. It contains both the FY2008 amended budget, which is the budget that affects this current fiscal year that started in July and ends in June and also the out fiscal year FY2009 budget. Mr. Minor stated that the items in the 08 budget, because they have to be annualized, are also in the 09 budget.

Program Redistribution - The first item on the amended 08 budget is program redistribution. This is a transfer within DJJ's own budget and it does not involve additional funding which is reflected as a zero dollar amount. This transfer is to ensure that DJJ continues to operate its secure facilities at their current capacity. During the last session of the General Assembly and very late into that session the Department received a 2.5 million dollar cut to the secure facilities. It originally started as a 6.5 million dollar budget cut, however with some excellent work by OPB and some Board members as well, DJJ was able to get that reduced to a 2.5 million dollar cut. The argument continues to be that DJJ cannot take a cut like that to secure facilities (RYDC and YDC). These cuts would translate into either closing facilities or laying off large numbers of staff at a time when we are at capacity or above capacity with DJJ's population trends skyrocketing. DJJ is proposing to shift money within DJJ's budget to cover this deficit and not take this cut in secure facilities. OPB and the Governor support that move. DJJ also had a utility deficit that was once funded up until the last minute, but the funding was removed, and DJJ has since covered it, but it is on-going utility problem within the secure facilities. Continuing, Mr. Minor stated that the funds that are being moved around are related to a girl's group home that has closed (vendor went out of business). DJJ elected to incorporate those children into the regular, Institutional Foster Care Room and Board Watchful and Oversight System. DJJ was also able to utilize some capacity control or utilization control at a few of the community placements where DJJ will hold them at 95-98% capacity rather than 100% capacity. DJJ chose the ones that typically have difficulty staying full. Therefore it will not be such a dramatic hit as far as loss of beds because those beds were not being fully utilized. That is DJJ's proposal in which the Governor certainly supports it. If it is approved it would be on solid ground.

CYCC, Children and Youth Coordinating Council, FY2008 Pay Raise - Referring to the second item on the handout, the CYCC pay raise; Mr. Minor stated that this was the 08 pay raise and it was placed in the wrong program. It was originally placed in administration for DJJ instead of CYCC. The Children and Youth Coordinating Council is a separate agency but it is administratively housed within the Department of Juvenile Justice. It is changing with an Executive Order from the Governor placing CYCC into a broader office of children and families along with the Children's Trust Fund and some other activities; also as a cost saving measure.

Institutional Foster Care System – Federal Rule Changes - Moving to the third item on the handout – Institutional Foster Care, Mr. Minor stated it was once called Level of Care, but it is now Room and Board Watchful Oversight. It basically is DJJ's residential placement for kids who are committed to DJJ who need to be in an out-of-home placement but not in a secure facility. He further noted that many of these youth have mental health issues and receive treatment. Before in Level of Care, DJJ provided a bundle rate to the vendor who provided both Room and Board Watchful Oversight and clinical and mental health treatment. Now because of federal administrative rule changes around Medicaid, DJJ can no longer do that. Therefore those functions have been separated. DJJ is now paying Room and Board Watchful Oversight to the

vendor. Mental Health services are provided through a current mental health system through the rehab option which is a different Medicaid program. In that change, DJJ lost approximately 5 million dollars a year in federal funding that came from Medicaid. This item is basically to restore the funding that was lost due to the changes in Medicaid rules and allow DJJ to continue to serve the same number of kids (423) that was previously served.

Continuing, Mr. Minor moved to the 09 budget which he stated showed some of the same items as the 08 budget.

Statewide Changes - Mr. Minor stated that the statewide budget changes included 10.9 million dollars to provide salary and benefit increases to the almost 5000 employees in DJJ. Part of this budget includes pay raises, employee share of health insurance increases, worker's comp insurance increases and 1.1 million is targeted for employees who are in specialized critical jobs which is recognized by the state personnel administration and the Governor. That list includes additional pay raises and moving them (positions) closer to the target or median salary level of that job pay grade. Last year DJJ received similar consideration for some employees including JCO's (Juvenile Correctional Officers) and the year prior included special pay packages for special law enforcement officers which included JCO's and JPPS's (Juvenile Probation and Parole Specialists). This year the package will include juvenile correctional lieutenants, juvenile correctional officers I and II, and the juvenile probation and parole specialist I. These are some special considerations referencing DJJ's critical employees, recognized as some of the key ones across all state agencies. Mr. Minor further noted that it is hoped that this will boost those salaries and performance enhancements in order to retain some of these valuable employees.

3% CPI Increase for residential service providers - Mr. Minor stated that the consumer price index (CPI) has to do more with contract re-bids. DJJ has a number of large residential providers on contract, some of which are secure facilities, large residential facilities like wilderness camps and others who are at the end of their normal cycle for bidding. DJJ will re-bid these contracts. The estimated re-bid costs are quite considerable partly because DJJ has not received regular CPI increases. In the case of Paulding RYDC, Paulding has a 10-year RFP period. Within that 10 year period they have only received perhaps two or three CPI based increases. Mr. Minor stated that as DJJ re-bids Paulding there is no way there won't be a substantial and a legitimate increase sought by the successful vendor. DJJ has been successful in the last few years in getting people to understand the importance of the CPI based increases for the private vendors. Mr. Minor further stated that the private vendors' employees need pay raises, health insurance and their utilities have increased also and to hold them at a steady per diem has caused DJJ to lose some vendors like the Wayne County Girls Group Home which was lost because they could not continue to survive without reasonable increases to cover legitimate costs. Part of the re-direct from the money dealing with the STP is to pay CPI increases for the rest of the vendors.

Juvenile Probation and Parole Staff - Mr. Minor stated that the highest priority item is probably the JPPS (Juvenile Probation and Parole Specialist) staff. This is approved for the third year of a four-year plan to attempt to get the caseloads down to a reasonable number of 1 to 35. Another re-direct is to get two groups of 67 JPPSs this year if approved. It does reduce caseloads, provides more intensive supervision, helps manage the growing youth population, and expands school-based supervision programs in over 100 schools. Mr. Minor further stated as DJJ moves to probation sanctions programming, it will include having right supervision levels, increase credibility of the probation sanctions and reduce recidivism.

Reduce the number of low risk offenders in secured facilities – Mr. Minor stated this is a corresponding budget item to the information Mr. Amburn alluded to in his update on the legislation. This basically proposes that DJJ changes the system from the current 60-day sentence to the probation sanctions options and redirect those resources elsewhere. The concept from the construction and population projection standpoint is that DJJ is at or over capacity at the secure facilities. Mr. Minor noted that DJJ's population projections are steadily increasing. The at-risk population of 10-16 is growing faster in Georgia than the general population in Georgia. He further noted that over the past five years the YDC beds have gone from 80% regular committed youth and 20% designated felons to 80% designated felons and 20% regular commitments. DJJ has no choice on designated felons and the length of stay is increasing and the projections are increasing and the concern is not having enough beds for the designated felons. DJJ is proposing to close McIntosh YDC, a 60-bed facility. It is a group type housing arrangement which is not conducive for youth particularly not serious offenders. Mr. Minor further noted that DJJ is proposing to potentially close two wilderness camps (60 beds) in exchange for keeping Savannah River (The Savannah River Challenge Program) which is a 150-bed short term facility and turn it into a long-term facility. Currently, DJJ has 280 short-term beds total. Part of the proposal includes closing McIntosh which will lose 60 beds and the remission of 54 female beds at Macon (YDC), 20 male beds at Augusta (YDC) and 150 beds at Savannah River to long-term (224 beds) beds. DJJ will close the 60 wilderness camp beds, which are now serving long-term youth to have a net gain of 164 beds. Continuing, Mr. Minor noted that out of this process DJJ will gain 164 long-term beds for youth without building additional beds. In addition, if there is no longer an STP sentence it will relieve the tension of crowding in the RYDC's. DJJ currently has 150 youth awaiting short-term placements now. If there is no longer an STP sentence DJJ will have room for kids who need to be in detention because of their risk score. He further noted that this is a major way for the Department to deal with what is projected to be a substantial bed crisis. Concluding, Mr. Minor stated that the Governor would like to use the money from the closing of McIntosh to get the second set of 67 JPPSs, which will total 134 JPPSs this year. Mr. Minor stated the Governor wants DJJ to spend its money (in this regard) in a different way. (Spend the funds for the JPPS staff and increase community services)

Mr. Michael Baugh asked if Blakely was included in the wilderness camps that would be closing. Mr. Minor stated that there is some flexibility in the language in the Governor's budget and DJJ may be able to save one of the wilderness camps. The first priority was the North Georgia wilderness camp which is now closed. This is another example of a vendor who could not make it. DJJ re-bid the North Georgia wilderness camp with no takers and have the ability to re-bid it and open it up to the rest of the state. There is now no vendor involved or program available and those youth have been incorporated into DJJ system. Mr. Minor stated we (DJJ) feel not to re-bid the North Georgia wilderness camp is the way to go. The other three camps are still in operation. The camp at Blakely is due for a bid and proposals are in but Mr. Minor stated that he was unable to comment on the outcome of that yet. However, he did state that it looks like there will be a change. He further noted that it may be an opportunity to take a cut at Blakely. Mr. Baugh inquired if the Eckerd foundation invested money at Blakely. Mr. Minor stated that Eckerd is the current vendor at Blakely. He stated that it is their (Eckerd's) land and facility. Baxley is another wilderness program and it is DJJ's land. DJJ is working with OPB to find a way to only close the North Georgia wilderness camp. Ms. Elizabeth Lindsey asked if the Department was taking an initiative to work with the more impoverished areas wherein DJJ is

taking away their STP and replacing with some other community-based program. Mr. Minor stated that there are millions of dollars worth of community-based programs already in place that are available. He further stated that many communities support early-intervention type programs with local funding. In the past, DJJ changed the STP from a 90 day to a 60-day program. In that exchange, DJJ offered the money that would be saved be invested in a 10 million dollar fund to go to the courts to develop those programs and that was soundly rejected. Other than encouraging there be alternatives to secure beds developed, Mr. Minor said DJJ will work with anybody willing to do so. There are grant funds through CYCC and there are numerous opportunities DJJ can collaborate. DJJ has funding locally and for many areas of the state for alternatives to detention and alternatives to STP. He listed some; Multi Systemic Therapy, tracking; the same things we do to keep kids out of detention we do to keep kids out of an STP type placement. The probation sanctions part of the proposal is also an option in lieu of STP on those kids who continue to show they are not responding.

Chairman Shuman called for a 10-minute recess.

Meeting was reconvened after 10-minute break.

Ms. Sandra Taylor stated that she was concerned as a Board member that a stronger public stance is needed. It was decided a couple of years ago to cut the short term from 90-days to 60-days and to put in place more community-based programming with the intent to try to stem the ever-increasing number of children being sentenced to confinement. She further stated that the statistics reported by Mr. Minor of 80% designated felons in confinement requires the Board to take a more public stance that as these numbers are coming in, and having no discretion over it, the Board needs to do something to stem the future flow of children into the system and to stem the increase in juvenile violence as there will be a mushroom effect down the road. Ms. Taylor also commented that as a department, she thought it was the Board's responsibility as a policy-making board to make a blanket statement on policy that stated that they wanted efforts directed here (in a certain direction). She further stated that statutorily as a Board, that is what the Board is here for and if the Board doesn't take a stand on this, no one else can. She added that this was not a criticism towards the Commissioner or the DJJ staff. She further added that DJJ has done a good job of keeping DJJ above ground legally with providing the necessary services; however she did not think DJJ was taking a pro-active stance of stopping the flow of children. Addressing the Board, Mr. Jeff Minor stated that for the last several years community based programming has been DJJ's budget priority. DJJ has asked for and received continued funding for JPPS staff which is the infra-structure on which to build community programming. Mr. Minor further stated that DJJ has asked for and received additional funding for community-based services (Multi Systemic Therapy, tracking, electronic monitoring) all funded by the Governor and the General Assembly over the last several years. He further added that prior to that the focus had to be on secure facilities related to the MOA. He further added that DJJ has turned a corner to push for community-based programming, community-based opportunities, and evidence-based programs. Mr. Minor noted that STP for example is a direct path to problems. If you stop STP you will improve public safety for the most part, it is a very high recidivist type of program. He further noted that there are better ways to deal with low-level offenders, many of which do not cost a great deal of money. Mr. Minor added that DJJ has to have room for those youth who have to be in a secure bed and that is obviously DJJ's public safety responsibility as well. DJJ has to strike a balance but DJJ has turned a corner. He further stated that if this were different economic times DJJ could go after huge increases. DJJ originally thought the idea of redirection

and a pot of money available to develop these kinds of alternatives was a great idea a couple of years ago. A different approach is needed now because the monies are not available. Mr. Minor stated that he thinks the Governor would have liked to have had the money in the past for community programming from the redirect then for things like additional JPPS staff and keeping our vendors in business, which are community-based vendors for the most. They are residential community programs. Mr. Minor further stated that he thought if DJJ did not have that need in the past, for necessary infrastructure needs, then the Governor would have likely wanted to invest that money into community-based programs, back then. Mr. Minor also stated that this is the direction DJJ would like to go (more community based funding) in and DJJ is trying to go in. For the last couple of years the Governor has bought into that direction and he hopes DJJ can continue to see these enhancements. DJJ faired very well in comparison to other state agencies over the last few years. Mr. Minor further added that he did understand Ms. Taylor's point and agreed that more community-based programs are needed and DJJ will continue to fight to get them. Ms. Taylor stated that it is important to get more community programs, but stated that her major point is; "What are we doing to stem the influx (of youth into DJJ)," and how are we addressing the rapid increase of the number of children coming into contact with the juvenile system. She further stated that the number is scary. In response, Commissioner Murray stated that the school-based program mentioned earlier is one effort that is diverting some kids who would otherwise come into the system (DJJ) and be long-term cases. He also added the 100 or more schools where JPPSs are assigned, they are working directly with educators and he felt that was preventing some cases from becoming long-term cases. Commissioner Murray further stated that DJJ's commitment has been and will remain more of an investment in community-based programs. It is where the majority of the kids are; we have 2600 kids in secure commitment but DJJ has 20,000 kids being served in the community. DJJ's commitment with the Governor's support is to build our community-based programs and bring on more programs like the community-based supervision programs. Ms. Taylor stated that DJJ is doing a great job of managing what funds are given, but she thought if DJJ is not getting more funds to continue the programs DJJ is trying to develop and want to develop that DJJ is looking at an increase (of youth) 5 to 10 years later that is going to be insurmountable and she is not seeing budgeting happening to allow DJJ to do the things that DJJ knows how to do and wants to do that is necessary to stem a mushroom effect. Chairman Shuman stated that the Board could be a little more available in this legislative session starting right now. Mr. Baugh stated that one thing that cannot be controlled is the mentality of the people in general. DJJ can make many programs available but if the parents do not think it's their job and if they cannot control their kids they will allow someone else take care of it. He further stated that it boils down to people not parenting their children. If they did, the problem would not exist. The problem did not exist 40-50 years ago because the parents did what they were supposed to do. Parents need to be parents. Somehow parents have to be more involved with their kids. Addressing the Board, Mr. Minor stated that one of the approaches with Balanced and Restorative Justice is the group conferencing that's taking place in the schools. The school-based JPPS staff is involving the school, the parent, the victim, and the offender to come together to work out a plan to help the parent to manage the rules for the youth and keep the youth compliant. That is an approach that has worked well at keeping the kids out of the formal system. Continuing, Mr. Minor stated that DJJ strongly believes that if you darken the doors of a secured facility that it is not a good thing. There are certainly kids that need to be in a secure facility but DJJ also realizes that there are some kids who do not and DJJ is searching for ways to prevent that from happening. Another example of the Governor's commitment is an item in CYCC's (Children & Youth Coordinating Council) budget which is a two million dollar item to continue the efforts of Systems of Care

(Kids Net). Systems of Care is a Kids Network of projects that are going on in five or six communities around the state, in which teams of agencies work with youth; DJJ, DFCS, Mental Health and especially SED (Severely Emotional Disturbed) kids, to really get the mental health treatment and services built around that child and their family instead of looking to DJJ as the option. Mr. Minor further stated that in reference to the work DJJ is doing with the Mental Health Commission, many of the youth coming to juvenile justice probably could have been diverted to a community-based mental health care program had that been available to them. Mr. Stephen Simpson stated he strongly agreed with some of what Ms. Taylor said and the core reason for being apart of the Board was to stop that pipeline of kids who end up in the system. Part of it is obviously funding and the political process but beyond that somehow we need to help set the policy for how we change the system or environment that is putting the kids into the system. Mr. Simpson further stated that there are resources that are no net-cost to taxpayers, such as Alcoholics Anonymous and others (programs) that are not being fully utilized and it is part of the Board's duty to help.

Mr. Perry McGuire stated that discussions about the Board's purpose did make him think about what the goal is, and what the Georgia code mandates and whether or not prevention is our (Board) role. He further stated that it is obviously more of DFCS' and other agencies such as the Department of Education's mission. Mr. McGuire further stated that it says in the statutes that the Board's goal and objective is to develop programs to successfully rehabilitate juvenile delinquents and unruly children committed to the state's custody and to provide technical assistance to private and public entities for prevention programs for children at risk. Continuing, Mr. McGuire stated that he agreed with everything that has been said but if the Board is going to focus on the Board's objective then we need to be looking at what is done with kids in DJJ's custody, making sure they are getting the service and rehabilitation they need and to the extent of other agencies; the Department of Education, DFCS and other community programs, and if DJJ needs to give them (other agencies/entities) technical assistance, then that's the role DJJ needs to play but not get too far off base on the actual goals and objectives.

Dr. Risler stated that what the Department does with the kids doesn't operate in a vacuum. 80% of the kids are in the community and DJJ does interface with many of the other agencies. He stated that he does believe the majority of the parents do care about what is going on with their kids. He also stated that some time in the future the Board needs to look at the Strategic Plan and address some of these concerns and focus on strategies. Agreeing with Mr. McGuire, Dr. Risler stated that the Board needs to figure out a way get a handle on influencing what the Board can do and be effective and feel like they're having an impact. Dr. Risler agreed with the chair, stating that now that we're in the legislative session, now may be the time to talk with legislators and find ways to be effective in that way.

Ms. Judy Mecum stated that is the direction the Board needs to go because there will be population growth and the demand needs to be met. She further stated that she personally felt the Strategic Plans and projected goals needed to be re-visited.

Dr. Risler noted that in reference to what the Commissioner mentioned about school-based programs, preliminary evidence is already indicating that the presence of that worker (JPPS) in the school has reduced incidences of detention and intervention which is a preventive measure. He further noted that he is hopeful that will continue to work and expansion will take place. Education is a big component; if a kid is educated he is likely to not get in trouble.

Chairman Shuman presented an option of starting the Board meeting in the future at 10:00 a.m. to the Board for consideration, in order to ensure all business is conducted adequately.

Chairman Shuman asked for a motion to close the regular meeting and move to School Board meeting. Michael Baugh made a motion to close the regular board meeting of the Board of Juvenile Justice and move to the School Board meeting. The motion was seconded by Elaine Snow 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 stated that additional information asked for during his Customer Service presentation has now been distributed to the Board members in the meantime. He added that the customers randomly chosen for the survey were customers DJJ had contact with-in the last 30 days (prior to the survey being conducted).

Education Program - Moving to the Education presentation, Dr. O'Rourke stated that DJJ is now training all of the teachers with the Georgia Performance Standards. Georgia has changed and it used to be QCC (Quality Core Curriculum) and it has now shifted from the Department of Education and leadership to what is now called Performance Standards. Performance Standards are broader in scope and more depth than the QCC. These are the new standards DJJ goes by and are the same standards for every school in Georgia. DJJ is shifting to these standards as textbooks are adopted. DJJ shifted to the performance standards in the delivery system of the DJJ curriculum. The shift has taken place in the language arts program, social studies and in almost all areas of mathematics. The next area will take place in science. DJJ is in the final stage of science text book adoption. Dr. O'Rourke noted that if the question ever comes up which text books are used and why DJJ uses certain books; the State publishes a textbook list and DJJ chooses books from that list.

The process of selecting books is one Dr. O'Rourke used when he worked in the DeKalb School System as a Principal and Assistant Superintendent. The process involves DJJ curriculum director who coordinates a committee of the best science teachers in the system and they work and narrow it (book selection) down to 3-4 books until an ultimate decision is made. The only mandate is to choose a book that they like and will use for the next seven years. DJJ is now in this process of finalizing the selection of the science textbook.

Software – Dr. O'Rourke stated that software is changing very rapidly. DJJ now has a software committee working and making recommendations on software to supplement the curriculum. DJJ has applied for e-rate funding. Dr. O'Rourke noted that in the future he will be bringing back the recommendation for the software for mathematics, language arts and social studies.

Department of Education Response to Intervention Process – Dr. O'Rourke stated that for every youth before going into special education they have to have gone through a Student Support Team (SST). Prior to being recommended to go into special education, a youth case is

reviewed by a SST. The SST is a team of teachers, counselors and psychologists who get together and talk about the child, any recommendations and what can be done to intervene to help the child. The State in their wisdom has come up with a response to intervention. This is prior to SST. The plan is for special educators to look at things before recommending the child for SST. Why? There are certain interventions/steps that have to take place prior to any referrals. Dr. O'Rourke noted that part of the reason behind this is because some of the teachers have been sending kids to SST without trying some interventions.

Grant - Dr. O'Rourke stated that he is meeting with Dr. David Houchins from Georgia State University to get a grant for DJJ's reading program. DJJ has been working very hard at trying to get a grant for a reading initiative which has been a high priority. Dr. O'Rourke further stated that DJJ got a three million dollar grant for over three years. It will provide for more teachers in the selected site (Bill Ireland). The Bill Ireland YDC was selected because the biggest impact can be made with the middle school aged kids. Bill Ireland has the largest number of kids of the middle school age group. DJJ will get additional teachers, technical assistance, paraprofessionals in these classes in a specific reading program that will be thoroughly researched. Concluding, Dr. O'Rourke noted that the hope is that the reading program and all the research will show that a real impact has been made on these kids.

Mr. Larry Barnes stated that there are difficulties in state colleges and universities as far as entrance requirements. It was his understanding that in the public schools they look at your core curriculum, test scores and the number of AP courses that a student has. Referring to the student Mr. Menefee mentioned, Mr. Barnes inquired as to what is the availability for AP courses in the DJJ curriculum for the kids in DJJ who may be interested in pursuing a college education. Dr. O'Rourke stated that DJJ is very challenged in the resources that are available. 40% of the student population is special education youth. He further noted that probably 80% of the youth are a minimum of two years or more behind in reading and math skills when they come to DJJ. A significant number of the kids are behind academically and would not be kids who would normally qualify. But that is not to say that DJJ doesn't have one or two or a handful that were in an AP program. Dr. O'Rourke stated that it does take staff. DJJ may only have only one student qualified for an AP program out of 150 youth at one site for example. However DJJ doesn't have the resources, but does try to get them all the educational programming available but the AP program is somewhat limited. Mr. Barnes asked what is the possibility of virtual classroom programming in order to offer AP programming to those kids? Dr. O'Rourke stated that it is a good way to go and DJJ is looking into virtual classrooms and is working with Doug Engle in that particular area. One of the challenges is making sure that the virtual classroom is secure as possible. Pastor Dexter Rowland asked if that would also include the GED program. Dr. O'Rourke stated that GED program is in the caps format. Every youth that is in a facility that qualifies through testing can go through a comprehensive GED program. In the last five years DJJ has had over 600 youth to earn their GED.

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. Daniel Menefee made a motion to adjourn the meeting of the DJJ Board of Education to reconvene the meeting of the Board of Juvenile Justice. The motion was seconded by Stephen Simpson and carried.

Chairman Shuman recognized Steve Hayes to make a presentation. Steve Hayes, director of DJJ Public Affairs greeted the Chairman, Commissioner and the Board. Mr. Hayes acknowledged

that today would be Lena Wilson's last Board meeting. He extended another invitation to the Board to join in Lena's retirement celebration that would be today at 2 p.m. Mr. Hayes on behalf of DJJ and the Board presented Ms. Wilson with a bouquet of flowers and an engraved vase. After reading the inscription, the entire Board gave Ms. Wilson a standing ovation. Chairman Shuman again thanked her for her time and service to DJJ and the Board.

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 February 28, 2008 at 11:00 a.m. at the DJJ Central Office in Decatur. He also noted that you can go to the DJJ website (www.djj.state.ga.us) to view the entire Board meeting schedule. He also stated for the new Board members that the November and December board meetings are combined.

After these announcements, Chairman Shuman asked for a motion to adjourn. Stephen Simpson made a motion to adjourn the January 24, 2008 meeting of the Board of Juvenile Justice. The motion was seconded by Perry McGuire 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