

**Board of Juvenile Justice  
Thursday, February 26, 2009  
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 February 26, 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:** Dr. Jack Catrett; Steve Herndon; Rob Rosenbloom; Bill Amideo; Gordon Fisher; Spiro Amburn; Shirley Turner; Richard Harrison; Chris West; Jeff Minor; Diana Newell; Jackie Kelsey; Bertron Martin; Latera Davis; Coy Satterfield; Shilpashree Sadam; Steve Hayes; Nathan Cain; Cherecia Kline;

**Others:** Destiny Washington – Attorney’s General Office; Catherine Rowan; Barton Child & Law Policy, Gary Barnhart (UGA Intern), Alexia Atherley (UGA Intern), Jessica Rosenkoetter (UGA Intern)

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

**Roll Call**

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

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

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

Noting the presence of a quorum of the Board, Chairman Shuman asked for a motion to approve the agenda for the February 26, 2009 Board of Juvenile Justice and Board of Education. Daniel Menefee moved to approve the agenda for the February 26, 2009 Board of Juvenile Justice and

Board of Education meeting. Larry Barnes 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 January 22, 2009 meeting of the Board of Juvenile Justice and Board of Education and asked if there were any corrections to the minutes. There were none. Stephen Simpson moved to approve the minutes from the January 22, 2009 meeting of the Board of Juvenile Justice and Board of Education. Daniel Menefee 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. The Commissioner said he appreciated being able to attend the February Board meeting. He stated he was unable to attend the Board meeting last month because he was involved in budget hearings at the Capitol. Commissioner Murray noted he will continue to spend a great deal of time at the Capitol as expected especially this time of the year. Commissioner Murray said they are tracking legislation to make sure DJJ's bills are moved. Commissioner Murray said Spiro Amburn, DJJ Legislative Services Director, will speak to the Board on the latest from the Capitol. Commissioner Murray stated that DJJ's legislation is tied to its budget. Employees at DJJ are taking furlough days beginning in January, one per month in order to meet the required necessary reductions. The furloughs will affect the employees who are in a higher pay scale. It is helping to keep employees on the job that are in the lower pay grades. Commissioner Murray said DJJ is doing all it can to prevent massive layoffs.

Commissioner Murray introduced three DJJ interns to the Board, staff and visitors. The three interns attend the University of Georgia and are guests of Dr. Risler. Commissioner Murray asked the interns to stand and asked Dr. Risler to make comments.

Dr. Risler said the purpose for them attending the Board meeting is to recruit them and hopefully they will end up working for DJJ. Dr. Risler said the interns will be good candidates that could possibly end up working for DJJ.

Commissioner Murray told the interns that it was nice to have them at the meeting and to keep DJJ in mind after they graduate.

Commissioner Murray also introduced Catherine Rowan. Ms. Rowan is also a guest of Dr. Risler. Commissioner Murray said Ms. Rowan will retire after 34 years of service with DJJ. Commissioner Murray asked Dr. Risler to describe Ms. Rowan's career at DJJ.

Dr. Risler said a lot of times great employees retire with little fan fair. He said it is important that DJJ recognize employees that have dedicated a lifelong commitment to helping youths. Dr. Risler said he has known Ms. Rowan for years when they started out at an RYDC in Athens, Georgia. Dr. Risler said Ms. Rowan has done a lot of great things and has had a great impact on children's lives. Ms. Rowan worked at the RYDC in Athens for a number of years and later

became a JPS in Barrow County Georgia. Dr. Risler said Ms. Rowan is one of DJJ's certified sex offender specialists. Dr. Risler said Ms. Rowan was under Deputy Commissioner Rob Rosenbloom's supervision and he asked him if he would like to say a few words.

Rob Rosenbloom said he was sad to hear that Ms. Rowan was retiring from DJJ. Mr. Rosenbloom stated Ms. Rowan accepted another position with the Juvenile Courts in Athens, Georgia. Mr. Rosenbloom said he knows she will do a great job there. Mr. Rosenbloom said whenever Ms. Rowan called about a particular situation or child he knew that is one he needed to pay attention to. Mr. Rosenbloom said there is so much that could be said about her career but the one thing that stands out is her advocacy for troubled youths that are sex offenders. Mr. Rosenbloom told Ms. Rowan that he will miss her at DJJ and appreciated her state service.

Dr. Risler said DJJ has been truly blessed to have her in the organization.

Commissioner Murray thanked Dr. Risler for his comments and Ms. Rowan for her services.

### **Division of Programs & Secure Campuses (Campus Operations)**

Assistant Deputy Commissioner Gordon Fisher and Regional Administrator Gary Pattman are both working with the Office of Contracts, Office of Engineering and the Office of Classification and Transportation to manage the closing of the McIntosh YDC. The McIntosh YDC is a 60 bed privately operated facility. DJJ anticipates all the youth will be released or removed from the facility by March 26. DJJ is expecting and planning on an orderly shutdown with all property and records being secured. The vendor, YSI, was notified in writing of the closing and the closing was a key part of DJJ's budget proposal and the reductions DJJ needed to make.

On February 19 the Bill Ireland YDC held a graduation exercise for 9 youths that received their GED certificates. The guest speaker for the event was Mr. Chris Porter, sports director of WMAZ TV in Macon. Parents and family members of the youths were invited to stay after the graduation for a reception that was enjoyed by all.

The Augusta YDC Boy Scout Troup hosted an Employee Appreciation Week in honor of all of the employees at the facility during the week of February 9 – 13, 2009. Each day of the week was designated to recognize a different facility department. Troup members designed and signed certificates and candy gift bags for employees. The week culminated with an Employee Appreciation Luncheon and Program, planned by the Scouts on Friday, February 13<sup>th</sup>. As part of the program, the residents read poems they had written that were dedicated to staff they felt had positively impacted their lives. Employees were very appreciative of the Troup's efforts and recognition.

The Office of Continuous Improvement completed its comprehensive review of programs and services at the Eastman YDC conducted during the month of February. When the report of findings is completed, Director Gary Morris will be ready to review findings with staff and develop a corrective action plan to address any areas needing attention as well as strengthen areas working well. The review was Mr. Morris' first experience undergoing an OCI review and he indicated he found the review very helpful as a management tool.

Ms. LaShonda Williams has been promoted to Assistant Director at the Sumter Youth Development Campus (YDC). Ms. Williams started with DJJ at the Sumter YDC in June 2000. She has a Bachelor of Science degree in Criminal Justice, a Master of Science degree in Justice Administration, over ten years of experience in law enforcement with the Americus Police Department, and nearly nine years of counseling services with the Sumter YDC. Ms. Williams has completed the Executive BJCOT training and is certified as a General Instructor, as a “Thinking for a Change” trainer and as a Sex Offender Counseling trainer. Commissioner Murray stated he knows Ms. Williams will do a great job in her new role.

Dr. Michelle Staples-Horne, Director, Office of Health Services, participated in the National Association of Black Journalists (NABJ) Conference. They held their conference on Health Care Disparities at Morehouse School of Medicine National Center for Primary Care held January 30-31. The workshop gave the audience a journalist’s insight into health disparities affecting African Americans that result in significantly higher mortality rates. Dr. Staples-Horne participated on a panel to discuss health issues of incarcerated males. Other topics included obesity, heart disease, stroke, HIV/AIDS, mental health and the aftermath of Hurricane Katrina.

The Office of Behavioral Health Services (OBHS) provided statewide training sessions on February 9th and 10th to staff in all RYDCs and YDCs. The training focused on the use of therapeutic restraints or involuntary medications. The sessions were well attended by staff from all disciplines. Video conferencing was utilized to deliver as well as record the training which will allow facilities to provide the training to staff that were not able to attend the scheduled session or who may need to review the material again. It also eliminates travel costs associated with training. This mode of training will be utilized by OBHS in the future. Commissioner Murray stated this is great way of connecting staff from around the state without them having to travel. This method of training will serve DJJ well in 2009.

Commissioner Murray stated the Community Services and Intake Division or CSI continues working to ensure the detention population is balanced between detention centers across the state. During a time when detention center population has been below statewide capacity; moving post disposition youth from a crowded center to one less crowded has been occurring regularly. DJJ has seen the expected increase in population over the last several weeks and the closure of the McIntosh STP program and Wilderness Program in Blakely will increase youth awaiting placement in an RYDC. These two programs have stopped taking referrals in anticipation of their closure at the end of March. Budget constraints have also caused the CSI Division to take a more conservative approach to paying for alternatives to detention such as electronic monitoring. While the services are still be offered to juvenile courts, less exceptions are being made to extend services past 30 days in order to ensure overall budget concerns are met.

Deputy Commissioner Rob Rosenbloom has made several visits across the state to visit Community Court Services Offices and local juvenile judges. These visits have allowed good feedback from staff during these changing times and re-enforced good local relationships with the judges. Commissioner Murray said he was able to attend one of the conferences with Mr. Rosenbloom to Newton County and meet the staff and new juvenile court judge in the county.

Commissioner Murray said he can attest to the enthusiasm of local staff even during these tough economic times and their dedication to serving youth in the community. The judge was very complimentary of them and the service to the court. These visits will continue throughout the year so Mr. Rosenbloom and other staff can hear directly from juvenile judges and ensure DJJ is meeting their needs and answering any questions they have about the department and the challenges they are facing.

Tim Suddreth has been promoted from a juvenile program manager position to District Director, District 3A. He has a 25 year history with the Department and has worked in the community as well as at the Marietta RYDC as an Assistant Director. Commissioner Murray said he is glad to have him in his new position especially after having the position vacant for 6 months.

### **Moving to the Division of Administrative Services:**

Commissioner Murray stated that Jackie Kelsey, Office of Classification and Transportation (OCATS) Services Director, attended the 2009 American Probation and Parole Association (APPA) Winter Training Institute February 8-11, 2009. APPA is an international non-profit organization committed to innovative and effective probation, parole and community-based correctional programming. The conference included several excellent workshops including; "Transitioning from Prison and Jail to the Community," "Managing the Generation at Work," and other workshops dealing with mental health and effective interventions to assist youth and families.

OCATS has two staff members that are currently enrolled in school during their off-hours, Breda Hammonds (Quality Assurance Specialist) and Bertron Martin (Transportation Captain). Both are seeking an Associate Degree in Criminal Justice through on-line classes and are performing very well in school. Commissioner Murray said he wishes those staff well.

### **From the Investigations and Juvenile Apprehension Units:**

Facility based investigation training was recently held at Forsyth for 13 employees from various facilities. This training was a success and DJJ anticipates this class to continue in the future.

Commissioner Murray stated that budget reductions are affecting all aspects of our operations including the Juvenile Apprehension Unit.

On January 30, 2009 the Reduction in Force at the Juvenile Apprehension Unit (JAU) was completed, a result of the 10% reduction in DJJ's budget. Two employees decided to leave the department; seven employees applied and were placed in vacant positions within the department. The JAU lost a total of 9 positions. Commissioner Murray stated he was glad DJJ could place most of those personnel in other DJJ positions.

### **From the Office of Human Resources:**

Effective Monday, February 16, The Office of Human Resources welcomed aboard Mr. Sam Clonts and Ms. Shondrena Hudson-Huley in the roles of Deputy Human Resources Director and

Personnel Analysis Section Manager respectively. As in the earlier referenced district director's position, it was critical that these positions be filled in order to maintain continuity of services to DJJ employees and management. Commissioner Murray stated DJJ requested and received permission to fill these critical positions within the agency. Prior to Monday, February 16, there were seven (7) vacant positions in the DJJ Office of Human Resources (OHR). Three of the seven vacancies were manager positions. Commissioner Murray said these two positions were critical hires and again they were approved through the state personnel administration. Commissioner Murray welcomed the new staff to DJJ and said he knows they will serve the department well.

### **From Training:**

Commissioner Murray thanked Gary Morris, director at the Eastman YDC, for the congratulatory remarks for the BJCOT Class #139 graduation on January 30, 2009. Commissioner Murray said he was told Mr. Morris did a very good job as speaker.

The BJCOT Class #140 graduation ceremony is scheduled for February 27, 2009 at the Georgia Public Safety Training Center in Forsyth, Georgia. There will be 39 candidates for graduation. Of the graduates, four (4) have previous military experience; seven (7) college degrees; five (5) are currently working on degrees; thirteen (13) married; twenty-nine (29) are parents; twenty-five (25) have previous experience working with children; nine (9) have previous experience in law enforcement.

The guest speaker is Margaret Cawood, District Director, District 1.

Commissioner Murray said in support of DJJ's new Safe Crisis Management Program (SCM), the Office of Training will host two train-the-trainer sessions at the DJJ Academy in Forsyth on March 23-28 and April 27-May 2, 2009. SCM is the technique DJJ has chosen to replace PPCT. Commissioner Murray stated the audit team took a look at DJJ's system and strongly recommended that DJJ move to another restraint technique. DJJ conducted research and decided SCM was a technique that would provide DJJ staff with the skills they needed and also provide them some protection. DJJ anticipates the certification of 40 trainers upon completion of this training.

SCM will replace DJJ's current policy of physical control measures or PPCT. The new SCM will allow us to invest in a comprehensive training program to provide staff with the special skills they need to minimize risk to youth and protect staff when the need to intervene becomes necessary.

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

Board member Stephen Simpson said he heard on CNN that the Georgia Department of Corrections and DJJ laid off guards at their facilities. Stephen Simpson asked Commissioner Murray to please comment on the CNN report.

Commissioner Murray said he did not see the report but someone told him about the story. Based on what he was told the report gave the impression that the Georgia Department of Corrections, DHR and DJJ were the only two agencies in Georgia involved in budget cuts and furloughs. Commissioner Murray said he supposed CNN reported what they were able to gather.

Stephen Simpson asked if the lower paid employees were being affected by the furloughs.

Commissioner Murray asked Deputy Commissioner Jeff Minor to comment on the pay grades affected by the furloughs.

Jeff Minor said at first DJJ was going to furlough employees with salaries of \$50,000 or higher but the State Personnel Administration office would not allow them to do that because it would affect people on the same job differently. Mr. Minor said the furloughs are affecting pay grades 15 or higher. All DJJ security employees are below pay grade 15 so they will not be affected by furloughs at this point. Mr. Minor said there are conversations at the General Assembly about including all state employees in the furloughs. In those conversations it was clearly stated that security employees will be exempted.

Board member Sandra Taylor asked how DJJ compared to other state agencies that are doing furloughs.

Mr. Minor said furloughs vary from agency to agency. Mr. Minor said he believed the Department of Corrections and DHR is furloughing all of their employees. Mr. Minor also stated some agency employees are furloughed multiple days per month. Mr. Minor indicated that the GBI has not furloughed its employees but there is debate about them closing their crime labs.

Commissioner Murray stated that DHR employees are furloughed 2 days a month. DHR started their furloughs in September 2008. Commissioner Murray said their impact is greater than DJJ's. Commissioner Murray said the furloughs are keeping people on the job. It may not be good for those who are directly impacted especially if it is a 2 day furlough. That could add up to almost 10% of an employee's salary. Commissioner Murray stated the purpose of a furlough is to keep lower paid employees on the job without having to engage in massive layoffs.

Board member Perry McGuire asked Commissioner Murray to comment on the Safe Crisis Management Program (SCM).

Commissioner Murray said the audit team cited DJJ for using PPCT. The audit team felt that PPCT was outdated and not safe. Commissioner Murray said it was clear if DJJ did not move away from that technique, DJJ would not be approved to clear the MOA. At that time DJJ began to look around the country to find a technique that would be appropriate. Commissioner Murray said DJJ spent 3 days with the Florida Department of Juvenile Justice and looked at their technique. Fabienne Tate and other staff did some research and brought other vendors in. The vendor that does the SCM came and spent all day with Commissioner Murray, the DJJ executive team and other staff members. The vendor gave a demonstration on safe crisis management. SCM is a technique that is in place in a number of other states in juvenile justice systems. SCM

has been proven and tested to be safe and effective. Commissioner Murray said he made the decision that this technique would be best suited for DJJ. Commissioner Murray also said DJJ will begin to train its staff and at some point DJJ will be completely trained away from PPCT. SCM training could take up to 9 months to 1 year to be fully implemented. Until DJJ can train staff, DJJ will continue its practice with PPCT.

Mr. McGuire asked if the change was contingent upon clearing the MOA. Commissioner confirmed that.

### **Legislative Update**

Spiro Amburn, Director of Legislative Services  
Department of Juvenile Justice

Spiro Amburn began his DJJ legislative update by greeting Commissioner Murray, Chairman Shuman, the Board and guests. Mr. Amburn stated that February 26, 2009 is legislative day 24 which is half way through the legislative session. Mr. Amburn stated that the schedule is to go 3 days a week until the end of March and then recess until June. Mr. Amburn explained they are saving the last 5 days because of the budget. There has been conversation that the legislative session might go back to a more traditional schedule in late March or early April now that it is clearer as to what type of federal money will be coming. Mr. Amburn said as of right now the adjournment resolution still stands where they will go through day 35 at the end of March and come back in June for the last 5 days.

In terms of DJJ legislation, DJJ introduced House Bill 245 and 246. Mr. Amburn stated he did not give the Board a handout on House Bill 246. House Bill 246 would require the use of a written risk assessment instrument at intake before a child can be detained pre-adjudication. DJJ decided to hold House Bill 246 because House Bill 245 is the STP Bill and is a priority Bill for DJJ and the Governor's Office. House Bill 245 is also directly tied to the DJJ budget. Mr. Amburn made reference to his hand out that explains in detail about House Bill 245.

Mr. Amburn said there have been a lot of discussions about House Bill 245. Originally the Bill shortened the time for a short-term sentence to a maximum of 60 days to a maximum of 30 days. Mr. Amburn said all of the changes are on the second page of his handout. House Bill 245 was at the sub-committee level and then some discussions came up regarding a sunset provision for the legislation. DJJ sat down with interested parties which included juvenile court judges, district attorneys, and representatives from the Governor's Office. Language was developed to include a 2 year sunset provision. Mr. Amburn stated if the legislation passes reducing the STP from 60 days to 30 days, it would only be a temporary fix until July 2011 because the STP would go back to 60 days due to the sunset provision added to the bill. Even though the provision would be a temporary fix, it would solve DJJ's short term problem with the budget and allow DJJ to manage its capacity and stay within budget compliance and deal with the closure of the McIntosh YDC. This would require the General Assembly to revisit the issue in the next two years because the STP would go back to 60 days unless further legislation is passed.

Mr. Amburn concluded his report and asked if there were any questions.

Board member Larry Barnes asked if the 5 days that will be added on at the end of the legislative session impacts DJJ.

Mr. Amburn said the McIntosh facility will be closed by April 1, 2009 so DJJ is moving forward with those plans regardless. Mr. Amburn said it would create a lot of challenges if they don't pass the budget by the end of March and then come back in June. Mr. Amburn said his personal opinion is that it probably will not happen that way.

Board Vice-Chair Dr. Risler asked if there has been any legislation introduced about increasing the legal adult age from 17 to 18.

Mr. Amburn said there have been talks about increasing the legal adult age from 17 to 18 but stated the juvenile code rewrite legislation has not been introduced yet.

Dr. Risler asked Mr. Amburn to send him an email when it comes into play.

Board member Sandra Taylor asked if it was the Senate that did the study on the STP program.

Mr. Amburn said yes.

Ms. Taylor asked if there is a standard by which DJJ can watch the effects of the reduction for the next two years.

Mr. Amburn said DJJ already has a process in place where they can track that. Mr. Amburn stated DJJ will probably need to come before the Senate a year before with a budget request if the STP program is to go back to a 60 day STP.

Chairman Shuman moved to the next item, an executive session.

Board member Perry McGuire made the motion to go into executive session.

Board member Sandra Taylor 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 Daniel Menefee to close the session and return to the regular meeting of the Board of Juvenile Justice. That motion was seconded by Board member Dr. Risler. The motion carried.

Chairman Shuman said it was brought to his attention that Board member Jim Kelly's father passed away since the last Board meeting. Chairman Shuman told Mr. Kelly the DJJ Board

shared his grief. Chairman Shuman told him he knows what it is like because he also lost a parent within the last year.

Chairman Shuman called for the next item on the agenda, the Classification & Transportation Update.

### **Classification & Transportation Update**

Jackolyn Kelsey, Director of Classification and Transportation Services  
Department of Juvenile Justice

Ms. Jackolyn Kelsey, Director of Classification & Transportation Services, introduced herself to the DJJ Board. Ms. Kelsey also introduced her Assistant Director, Latera Davis and Captain Bertron Martin. Ms. Kelsey made reference to some information that is in the board packet about Classification & Transportation Services. Ms. Kelsey explained the handout is just a brief overview of what the Office of Classification and Transportation does.

Classification consists of two components; Transportation Services and Classification and Assessment processes. Ms. Kelsey explained the Transportation Unit is divided into four service areas:

- Area 1 is located in the northern region and consists of the Macon and Metro Atlanta area.
- The Southwest area consists of Columbus Blakely and Albany, Georgia.
- The Southeast area consists of Savannah, Waycross, Augusta, and Emanuel, Georgia.
- The Central area consists of the Gainesville, Rome and Paulding County Georgia hubs.

Ms. Kelsey stated the main office for Transportation Services is located at the Central Office. The staff consists of a Captain, Administrative Lieutenant and radio operator. The Captain serves as the emergency management coordinator for the agency and is responsible for the coordination of agency resources during weather and other evacuation events. They also participate with the facilities where they will go in and help the facilities with their evacuation plans or whenever they are having drills. The Captain also assists the facilities with writing policies for their fire evacuation plans.

Ms. Kelsey stated during FY08, the unit's total fleet mileage was 728,425 miles. The average hub mileage was 26,973 miles per vehicle. The total number of youth moved per hub was 1,035. The Transportation Unit also assists DJJ's Interstate Compact Unit in the transporting of youth.

There are currently 27 Transportation staff and one part-time employee who is the Radio Operator. Their duties not only include providing support and transportation of youth statewide, they also provide airport surveillance, escort youth to appointments, inter-state compact services and responding to agency emergencies.

The Classification Unit is organizationally divided into four functions: Commitment Review and YDC Assignment, STP Review and YDC Assignment, Transfer Authorization, and YDC Population Review. Each section has unique responsibilities. This unit consists of 8 staff members which includes Ms. Kelsey, and the assistant director. Ms. Kelsey said there is also an administrative operations coordinator who handles all of the department business functions for other staff including a support staff member.

The Commitment Review and YDC Assignment function provides quality assurance for all assessment packets screened by long term placement. The packets are reviewed to make sure there are valid court orders. Those kids are then placed accordingly by age and their criminal risk needs assessment.

The STP Review and YDC Assignment function provides quality assurance for Short Term Placement (STP) documents on youth that have been ordered to a short term placement.

Ms. Kelsey said one person does the Transfer Authorization function. This person receives and reviews all requests to transfer juveniles and notifies all parties that the movement is justified and authorized. There is also collaboration with the Office of Behavioral Health for movement of youth to Mental Health, Substance Abuse and Shelter Units. They also monitor daily RYDC and YDC bed population to make recommendations and watch the trends that are occurring in the state.

Ms Kelsey said the staff of OCATS strives to accurately and appropriately place youth according to their risk and needs in order for them to receive services that will result in reduction or cessation of further delinquent acts. Ms. Kelsey said in doing that she hopes the OCATS will be a powerful force of positive change.

Ms. Kelsey said Captain Bertron Martin will speak to the Board about a couple of reports and the new system that DJJ has with Verizon Wireless called Field Force Manager. Ms. Kelsey said the Verizon Field Force Manager allows the department to track any of their vehicles in case anything happens with their kids.

Bertron Martin began his report by greeting Commissioner Murray, Chairman Shuman, the Board and guests. Mr. Martin said he appreciated the opportunity to explain to the Board what the Verizon Field Force Manager does.

Mr. Martin asked the Board to turn to his PowerPoint presentation. Mr. Martin said the Verizon Field Force Manager is a GPS monitoring system that DJJ implemented in 2004 as a result of an accident with a transportation vehicle. Mr. Martin said for a period of time, DJJ was unable to locate the vehicle. Mr. Martin said by being a manager and supervising employees from a

distance it is important for him to be able to track the movement of employees. This tool also provides OCATS with the ability to monitor time spent driving and idle employee time. It also identifies how the hubs are performing and movement from one location to another. Mr. Martin explained his presentation. He described the equipment which lets him know if the tracking unit is turned on and if the GPS is tracking. Mr. Martin said the equipment also tells him if he is getting good signals as far as telephone reception and GPS tracking reception. Mr. Martin continued saying information he can receive includes the officer's name, the area they are assigned to, if they are logged in and the last stop or location. Mr. Martin explained that a few DJJ facilities are not registered due to their GPS coordinates. Verizon Wireless is aware of the problem and is working on a resolution.

Using his presentation map, Captain Martin detailed the movement of a DJJ transportation officer. Mr. Martin said the officer's last GPS tracking was on February 26, 2009 at 11:21 a.m. He was on Emory Highway in Macon, Georgia. Mr. Martin said if he wanted to get a more detailed report of the officer's movements he can switch over and view any detailed worker report which will let him know what the officer's status is. Mr. Martin said he can also view the specific officer's map for the last 24 hours. The map shows the officer statewide and or street level.

Board member Stephen Simpson asked if the Verizon Field Force Manager tracks real time.

Mr. Martin said the Verizon Field Force Manager updates every 14 minutes but it stores a log on the officers for a period of 60 days.

Mr. Martin said with the Verizon Field Force Manager DJJ, OCATS can create a bread crumb trail on an officer. The bread crumb trail will allow Mr. Martin to check the officer's location, time, speed, if he stopped and how long he was stopped.

Board Advisory Council member Judge Steven Teske asked if the Verizon Field Force Manager was a hard installed device per vehicle or does it track the officer no matter what vehicle he is driving.

Mr. Martin said the Verizon Field Force Manager actually tracks the person. Every transportation officer is equipped with a two way radio mobile device. The GPS tracking system is installed in the radio which is part of their uniform.

Mr. Martin said he is not able to show a live demonstration but Google Earth is installed on his laptop at his desk. With Google Earth he can get a 3D picture of a particular area. Mr. Martin said if there is ever an allegation that an officer was engaged in wrong behavior, he can go to the particular officer and run a report on what they actually did for that day to create a timeline of all activities.

Mr. Martin said the worker's timesheet lets him know the day, time and location they logged in. It tracks their travel throughout that particular day. It tracks the amount of miles they travel, the

time it took the officer to travel to one location to the other and it gives Mr. Martin a summary of that day at the bottom.

Mr. Martin said this is one of the tools implemented to help manage staff at the Transportation Unit's day to day operation.

Board member Stephen Simpson asked about the usage cost of using Verizon Field Force Manager.

Mr. Martin said the Transportation Unit was already using two way radios prior to using Verizon Field Force Manager. That cost was already there so Verizon just added \$3 to \$5 more by adding on the Field Force Manager. With the old system the department used with the Southern Company, DJJ was paying \$54 a unit. With Verizon Field Force Manager DJJ is only paying \$35 a unit.

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 Media and Public Relations, began the DJJ Customer Service Update by greeting Commissioner Murray, Chairman Shuman and the Board. Mr. Hayes also stated he was also serving as DJJ Customer Service Chair/Champion.

Mr. Hayes started his report by recapping the Governor's Office of Customer Service customer service commendation ceremony on January 29, 2009. There were 19 agencies recognized at the commendation ceremony. The awards were given to recognize state employees who made a difference by their actions and leadership, enhancing Georgia's services to the public and throughout state government and assisting Governor Perdue with his overall goal of making Georgia the best managed state in the nation. Mr. Hayes thanked Chairman Shuman and Judge Quintess Gilbert for attending the ceremony. Mr. Hayes said Commissioner Murray and staff appreciated their support and interest as we do anytime board members are able to attend DJJ related events. Mr. Hayes stated 3 DJJ staff members were honored at the ceremony. They included Training Director Fabienne Tate and retired Education Director Dr. Tom O'Rourke. Mr. Hayes said one of the honorees was intentionally omitted at the last board meeting because we did not want it to get out. Commissioner Murray won a commendation for customer services. He was recognized for making customer service a part of everyday operations at DJJ. Commissioner Murray has created quality customer services at all levels within DJJ. Commissioner Murray has been out front in driving DJJ customer services.

One of the first things Commissioner Murray did was put the right person in charge and that was Dr. Tom O'Rourke. Dr. O'Rourke retired in fall 2008 but he was able to come back and receive his commendation award. Dr. O'Rourke was the right person to head up the customer service program for DJJ. He received his commendation for his part in setting up a good foundation for DJJ customer service programs including setting up customer service training by working with Fabienne Tate, Director of Training, to create a training program for all DJJ employees. He also worked with the Governor's Office of Customer Service to survey employees so DJJ could receive feedback regarding how the DJJ customer service program was working. Dr. O'Rourke was also cited for his work in the Office of Education in creating a certified and accredited school system at DJJ.

The other commendation recipient was Fabienne Tate, Director of the Office of Training. Ms. Tate was honored for her leadership to improve DJJ training. Additionally she was called out specifically for an episode at a 2008 training conference where she went beyond the call of duty. There was a participant at the conference that suffered a heart attack and it put the family of that participant in turmoil. Ms. Tate went out of her way to personally make arrangements for that family to ensure their needs were met. Ms. Tate was on the phone with the family and literally held their hands through that process. The family's seven year old child was overheard calling Ms. Tate an angel woman.

Mr. Hayes congratulated Commissioner Murray, Dr. Tom O'Rourke and Fabienne Tate for their commendations. The commendation ceremony is a quarterly event and DJJ expects to have more staff honored in the future.

Mr. Hayes thanked those employees who made the nominations. Without those employees taking the time to send in the nominations deserving DJJ staff could not receive the recognition they deserve. Receiving the commendations shows as an agency where the DJJ customer services program is and where it is going.

Mr. Hayes made reference to DJJ's online customer service feedback information in the board packet. Mr. Hayes said it gives a synopsis of the DJJ online feedback service that was implemented a year ago. It is on DJJ's customer service tab on the public website. It is a faster, friendlier and easier device and another way for the public and constituents to reach DJJ. There is also a contact tab that serves as another avenue for the customers to reach out and talk to someone at DJJ.

There were a total of 92 customer comments logged in the DJJ Customer Service Feedback system. Customers give their contact information, email address and they indicate whether or not they want a response. If the customer wants a response, Mr. Hayes or another staff member would then contact the sender via email or phone. The turnaround time for resolving these issues is usually no more than a couple of days. Mr. Hayes said concerns from parents and other constituents sometimes take a bit longer to resolve completely.

Of those requesting or requiring a response on the Customer Service Feedback system, 78% were completed in a “satisfactory” manner, meaning the customer was satisfied with the outcome or response and all issues were resolved to their satisfaction.

11% requested no response. This may include a compliment, comment or complaint.

Mr. Hayes said the Customer Service Feedback system is a great way for DJJ to respond and resolve issues.

Mr. Hayes said he will read to the Board a couple feedback forms received by the agency.

**Example Feedback Forms:**

“I just want to say how pleased I was with your staff at the Gwinnett RYDC. This was all new to me and as a mother I had much trepidation about my son being at this place but your staff assured, comforted, and showed me and my son great respect and care. I can’t help but to acknowledge the fine staff that you have here.”

“To Whom It May Concern: I am  
writing to commend Ms. Chyna Shorty at Clayton RYDC on her exceptional customer service skills and her expertise and genuine concern for my son and his welfare during his stay at your center.”

Mr. Hayes referenced DJJ’s Customer Service Brochures available at all DJJ locations. He said DJJ has received many customer service comment cards or brochures. The brochures allow a customer to check areas of good, average or poor services. These brochures are returned to central office and have been received from all over the state but some offices have returned more than others. He cited the Bartow County Court Services Office and facilities such as the Bob Richards and Elbert Shaw RYDCs as DJJ locations where visitors have filled out numerous brochures and DJJ staff has returned the brochures to his office. Mr. Hayes said he would like to see this level of interest continue to spread across the system whereas he is receiving more of these brochures from all DJJ facilities, court services offices and field offices. The brochures include a comment section.

Mr. Hayes mentioned a few comments from the customer service comment brochures.

**Comment from an RYDC parent:**

“I am so glad the staff was kind and courteous and I hope this visit from my son did him some good. Thank you guys for all your help.”

**Comment from Elbert Shaw RYDC parent:**

“He was only there from Friday to Monday. Staff was very courteous and nice. When I came to visit the staff made us feel better about him being there.”

**Comment from Polk County Court Services Office:**

“Thank you very much. I felt like this meeting can be very useful and help our situation.”

**Comment from Bartow County:**

“Very professional, informative, and nice kind people especially Mr. Richard Fox. I am appreciative of what you are doing.”

Mr. Hayes said DJJ occasionally receives information on the brochures that need to be addressed. Mr. Hayes stated sometimes there are situations where the comments need follow up with a facility or officer to ensure all issues are resolved.

Mr. Hayes concluded his report and asked if anyone had any questions.

There were no questions.

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 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 Pastor Dexter Rowland and the motion carried.

**Education Update**

Dr. Jack Catrett, Associate Superintendent  
Department of Juvenile Justice

Dr. Catrett began his report by greeting Commissioner Murray, Chairman Shuman and the Board. Dr. Catrett said he is happy to present the DJJ school board report. Dr. Catrett said he will start his report by giving them an update on the state testing program. The high school writing retest is scheduled in March. Dr. Catrett stated this is a big month for DJJ and its testing program. DJJ follows the state testing mandate. There are 40 students both long and short term scheduled to take that test. March 5, 2009 is the date for the DJJ 5<sup>th</sup> grade writing test. There are 10 students scheduled to take that test. Dr. Catrett also said about 120 students will take the high school exit test for the first time. Dr. Catrett said he is looking forward to the opportunity for the students to pass these tests and move along with their education.

Dr. Catrett said March 9-13 is when DJJ will conduct its yearly staff development for all its teachers. Dr. Catrett said in the past those teachers were sent to the Forsyth facility one at a time. Dr. Catrett said this process was a bit disruptive because directors never really knew when they were going to have a full staff. Dr. Catrett said it was decided that staff development for all teachers would be done at the same time. The teachers would be sent out to regional trainings rather than sending them all out to Forsyth for training. Dr. Catrett said he thinks this will be a good thing for DJJ. Mr. Coy Satterfield agreed to take on this role as an administrative task. Mr. Satterfield is working with Fabienne Tate from the Office of Training and her staff. Dr. Catrett said he appreciated the Office of Training for working with them. Dr. Catrett said it will save DJJ money and the classrooms will have less disruption.

Dr. Catrett said all teachers are being furloughed at the same time. Dr. Catrett said that will save money because they don't have to use a substitute teacher for those days. That furlough day will be made up for the kids during the summer.

DJJ regional principals are working really hard. DJJ regional principals were reduced from 6 to 3. Dr. Catrett said he wants the program to look the same today as it did yesterday. The regional principals have more ground to cover so they are spending a little more on travel. Dr. Catrett said with the reduction they are doing fine.

Dr. Catrett said there was a principal's meeting in February. They discussed curriculum issues as well as the Southern Association (SACS) and the process for DJJ's 5<sup>th</sup> year evaluation that is coming up. They also discussed how they can make DJJ academics stronger.

The Southern Association process is going well. Dr. Catrett said he believes it will be a smooth time for the five year visit and it will be a positive thing for the school and the department.

Dr. Catrett said at the last board meeting he discussed four special education teacher vacancies. The two vacancies at the Metro RYDC will be filled on March 2. The vacancy at the Macon YDC will also be filled on March 2. Dr. Catrett said interviews are set up for the one vacancy at the Aaron Cohn RYDC. Dr. Catrett said he hopes to fill that position by March 15. Dr. Catrett also said on March 2, there will be a new teacher starting at the Eastman YDC and another at the Sumter YDC. Dr. Catrett said he hopes to start the month of March with only one vacancy.

Dr. Catrett said over the last year, DJJ looked at their kids at the YDC's. Dr. Catrett said DJJ looked at what they had done in the past year and compared it to the end of the first semester. DJJ long term students earned a total of 1,650 Carnegie units. For the first semester of this school year, DJJ students have earned over 900 Carnegie units. Dr. Catrett said he is very happy with those numbers and hopes that there will be a gain of at least 10%. Dr. Catrett said DJJ students typically do better in the second semester.

Dr. Catrett said when DJJ looked at the middle school program, they were not happy with the number of tests students were passing. Dr. Catrett said over the whole school year last year, out of 102 middle school students, students passed 174 middle school classes. In the first half of this

school year, DJJ had 100 students pass 138 middle school classes. Dr. Catrett said the emphasis that is put on their middle school program is working great.

Dr. Catrett commented on the GED graduates recently at the Bill Ireland YDC. Dr. Catrett said early in his career he was a high school principal. Dr. Catrett said he doesn't know how many kids were handed their diploma before he got to DJJ. Dr. Catrett said it was always a big highlight for him. Dr. Catrett said he doesn't think he has ever been more proud than to see those 7 kids receive their diplomas because it was tough for them. Dr. Catrett noted that those parents were just as proud. Dr. Catrett said the only way to know how it feels is to be there at the graduation. Dr. Catrett said Dr. Risler and others have attended the DJJ graduations. Dr. Catrett encouraged the Board to make an effort to attend a DJJ graduation in the future because it would give them a real flavor for the good that is being done.

Dr. Catrett said there have been many programs and celebrations for Black History month at their facilities. Dr. Catrett stated that at the Metro RYDC on February 27, at 8:30 a.m. and at 9:40 a.m. there will be an accumulation of Black History month programs. Dr. Catrett said any Board members that would like to attend can get an invitation after the board meeting.

Dr. Catrett thanked Commissioner Murray and Deputy Commissioner Steve Herndon for their continued support of DJJ educational programs.

Dr. Catrett reported that DJJ schools met all DOE state school standards and is in good standing with SACS.

Board Advisory Council member Judge Quintress Gilbert asked what happens to the students on furlough days and how do the teachers make up that day.

Dr. Catrett said most school systems in Georgia operate 180 school days. DJJ has about 240 school days including their summer programs. Dr. Catrett said on furlough days, school is shut down and that time will be made up in the summer. The directors at those facilities will bring in recreational supervisors to find something for the kids to do during the furlough period.

Board member Sandra Taylor asked if DJJ was administering the Georgia Work Ready test.

Dr. Catrett said the test is given at all of DJJ long term programs.

Board member Sandra Taylor asked who takes the test.

Dr. Catrett said they need to be 18 years old to take the test. Dr. Catrett asked Mr. Coy Satterfield to comment on Ms. Taylor's question.

Mr. Satterfield said the criteria for the Work Ready test is that students or youth have to be 6 months to a year of being released. Mr. Satterfield said recently the technical colleges in

Georgia drafted bylaws specifically for DJJ to accommodate DJJ youth. Dr. Catrett said Commissioner Murray sits on that board.

Dr. Catrett concluded his report and asked if there were any more questions. There were none.

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

Board member Stephen Simpson made the motion to close the Board of Education meeting and resume the Board of Juvenile Justice meeting.

Board member Dr. Risler seconded the motion.

The Chairman called for any discussion and then a vote.

The motion carried.

Mr. Hayes announced that Mr. Joe Doyle from the Governor's Office of Customer Service will be at the March 2009 board meeting. Mr. Hayes said Mr. Doyle is an excellent speaker and he encouraged the Board to attend. Mr. Hayes also mentioned that the Office of Customer Service commendation ceremony photos were available on the DJJ website photo gallery.

Board member Pastor Dexter Rowland asked about the Board training in June.

Mr. Hayes said he is working with Dr. Catrett to provide training to the Board through the Georgia School Boards Association. The 6 hour training will take place after the May board meeting.

Board Advisory Council member Judge Steven Teske said he read the entire Stimulus Bill and \$800 billion is a lot of money. Judge Teske said a lot of that money will be pushed out to the states. Judge Teske noted that there is a whole lot of money that is unallocated. He said there needs to be a champion at DJJ to apply for some of the federal grant money that is available.

Commissioner Murray and Chairman Shuman thanked Judge Teske for providing that information.

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

Chairman Shuman asked if there was any unfinished business. Seeing none he asked if there was any new business. Again hearing none he continued.

Chairman Shuman announced the next DJJ Board Meeting will be at the Central Office on March 26, 2009 at 10:00 a.m.

Chairman Shuman announced that he will be having knee surgery on March 3, 2009 and is unsure if he will be able to attend the March board meeting.

Chairman Shuman asked if there were any other questions.

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