



# On Balance

A publication of Dane County Department of Human Services  
and the Dane County Juvenile Court Program

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## Evidence-Based Practice in Juvenile Justice Conference

By Rhonda Voigt

On November 2<sup>nd</sup>, approximately 250 people met at the American Family Center for a one-day conference on Evidence-Based Practice in Juvenile Justice. Dane County Executive Joseph Parisi, Deputy Secretary for WI Department of Corrections Deirdre Morgan, Dane County Sheriff David Mahoney and DCDHS Juvenile Justice Manager Andre Johnson opened the conference with welcoming remarks. Attendees came from across the state including representatives from law enforcement, Department of Corrections staff working with juveniles and adults, school social workers, foster parents, service provider partners and human service staff from several WI counties.



*Dr. Jeffrey A. Butts, PhD  
University of Michigan*

The morning keynote address was given by Dr. Jeffrey Butts. Dr. Butts is the Director of the Research and Evaluation Center at the John Jay College of Criminal Justice at the University of Michigan. His discussion centered on applying Positive Youth Development Concepts in the juvenile justice system. His model includes 12 key components, supporting asset building in six life domains: work, education, relationships, community, health and creativity. The two key assets in each domain are learning/doing and attaching/belonging. Dr. Butts recommends keeping goals small to support youth success and maximizing a youth's

family resources as well as the use of community partners. His message included the idea that we cannot just "process" a case but need to teach people skills. Per Dr. Butts, teens maintaining employment is the best predictor of freedom from future law violations.



*Mark Carey  
President, The Carey Group*

The afternoon keynote address was presented by Mark Carey. His presentation was entitled Eight Characteris-

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## *EBP Conference*

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tics of Highly Functioning Teams. Mr. Carey defined collaboration as "... working together to achieve a common goal that is difficult or impossible to reach without the assistance of another." His eight characteristics include: A Clear and Elevating Goal, A Results-Driven Structure, Competent Team Members, Unified Commitment, A Collaborative Climate, Standards of Excellence, External Support and Recognition and Leadership. In working with teens and their families, Mr. Carey recommends heavy use of affirmations and rewards during the first few weeks of intervention to support positive relationship building.

Workshops were presented in the morning and afternoon. Dr. Butts continued with a morning presentation about Racial and Ethnic Disparities. Mark Carney's afternoon workshop addressed Increasing the Odds of Success: Overcoming Implementation Failure. Several panel presentations were held including: Coordinated Response to the Commer-



*Andre Johnson*

*DCDHS Juvenile Justice Manager*

cial Sexual Exploitation of Children and Innovative Intervention – Restorative Justice in Dane County & School Mental Health Interventions. Other presentations included Trauma Informed Care Approaches to Reduce Trip-ups, Triggers & Trouble, Motiva-

tional Interviewing, Accessing Crisis Intervention Services in Dane County, Teen Trends and Harmful Behavior, A Parallel World of Wellness & Recovery and Successful Collaboration Between Law Enforcement and Community Programs.

Early feedback suggests that our 2015 Evidence-Based Practice in Juvenile Justice Conference was a successful event.

**On Balance** is a publication of Dane County

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## Housing Discrimination: Know Your Rights

*From the Fair Housing Center of Greater Madison*

*By Dean Bossenbroek, Briarpatch*

On an August afternoon, Teresa,\* a young mother of two, called to ask about a two-bedroom apartment she'd seen advertised in Madison. She was looking for a safe, comfortable home for herself, her four-year-old son and her two-year-old daughter, and the location of the apartment was ideal because it was very close to where Teresa's family lived. She spoke with the owner's agent. After discussing the rent, security deposit, and the features of the apartment, the agent told Teresa that the apartment could house a maximum of two adults. Teresa asked if one adult and two children would be okay, and the agent said no. The agent went on to say that there weren't any children in the building and that the owner would not accept children in the available apartment because it was on the second floor.

Teresa says that after the phone call, "I was very upset. I love my kids and was afraid of being out on the streets. I knew what had happened felt unfair, but I didn't know it was against the law."

Teresa called the Fair Housing Center of Greater Madison, a satellite office of the Metropolitan Milwaukee Fair Housing Council. When Teresa was told that discrimination against households with children was illegal, she filed a complaint. The Council advised her of her legal rights and conducted an investigation into her complaint. In this investigation, the

Council used a method called "testing." A test is a controlled way to compare the quantity and quality of information provided to different homeseekers. The investigation provided evidence that corroborated Teresa's complaint, by showing that a tester with a child was told that there were no children permitted in the apartment, while a tester with no children was given information about the housing and afforded the opportunity to rent the unit.

With this evidence in hand, Teresa decided to file fair housing complaints with the State of Wisconsin Equal Rights Division and with the U. S. Department of Housing and Urban Development, alleging that she had been discriminated against based on her familial status. Both federal and state fair housing laws prohibit discrimination based on the presence of minor children in a household. Teresa received assistance with the preparation of the complaint documents and ongoing help throughout the process from Council staff. Several months later, Teresa and the apartment building owner reached a confidential settlement.

Reflecting on her experience, Teresa says, "I learned a lot from this ordeal. I know a whole lot more about my housing rights, and that's helped me when looking for housing since then. I appreciate

the help the Fair Housing Center gave me." Further, Teresa says that her experience has encouraged her to continue being a self-advocate and to stand up for her rights. As she says, "You've got to keep on fighting, no matter what."

What advice does Teresa have for people who feel that they may have experienced discrimination? "Go deeper. Find out what happened and why. Call the Fair Housing Center and file a complaint." Teresa is also concerned that housing providers "don't understand the law." If landlords and other housing providers are educated as a result of a fair housing complaint, she says, then filing a complaint has helped other people, too.

In another case, a foster parent named Janine\* saw a sign in front of a Milwaukee apartment building advertising 3-bedroom apartments for rent. Janine called to inquire about availability. In response to a question from the housing provider about the prospective occupants of the unit, Janine told her that the unit would be for herself and her two foster children. The housing provider told Janine that they did not accept foster children. Janine filed a complaint with the Fair Housing Council's Milwaukee

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## *Housing*

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office, and the Council counseled her on her fair housing rights and options for remedy. The Council also conducted an investigation in which a tester called the housing provider and inquired about renting an apartment for herself and her foster children. The housing provider told the tester that she didn't want foster care taking place in her apartments. With the Council's assistance, Janine filed complaints with the US Department of Housing and Urban Development and the Wisconsin Equal Rights Division. The parties reached a settlement in which the housing provider paid Janine \$7,500.00 and issued a letter of apology to her. In addition, the housing provider agreed to participate in fair housing training, to use the equal housing opportunity logo on all advertising and rental docu-

ments, and to advertise vacancies by listing them with local foster care agencies.

Local, state and federal fair housing laws protect housing consumers from discrimination based on race, disability, familial status (presence of children in a household), national origin and ancestry, color, religion, age, sex, marital status, sexual orientation, lawful source of income, and other characteristics. **If you feel you or a client may have experienced discrimination, please call the Fair Housing Center's statewide, toll-free complaint intake line, 1-877-647-FAIR (3247).**

The Fair Housing Center also provides educational workshops for civic and social service groups,

neighborhood organizations and others interested in learning more about fair housing and how to get involved in the struggle for equal housing opportunity. Call Olivia Rico-McKeen at 608-257-0853 for more information or to schedule a presentation for your group.

The Fair Housing Center of Greater Madison is a satellite office of the Metropolitan Milwaukee Fair Housing Council, one of the oldest and most experienced fair housing agencies in the country. The Fair Housing Center is also a member agency of Community Shares of Wisconsin.

*\*Names have been changed to protect the privacy of Fair Housing Council clients.*

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## OPERATION GIVING HOPE

*By Heather Crowley, DCDHS SW Supervisor*

On August 27, members of local agencies, both public and private, engaged in a community intervention aimed to provide resources and support to homeless families residing in a local hotel. This effort was spearheaded by an eastside MPD community officer and a MPD Detective specializing in Human Trafficking. Soon several agencies were enlisted, as well as current and retired MPD detectives. This eastside hotel is a known long-term residence for several families, many of which have small children. The homeless epidemic in Madison hits our families hard and many have lost or are in the process of losing their housing. Often, the matriarchs of these families are directly or indirectly forced into some type of prostitution in order to maintain residence in these temporary places they call home.

The goal of the intervention was to provide support in basic areas as well as to have discussions with these families and find out if further assistance beyond basic assistance was needed. This was not a day to scrutinize or arrest; this was a good-faith effort to show the families that the community is concerned for their well-being. It is a start to what will hopefully be a larger expansion in the future.

Agencies involved provided the following hard and soft services. MMSD Transitional Education Program staff assisted on-site in getting children registered for school. Nehemiah provided an employment coach to assist with bridging the gap for training and employment. A trafficking intervention agency from the Fox Valley area assisted with organizing the day. DCDHS- NIP staff assisted in doing brief assessments with families and steering them in the right direction for their most imminent service needed. Community Action Coalition assisted with housing. The FBI also assisted in organizing, and other MPD officers assisted in knocking on each and every door of the hotel to make sure any person interested in help would be offered such. Kids were provided backpacks; parents were provided with gift cards for gas and food. This was a team effort across the board that isn't always able to happen given the priorities of each agency and the busy schedules of everyone involved.

After the 3-hour intervention, the team debriefed at the MPD East District and discussed how to enhance the effort if future events are coordinated. The team decided to have another day of Operation Giving Hope this winter to provide winter coats and other needed items. If you or an agency you know is willing to contribute personal items, clothing, gift cards, or anything else that would be helpful, please email [crowley@countyofdane.com](mailto:crowley@countyofdane.com) to coordinate delivery of the items.



*Operation Giving Hope Volunteers*

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## Child Protective Services Corner

*By Julie Ahnen, DCDHS CPS Manager*

In an effort to keep the CYF Division staff and our community partners informed about what is going on in CPS, I will be providing regular updates for the On Balance Newsletter. I thought I'd start out by just letting you know what the world of CPS looks like in Dane County these days.

We currently have CPS staff located in three offices-Northport (NPO), South Madison (SMO) and Stoughton (STO). Our Access Unit (Phone Intake) is located at SMO, and is currently staffed with 3 full time Social Workers and 2 part time LTE's. Our goal at this time is to have 5 people on the phones every afternoon to be able to manage all of the calls coming in. Over the past several years, our call volume has steadily increased, with a 35% increase in CPS reports received between 2010 and 2014. Our CPS report numbers are on pace to surpass 2014 numbers this year. Our goal in Access is to connect directly with each person that calls the Reporting Line or leaves a message.

There are CPS Initial Assessment Units in each of the three offices, with a total of 23 Social Workers divided between the Units. Between the Access Supervisor, and the 3 Initial Assessment Supervisors, all reports made to the department are reviewed and screened within 24 hours. Just as the number of calls has steadily increased, the number of screened in reports has steadily increased as well. CPS Initial Assessment Social Workers are coming into contact with more families who are struggling with substance abuse issues, housing instability, emotional struggles, and general parenting struggles. Over the past

year, the CPS Supervisors participated in an intensive training focusing on Supervising Safety. The initial 9 week session focused on Present Danger Threats. All CPS staff attended a one day training on Present Danger Threats that complimented the Supervisor Training. With the implementation of some of the enhanced safety concepts, we have seen a significant increase in the use of Protective Plans with families, in an attempt to control for Present Danger while keeping children in their family home. A Protective Plan allows the worker time to gather sufficient information to determine if safety threats continue to exist, and whether or not safety threats can be managed through an In-Home Safety Plan or if children need to be removed from the home. Decisions around filing petitions in Juvenile Court are made based on the existence of safety threats and the ability of the family system to manage safety.

CPS Ongoing Units are located in each of the three offices listed above, with a total of 29 Social Workers (27.75 FTE) and 16 Social Service Specialists. CPS Ongoing Social Workers manage an average of 11-12 cases each. Currently, there are close to 290 children placed outside of their parental home in CPS, meaning that each Ongoing Social Worker manages an average of 10 children in out of home placement. The pace of children entering care is slightly higher than the pace of kids leaving care, but not by much. There are several factors that are contributing to shorter lengths of stay for kids in out of home care. For the past few years, CPS Ongoing Social Workers have received training on the Protective

Capacity Family Assessment model, which emphasizes the formation of a partnership with the parents to discover what needs to change in order for children to be safe in the home, and to strategize around the steps that need to be taken toward making those changes. This early, intensive assessment process has allowed workers to make determinations regarding safety, and parental motivation to change more quickly. Dane County is also involved in the Post-Reunification Support program, which allows workers to support families in creative ways after children return to a parental home. Since 2010, Dane County has been involved in the Permanency Roundtable process, which provides a forum for brainstorming around permanency options for targeted children.

So far in 2015, 118 children have been discharged from out of home care. This is more than in all of 2014. Children are returning to a parent 54% of the time, while there has been a Termination of Parental Rights for a child 31% of the time. In CPS, we have consistently maintained about 25% of the children in out of home placement, with a relative. The majority of these relatives are being licensed as foster parents and many go on to adopt their relative children. Other relatives help children achieve permanency through Guardianship, with many of those Relative Guardians receiving a monthly subsidy equal to their foster care rate.

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Family Interaction is a topic receiving a great deal of attention within the Division, and in the Juvenile Court system. Our SSS's are finding ways to work efficiently and collaboratively with families, out of home caregivers, and Social Workers in order to provide as many contacts between children and parents as possible. Many out of home caregivers are partnering with us to provide additional opportunities as well. We are piloting a program that is providing a small number of Family Interactions in the evenings and on the weekends. There is plenty of research showing the providing increased opportunities for Family Interaction is highly correlated with moving children toward permanency in a timely manner.

I am personally grateful for the strong partnerships that CPS staff are building internally, especially with Juvenile Justice and Subcare staff. Supervisors meet on a regular basis to process case issues, and to discuss bigger picture issues such as Family Interaction, Re-entry into out of home care, Shared Parenting, Truancy, Case Management of children and parents with serious mental health issues, Restorative Practices, Dual CPS/JJ cases, and young children referred to JJ for a criminal offense.

Thanks for taking the time to learn a little bit about what is going on in Dane County CPS.

## NIP Summer Programs 2015

By Heather Crowley, NIP Supervisor

This year NIP had the opportunity to provide a variety of programs to youth in our community...from employment, to sports, to chess, as well as other group activities...NIP was definitely in the neighborhood!



Throughout the summer, a new program, Skills Through Sports (STS), was implemented by our two Program Leaders, Josh Clauer and Randy Molina. STS was held in neighborhood parks where many programs don't have a stable presence. Twice a week, STS was on the Southside in Penn Park, starting

late morning, providing a full lunch, and ending mid afternoon. Once a week, STS was on the north side in Warner Park with the same schedule. Participants varied from NIP involved youth to shelter home youth, foster youth, and drop-in's from the neighborhood. The program taught skills for boys and girls in the areas of football, basketball and baseball. Positive social skills, sportsmanship, and being responsible for staying on task throughout the day were all program goals that were easily fulfilled. The youth ranged in ages from 10 to 17 and the total of all kids served was 42. When it was rainy, youth that



showed up were treated to a movie or another type of outing. They also had the chance to hear a presentation from Kipp Thomas, local restaurateur, about the benefits of working hard, finishing school, and being your own boss. Kipp also brought his famous mac and cheese while staff provided grilled meats and other snacks for the day.

The youth of Darbo Worthington had the opportunity to participate in a weekly chess club in the Park, facilitated by Program Leader Aaron Perry. The number of youth involved grew with each passing week. The group of players also attracted the interest of older community members, as this was truly a unique event within this setting. Aaron was also able to have other NIP workers who are well-versed in the art of chess participate, and by the summer's end there was a promise to continue into the

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school year. NIP was able to use funds to purchase several more chess sets to have on hand and a movement was started! Aaron can testify to the feedback received by parents, community members, and others working with these youth. In Aaron's own words, "The game of chess helps young people learn to concentrate, think logically, overcome obstacles, spot patterns and categorize information. Neighborhood Officer Lester Moore, Mentoring Positives Will Green and myself continue to reinforce this message with our youngest most vulnerable youth."

NIP additionally had a summer work team that employed 16 youth from mid-June to mid-August 5 days a week. Program Leader Ty Mahone was in charge of this group comprised of both males and females. LTE Social Workers, Emily Risser and Shelby Cramer, also assisted with supervising a few days each week. Each youth was interviewed prior to receiving a spot on the work team and received assistance obtaining work permits so they could receive a weekly paycheck. The youth worked Monday-Thursday at Second Harvest Foodbank, and on Friday they received employment training with Commonwealth.



Youth were mentored on the job and instructed in the manners of workplace etiquette, attire, timeliness, etc. Parents were involved regularly as there was nearly daily contact to keep the youth on task and regular discussions with regard to problem-solving and maintaining youth employment. There were only a few kids who did not work the entire summer program, and some youth were even able to forego pay to receive needed community service hours. NIP has had a great relationship with Second Harvest Foodbank over the years. They have allowed many of our youth to work there for supplemental pay or volunteer hours. We appreciate Second Harvest's ongoing dedication to our kids that may need a little extra time to define priorities.

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## Briarpatch's Summer 2015 Employment Programs

*By Hugh Wing, Briarpatch Youth Job Center & Madison Street Team Coordinator*

**Briarpatch's** summer employment programs held June 12-September 1, 2015, served over 70 youth ages 14-18 and gave many of the youth a positive first time employment experience.

The summer employment programs were made possible with funding from DCDHS BFI grant, City of Madison Community Development department, *Let's Eat Out* Madison collaboration, and partnership with a very supportive family with the Farm and Garden Project.

Once the program was announced, we received over 120 youth applications from interested youth seeking summer employment; over 95 youth were interviewed and 60 were selected for the programs. Of those selected, 96% were minority youth. Referrals were received from other service providers such as Employment Programs Coordinator – Division of Juvenile Corrections Grow Academy, County and school social workers, and Dane County Foster parents.



*Briarpatch youth after navigating the waters of Lake Mendota with the UW Hoofers Sailing Outreach Program.*

- 24 Youth ages 14 and 15 participated on the Madison Street Team completing over 2000 hours of employment cleaning up the streets and parks of Madison.
- 11 local youth participated in the Meadowood Gardens /Growth Program, with 1300 hours of employment completed by September 1<sup>st</sup>.
- 21 youth were employed at the Farm & Garden Program, reaching over 2000 hours of employment.
- 5 local youth worked on the Allied Bike Path Community Work Team, contributing 520 hours of employment.
- 4 youth worked with the Let's Eat Out Madison Food Cart project totaling 600 hours of employment.
- 10 youth trained by the Youth Job Center were employed by the Madison Mallards Baseball Team during the 2015 season.

In total, the youth participating in the programs worked over 6500 hours and earned over \$50,000 in wages between mid-June and the end of August, 2015.

### Meadowood Gardens Highlights

Over the summer months, the youth participating in the Gardens for Empowerment Program in the Meadowood community spent 40% of their time cleaning, maintaining, and planting front yard gardens on Russet Road. An additional 35% of the time was spent doing trash pick-up and community work around the Meadowood community. The remaining 25% of their time was spent on community outreach and field trips to connect youth to the surrounding community. These trips included a team building morning at the UW ALPS low ropes course, Food for Growth field trip, and a visit to the UW Chazen Museum of Art. They attended a Movie and participated in a discussion afterward. They went on a Zoo field trip, an MATC Campus tour, a UW Campus tour, and a tour of the Madison Recycling Center. The kids and supervisors also experienced a two-hour introduction to yoga and mindfulness. They en-

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## Employment

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joyed a day at Devils Lake State Park. They were welcomed to the Wisconsin State Capitol to meet with State Representative Terese Berceau and State Senator Fred Risser. They experienced Lake Mendota wind and waves on a Hoofers sailing trip (<https://goo.gl/photos/a9tahND5oDhzki2v6>). They also took advantage of a back to school shopping trip at Johnson Creek Outlet Mall.

Feedback from Community members:  
*I spoke with a Meadowood youth last week and I was surprised and im-*



*pressed to hear him speak with more confidence than I had heard in his voice before. He was talking about the summer job he had and we were discussing someone we know in common because of that job. The youth seemed very happy to tell me that he had been working this job and I believe the fact that we both know someone in common through our respective work gave us an ability to connect in a way that we had not done previously. It was evident from this interaction that the youth's feelings about himself were positively affected by his status as a capable, connected,*

*and gainfully employed individual, not just a 'kid in the neighborhood'. -- Joe Schlesing, Meadowood Neighborhood Center Director*



*It has been beautiful to see the work crews this summer. There have been many youth out there most every day. With Coach Assad's leadership as work team supervisor, the crews have worked hard, expressed their creativity, and made a tangible difference in this area. Perhaps most impressive however, have been the conversations I have overheard between Coach and the kids. Respect, responsibility, history, pride, teamwork, and social justice have been frequently discussed topics most every morning on Russet Road. I couldn't be happier with the results. I couldn't be happier for the leadership over here. Most of all, there is no better way to start my morning than seeing this operation on the way in. This program has brought a more sincere connection to our office and the neighborhood. -- Mike Bruce, JFF Meadowood*

As the just-released Dane County Youth Commission 2015 Survey results shows, the number of high school age youth

unable to find a job has decreased overall from 27% in 2009 to 19% in 2015. However, 35.5% of African American HS youth who report looking for a job are unable to find one. The Youth Job Center's summer employment program continues to address this disparity and give minority youth in our area with barriers to employment a positive experience that helps them find other work down the road, as well as helping them make positive community connections.



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## The Subcare Corner

By Marykay Wills, CYF Mental Health and Alternate Care Manager

### *OUR TEENS NEED YDU!*

Nearly every week I receive an email from a neighboring county or another region in Wisconsin, requesting help locating a foster home or adoptive home for a child. Wisconsin is not unique in these pleas...there is growing concern across the country about shortages of licensed foster parents especially foster homes for teens.

Recognizing the growing need for foster homes, the Dane County Substitute Care Unit has enhanced our foster home recruitment strategies and prioritized the licensing of new foster homes in our work. The good news is that these efforts have paid off. Dane County is by far the largest county (foster home) licensing entity in Wisconsin. On any given day, Dane has about **230 licensed foster homes** of which 25% are comprised of foster parents from diverse backgrounds and between 15% - 18% are relatives who have been licensed to care for their kin. I am proud to report that Dane County's volume of newly licensed foster homes has increased dramatically at a time when other regions of the state are seeing their number of net foster homes decrease. In 2013, the Dane County Substitute Care Unit licensed **66 new foster homes, a 30% net increase** in newly licensed homes from the previous five year period. In 2014, the number increased again, to **73 newly licensed homes**, and the 2015 projection is yet another **65 new foster homes**. These numbers give us much to celebrate, but they do not tell the whole story.

As the title of this column suggests, newly licensed foster parents are typically more interested in fostering younger children than teenagers, and this trend has been Dane's experience as well. At a time when Dane needed quality foster homes of all types, we happily licensed folks who were interested in placements of younger children. The truth is our wonderful recruitment efforts have resulted in very few new foster homes for teens. Fortunately, our foster parents who specialize in teen placements are a very experienced and highly skilled group of people. The vast majority of these foster parents have well over a decade of foster care experience and many are licensed as treatment Level  $\frac{3}{4}$  homes. Sadly, however, the demand for teen foster homes is far outpacing placement availability. Despite our best efforts in placement matching, some youth are placed in group homes simply because we can't locate a teen foster home for them. The current task is clear - we must increase our numbers of teen foster homes and enhance our efforts to license relative care givers of teens. It is the best solution to properly meet current placement needs and expand permanency options for teens.

In order to meet this challenge, Dane County Substitute Care is dedicating resources in 2016 specifically to recruit and license more Dane County teen foster homes. Our Foster Home Recruiter and Trainer, Dawn Douglas is excited by this challenge and is looking forward to work on our teen foster care recruitment campaign. However undertaking of this magnitude requires more than one person, and this is why...

### *Our Teens Need YOU.*

Dane County teens need and deserve caring, diverse and skilled foster parents who understand them and are ready to help support these youth and their families.

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*Subcare Corner*

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*So how can YOU help?*

Some of the most powerful recruitment tools are explaining the needs of youth and families and telling the story. Here are some easy ways to do both:

**Share this column.**

**Talk to people about the need for teen foster homes.**

**Tell people about a teen foster parent you know and admire.**

**Send folks to our new foster care webpage! <https://fostercare.dcdhs.com/>.**

**Have folks call or email Dawn Douglas at 608-242-6303 or [douglas@countyofdane.com](mailto:douglas@countyofdane.com).**

Thanks much for reading this column and helping spread the word about the importance of fostering Dane County teens. My hope and plan is to write another column next November on this same topic, but I am hoping for a different title...something like...***Dane County Substitute Care is Grateful for New Teen Foster Homes...***

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## Staff Spotlight – Randall Hardy

By Garrison Draves

### Enjoying the Challenge of Building a Relationship

If you ever walk through the building at Briarpatch Youth Services (BYS), you may hear a loud, contagious laugh, which would have you think that you may have accidentally entered into a performance at a comedy show. What you may not know is that you just heard a laugh from one of the hardest working, motivated, humble, and dedicated counselors in the agency. In addition to his professionalism, he aids in a friendly work environment through his incredible teamwork. He is not particularly fond of talking about himself. So, I am going to do that for him. Let me introduce you to Randall Hardy.

If you were to ask some of his clients or colleagues their opinions about him, you would most likely hear that he is responsible, hard-working, relates well to his clients, compassionate, personable, and would go out of his way to make sure his clients' needs are fulfilled. What you might not hear is how he is a father, husband, athlete, and went through quite an extensive journey to get to where he is today.

Randall grew up in Oxford, GA, where he was active in baseball, basketball, track, and football. He attributes his success today to his parents. His father was a truck driver during the week, but always made a point to come home on the weekends to support Randall at his athletic events. His mother stressed the importance of independence by teaching him how to take care of himself personal-

ly. The admiration of his father's dedication to work and family and his mother's lessons of independence set the foundation that Randall implements today in his family and daily life. In high school played he played tuba, in addition to being a star athlete. His fondest memory of childhood consists of a deceitful act, where he helped some neighbors get his older brother outside to smother him with water balloons. Randall describes this experience as the "only whooping I ever got." He draws on this experience to remind himself how all kids participate in dumb activities at one time or another and usually do not think about the repercussions as a result of their actions.

He attended Davidson College in North Carolina, where he played football all four years and ran track the first two years. His inception to working with youth happened while he was at Davidson after his sophomore year in college, when he became a counselor for a program called Love of Learning. In this program he was a Resident Advisor in a mentoring role, and he was responsible for 30 students (ages 12-16) of color on Davidson's campus. Randall's objective in this program was to get youth to think about areas of their life and to inspire them to go to college. He showed them what life could be like for them by living on a college campus for a summer. He became involved in this program through the Bonner Scholars



*Randall, Deneille & Johanna*

Program, which required him, as a Davidson athlete, to perform community service. It was during this time in school, where he found his passion for working with kids.

Right before graduating Randall obtained a job at a Residential Care Center (RCC) in Georgia called the Devereux Treatment Center. At Devereux he worked with two different groups in the Juvenile Treatment Center, where bed checks were every 15 minutes. Perhaps the most amazing part about Randall working at this treatment center is that it was located in Atlanta, Georgia, which is roughly a four hour drive one way from Davidson. Not only that, he exclusively worked third shifts on Friday and Saturday nights. Then he would make that taxing 4-hour drive back to Da-

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*Hardy*

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vidson right after his second, 3<sup>rd</sup> shift in a row, so that he could finish school and obtain his degree from Davidson. When you put all of the aforementioned information together, I think that you get one awesome individual. If there were ever a way to describe a modern day Iron Man in the Juvenile Justice System, Randall would be it.

Post-graduation, Randall did not exclusively work with juveniles. He kept the job at Devereux, but also decided to work with a health care facility, where his job was to load and unload trucks. He eventually left the health care facility job, and obtained a job teaching Special Education at a high school in Covington, GA. At this point you may be wondering, “How did Randall ever get up to Wisconsin, after it seems like his entire life was in Georgia?”

Here is where he becomes even more awesome. Randall told his beautiful wife-to-be, Deneille, that wherever she got into graduate school he would follow her. It just so happened that Deneille got into the University of Wisconsin-Madison for Spanish. Randall kept his promise to her, up and left his jobs in Georgia, and moved to Wisconsin.

Randall was unemployed for a while, while Deneille attended graduate school. He eventually obtained a job by working as a Work Team Supervisor with BYS. In addition to Work Teams, he also worked in another RCC in Oconomowoc, WI, where he thrived in his role as a Teaching Assistant in class for kids with low mental competence. His experiences there had its ups and

downs with the occasional occurrences of being spit upon, bitten, kicked, and punched. His most memorable experience there was from a 5’10”, 250 pound girl, who while sitting next to him, in a state of apparent tranquility, suddenly sucker punched him in the side of the head for reasons unknown. He was nearly knocked out and sustained a concussion. This situation, however, did not get him down (pun intended), and Randall continued to enjoy working with his kids. He saw that each one of his kids had their disrespectful moments, while working with him, but he thought that it was important to make a conscious effort to build a relationship with each one.

Randall has learned a lot from each kid that he has worked with, and really values working with the challenging individuals, because he believes that it is important to “show each kid that you care about them.” The jobs that Randall has done thus far in his life have sometimes been less than gratifying, but the occasional “I am going to miss you” from a challenging individual motivates him to keep working with and helping youth.

Randall eventually obtained his current Intensive Supervision Program (ISP) Counselor position with BYS, by working his way up the ranks. He started in 2011 and has been at BYS ever since. His motivation and dedication towards working with youth has never seemed to wane.

“Let me call Randall” is a phrase this author has heard hundreds of times

while working with Randall’s youth. Randall has always seemed to be a go-to guy over a parent, guardian, friend, or sibling. When first starting work at BYS, I did not understand why every one of Randall’s clients seemed to depend on him for help with every single one of their issues. Whether it is wanting to discuss a mistake they made, needing a ride somewhere, or wanting to talk about their day, Randall is always there for his clients.

Randall’s motivation and dedication to his youth is infectious in the agency. Witnessing interactions with his clients helps other counselors aspire to connect with kids on the level that he does. I am certain that if every one of our kids’ families had a Randall in them, there would not be a need for Briarpatch to be in their lives. Even after all of the years of working with difficult kids, Randall still thinks that working with a variety of personalities and learning what each kid enjoys doing is fun, but more importantly he “enjoys the challenge of building a relationship.” He may not receive the accolades that he deserves, but he is a bright and shining example of what Briarpatch Youth Services stands for and our goal of guiding youth towards a better future.

We are extremely lucky and grateful to have such a wonderful person in our BYS family.

# On Balance

## CYF Division 2016 Budget

*By Bob Lee, DCDHS CYF Division Administrator*

Children, Youth, and Families (CYF) Division managers prepared the 2016 Division budget proposal during the course of the summer. The proposal was submitted to the County Executive - as part of the larger Department of Human Services proposal – in mid-August. The Executive embraced the CYF Division requests and added positive programming and monies in his own Executive proposal.

The Division's original proposal totaled \$56.6 million. The sum was an increase of \$1.9 million (+3.5%) over the 2015 adopted sum of \$54.7 million. The addition of \$1.0 million to a Comprehensive Community Services (CCS) - Client Services line, not present in the 2015 adopted budget, accounted for the lion's share of the increase.

The Division proposal was a very satisfactory one. Current services were largely maintained (there were a handful of minor expansions and reductions). Staffing was maintained (there were two minor FTE expansions). Regrettably, general increases to - or select expansions of - services were not possible. Staffing increases with GPR monies were not possible, either. And, Divisions were obliged to deal with revenue drop-offs and expense increases.

In the end, the Division budget 'story' lay in reduced alternate care costs. Alt care savings enabled the continued support of current staff and services. Savings offset extraordinary revenue drop-offs in several areas as well.

Alt care costs: The sum of \$456,616 was removed from alt care budget lines. 2016 ADPs remained funded at responsible levels nonetheless; all were at levels higher than current-year utilization such that increases might be supported in the event such were necessary. The removal of monies was made possible by continuing low alt care utilization. It took place despite the need to allocate an additional \$401,000 to the psychiatric hospital reserve line, owing to increasing hospitalization numbers, as well.

Purchased services:

- The contract for in-home counseling services currently provided by Family Services (FIT, Safe-at-Home) was shifted to Orion Family Services and UW – AADAIP, owing to an RFP process. Mental Health Services Manager Marykay Wills will manage this transition as 2016 approaches.
- The contract for parent education services currently provided by Center for Families was shifted to Family Services Madison, also owing to an RFP process. CPS Manager Julie Ahnen will manage this transition.
- The Canopy Center - Family Interaction Pilot allocation was boosted.
- SOPORT, Briarpatch, and Journey MHC received reliable County monies in place of dubious Medical Assistance (CM and MACI) monies.
- Several Juvenile Justice services received allocation changes. Three agencies lost monies owing to reduced CIP revenues which had previously supported services. A handful of others received modest boosts or cuts owing to JJ managerial decisions.

Staff: All current staff positions were supported. Two 0.75 FTE positions were boosted to full-time status given availability of special monies. Post-Reunification Support (PS) Program monies were allocated for an SSS-LTE for PS cases as well.

*See CYF Budget  
Page 16*

# On Balance

## *CYF Budget*

*Continued from Page 15*

Revenue losses: Losses totaling fully \$291,536 were backfilled with other monies. Staffing levels in JFF and JJ domains would have been affected in the absence of backfills. Some other revenue losses were not backfilled and related services were discontinued.

Subsequently, the Executive

- Allocated a cost-of-living-adjustment of one-half of one-percent to all purchased-services agencies.
- Increased the allocation to the Catholic Charities – Building Bridges school-based mental-health-services program; services will be expanded within the Madison Metropolitan School District and to two rural school districts to be identified.
- Allocated additional monies to Centro Hispano and Planned Parenthood in reflection of increased needs.
- Allocated additional monies to the Center for Families – Respite Center and to Safe Harbor Child Advocacy Center to replace other revenues lost by those agencies.
- Allocated monies for creation of a new Early Childhood Initiative (ECI) Zones -Program Manager position at a to-be-determined agency to coordinate home visitation programs activities.
- Allocated increased monies to the existing Joining Forces for Families eviction prevention budget line and a new ECI Zones eviction prevention line.
- Re-funded “Access to Opportunities” programs at Madison Metropolitan School District (drivers’ education) and Southwest Partnership (jobs program).

The Executive’s proposal is being deliberated by the County Board of Supervisors at this time. Final 2016 County budget adoption is anticipated in mid-November.

# On Balance



## Introducing...

### ***The Building Bridges Program***

*By Marykay Wills, DCDHS CYF Manager*

The Building Bridges Program is a school based, wraparound style model of service designed to increase the student success for children ages 4K-8<sup>th</sup> grade by connecting students and families with needed resources, providing proactive responses to student stressors and increasing school staff's understanding of the mental health issues affecting students and their families. Building Bridges utilizes evidence informed models of care designed but was designed specifically to meet identified mental health and related service needs for Dane County elementary and middle school students.

Building Bridges was launched in the 2014/2015 school year with funding by Dane County Department of Human Services and the Madison Metropolitan School District (MMSD). The program is operated by Catholic Charities, Inc. via a purchase of service contract with Human Services. However, in order to expand service capacity, MMSD provided one social work position to their Building Bridges team.

Building Bridges serves children with immediate mental health needs and their families in grades 4K-8<sup>th</sup> grade within the Verona, Sun Prairie and Madison Metropolitan School Districts (East High School catchment area). Children are referred by student services staff in each respective school district. There are no fees to participate in the program. Although titled a school based service, Building Bridges provides services within families' homes as well as school buildings and other community settings. Building Bridges services include:

- **Ninety day wraparound support and case management for children and families**
- **Helping school teams develop concrete proactive responses to children with mental health challenges in the school setting**
- **Linking families to mental health and other services including "soft hand-offs" to service providers**
- **Classroom observations and consultation on student needs**
- **Provision of professional development for school staff on mental health and trauma responses**

Staffed in teams, Building Bridges operates three 90-day sessions each school year and does not keep a waiting list. Each 90-day session serves between 10-14 students per district site.

The first year of Building Bridges was met with glowing reports from school district staff as well as student families.

*See Building Bridges  
Page 18*

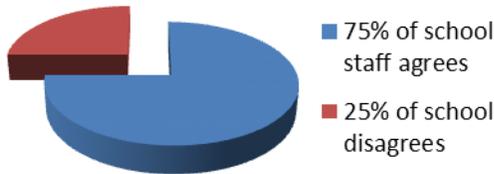
# On Balance

## Building Bridges

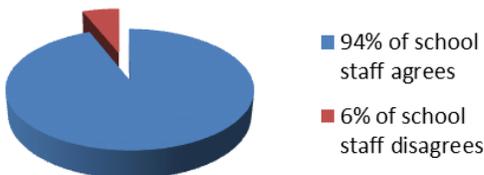
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Survey responses from school staff include the following:

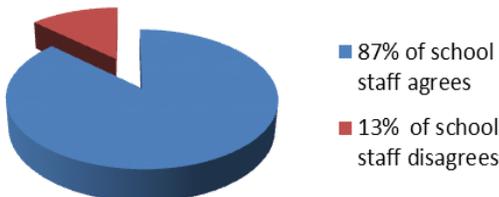
Since Building Bridges has been involved, I have noticed improved attendance (if attendance had been an issue).



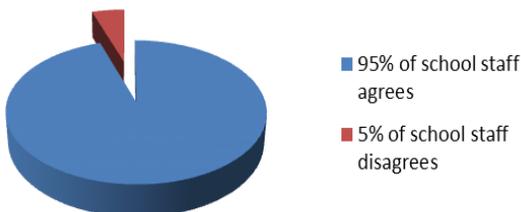
Since Building Bridges has been involved, I have noticed improved behavior.



Since Building Bridges has been involved, I have noticed a decrease in office discipline referrals and/or suspensions.

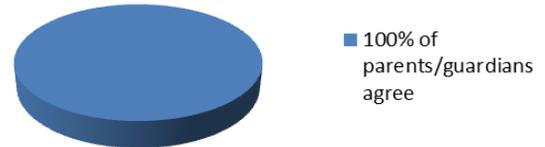


Since Building Bridges has been involved, I have noticed an increase in my understanding of how this student's mental health impacts academic success.

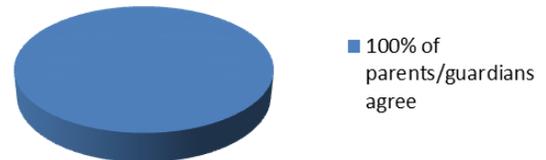


And parent responses were equally positive:

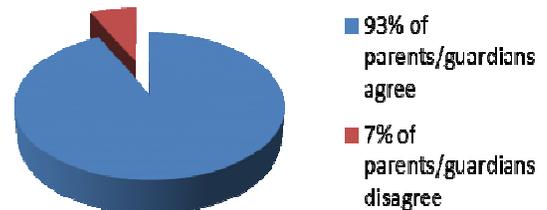
I know where to go to get my child mental health support.



I know ways to support my child in school.



I feel included in my child's school experience.



The 2<sup>nd</sup> year of Building Bridges has been off to a great start as well. Thirty three children and their families have agreed to participate in the first service cycle of the 2014/2015 school year and we are watching program outcomes closely to ensure that our model meets our identified service goals. In addition, the DeForest Area School District has elected to partner with Catholic Charities to launch a Building Bridges team in their district and the Dane County Executive's proposed 2016 budget partners with MMSD to create two more teams in Madison and forge partnerships with two suburban school districts as well. The early returns from families and schools is clear: Building Bridges is holding up to it's name – forging partnerships with schools, families, and service providers to help children thrive and be successful in their schools and communities.

# On Balance

## WHERE ARE THEY NOW?

### *ON BALANCE catches up with .... Percy Brown*



Rewind to Percy Brown - current Director of Equity and Student Achievement in the Middleton Cross Plains Area School District and former Program Leader at NIP.

Percy came to work at Neighborhood Intervention Program in 1998 after graduating from Delta State University, Mississippi. Originally from Madison and a graduate of Madison West, Percy moved south to obtain his BA in History with a minor in Political Science. When he returned to Madison he became a Program Leader at NIP, working with youth in group programming as well as the youth basketball program. From 2000-2003, Percy worked in the REPLAY school program, NIP's alternative school program for young males grades 7-8 (now also grade 9).

After NIP, Percy left for a new venture in sports management. He worked with Madison native Reece Gaines for a year and a half after he was drafted by the NBA. After a year and a half in the fast lane, Percy returned to Madison and worked at Memorial High School, noting that former Principal Bruce Dahmen was quite a large influence on his career path from that point forward. Percy worked for 7 years within MMSD in varying positions including Dean of Students at East High School. During his time at MMSD Percy acquired his social studies teaching license through Edgewood College, and soon followed with his Master's Degree in Administration. Currently, he is a second year doctoral student in the Educational Leadership program, K-12.

Percy was hired by the MCPASD in June 2012. Again, he played the role of Dean of Students at Middleton High, and after a little over a year, he moved into the Equity and Student Achievement Directorship role. He is also an adjunct instructor in Edgewood's School of Education, as well as doing some work with the National Equity Project. Over the years, Percy has been reminded of the values and leadership promoted within his family. His father, Percy Brown Sr., and other members of his paternal family have actively been involved in the Civil Rights movement. His paternal grandfather was a teacher in Mississippi for 50 years. His uncle and cousins are also in the field of education, and so teaming these two roles seemed a natural fit for him. Percy feels there are more challenges for kids of color now than there have been historically, but he hopes that in his current role and with his latest endeavors, he will be an advocate for real change.

We look forward to ongoing teaming with Percy at MCPASD, and look forward to what he may provide for our youth in the schools as well as in the community. Congratulations, Percy!

# On Balance

## 2015 Regional Gang Summit A Training Success!

*by Sgt Brian Chaney Austin, MPD Gang Unit Supervisor*

The Madison Police Department was proud to host the 2015 Regional Gang Summit which took place in Madison earlier in the year. There were over 50 participants who attended this two-day training event which was aimed at bringing both governmental and non-profit professionals together with the focus on learning new techniques to address street gangs in the Madison area. The participants were offered sessions on human trafficking, gangs in pop culture, building and maintaining relationships with gang members and more. Attendees were also provided 4 hours of hands-on scenario training which provided participants and opportunity to apply the skills they learned throughout the event. The Summit culminated in an excursion into the Bram's Addition Neighborhood which included a discussion at the site of one of Madison's most recent gang related homicides. Participants then had an opportunity to sit in on a panel discussion hosted by Mt Zion Baptist Church. The panel was comprised of former gang members and family members who have been affected by gang violence. Several participants have indicated that this was one of the most impactful moments of the training. Overall, the 2015 Regional Gang Summit proved to be a great success and the Madison Police Department is looking forward to offering this training again in 2017.

## How Developmental Designs Strategies are Helping Staff Build Positive Classroom Climate



MMSD middle and high school staff use an approach called Developmental Designs (DD) to create engaging learning communities and positive climate. DD hinges on a blend of strong relationships, explicit teaching of social skills, engaging lessons and a group reflection practice at the of class that reinforces learning and encourages self-direction and self-control.

This summer hundreds of teachers and other school staff from around the district took part in DD workshops. On a Thursday afternoon in mid-August, staff were wrapping up a four-day training at Wright Middle School. The focus: how adolescents' main basic developmental needs — autonomy, relationships, competence and fun — shape their learning

Six staff members stayed after to discuss their key takeaways from the training for our latest podcast episode.

You can hear a short preview at: <https://soundcloud.com/mmsd-connect/preview-of-mmsd-developmental-designs-podcast> or hear the full podcast at: <https://soundcloud.com/mmsd-connect/how-developmental-designs-strategies-are-helping-staff-build-positive-classroom-climate>

*From left to right: Kristin Ensminger (Hamilton), Mandy Meloy (Lindbergh), Chandra Anderson (Toki), Jenny Ploeger (East), Meghan Willauer (East) and Stephanie Stroik (Toki)*

# On Balance

## Trauma Informed Community Advisory Council

*By Heather Crowley, NIP Supervisor*

On Friday, October 23, the Dane County Trauma Informed Community Advisory Council including Julie Ahnen-CPS manager, Heather Crowley-NIP Supervisor, Vanessa Statam-NIP Parent Engagement Specialist, with special help from Randy Molina and Aaron Perry of the NIP Gang Response Intervention Program, provided a free educational luncheon for service providers in Dane County. This was the follow up to the spring TIC luncheon, and the committee hopes to provide this event on a quarterly basis. This particular luncheon was titled “A Day in the Life – Listening to our Youth.” Participants were provided lunch and listened to a panel of youth comprised of group members from Aaron Perry’s Right Track Group from Glacial Drumlin Middle School. Aaron first shared his story of life growing up enduring varying levels of trauma and how this shaped his life choices and experiences. The youth themselves had both shared and differing experiences, which provided a reaction from the audience that was varied as well as emotional. After the panel presentation, the TIC Advisory Council provided small group discussion questions for the well over 100 participants to review and explore. The hour and a half event went by all too quickly, but initial feedback is positive. The next TIC Advisory council event is an all-day conference on December 4 at the Alliant Center.

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## Aaron Perry Earns Men Who Empower Men Award

*By Heather Crowley, NIP Supervisor*

Dane County Neighborhood Intervention staff Aaron Perry was recognized for his outstanding contributions to improving the Health of African American Men in Wisconsin. On August 2, 2015, Perry was presented with a Men Who Empower Men (MEM) Award at the 39th Annual Milwaukee Community Journal's Dr. Terence N. Thomas Scholarship Brunch.



*Aaron with Former Wisconsin Badger Coach & Current UW Milwaukee Coach Rob Jeter*



*Aaron with Former Wisconsin State Senator & Current City of Milwaukee Treasurer Spencer Coggs*

The Men Empowering Men Scholarship Brunch awarded \$42,000 in college scholarships to twenty three gifted young black students. Over the past 15 years, the Dr. Terence N. Thomas Memorial Scholarship has awarded a whopping \$550,000 in academic stipends to students who excel in the classroom with a grade point average of 3.0 or greater.

Of the 25 Men Empowering Men award recipients, 24 were from the City of Milwaukee, which speaks volumes for Perry’s nomination Statewide. The honored individuals are creative, responsible, energetic, and strong committed leaders who make a difference, take chances and take control.

In addition to this award, Perry also received a Proclamation from the County Board of Supervisors in San Mateo California, for his nationwide advocacy for the Diabetic Community.

Please join us in congratulating Aaron for his outstanding work and recognition.

# On Balance

## Corner

**Andre Johnson –**

**CYF Juvenile Justice Services Manager**

**“The Good, The Bad and The Ugly”**

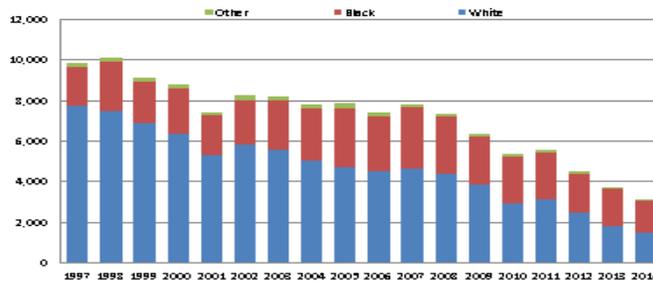
As most people are probably aware we have major disparity issues in Dane County as it relates to the youth of color (especially African American youth). The Wisconsin Council on Children and Families released its race to equity report a few years ago. This report examines the disparities across multiple systems including Juvenile Justice, Child Protective Services, Education and Employment.



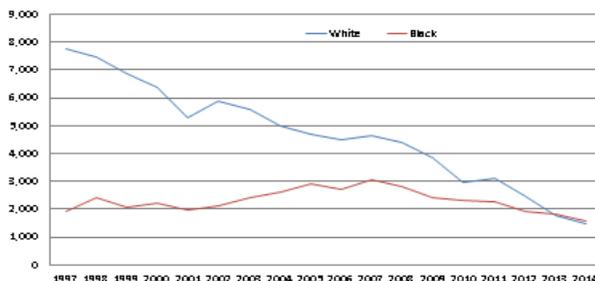
<http://racetoequity.net/dev/wp-content/uploads/WCCF-R2E-Report.pdf>

Below I have provided some updated information on the current state of Juvenile Justice in Dane County. While we have seen some improvements in certain areas, I think everyone would agree we have a very long way to go. On a positive note we have seen a dramatic drop in the overall number of juvenile arrests in Dane County as well as a significant decrease in the arrest rate per 1,000 youth over the last 18 years. Unfortunately during that same period we have also seen a dramatic increase in the Relative Rate index (RRI) which describes the number of times more likely an African American youth is to be arrested compared to their white counterparts.

**Juvenile Arrests by Race**



**Juvenile Arrests by Race**



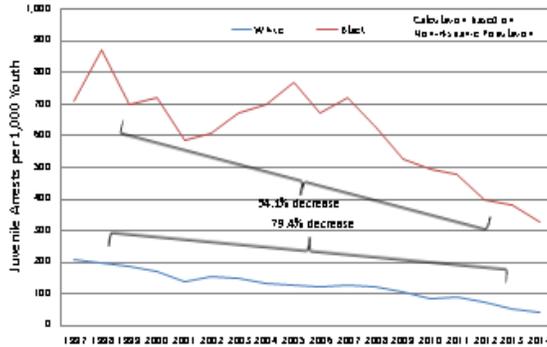
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Page 23*

# On Balance

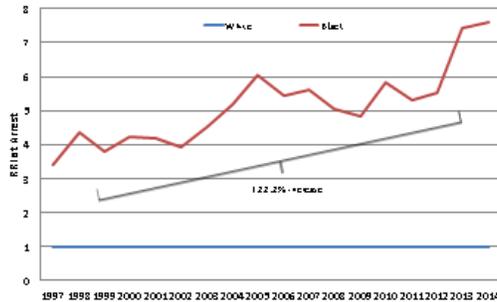
JJ Corner

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### Dane County Juvenile Arrest Rate per 1,000 Youth (age 10-17)



### Dane County Juvenile Arrest Relative Rate Index (RRI)



I am excited and hopeful to see the impact of our new municipal court diversion program. Through this initiative youth in the city of Madison who receive a municipal citation will be given the opportunity to participate in a Restorative Intervention in lieu of an arrest and appearance in municipal court. To find out more about this program and Restorative Justice in general please follow the link below. Also there are additional links for the Wisconsin Juvenile Justice Network Practice Model and a new school/justice partnership website.

<http://www.danerestorativejustice.org/>

[http://www.wchsa.org/vertical/sites/%7BB5D9E240-2100-4AE1-B9FD-C91DC7DBA2A5%7D/uploads/Wisconsin\\_Juvenile\\_Justice\\_Practice\\_Model.pdf](http://www.wchsa.org/vertical/sites/%7BB5D9E240-2100-4AE1-B9FD-C91DC7DBA2A5%7D/uploads/Wisconsin_Juvenile_Justice_Practice_Model.pdf)

<https://www.schooljusticepartnership.org/?ed2f26fd2d9c416fbddddd2330a778c6=clnouleol-cnglognb>