

**Board of Juvenile Justice  
Thursday, December 10, 2009  
10:30 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 December 10, 2009 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:** Commissioner Albert Murray; Rob Rosenbloom; Jeff Minor; Steve Herndon; Amy Howell; Bill Amideo; Bobby Hughes; Spiro Amburn; Jack Catrett; Steve Hayes; Nathan Cain; Cherecia Kline; Martha Patton; Fabienne Tate; Yvonne Sanders Brown; Victor Roberts; Richard Harrison; Robin Florie; Coy Satterfield; Dr. Michelle Staples-Horne; Marvin Menafee; Eric Price; Williams Samuel; Beverly Brown

**Others:** Eva Lou Shuman, Connie Murray; Kamron Mitchell – Emory Law School; Angelique McClendon (via conference call)

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

**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; Van Herrin; James Kelly; Elizabeth Lindsey (after roll call); Perry McGuire; Judy Mecum; Daniel Menefee; Dr. Edwin Risler; Pastor Dexter Rowland; J. Daniel Shuman; Stephen Simpson

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

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the agenda for the December 10, 2009 Board of Juvenile Justice and Board of Education.

Daniel Menefee moved to approve the agenda for the December 10, 2009 Board of Juvenile Justice and Board of Education meeting. Judy Mecum seconded the motion. The chairman called for the vote and the motion was carried.

Chairman Shuman asked for a motion to approve the minutes from the October 22, 2009 meeting of the Board of Juvenile Justice and the DJJ Board of Education and asked if there were any corrections to the minutes. There were none. Daniel Menefee moved to approve the minutes from the October 22, 2009 meeting of the Board of Juvenile Justice and the DJJ Board of Education. Stephen Simpson 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 the Board, staff and visitors. Commissioner Murray said he appreciated Board members working with DJJ to get pictures taken. DJJ is working on updating its annual report and updating its website picture of the Board. Commissioner Murray said the Board members will be stepping out periodically during the meeting to have their photograph taken.

Commissioner Murray also encouraged the Board to stay after the board meeting to take part in the DJJ Central Office holiday activities.

Commissioner Murray began his report by announcing three graduations at DJJ's YDC facilities. Commissioner Murray said education is something that DJJ places a lot of emphasis on.

First Lady Mary Perdue will be the keynote speaker at the Macon YDC graduation ceremony on December 16<sup>th</sup>. This is a tremendous honor for DJJ and for the girls who are graduating at the YDC. The population in general at the YDC will benefit from Mrs. Perdue's comments. Board members are invited to attend along with local officials. The graduation will begin at 9:30 a.m.

The Augusta YDC has a graduation planned on December 15<sup>th</sup> at 10 a.m. Newly appointed United States Attorney Edward Tarver will be the graduation speaker.

Sumter YDC will hold their Fall Semester graduation on December 18 at 10 a.m. Again, all Board members are invited to attend these graduations. Commissioner Murray said if any Board members are able to attend these graduations, please let Steve Hayes know and he will notify the facilities.

Commissioner Murray said before he gets into more of the divisional reports starting with Programs and Secure Campuses, he noted that the 2010 legislative session will convene before DJJ's next board meeting in January. The first day of the session is January 11<sup>th</sup>. The budget

will be the main area of focus. Currently the Governor's office and OPB are reviewing DJJ's proposed budget and also considering a number of initiatives which may impacted not only juvenile justice but all of state government in order to navigate these tough budget times. Also, the juvenile code rewrite legislation will continue to be debated which will determine what policy changes, if any, will take place this session. As always it will be a busy session and DJJ will be sure to represent the agency and ask for support as the session moves along.

### **Programs and Secure Campuses:**

Commissioner Murray said he was pleased to announced Mr. Ronnie Woodard as the new Office Director of the Office of Secure Campuses (formerly called Campus Operations) effective December 1. In this role, Mr. Woodard is responsible for leadership and direction for the 6 Youth Development Campuses as well as the central office staff dedicated to this office. Ronnie is a 30 year DJJ employee, starting as a Youth Development Worker at Eastman RYDC and has served as an RYDC Assistant Director, RYDC Director, YDC Assistant Director at Eastman and then Director of Eastman YDC. Ronnie has served for the last 4 years as Regional Administrator in Campus Operations where he supervised several YDCs. DJJ will have a much more "flat" organization structure in managing the YDCs and has eliminated both Regional Administrator positions. Commissioner Murray said he is looking forward to a more streamlined management approach which he expects to be both efficient and effective. Ronnie will report to Deputy Commissioner Steve Herndon.

Secure Campuses' staff is working with the Office of Financial Services Director Doug Peetz to account for and disperse state property remaining at the Bill Ireland YDC. Commissioner Murray said there is a summary report in the Board packet that describes where DJJ is in terms of managing the state property at the Ireland facility. Commissioner Murray also stated there is a summary in the Board packet that describes the status of the Reduction in Force (RIF) of employees; that report was developed by the Office of Human Resources.

At the beginning of this week, Commissioner Murray along with the executive team and also Spiro Amburn, Legislative Services Director and Steve Hayes, Director of Media and Public Relations traveled east and south to visit both the Augusta RYDC and the YDC as well as the Savannah River Challenge Program. This is the first time they had an opportunity for this group to travel together and inspect facilities as a team. It provided them with a great opportunity to discuss these facilities and a multitude of other issues while on the road.

Both Augusta facilities are well run by the directors and the staff. While at Augusta YDC they were also able to share in fellowship with the staff and all of the youth at their annual holiday program and meal. This banquet was put on by volunteers who provided both the food and activities for the youth. During the visit they heard from facility Director John Brady at the YDC about the challenges and also the successes of dealing with the facility's population changes due to the youth transfers throughout the system from Bill Ireland. The Augusta YDC has done a great job adapting as have the other YDCs.

The staff also wanted to take a look and review the progress at the Savannah River Challenge Program. The population there has increased to about 120 youth. DJJ is currently implementing a step down transition program at this facility. The program should be at full capacity by the end

of February. DJJ was able to provide this programming at this facility due to the reduction in the STP and will bring the Board full details about this program at a future board meeting.

Commissioner Murray said on November 10th all Augusta YDC residents participated in a Veterans' Day Program that recognized all Augusta YDC employees (about 20) that are veterans. These staff expressed thanks to the youth for their work on developing the program and ceremony. Also, all residents were able to enjoy a Thanksgiving Day meal, most with their families present, in the facility dining hall. Eighty three family members attended the dinner to visit their youth.

Construction was started on November 16th on the new administration building at the Sumter YDC. This improvement is long awaited and will provide adequate meeting and administrative office space. Construction is expected to take 6 months.

Commissioner Murray announced that 13 youth recently graduated the anger management program conducted by contract psychologist Dr. Amy Flowers at Sumter. The anger management program focuses on outcomes of character building, thinking errors and making positive choices. Also during November, 7 youth graduated from the 10 week Quest for Change life skills course.

Commissioner Murray said later on in the Board meeting there will be a brief presentation involving Muscogee YDC staff.

The Office of Behavioral Health Services completed grant activities under the Young Offender Reentry Project (YORP) in October, 2009. The YORP grant allowed DJJ to successfully serve 407 youth in 11 counties during four years and help them to achieve their full potential by staying drug and alcohol free in the community. The youth each received clinical evaluation, short-term intervention and follow-up treatment based upon Motivational Enhancement Therapy / Cognitive Behavioral Therapy, (both best practices).

Commissioner Murray said he was recently elected Vice Chair of the Behavioral Health and Developmental Disabilities Coordinating Council on December 3<sup>rd</sup>. The council, which was created by House Bill 228, serves four categorical functions: Recommendation, Goal –Setting, Monitoring / Evaluation, and Outcome Measures Development for the new Department of Behavioral Health and Developmental Disabilities. This will allow DJJ to be a participant in planning and oversight of the Georgia Behavioral Health Delivery System which provides services to many of our youth and families.

DJJ Medical Director Dr. Michelle Staples-Horne recently participated in a panel discussion at the National Coalition of STD Directors' meeting to describe the challenges and opportunities of providing sexually transmitted disease screenings to juvenile correctional populations. DJJ is a leader in the nation by providing STD screenings for juvenile offenders in DJJ facilities as part of their health services program. DJJ partners with state and local public health officials to reduce testing costs and to treat youth with DJJ formulary drugs when tests are positive. DJJ facilities also offer risk screening and prevention education that should reduce the incidence of

these behaviors and resulting infections which impact the entire community. Commissioner Murray thanked Dr. Michelle Staples-Horne for her leadership.

**Community Services and Intake Division:**

Since the last Board meeting there have been several RYDC Director moves. At Metro RYDC, John Wright has resigned to take a position as a director at a private youth facility in Jacksonville, Florida. John was an excellent director and provided great leadership to the 200 bed Metro RYDC. Dr. Craig Ferguson, the Director at the Macon YDC has also resigned to take a position as director for a private youth facility in Florida. Dr. Ferguson helped DJJ in the successful resolution of the MOA. Macon RYDC was one of the centers that had an audit that impressed the inspectors. Both of these directors like many of DJJ's excellent staff are sought after in other states and in private companies running juvenile facilities. Ronnie Richardson the former director at Bill Ireland YDC has transferred to the Macon RYDC as director and Commissioner Murray said he expects a smooth transition. Aaron Cohn RYDC Director Maurice Baron has accepted a position as a juvenile program manager and transferred to that position. The acting director is Earnest Baulkmon until the new director is chosen.

Population at the RYDC remains within capacities overall. While some centers periodically exceed their capacity, the transfer of youth between centers continues to be a primary strategy to balance populations. Alternatives to detention are also made available to the juvenile courts when appropriate. The new contract that was a restructure of DJJ's Tracking Alternative to Detention program is now fully implemented. There was a 25% reduction in the cost but due to the reduction in the number of contacts and the use of electronic monitoring DJJ is serving the same number of youth.

**Division of Administrative Services:**

Commissioner Murray stated to board members that included in their board folders is quite a bit of information from this division. Commissioner Murray touched on the highlights.

Prior to the November 1<sup>st</sup> deadline, DJJ forwarded to the Department of Education DJJ's revised policies to curb youth on youth racial harassment in its facilities. DJJ has also updated its public website notices of non-discrimination and contact information for reporting complaints. New information on the same has also been added to the agency newsletter. Training on the updated policies is expected to begin before the end of the year.

The Office of Human Resources (OHR) has recently hired two new employees, in the position of Auditor 1. This is due to the need to fill key positions for the completion of the implementation of the Kronos timekeeping project and the ongoing need to monitor FLSA compliance within the agency.

**From the Office of Training:**

On December 1, 2009, Ms. Tania Appling joined the Office of Training in the role of Training Program Manager. Commissioner Murray asked Ms. Appling to stand to be recognized by the Board. Ms. Appling's background includes six (6) years of training experience in DJJ. She transitioned to the Office of Training from the role of Assistant Facility Director for the Bill Ireland YDC.

The BJCOT class #147 graduation was held on Friday, November 20, 2009. There were 32 Juvenile Correctional Officer graduates. The “aforementioned” Tania Appling, former Assistant Director, Bill Ireland YDC served as the guest speaker.

The BJCOT Class #148 began on Sunday, November 29, 2009. There was 40 Juvenile Correctional Officers enrolled in the class.

The Office of Training priority continues to focus on the Safe Crisis Management Training for security and non-security staff. Commissioner Murray stated Amy Howell, Deputy Commissioner and Fabienne Tate, Training Office Director, will give an overview and update on this process to date.

Commissioner Murray announced that Fabienne Tate was recently appointed to the ACA (American Correctional Association) Committee on Correctional Training. She will serve as Vice Chair for a one year term; 2009-2010.

Commissioner Murray said additional training courses offered by the Office of Training since the October Board meeting are listed in the board folders.

The American Heart Association training’ which is an 8-hour course for employees to obtain certification or recertify in First Aid/CPR/AED, was held at various DJJ locations statewide. There were a total 33 staff that attended and successfully completed the program.

Upcoming national correctional training conferences are included in the board folder information.

**From the Office of Transportation and Classification:**

Transportation Captain Bertron Martin attended the 2009 Georgia Strategic National Stockpile (SNS) Summit on October 21-22, 2009 at the Jekyll Island Convention Center. The Strategic National Stockpile (SNS) is a national stockpile of medical supplies and medications stored for use during emergency situations such as a natural disaster or bioterrorism attack. Captain Martin has also been working with local public health leaders and DJJ’s Medical Director, Dr. Staples-Horne to discuss strategic planning and coordinating health preparedness and response for DJJ’s agency and public support and assistance if an emergency situation arises.

While at the conference, Captain Martin attended several workshops. One workshop was called, “Local Closed Point of Dispensing or PODs.” Local closed POD’s is considered to be a location operated by private business/government agencies for a specific population, employees and family members. DJJ was chosen as a closed POD because of the youth population. Juveniles are considered a high risk population for infectious diseases.

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

Chairman Shuman asked if there were any cases of the Swine Flu at any DJJ facility.

Commissioner Murray asked Dr. Michelle Staples-Horne to address Chairman Shuman's question.

Dr. Michelle Staples-Horne stated DJJ had the earlier outbreak at the Sumter YDC, Bill Ireland YDC and some of their smaller facilities. Dr. Staples-Horne said DJJ has been very fortunate to have no additional cases of the Swine Flu. DJJ was very proactive in releasing the protocols and the infectious disease policies. DJJ went into a lot of detail in regard to emphasizing hand washing and other control measures and screening prior to youth coming into DJJ's facilities. Dr. Michelle Staples-Horne said DJJ's medical and facility staff has done an excellent job in making sure there was no additional outbreak or cases. DJJ also released a pandemic plan and clinical guidelines in case there are any additional cases.

Board member Sandra Taylor said she was looking through the packet of information in the Board folder and stated she noticed that 195 Bill Ireland YDC employees applied for other DJJ positions but only 83 were selected. Ms. Taylor asked if there was a reason for that.

Commissioner Murray asked Amy Howell to address Ms. Taylor's question.

Amy Howell stated DJJ accepted applications from 195 employees. Only 195 out of 309 that were impacted actually applied for positions at DJJ. Ms. Howell said 83 employees were offered positions. There were a total of 360 vacant positions.

Commissioner Murray stated that Human Resources Director Deborah Moore will be available after the Board meeting if any Board member has additional questions.

Commissioner Murray said some Bill Ireland employees choose not to apply for other jobs at DJJ. Commissioner Murray said it was their choice and they will probable use that opportunity to look for jobs outside of DJJ while they collect unemployment.

Chairman Shuman 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 Stephen Simpson 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 Daniel Menefee. The motion carried.

### **Education Update**

Dr. Jack Catrett, Associate Superintendent  
Department of Juvenile Justice

Dr. Catrett greeted the Board, Chairman Shuman, staff, and visitors. Dr. Catrett said he was involved in a serious motorcycle accident where he was injured and had to spend time in the hospital. Dr. Catrett stated he really appreciated everyone's concerns and support during his time of family crisis. Dr. Catrett stated he especially wanted to thank his staff in the Office of Education for their great job during his absence.

Dr. Catrett said the DJJ fall semester will end on December 17. The local printing dates will be on December 18 and 22. Dr. Catrett stated during this time, grades are posted and report cards are sent out. Dr. Catrett said students get the Carnegie Units they earned and get ready for the next semester.

Dr. Catrett stated December 10 is the last day of the end of the course tests. Dr. Catrett said there are a number of youth's that are involved in that. The window for the end of the course tests started on December 1.

Dr. Catrett reminded the Board about the graduations at the Augusta, Macon and Sumter YDCs. Dr. Catrett encourages the Board to attend.

Dr. Catrett stated DJJ received the 21<sup>st</sup> Century grant and the afterschool programs were implemented at the Augusta and Muscogee YDCs. The Muscogee YDC's first audit of their program was completed and the facility passed. The auditor was very impressed with the variety of courses such as Spanish, life skills, health, recreation, reading, and math. He stated there are also barbering and driver's education classes. The auditor was especially impressed with the driver's education class. The written part of the test is given so that when the youths go back home they can transition to take the learners test and get their license.

Dr. Catrett said Muscogee Facility Director William Samuel let the youth use his electric carts and they set up a driver's course where the youth are taught to drive. Dr. Catrett said a JCO sits in the passenger seat of the electric carts. Dr. Catrett said it is a great afterschool program for the youths.

DJJ continues to push for their SACS accreditation.

Dr. Catrett said DJJ will continue to work on its curriculum and instructions. Dr. Catrett said they are now starting to focus on behavioral support.

Dr. Catrett said in December, DJJ conducted the FTC - full time equivalency count. Dr. Catrett said about 40% of DJJ's population is special education. Dr. Catrett said that breaks down into a little over 30% being special education and 7% - 8% that are undiagnosed that DJJ is trying to determine their special education eligibility. DJJ receives federal funds from that and it is a big source of DJJ money to be used to work with those youth. Dr. Catrett said DJJ's population over the past 8 years has been stable as far as the percentage of the youth that have certain disabilities. Dr. Catrett said half of DJJ's youth have emotional disorders or behavior disorders.

Dr. Mimi Coles concluded her school visits. Dr. Catrett reminded the Board that DJJ lost its regional principals and DJJ needed to make sure the schools were still operating as they need to.

Dr. Coles visited and audited each school. Dr. Coles' report is very similar to that of a DJJ regional principal report.

Dr. Catrett said there were 7 teaching position vacant and they were offered to the Bill Ireland teachers. Dr. Catrett stated some of the school teachers retired, some took jobs in other school systems, and others took other positions within DJJ. Dr. Catrett said he wishes them the best of luck.

Dr. Catrett said Coy Satterfield is responsible for getting DJJ's education records organized. Dr. Catrett also stated Mr. Satterfield is responsible for the Teacher of the Year Program. That announcement is made at DJJ's Fall Education Conference. Dr. Catrett asked Mr. Satterfield to say a few words to the Board concerning DJJ's Teacher of the Year Program.

Mr. Satterfield stated the Teacher of the Year process entails screening candidates from all of DJJ's school sites and then identifying one outstanding teacher from each region. This includes the Metro RYDC. Mr. Satterfield said a total of 4 names and applications were submitted to the panel that he convened. The panel will come up with one winner. The 2011 Teacher of the Year winner is Janice Gilbert. Mr. Satterfield said Ms. Gilbert is one of DJJ's special education teachers and has been with DJJ since 2006. She holds an education specialist degree from Troy University. Ms. Gilbert retired from the Randolph County School System as an assistant principal. Mr. Satterfield reminded the Board that the current Teacher of the Year for school year 2010 remains Ms. Betsy Stone who teaches at the Muscogee YDC. Ms. Stone will be the Teacher of the Year until June 30, 2010. Mr. Satterfield said Ms. Gilbert's name will be thrown into the pool with the other 180 school systems statewide. A panel of judges will then choose 10 finalists with one of those finalists ultimately being named Georgia's Teacher of the Year for 2011. Those 10 finalists along with each finalist from each school system in Georgia will be honored at a dinner in May 2010 by superintendant Kathy Cox. The Georgia's finalist then goes on and their name will be placed in the Hooper-Moore National Teacher of the Year. Mr. Satterfield said the ultimate prize is when they are recognized by the President of the United States.

Dr. Catrett continued with his report.

Dr. Catrett stated the 11<sup>th</sup> grade writing test passing score was 87%. Dr. Catrett said what makes that so remarkable is that the state's average passing score was 84%. Dr. Catrett said the passing scores results tell him that DJJ's curriculum is in place and is doing what it is suppose to do. Dr. Catrett also said the test results told him that DJJ teachers are doing a great job teaching.

Dr. Catrett concluded his report.

Chairman Shuman asked the Board to applaud Dr. Catrett for a great job.

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

Board member Daniel Menefee made the motion to close the Board of Education meeting and resume the Board of Juvenile Justice meeting.

Board member Larry Barnes seconded the motion.

The motion carried.

Chairman Shuman called for the next item on the agenda, Safe Crisis Management (SCM) Overview and Update.

### **Safe Crisis Management (SCM) Overview and Update**

Amy Howell, Deputy Commissioner  
Department of Juvenile Justice

Amy Howell greeted the Board and stated the presentation will be given by Fabienne Tate who is the Director of the Office of Training.

Ms. Howell reminded the Board as DJJ went through the MOA closure process, one of the things the monitor focused on was DJJ's pressure point control techniques. It was not a violation of the MOA but remarks stated DJJ could be doing more. Ms. Howell said it was part of DJJ's strategic plan to evaluate the pressure point control techniques and specifically crisis intervention system. The monitor focus on that expedited DJJ's focus and interest in transition. Ms. Howell said a committee was formed in relationship to the strategic plan that expedited its process in reviewing national processes for crisis intervention. Ms. Howell said after evaluating all the intervention techniques, Safe Crisis Management seemed like the best fit not only for DJJ but also the youths in the state of Georgia.

Ms. Howell said Safe Crisis Management began a new movement in terms of uniformly approaching how DJJ's approached or intervened in a crisis. Ms. Howell said Safe Crisis Management is not new. Safe Crisis Management focuses on connecting with youth and anticipating incidences and deescalating. Ms. Howell said DJJ set a very high standard when it went through this transition. It was a major focus not just for Commissioner Murray but also the department. Ms. Howell said change is difficult for a large agency but she believes Commissioner Murray has done an excellent job in leading the way. Ms. Howell said DJJ staff is working very hard during this transition.

Ms. Howell asked Fabienne Tate to speak to the Board about Safe Crisis Management.

Ms. Tate greeted the Board, Chairman Shuman and visitors. Ms. Tate stated it was a pleasure to give the Board an overview of Safe Crisis Management. Ms. Tate stated she will walk the Board through a PowerPoint presentation and ask them to follow along in the handout in their board folder.

Fabienne Tate stated Commissioner Murray envisioned a program that would identify and implement a replacement program for the current PPCT/PCM program. He envisioned a program utilized with juveniles in other states that will be effective and reduce youth on youth incidents and youth on staff incidents. One of the things DJJ had to keep in mind when selecting a program was whether the National Juvenile Detention Association (NJDA) decided the program was congruent with best practices. Ms. Tate said the Children Welfare League of America also has best practice guidelines that needed to be followed.

Ms. Tate said the Safe Crisis Management program is a program designed to address the differences of size, weight and gender of DJJ's population. DJJ also wanted to pick a program that was medically reviewed and endorsed specifically for the juvenile population.

The National Juvenile Detention Association (NJDA) has a resolution which states it opposes any policy or related procedure which advocates, promotes, or authorizes the use of offensive physical intervention techniques that allow staff to hit, kick, or strike a juvenile.

Ms. Tate highlighted and compared the PCM/PPCT (Pressure Control Tactics) and SCM (Safe Crisis Management) programs.

Ms. Tate stated PCM/PPCT included elements of pain compliance used to eliminate acting out behavior. SCM focuses on the least restrictive alternative (LRS) and uses physical intervention as a last resort and uses verbal intervention skills. SCM will also manage compliance.

SCM creates an opportunity to balance relationships between the youth and staff and policies and procedure compliance.

In an effort to make this transition, DJJ established a program search committee that involved about 8 staff that included the Central Office key staff as well as field staff and consultants. The committee began to look at different programs as options. DJJ looked at two programs and analyzed the techniques and programmatic parts of those programs. DJJ's executive team and selected Central Office directors took a trip to Tallahassee, Florida to take a look at a program called PAR (Protective Action Response) program. A vendor, JKM, Inc., out of Pennsylvania, was invited to the Central office to do an executive overview of SCM for executive management and selected directors and field staff.

Before a final decision was made, JKM, Inc., and SCM references were obtained. DJJ also requested an additional medical review of SCM by a pediatrician and orthopedic specialist with the help of Dr. Michelle Staples-Horne. DJJ also conducted statewide focus groups to gain buy-in and to hear DJJ concerns. As a result Commissioner Murray established an SCM Oversight

Committee to provide direction in the implementation process, address concerns and policy impact issues.

Ms. Tate stated SCM is a therapeutic intervention program utilizing the least restrictive alternative and positive behavioral interventions. SCM replaced the Pressure Point Control Technique (PPCT).

The SCM training of DJJ staff emphasizes the 4 C's.

- We are committed to the welfare and positive development of the individuals we serve.
- We truly care about those in need.
- We believe staff must be competent when working with at-risk individuals.
- We believe in professional courage: "Do what's right, even when it's difficult."

Ms. Tate stated other states that have embarked upon SCM in a juvenile setting include Connecticut, Pennsylvania, Maryland, and Louisiana.

Ms. Tate followed her slide presentation covering the SCM program with the Board. She covered training requirements, SCM components and Transitional Goals.

Ms. Tate stated SCM is a behavioral support plan and a plan will be developed for individuals prior to any behavior incident. DJJ will know what a youth's issues are that would cause them to act out.

DJJ has several different training programs within the SCM program. They are:

- Train-the Trainer Certifications – a pre-certification program where the staff would have to complete a theory, physical and vision component to demonstrate the competency to be able to train other staff.
- Booster Trainer Sessions – keeps trainers focused on their skills.
- Administrators' Training (One-Day) – this will ensure every DJJ employee in a management role has been educated on what the SCM program is.
- Policy Training – statewide policy training has been done with the facility directors, assistant district directors and regional administrators.
- 4-Day Security – focuses on physical intervention and theory techniques.
- BJCOT (Basic Juvenile Correctional Officers Training)
- 3-Day Non-Security – focuses on those support administrative professionals such as the counselors, social services providers, educators and everyone in the field that supports keeping the facilities safe.
- Debriefing Facilitators' Training (One Day) – will come into play to debrief every physical intervention encounter.
- Education Specialized Training – DJJ is offering additional support to the educators since they spend most of the time with the youth in the classroom.
- SIR Training (One Day) – additional training will be provided on Special Incident Report training through Bill Amideo in the Legal Services Office and Dallis Davis in Investigation Office.
- SCM Training Officer (On-going)

Ms. Tate stated the other programs that have been impacted include the Pre-Service program. Every employee that comes into DJJ is educated on the SCM program. All DJJ's Basic Training beyond Pre-Services training has been impacted and is being updated. After every employee has been trained in this initial roll out, DJJ will implement a Two-Day Annual in-service training to ensure skills and communications have not been lost and continue to be reinforced. Ms. Tate stated the Management Training program has been updated to include 4 hours of SCM training.

Ms. Tate stated there are 12 physical intervention techniques that have been authorized by DJJ under SCM. She covered those techniques with the Board.

Ms. Tate stated the SCM training is being done statewide. The average class size is 20-30. The SCM training started in August 31, 2009. Security employee must score at least an 85% on theory and 85% on the physical portion of the test. Employees are permitted to attend course twice to successfully complete the course.

Ms. Tate reviewed DJJ's success rate for the following training programs:

The BJCOT (cadet training); 87% successful; total trained to date: 31

4 – Day Implementation for Non-Security Staff program; 92% successful; total trained to date: 637

3 Day Implementation for Non-Security Staff program; 90% successful; total trained to date: 120  
Debriefing Facilitators Training; 76% successful; total trained to date: 117

Ms. Tate stated DJJ hopes to have all its private and state facilities trained by August 2010 and all Community Services offices to be trained by August 2011.

Ms. Tate asked the Board to review the handout on all the key dates implemented on the SCM training.

Board member Jim Kelly asked if DJJ had applied for grants to various foundations that will support the department with their use of the SCM program.

Amy Howell said that DJJ did not apply for any grants. Ms. Howell said it's a great idea and it is something DJJ will look into in the future.

Mr. Kelly made reference to the SCM timeline handout and asked for an explanation of the timeline item; "6/10 Begin SCM Policy review."

Ms. Tate said any policy that is developed for DJJ has a "year-out" date to be reviewed. The policy in place right now is already in place and will be reviewed after a year of implementation.

Commissioner Murray stated if DJJ can identify any foundation grants that might be available it would be great for DJJ. Commissioner Murray stated no amount will be too small for DJJ.

Chairman Shuman called for the next item on the agenda, the Elbert Shaw RYDC Recognition.

**Elbert Shaw RYDC Recognition**

Rob Rosenbloom, Deputy Commissioner  
Department of Juvenile Justice

Rob Rosenbloom stated Director of the Elbert Shaw RYDC, Bobby Hughes, received the Leadership Award from the National Juvenile Detention Association. It is their highest award and it was presented by Dr. David Roush who was the monitor for DOJ during our successful closeout of the MOA. Mr. Rosenbloom stated he accompanied Bobby to Indianapolis to represent the department and participate with Bobby in the conference earlier this month.

Bobby Hughes greeted the Board, Commissioner Murray and visitors. Mr. Hughes stated he was glad to be at the Board meeting and really appreciated the recognition. Mr. Hughes said he is a blessed man and a firm believer in prayer. He stated God has surrounded him with really good people and good co-workers and as a result this has made his job easier. Mr. Hughes said it is not about him but it is about his staff. They are the ones that carry the load and make him look good. Mr. Hughes stated his staff is very caring and compassionate. He then asked a few staff members from the Elbert Shaw RYDC to stand to be recognized.

Bobby Hughes said a lot of people feel detention centers should be hard core but he said what they found over the years is that approach doesn't change youth behaviors.

Bobby Hughes was presented with a plaque that stated: Presented to Elbert Shaw RYDC, to Director Bobby Hughes and staff in 2009 for achievement and commitment to excellence in detention operations.

The Board applauded Bobby Hughes and his staff.

Chairman Shuman called for the next item on the agenda, Military Service Recognition.

**Military Service Recognition, Muscogee YDC**

Steve Herndon, Deputy Commissioner  
Department of Juvenile Justice

Steve Herndon greeted everyone. He stated he felt privileged to recognize a staff member from the Muscogee YDC. He said DJJ is fortunate to have a lot of officers, veterans and active serving military staff at their facilities. The director of the Muscogee YDC is William Samuel. Mr. Herndon stated Mr. Samuel has a presentation to recognize a staff member from the Muscogee YDC.

Mr. Samuel stated he appreciated the Board giving him this opportunity to conduct this presentation. Mr. Samuel stated about 10% of the Muscogee YDC staff are in the National Guard or Armed Services. Mr. Samuel said the Muscogee YDC is in a military town and they support their soldiers. Mr. Samuel also stated he has a special interest because he has a son that is on his second deployment to Iraq. Mr. Samuel said he met Sergeant Eric Price at the Metro RYDC when he was on his first deployment. Sergeant Price later transferred to the Muscogee YDC when it opened.

Mr. Samuel said thanks to Sergeant Price the Muscogee YDC was recognized as a favorite employer by the US Army and received a certificate. The Muscogee YDC name was put in for nominations to be recognized by the President of the United States. Mr. Samuel said he believes the ceremony will take place in February 2010. He stated he did not know where the nomination was at this point but he said they will be notified if the Muscogee YDC was selected in any capacity.

Mr. Samuel said 10% of the JCO staff are in the military, reserves or have gone active since the United States military has been in Iraq. Mr. Samuel stated right now there are two Muscogee YDC employees that are deployed in Afghanistan. Mr. Samuel said while Sergeant Price was in Iraq, he kept DJJ in his thoughts. The staff at the Muscogee YDC communicated with Sergeant Price while he was in Iraq through Facebook and email. Mr. Samuel said the US Army learned a lot about the Muscogee YDC from Sergeant Price. Mr. Samuel introduced Sergeant Price to the Board.

Sergeant Price said it was an honor to be before the Board. Sergeant Price said Mr. Samuel has been very supportive of him and his family. When he found out he was going to be deployed to Iraq, Mr. Samuel did not hesitate in giving him the time he needed with his family to get everything situated before he left. Sergeant Price said he wanted to show the Muscogee YDC his appreciation for allowing him that time with his family. Sergeant Price said it was a very trying time for him when he had to leave his family for a year. Sergeant Price stated when he heard that a soldier can have a United States flag dedicated to their place of employment, he jumped at the opportunity. Sergeant Price displayed the flag to the Board. He stated the flag was flown over Camp Boswell in Iraq. Sergeant Price said he wanted to recognize the Muscogee YDC because they recognized him and what they do to support their military staff.

Sergeant Price read the inscription on the flag:

Operation Iraq Freedom International Division South

This is to certify that this flag of the United States of America was flown proudly in honor of the Muscogee Youth Development Campus, Director William Samuel and Captain Marvin Menafee over Cobb Boswell headquarters of the 23<sup>rd</sup> military police battalion on the 20<sup>th</sup> day of October in the year of our Lord 2009.

The Board recognized Sergeant Price and Muscogee staff with applause.

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

## **Customer Service Update**

Steve Hayes, Customer Service Chairperson  
Department of Juvenile Justice

Mr. Hayes greeted the Board, Commissioner Murray and visitors. Mr. Hayes stated DJJ Central office will have their holiday activities following the Board meeting and said he hopes the Board can stay for the activities.

Mr. Hayes stated it has been a great year as far as the Board meetings go. All DJJ staff has a part in making that happen. Mr. Hayes said he especially wanted to thank his staff Nathan Cain and Cherecia Kline for their hard work. Mr. Hayes said the Board attendance and interest helps make it a successful year.

Mr. Hayes stated the Governor's quarterly customer service commendation award deadline is Friday, December 11, 2009. Mr. Hayes also said DJJ will be closing out its customer service recognition program where the department will select their 4 quarterly winners for 2009. The overall 2009 DJJ customer service winner will likely be announced in February 2010.

Mr. Hayes announced that DJJ has been honored to be selected to be a part of a Job Satisfaction Improvement Project. This will be conducted over the next 16 months which will involve 8 state agencies. These agencies were picked by the Governor's Office of Customer Service because of their passion for customer services and improving services. Mr. Hayes said it was not a coincidence that DJJ was selected to take part. The goal of this would be to raise job satisfaction among employees and create a model for other state agencies to follow.

Mr. Hayes said this project will be headed up by Amy Howell and the project leader will be HR Director Deborah Moore.

Mr. Hayes said DJJ staff will have to take part in a survey in January and again around December 2010. DJJ will get their results. During that time, DJJ will be working on plan to help improve job satisfaction. Mr. Hayes said a happy employee always provides the best customer service. Mr. Hayes stated he will have more information on the Job Satisfaction Improvement Project as the year goes on.

Mr. Hayes concluded his report.

## **Chairman's Comments**

Chairman J. Daniel Shuman  
Board of Juvenile Justice

Chairman Shuman announced the next DJJ Board Meeting will be at the Central Office on January 28, 2010 at 10:00 a.m.

Chairman Shuman thanked the Board for their participation. Chairman Shuman said each Board member has been a full participant. He said he appreciated all of their involvement. Chairman Shuman thanked Commissioner Murray and his staff for their hard work. Chairman Shuman said revenues in the state of Georgia are still declining and from the looks of things 2010 will be similar to 2009 with budget cuts. Chairman Shuman wished everyone a happy holiday season.

Board member Dr. Ed Risler announced that Spiro Amburn, DJJ's Legislative Services Director, will graduate from the University of Georgia with a Masters degree in Non-Profit Management.

The Board and visitors applauded Spiro Amburn for his accomplishment.

Commissioner Murray recognized retired Deputy Commissioner Dr. Tom Coleman, his (Murray's) wife Connie Murray and daughter Camille Cunningham who were attending the board meeting.

Chairman Shuman asked if there was any unfinished business. Hearing none he asked if there was any new business.

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

Board member Stephen Simpson made the motion and Board member Daniel Menefee made the second.

The motion carried.

The meeting was adjourned.

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J. Daniel Shuman, Chair  
Board of Juvenile Justice

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Albert Murray  
Commissioner

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Daniel A. Menefee, Secretary  
Board of Juvenile Justice