

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

OFFICE OF JUVENILE AFFAIRS

AGENCY MISSION STATEMENT:

The Office of Juvenile Affairs Mission Statement:

The Office of Juvenile Affairs is a state agency entrusted by the people of Oklahoma to provide professional prevention, education, and treatment services as well as secure facilities for juveniles in order to promote public safety and reduce juvenile delinquency.

The Office of Juvenile Affairs (OJA) was created on July 1, 1995, as a result of legislation enacting the Oklahoma Juvenile Code [House Bill 2640 (1994)].

LEAD ADMINISTRATOR:

T. Keith Wilson, Executive Director, (405) 530-2806, (405) 530-2857.

GOVERNANCE:

The Board of Juvenile Affairs was created February 1, 1995, which shall consist of seven (7) members who shall be appointed by the Governor with the advice and consent of the Senate. One member shall be appointed from each congressional district and any remaining members shall be appointed from the state at large. All members shall be appointed for terms of four (4) years. Current membership is as follows:

<u>Board Members</u>	<u>Term Expires</u>
Dr. Donnie L. Nero, Chair	July 1, 2017
Scott Williams, Vice Chair	July 1, 2017
Dr. Stephen Grissom	March 15, 2017
W. Mark Hixson	March 15, 2018
Kristin Jarman	March 15, 2017
Tony Caldwell	July 1, 2017
Michael Willis	March 15, 2018

Finance Committee
W. Mark Hixson, Chair
Michael Willis

Education and Programs Committee
Scott Williams, Chair
Dr. Stephen Grissom
Michael Willis

Rates and Standards Committee
Michael Willis, Chair

Rules Committee
Dr. Donnie L. Nero, Chair
Kristin Jarman
Scott Williams

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GOVERNANCE ACCOUNTABILITY:

The minutes from the Board of Juvenile Affairs meetings are attached for the following dates:

2015 - January 8, February 20, March 27, May 15, June 19, July 17, August 21, September 18.

The Board of Juvenile Affairs shall hold meetings as necessary and a majority of members serving on the Board shall constitute a quorum of the Board.

MODERNIZATION EFFORTS:

The decision to establish an all-female medium secure facility has shown positive results. Nationally recognized, evidence-based, gender specific curricula have been implemented into the treatment program with a focus on emphasizing the importance of relationships, physically and emotionally safe environments and positive female role models. The program is designed to safely manage and treat female youth who often have been unresponsive to less restrictive interventions. Female offenders present significant treatment challenges to all juvenile justice systems. Girls enter the juvenile justice system with higher rates of trauma and abuse than their male peers. In fact, estimates suggest that nearly 78 percent of girls entering the system have a significant history of emotional, physical and sexual abuse.¹ The Office of Juvenile Justice and Delinquency Prevention (OJJDP) recommends programs should be all female, be consistent with female development and address the needs of parenting.² In November 2014, Southern Plains gave 30 days' notice that they could no longer provide for secure care services due to the approaching standards of the Affordable Care Act (ACA). OJA took over full operations on January 1, 2015, established the Oklahoma Juvenile Center for Girls and a revised gender specific programming including Girls Circle Model, Seeking Safety, Aggression Replacement Therapy (ART), Pathways for Sex Offenders, Parenting Skills, and Independent U to go along with the Cognitive Behavioral Therapy (CBT) model. Since opening we have added components of Trauma Informed Care, Nurturing Skills for Teen Parents and Educational enhancement. Funding for the program was approved for FY16.

On July 13, 2015, OJA launched the Oklahoma Youth Academy (OYA) – a charter school specifically designed for OJA's youth placed within a secure treatment facility. The education program will be "modernized" by customizing it to fit the needs of our institution population. Previously, the Education Program for youth in OJA's institutions was provided by local school districts. This method contained a certain amount of redundancy. The process was streamlined by OJA administration working directly with school principals instead of operating through intermediaries (who are charging a portion of their salary to OJA). This allowed OJA to better coordinate education with treatment and rehabilitation. OJA has the responsibility to insure that each youth is given an opportunity to advance his/her education. This is being done much more efficiently through the operation of the OYA. Technology played a key role with the startup of the OYA. To support the computers, education software and on-line tutoring, network infrastructure upgrades were necessary and completed at both OYA campuses to include new wireless access capabilities, network cabling upgrades and replacement of routers/switches to support high speed fiber data circuits. Funding for these upgrades was made possible by OYA having access to the nationwide e-Rate program through the Universal Service Administration Company (USAC) under the direction of the Federal Communication Commission (FCC).

The Southwest Oklahoma Juvenile Center (SOJC) campus has acquired state-of-the-art equipment for a career technology automotive program, which includes a four post lift, two post lift, a wheel alignment machine, tire rotation machine, and a smart tool box. The students will be able to earn certificates that will give them an opportunity for future jobs in that field. The students also use Chromebook computers in their daily academic studies. Students use Chromebooks for Odysseyware, which is an academic

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software program that allows them to accelerate their education program. Smartboards are utilized in all classrooms to allow teachers to differentiate their instruction.

The Central Oklahoma Juvenile Center (COJC) campus provides a graphic design technology program that includes a 3D printer and updated computers that have high end graphic cards that can handle the new software. The software programs include adobe, architecture design, 3D scanner and other software programs that support the Career Technology class. This program gives students a head start on technology driven careers. Chromebooks are also provided to every student at COJC to utilize Odysseyware. Every classroom has Smartboards and some classrooms have the new 70 inch touchscreen Smartboard that does not require a projector.

OJA continues to join together with ten (10) other states and the University of Maryland's Center for Educational Excellence in Alternative Settings to form a consortium for the purpose of improving the quality and cost efficiency of the education provided to the youth in the OJA institutions.

The OJA Juvenile Services Division has made a concerted effort to bring more evidenced-based programming and curriculum to the JSU field staff across the state so they may better assist the youth and families they have contact with. The first undertaking was training all staff on Trauma Informed Care and Think Trauma: A Training for Staff in Juvenile Justice Settings. This has given staff a better understanding of how trauma plays a role in the life of many of the clients we serve. Secondly, Motivational Interviewing (MI) has been implemented which is still in the beginning stages, but is already showing great promise for positive outcomes.

The Youth Level of Service/Case Management Inventory (YLS/CMI) 2.0 is a standardized instrument for assessing risk, need and responsive factors in clients and is used in the formulation of a treatment plan. OJA has been using this assessment tool for over a decade and is in the process of implementing the YLS/CMI Pre-Screener during the intake process. Recently, OJA has trained and assisted the County Juvenile Bureaus in the implementation of the YLS/CMI for the probation youth in their respective counties. This allows for more reliable and consistent efforts for those youth who might come into OJA custody.

OJA is currently involved in three (3) Georgetown Center for Juvenile Justice Reform (CJJR) Capstone Projects. The first project is the Children's System Data Sharing Committee (CSDSC). This project seeks to identify better, more coordinated ways of serving shared clients and achieving better outcomes. The committee has established a data sharing agreement and implements data sharing projects through organizational partners, including: OJA, DHS, DOC, OHCA, OCCY, DRS and ODMHSAS.

The second project, Family Engagement and Re-Entry, focuses on engaging and supporting the families of children receiving rehabilitative treatment in an OJA out-of-home placement. The youth and families play an active role in re-entry planning, family counseling, educational achievement, employment skills development, discharge readiness and the development of community partnerships. The families join in a partnership with their child and OJA staff. Partners include: OJA, ODMHSAS, OCCY, DRS, and Oklahoma Institute of Child Advocacy (OICA), and the Tulsa County Juvenile Court.

Lastly, the Multi-Systems Integration Performance Partnership Pilot is a project in Oklahoma County that targets ways to improve multi-systems integration and collaboration for those youth who crossover agencies. The partners are invested in developing long term innovative and creative solutions for

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crossover youth, ensuring a continuum of services that increase local capacity, provide support services and improve outcomes. Partners include: OJA, DHS – Child Welfare, the Oklahoma County Juvenile Bureau, Oklahoma County Juvenile Court, ODMHSAS, and Be The Change, a local non-profit for homeless youth.

OJA is working with OMES to develop and implement a document imaging process through the agency. The initial focus will be scanning, indexing and storage of juvenile case files. This will allow immediate retrieval and viewing of all case file information across the agency, which currently is not available. Having a centralized repository will not only streamline agency operations across all divisions, it will also allow for the reduction of paper usage, required storage space for case files and warehouse storage space.

OJA continues to expand its use of video conferencing technology across the state. This year OJA has brought six (6) new video sites on-line. The Administrative Office of the Courts (AOC) recently expanded their video conferencing network to juvenile judges across the state to begin the process of implementing off-site participation in juvenile detention hearings. OJA is working with the AOC to review conferencing capabilities at the seventeen (17) detention centers and will continue to focus on this cost saving effort.

OJA has continued to work on the surveillance systems project within the secure facilities. This included enhanced Digital Video Recording devices (DVR's), which provide additional storage, enhanced quality, and establishes a hardware standard for all OJA Institutions. These systems will also include capabilities for wireless cameras; installation of additional cameras across the institution campuses; establishment of electronic access controls; installation of motion detection devices in areas where cameras are not allowed; replacement of stationary cameras with PTZ (pan-tilt-zoom) where necessary; and utilization of officer-worn video cameras.

OJA's update of the surveillance systems within the secure facilities also satisfies the Prison Rape Elimination Act (PREA) standards, which mandate a full review of each facility's surveillance equipment. The PREA standard requires a plan of action to address camera coverage area, blind spots, recording equipment, enhanced video quality, and increased storage requirements. A review revealed the previous security surveillance systems at all OJA secure institutions consisted of outdated equipment, blind spots, and poor coverage areas which would not have met PREA standards. Due to these modernization efforts, COJC and SOJC passed the federally required PREA audits during FY15 and FY16.

OJA will develop an agency specific, computer-based training (CBT) program. All OJA employees have extensive training requirements ranging from 16 to 160 hours per year. OJA's CBT program will reduce employee travel, improve delivery consistency, provide needed flexibility for 24-hour facilities and will match essential curriculum to individual training needs. Budget restraints have limited OJA's ability to obtain a qualified computer based training program developer.

OJA is continually working to improve the mission critical Juvenile On-Line Tracking System (JOLTS). JOLTS is being re-tooled as a web application to provide better, faster and more accurate information to all areas of the juvenile justice community. OJA recently completed needed hardware upgrades to this system to allow faster and more reliable access to the system. OJA expanded the data interfaces with DHS and the Oklahoma Law Enforcement Telecommunications Network (OLETS) to provide expanded access capability for these agencies into the JOLTS database.

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BARRIERS TO MODERNIZATION:

During the past year, all contracted juvenile detention centers (17 centers) have continued to operate with a reduced daily rate. Additionally, we have not replaced one (1) Level E group home due to budgetary restraints. Although this has saved the agency money, it has backed up the placement waiting list and impacted the time youth wait for placement, most often in detention. It has been financially challenging for both detention centers and group homes to maintain services for the youth in their facilities. The OJA rate for these services is significantly lower than the DHS rate.

OJA's budget reductions have eliminated the Thunderbird Academy, a Level E facility, Sanction programs, and have reduced funding for the Restitution Program, Multi-Systemic Treatment Program, Specialized community group homes, Level E and D beds, Regional Secure Detention, Local graduated sanctions programs, gang intervention services, intermediate sanctions program (El Reno), and Therapeutic Foster Care. Reductions have been made to all Community-based Youth Services agencies for prevention services across the state. Entering FY-2016, OJA was already badly under staffed and had frozen approximately 34 staff positions.

Following the last round of personnel voluntary retirement buyouts, there were three single worker OJA county offices that were closed and the services provided in those counties were consolidated with larger, neighboring counties. This saved the cost of the personnel, office rent and phone/computer services. OJA Staff from Bryan County now provide services for Atoka County and staff from Pittsburg County provide services for Coal and Latimer Counties. The downside to this restructuring is there are no local workers in Atoka, Coal or Latimer Counties, which results in a longer response times and additional mileage expenses.

CORE MISSION:

There are no services that are required for OJA to provide which are outside of our core mission. There are no services OJA provides that are duplicated or replicated by another agency. There are no services which are core to our mission which OJA is unable to perform because of requirements to perform non-core services elsewhere.

PRIVATE ALTERNATIVES:

OJA has privatized many functions, some of which were once provided by the agency. The largest of these functions, which consist of approximately 48% of OJA's budget, include: all Level D & E residential group homes, regional detention beds, and emergency shelter beds. In addition to emergency shelter beds, Community-based Youth Services agencies provide prevention, intervention, and counseling services.

The largest of these services are:

Residential Level D & E Group homes,
Regional Detention Centers,
Community-based Youth Services Shelters,
Community-based Prevention Services,
Community At-Risk Services, and
Community Intervention Centers (CICs).

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¹ http://act4jj.org/sites/default/files/ckfinder/files/factsheet_29.pdf

² http://www.nccdglobal.org/sites/default/files/publication_pdf/whgspb.pdf