

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

Date: January 29, 2016

To: Theodore Lipscomb, Chair, County Board of Supervisors

From: Steven Kreklow, Director, Office of Performance Strategy, and Budget

Subject: Create 8.0 FTE Juvenile Corrections Officers, 3.0 FTE Human Service Workers and 1.0 FTE Section Manager - Aftercare in the Delinquency and Court Services Division of the Department of Health and Human Services

REQUEST

The Director of the Department of Health and Human Services requests to Create 3.0 FTE Human Service Worker-JJ and 1.0 FTE Section Manager in the Delinquency and Court Services Division. These positions are associated with the implementation of DCSD's monitoring of youth placed by court order at Lincoln Hills School (boys), Copper Lake School (girls), and Mendota Juvenile Treatment Center through the Department of Corrections, Division of Juvenile Corrections. In addition, the Director of the Department of Health and Human Services requests to Create 8.0 FTE Juvenile Correctional Officers within the Delinquency and Court Services Division. These positions are associated with the expansion of the Milwaukee County Accountability Program within the Juvenile Detention Center.

BACKGROUND/ANALYSIS

Monitoring of Youth Committed to the Department of Corrections/Division of Juvenile Corrections

Due to ongoing concerns regarding the services, care, and educational programming of Milwaukee County youth committed to the Department of Corrections/ Division of Juvenile Corrections (DOC/DJC), DCSD is expanding oversight, advocacy, monitoring, and support of DOC/DJC-involved youth. The creation of three Human Service Worker (HSW)-JJ positions, and a Section Manager-Aftercare position, is requested to increase capacity within DCSD to accomplish this expanded role. In 2015, DCSD began to increase its involvement with youth committed to DOC/DJC because of identified concerns about services and care provided to youth; however, more positions are needed to further enhance DCSD's capacity to monitor youth in DOC/DJC placements in light of additional recent information about safety concerns.

These positions will allow DCSD to establish a solid presence within the state juvenile correctional institutions and will be responsible for the following: participation in DOC/DJC's Office of Juvenile Offender Reviews (OJOR) meetings to develop and monitor youth's individual case plans and goals for release; making frequent visits to Lincoln Hills/Copper Lake School (LHS/CL) and Mendota Juvenile Treatment Facility; and, collaborating with LHS/CL social workers, OJOR reviewers, DJC Agents, and the youth's family in order to plan and address the criminogenic needs of the youth while in the institution and upon their return to the community. HSW staff will also be responsible to provide case management services to youth in order to integrate them back into the community, refer new daily police referrals (order-ins) to the District Attorney's office for review and attend detention/court hearings for those youth in custody for aftercare supervision violations and/or new charges. The HSW will also be responsible for making referrals to designated DCSD contracted re-entry programs and participate in monthly/bi-monthly meetings. They will address any concerns and/or questions of youth and family and follow up appropriately.

The goal is to ensure the youth are receiving the appropriate interventions in alignment with their criminogenic risk level and that their mental health, trauma, and any AODA needs are being met, as well as ensuring the youth are placed in the least restrictive setting while not compromising public safety. The Section Manager-Aftercare will be responsible for supervising and providing oversight and direction to the HSW's, along with the two re-entry programs and one aftercare community-based program chosen through the RFP process and contracted with DCSD.

As a result of further increasing DCSD staff involvement with youth committed to DOC/DJC, there will be increased accountability to ensure the following: appropriateness of individual case plans; more timely access to programming and services matched to youth's risk and needs; appropriateness of use of security placements; and implementation of more robust transition and re-entry plans. These improvements are expected to translate into more timely release to the community and increased skills and competencies among youth, which in turn will improve public safety and reduce the likelihood of youths' return to the institution.

Expansion of the Milwaukee County Accountability Program within Juvenile Detention

In July 2012, the Milwaukee County Board of Supervisors authorized development of a short-term secure placement program within the Milwaukee County Juvenile Detention Center as an alternative disposition placement option for the circuit courts. DCSD has since implemented the Milwaukee County Accountability Program (MCAP) and plans to expand it in 2016.

The target group for MCAP are youth who are at risk for State Juvenile Corrections placement. MCAP provides an opportunity for high-risk youth to remain close to home instead of being sent to the State's only Juvenile Correctional Institution (JCI) located in Irma, WI, a four-hour drive from Milwaukee. MCAP includes a period of secure placement in a local facility followed by aftercare in the community under close

supervision. Program elements emphasize education, cognitive intervention programming, counseling and monitoring.

The DHHS 2016 budget included an initiative to partner with BHD's Wraparound Program and move the youth served in the MCAP program out of the Juvenile Detention Center into an underutilized facility on the County Grounds and to expand the residential capacity of the program from 12 youth to 22 youth. The cost to operate this facility was estimated to total \$2,288,550 and was to be funded by \$1,000,000 in State reimbursement revenue (contributing to coverage of the residential portion of this expenditure) and \$1,288,550 in Youth Aids. This action would have reduced the budgeted daily census in the Juvenile Detention Center and resulted in the closure of one 11 bed pod allowing for a reduction in staffing. The 2016 MCAP budget initiative included the abolishment of 4.5 FTE of Juvenile Correctional Officer positions.

DHHS was notified, after budget deliberations of the County Board's Finance, Personnel and Audit Committee (FPA) had concluded, that the County Grounds facility would not be made available to DCSD, and that the MCAP program would need to remain in the Juvenile Detention Center for 2016. Due to this untimely notification, it was too late for DHHS to submit a budget amendment to FPA seeking to delete the 2016 MCAP initiative and instead retain four FTE of Juvenile Correctional Officer positions scheduled to be abolished. DHHS is therefore now requesting authorization to restore four FTE of Juvenile Correctional Officer positions that were abolished at a 2016 cost of \$235,120 for Salary, Social Security and Active Fringe Benefits.

In order to be consistent with the original intent to expand the MCAP Program to 22 beds, a second 11 bed pod within the Juvenile Detention Center needs to be open and staffed. This will enable DCSD to meet its goal of reducing the average daily population at Lincoln Hills School. DHHS is therefore now requesting authorization to create an additional four FTE JCO positions in order to staff the additional MCAP unit.

As a result of increasing the MCAP correctional alternative program, DCSD will realize greater capacity to effectively serve youth close to home and reduce the number of youth committed to DOC/DJC. Further development and expansion of DCSD's continuum of community-based alternatives is planned for 2016.

FISCAL NOTE

The current year fiscal impact is an increase in expenditures of \$682,429. The subsequent year impact is an increase in expenditures of \$744,468.

RECOMMENDATION

The Department of Administrative Services - Performance, Strategy and Budget recommends that the Create 8.0 FTE Juvenile Corrections Officers, 3.0 FTE Human Service Workers and 1.0 FTE Section Manager - Aftercare be approved.

A handwritten signature in black ink, appearing to read 'SKREKLOW', written over a horizontal line.

Steven Kreklow
Director, Office of Performance, Strategy, and Budget