

ARKANSAS DEPARTMENT OF HUMAN SERVICES

STATE INSTITUTIONAL SYSTEM BOARD

Arkansas State Hospital
305 South Palm Street
Little Rock, AR 72205

August 10, 2016

Members Present: Micheal Burden, Chairman
Nelson Driver
Clara Ferron
James Luker

DHS Staff Present: Charlie Green, Director of Division of Behavioral Health Services
Keesa Smith, Deputy Director of DHS
David Sterling, Chief Counsel of DHS
Betty Guhman, Interim Director of DYS
Marq Golden, Asst. Director of DYS/Residential Services
Cathy Shipley, Division of Youth Services
Liz Ganahl, Division of Youth Services

Guests Present: Lawrence Howell, Rite of Passage
Marlon Morrow, Rite of Passage
Tony Tanner, Rite of Passage

Mr. Micheal Burden, Chairman, called the meeting to order at 1:15 p.m.

Mr. Burden thanked everyone for coming and asked everyone to introduce themselves.

DIVISION OF YOUTH SERVICES REPORT (DYS)

Ms. Cathy Shipley presented the DYS report.

OLD BUSINESS:

MANSFIELD JUVENILE TREATMENT CENTER (MJTC):

Water Tower:

Ms. Shipley presented a handout from the engineers regarding the water tower. She reported the water tower provides water pressure to the facility but because they are so far from the city they have no pressure. The water tower has been in place in excess of 40 years and to her knowledge it has not been repaired, sandblasted or repainted. She reminded the Board at the April SIS Board meeting, they approved for DYS to repair the water tower at a cost of \$34,000.00. Ms. Shipley reported she proceeded to have the engineers come out and make a report and to give their final say on what needed to be done. They found a little more damage than was originally specified. The current estimate is \$64,552.00 and that includes some inlet and outlet piping that needs to be added because of chlorination regulations. This also includes removing the old fire tank which is dangerous and needs to be removed. Ms. Shipley reported they do have booster tanks to supply the water while the tower is down for repair. The estimated time for the repairs will be 30 – 45 days but it has to go out for bids per the state procurement laws. Ms. Shipley stated she was requesting the approval of the additional funds that are needed.

Mr. Nelson Driver stated he would like to know what the life expectancy would be after the repairs as opposed to building a new one. Mr. Burden stated because the tower was needed to provide water pressure, he felt it had to be fixed even if they were going to look into the possibilities of building a new one. He felt it would take 2 -3 years to build a new one. Mr. Jim Luker requested to be put in the minutes, that according to the engineers report, the water was tested as lead free. Ms. Shipley stated she would get the information regarding the life expectancy of the water tower.

Mr. Nelson Driver made a motion to approve the repair, sanding and repainting of the water tower at a cost of up to \$65,000. Ms. Clara Ferron seconded the motion. Motion was passed.

NEW BUSINESS:

ALEXANDER JUVENILE ASSESSMENT AND TREATMENT CENTER (AJATC):

Lease Agreement:

Handouts of the lease agreement were passed out. Ms. Keesa Smith stated she would like to say a few things before the reviewing of the lease agreement. Ms. Smith thanked the Board for

agreeing to have the emergency meeting to review the lease. She apologized for not being at the last meeting because she was out of town. She stated DYS has not had a change of providers at the AJATC facility for the past 10 years. She stated they got caught up in the process in dealing with the Request for Proposal (RFP) side and neglected this side of the process and wanted to apologize for that oversight. She wanted to let the Board know there are seven (7) current draft RFP's for the remaining facilities. She stated she will ensure before they finalize that process and certainly before the providers start operating in those facilities, we will make a presentation to the Board pertaining to those facilities at the next meeting in October. Ms. Smith stated it was an oversight on her part and wanted the Board to know that it would not happen again.

Ms. Smith reported there were three (3) members of Rite of Passage there. She asked if the Board had any questions to please feel free to ask them. She hoped they would be as impressed by them as we were. Ms. Smith stated we are very excited about the changes they are making at AJATC.

Mr. Driver stated the Board felt they had gotten blindsided and didn't know anything about the new lease until they heard about it on the television.

Mr. Burden asked how many years were this contract was good for. Mr. Marq Golden reported three (3) years and then after that one (1) year extensions. Mr. Burden asked if this was the same for G4S. Ms. Smith stated G4S was on a one (1) year contract which had the ability to renew it for seven (7) years. The state is going through a different process as it relates to its ability to extend leases.

Mr. Driver asked how the RFP addressed the facilities as far as appearance, maintenance and upkeep. Mr. Golden reported in the RFP it notes the vendors are required to provide the upkeep, appearance and maintenance. Any repairs \$1,000.00 or over, DYS would be responsible for. Mr. Golden asked everyone to look at page 22 under 3.9 Stand Maintenance and Repair section. Mr. Burden asked who originally wrote up the lease. Mr. Golden stated it was a standard lease written by the Department of Building Authority. Mr. Burden questioned if the repairs are less than \$1,000.00 and they have seven (7) days to report it, who they report it to. Mr. Golden stated they report it to the DYS office. Mr. Golden also reported they are required to do monthly maintenance reports. Mr. Burden asked about keeping a list of all the vehicles out at the facility. Mr. Golden reported we keep an inventory of them. Mr. Jim Luker referred to section 3.9 – B: Vendor shall conduct monthly inspections and questioned if DYS would make monthly inspections. Ms. Shipley reported she makes a quarterly inspection on everything at every facility. She stated her office is at the AJATC facility so she sees it daily. Ms. Shipley said she makes the inspections unannounced.

Mr. Burden asked Rite of Passage representatives to tell them about themselves. Mr. Lawrence Howell introduced himself as the Chief Administrative Officer and stated he had been with Rite of Passage for 28 years. Rite of Passage has been in business for 32 years and their mission is to improve the lives of youth. We operate in 11 states, 24 facilities, 1,200 staff and over 2,500 juveniles in their care. He stated he said it that way because you have to care for a facility to properly maintain everything. He reported they have as small as a group home up to 188 acre campuses with many buildings. He stated they feel very strongly that a well maintained state

facility allows the program to operate safely. A prideful campus is one that the juveniles will take care of. If you have a well maintained facility, the juveniles will take care of it because they will take pride in it. If you have a poorly maintained facility with broken windows, peeling paint and broken furniture, they will break more things because they think that is the norm. That is why we try to get the facility to the best we can so the whole program will run better. Mr. Howell stated they have a 4-step maintenance inspection, emergencies, routine maintenance, preventative maintenance and predictive maintenance. He stated they will communicate with DYS in writing so everyone can refer back to the communications. Mr. Howell reported they brought in a staff member who is documenting every square inch of the facility, pictures and in writing to have a baseline with to start with. When we have some ideas of what we want to do at the facility then they will come to DYS and ask what they think.

Mr. Howell introduced Mr. Marlon Morrow as the Program Director. Mr. Morrow stated they have a saying they would not run a facility that they would not put their own kids in. He stated having a facility they know and they are responsible for it and they will make sure they take care of it. Mr. Morrow stated their priorities are safety, security and cleanliness.

He introduced Mr. Tony Tanner who has been the maintenance manager at the facility for over 16 years and knows the history of the facility. Mr. Tanner reported he was a bit skeptical like everyone else but after listening to their vision, seeing what they have done with the facility and just after a week he can see the difference with the kids. He reported the kids attitudes have changed. They have changed the quality of food to be healthier and even the staff like the food. He felt their vision of making it great again will be done because they are committed to it. He stated he is also committed to it and he will give his 110% to make it happen.

Ms. Betty Guhman commented she was not involved in the selection of the provider but felt just in the last couple of weeks their commitment to the grounds, the facility and the way the kids looked, they were trying to make it a better place to be. She reported she doesn't usually talk about the food but for teenagers that's very important. The quality of food has improved. The kids are eating in the cafeteria instead of in their cottages. They are served three (3) meals a day; the kids are eating at tables and learning to eat like a family. Ms. Guhman reported as in the past where all of the employees were guards, now the staffs are all coaches. She felt they were taking the boarding school approach instead of the correctional facility approach. Ms. Guhman reported one of the first things discussed was the way the grounds looked and they were requesting paint and she was glad this was one of their priorities. She felt as caretakers of the properties, these are what we want. She stated they had some big expectations to fill and DYS was going to monitor that.

Mr. Howell reported they have a reward system that Mr. Morrow came up with a long time ago and they involve the kids with it. We set a maintenance budget for each building and we share that budget with the kids. We tell them at the end of the month whatever we have not spent on maintenance in this building, such as painting over graffiti, clogged toilets, broken doors or locks, the kids will get to decide on how that money is spent. Some go for a pizza party or sports equipment but they have one dormitory that has a 64 inch flat screen television in it. It builds team pride, keeps the facilities up and the kids are taking care of the facility. Mr. Howell stated

the facility is the house and you have to take care of it. When the kids and the staff feel safe their attitudes change.

Mr. Burden questioned if the violent and nonviolent juveniles are separated or put together. Mr. Howell reported they will be instituting a complete intake assessment that will give each child a room assignment based on their assessed needs. We have several tools to decide that, tendency to violence, sexual history, gender, and age. We will be classifying them based on assessed needs. For example, a sex offender needs more group meetings per day than just a delinquent youth. At certain levels of treatment, we have the sex offenders together because they will need more group meetings rather than pull kids out of school.

Mr. Burden asked if they were running the schools according to Arkansas Department of Education (ADE). Mr. Howell reported on Monday, August 15, school will start and they will be running seven (7) periods a day according to ADE standards. He reported they have a separate foundation called the Passage of Way Scholarship Foundation which is mostly from staff donations but it is also from businesses they do business with. If a child qualifies for college or a trade school the foundation pays for it.

Mr. Burden asked about insurance. Mr. Howell reported per the terms of the RFP, there are limits of one (1) million for this and ten (10) millions for that and they are in place. Mr. Driver stated he would like to see the Certificates of Insurance (COI).

Mr. Driver asked about the facilities pre-contract inspection and now post, did he foresee any glaring needs facility wise in the near future consisting of changes to physical alterations for safety and separation issues and security. Mr. Howell stated they are a few. The doors are a good example. The locking mechanisms on the doors are not up to current standards. We have discussed this with Marq Golden, and we have some ideas because we have changed out doors in most of the facilities that we have inherited. We know that it could get very expensive if you don't do it right. We need to come up with long term plans and everyone needs to be in agreement of what, when, why and how. Mr. Golden reported he has had a company come out who has worked for DHS previously and review what we want and we will put it on our capital budget.

Mr. Luker asked about the lease terms. He asked if the rule is still initial term of three (3) years, with extension of one (1) year at a time, up to seven (7) years total and then it has to be re-bid. Ms. Smith stated that was correct.

Mr. Burden stated he was impressed by Rite of Passage's presentation. He felt they were more concerned about the kids and he appreciated that. He stated he was glad the state went with the higher bid even though they didn't have to and after their presentation he understood why they did it.

Mr. Howell reported he has been back and forth every week for the last couple of weeks and he will continue for at least 18 months. He stated it takes 18 months to change the culture at a campus and they were committed to it. Mr. Howell stated take something as simple as a mattress, they ordered 100 mattresses costing \$18,000 and will be here in three (3) weeks.

Besides good food it is important to have a child sleep on something and get rest at night. Mr. Howell stated they are committed to the program, the facility and the partnership. He recommended they come and see it.

Mr. Nelson Driver made a motion to approve the Lease Agreement between DYS and Rite of Passage. Ms. Clara Ferron seconded the motion. Motion was passed.

NEXT MEETING:

The next meeting will be Thursday, October 13, 2016, at 1:00 p.m., at the Arkansas Juvenile Assessment and Treatment Center in Alexander, AR.

Mr. Nelson Driver made a motion to adjourn the meeting. Ms. Clara Ferron seconded the motion. Motion was passed and the meeting adjourned at 2:15 p.m.

Respectfully Submitted:

Dianne Thomas, Secretary