

**BOARD OF JUVENILE AFFAIRS  
MEETING MINUTES**

*February 26, 2016*

**BOARD MEMBERS**

Present:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams

Absent:

Mark Hixson

**PRESENT FROM THE OFFICE OF JUVENILE AFFAIRS**

Janelle Bretten, Dorothy Brown, Laura Broyles, Brenda Caskey, Paula Christiansen, Jim Goble, Dennis Gober, Donna Glandon, J Lynn Hartman, Anna Kelly, Tammy Kelly, Travis Kirkpatrick, Dennis Luman, Len Morris, Stacy Pederson, Kevin Clagg, Melissa White, Jeff Gifford, and Robert Morey

**OTHERS**

Dr. Eric Joseph, Chad Gragg and Dr. Greg Parks – State Advisory Group (SAG)

**CALL TO ORDER**

Chairman Scott Williams, called the February 26, 2016 Board of Juvenile Affairs Meeting to order at 10:04 a.m., at the Artesian Hotel, Ballroom, 1001 West 1<sup>st</sup> Street, Sulphur, OK 73086.

**STATEMENT OF COMPLIANCE WITH THE OPEN MEETING ACT**

Mrs. Tammy Kelly, Board Secretary, confirmed that the Board of Juvenile Affairs is in compliance with the Open Meeting Act.

**WELCOME GUESTS**

Chairman Scott Williams welcomed the State Advisory Group Board Members to the OJA Board meeting and thanked them for coming. We are trying to increase the collaboration of the SAG and OJA Boards, which is why we had this meeting in conjunction with the SAG Retreat. In past years there was a great partnership between the two boards and in recent years, that hasn't been as much the case. We have over twenty members on the SAG Board who are representatives from all over the state, everyone from judges to school officials to doctors.

**PUBLIC COMMENTS**

None

**REPORTS**

**FINANCE REPORT**

Mr. Kevin Clagg, Chief Financial Officer, presented to the Board of Juvenile Affairs, the year to date Financial Report as of January 31, 2016, using a PowerPoint presentation.

<http://www.ok.gov/oja/2016 Board Document.html>

### **LEGISLATIVE REPORT**

Mrs. JLynn Hartman, Director of Government Relations, presented to the Board, an overview of the bills that are working through Legislative Session using a PowerPoint presentation.

[http://www.ok.gov/oja/2016\\_Board\\_Document.html](http://www.ok.gov/oja/2016_Board_Document.html)

Tony Caldwell asked why legislation is not presented to the Board prior to legislative session. It was discussed that in the future we might need to have a new process in place, through the rules committee to keep the board ahead of the curve.

Chairman Williams introduced Mr. Steven Buck as the new Executive Director for the Office of Juvenile Affairs (OJA). The SAG members were able to meet Mr. Buck at the SAG Retreat and we are glad to have him as our new Director.

### **EXECUTIVE DIRECTORS REPORT**

Mr. Steven Buck, Executive Director presented.

Before I begin my comments, I want to acknowledge the effort made by the staff of OJA to drive down this morning. I know that that may not have been their desired way to start a Friday morning, but I do want to acknowledge their time and effort in being here and supporting the work of this Board. I also appreciate the partnership with the SAG Board. The Chairman spoke to me as this meeting came about and as I began to understand the location of the meeting, we had a conversation about the meeting location and what the dynamics might look like. We talked very, very candidly about the need to make sure the state appropriated resources were not used in support of this retreat, that we make sure we are using other funding sources to support an off-site meeting. It is my desire to work very transparently for the taxpayers of Oklahoma. So, I am very pleased with that and I appreciate the SAG partnership. The meeting yesterday was excellent. I was very disappointed to learn that previous leadership had not been as engaged with the advisory body as I think is probably necessary. Those community stakeholders play an incredibly important consultative role in how this governing body, in how myself and my colleagues on staff and our partnering agencies, can shape the future of the state in which we serve. Thank you for giving me some time and I hope that my missed attendance will become an exception and my regular attendance will be very much the norm. So, thank you for involving me in that very much. I would also be very remised if I did not publicly extend appreciation, and respect, and a professional confidence in the work that Janelle did, serving as Interim for this agency. It appears from everything that I've been able to touch in my first nine days in the office that she was able to keep the organization acting appropriately and competently and making very good decisions that were the decisions I would have certainly embraced had I been in that position for that period of time. So, I applaud the Board for the choice they made. I think it was a very informed choice and I want to personally extend my appreciation to her for how she managed during that period of transition and also how she has held my hand on these first couple of days or couple of weeks of work because I have certainly, certainly needed that.

### **SUMMARY OF ACTIVITIES:**

I'm going to talk a little bit about the legislation discussion now. I had not prepared a specific result or specific comments on this but I will acknowledge that I agree with all of the comments that you've made. I think Mr. Caldwell is exactly correct. There needs to be a vetting, organizational position on specific items that move forward. I will tell you a little bit about me. I am not a legislation-passer by nature. I want to be very strategic when legislation is introduced with my support and I want to make sure that has an outcome that is tangibly meaningful to the future of the organization and those we serve. What I will make as a commitment is that we will find a way to make sure that the Board is appropriately engaged in that policy setting. Setting a policy is one of the highest callings for a governing Board and I want to acknowledge that and see that but, but I also appreciate the flexibility that's needed during the course of a rapid legislative session where committee subs can literally be made minutes before a Bill is actually heard. So, I appreciate the statement of confidence relative to how I might facilitate that and certainly those who represent us at the Capitol and in those meetings. One thing that will be very important for us is the development of a significantly vetted (and we are starting this afternoon) a significantly vetted organizationally agreed to plan that not only speaks for the next six months, but speaks for the next number of years, five years, ten years, whatever number you want to articulate. So then, it really

becomes a question of this, does a piece of legislation, does a policy match the tenants of that plan, and if it does, then our support becomes very easy. We can move very quickly to endorse that. If it's an opposition to that plan, then we either know it point blank that it's oppositional or we explore it further. Maybe it's a scenario that we haven't thought of, but to me, that plan and knowing where we're going and what we want to accomplish, is a great way to tie in those quick moving discussions that we have to have at the Capitol. My apologies that you have a paper document as opposed to an electronic document. Unless you have guidance to the contrary, this is the manner in which I would like to report my activities to you monthly. Through a very briefly organized outlined form document of where I've engaged both, publicly and in the decision making process. This will not be an exhaustive report. There will be other items that I will want to follow verbally and with greater narrative, but I see this as being the appropriate public record beyond the minutes that are taken to be included in our Board packets. My approach moving forward is to highlight a specific one of those for a verbal report to the Board during each Board Meeting, giving some nuance during some of those meetings so, with your indulgence; I will start down that path with my report today. And I would also share with you that for this month because of my unique status, having been in a designated, but not active position for three weeks, I have taken the liberty of including items that I did during that transitional period on behalf of the agency. Commissioner White was very generous in allowing me some flexibility to do work on behalf of this agency during my transitional period and even though she is not here today, I do want the public record to indicate my appreciation for my former employer, in allowing me to do that. So, under advocates and programs visited, I was able to engage in a couple of conversations with Shawn Black, trying to develop that contracting partner relationship with his association and those for whom he works. I think that's very important and we've had a very thorough and honest discussion about the fact that painful decisions await. The circumstances of the time mean that we will have to make hard decisions. In my commitment, I want to make sure that we expressed is, that we are going to make those decisions as respectful partners. We will have dialogue and we will figure out the best way to make decisions that are inevitably going to be made, but we are going to make it in a way that we are sure to preserve the fabric network. I appreciate Shawn and his team's receptivity to having that dialogue.

The Mental Health Association of Oklahoma Strategic Planning may be a new organization to many of you. Perhaps you've never heard of the Mental Health Association of Oklahoma. It is a very large organization that is well respected. Tulsa is a great example of where they've done tremendous work in the community of Tulsa around housing. The Mental Health Association of Tulsa, upon my appointment actually asked me to come to their strategic planning session and have dialogue about how that particular entity may become more informed, and more evolved and more assistive in the Juvenile Justice project. So, I do look forward to that as a new emerging partner and how we can become engaged as an agency.

The Oklahoma Substance Abuse Services Alliance is an organization of Substance Abuse treatment providers in the state. It is an association, much like the Association of Youth Services, but they work with Substance Abuse treatment providers. Many of our Youth Services Organizations have a dual membership in OSASA. I had the opportunity to attend the 2016 Legislative Luncheon. It was extraordinarily well received. They had over 50 legislatures attend a luncheon hosted at the Oklahoma History Center. I was really impressed with the work that was done there, their Executive Director, Julia Jarnigan, is somebody I've worked with for a number of years. So, hopefully that's a new partner that we can bring to the conversation about the mission we have to fulfill.

Terry Smith, Executive Director of the Oklahoma Institute for Child Advocacy (OICA), and I have had a couple of meetings and I look forward to working with Terry. His organization plays an incredibly important role in helping shape public sentiment around what we serve, so Terry and I are looking for ways to explore further partnerships to make sure that his critical voice and very well-respected voice is brought to the table and is voiced both legislatively and in terms of how we as an agency fulfill the mission that has been put before us. State agencies, I did want to comment, The Oklahoma House of Representatives Appropriations & Budget Subcommittee for Human Services. I actually had the privilege of taking part in our agency presentation before that committee and I want to thank Board members Caldwell and Grissom for taking time out of their day to participate in that meeting. I also want to acknowledge what was really extraordinary support from the Association of Youth Services and other partners. The room was packed. I didn't do a head count, but I'm going to guess that there were forty to fifty concerned stakeholders, concerned partners who were there to demonstrate support for our mission

and I hope that becomes the norm and not simply because there is a new Director, but I hope that is a continued emphasis as they demonstrate to policy makers, why what we do matters and why they are very important to that system.

Senators Jolly and Treat and Representatives Sears and Casey represent the appropriations Chair and Sub-Chair for the House and Senate. Very important dialogue so there is a sense of sometimes to be complacent and not have those important budgetary discussions until later in the session, but it is very important for us to have a voice with them early, an understanding of what they're thinking, and most importantly, to have an understanding of what their need is. I will tell you specifically with Senator Jolly, the articulation of a plan for this agency is a high priority for him. That is something that he will look for; evidence that we are taking that path and taking that road seriously as we move through the legislative process. Because he is term limited, he will certainly want the next Chairperson to understand this agency as a road map, so I will need your indulgence and your assistance as we move towards that end.

Finally, I want to draw specific notice to a meeting held with the Cabinet Deputy Secretary for Health and Human Services, Julia Cox-Kain. Julia and I actually had an opportunity to think about some things from a very different perspective and we're looking for unique opportunities to do some partnership that may be helpful for both agencies as we work through these difficult budget times. I'll throw one out there, simply as an example, this in no way is a matter of an action that I've taken nor one that I recommended but I think it's a way that we can think differently. The Department of Health has County Health Departments that were passed by millage. They are paid for assets that are sitting there. In many Department of Health buildings, they have unoccupied office space. We, as a corporate policy, should consider any partnerships with a sister state agency to improve our access to services, to perhaps lower our threshold of financial commitment, and perhaps integrate health programming into the lives of those in which we serve. Again, there's no recommendation in that comment. It is simply the type of non-siloed thinking that I hope you will hold me accountable to moving forward.

AGENCY RESPONSE TO GOVERNOR'S EXECUTIVE ORDER 2016-01 We also had the conversation, the Deputy Secretary and I, about the most recent Executive Order regarding Board Member accessibility. Those of you who may not read your emails with great frequency, I will just recap for you, very briefly, that there is new guidance from the Governor's office that you are to be more accessible to the general public and that includes the use of a corporate asset email address and that also includes the ability for us to catalogue incoming phone calls on your behalf, or to share your personal cell phones. I will let you make the choice.

With that, I have a couple of additional comments that I will go ahead and make and then be happy to entertain any questions. Our agency, at the partnership with Senator A.J. Griffin, has taken part in the initial steps of a 50 States Technical Assistance opportunity. It is a good opportunity for us to become engaged in strategic planning on how we are going to do our services. Janelle has been point with this and it has been a good process. I'm very enthusiastic about it. I think it'll be very informative to the long term planning that I talk about as being essential. The Council of State Governments, frequently known as CSG, will be visiting our State in mid-March and my guess is by early next week you will have an invitation, inviting your participation. We've invited numerous other stakeholders to this process. I welcome those opportunities for National Technical Assistance and I'm extremely appreciative for Senator Griffin's desire to help us partner in that particular process. One other technical housekeeping measure in acknowledging the fact that this will take some change in policy and perhaps a look at rules, but in light of the current budgetary situation and as I began to continue to understand what I think are critical core functions within the agency, and the best administrative line up to address, that it is my intent to hold the Chief of Staff position open for a period of time and not move immediately to fill that. So, I am advising the Board today that is my decision, as a way to be budgetarily responsible, but also to make sure I am accountable to you with a leadership model that works for this organization.

There was discussion among the Board on compliance with the Executive Order regarding public access to the Board members by phone and email. Director Buck re-stated, "We need to be technically correct, it's an Executive Order, not a statute".

Board Member Tony Caldwell shared that in his discussions with Senator Jolley, the Senator is most interested in multi-year appropriations, as well as an operational plan. "Since we have roughly three and a half months before the end of session and a lot to do, how do we meet his expectation of us in terms of that and how should we go about meeting that so we have done our very best job with the appropriators that are meeting this session?"

Director Buck responded, "I appreciate that question very much." The Senator has been invited to the 50-State Forum, as an example. I believe a longer term plan deserves the vetting of stakeholders. I framed for him that a three and one-half, 100% delivered product would be a very tall order and he understands that. He did say we need to demonstrate the desire to move in that direction. So, as we move through these remaining three months of legislative sessions, we need to be able to demonstrate to him board actions taking steps to have that plan and what those expectations might be. That could include at our next Board meeting, me articulating to the Board for your consideration key dashboard metrics that we would like to use to measure the impact this Board is having on those that we serve. That could include a structural alignment for this agency that brings into alignment our administrative cost rate. If you look at our administrative cost rate compared to other agencies in our cabinet, we are running higher than most. I know the Health Care Authority, for example, runs around 2.5% and we're around 6.25%. Those are part of those hard conversations. So, I think it's concrete demonstrable steps that we can take in the short term to show that this Board and executive leadership is committed to that type of plan.

Board Member Tony Caldwell stated as a follow-up, "It was gratifying to see at the House Committee Hearing, all the support that we had and all the people that were there. I just want to comment that Janelle Bretten did an excellent job and your participation in presenting our case to the house was considerably different than the Senate hearing we had in the summer which was not well attended." "Is there going to be another Senate hearing of similar nature to the one in the House where we can make an additional public case and if so, when is that going to be?"

Mr. Buck suggested two potentially such forums. Senator David and her role as the Sub Appropriations Chair for Health and Human Services has already had one of her Subcommittee meetings that was a very targeted, frank dialogue among the Members and in this case it was Commissioner White at Mental Health and Substance Abuse Services and it was a conversation more on the micro. It was a very tight conversation around very specific elements of agency performance. She has indicated the desire to do those between now and the end of session for each of her agencies. So, that will be one platform I would expect an invitation for. My guess is by late March for that one. It is generally understood the full Senate A and B, and as a reminder for all Members in the Senate, every Member of the Senate has a position on the Senate A and B Committee. It is highly likely, once we get through this first round of bills, which is now reached deadline that they will have their full committee meetings where each of the eleven largest appropriated agencies are asked to come in for an hour or to an hour and fifteen minutes. I would anticipate that to occur sometime in April.

Board Member Tony Caldwell asked that the Board be advised when those meetings are. One of the things Senators David, Griffin, and Treat are looking for this legislative session is a high degree of Board engagement in this process as an indicator of our interest in continuing existence of the agency, so, this is a comment to the fellow Board Members, "They have said that and it is important that we can be at any of these meetings if our schedules will allow that we do that." "They are looking for that specifically." "I know we want to lend support to you and your staff as you make our case, but we also need to be visible."

Chairman Scott Williams added, "I think what Mr. Caldwell said about the visibility and knowing the schedule will be very helpful. But, I think also, just making sure if you have a relationship, that you're having discussions. So, I've had several discussions with Senator Jolly myself. I think it's important that with the relationships we have, we're doing that because they know you are a Board Member and that lends support to lots of the discussions that we're having."

Director Steven Buck concluded his report with this statement, "Based upon our earlier dialogue, I will direct my IT team to construct a web page that includes an OJA specific email address for each of you and that you can receive training on your preferred access from Len. You can either do that at a break

today or he can set up a phone consultation that's relatively easy and that we design a digitally deliverable voicemail that can somehow be transmitted to each of you. So, you would have a privatized, designated number. We'd figure that out, but also in reports, I believe Mr. Gifford made the comment, there is a required agency archive and so we will figure out some way of on our end, to be fiduciary responsible on our end to capture that."

Chairman Scott Williams recommended a short training be held now so we can say that these two agencies have complied with the Executive Order as opposed to just one agency. Director Steven Buck offered Len Morris to give the quick training segment and thanked the Board for their attention.

Chairman, Scott Williams added a follow-up comment on the Directors Report. He stated Director Buck's style of report doesn't leave us with a lot of questions. It gives us a lot of answers.

**ACTION ITEMS**

**DISCUSSION AND/OR POSSIBLE VOTE TO APPROVE THE MINUTES OF THE JANUARY 15, 2016 BOARD MEETING**

Motion by Dr. Donnie Nero with a second by Michael Willis to approve the Minutes of the January 15, 2016 Board Meeting.

MOTION PASSED

Voting Aye:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams

Absent:

Mark Hixson

**DISCUSSION AND/OR POSSIBLE ACTION TO APPROVE THE MINUTES OF THE JANUARY 22, 2016 BOARD MEETING**

Motion by Dr. Stephen Grissom with a second by Kristin Jarman to approve the Minutes of the January 22, 2016 Board Meeting.

MOTION PASSED

Voting Aye:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams

Absent:

Mark Hixson

**DISCUSSION AND/OR POSSIBLE VOTE TO ELECT A CHAIRMAN OF THE RATES AND STANDARDS COMMITTEE PURSUANT TO RULE OAC 377:1-1-8**

Motion by Tony Caldwell with a second by Dr. Stephen Grissom to elect Michael Willis as Chairman for the Rates and Standards Committee

MOTION PASSED

Voting Aye:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams

Absent:

Mark Hixson

Dorothy Brown stated that the Rules provide for a Chair and other staff be appointed by the Executive Director to the Rates and Standards Committee. Dorothy asked if the board wanted to appoint a Vice-Chair to the Rates and Standards Committee. The Board decided that was not necessary, but they would add Tony Caldwell to the Committee. Tony Caldwell made a recommendation to the Rules Committee that if the Rules state the Director appoints Board Members to a Committee, we need to change that, the Director should have no say in the governance of the Board. Chairman Scott Williams said, "We will have further discussion on what we want to look at, as far as the Rule is concerned."

There was discussion regarding appointments to the remaining Board committees. The new committee membership is as follows:

Rules Committee – Kristin Jarman as Chair, Scott Williams, and Mark Hixson, Members  
Finance Committee – Mark Hixson as Chairman, Michael Willis and Tony Caldwell, Members  
Education and Programs – Dr. Stephen Grissom as Chairman, and Dr. Donnie Nero, Member  
Rates and Standards – Michael Willis as Chairman, and Tony Caldwell, Member

**DISCUSSION AND/OR POSSIBLE VOTE TO APPROVE FY16 ENCUMBRANCES 2016-027 THROUGH 2016-032 FOR OKLAHOMA YOUTH ACADEMY CHARTER SCHOOL**

Motion by Tony Caldwell with a second by Michael Willis to approve FY16 Encumbrances for the Oklahoma Youth Academy Charter School

MOTION PASSED

Voting Aye:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams  
Absent: Mark Hixson

**VOTE TO CONVENE INTO EXECUTIVE SESSION**

Motion by Dr. Stephen Grissom with a second by Michael Willis to convene into Executive Session

MOTION PASSED

Voting Aye:

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Scott Williams  
Kristin Jarman  
Absent: Mark Hixson

**VOTE TO RETURN INTO OPEN SESSION**

Motion by Michael Willis with a second by Tony Caldwell to return to Open Session.

Voting Aye:

MOTION PASSED

Tony Caldwell  
Dr. Stephen Grissom  
Dr. Donnie Nero  
Michael Willis  
Kristin Jarman  
Scott Williams  
Absent: Mark Hixson

**POSSIBLE VOTE ON ITEMS FROM EXECUTIVE SESSION**

None

RECESS FOR LUNCH to start again at 12:45 promptly

A brief training was given to the board by Len Morris on how to access emails and phone calls from the public in a manner that OJA could track.

The Board commenced with their Strategic Planning Session. Chairman Williams opened the floor for discussion and comments.

The Board discussed strategic measures and key metrics to measure the agency's progress. There was discussion about the need for communication within the agency and with the legislature. There was an emphasis on Committee work to implement the new strategies and key metrics. Chairman Williams suggested a holistic approach to division, mission and values that reflects the 1-4-1 vision of the Director.

Chairman Williams concluded the discussions by commenting he was excited about the future and opportunities for the Agency.

**ADJOURN**

Motion by Dr. Donnie Nero with a second by Michael Willis to adjourn the Board of Juvenile Affairs Meeting.

MOTION PASSED

Voting Aye:

Tony Caldwell  
Michael Willis  
Dr. Donnie Nero  
Scott Williams  
Kristin Jarman

Absent:

Mark Hixson

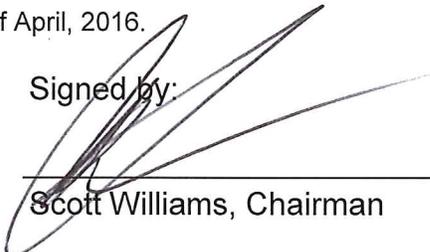
The meeting was adjourned at 2:10 p.m.

Minutes approved in regular session on the 15th day of April, 2016.

Prepared by:

Signed by:

\_\_\_\_\_  
Tammy Kelly  
Board of Juvenile Affairs, Secretary

  
\_\_\_\_\_  
Scott Williams, Chairman