



futurefocus

*the promise approach*

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## dedication to alma wilson

**F**ormer Supreme Court Chief Justice Alma Wilson passed away on July 27, 1999. Appointed in 1982, Justice Wilson became the first female Oklahoma Supreme Court Justice. She made history again by becoming the first female Chief Justice for the 1995 and 1996 term.

During her time on the bench, Justice Wilson considered thousands of cases, many of which involved significant public issues; however, no issue was more important to her than the lives of children. When the Office of Juvenile Affairs became an agency in 1995, Justice Wilson became an ally and staunch supporter of OJA. She believed in the future and promise of children. She also shared the belief with OJA that the juvenile justice system must provide protection of the public from juvenile offenders while ensuring accountability of juveniles for their behavior. She also believed strongly in prevention of juvenile delinquency through the involvement of the community in creating and implementing consequences for early offenders.



In her State of the Judiciary speech before the 45th Oklahoma Legislature, then Chief Justice Wilson addressed her hopes that the Juvenile Reform Act of 1995 establishing the Office of Juvenile Affairs would assist the judiciary in their efforts to “assess appropriate and, maybe, severe punishment to every first offender so that there will not be a second time.” She went on to say, “Children need certainty and accountability in their lives. They need to know what we adults have to face daily. We are how we act. We are what we do. And we have to face the consequences of our actions, to accept responsibility for what we do and fail to do. Our children need to know that we love them, but that we will not accept, or even excuse, even for the first time, criminal conduct.”

We honor Justice Alma Wilson for her deep commitment to the citizens of this state, for her strong support of the Office of Juvenile Affairs, and for her genuine love of Oklahoma’s children. Oklahoma has lost a leader, OJA has lost a personal friend, and children have lost a champion. We will miss her.

It is with a deep sense of loss that we dedicate this annual report to this great lady.

## foreword

Perhaps the better spelling for this foreword is F-O-R-W-A-R-D... because that is where the Oklahoma Office of Juvenile Affairs is headed!

Last year our annual report was entitled *A Quest for Balance*. In that foreword I discussed the challenge we face daily as an agency seeking to intervene with the right balance of accountability and affirmation—a balanced focus of prevention of crime and protection of the public.

As is the case with all youth-serving agencies and with all parents of youth, striving for this balance of discipline and direction will never end. It is ongoing. Reflecting on how we parent our own children, however, is critical to our approach with the Oklahoma youth entrusted to our supervision.

We believe as parents that we must all (children and adults) *face the past*. We must pay our penalties for wrong doings and accept responsibility for our choices. We also know that our own personal focus for our lives and for our own children must be on *forging their future*.

What we talk about regarding our children and what we talk

about with our children is their future. We talk about their promise as adults. We do not ask our children, “*What do you hope you don’t become when you grow up?*” Or, among ourselves as parents and peers we do not say, “*We have big dreams for our children. We hope they don’t become criminals and we hope they don’t spend too many years of their adult life incarcerated.*” This is absurd. We do talk about the opportunities there are for them to pursue. We facilitate introductions for them to these future opportunities in various ways. We talk about the character qualities, the education requirements, the hard work it will take. We model positive ethics to them. We introduce them to people in these arenas and provide experiential encounters for them in these settings where possible.

It is a fact that all young people will go into adulthood either as productive, taxpaying citizens of our state and nation, or they will become nonproductive tax-draining burdens to our state and nation. Many of them will drain our nation’s resources from behind prison walls because they chose a life of crime, resulting in their past robbing their future.

Our goal is to turn the young people in our custody and care in the direction of becoming productive, taxpaying citizens. We know that in order for that to happen we must provide them the same kind of opportunities we provide our own children. We must introduce them to the future possibilities available to them even as they repay society, while in our custody, for the damage they have created by their crime. We must talk about their future as much as we talk about the past that brought them into our custody.

The Office of Juvenile Affairs is dedicated to holding Oklahoma youth accountable for their bad choices by requiring them to *face their past*. We are equally dedicated to helping Oklahoma youth reach their potential by providing the opportunity for them to fulfill their promise and *forge their future*.



David Dennis  
Deputy Director/Chief of Staff  
Office of Juvenile Affairs

## executive director's message

**O**n May 3, 1999, we experienced the devastation and havoc wreaked by a violent tornado that cut a wide swath of destruction for some 90 miles. Many lives were affected and many homes and personal memories were destroyed. The "Oklahoma Spirit" was evident as we all worked to ease the pain of our neighbors and friends. This was a tragedy of natural causes in that it could not have been averted. It is part of living in this state and in this part of the country, even though we cannot help but ask "Why?" when a natural disaster occurs.



There is another kind of tragedy and devastation going on around us every day. It is a havoc of the kind that can be averted. This tragedy is the waste of life when young people get involved in juvenile delinquency and crime. It

is the waste of life and property to the countless victims of these crimes. It is the wasted potential of youth who make bad choices that lead them down a path of deceit, delinquency and destruction. It is the realization that youth all around us are not being held accountable for their actions, are not being provided structure and correction by their parents, and are therefore on a superhighway to being a drain on our state, rather than a productive part of building their own lives and the "New Oklahoma."

Oklahomans involved in the juvenile justice system have developed an approach to stop this devastation and turn these lives around. This approach has as its foremost concern the safety of all Oklahoma citizens, and therefore includes consequences and accountability; but it also includes affirmation and hope. It is an approach to bring renewal and regeneration to the youth of Oklahoma as well as safety and security to our cities and neighborhoods. It is what we call the *Promise Approach*.

In this new *Promise Approach* we speak of "Youth at Promise" rather than "Youth at Risk." We do not buy into the old view of juvenile justice, which is a medi-

cal model looking at the youth as a patient, a victim, or a person who is sick and needs treatment. Rather, we believe the youth is responsible for his actions and that behavior can be changed. An exception is youth who need mental health or substance abuse treatment. These services are incorporated in our *Promise Approach*.

In this approach we tell the youth that there are certain and swift consequences for delinquent and criminal behavior. We will not tolerate his anti-social actions. We will not tolerate his disrespect and self-centeredness. He is responsible for his behavior and must change, and we will help him to change while he is in our custody by holding him accountable and providing tools to change.

We believe that the majority of offenders desire to change, but are held prisoner by their own anger, lack of parental guidance, lack of discipline, and hopelessness to change. We believe that the system must take a parental role and work with the offender and his parents (if they are there) to identify root issues leading him down a path of destruction. It is because we believe in the *promise of his future* that we teach

him to take responsibility for behavior and actions.

Promise means there is possibility. Promise means there is potential. However, this potential and possibility is presently unrealized. It is in the future. Therefore, the **Promise Approach** incorporates a FutureFocus in order to help our troubled kids think about and prepare for their future. It is in their hands to do something about their future. They can fulfill their promise.

Promise means future fulfillment... and promise only becomes reality within a FutureFocus mindset. The **Promise Approach** to juvenile justice is built around a FutureFocus Model.

The **Promise Approach** relies on tough love consequences and accountability balanced with real guidance and answers leading to renewal and regeneration. Acceptance and affirmation come as the youth realize and experience that true love for them is the provision of structure, discipline, and accountability that they missed out on from many of their parents, particularly their father. This understanding brings hope and motivation to really change.

Once the youth understands his own worth, he is then given the tools for changing his behavior. The first tool is to resolve his anger and his victimhood by forgiving whomever he is angry at or blames for his station in life. This frees the youth from the bondage of anger and resentment and allows him to begin the journey to renewal built upon a new view of himself—a FutureFocus view.

As the youth leaves his placement and returns to the community, the **Promise Approach** speaks of “accountability follow-up,” which emphasizes that he has the power to make choices for his own benefit. It does not speak of “after care,” which indicates a release from medical treatment that one oversees. As a result, we develop youth who are empowered to change their behavior if they choose to follow the rules laid down, which is the same process by which all of us become successful in society at large. Within the FutureFocus Model, the **Promise Approach** holds the youth accountable by forcing him to face the past; while at the same time we affirm the youth through

## The Promise Approach — a FutureFocus Model

In Oklahoma, we have taken a **Promise Approach** to juvenile justice by developing four key components in a **FutureFocus** Model:

### Protection

- early identification system to isolate the “8%”
- risk assessment for appropriate placement
- sufficient secure beds for public safety
- STARS for monitoring & sanctions

### Accountability

- Bethesda program for uncovering and resolving root issues
- boot camps to rebuild foundational discipline and self-esteem
- graduated sanctions for certain and immediate consequences
- STARS for consistent progress in the renewal process

### Prevention

- parental responsibility
- community based system of youth services
- wall of protection so that they are free to fulfill their *Future Promise*

### Promise

- Bethesda program for building hope in the future
- skill centers to develop skills for productivity
- high school graduation or G.E.D.
- higher education exposure to dream and hope
- military for potential career

## executive director's message

renewal in his own life to forge the future.

I believe we can all take pride in what we have accomplished together; especially the unique partnerships that we have developed to help youth focus on the future:

*Military* · The State Transition and Reintegration Services (STARS) program uses National Guard personnel to provide follow-up accountability services for youth returning from placements to the community. Preliminary data indicate that 91.7 percent of the juveniles participating in this program have not re-offended.

*Higher Education* · Southwestern Oklahoma State University has contracted to run two group homes (Ghost Mound and Foss Lake). This allows students to gain practical experience and for juvenile offenders to be exposed to college classes, many for the first time. This opportunity helps motivate some of these youth to “dream big” about their future.

*Vocational Technical Education* · The Oklahoma Department of Vocational and Technical Education and the Associated General Contractors have partnered with the Office of Juvenile Affairs (OJA)

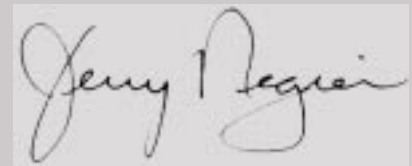
to provide intensive skills training to youth in our facilities. This opportunity includes paid work-based learning experiences that are necessary to be successful employees in the commercial construction industry.

*Oklahoma Youth Services* · This statewide network of 41 agencies governed by local volunteer boards contracts to provide prevention services in communities around the state. This partnership is an essential brick in the “Wall of Prevention” that we have built as part of our renewed system.

*Bethesda Family Systems Training* · OJA has partnered with Bethesda to implement a treatment philosophy focused on resolving root issues in troubled youth and getting them on a path of healing rather than a path of self-destruction. This training has been implemented statewide, resulting in reduced juvenile restraints and incidents and improved problem resolution.

As I complete my third year at the helm of the Office of Juvenile Affairs, I want to express my gratitude to the staff throughout the system who have worked tirelessly to help shape this newly designed network. In addition, I want to express great

appreciation to our active and dedicated Board of Directors; our Oklahoma Legislature, for their partnership with OJA; and our visionary Governor Keating, for challenging us all to do our part to build the “New Oklahoma”—an Oklahoma with the promise of a bright future! I know we have more to accomplish, and I am confident that working together, we will.



Jerry Regier, Director, Office of Juvenile Affairs and Cabinet Secretary for Health and Human Services

## board of directors

The Board of Juvenile Affairs sets broad policy and is the rulemaking body for the Office of Juvenile Affairs (OJA). The board is responsible for reviewing and approving the budget, assisting the agency in planning activities related to the priorities and policies of the agency, providing a public forum for receiving and disseminating information to the public, and establishing contracting procedures for the agency and guidelines for rates for services provided by vendors. The seven members are appointed by the Governor with the advice and consent of the Oklahoma Senate. The term of office for a board member is six years, with appointments limited to two terms.

**Charles N. Nobles**, Chairman  
At-Large Member

Mr. Nobles is a retired oil and gas financial executive. He is an active member of the Kiwanis Club of Oklahoma City and the Council of Petroleum Accountants Society, Oklahoma City, where he served each organization as a board member and president. Mr. Nobles has been active in youth programs for many years.

**Jim C. Helm**, Vice-Chairman  
Criminal Justice

Mr. Helm is a chief deputy for the Tulsa County Sheriff's Office where he has served for several years. Mr. Helm serves on a number of boards governing the provision of emergency services and human services to communities and regions of Oklahoma.

**Barbara Dickson**  
Oklahoma Commission on Children and Youth

Ms. Dickson is a homemaker and mother of two in Ardmore. She was appointed to the board in September 1997 as the representative from the Oklahoma Commission on Children and Youth. Ms. Dickson serves as a member of various community boards.

**Ray Don Jackson**  
District Attorneys Council

Mr. Jackson is the district attorney for Oklahoma's 26th District Attorney's District, comprised of Alfalfa, Dewey, Major, Woods, and Woodward counties. Mr. Jackson is a past president of the Oklahoma District Attorneys Association.

**Robert Milan**  
Social Work

Mr. Milan is in private practice and serves as an adjunct professor for Cameron University. He

has had extensive professional experience with substance abuse issues and has received state and national recognition for his work in that area. Mr. Milan has a long history of community commitment and involvement.

**Angie Moore**  
Education

Ms. Moore is the safety education training officer for the Tulsa Police Department. She serves as a board member of the Tulsa Youth Development Alliance and is involved with various youth programs in public and non-profit settings.

**Robert Ravitz**  
Public Defender

Mr. Ravitz serves as the public defender for Oklahoma County and teaches as an adjunct professor at the Oklahoma City University School of Law. Mr. Ravitz is a member of several State Bar committees as well as the Oklahoma Sentencing Commission.

## office of the executive director



**Jerry Regier**, executive director, is responsible for the Office of Juvenile Affairs' day-to-day operations. His management team for fiscal year 1999 consisted of David Dennis, deputy director/ chief of staff; Dorothy Brown, legal counsel; Dawn Byram, media and community relations; Jack Campbell, executive assistant; R.L. Doyle, internal affairs investigations; Marla Graham, legislative liaison; Diane Haser-Bennett, affirmative action officer; Susan Krug, advocate general; and Lisa Smith, federal grants administrator. As of June 30, 1999, the agency had 1,031 employees on the job, including 991 local staff serving communities in every county of the state.



**David Dennis**, deputy director/ chief of staff, the office of juvenile affairs, is responsible for the department's administration and management. His management team in fiscal year 1999 consisted of Ron Bussert, administrative services division; Ron Harp, Eastern Zone division; James Johnson, Western Zone division; and Terry Smith, Central Zone division.

## state office divisions and units

### Zone Divisions

Effective September 1, 1998, the Office of Juvenile Affairs restructured its program divisions (formerly the Community Services Division, the Institutional Services Division and the Residential Services Division) into divisions responsible for geographic areas; the Central, Eastern and Western Zones. Each Division Administrator is responsible for all services within a particular zone with the exception of some statewide functions such as parole and utilization review, youth services and placement. The overall goal of this restructuring is to better coordinate services for youth and families, promote local community partnerships and enhance collaboration among all divisions.

Zone field staff in all 77 counties of the state provide intake, probation and parole services (The three statutorily established juvenile bureaus in Comanche,

Oklahoma, and Tulsa counties provide intake and probation services separately from OJA). Staff in each zone partner with the judiciary, district attorneys, law enforcement, community and private agencies, churches, and local citizens to develop and provide community-based program services for juveniles and their families.

Each zone has a secure institution and the need for more secure beds was addressed with the addition of a new fourth 80-bed private secure facility located west of Oklahoma City. The addition of this facility has reduced long lengths of stay in detention and enabled earlier initiation of treatment services for juveniles requiring incarceration.

The zone divisions provide technical assistance, program monitoring, program development, and oversight to all community-based residential programs. All community-based residential and

the secure institutional programs have implemented the Bethesda model of treatment, a nationally recognized program model, which incorporates intensive training to all staff on a successful treatment approach dealing with difficult delinquent youth.

### Administrative Services Division

The Administrative Services Division supports the Office of Juvenile Affairs through coordination of three critical areas. *Human Resources* conducts all civil rights, personnel, payroll, safety, and employee development and services functions. *Finance* administers the fiscal operation of the agency. *Operations Services* supports: 1) the operation, development, and maintenance of all automated information systems for the agency; 2) the quality assurance assessments of all OJA programs, contracted services, and facilities; and 3) agency effectiveness through the development and implementation of credible plans, policy, research and funding resources. The Administrative Services Division recognizes the importance of serving those entities and individuals with whom the agency conducts business by maintaining high professional, service-oriented standards in the performance of its responsibilities.



# office of juvenile affairs in action

## Media Partnerships

During fiscal year 1999, OJA's Office of Media and Community Relations responded to more than 500 media requests and worked closely with the television stations in the Oklahoma City area to broadcast human interest and educational stories on OJA programs and custody youth. A new partnership was created with KSWO Television in Lawton regarding OJA programs and facilities in the southwest area of Oklahoma.



## Statewide Volunteer Program

The Office of Juvenile Affairs is committed to a partnership between agency employees, citizen volunteers and student interns in achieving its mission. Citizen volunteers and student interns provide additional resources, learn about the challenges of juvenile justice, and enhance

program and reintegration efforts for youth and families. In fiscal year 1999, OJA utilized 4,239 volunteers performing more than 22,735.62 hours of service and donated more than \$85,983.62 in actual monetary donations or in-kind goods.

Volunteers are utilized in OJA institutions, group homes and field probation and parole offices in a variety of ways. The services they provide include, but are not limited to: mentoring, tutoring, taking youth on recreational outings or providing tickets to outings, serving on advisory boards, teaching youth a specific hobby or skill, and providing youth with birthday or holiday gifts.

One volunteer project involves Parker Elementary School in Spencer. For two years now, OJA staff volunteer their time weekly to mentor and tutor students and support the faculty and administration of the school by becoming involved in other special school activities. The program also has special summer tutoring sessions.

## Alva Public School Summit Project

Educators, providers of children's services and concerned citizens developed the Summit Project in the Alva Public Schools to

strengthen the resilience of students to delinquency. The program is available to students in grades one through eight and has been widely supported in the community. Classrooms have been adopted by churches, civic and social groups to meet the needs of specific students and general academic needs. Adult mentors provide individualized literacy and tutoring assistance and high school and college student volunteers present weekly curriculum-based character building sessions in classrooms. Program schools provide community service alternatives to suspension and expulsion.

## Seminole County Teen Court

The Seminole County Teen Court was established by the Juvenile Court to give kids who are first offenders a second chance. In exchange for completing their sentence, their records are expunged. The juvenile offender's case is handled by a court comprised of teen peers. The sentences include letters of apology, essays, community service, and completion of the First Time Offenders Program or the Scared Straight Program. In fiscal year 1999, 100 teen volunteers served as jurors, defense attorneys and prosecutors with an average of 12 to 24 hours a month served.

Sixty-one cases have gone through the teen court with only four referred back to OJA. This is one of seven teen courts throughout the state.

### **Back on the Right Track**

Street School, Inc., provides the Back on the Right Track program for 400 high risk youth and their families in Tulsa. The program provides crisis intervention; individual, group and family counseling; testing; therapeutic recreation; community volunteers; and referrals to other agencies for services. Participating youth are encouraged to join community service projects. Street School provides these services in partnership with other local agencies, including OJA.

### **Frederick Dropout Prevention Program**

The Rural Enterprises Community Action Program, Inc., (RECAP) has partnered with Frederick Public Schools to serve juveniles who are either temporarily or permanently expelled from school. RECAP provides tutoring services to juveniles in the alternative school and after-hours tutoring for juveniles at risk. The program has been able to successfully maintain enrollment for 50 students. In addition, RECAP provides

life skills and vocational training to juveniles.

### **O YES!**

A consortium of agencies, including: Integris Health Systems, Eagle Ridge Institute, Latino Community Development Agency, and the Oklahoma Health Care Project support the O Yes! Project. O Yes! is targeted for those geographic areas of Oklahoma City most troubled by gang and delinquent activity as identified by law enforcement mapping and school dropouts. The program agencies engage youth and families in enrichment activities, develop and deliver new services to meet identified needs, provide on-demand transportation for clients, and work collaboratively with neighborhood groups and other local agencies to support community networks to suppress delinquency. Approximately 2,733 clients were served in fiscal year 1999.

### **The Westside Project**

The Ponca City Police Department, in partnership with the Northern Oklahoma Youth Services agency, Ponca City Public Schools, Department of Human Services Child Welfare, and OJA provide services in a high risk area of Ponca City. The project's Parent Resource Center provides

parenting classes, neighborhood meeting rooms, social services, Head Start, day care and an alternative school. Police officers are involved in the services of the Parent Resource Center and provide policing services for the area. Nearly 200 contacts with juveniles are made each week.

### **Enhancing Futures**

Eagle Ridge Institute has partnered with 29 agencies, churches, schools, neighborhood associations, volunteer groups and civic and social agencies to develop proactive resources and individual resiliency in high juvenile crime areas of Oklahoma City. The Enhancing Futures program utilizes 54 volunteers and a 48-member youth corps to initiate Youth Connection Councils in targeted areas. Training is provided to council members and volunteers to work with youth at risk using education, leadership development, mentoring, role modeling and advocacy. Local OJA staff collaborate with the project and participate in weekly meetings with Enhancing Futures staff.

### **McCurtain County Delinquency Prevention**

The McCurtain County District Attorney's Office, in collaboration with 15 school districts, has

funded a Delinquency Coordinator to reduce truancy and dropouts. The Delinquency Coordinator investigates reports of truancy as well as vandalism and alcohol and drug abuse regarding school age youth. The project can take legal action when students refuse to return to school. In fiscal year 1999, the Delinquency Coordinator worked with 266 juveniles and their families.

### **III Star Agency**

The III Star Agency works with at risk youth by involving them in positive activities under the direct adult supervision of positive mature male role models. In fiscal year 1999, the agency served 350 to 400 youth in Oklahoma City and averaged 40 hours of direct client contact per month. The agency also works with the youth's family and friends if their involvement is important in helping the youth attain his or her goals. The agency utilizes volunteer and professional staff and networks with the Casey Foundation Family Program, Putnam City Public Schools and CARE to Change Program, as well as OJA staff.

### **Kiowa County Day Camp**

Over 500 youth, ages 6-17 and identified as at risk for gang

involvement, participated in Great Plains Youth and Family Services' (GPYFS) day camps in June 1999. The day camps were held in Hobart, Snyder, Mountain View-Gotebo and Lone Wolf and were designed to promote healthy attitudes toward family membership, offer alternative activities to negative behavior and strengthen relationships through cooperation and fun. The free day camps were staffed by GPYFS counselors and local volunteers.

### **Cleveland County HIV/AIDS Education Group**

Each month a volunteer, trained by the Red Cross to work with youth, meets with juvenile offenders at the OJA field office in Norman. The goal of this program is to provide information about HIV/AIDS and promote safe and responsible behavior. Between 15 and 20 juveniles a month participate in the program.

### **Pottawatomie County Wesley Program**

The Wesley United Methodist Church in Shawnee provides mentors to juvenile offenders referred by OJA field staff in Pottawatomie County. Mentors meet with the juveniles one to two times a week. Every other

weekend, the juveniles with community service responsibilities go to work on their projects under the supervision of their mentors. The church serves breakfast and lunch for these juveniles working community service hours.

### **Youth Services Agencies**

Youth services agencies (YSA) provide prevention, diversion and intervention programs to keep juveniles from entering or further penetrating into the juvenile justice system. YSAs are non-profit and are governed by local boards of directors who are made up of volunteers from the community. The boards establish operational policies and procedures, set budgets, raise funds, and provide leadership for the agency. In fiscal year 1999:

- 41 YSAs provided services to 311,727 persons statewide, including: community development (124,434 persons); community education (121,537); information, referral to other agencies and crisis intervention (41,135); and counseling and school outreach services (6,589).
- \$6,023,730 of state funds were expended through community based services. Additional funds totaling over \$5 million were raised by YSAs to assure local

community services across the state.

- 432,299 hours of service were provided statewide.
- 7,104 youth needing emergency shelter care services were placed through the statewide network of 32 youth services operated shelters. These shelters are designed as either host homes or staffed residential facilities. These programs are all community-based and receive referrals from their local communities, the Department of Human Services, law enforcement agencies, and the OJA.
- \$7,467,099 of state funds were expended through the youth services shelters. Statewide there were 323 shelter beds available. The state cost per shelter bed, per day, was \$63.

### **Community Intervention Centers**

Seven regional Community Intervention Centers (CICs) provide police with an alternative when arresting juveniles for misdemeanors or violations of municipal codes. The CICs provide short-term holding facilities, assessment services and referrals to other agencies or municipal courts. In fiscal year 1999, 7,972 juveniles were taken to CICs

located in Oklahoma City, Lawton, Norman, Enid, Muskogee, Clinton, and Duncan. They were supported by \$276,000 in federal funds, \$1,525,642 in state funds, and \$969,408 in local funds.

### **First Time Offender Program**

Operated in every county by youth services agencies, the First Time Offender Program (FTOP) is designed for juveniles who have committed a first-time misdemeanor or nonviolent felony and are referred to the program by local law enforcement, OJA staff, juvenile bureau staff and the juvenile courts. The program involves juveniles and their parents in 12 hours of skills development assistance with communication, anger management, problem solving, decision making, values, and understanding the consequences of criminal conduct. During fiscal year 1999, 4,709 juveniles and 7,289 parents received services from 50 certified instructors statewide.

### **Graduated Sanctions Program**

The Graduated Sanctions Program provides funding for communities to develop local juvenile delinquency programs that assure that juvenile offenders receive uniform, immediate and consistent consequences for their be-

havior. Begun as a pilot in fiscal year 1998 in the western part of the state, this program is expanding statewide. The program is partially funded through federal funds as well as child support monies collected on behalf of juveniles placed in OJA custody.

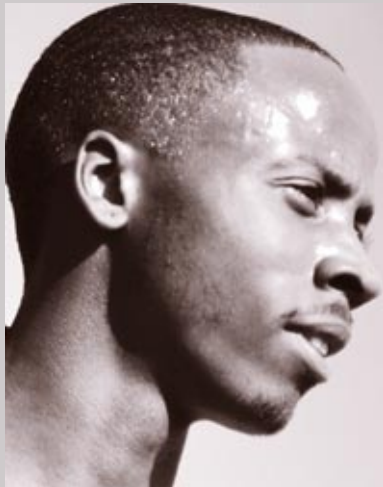
### **Beckham County Juvenile Drug Court**

Since its inception in February 1998, this program has served 20 juveniles with only one committing another drug offense. The program is built on a partnership between the drug court, the school districts, church groups, businesses and local OJA staff. The drug court philosophy emphasizes a team approach to helping juveniles and the necessity of ample treatment time. Services last nine months and include intensive counseling, AA meetings, drug testing, frequent court hearings, close supervision, and immediate sanctions for juvenile lapses. This is one of four drug courts now operating in Oklahoma.

### **McClain County Probation Meetings**

Between 15 to 25 juveniles and their parents meet each month to discuss concerns chosen by them and related to delinquency.

The meetings are hosted by OJA field staff with participation of staff from other agencies including youth services, police departments, other state agencies and other professionals. There is no cost for the program. All presentations are arranged by OJA field staff and the presenters volunteer their time.



### **Zone Field Staff Services**

In fiscal year 1999, zone field staff made 128,972 case-related contacts, including: 70,328 direct contacts with juveniles and/or their families; 36,902 administrative contacts, including case progress reviews and treatment planning with supervisory, administrative, or other agencies' staff; and 21,742 other case-related contacts with school officials, court, detention, or other agencies' staff.

### **Diagnostic and Evaluation Services**

During fiscal year 1999, 437 juveniles received diagnostic and evaluation services from staff at two secure institutions, the L. E. Rader Center in Sand Springs and the Central Oklahoma Juvenile Center in Tecumseh, and one private provider, the Central Oklahoma Juvenile Diagnostic and Evaluation Center in Norman.

### **Vocational and Technical Training**

The Youth Apprenticeship Program in Oklahoma County assists juveniles, 15 through 19 years of age and referred by OJA, in obtaining marketable skills and apprenticeship licenses in the building trades, their GED certificates, and full-time employment upon program completion. Skilled trades people from local businesses provide on-the-job training with intensive counseling and help teach them the value of earning an honest, worthwhile living through hard work and positive associations. Fifty-two juveniles were served in fiscal year 1999. The program pays wages to juveniles while they are in apprenticeship placements.

An additional 22 juveniles received vocational and technical

training as well as paid employment through OJA's Ghost Mound Group Home and L. E. Rader institution skills center programs. OJA has developed these programs through agreements with the Oklahoma Department of Vocational-Technical Education, local school districts, and the Associated General Contractors (AGC). Youth are trained in specific AGC requested skills and then given a job upon completion of their residential stay.

### **Seeworth Preparatory School**

A charter school in Oklahoma City for students who have demonstrated unacceptable behavior in regular school settings, Seeworth Preparatory School requires students to fully participate in their educational process and be accountable. During fiscal year 1999, the school had 72 students and each was required to adopt a resident from a local nursing home. Students visited their adoptive grandparents each Friday and helped them to write letters, accompanied them on walks, read to them and provided companionship. Upon completion of the program, each student must demonstrate a proficiency in reading, math, science, social studies, and the fine and performing arts. The school has established partnerships with

a number of agencies, including: the Oklahoma City Community Foundation, Eagle Ridge Institute, the Youth Apprenticeship Program, the Oklahoma County Juvenile Bureau, and OJA. The school's total annual budget is \$204,000.

### **Military Mentoring**

Through a contract with the Oklahoma Military Department, mentors are assigned to juveniles on probation or in custody. The adult mentors interact with juveniles once a week at a minimum and during scheduled activities as well as monthly weekend "drills" involving regimented training and life skills curriculum conducted in Oklahoma National Guard Armories. During fiscal year 1999, mentoring services were provided to 434 juveniles. The program has grown from 214 cadets in fiscal year 1998 to 434 cadets in fiscal year 1999, with an annual expenditure of \$593,000.

### **Juvenile Supervision**

Electronic monitoring provides cost saving surveillance of juveniles in several areas, including: "house arrest," pre-court appearance, pre-placement, and post-placement. The program enables the provision of immediate consequences for juveniles being

monitored, helps alleviate secure detention overcrowding and protects the public from juvenile offenders. During fiscal year 1999, 184 monitoring devices were utilized at a total cost of \$82,423. The average length of time a juvenile was monitored was 30 days.

OJA also provides for direct surveillance and supervision of juveniles through contracts for tracking services. Tracking involves the assignment of an individual to conduct face-to-face contact with a juvenile. The level of supervision, from minimal (once a day plus a phone contact) through intensive (four times a day plus four phone contacts), is determined by zone field staff. The number of juveniles receiving tracking services increased from 469 in fiscal year 1998 to 609 in fiscal year 1999. Total expenditures were \$660,180.

### **Placement Services**

In fiscal year 1999, the OJA Placement Unit placed 918 juveniles newly committed to OJA custody, including: 330 from the Central Zone, 334 from the Eastern Zone and 254 from the Western Zone; and 276 juveniles who were recommitted to OJA custody, including: 123 from the Central Zone, 84 from the

Eastern Zone and 69 from the Western Zone.

### **Parental Responsibility Project**

The goals of the Parental Responsibility Project are to preserve the family ties between juveniles in out-of-home placements by strengthening family focused consequences and prevent the public from bearing the full burden of OJA residential costs. The project administers a comprehensive program requiring parental involvement and financial accountability. The project petitions juvenile courts to order parents accountable for OJA residential expenses and to collect the total amount ordered. The courts may also require parents to take corrective action, such as obtaining vocational training, employment, completing a substance abuse program or other appropriate action. In fiscal year 1999, the project collected \$211,119.87.

### **Bethesda Training**

The Bethesda Family Services Foundation has received national recognition and a Department of Justice (DOJ) grant to establish their treatment model in other states. A team-based systems model, the goals of treatment are to establish control of troubled and aggressive juveniles, hold

them responsible and accountable for their actions and bring them to reconciliation with their families and restoration to their communities. OJA has realized a dramatic reduction in client restraints as youth are resolving root issues. At the same time, staff morale and client safety have increased notably since implementation of this training began.

### **Statewide Parent/Guardian Support Network**

The Parent/Guardian Support Network was organized to empower parents and guardians who have children involved in the juvenile justice system. Network members meet twice a month in local groups to foster emotional support, increase parental/caretaker involvement in their children's lives and treatment and to share information on specific topics of interest identified by parents and guardians. The network supports client advocacy through the provision of information on community resources, transportation for family members to be able to make routine visits with youth in custody, and volunteers to accompany parents and guardians to parole hearings and residential staffings.

### **Intermediate Residential Sanctions**

The Intermediate Residential Sanctions program provides a three- to seven-day intensive residential based intervention for juveniles who have been identified as being out of compliance with their individualized service plans and who are referred by OJA or the juvenile courts. Eligible juveniles evidence a combination of problems, such as repetitive AWOLs, poor behavior in public schools, verbal aggression toward peers or adults, re-offending, and substance abuse among others. The intervention is individualized and highly structured, which helps to de-escalate the crisis and stabilize juveniles so they may be returned to their placement or to their home after exhibiting acceptable behaviors.

### **Residential Substance Abuse Treatment Services**

In fiscal year 1999, 100 juveniles participated in specialized substance abuse treatment services at Drug Recovery, Inc., Arcadia, the Second Chance Program in Wetumka, and the L. E. Rader Center in Sand Springs. These programs prepare youth for a drug-free return to their communities and are funded through

contracts with OJA and grants from the District Attorney's Council and the Department of Mental Health and Substance Abuse Services.

### **Regimented Juvenile Training Programs**

One hundred seventy-three juveniles successfully completed the Boot and Hat Camp program in Faxon, operated by Vision-Quest Inc. The program serves serious and violent male juvenile offenders ages 12 to 18 determined by OJA as capable of benefiting from a highly structured program patterned after military discipline. It offers a 90-day regimen of discipline and team building that promotes education, job training through community service projects, respect, and self-discipline.

One hundred twenty-seven juveniles successfully completed the Thunderbird Youth Academy (TYA) Bravo Company in Pryor which is operated by the National Guard. The TYA offers a 16-week program for 40 nonviolent, low-to-medium risk males and females aged 13 to 19. The program focuses on providing character building services and military discipline while also providing education leading to a GED or high school credits.

### **Secure Institutions**

Each secure institution is self contained, providing treatment, education, recreation and residential services. During fiscal year 1999, 464 juveniles were admitted to secure institutions for long-term incarceration and treatment. The Central Oklahoma Juvenile Center in Tecumseh admitted 119 juveniles. The L. E. Rader Center in Sand Springs admitted 179 juveniles. The Southwest Oklahoma Juvenile Center in Frederick admitted 98 juveniles. Also, OJA contracted with Southern Corrections Systems to open and operate an 80-bed secure institution near Union City. At the close of the fiscal year, 68 juveniles had been admitted.

### **Continuum for the Use of Force**

The Office of Juvenile Affairs has developed a Continuum for the Use of Force in Oklahoma's juvenile institutions. There are five levels of measured response corresponding to defined circumstances of five levels of risk from low to life threatening. At the lowest level of risk, the goal is to verbally obtain compliance. Positive physical control, i.e., guiding and escorting, and non-aggressive intervention and personal defense techniques may be

used at the moderate level of risk. The use of mechanical restraints and temporary monitored placement in a crisis management room may be used in response to moderate and high levels of risk. The use of protective shields and calls to law enforcement may be used in response to life threatening risk. The implementation of the Continuum for the Use of Force includes staff training and documentation of incidents.

### **STARS**

The Oklahoma Military Department administers the State Transition and Reintegration System (STARS) program providing accountability, control and disciplinary services for OJA youth returning to their home communities from juvenile justice system placements. The program consists of five components, including: accountability supervision, mentorship, community service, rewards, and discipline. Services are managed by OMD staff in offices located in National Guard Armories. During fiscal year 1999, the STARS program functioned in the eastern one-third of Oklahoma and serviced 337 medium and high risk juveniles. The program will be expanded to the entire state during the year 2000.

### **Advocate Defender System**

State law mandates the development and maintenance of a viable and active grievance process for the Office of Juvenile Affairs that ensures protection of the rights of juveniles in the agency's physical and legal custody. OJA's Advocate Defender System is supervised by the agency's attorney Advocate General with four professional staff. The advocate defenders represent juveniles at parole and administrative transfer hearings, monitor rules and practices of the agency and its contractors, review grievance procedures and facilitate grievance resolution, investigate and report allegations of maltreatment of juveniles in out-of-home placements, and provide reports and recommendations to the executive officers of the agency and to other appropriate parties as necessary. Oklahoma is one of the few states with an advocate defender system in place.

## financial summary · fiscal year 1999

The Oklahoma Office of Juvenile Affairs recognizes the necessity of analyzing agency expenditures and confirming their value to Oklahomans. The programs conducted by this agency are funded by state funds appropriated by the Oklahoma Legislature, non-appropriated state funds, and federal funds.

During the past two years, Oklahoma saw a 10.8 percent increase in expenditures that support agency activities: from \$95.6 million in fiscal year 1998 to \$105.9 million in fiscal year 1999. Federal government support increased from \$4.4 million to \$8.1 million during this period. State appropriated dollars increased from \$90.6 million in fiscal year 1998 to \$96.6 million in fiscal year 1999. Non-appropriated state funds stayed about the same during the last two years, from \$644,536 in fiscal year 1998 to \$644,515 in fiscal year 1999.

The information at right describes the distribution of agency expenditures by major program category in fiscal year 1999. Although accurate in terms of administrative accountability, these data do not represent all actual dollars supporting services at the local level. The Community Based Services' 16.42 percent share of the agency's budget represents only direct funding for their activities. The juvenile bureaus in Oklahoma, Tulsa, and Comanche counties are under county administrative control, therefore expenditures made by these entities are not included in this report.

An analysis of the source of funds expended by each major program area during fiscal year 1999 yields the following: the State Advisory Group (SAG) oversees formula grant funds from the federal Office of Juvenile Justice Delinquency Prevention (OJJDP) and relies almost entirely (93.2 percent) on federal support; the Juvenile Accountability Incentive Block Grant (JAIBG) relies 100 percent on federal support; the Welfare to Work Grant (WtW) relies 100 percent on federal support; while Community Based Services depends totally (100 percent) on state funding. The Santa Claus Commission relies entirely (100 percent) on private donations. State appropriations fund 88.4 percent of Residential Programs, 92.3 percent of Non-Residential Programs, and 99.0 percent of Administrative and Other Program Services.

### Agency Expenditures by Source of Funds

State Appropriated Funds	\$96,630,142	91.3%
Federal Funds	\$8,600,813	8.1%
Other Funds	\$644,515	0.6%
Total	\$105,875,470	100%

### Percent Distribution of Agency Expenditures by Program

Residential Services	44.76%
Non-Residential Services	32.65%
Community Based Services	16.42%
Administrative and Other Program Services	5.10%
SAG	0.98%
Santa Claus Commission	0.01%
JAIBG	0.05%
WtW	0.03%

### Percent Allocation of Funds by Program and Source of Funds

Program	State	Federal	Other
Residential Services	88.42%	10.57%	1.01%
Non-Residential Services	92.33%	7.35%	0.32%
Community Based Services	100.0%		
Administrative and Other Program Services	98.98%		1.02%
SAG	6.81%	93.19%	
Santa Claus Commission			100.0%
JAIBG		100.0%	
WtW		100.0%	

# statistical summary · fiscal year 1999

## Summary of Juvenile Justice Activities and Statistics

The following data illustrate activities of the Juvenile Justice System during fiscal year 1998. The sources of the data are the

Juvenile On-Line Tracking System (JOLTS), reports submitted by state office program staff, and the Oklahoma State Bureau of Investigation Uniform Crime Reports. JOLTS is the database used by the Office of Juvenile

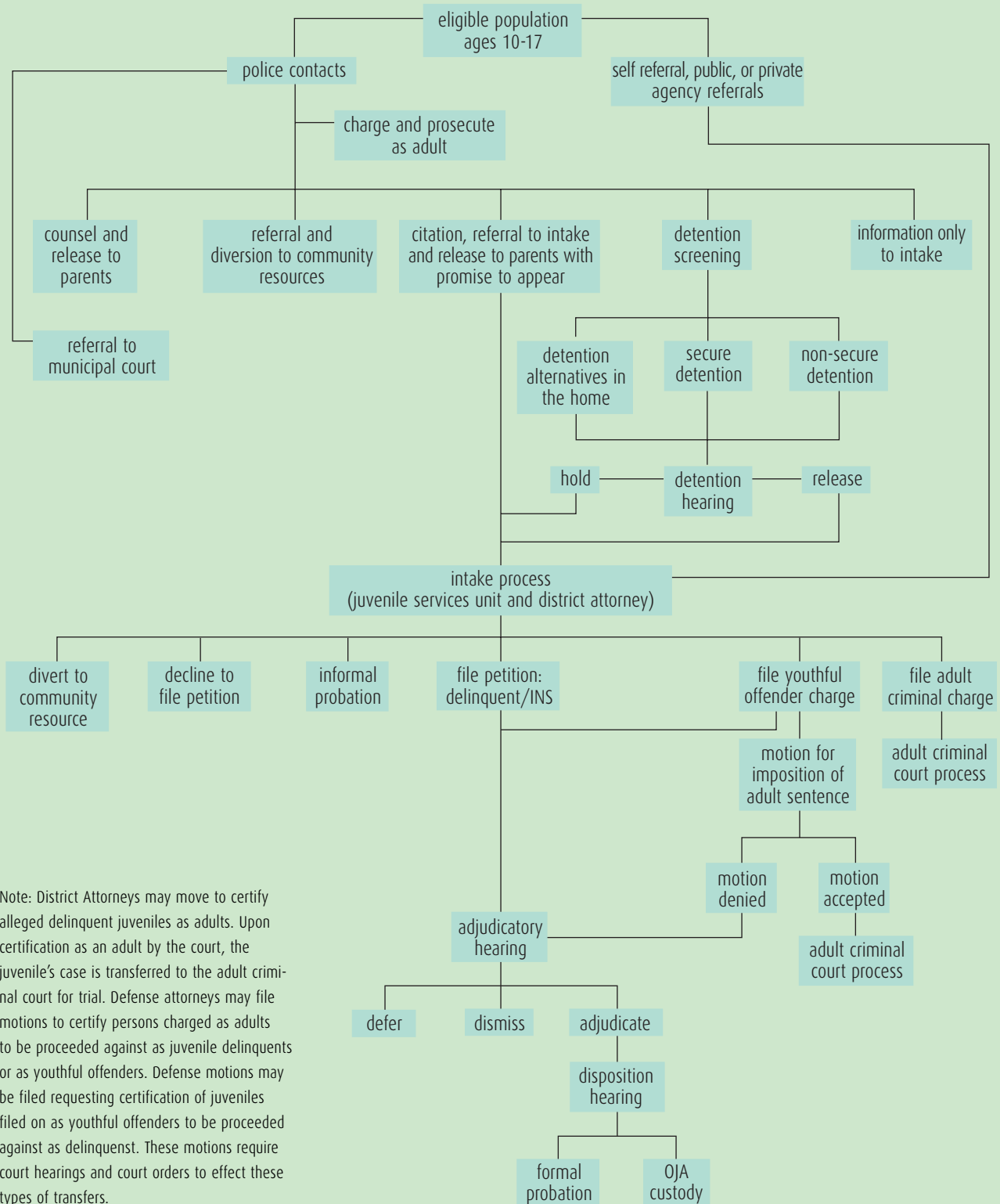
Affairs, participating juvenile bureaus, and youth service agencies to track juveniles and services provided. Explanations for terms included in the chart on page 20 can be found in the Glossary at the end of this report.

### Juvenile Justice Process Comparative Data FY 98 - FY 99

	FY 98	FY 99	No.	Change %
<b>Intake Process</b>				
referrals to the intake process	26,273	27,245	972	+3.6
juveniles receiving intake decisions	18,802	17,037	1,765	-9.4
· information only	2,380	2,205	175	-7.4
· declined to file petition	3,098	3,664	566	+18.3
· diverted to service program	2,427	1,709	718	-29.6
· placed on informal probation	3,472	3,416	56	-1.6
· filed petition	6,161	6,043	118	-1.9
· transfers to adult criminal court	181	201	20	+11
<b>Juvenile Court Adjudications</b>				
juveniles adjudicated	3,772	4,521	749	+19.9
<b>Juvenile Court Dispositions</b>				
juveniles receiving dispositions	4,736	5,596	860	+18.2
· placed on formal probation	2,235	2,419	184	+8.2
· placed in OJA custody	1,086	1,454	368	+33.9

# statistical summary · fiscal year 1999

## Juvenile Justice Process



Note: District Attorneys may move to certify alleged delinquent juveniles as adults. Upon certification as an adult by the court, the juvenile's case is transferred to the adult criminal court for trial. Defense attorneys may file motions to certify persons charged as adults to be proceeded against as juvenile delinquents or as youthful offenders. Defense motions may be filed requesting certification of juveniles filed on as youthful offenders to be proceeded against as delinquent. These motions require court hearings and court orders to effect these types of transfers.

**Youthful Offenders**

The Youthful Offender Act, first implemented in 1998, created a new class of juvenile offenders who can be transferred to the adult criminal justice system if they fail to meet certain conditions related to their stay in the juvenile justice system.

During fiscal year 1999, 518 juveniles eligible for processing as youthful offenders were referred to the juvenile bureaus and OJA. District attorneys filed on 81 juveniles as Youthful Offenders, 244 as delinquents, and 16 with motions to certify as adults for processing in adult court. One hundred eighty-four of the eligible juveniles were processed by the court system, including 26 whose cases were dismissed, 111 placed on probation or in OJA custody as Delinquents, 17 certified to stand trial as adults, and 30 adjudicated as Youthful Offenders. Of the 30 Youthful Offenders, 26 were placed in the custody of OJA. Forty-four Youthful Offenders, including carryover from the previous year, were placed in fiscal year 1999; all but two were sent to secure institutions.

**Literacy Assessments**

All juveniles adjudicated by a district court to be delinquent or in need of supervision and under the supervision of OJA are required to receive the Slosson Oral Reading Test-Revised (SORT-R) to determine their reading level. A total of 1,300 juveniles were assessed with 40.4 percent (525) scoring below grade level and 27.7 percent (360) being required to participate in a literacy skills improvement program. The information at right is a breakdown by age.

**Juveniles Scoring Below Grade Level**

Age	No.	%
under 13 years old	15	46.9
13 and 14 year olds	83	47.7
15 and 16 year olds	169	36.8
17 year olds and over	258	40.6

**Juveniles Requiring Literacy Skills Improvement**

Age	No.	%
under 13 years old	12	37.5
13 and 14 year olds	51	29.3
15 and 16 year olds	118	25.7
17 year olds and over	179	28.2

# office of juvenile affairs staff

## Office of the Executive Director

Executive Director  
Jerry Regier

· Deputy Director/Chief of Staff  
David Dennis

· Office of General Counsel  
Dorothy Brown, Assistant Attorney  
General

· Office of Media and Community  
Relations  
Dawn Byram, Director

· Office of Internal Affairs/Special  
Investigations  
R.L. Doyle, Director

· Office of Advocate Defender  
Susan Krug, Advocate General

· State Advisory Group for  
Juvenile Justice  
Lisa Smith, Director

· Affirmative Action Officer  
Diane Haser-Bennett

· Executive Assistant  
Jack Campbell

· Legislative Liaison  
Marla Graham

· Welfare to Work Grant  
JaNeal Beougher

## Department of Juvenile Justice

Office of the Deputy Director  
David Dennis

Administrative Services Division  
Ron Bussert, Administrator

· Office of Finance  
Don Bray, Chief Financial Officer

· Office of Human Resources  
Diane Haser-Bennett, Director

· Operations Services  
Rick McEntire, Director

· Office of Management Information  
Services  
Len Morris, Director

· Office of Monitoring and Licensing  
Services  
Rodney Oliver, Director

Central Zone Division  
Terry Smith, Administrator  
Tony Sardis, Assistant Administrator

Eastern Zone Division  
Ron Harp, Administrator  
Jim Beene, Assistant Administrator

Western Zone Division  
James Johnson, Administrator  
Eddie Porter, Assistant Administrator

## Department of Juvenile Justice Field Offices

· District A, Woodward  
Jennie Small, District Supervisor

· District B, Clinton  
Jerry Moran, District Supervisor

· District C, Stillwater  
Don Sosbee, District Supervisor

· District D, Oklahoma City  
Tom Ray, District Supervisor

· District E, Norman  
Kim Sardis, District Supervisor

· District F, Tulsa  
Herb Suggs, District Supervisor

· District G, Pryor  
Lindon Thompson, District Supervisor

· District H, Muskogee  
Ron Coplan, District Supervisor

· District I, McAlester  
Tim Thomas, District Supervisor

· District J, Ada  
Jim Goble, District Supervisor

· District K, Lawton  
Kinny Davis, District Supervisor

## Secure Institutions

· Central Oklahoma Juvenile Center,  
Tecumseh  
Glenn Stoudemire, Superintendent

· L.E. Rader Center, Sand Springs  
Roger Conway, Superintendent

· Southwest Oklahoma Juvenile Center  
Marvin Wiebener, Superintendent

## glossary · juvenile justice process

**Referral** - A written report or request from a law enforcement agency, a school, or a public or private agency or individual to a local Juvenile Service Unit or juvenile bureau worker making certain allegations about some problematic behavior a juvenile may be engaged in or exhibiting.

**Intake** - The processing of a referral, also known as a preliminary inquiry. The juvenile and his or her parents/guardians meet with a local Juvenile Services Unit or juvenile bureau intake worker. All parties discuss the allegation(s) contained in the referral to determine what recommendation to make to the district attorney as to the appropriate response the juvenile justice system should take toward changing the juvenile's problematic behavior.

**Intake Decision** - The district attorney's final decision based upon information gathered at intake. Possible intake decisions appear below:

- **Dismiss** - A decision to dismiss is made if the district attorney believes apprehension has served as a deterrent or if it is determined that further action would be inappropriate or ineffective because of a juvenile's age.
- **Decline to File** - The filing of a petition is at the district attorney's discretion. Filing may be declined for any number of reasons, including lack of sufficient evidence, age of the juvenile, best interest of the juvenile, or a witness who refuses to testify.

- **Divert** - A decision by the district attorney to refer the juvenile to some type of available community agency or service designed to ameliorate the juvenile's problematic behavior when more severe legal sanctions appear inappropriate at the time.

- **Informal Probation** - A decision by the district attorney to either enter into a Deferred Prosecution Agreement (DPA) or a Deferred Decision to File (DDF) with the juvenile; further adverse action being contingent upon whether the juvenile successfully follows an agreed upon set of rules or completes an agreed upon program.

- **File a Petition** - The district attorney files a petition with the county court clerk's office alleging certain facts against a juvenile when the seriousness of the offense warrants it or prior attempts of diversion have failed to correct the juvenile's behavior.

- **Transfer to Adult Court** - The process of attempting to have a juvenile prosecuted for an offense in adult criminal court instead of before the juvenile court. The district attorney initiates this process by filing a Motion to Certify with the county court clerk's office.

**Disposition** - Refers to the action taken on a petition by the district court. Following are possible dispositions:

- **Dismiss** - The court may, at its discretion, dismiss the petition if it believes it is in the best interest of the juvenile and the public.

- **Court Probation** - Status resulting from being adjudicated delinquent by a judge or jury at a formal adjudicatory hearing and then being made a ward of the court at a disposition hearing.

- **OJA Custody** - Status conferred upon a juvenile when the district court vests temporary physical custody of a juvenile with OJA.

**Juvenile Bureau** - An agency of county government that provides intake and probation services to juveniles in counties where there are duly established juvenile bureaus according to applicable state statutes. In order for a county in Oklahoma to begin the process of establishing its own juvenile bureau, the population of the county must meet or exceed a statutorily established minimum. Currently, Comanche, Oklahoma, and Tulsa counties are the only counties in Oklahoma with juvenile bureaus. Other counties have met the population criteria but have chosen not to establish juvenile bureaus of their own.

**Secure Detention** - County-operated or contracted secure facilities located throughout the state designed to hold juveniles awaiting the outcome of prosecutorial or judicial decisions. Bond is set at a detention hearing held the morning of the first day the court is in session subsequent to a juvenile being securely detained.

**Non-Secure Detention** - Alternatives available when secure detention is deemed unnecessary, e.g., homebound detention, electronic monitoring, attendant care, and tracking.