

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

**DATE:** November 13, 2020

**TO:** Sup. Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

**FROM:** Shakita LaGrant McClain, Director, Department of Health and Human Services  
*Prepared by: Mark Mertens, Division of Youth & Family Services Administrator*

**SUBJECT:** **Report from the Director, Department of Health and Human Services, requesting authorization to enter into 2021 purchase of service contracts with community vendors for the Division of Youth and Family Services**

**Issue**

The Director, Department of Health and Human Services (DHHS), is requesting authorization to enter into 2021 purchase of service contracts for the Division of Youth and Family Services (DYFS).

**Background**

Since 1970, DHHS has supported a social service delivery system comprised of both directly provided and purchased services using a combination of State, grant and local tax funds. Partnerships with community providers have allowed DHHS to cooperate and collaborate with various community agencies and resources. These partnerships further the opportunities for community participation, leverage resources and utilize community expertise regarding the DYFS community response to delinquency.

DYFS conforms to the DHHS Request for Proposals (RFP) process to ensure objectivity and fairness in the awarding of purchase of service contracts. DYFS relies on these objective reviews, community panels and DHHS contract administration/quality assurance to guide award recommendations. DYFS also may consider other salient factors in order to best meet the needs of the juvenile court and youth served including the financial stability of applicants to ensure the continuity of services, the minimization of service disruption, provider alignment with emerging strategies or changing system demands, opportunities for further resource leveraging and information sharing and maximization of resources.

**Discussion**

The Department is requesting approval to purchase services with the agencies listed below for the identified service and contract amounts for the time period of January 1 to December 31, 2021. The following programs are continuing contracts for 2021:

**Education Treatment Program**

The Education Treatment Program, called Aspire, includes a total of 40 slots for youth involved in the youth justice system. DYFS is working with MPS to assign 20 of the slots directly to certain schools in which there is a high number of young people involved in the youth justice system. This program provides academic support, tutoring, advocacy, school engagement, vocational supports and other education based support as needed. The program is individualized to meet the unique needs of youth and provides transportation assistance to and from school and programming, as needed. The Education Treatment Program will utilize restorative justice circles, violence prevention curriculum, financial literacy, mindfulness and community building for both those youth in the school based and community based slots. Another component of this program is a vocational readiness assessment and support through the WCS Community Improvement & Job Training Program. The Education Treatment Program includes clinical services for those youth that have a mental health and/or AODA need identified and will also refer out to other community based services in collaboration with the assigned HSW and other team members.

Wisconsin Community Services is recommended for a purchase of service contract for 40 slots for males and females in 2021.

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Aspire Education Program	Wisconsin Community Services, Inc.	\$733,623	\$733,623	\$0

**The Community Service and Restitution Coordination Program**

The Community Service and Restitution Coordination Program is designed to provide a resource for youth to complete their court-ordered conditions of community service and pay back their court-ordered restitution. This program addresses a significant barrier to youth completing the conditions of their court order or Deferred Prosecution Agreement (DPA) by providing and monitoring of community service opportunities. The program primarily serves post-dispositional youth subject to a court order, along with youth on a DPA or consent decree. The Community Service and Restitution Coordination program is also designed to be an alternative to youth being placed in secure detention for sanctions or youth picked up on a warrant and are pending court. Wisconsin Community Services (WCS) is recommended for the following purchase of service contract for 20 slots:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Community Service & Restitution Coordination	Wisconsin Community Services, Inc.	\$160,614	\$160,614	\$0

**Level II Monitoring Services with Optional GPS**

The Level II In-Home Monitoring Program with optional Global Positioning System (GPS) monitoring serves youth pending court for alleged delinquency as an alternative to secure detention as well as post dispositional youth in need of short-term intensive monitoring through GPS. The Level II program provides intensive in-home monitoring services to youth and their families to support parental home supervision to avoid additional offenses and to appear for their court hearings. Youth can be court ordered into this program or referred by DYFS and remain until the time of disposition or discontinuation of services is deemed appropriate by the court or DYFS. The program is based on the belief that youth who remain connected with their families, schools, peers, employers, and with other community resources, will decrease the likelihood of further contact with the youth justice system. This is accomplished through a structured supervision plan, program support and counseling, advocacy and the availability of 24-hour crisis intervention. The use of GPS is also an option for youth who need additional monitoring and supervision.

St. Charles Youth and Family Services is recommended for the following purchase of service contract for 145 slots to serve youth in Milwaukee County.

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Level II Monitoring Program	St. Charles Youth and Family Services	\$1,575,400	\$1,575,400	\$0

**Targeted Monitoring Program**

The Targeted Monitoring Program (TMP) provides intensive supervision, structure, support, and skill-building opportunities for young people involved in the youth justice system. The targeted populations include youth who are found to be in possession of a firearm, as well as determined to be a serious, chronic offender. The program is intended to hold youth accountable in the community while ensuring community safety and providing youth with skills to change their thinking and behaviors. The TMP frequently serves as a community-based alternative to youth corrections.

It should be noted that a portion (\$700,000) of this contracted program is funded through Community Intervention Program (CIP) funds awarded by the Department of Children and

Families (DCF). These funds are targeted for early intervention for first offenders and/intensive community-based intervention services for seriously chronic offenders. Running Rebels Community Organization is recommended for a purchase of service contract for 115 slots for the intensive monitoring program.

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Targeted Monitoring Program	Running Rebels Community Organization	\$1,800,000	\$1,800,000	\$0

### **Milwaukee County Accountability Program/Transitional Program**

The Milwaukee County Accountability Program (MCAP) provides intensive supervision, structure, support, and skill-building opportunities for youth who are court ordered into the program. The MCAP includes an out-of-home placement of up to 180 days in a secure setting as well as a transition and aftercare planning and intervention for the young person and family.

Milwaukee County continues to build the continuum of care for young people involved in the youth justice system, in alignment with the SRCCCY and Act 185. The current MCAP will evolve into the Transitional Program in 2021. DYFS and its partners are planning for the transition of the program and are working collaboratively with RRCO, Wauwatosa Public School and system partners to develop the programming and role of the courts in the program.

Running Rebels Community Organization is recommended for a purchase of service contract for 45 slots for the Transitional Program (currently called MCAP).

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
MCAP/Transitional Program	Running Rebels Community Organization	\$534,798	\$534,798	\$0

### **Prevention and Aftercare Program- Targeted Monitoring Program**

The Prevention and Aftercare Program serves siblings and graduates of the Targeted Monitoring Program in order to maximize the likelihood of positive and enduring change in youth and families. This program serves at any one time up to 80 graduates of the Targeted Monitoring Program and/or their siblings between the ages of six to 19. The goals are to prevent siblings from participating in delinquent activities and for young adults to gain skills needed for successful transition into adulthood. The program provides pro-social services and activities to help youth achieve their personal goals.

Running Rebels Community Organization is recommended for the following purchase of service contract in the amount for 80 slots in the Prevention and Aftercare Program:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Prevention and Aftercare Program	Running Rebels Community Organization	\$195,000	\$195,000	\$0

### **Shelter Care**

Shelter Care provides short-term (typically 30 days), non-secure, 24-hour supervised care and residential programming to youth. The program primarily serves youth pending court for alleged delinquency as an alternative to secure detention placement. Other youth involved in the youth justice system may be placed in Shelter Care at the discretion of either DYFS or the Children's Court. While in shelter care, youth receive programming which includes community service activities, mentoring, recreational activities, and tutoring, etc. For 2021, this program can serve up to five (5) girls and 15 boys at a time.

Wisconsin Community Services is recommended for the following purchase of service contract in 2021:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Shelter Care	Wisconsin Community Services	\$1,837,648	\$1,837,648	\$0

### **Alternative Sanctions Program**

The Alternative Sanction Program serves youth who are pending court (formerly served by the Evening Report Center) or who are on an order of supervision (formerly served by the Saturday Alternative Sanctions Program). The Alternative Sanctions Program is designed to provide a community-based alternative to detention for youth involved in the youth justice system in Milwaukee County. The Alternative Sanctions Program will provide a timely response that holds youth accountable while providing an alternative to youth being placed in the secure detention center. This program engages youth in positive, structured evidence-based programming on weekdays in the evening/after school and on weekends.

DYFS recommends a purchase of service contract with St. Charles Youth and Family Services which includes 45 slots for males and females:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Alternative Sanctions Program	St. Charles Youth & Family Services	\$441,000	\$441,000	\$0

### **Intensive Monitoring Program - Aftercare**

DYFS assumed Aftercare responsibilities from the State of Wisconsin effective July 1, 2017. The Intensive Monitoring Program-Aftercare was initiated by DYFS to provide supervision, structure, support and skill building opportunities for youth returned to the community after placement in a youth correctional facility. This program is very similar to the Intensive Monitoring Program for youth on probation and includes GPS monitoring for youth when they are initially returned to the community.

DYFS currently contracts for this program with Running Rebels Community Organization which is recommended for the following purchase of service contract for up to 20 slots for males and females:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
IMP-Aftercare	Running Rebels Community Organization	\$545,175	\$545,175	\$0

### **Residential Treatment Center – Bakari Center**

The Bakari Center is a court-ordered residential treatment center for boys that can serve up to 18 youth at a time in a residential program and in the community upon completion of the residential program. The program is a community-based alternative to a correctional placement or a step-down placement from corrections. The 2021 budget now reflects total beds of 18 compared to 24 beds included in previous budgets. This change was made in mid-2020 due to the census being lower than expected and to reallocate funding into community-based programming.

The total cost of \$2,366,709 for the Bakari Center operations is split between DHHS (\$1,298,709) and Wraparound Milwaukee (\$1,068,000) to capture revenue for Wrap-enrolled youth as shown in the table below. The Mental Health Board separately approved \$2.1 million in funding for WCS which includes the contract for \$1,068,000 under Wrap. The amount being requested for approval by the County Board is \$1,298,709. The Bakari Center also utilizes the Integrated

Treatment Model (ITM) and Multi-Systemic Therapy (MST) at a cost of \$394,390. Therefore, the total being recommended to the County Board for WCS for the Bakari Center is \$1,693,099.

DYFS recommends the following contracts with Wisconsin Community Services (WCS) for the operations and MST clinicians for the Bakari Center RTC:

<b>Service</b>	<b>Provider</b>	<b>2020 Contract</b>	<b>2021 Proposed</b>	<b>2020/2021 Variance</b>
Bakari Center - RTC	Wisconsin Community Services	\$2,366,709	\$2,366,709	\$0
<i>Amount Allocated Under Wrap &amp; Approved by the Mental Health Board</i>			<i>(\$1,068,000)</i>	<i>(\$1,068,000)</i>
	<b>Subtotal</b>	<b>\$2,366,709</b>	<b>\$1,298,709</b>	<b>(\$1,068,000)</b>
Bakari Center – Multi-systemic therapy	Wisconsin Community Services	\$394,390	\$394,390	\$0
	<b>Total for Approval by County Board</b>	<b>\$2,761,099</b>	<b>\$1,693,099</b>	<b>(\$1,068,000)</b>

### **Recommendation**

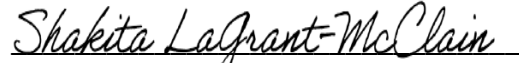
It is recommended that the Milwaukee County Board of Supervisors authorize the Director, Department of Health and Human Services, or her designee, to enter into purchase of service contracts for the time period of January 1 through December 31, 2021 with the providers listed and in the amounts specified in the attached resolution.

Approval of the recommended contract allocations will allow for the provision of high-priority, community-based services for youth being served by the Division of Youth and Family Services.

### **Fiscal Impact**

The proposed purchase of service contracts reflects total expenditures of \$9,516,357. Sufficient funds have been allocated in the 2021 Budget to cover these costs. A fiscal note form is attached.

Respectfully Submitted:



Shakita LaGrant-McClain, Director  
Department of Health and Human Services

cc: County Executive David Crowley  
Hon. Mary E. Triggiano, Chief Judge  
Sup. Jason Haas, Chair, Finance Committee  
Sup. Supreme Moore-Omokunde, Chair, Health & Human Needs Committee  
Mary Jo Meyers, Chief of Staff, County Executive's Office  
Julie Landry, DAS Director  
Steve Cady, Research and Policy Director – Comptroller's Office  
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