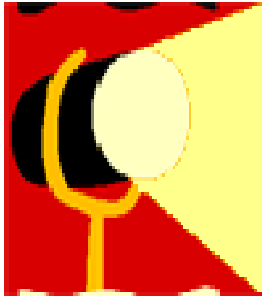




On Balance

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

September 2018
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Staff Spotlight – Lonnie Morgan, Juvenile Probation and Parole Agent

By Dean C. Bossenbroek

“I Try to Treat Them Like I Would Treat My Own Kids”

When Lonnie Morgan calls or texts me, my workday improves. Lonnie works with youth, who by and large, have not yet successfully completed their court ordered restitution obligations. They have gotten deeper into the youth justice system and ended up in corrections. Once they get sent to corrections, their cases with the Youth Restitution Program are



Lonnie Morgan has been working with youth for over 25 years. He is a fan of anime and superhero movies.

So, when Lonnie calls, he is either asking for current restitution balances or letting me know to expect another restitution payment from one of his clients. It is a definitive example of the youth justice system working in smooth transition the way it is designed to do. Lonnie explains to the youth on his caseload the importance of taking care of one’s responsibilities. He stresses the importance of maintaining open lines of communication, obtaining employment, and staying in compliance with court orders. Through his efforts, many youth, who previously stalled out on repaying their victims, regain momentum and finish off those obligations.

Lonnie says, “I let them (youth) know the rules and that it is not

closed, because upon their return to the community, they receive services from the Community Supervision Program. The Youth Restitution Program will accept and send payments to victims, but the youth are not on an active YRP caseload.

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personal. I'm there to help *and* hold them accountable. I try to treat them how I'd treat my own kids." He has three children – Josh, age 24; Moriah, age 23; and 17-year-old, Khersa. He has two dogs – Snickers, a Lhasa Apso and Trunks, a Chihuahua/Fox Terrier mix.

A collector of comic books, Lonnie has hundreds of them. He enjoys Marvel super hero comics, and The Hulk, in particular.

After graduating from UW-Whitewater in 1990 with a degree in Elementary Education, Lonnie moved to Madison from his hometown of Milwaukee in 1991. He briefly taught elementary school and then worked for University of Wisconsin Security for two years. He started out as a corrections officer in 1994, eventually becoming a sergeant. In 2001 he transferred to Juvenile Probation and Parole, and has been there ever since.

The positive impact Lonnie has on youth is not always readily apparent. It may take years for a young person to fully absorb the sage wisdom Lonnie offers. Every so often, this will be affirmed, when happenstance encounters occur in the community with former clients. Lonnie once ran into a young man, who had been a serious juvenile offender. He was married with children and managing a store. Lonnie recalls another success story, "I was driving and noticed a tow truck following me. I pulled into a Kwik Trip, and the tow truck did, too. I was wondering what the guy was doing. A former client jumped out, and asked me if I remembered him. I did. He just wanted to say thanks and let me know he was doing good."

Lonnie's Responses to This, That, or the Other:

- ⇒ Willy Street Co-op or Woodman's: "Woodman's."
- ⇒ Paper, Plastic, or Cloth: "Plastic."
- ⇒ Thin Crust or Thick Crust: "Papa Murphy's thin crust. It's really good."
- ⇒ Corn on the Cob – Boiled or Grilled: "Oh! Boiled."
- ⇒ Cassette, LP, CD, or MP3: "I mostly listen to music on Pandora on my phone."
- ⇒ Last Artist Listened to: "I like soundtracks. The last thing I listened to was a Game of Thrones song by Ramin Djwadi."
- ⇒ Eastside or Westside: "Eastside."
- ⇒ Lionel Ritchie or Earth, Wind, and Fire: "Definitely Lionel Ritchie."
- ⇒ Lite, Pale Ale, or Stout: "Lemon Shandy or a wine cooler."
- ⇒ Kareem Abdul Jabbar or Giannis Antetokounmpo: "Well, Jabbar, because he's one of the top five best of all time. My favorite NBA player was Dr. J."

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Restorative Justice in Dane County: Definitive Goals

By Samantha Clausen-Ruppert, YWCA Restorative Justice Outreach Liaison

Restorative Justice is a framework grounded in the core beliefs that all people are interconnected and worthy. The framework is applied in situations of wrongdoing as an alternative to retributive punishment. Restorative justice recognizes the needs of the person who caused the harm, the needs of the person(s) harmed, and the needs of the community in order to heal and restore. The practice interrupts the cycle of harm which is often replicated throughout schools and justice systems when attempting to address youth misbehavior. In a county with such stark racial disparities in arrests/ticketing and school discipline, restorative justice is an opportunity to directly address the needs of youth of color in a holistic, developmentally appropriate, and empathetic way that holds them accountable for their actions and creates a diversion from the pipeline to prison.

Throughout Dane County, there are several collaborative initiatives utilizing Restorative Justice practices with youth including: municipal court diversion in Madison, Sun Prairie, Cottage Grove, and Oregon; YWCA restorative justice coordinators in 6 Madison middle schools; 2 restorative practice leads in the Madison Metropolitan School District; peer youth courts at Madison's East, West, Memorial, LaFollette High Schools and Verona High School.

In January 2017, the YWCA Madison, in collaboration with the Dane Restorative Justice Coalition (DRJC), Briarpatch Youth Services, and Dane County Timebank, was awarded an OJJDP grant for over \$1.3 million to further Dane County's work of sustaining and expanding the continuum of restorative justice practices in criminal/juvenile justice and education settings.

In order to meet these goals, the

Restorative Justice Outreach Liaison position was created to work with the guidance and collaboration of the DRJC to complete a county wide needs assessment to analyze the systems to improve coordination, identify gaps, and build capacity for expansion. Since being hired in March 2018, as the Outreach Liaison, I have been working to build personal relationships with every member of the coalition, advocates, and practitioners of Restorative Justice to listen to their experiences doing the work-- successes, challenges, barriers, needs, hopes, and ideas. My goal in this first phase of the work is to encourage and increase cross sector communication and collaboration. Soon, I will be working with these partners to design a participatory action research model, conducting focus groups, and collecting data to create a systems map anchored by narratives and personal experiences that can tell the story of youth experiences with punishment and opportunities for restoration throughout the county.

By the end of this 3 year grant cycle, the coalition intends to see 5-7 new school partnerships; reduce the overall number of tickets being issued to youth and to offer restorative pathways as an alternative; provide training to police, institutions, and youth; and increase the number of organizational partners involved in the reform efforts.

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“Restorative Justice Challenges”



“Restorative Justice Opportunities for Growth”



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Judge's Corner

JET Pilots

By Judge Shelley Gaylord



I have served as the lead judge with Commissioner Anton Jamieson for the Casey Family Programs JET (Judicial Engagement Team) Project. The goal of JET is to reduce out-of-home care and to have

each county develop its unique methods for on-going communication and system improvement. Judge Jason Rossell from Kenosha and Judge Todd Ziegler in Monroe piloted the other two counties. We have now become mentors to four other counties to expand the project, which we hope to take state-wide. The new counties are: Jefferson, Marathon, Oconto, Marinette and Barron. We had a meeting this spring with the judges from those counties to introduce them to the JET teams and our 3 pilot county projects. Each of the five counties had meetings and have begun work on their unique county projects. There is a lot of enthusiasm moving forward and I know the new counties are already making changes. Judge Fitzgerald from Casey Family Programs presented the Toolkit and each county presented our successes and steps taken thus far.

In Dane County, we operate primarily through a steering committee. We have seen a 13% reduction in the number of children in care. DCDHS has changed the format of permanency plans to highlight updates after each condition for return. This has proven to be quite helpful. Thanks DCDHS! The JET steering committee also reviewed the "long-stayers" in out-of-home care to see what patterns developed and what improvements could be made. The number of children in out-of-home care 24 months or longer was reduced from 93 to 72. As many of you know, the parent attorneys now regularly attend the TPC (temporary physical custody hearing) and GALs are often present, too. For some time now, pre-trials have been replaced with direct negotiations and more timely plea/dispo hearings. This is all in the continuing effort to front load the cases, reduce delays, identify issues, begin services, and identify and implement informal supports. The median time to permanence was reduced from 423 days to just under 280 days. It's amazing what we can do when we review the cases, gather and analyze data, and continuously communicate. Thanks to all involved. You're making a difference.

Also stay tuned for another push to amend the Chapter 54 guardianships for minors. This may involve moving them to Chapter 48. This would provide an alternative to subsidized guardianships and more flexible options. This time a Legislative Council Study Committee is involved and seeking input from a variety of sources, including the Wisconsin Commission on Children Families and the Courts. Tony Jamieson and I serve on that Commission. I also serve on the Judicial Committee on Children and the Courts. We are often consulted on legislation or offer suggestions for legislative, policy (DCF for example) changes. We hope that with a Legislative Council involved, this time will "be the charm." Flexible tools help us provide temporary and long-term solutions for children and families.

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Changes to Juvenile Corrections: Keeping Youthful Offenders Closer to Home

By John Bauman

Act 185 was signed into law in the spring of 2018. It makes changes relating to DOC Type 1 juvenile correctional facilities, including required closure of Lincoln Hills, authorization for DOC to operate Lincoln Hills as an adult institution, establishment of one or more new Type 1 juvenile facilities, and expansion of the Mendota Juvenile Treatment Center (MJTC). The Act allows for establishment of Secure Residential Care Centers (SRCC), and creates a grant program to provide funding for these facilities. It also makes changes related to post dispositional juvenile placements in juvenile detention facilities.

The specific highlights of the bill include:

- ⇒ Counties will now be responsible for managing youth under correctional orders either in their own SRCC or by contracting or partnering with an entity that is operating a facility. DOC will have emergency rules developed by the end of 2018 that will establish facility and operational standards. Increased flexibility with Youth Aids usage for detention and SRCC expenses was included, as well as an annual bonus payment to facilities who partner with other counties.
- ⇒ Youth under SJO orders and youth convicted in adult court will be placed in one of the new, to-be-developed, DOC operated Type I correctional facilities.
- ⇒ Sites that are awarded SRCC state construction grants will receive notice in the spring of 2019. All of the facilities must be operational by January 1, 2021.
- ⇒ MJTC will expand by at least 29 beds, so will total no fewer than 58 beds.
- ⇒ There will likely be a single, separate SRCC for girls somewhere in the state.
- ⇒ There are provisions in the bill that allow for transfers between SRCCs, SRCCs to MJTC, and SRCCs to the Type I facilities and vice versa.

Dane County is preparing for a possible 14 bed SRCC that will serve Dane County male youth who are placed under correctional orders, as well as provide some capacity for youth from some surrounding counties. The standards are yet to be developed and there are many questions that remain related to facility design and programming. Some of the likely programming that would occur will include treatment plans, trauma focused clinical services, and family engagement. Additional programmatic enhancements are subject based school programming, employment and daily living skills practice, partnerships with community providers, and transition services that would allow a youth to leave for work, school, and home visits as they progress through the program.

There will be many opportunities to provide input to DOC, as well as directly to the Dane County Juvenile Court Program as it relates to SRCC programming. We welcome this input and are excited about the possibility of having local youth remain close to their communities while they work to make changes in their lives through the more effective interventions and partnerships that will be established.

Youth Leadership Teams: Impacting Youth Justice System Policy

*By Bryn Martyna
Youth Justice Policy Coordinator
Department of Children and Families*

The Wisconsin Department of Children and Families (DCF) convenes four Youth Leadership Teams covering all parts of the state to involve young people in youth justice decision-making and empower the next generation of young leaders. These teams meet four times during the academic year and provide an opportunity for young people who have had involvement with the justice system - past or present - to share their perspectives and give input.

During the second year of these teams (2017-2018), youth worked on an advice book for stakeholders, including workers, judges, law enforcement, and public defenders. The book includes input from 60 youth from across the state. It is available on [DCF's youth justice website](#) along with the report on the Youth Vision for the Youth Justice System from the first year of the teams.

Youth from the Youth Leadership Teams continue to present at panels about youth perspectives on the youth justice system. Their next panel will be at the Wisconsin Juvenile Court Intake Association Training Conference on Thursday, September 20, 2018 from 1p.m.-2:45 p.m. at the Kalahari Resort & Convention Center in Wisconsin Dells.

On Balance

WHERE ARE THEY NOW?

On Balance catches up with Ami Orlin

By Rhonda Voigt

I had the pleasure of catching up recently with Ami Orlin. We met at her lovely condo on Madison's near east side. Ami proudly showed me the scrapbook that was put together for her retirement. We reminisced over the numerous photos and warm wishes from others. Retirement looks so good on Ami, as it does for all the retirees I meet these days!

Ami reminded me that she retired in early 2010 after having worked for DCDHS for nearly 27 years. As many will recall, Ami worked in Children, Youth & Families - Child Protective Services, a career path that Ami recognizes as "really good work with little honor." Ami remembers that it was so hard to remove children from their family homes. She is pleased to see the evolution of our work to supporting more and more family placements, including relative homes. Ami fondly recalls her work in building Safe Harbor from the ground up, praising the excellent teamwork that went into this process. She remembers the valuable insight she received by viewing the work of Safe Harbor through the lenses of our different system partners. And via Safe Harbor, Ami was able to gain experience in public speaking and training others. Though this endeavor was initiated by



receipt of a grant written by Bob Lee, and Ami initially felt ill-equipped to take on a project of this magnitude, she is honored to have been a part of this important work. Ami looks back on her CPS career positively in that she loved hearing the many family stories and being a Social Work Supervisor. Yet, Ami stated she simply woke up one morning and knew it was time for her to move on.

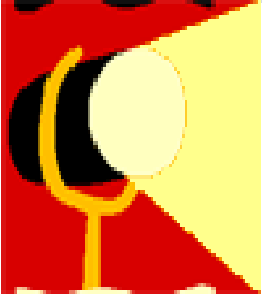
After leaving DCDHS, Ami worked at UW Madison. She taught a couple of classes one semester and was a CPS field instructor for three years. Ami volunteered at Domestic Abuse Intervention Services for three years, answering the hotline. Remarkably, on her very first

call on the DAIS hotline, Ami recognized the voice as a past client! Ami continues to volunteer each year at Rhumba for Rainbow, their yearly fund raising event (Save the Date: Friday, September 21, 2018, 7p.m.—Midnight at Varsity Hall, Union South on the UW campus). Also Ami helps out with Rainbow's monthly Grandparents' Group. This is a support group for grandparents, who are parenting their grandchildren. It has been in operation at Rainbow for 30 years.

Ami's other interests and activities include her many travels: Scandinavia this year, yearly trips to Mexico and the Hamptons, and visits to her son, Zach, in Minneapolis. Ami enjoys cooking often. She maintains many social connections including a group of DCDHS retirees who meet monthly for breakfast. She stays in contact with other past DCDHS employees as well.

Happy retirement, Ami, with many more happy years to come!

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Youth Spotlight – Briarpatch Street Teams

*Daryle Shelton Jr, Youth Supervisor
Megan Merkes, Amauri Blackmon,
Favor Olubi, Habib Danioko*

*Kennedy Heights Street Team
visits the Yahara River Cherokee
Marsh.*



Necole Watkins, Jaila Hassell, Janaiya Hassell, Sebastian Percy

Lakeview Hills Street Team helping Dane Arts Mural Arts (DAMA) with their storm drain painting project to promote watershed awareness in Westport.

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Youth Supervisor DeAndre Alexander, Favor Olubi, Daryle Shelton Jr., Habib Danioko, Oumar Danioko, Youth Supervisor Megan Merkes, Reniah Horn, Amauri Blackmon

Kennedy Heights Street Team takes a break after a full morning of working in Troy Gardens.



Oumar Danioko, Reniah Horn, Favor Olubi, Daryle Shelton Jr., Habib Danioko, Amauri Blackmon

The Kennedy Heights Street Team visits Madison Fire Department station #10. Youth toured the station, and learned about careers as firefighters and paramedics.

On Balance

RISE Family and Consumer Advocate: Mining for Moxy

By Paula Buege

In the fall of 2014 I joined RISE as the Family & Consumer Advocate. I have been working in a peer/parent peer specialist role for nearly two decades, long before the term was coined. My role at RISE has been focused primarily on supporting youth, families, and teams in the Children Come First program and providing psychosocial rehabilitation and support for individuals receiving Service Facilitation from RISE's Comprehensive Community Services program. Additionally, I provide consultation and training to staff in all programs and departments on a variety of topics including trauma-informed care, special education law and educational supports, crisis response, behavior management, and more. In 2018, I became certified with the State of WI for Peer Specialist work and I'm working towards Parent Peer Specialist certification currently. My vision for peer specialist work at RISE is to build capacity to have peer and parent peer specialists working in and/or supporting all RISE direct service programs.

The key qualifier to be a peer/parent peer specialist is lived experience, having navigated systems of care, and being able to use one's lived experience to walk alongside others in their recovery journey with mental health and/or substance use disorders.

It's important to remember that people who come into systems are customers. While they may cross systems' thresholds unwillingly, there are unmet needs that bring them through the doors. The individuals and families that I serve have protective factors and are resilient; continuing to survive and thrive as best they are able with the adversities they're experiencing.

Peer/Parent Peer Specialists Foster Resilience

Using my lived experience in multiple systems of care, I support individuals and families in their journey. I am an experienced navigator, a person who has "been there done that", I know the feel-

ings, I know the struggles, and I can relate directly. Because of my lived experience, I can be direct and honest with the families that I work with in a way that other professionals cannot.

What does peer support for individuals, children, youth and families look like?

- Support in defining constituents' personal and family goals, and identifying lagging skills and unmet needs
- Support voice and choice in systems and services-being creative & individualizing services and support is critical to help constituents achieve their goals
- Teach effective self-advocacy in systems
- Teach constituents how to get the most out of teaming with the professionals
- Provide perspective shift (for everyone surrounding an individual or family - including the professionals)
- Support constituents in taking control of their lives, support parents in being the CEOs of their children's lives, teach how to request what they need and want, and figure out what will be helpful
- Provide psycho-social education with respect to their unique life experience, barriers and challenges (ACEs, Trauma, mental health/SU diagnoses, how to parent differently)
- Be present and available when needed, because crisis doesn't only occur between 8am and 5pm
- Teach and support structure, routine, and predictability so parents are providing that sense of felt safety for their children
- Support constituents in building their social capital network
- Support constituents in uncovering their moxy: their strengths, passions and enthusasms
- Holding space for and providing benevolent, un conditional positive regard

And lastly, most importantly, providing **hope** that life can improve. We all do the best we can, and when we know better, when we have the necessary skills, we do better.

On Balance

One Year Later – Lessons Learned

This CYF Corner shares lessons learned and the continued goal to build upon a great Division and team. On July 3rd, 2017, I started as the CYF Division Administrator. I truly love to learn, for learning is the basis for growth, growing is the key to living and I have learned a lot this past year. I have come first to better understand, for understanding is the key to finding value, and value is the basis for respect, decisions, and action. I want and need to help influence the future development of people, leaders and the overall CYF Division. I will continue to build personal, business, and civic relationships in this role that empower and strengthen client and staff competencies. I hope to instill in others to love and laugh, to learn and to grow beyond their current bounds. I want someone to succeed me one day.....



Martha Stacker, Ph.D.

One key lesson I have learned during this first year is to take time with the next change initiative. Done right, it can drastically increase the chances of success. But rush through the early stages and you might find yourself derailed as unexpected concerns surface later in the project or at venues, killing momentum when it is needed most. Pay close attention to the role of all staff members in the change process, and to aspects of the organizational culture that served to facilitate or hinder change (The Annie Casey Foundation, 2011). Division improvement questions and concerns from staff are and have been a good sign and show that staff are focused on continuous growth. This has provided the advantage of new opportunities for organizational developments that often come to the surface at this stage.

Another learned lesson is while dealing with staff's concerns about change may seem like a lot of work on the front end, it's important from a leadership perspective to remember that we all have to process information and personal concerns before being ready to discuss impact and implementation. If leaders can identify people's stages of concern about a change and respond with the right information at the right time, it can dramatically improve everyone's trust and participation. This will allow people to refocus their energy on what needs to change and what they can do to help make the change successful. First-order change or incremental learning leaves intact the underlying organizational system, values, and purpose while changing only part of the system, such as staffing [reorganization] or the type of program[s] offered (Perkins, et al., 2007).

In working with organizations over the years, we've all observed a leadership pattern that can also sabotage as well as embrace change. It occurs when leadership, who have been thinking, exploring, and debating about a particular change for awhile, finally announce plans for a new initiative. Forgetting that others in the organization haven't been a part of the discussions and are not as familiar with all of the reasons for the change, the leaders are then surprised by the amount of resistance the new change generates. These manifested personal and professional concerns from staff have to be disclosed and addressed. Otherwise, what is resisted often persists. If you don't provide opportunities for people to deal with their feelings about what's happening, those feelings stay around. Have you ever said to yourself, "I'm glad I got that off my chest," or verbally acknowledged, "I've wanted to say that for a long time"? If so, you know the relief that comes from sharing your concerns openly. The good news is that when people share feelings openly,

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their concerns often dissipate. The feedback from staff also provides clear guidelines for improved current and future training, mentoring, communication, responsiveness and more. Learning while doing provided the agency with ample opportunities for candid conversation concerning the staff and organizational behavior needed to support a learning organization (The Annie Casey Foundation, 2011).

Once information concerns are satisfied or at least acknowledged, people will want to know how the change will affect them personally and professionally. The following questions, even though not always expressed openly, are common: What's in it for me to change? Will I win or lose? Will I look good? How will I/we find the time to implement this change? Will I have to learn new skills? Can I/we do it? People may wonder if they have the skills and resources to implement the change. It's important to remember that as the Division changes, staff may think their existing personal and organizational commitments are being threatened. It's normal for people to focus on what they are going to lose before they consider what they might gain. After implementation questions are answered, generally staff (rightfully so), tend to raise impact concerns. For example: Is the effort worth it? Is the change making a difference? Are we making progress? Are things getting better?

I have tried to be best prepared to answer questions such as: How long will this take? What do I do first, second, third? How do I manage all the details? Where do I go for help? What happens if it doesn't work as planned? How will the organizational structure and systems stay the same and also have effective change? As a leader, the objective is to repetitiously address these concerns effectively and truthfully. People will be ready to hear information on the details involved in implementing the change, updates and consistency in the process. At this stage staff has been interested to hear how the thinking behind the changes has been tested and is progressing – what are the outcomes over time? They also want to know where to go for technical assistance and solutions to other problems that might arise.

The continuous goal and objective is with evidence that change is moving the Division in the right direction; momentum starts and continues to build. All staff can look forward to pose questions, planning and ideas focused on coordination, cross collaborations and cooperation with others. Leaders should be prepared to articulate the rationale and ramifications of a new approach for all three models – the clinical, program, and business – but they also should be aware of unintended consequences (The Annie E. Casey Foundation, 2011). A solid collaboration of staff in the Division will want to get everyone on board because they are invested in the change that is making a positive difference for the clients, community, stakeholders and CYF Division.

I am very proud and honored to serve as the CYF Division Administrator and of the work that we do as a team for the people served in Dane County and beyond.

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