

**Board of Juvenile Justice
Thursday, October 23, 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 October 23, 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; Amy Howell; Dr. Jack Catrett; Jeff Minor; Spiro Amburn; Bill Amideo; Rob Rosenbloom; Dr. Michelle Staples-Horne; Steve Herndon; Richard Harrison; Steve Hayes; Nathan Cain; Cherecia Kline; Jimmy Taylor; Martha Patton

Others: Sarah Martino (Barton Clinic – Emory University); Destiny Washington, Attorney General’s Office; April Morgan; Eva Lou Shuman

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

Roll Call

Chairman Shuman asked for the roll to be called. Cherecia Kline conducted the roll call of attendance.

Board Members Present: Larry Barnes; Michael Baugh (via conference call); Van Ross Herrin; James P. Kelly; Elizabeth Lindsey (after roll call); Judy Mecum (after roll call); Daniel Menefee; Dr. Edwin Risler; Pastor Dexter Rowland; J. Daniel Shuman; Sandra Taylor; Elaine Snow

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

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the minutes from the September 25, 2008 meeting of the Board of Juvenile Justice and Board of Education. Daniel Menefee moved to approve the minutes from the September 25, 2008 meeting of the Board of Juvenile Justice and Board of Education. Judy Mecum seconded the motion. The chairman called for the vote and the motion was carried.

Commissioner's Report
Albert Murray, Commissioner

Commissioner Murray said good morning to board members, staff and visitors. Commissioner Murray stated it was great to assemble and have the October Board meeting and said he was thankful to see everyone arrived safely. Commissioner Murray stated it is with sadness to inform everyone of the passing of a staff member at the central office. Ann Watkins worked in the Office of Technology and Information Services. Ann was critically injured in an automobile accident last week and passed this past Monday. Ann worked for DJJ for many years and was one of the main people pulling statistical information together for the agency. She is remembered as a very giving and caring person. Ann was also a very popular staff member who was involved in many projects and events at the central office. She will be missed very much by all of us. The funeral for Ann Watkins will be Friday, October 24, 2008 in DeKalb County, Georgia. Commissioner Murray asked Chairman Shuman, the Board, staff and guests to remember Ann with a brief moment of silence.

Commissioner Murray thanked Board member Michael Baugh for attending the meeting via teleconference and performed a sound check. Michael Baugh stated he could hear Commissioner Murray.

Commissioner Murray continued with his report.

Commissioner Murray stated he had several things to cover in his report. Commissioner Murray recognized Mr. Jimmy Taylor who will be retiring from DJJ in several weeks. Commissioner Murray asked Jimmy Taylor if he would still be at DJJ for the December 11, 2008 Board Meeting? Jimmy Taylor said no he would be retired by then. Commissioner Murray said Jimmy Taylor has served DJJ in several capacities. Mr. Taylor was the former director of Legal Services and is in his present capacity as assistant deputy commissioner. Commissioner Murray said plans are underway to have a retirement reception for Jimmy Taylor in the coming weeks. Commissioner Murray said he greatly appreciates everything Jimmy Taylor has done for DJJ. The Board, staff and guests applauded Jimmy Taylor for his years of service to DJJ and to the state of Georgia.

With Chairman Shuman's permission, Jimmy Taylor was asked to make a few comments.

Jimmy Taylor said his purpose when he came to the Department of Juvenile Justice was to set up the DJJ Board. Mr. Taylor stated he did not expect to deal with an education board. Mr. Taylor explained the DJJ Board serves in two capacities, as a regular board and as a school board. He said it was very hard at first to try to get the Board to understand the two hats they would have to wear. Mr. Taylor stated that the current DJJ Board is the best board that DJJ has ever had. Mr. Taylor said initially DJJ had a wonderful board that consisted of outstanding citizens in the community. Mr. Taylor said

the DJJ Board at the time was like a Who's Who of Georgia. As time went by, those board members lost interest in DJJ. Mr. Taylor recalled when the DJJ Board went seven months without having a quorum. He said it was very difficult to conduct business. During that time, Mr. Taylor stated there was at least one lawsuit being filed every week against DJJ regarding the conditions at the facilities. This ultimately led to the Department of Justice coming in and doing an investigation on DJJ facilities and the Memorandum of Agreement being signed. Mr. Taylor said he wanted to be at DJJ when the Memorandum of Agreement ended but he realized that will not happen. Mr. Taylor stated DJJ's first commissioner was George Napper. Mr. Taylor recalled when he first met Commissioner Napper and Mr. Napper asked the staff to stand against the wall and introduce themselves and explain what they did at DJJ. Mr. Taylor said he told Commissioner Napper that he was his lawyer and unofficial legal advisor. Mr. Taylor explained there are no attorney client privileges with any commissioner and they need to know whatever they say to you is not protected. Mr. Taylor stated he doesn't know if Director of Legal Services Bill Amideo would go to jail for Commissioner Murray but he would. (laughter) Mr. Taylor stated after the DJJ staff introduced themselves to Commissioner Napper, Mr. Napper went back across the room and was able to recall all of their names. Mr. Taylor said he was very impressed that Commissioner Napper was able to remember each staff member's name in the room. Mr. Taylor stated out of all the Commissioners he worked with at DJJ, Commissioner Murray is the best. Mr. Taylor said Commissioner Murray treated him the best. He stated Commissioner Murray has made him feel very important to the commissioner and to DJJ. Mr. Taylor said he has had a great career at DJJ and he has learned a lot and has seen the Board develop. Mr. Taylor said he wrote the DJJ Board Bylaws that are currently being used and said they were last amended when DJJ's name was changed. Mr. Taylor also said DJJ could not conduct business without the Board and he thanked them for their support and guidance.

The Board applauded Mr. Jimmy Taylor.

Commissioner Murray continued with his report.

Commissioner Murray stated that for the last several months, DJJ has been involved in the Georgia Infrastructure Transformation (GAIT 2010) project in collaboration with the Georgia Technology Authority (GTA). Commissioner Murray mentioned there is a brief synopsis of that project in their handouts and they would receive more information as it becomes available.

Commissioner Murray stated that on Monday, October 13th, Dr. Ed Risler, Board vice chair, Deputy Commissioner Rob Rosenbloom and Legislative Services Director Spiro Amburn participated in the Prison Pipeline Conference sponsored by the Carl Vinson Institute of Government at the University of Georgia. The theme of this year's conference was, "The Intersection of Childhood and the Criminal Justice System." Dr. Risler and Mr. Rosenbloom presented on, "In-school Probation Services," and Mr. Amburn presented on legislative issues in the juvenile justice system. Commissioner Murray said he could not be there for the event but was told it was well attended and went very well. Other speakers at the conference included legislators, practitioners, and child advocates.

Commissioner Murray said this past Monday, the Senate Appropriations Committee held hearings for all public safety agencies including DJJ. This was an opportunity for the committee to get a first glimpse at the budget proposals that were submitted to the Governor for FY 2009 and FY 2010. The process is starting earlier than normal this year due to the revenue shortfalls facing the state. It provided an opportunity to increase the awareness of the core services provided by the agency and is the first of many hearings before the General Assembly as we move toward the legislative session in January 2009.

The Community Services and Intake Division, while focusing on MOA preparation, readiness and audits for its four RYDC facilities during the month of October, also has continued to supervise and support youth in the community. Some examples of these efforts can be found in a few examples from our different regions.

The Bibb County MSC (Multi Service Center) is partnering with the Bibb County Juvenile Court on a pilot project called "Restorative Group Conferencing." This is a project that will reduce court cases on the docket as well as provide a more viable alternative to some cases in lieu of court sanctioning. Commissioner Murray stated Judge Gilbert is also involved in this effort and the collaboration came out of a meeting earlier this year with the Bibb County Juvenile Court Judges. Commissioner Murray said it is a good example of DJJ's commitment to collaboration and also to Balanced and Restorative Justice. Commissioner Murray told Judge Gilbert he appreciated her participation and leadership in that initiative.

District 12 kicked off its "HITS service learning" with several projects in Savannah and Camden County. Service learning is a linkage of community service and an educational experience for the youth under DJJ supervision. The Chatham HITS team fed the hungry at the Union Mission homeless shelter and participated in a voter's registration drive in downtown Savannah with Omega Psi Phi fraternity members. The Camden County HITS team participated in several projects throughout the county with feeding the hungry at the soup kitchen and spearheading a food drive with the Angel Food Ministries food distribution program.

Commissioner Murray stated the clients of District 11 continue to benefit from the cooperative agreement between the local Departments of Labor and the local DJJ offices. Each Court Services Office in District 11 refers youth to the Department of Labor for a job skills preparation class. These programs are geared towards the older clients who are either out of school (whether by their own choice or not) or in school and old enough to seek employment. This has been a great cooperative effort between the Juvenile Court, DJJ, and the Department of Labor. In the month of September approximately twenty youths were signed up for this program across the District. In the past few months about half a dozen youths have successfully found employment as a direct result of this great program. Commissioner Murray said many thanks go out to our front line DJJ staff doing the brunt of the leg work to keep this program running smoothly.

Commissioner Murray said Savannah RYDC Director Rodney Dinkins has been honored as one of ten (10) employers recently recognized at the third annual **10 Best Bosses** in the **Coastal Empire Contest**. This contest is presented by the International Center for Leadership and Coaching. Commissioner Murray made reference to the newspaper

report in the daily summary of articles sent electronically by the Office of Media and Public Relations. Commissioner Murray said Rodney Dinkins has represented DJJ very well and he was very proud of him. Commissioner Murray noted that Rodney has taken charge of the Savannah RYDC and has worked wonders giving the facility some direction and stability. Commissioner Murray also said Mr. Dinkins is very deserving of being one of the 10 top Bosses in his area.

Division of Programs & Secure Campuses:

Commissioner Murray said the Office of Behavioral Health Services is pleased to announce that Dr. David Proefrock was recently hired as clinical director of the Augusta YDC Mental Health program. Dr. Proefrock has close connections to the Augusta community, including justice and DHR agencies. He formerly served as CEO and clinical director of Georgia Psychological Services, an Augusta area mental health agency that provided core mental health services to children, adolescents and adults. Commissioner Murray also mentioned that Dr. Proefrock is a fellow of the Georgia Psychological Association and currently serves on the Board of Directors. Augusta YDC has a program focused on serving youth with mental illness so Dr. Proefrock will be a great addition to the clinical team at Augusta.

Commissioner Murray stated the Office of Health Services has initiated a partnership with Mercer University College of Pharmacy and Health Services to provide clinical rotation sites at DJJ facilities for the Physician Assistant Program. Mid level providers such as physician assistants and nurse practitioners are used at DJJ facilities to provide physical examinations and operate chronic care clinics. These positions serve as physician extenders for clinical care that rises above routine nursing care. DJJ has the highest vacancy and turnover rates for these positions due to competition from the private sector. With the initiation of this program, Commissioner Murray hopes DJJ will encourage some of the physician assistants and others that are exposed to DJJ in their rotations to consider future employment at DJJ. The only cost to DJJ is the cost incurred in running the criminal history checks. Commissioner Murray said it is costing DJJ very little and the potential benefits are great.

Commissioner Murray stated he's covered some of the efforts DJJ has underway on the Community side to assist and help develop youth and from our secure campuses Commissioner Murray said highlights show how staff and the community are working with the youth to bring about improvements. Commissioner Murray said DJJ RYDC's do great many good things and because youth are in these long term secure facilities this is where programming and activities can also have a big impact on youth.

The Bill E. Ireland School recently graduated two students with high school diplomas and honored seven students for their accomplishments on the CRCT. Commissioner Murray stated the guest speaker for the graduation was Kenneth Morgan, former GBI agent and council member for the City of Milledgeville. Mr. Morgan shared with the students the importance of excelling and achieving their dreams despite the odds. Jeremy Lee, one of the graduates, whom the Board met last month, received a full scholarship to Morehouse College based on his performance on the SAT.

At the Savannah River Challenge Program local church groups hosted a birthday party at all three student camps for those youth with birthdays during the month of September. Volunteers from the community assisted. Each student received a birthday gift and card.

Two staff and three youth participated in the “Rivers Alive” community service event to help clean up the Savannah River. This was a community project the program participated in.

Savannah River hosted a representative of the Georgia Student Finance Commission who provided information to youth on how to access information on loans, scholarships, and grants. She also advised students on how to manage money efficiently. She spent time with the youth at each camp.

At the Augusta YDC the Georgia Department of Labor is currently assisting to set up a Transition Center in the Vocational Building. The center is scheduled to open during October 2008, this month.

A Boy Scout Troop was recently started at the Augusta YDC. The Troop currently consists of 12 residents and there’s room to expand this program. Augusta is also developing a soccer field and baseball field at the facility.

At the Sumter YDC, GED testing was conducted September 22nd and 23rd. Two more students completed all requirements and will receive their diplomas. This makes a grand total of 24 students graduating with their certificates in 2008.

From the Office of Training:

The next BJCOT class is scheduled for October 26 through November 21, 2008. There are 70 candidates for training in this class.

We are in the process of transitioning to electronic fingerprint submission services for new employees and contractors. The new service is referred to as the Georgia Applicant Processing Services (GAPS). This will decrease the need for DJJ to submit hardcopy fingerprint cards. GAPS will provide the ability for applicants to have fingerprint background checks processed electronically with the state and federal results returned to the requesting agency within 24 to 72 hours. The current return time is two weeks to six months. GAPS will provide fixed office locations throughout the state so that Georgia residents will not have to travel more than 25 miles to a GAPS office. The target implementation date is January 1 or prior.

Commissioner Murray reminded board members that they are required to attend training annually. For the past two years DJJ set up the training in conjunction with the Georgia School Boards Association training conference held each June in Savannah. Next spring, DJJ will conduct its training in-house in order to reduce costs. DJJ is working with the GSBA to set up a training date, most likely after a board meeting in one of the spring months prior to June. Commissioner Murray said this is simply planning information for the Board at this point but DJJ would likely have the training after a board meeting

through the afternoon. Commissioner Murray told the Board if they will not be able to attend, in order to receive their required training, they will need to visit the GSBA Web site for a list of training sessions they can attend. The site address is included in the board member information. Commissioner Murray reminded the Board that they will be required to get the training prior to the beginning of the next fiscal year.

Finally, Commissioner Murray made reference to a copy of a letter contained within the board information packet. Commissioner Murray said this letter is a testament to the excellent staff DJJ has within this agency. Commissioner Murray said the letter is from a College Park resident who has a son at the Augusta YDC. Commissioner Murray asked the board members to take a few minutes to review it.

Commissioner Murray concluded his report and asked if there were any comments or questions.

Board Member Larry Barnes said the schools in Douglas County Georgia are affiliated with some of the local service organizations such as the Kiwanis Club, Lions Club and Rotary Club. Mr. Barnes asked what the possibility is of DJJ contacting those types of service organizations to see if they would be willing to start a club at one of DJJ's YDC facilities. Mr. Barnes said those type of service organizations are very beneficial to the Douglas County school system.

Commissioner Murray said that Mr. Barnes' suggestion is definitely something worthy of exploring and he will get some staff members who are in attendance to follow up on the idea. Commissioner Murray said any resources that DJJ can call upon that are already in existence in the community, where there is no huge dollar amount attached, would be great.

Mr. Barnes mentioned he is a member of the Kiwanis Club in Douglas County.

Commissioner Murray stated he would love to have Mr. Barnes as part of the discussions and will contact him in the future.

Chairman Shuman asked if there were any more questions. There were none.

Chairman Shuman moved to the next agenda item; the Model Juvenile Code.

Model Juvenile Code
Amy Howell, Deputy Commissioner
Department of Juvenile Justice

Deputy Commissioner Amy Howell made reference to a blue folder in the board packet. The folder includes a copy of the entire packet of the DJJ response to the JUSTGeorgia Coalition in regard to the Model Juvenile Code. Ms. Howell asked the Board to recall the

last time she gave an update and there was an internal committee of several staff to include board members, Judge Gilbert and Jim Kelly. The committee met over the course of six weeks for several hours each week. The committee compiled a response that is included in the board packet. Ms. Howell said she especially wanted to thank the staff, Judge Gilbert and Jim Kelly. Ms. Howell said the response was sent in to the JUSTGeorgia Coalition and from what she understood; they are compiling a legislative packet based on the response from several key stakeholders. A legislative packet is not available now for review but Ms. Howell assured the Board she will let them know when further updates become available.

Ms. Howell said some key areas in terms of DJJ response and also what the Board will see on the left hand side of the blue folder are some fact sheets that were compiled and illustrate on some of the key issues from that Model Code. The illustration is in regards to raising the age for delinquency to 18 years old. Ms. Howell stated that if there was legislation based on the proposed Model Code to raise the age of delinquency to 18 years old, it would be an increase of 20-30% in DJJ population. Ms. Howell said this does not include any projections that DJJ previously has done about the growth of the population. This is 20-30% just based on the inclusion of 17 year olds in the DJJ population.

Ms. Howell made reference to the fact sheet in the blue folder by saying the cost in relationship to construction would be between \$127,000,000 and \$224,000,000. The range was done just based on the number variables. The operational cost for including the 17 year olds would be between \$82,000,000 and \$124,000,000.

Ms. Howell said there were some other issues in terms of raising the age to 18 that DJJ gave feedback on. Based on staff feedback, the conclusion regarding those populations is that they currently benefit in regards to incarceration from first offenders treatment when they offend currently under current Georgia laws. If those individuals were included in DJJ system, they would more likely to be detained based on if they had a previous history with DJJ and risk assessments. Ms. Howell explains that is why the fact sheet shows such an impact on the DJJ system that the changes may not have currently on existing systems. Ms. Howell said that is one of the things that staff provided feedback on and may not have been considered in relationship to the development of the Model Code.

Ms. Howell said other key provisions in the Model Code contain provisions regarding Children in Need of Services (CHINS). Ms. Howell said based on the way the Model Code is written it would appear that those youths are more subject to a treatment type model and the disposition with DJJ might not be entirely appropriate. If the decision was to move forward with that then it would require a different treatment model or a different approach for the department that would also have a cost impact. DJJ feedback was also in relationship to CHINS.

Ms. Howell said other items that DJJ got feedback from were questions from leadership in the legislature about SB440 offenders. Ms. Howell said those are included on the left hand side of the Model Code fact sheet. SB440 offenders are currently treated as adults but based on the Model Code would no longer be treated as adults but would be considered designated felons if they were 14 years of age or older. Ms. Howell said the

Model Code fact sheet shows the number of youth that DJJ currently has that is treated under the SB440 and the cost DJJ would estimate in relationship to housing them. Ms. Howell also said DJJ did not do projections based on the length of time the youth would be staying at a DJJ facility but did projections based on designated felons. DJJ wanted to give some ideas to the legislature and the drafters of the legislative packet as to what kind of impact it may have on the DJJ system.

Ms. Howell said there are other comments but said she would not go into every comment because the Model Code is a fairly detailed document. Ms. Howell did mention comments that had to deal with the practical implications on the department, whether it is timelines for the cases, suggestions about limitations on the number of continuances per case, and notice to the department allowing the department to serve as a party when it comes to the disposition phase of the hearing to provide information and be present in relationship to that portion of the hearing.

Ms. Howell said she will give the Board an update as soon as she hears something about the development of the legislative packet. Ms. Howell was told that DJJ's early feedback response was very helpful and detailed for the drafters of the legislation. Ms. Howell said she hopes that means that they are incorporating DJJ feedback as well.

Ms. Howell asked if there were any questions about the Juvenile Model Code.

Judge Steven Teske made reference to page 9, section 50-11-705 – Parties in a delinquency proceeding - DJJ Recommendation: The addition of Department as a party at disposition.

Judge Teske told Ms. Howell she may want to make a note of the fact that there is case law that states that a probation officer is a party to a disposition. Judge Teske said it came out of Clayton County where the Court of Appeals ruled that a juvenile judge cannot order consecutive short term programs. One of the errors also included the probation officer who asked for a continuance and the visiting judge denied it. In that rational, the Court of Appeals stated that the probation officer is a party to the case and may request continuance, and other requests, and make motions as well.

Ms. Howell said that information would be helpful in DJJ independent counties.

Judge Teske agreed with Ms. Howell and said yes.

Board member James Kelly asked Ms. Howell to walk the Board through the DJJ relationship with JUSTGeorgia. Mr. Kelly also asked who is JUSTGeorgia and why was it necessary for DJJ to respond to JUSTGeorgia.

Ms. Howell said the Model Code was drafted by the State Bar Young Lawyers Division Juvenile Law Committee. They concluded their work and they felt their work was finished at the point of the Model Code and then it was up to stakeholders to take it into legislation and it would be something that would be passed.

JUSTGeorgia is a coalition of advocacy groups and nonprofits that includes the Barton Child and Law Policy Clinic, Georgia Advocacy Foundation, and Georgia Voices. Their approach to this has been to post the Model Code for comment and feedback from stakeholders. Ms. Howell said she has attended a number of presentations on their process. They are incorporating all the feedback from the stakeholders into a legislative packet which they have suggested they will then release again for additional comment and feedback. Ms. Howell said JUSTGeorgia has stated in their presentation that their approach will be to include the comments as much as there are no discrepancies or conflict. If there is conflict or conflict of interest between two of the state agencies or two of the key stakeholders, they will ask the leadership in the Governor's office, and in the legislature to bring everyone involved together to come to some consensus or resolution of that dispute to be included in the legislative packet. Their position has been that even though they are advocates, they would not necessarily be advocating for a particular agenda in relationship to the legislative packet. Their ultimate goal is to do no harm so not to bring children back anywhere different from where they are currently in the law but to implement a structure and a code that is responsive to DJJ's needs and the needs of other agencies. Ms. Howell said she has heard JUSTGeorgia say several times that it is not their intention to pass or introduce legislation that is not practical to DJJ's budget situation, operational or otherwise. JUSTGeorgia has also met with stakeholders to make them aware of the process. Ms. Howell also said JUSTGeorgia is working with Senator Bill Hamrick. Senator Hamrick has asked the Carl Vinson Institute to work with them in developing the legislative packet. Ms. Howell said from her understanding, JUSTGeorgia has not sought out a sponsor. They are trying to get a packet together to then deliver to a sponsor. They recognize that once the packet has been developed and a sponsor takes ownership of that packet, it is that sponsor's packet and they will provide feedback as to why certain things were included but they don't have ownership of that legislative packet. The Carl Vinson Institute has contacted Commissioner Murray and they are aware of DJJ feedback. DJJ has also provided its feedback to the Governor's office.

Ms. Howell said once the legislative packet is completed, everyone's feedback will be published. All the stakeholders will be aware of each other's interests and concerns as it relates to the Model Code.

Mr. Kelly, to clarify, indicated although we are cooperating with JUSTGeorgia and the other partners that will in no way box the agency into not being able to deal directly with the Governor's office and the legislature regarding legislation.

Ms. Howell confirmed Mr. Kelly's statement.

Board member Elizabeth Lindsey asked what the procedures are for getting the feedback. Ms. Lindsey also stated that if DJJ buys into an agreement with compromised issues, she doesn't think it would be fair for DJJ to go in and rally against it once they agree to it.

Ms. Howell said at this point, JUSTGeorgia has not published everyone's feedback so she doesn't know if DJJ is at odds with anyone else. The deprivation section was looked at and there are no comments to it. This section was looked at to make sure there was

nothing significantly against DJJ interest in it. Ms. Howell said she doesn't know if there will be portions where DJJ will be at odds with other agencies or other stakeholders, may it be prosecutors or defenders. At this point without knowing that, DJJ has not had a conversation with the Governor's office about how they anticipate handling that or if there is another group within the leadership of the legislature that will be a mediator. Ms. Howell said she really did not know but it will be something they are considering once they go through the process.

Judge Teske said he is proud to say that the Council of Juvenile Court Judges (CJCJ) has a written response to what's been done. It is the fastest that the judges have ever acted on anything. He said what Ms. Howell has described is a good description (of the process that's taken place).

Board member Van Herrin said his concerns are \$230,000,000 construction cost. He said legislators are famous for taking action and not funding it properly.

Ms. Howell said the Model Code was created and the process for developing that was best practices and what is the best interest of children. It did not necessarily take in line what is practical or even passable in relationship to Georgia. She added that she believes that is where JUSTGeorgia comes in, regarding taking our feedback and weighing whether that's best, if our system can really afford that sort of an impact and hopefully incorporating that and rethinking how they approach the legislative packet different from the Model Code.

Judge Teske said when the Board gets a chance to see the Council's (CJCJ) report; the Board will see the word "ideal" a lot, "this is an ideal situation." The CJCJ committee tried to take the most subjective approach rather than saying this is what the judges want. There were discussions and they tried to bring out the various aspects of the Model Code.

Ms. Howell said hopefully the Board will see that DJJ did not take a policy position on the Model Code. The committee did not make a determination as to whether it is a good idea. The evaluation was made based on how DJJ operates now. That is why the Board doesn't see any response in terms of SB440 and whether or not it is a good idea.

Board member Van Herrin said if the Model Code progresses DJJ needs to make sure that the stakeholders understand that there will need to be money put up for DJJ to take care of these 18 year olds.

Commissioner Murray said not only construction cost but also operational cost. This would be a tremendous new cost for DJJ that will need to be talked about.

Jim Kelly commended the DJJ staff and the committee that has put in so many hours working on the Model Juvenile Code and preparing the department's feedback and responses.

Board member Dexter Rowland asked if a position (by the department) will be made after it reaches legislation.

Ms. Howell replied by saying once DJJ sees the legislative packet, they would have a much better idea as to where things are going. It will be in a more formal, final stage. At that point, DJJ will then need to evaluate certain things and take a position on whether the Model Code could be positive or negative for DJJ.

Commissioner Murray said as those discussions take place at the Capitol, the DJJ Board is always welcome to come and sit in.

Board member Stephen Simpson asked if Senator Bill Hamrick will be the sponsor for JUSTGeorgia.

Ms. Howell said she did not know if Senator Bill Hamrick has been identified as a sponsor at this point. Ms. Howell said the last meeting she attended with JUSTGeorgia; they clearly stated they hadn't identified a sponsor as yet. But clearly there are legislators who have had a history with dealing with juvenile children issues. Ms. Howell said she knows that it was Senator Hamrick that called the Carl Vinson Institute to get engaged as far as the legislature's interest in this Model Code.

Board member Sandra Taylor stated it would be great if issues could be worked out prior and present one unified approach to the legislature. Otherwise one party will win on one bill and DJJ wins on another bill and all of the effort to present a unified common sense code gets ripped up.

Ms. Howell said she believed that's the goal of JUSTGeorgia to look to the Governor's office or other legislative leadership to help mediate on the front end so that when the packet gets to the legislature there is a more uniform front and the legislators feel more comfortable voting for the legislative package. She added they have talked about a variety of formats to pass legislation because there are pieces that are bit more controversial.

Chairman Shuman thanked Deputy Commissioner Amy Howell for her presentation and told her she did a great job in explaining the Juvenile Model Code.

Chairman Shuman moved to the next item, an executive session. Chairman Shuman asked staff and guests to leave the board room.

Board member Daniel Menefee made the motion to go into executive session.

Board member Larry Barnes seconded the motion.

The Chairman called for a vote. The motion carried.

At the close of the executive session a motion was made by Board member Sandra Taylor to close the session and return to the regular meeting of the Board of Juvenile Justice. That motion was seconded by Board member Elaine Snow. The motion carried.

Chairman Shuman called for the next item on the agenda; the Robert's Rules of Order.

Robert's Rules of Order

Bill Amideo, Director
Office of Legal Services

Bill Amideo stated Commissioner Murray asked him to give a brief overview of Robert's Rules of Order. Mr. Amideo made reference to the Robert's Rules of Order handout. Mr. Amideo stated that it is important and helpful for board members to have a better understanding of Robert's Rules of Order. Mr. Amideo stated Robert's Rules was originated by a man named Henry Roberts in 1876. Robert's Rule of Order is now in its tenth addition which was published in 2000. It is used throughout the United States and by legislative bodies.

Mr. Amideo explained the highlights of Robert's Rules of Order.

Meetings: The DJJ Board seems to conduct the meeting essentially right. The DJJ Board meetings have an order. There is a call to order by Chairman Shuman. There is a normal order of business and the approval of the minutes. One thing that is normal about that is that there should be a solicitation whether there are any corrections in the minutes.

Under Robert's Rules of Order the term "old business" is not used, instead the term "unfinished business" is used. "Unfinished business" is anything that had been taken up at a prior meeting that had not been voted on or resolved. "New business" should be requested and then the adjournment of the meeting. That is the meeting process and the DJJ Board meetings pretty much follow close to that. Mr. Amideo said he forgot to mention the meeting agenda which is the first item to be discussed and approved.

Motions are another area covered under Robert's Rules of Order. Mr. Amideo said only one main motion can be pending at a single time. Technically, board members should stand to be recognized. Most people raise their hands to be recognized. Under Robert's Rules of Order, one should stand and address the chairman. Mr. Amideo stated the discussions that occur should always be addressed to the chairman rather than each other commenting back and forth. One would state their business and make a motion while speaking and have the floor; when you sit down you yield the floor. The chairman is always in charge of the meeting so one does not have the ability to yield the floor to someone else.

Mr. Amideo explains the term “seconding a motion” under Robert’s Rules of Order. A person does not need to be recognized to second a motion. Any member can second a motion.

Mr. Amideo stated the chairman states the question, stating the specific motion so that if there’s debate everyone knows exactly what is being proposed.

Debate on the motion: No one can ever speak on a motion more than two times. The proponent of the motion is entitled to speak to it first. After that, the debate would continue and the person would stand and wait to be recognized by the chair. Under Robert’s Rules of Order the chair is supposed to solicit who is for it or against it. If there are both in the debate process, one should recognize one for and one against it and the discussion goes back and forth. If everyone is for it then there would not be an issue. Everyone can speak twice. No one can speak twice until everyone who wants to be heard on it has been heard at least once. After the motions, then there is a vote. There are several accepted ways to vote. There can be a voice vote, vote by show of hands, roll call vote or one can stand.

Mr. Amideo discussed other specifics about Robert’s Rules of Order.

A motion to limit or extend time for debate is not debatable. You can have a limit but you don’t debate that issue. To limit time on debate requires a 2/3 majority of the board as does the motion to close debate if you get there. Under Robert’s Rules, there is a ten minute time limit for any one person to speak. The motion to close debate is actually called a motion to the previous question.

Mr. Amideo said under Robert’s Rules of Order there are three types of amendments. They are to add language, to strike language or do both which is actually a substitute language. This substitute language can be anything from words, phrases, sentences or paragraphs.

There are other motions that can take place during the debate and during the amendments which are motions to postpone the proceeding and those are debatable. There are several kinds of motions.

There is a motion to postpone to a time certain but that can’t be beyond the next meeting. The other kind of motion is a motion to postpone indefinitely.

Motions to commit or refer are also possible. One can commit or refer the motion to a specific committee for review.

There is also a motion to reconsider and only comes up during the meeting.

There is also a motion to rescind or a motion to amend it after it has been voted on. This would occur after the meeting is over. It would have to occur at a subsequent time. Normally you would announce the motion to rescind or motion to amend would be

raised. If it is announced prior to the meeting, so that everybody is aware of it, it only requires a majority vote to rescind or amend it. If it is brought up as a surprise during the meeting by one of the members, it would require a 2/3 majority vote to either rescind or amend. If a motion was defeated at a prior meeting and a member wanted to raise that at a subsequent meeting that is called a renewal. It can be re-raised by any member.

Mr. Amideo discussed the chairman's responsibilities under the Robert's Rules of Order. A chairman should not participate in a debate without giving up the chair. The chairman is supposed to keep order and balance. The chairman should not vote in general only unless his vote matters. If there is a tie, then the chairman should vote to break the tie.

Robert's Rules of Order "point of order" pertains to whether or not the board is following the rules or doing it properly and the issue can be raised by any member at anytime. It is really a challenge to the rules and the person that makes the decisions on whether the point of order is appropriate or not is the chairman. Any member can appeal that decision if they disagree with the decision the chairman made. That requires a second and a majority vote. Mr. Amideo said he sits on the board in a parliamentary role and can answer questions to the best of his ability and provide advice.

There can be a motion to suspend the rules. It does require a second and a vote. There may be some circumstance that you want to extend the rules; however motions to suspend the rules for some purpose can't violate statute or a bylaw.

Vice Chair Dr. Ed Risler stated he had a question and asked Mr. Amideo if he had to stand to ask his question.

Mr. Amideo stated that board members should stand only when motions are being made.

Dr. Risler said as long as he has been on the board, the DJJ Board has done fairly well. It has gotten a bit confusing to him when it comes to recognizing the guests in the audience. There have been times where the debate has not been between board members but rather it spilled out to the guests in the audience. Dr. Risler said often times the press is in the audience. Dr. Risler said for the benefit of the Board, he needs some clarification as to how those people are recognized and whether or not they should be recognized.

Mr. Amideo said under Robert's Rules of Order those individuals can be recognized but they don't get recognized on their own motion. They get recognized through a member of the board unless it was already thrown open. If the chairman ended the debate, the chairman would ask if there was a public comment for example. That person would stand to be recognized, and they would identify themselves.

Dr. Risler asked if that decision would be made at the discretion of the chairman.

Mr. Amideo said yes.

Mr. Amideo said the handouts are self explanatory. He made reference to the Robert's Rules of Order - summary. The summary give highlights and explains definitions. The Robert's Rules of Order Motions Chart explains the priority of rulings.

Mr. Amideo asked if there were any other questions. There were none.

Chairman Shuman called for the next item on the agenda, the Customer Service Update.

Customer Service Update

Steve Hayes, Customer Service Chairperson
Department of Juvenile Justice

Steve Hayes, Director of the Office of Media and Public Relations began the DJJ Customer Service Update by greeting the Commissioner, Chairman and the Board. Mr. Hayes stated he will be giving a brief overview of the DJJ Customer Service Program and discuss how it got started and where it has gone the last three years. The DJJ Customer Service Program is "faster, friendlier and easier" and has graduated to "service in action." Mr. Hayes said DJJ has done some tracking of its programs and its success as well as deficiencies and he will share some of those highlights with the Board.

In 2006, under the Commissioner's leadership and that of DJJ's first Customer Service Chair, Dr. Tom O'Rourke, DJJ began developing and implementing its program to work hand in hand with that of the Governor's.

Commissioner Murray has been an advocate for providing quality customer services. Mr. Hayes stated he doesn't believe all agencies have been able to do exactly what DJJ has been able to do in the last three years. For a number of reasons, DJJ has done a really good job of getting a program up and running and has followed the Governor's lead on that. Mr. Hayes said for the most part, providing quality customer services can be done and should be done as common business practice. Mr. Hayes said at DJJ, we believe that keeping it in the forefront of our minds during the business day is paramount to having a successful program and to the delivery of quality customer service.

Beginning in 2006, DJJ developed and implemented its Customer Service Program that included the following components:

- Formation of a DJJ Customer Service Committee
- Creation of an agency-wide customer service policy (Policy #1.11)
- Customer service point-of-contact for each office/facility
- Customer service brochures placed at all DJJ locations (allowing customers to give feedback on their experiences with the agency)

- Online customer service training for all DJJ employees
- Online customer service feedback forms for the public; an electronic means for customers to reach DJJ in a faster, friendlier, and easier method
- Creation of the DJJ Customer Service Recognition Award Program to recognize DJJ employees for providing quality customer service

Mr. Hayes stated there were two summit conferences in the last couple of years where DJJ brought in its senior management staff to Forsyth and gave them updates and instructions for implementing the DJJ customer service plan.

Over the past couple of years, DJJ has tracked some of its customer service information in its programs. It's an effort to keep improving DJJ's customer service program. Research was conducted mainly through surveys. Mr. Hayes stated he will cover the latest information that DJJ has available that Dr. O'Rourke referred to at the June 2008 Board meeting in Savannah.

Mr. Hayes stated he recognized the PowerPoint slides may be hard to read so he made some black and white print outs. Mr. Hayes said he would be more than happy to forward the PowerPoint presentation to the Board.

Mr. Hayes reminded the Board about Dr. O'Rourke's presentations regarding several surveys conducted either through the Governor's Customer Survey Office or through DJJ. DJJ tracked implementation of its customer service plan and successes through surveys. Mr. Hayes told the Board that DJJ initiated its own survey prior to the Governor's Customer Service Office conducting a survey.

Mr. Hayes said he will cover some of the highlights from the latest survey information available to which Dr. O'Rourke referred to back during the June Board meeting. This survey was a collaborative with Georgia State University, DJJ staff and DJJ OTIS staff. It included several segments to include DJJ Central Office, facilities and field offices, and then also a phone response survey. It was a follow up survey to one that was first conducted in 2006 that provided some baseline data for DJJ. This was a follow-up in 2008 so that the data could be compared.

Mr. Hayes asked the Board to refer to the Customer Service handout.

Getting feedback on what DJJ staff thinks about the DJJ Customer Service Program is very important because it can give management an indication of some gaps and areas that need to be addressed. It also helps raise the awareness of the DJJ Customer Service Program. That is the purpose of the Central Office portion of this survey, both for the internal and external aspect of it. The survey included many variables. Mr. Hayes said he will mention some highlights.

Internal and external customer services were surveyed both through the Central Office and field. This was done in an effort to improve customer services and compare that data with the 2006 data in order to address any gaps or any areas DJJ staff might need to improve.

Central Office employees were asked to rank DJJ internal customer service. That was rated on poor, average, good or excellent. If you compare the 2006 results with the 2008 results, Central Office staff responded there was a 13% increase in providing good to excellent customer service.

For the area of Central Office “immediate work area, division, office or unit,” there was a 21% increase from 2006 to 2008. The result proved that there was better internal customer service.

Another survey question was; “On an individual basis, how easy is it to relate as an internal DJJ customer?” Comparing 2006 results with the 2008 results, there was an increase of 8%.

Another survey question described how easy it is compared to 2006 “for your work area to do business in DJJ.” That was rated on a scale of very easy, somewhat easy or difficult. There was an increase of 18% in the response.

There was also a survey question about dealing with internal customers with problems. “How easy does that problem get resolved?” There was an increase of 11% in the response, indicating problems are resolved easier and faster.

Mr. Hayes said the next slide shows how DJJ tilted the balance in favor of better internal customer service since 2006. When individual employees at the Central Office are asked what they here; compliments are up, complaints are down and there seems to be less confusion about where DJJ is heading. There is a clear understanding among staff about DJJ policies and the Customer Service Program. Employees are finding less to fix regarding the DJJ customer service program. The internal customer service at the Central Office survey shows a gain from 2006 – 2008.

Central Office employees were asked the same questions regarding external customer service.

Central Office employees say they were providing better quality customer service to external customers. There was an increase of 26%.

When Central Office employees were asked about their immediate work area; again there was an increase of 8%.

“How easy is it to do business with the DJJ as an external customer?” Again there was an increase of 11%.

The survey on “problem resolution and time lapse in fixing an external customer service problem;” again central office employees say they are much better in responding and addressing problems for DJJ external customers than in 2006. There was a gain of 37%.

Mr. Hayes made reference to the PowerPoint slide and said DJJ is tipping the scale regarding external customer service.

The Central Office employees say they hear slightly more compliments regarding external customer service, fewer complaints, less confusion and offer fewer recommendations for improvement.

Mr. Hayes said another part of the survey was completed in order to gauge the effectiveness of services rendered through DJJ facilities and field offices and centered on handling customers via the telephone.

Those areas involved training and support from Central Office. Overall the staff receiving phone calls from the public had received related training on how to answer the telephone, how to be courteous, clear speaking and professional. In 2006, 71% received necessary training and that was elevated to 83% this year. Mr. Hayes said that was an improvement in training for those staff who serve as points-of-contact via the telephone for outside customers.

Mr. Hayes said the Central Office is supportive. He said this is an area that DJJ might want to take a closer look at. Some work needs to be done to improve support to the field and help staff in the field and at the facilities. There was a slight drop from the supportive numbers between the two surveys.

The survey looked at telephone customer service more in depth throughout DJJ. Researchers from UGA made the calls to DJJ offices and facilities. The program DJJ would like in place is a “warm body” answering the phone at all times, if at all possible. Mr. Hayes said that is not always possible 100% of the time but that is what DJJ strives for. DJJ wants a courteous, professional person speaking with their customers and DJJ wants faster, friendlier and easier service. If a call is received and transferred to another line, DJJ wants another warm body to answer the call. Mr. Hayes said this would happen in the perfect world of course.

The depths of what DJJ found out in 2008 compared to 2006:

Mr. Hayes said the slide does not show the 2006 numbers but it does show a comparison between the two years. Telephone calls answered at the Central Office at the time period the test was done were largely answered by a machine. Mr. Hayes said that is not necessarily good. The numbers dropped from 59% in 2006. 68% of the time a machine answered the phone if a call came into the Central Office during this test period. Mr. Hayes said most likely it was during a 2-3 day test period. Obviously at the Central Office there are a lot of staff members away from their desk attending meetings and

conducting business so there could be some variables in there that would explain those numbers.

While elsewhere the numbers were much better especially at the field office and facilities level and especially at the RYDCs where they improved significantly over 2006. The phone calls were almost always answered by a person at the RYDCs and a good percentage answered at the YDCs. Mr. Hayes said DJJ may need to look at these numbers more closely and see how improvements can be made.

Numbers of rings it took to answer the phone: these numbers were largely unchanged and showed somewhat or slight improvement over the 2006 study. The optimum is 2 rings but no more than 3 rings.

The UGA staffer that worked on the DJJ telephone survey reported the following:

- DJJ contacts were courteous
- Central Office was improved with slight drops in the facilities
- Clear speaking results were favorable as you see
- DJJ staff members were professional. Mr. Hayes noted there was a drop at the YDC level. He said that is something DJJ will need to look at. Of course DJJ doesn't know the time frame, length of the survey etc. It was a one time event, but if DJJ strives to be the best always, those numbers would rise.
- Mr. Hayes said when calls were transferred, the following occurred:

At the Central Office during the time of the survey, 0 calls transferred were picked up by a person. Mr. Hayes said some variables could be in play there. However Central Office always went to a machine, no calls went unanswered. But a potential issue is in the field in the RYDCs where some transferred calls were not answered. Mr. Hayes said this may occur from time to time but that is not the best case scenario. All phone calls received by DJJ should be answered or at least go to voicemail.

Another important finding was the turnaround time for a return call:

Central Office was very responsive. 100% of the time those phone calls were returned to the UGA staffer within 1 day. Mr. Hayes said this was a study where the UGA staffers did not identify themselves and what information they were seeking. Central Office had a very good outcome. The field offices were also responsive. The facilities also responded but the percentages dropped. In 2008 the response rate at the YDCs was 80% within 1 day but in 2006 the response rate was 100%. In 2008 the response rate at the RYDCs was 67% within 1 day but those facilities had a reported response rate of 100% in 2006.

DJJ customer service findings for 2006 and 2008 also included asking employees about suggestions and recommendations for improving customer services within DJJ. The top responses between the two surveys, 2006 and 2008 did not vary. Top response for both 2006 and 2008 included the following:

- Improved communication between all customers including listening and communicating more effectively
- Provide requested information in a timely manner
- Be more polite and courteous to all customers
- Promote professional respect and teamwork

The top responses for improving external customer services for both 2006 and 2008 were as follows:

- Improve communication between all customers including listening and communicating more effectively
- Provide requested information in a timely manner
- Be more polite and courteous to all customers

The survey concluded that employees in the facilities and in the field had these top responses for improving customer services, both internal and external;

- Be more polite and courteous to others
- Improve communications with each other
- Provide more training
- Provide alternative methods of training

Mr. Hayes asked: “Where does the DJJ Customer Service Plan go from here?”

1. DJJ needs to increase its effort to support employees in the field and the facilities; through increased communication and contact, and awareness of its program and the importance of providing quality customer service.
2. DJJ needs to improve the Customer Service Recognition Program (Improve promotion of the program by increasing awareness); Send updates and keep

- employees aware that they should recognize fellow DJJ employees when they provide excellent customer service.
3. Continue to provide direction and training on the agency's vision, beliefs, policies, standards, procedures.
 4. Continue providing various methods for customer service feedback.
 5. Work towards realizing a system that fully manages/track DJJ progress.

Mr. Hayes said this is what DJJ's quality customer service looks like as he displayed a PowerPoint slide showing Ms. Lori Gann posing with Commissioner Murray, Governor Sonny Perdue and her husband Bryan. Gann was an award winner October 8, 2008 at the Governor's Office of Customer Service 2nd annual awards ceremony, where the photograph was taken. Ms. Gann works in the Carroll County Court Services Office. She was one of only 16 selected from more than 630 nominations. Mr. Hayes said Ms. Gann and her colleagues will be invited to an upcoming board meeting to receive recognition.

Mr. Hayes concluded his report.

Hearing no questions the Chair called for the next agenda item and asked for a motion from the Board to close the regular meeting of the Board of Juvenile Justice and open the DJJ Board of Education meeting.

Board member Sandra Taylor called for a motion to close the regular meeting of the Board of Juvenile Justice and open the DJJ Board of Education meeting. The motion was seconded by Board member Elizabeth Lindsey and the motion carried.

Education Update

Dr. Jack Catrett, Associate Superintendent
DJJ Office of Education

Dr. Catrett began his report by greeting the Commissioner, Chairman and the Board. Dr. Catrett said he was happy to be at the board meeting even though he was last on the agenda. Dr. Catrett said the month of October is DJJ training conference month. The education training conference will be October 28 and 29. Due to funding constraints, the format of the conference changed this year. Dr. Catrett said they determined exactly what training was needed, what DJJ needed to get to its teachers, and how it could be done in the most economical manner and still meet the Office of Education training goals.

Dr. Catrett said the Office of Education was able to work with Fabienne Tate, Director of Training & Development to get the resources that were needed in the DJJ training center. As a result, the training conference was moved from Macon, Georgia to the DJJ training facility in Forsyth, Georgia. Dr. Catrett said they will not have to pay to use the facility and the hotel and food cost will be cheaper. Dr. Catrett said there will be a substantial

savings as a result of moving the training conference from Macon to Forsyth. Dr. Catrett also said he was able to fund the conference in part with federal funds. Dr. Catrett told the Board they are welcome to attend the conference. Commissioner Murray will be one of the speakers at the conference. It will be a great way for Commissioner Murray to interact with DJJ's teachers.

The main topic of the education training conference will be the Georgia Performance Standards which is the new Georgia state school curriculum. Department of Education staff will conduct the training. This will be done across the curriculum targeting training in math and social sciences.

The second major topic is that DJJ will work with another state mandated program called Response to Intervention (RTI).

The Office of Education will give the special education teachers an update on the new IDA rules and laws. Some of the special education teachers and regular teachers will also receive training on the new assisted technologies.

Dr. Catrett announced that Mr. Bill Parks who works for the Office of Behavior Management will do a workshop on the new Hire Site Program. They have a new automated program and the Office of Education will try to get all teachers on the same page so that the facilities Behavior Management Program will integrate with what's in the classroom. There will also be some vocational and GED updates. Dr. Catrett said he is looking forward to the upcoming education training conferences and is happy he was able to get it done in a cost effective manner.

Dr. Catrett also mentioned DJJ tested 65 high school students on the high school writing exam. This is a new high for DJJ and this means they are ready to graduate with their high school diplomas. 27 new students were also tested on the actual high school graduation test. There will be a retest of the high school graduation test in November. This will give youths a chance to make up their GED test. Dr. Catrett said DJJ testing programs are right on track.

Every year the Department of Education sends out a team to audit DJJ schools and monitor the Special Education programs. DJJ is negotiating setting up times and dates. Dr. Catrett said last year, the auditors were scheduled to go to seven DJJ schools but after they attended the first school, they found everything in order and decided to cancel the rest of their visits. Dr. Catrett said he hopes everything will go smoothly this year.

Dr. Catrett concluded his report and asked if there were any questions.

Judge Gilbert asked Dr. Catrett to repeat the dates of the training conference.

Dr. Catrett replied by saying the education training conference will be October 28, 29.

Chairman Shuman asked for a motion to close the DJJ Board of Education meeting and resume the Board of Juvenile Justice meeting.

Board member Larry Barnes made the motion to close the Board of Education meeting.

Board member Sandra Taylor seconded the motion.

The Chairman called for any discussion and then a vote.

The motion carried.

Chairman's Comments
Chairman J. Daniel Shuman
Board of Juvenile Justice

Chairman Shuman announced there will not be a DJJ Board Meeting in the month of November. The next DJJ Board Meeting will be at the Central Office on December 11, 2008.

Chairman Shuman asked if there was any unfinished business. There was none.

Chairman Shuman asked for a motion to adjourn the regular meeting of the Board of Juvenile Justice.

Board member Dexter Rowland made the motion and Board member Daniel Menefee made the second.

The Chairman called for a vote.

The motion passed.

The meeting was adjourned.

J. Daniel Shuman, Chair
Board of Juvenile Justice

Albert Murray
Commissioner

Daniel A. Menefee, Secretary
Board of Juvenile Justice

