



On Balance

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

June 2013
Volume XVII, Number 2

Operation Fresh Start: Providing a Path Forward Towards Self-Sufficiency

By Paul Kamps, Community Investment Director, Operation Fresh Start, Inc.

On June 6th, almost 200 business leaders, government officials, Madison School District staff, and other community and non-profit leaders, celebrated with Operation Fresh Start (OFS) at an awards luncheon honoring recent graduates and scholarship recipients. As Dane County's largest, community-based organization for disconnected youth ages 16-24, Operation Fresh Start provides them a second chance through mentoring, education, and employability training. This includes positive intervention in their lives leading to completing high school, continuing their education, and/or self-sustaining employ-

ment. This vision is accomplished through service to our communities on Fresh Start construction or conservation crews.

**Operation Fresh Start's vision:
that each disconnected youth in Dane
County has a path forward
--through education and employabil-
ity training—
towards self-sufficiency**

This year's theme, *Turning Dropouts Into Graduates*, featured a look at the *Pathways* and *OPTIONS* partnerships with the Madison Metropolitan School District (MMSD). Keynote speaker Jennifer Cheatham, MMSD's new Superintendent, spoke about the important role of alternative programs (like OFS) for Madison's young people, especially when it comes to closing the achievement gap. She commented that Fresh Start is the crown jewel among organizations that help young people who have dropped out of high school.

The diploma *Pathways* partnership with MMSD is a vital resource for Fresh Start in continuing to increase the number of high school diplomas



MMSD Superintendent Jennifer Cheatham highlighted Fresh Start's successes in her keynote address

*See Operation Fresh Start
Page 9*

In this issue:

- P 2 Know Your Rights
- P 3 Out of County Group Homes
- P 4 Is There Heroin in Your Medicine Cabinet?
- P 5 DJC Welcomes Back Kate Elvidge
- P 6 Agency Spotlight—SOPORT
- P 7 Changes on the Juvenile Bench
- P 8 Juvenile Court Awards
- P11 Farewell to Focus Dane
- P12 Foster Parents Make a Big Difference
- P13 Changes in the Juvenile Court Program
- P14 Subculture Corner

On the web @ www.co.dane.wi.us/juvenilecourt
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On Balance

Know Your Rights and Responsibilities under the Law: A Seminar Designed for Youth of Color

By Colleen Clark, Grants Coordinator, Dane County Office of Equal Opportunity

In Dane County we are lucky to live in a place with great natural beauty, resources and people. To make our community even greater, it is critical to give everyone a chance to thrive and achieve success. In 2009, the Dane County Task Force on Racial Disparities in the Criminal Justice System issued a report that listed over 80 recommendations to make a change in the current disparity rate. A pro-active seminar designed for youth and families of color was one of the recommendations.

Dane County Office of Equal Opportunity landed two separate grants to develop, promote and deliver seminars discussing legal rights and responsibilities among our youth of color. Initially, we received a grant from the Office of Justice Assistance to develop programming models in 2010-2011, we were happy to be then funded by the Madison Rotary Foundation to continue the important work.

These seminars were designed to give more youth and families the opportunity to engage in proactive discussions about criminal justice and the law, encourage open discussion with neighborhood

and/or school officers, and engage neighbors and/or families in our proactive efforts. Brochures were created with assistance from the ACLU, Dane County Clerk of Courts, Madison Police Department and various community advocates. Materials were also produced in Spanish.

Attorneys Stan and Yolanda Woodard facilitated seminars in 2010-2011 in various locations around Dane County. Isadore Knox, Jr., Director of the Dane County Office of Equal Opportunity also facilitated workshops in 2010-2011.

In 2012, we met with representatives from the Dane County Youth and Families Council, Sun Prairie Youth Commission, Sun Prairie School District Officials, Allied Drive “Welcomers”, law enforcement, Dane County Criminal Justice Council, Dane County Juvenile Justice, and community advocates to share information about rights and responsibilities under the law.

The main focus of the seminars is the youth—but the family support and knowledge is also a critical piece. We

provide a chance for families to gather and get information as we eat together, and then open the meetings up for a robust question and answer session.

We find it is often in this space that students, guardians, and officers develop understanding of each other and have a conversation—which simply cannot happen during “an incident.” Often, the questions are “what if...” and “this happened to a friend of mine...” These questions provide an opening for sharing important information.

In the end, we believe that the youth, family and officers involved walk away with a better understanding of each other. This understanding can only help both sides resolve issues more effectively. Our ultimate hope is to keep as many youth of color engaged in school and positive activities and out of the criminal justice system. If you are interested in the materials shared, please contact Colleen Clark at 266-3022 for more information.

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On Balance

OUT OF COUNTY GROUP HOMES ARE RESOURCES FOR YOUTH

By Linda Johnson, DCDHS Social Worker

While youth in need of group home care are usually placed within Dane County, there are times when out of county group homes are utilized. The use of an out of county group home can be due to several factors which may include: proximity to parents or other relatives who may become future placement options, specific services which are in the youth's best interest to receive, history of behaviors such as running away/gang involvement, or no contact orders with other boys already placed in Madison group homes.

Dane County Department of Human Services frequently places boys at the Orion-Platteville Group Home. This smaller environment has often been a very good fit for our youth, many of whom are gang involved. Another such environment is Janesville where Beginning's Group Home is located. Their population tends to be younger than many of the other group homes that we contract with. Choices to Change has three group homes in the Stevens Point area providing services for lower level delinquent boys. Family and Children's Center Group Home, located in LaCrosse, can take expelled youth and has day treatment available to them. Longview and Northridge, both located in rural Viroqua, provide for our boys with Northridge often taking boys who function at a lower level. Noah House in Waukesha specializes in services to boys with substance abuse issues. Norris in Mukwonago has three separate group homes: Berman (AODA focus), Fanny Wells (sexual offenders/

mental health focus) and Schroeder House (life skills focus). All three Norris group homes can take expelled youth as they have their own public school right on grounds. Revive Youth and Family Center has two group homes in Milwaukee. They specialize in AODA and gang involved youth. Sierra Group Home (yet to be used) is located far to the north. They have an AODA counselor and can utilize the school at Homme Home RCC for boys who are unable to succeed in a public school setting.

We are fortunate to have a number of resources for girls as well. Marion House in Green Bay provides services for pregnant girls and teen mothers, including a semi independent apartment for young adults. Choices to Change is an 8-bed girls' group home located in Stevens Point. Orion operates a five-bed girls' group home in a residential neighborhood in Monroe where many of our girls are placed. These girls receive one-to-one case management, school support and have access to many community services. Pathways, located in rural Whitewater, provides a homey setting in the country with easy access to services in Janesville. St. Rose Crossroads in Milwaukee provides care to girls in an urban setting. This group home has the support of the residential treatment services for the girls in the group home, if needed.

Whether a rural setting in Viroqua, a small setting such as Whitewater or urban such as Milwaukee, the specific needs of the youth are met in regard to location, services, supports, etc. The group homes are aware of the need for youth to visit family members, participate in individual and/or family therapy, attend court hearings, meet with social workers, etc., so they transport youth to Madison regularly. Because most group home locations are within a few hours of Madison, social workers are able to visit the homes as needed and required.

DCDHS' substitute care unit is continually looking at additional group home resources as the needs of our youth change and group homes come and go. By the end of April 2013 we visited three group homes, two of which provide services to boys who sexually offend and one that provides care for teen moms and their children. If the group home appears to be a good fit for some of our Dane County youth, a contract can be entered into, opening up additional resources for teens in need of group home care.

On Balance

Is There Heroin in Your Medicine Cabinet?

By Brian Dean, M.S.W.

ATOD Coordinator, Sun Prairie School District

There have been several stories in the news about increased heroin use and prescription medication overdoses in Dane County, which create a great deal of sadness for everyone involved. Parents will need to use offensive tools to help solve this growing problem.

I recently attended a summit that discussed opiate use among teenagers. **Opiates** are a group of medications that derive either naturally (morphine, codeine) or semi-synthetically (heroin, oxycodone, hydrocodone) from the opium poppy plant. At this summit, teenage patients of several local treatment centers shared their stories. Almost all the stories went like this: the teenager began his or her use after a legitimate injury, but found the experience pleasurable and continued into **experimentation**. Many students were honor roll members and/or participants in team sports. Their stories demonstrate the pathway from medicinal use to drug addiction while highlighting the link between prescription drug abuse and street drug abuse. **Remember, prescription drugs are abused by teens more often than cocaine, heroin, ecstasy, and methamphetamine combined; teens also report they are easier to get from friends than any illicit drug other than marijuana.**

USE TURNING TO ABUSE

Typically, *oxycodone (OxyContin)* and *hydrocodone (Vicodin)* are prescribed after an injury. However, the pain relief need for the medication often ends before the bottle is empty. This leaves 10-15 pills in a bottle, which is generally stored in the bathroom **medicine cabinet**. (62% of teens report getting prescription medication in from their parents.) This gives easy access to teenagers who have heard of, or experienced, the euphoric effects of the drug. Experimentation to see what the drug is like when not in pain can quickly lead to **drug misuse/abuse**, or the intentional use of the medication for a non-therapeutic or non-medical effect.

PHARMING

The most common age for a person to begin prescription drug abuse is 12-13 years old. The drug is cheap and accessible at this point. When the prescription runs out, the young person starts "**pharming**" others' medicine cabinets. (A **Pharm Party** is when young participants bring all the prescription medicine they can find and put it in a bowl to share like a snack. The resulting mix is called a **cocktail**) Grandparents are a great source of prescription medication, because they tend to

have a larger supply and may have several prescriptions. Friends' homes are also a fruitful source of pharming for the young abuser. When this supply runs out, the young person looks for sales from peers. The cost may be \$1-\$5 per pill. *Side note*— did you know that if it gets around school that your child is having his or her wisdom teeth pulled, or other minor surgery, they might be contacted by an "acquaintance" to sell them their extra pain medication?

STAGES OF DRUG ABUSE

If the teen does not stop experimenting or abusing prescription medication, he or she eventually goes through predictable stages of drug abuse leading to addiction. First, he or she is more likely develop a **tolerance** to the drug making it necessary to take more and more to get the same effect. The abuser will eventually develop a **dependence** on the drug and begin to experience physical and psychological withdrawal symptoms when the drug is not regularly available. **Addiction** is the last stage of drug abuse. At this stage the abuser loses all control and has cravings for the substance even in the face of severe consequences (school expulsion, jail, homelessness). **NOTHING** matters except getting the drug. They will lie, cheat, and steal to get the next **fix**.

THE HEROIN CONNECTION

When the addicted teenager ages to their late teens, buying pills on the street becomes harder and more expensive. The addicted teen now has few friends other

See Heroin
Page 10

On Balance

DJC Welcomes Back Kate Elvidge

By Rhonda Voigt

Last February, Kate Elvidge returned to the Division of Juvenile Corrections (DJC) as a Correctional Services Manager. The Division of Juvenile Corrections is comprised of two regions, the Northwest and the Southeast Region. As Regional Chief, Kate is responsible for juvenile probation and parole offices throughout the Northwest Region. These offices supervise youth returning to the community from a Juvenile Correctional Institution.

The Division of Juvenile Corrections provides State Aftercare services in the following counties; Adams, Barron, Clark, Dane, Door, Eau Claire, Florence, Kewaunee, Marquette, Milwaukee, Ozaukee, Polk, Richland, Sheboygan, Trempealeau, Vernon, Walworth, Washington, Waushara and Wood. In addition, the Division of Juvenile Corrections provides State Aftercare services to all youth adjudicated to the Serious Juvenile Offender Program.

Kate returned to DJC after supervising a DOC - Division of Community Corrections (DCC) adult probation and parole office in Madison for just over 1 year. Her past DJC work experience includes Corrections Field Supervisor – Northwest Regional Office (6 years) and Director of the Going Home Project (3 years). She has also held county positions: Justice Programs Supervisor in Marathon County, Prevention and Aftercare Specialist in Clark County. Additionally, Kate has past private sector direct line and supervisory work experiences at Alpha House Group Home in Menomonie, WI and Sunburst Youth Homes.

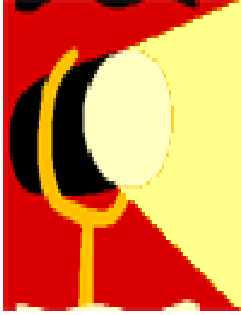
Kate reports she will be making two new hires in the near future. DOC-DCC recently piloted Program Policy Analyst positions that oversaw purchase of service contracts and tracked compliance, resulting in significant cost savings for the State as well as promoting Evidence Based Practices. Due to the success of this project, Kate intends to hire a Program Policy Analyst for her area. She'll also be hiring a Corrections Field Supervisor for the Madison office. Hiring announcements will be included in future On Balance editions.

Kate reports that she has a number of interests she plans to work on during her tenure in this new position.

1. Beginning a Parent Advisory group
2. Improving systems communication and systems teaming (DOC DJC & DCC, DCDHS CPS & JJ)
3. Revision of DJC Permanency Planning for post-secure setting placements
4. Supporting county COMPAS (DOC assessment tool) use and revising contact standards based on COMPAS risk assessment levels
5. Revising the DJC community supervision (Youth Corrective Sanctions Program) to align with Evidence Based Practices through the use of the Carey guides (evidence based practice based on criminogenic needs)
6. Exploring possible alternative uses for the vacant SPRITE facility to meet county continuum of care needs

We are very pleased to have Kate back in the Juvenile Justice arena!

On Balance



Agency Spotlight – SOPORT

By Rhonda Voigt

The SOPORT program has been serving Dane County youth for over 30 years. SOPORT stands for Sex Offender Program of Recovery and Therapy and is pronounced “support” rather than the more commonly heard “sō port”. The Executive Director, Wayne Houston has been at SOPORT since its inception. Therapist Dawn Brubakken has been with SOPORT for 26 years. Dawn and I recently met to talk about SOPORT programming.

The average age of youth referred to SOPORT is 14-15. SOPORT accepts referrals for youth ages 12-17 (youth 10-20 may be considered with special circumstances approval). Most SOPORT referrals come from DCDHS. All referrals are court involved and pre-approved by DCDHS Juvenile Justice Manager Stephen Blue. All SOPORT referrals go to Executive Director Wayne Houston for screening.

SOPORT treatment goals include:

- Accountability
- Cessation of behavior
- Increased empathy
- Increased awareness of others’ needs, desires and rights
- Increased awareness of self needs, desires and rights
- Healthy sexual behavior and attitudes
- Increased family support
- Avoidance of SO Registry



Dawn Brubakken

Treatment phases at SOPORT are not actually lineal but can be thought of as consisting of three parts. The initial treatment phase at SOPORT revolves around assessment. The therapist works with each youth to ensure they are treatment ready. During this phase, the therapist works on building rapport. Reframing beliefs about behaviors is an important step. Youth are educated about the group process, expectations and confidentiality.

The longest treatment phase centers on the group process. Group therapy is the preferred treatment method as it includes both didactic and experiential learning. Additionally, the peer accountability inherent in the group milieu is the closest way to mirror public accountability for each youth. Group members are assigned tasks, assignments and expectations for each session. Education about appropriate sexual behaviors is included in the group agenda. Not all youth with sexual offending behaviors are appropriate for group therapy and may be seen for individual and family sessions. SOPORT does not offer group therapy for females with sexual offending behaviors as the number of girls referred at any given time is not enough to form a treatment group. Young ladies are treated via individual and family therapy.

The final treatment phase includes family sessions. Youth must be 100% accountable for their sexually abusive behaviors before family work may begin. Family work centers on future safety for the family victims and other children as

*See Agency Spotlight
Page 10*

On Balance

Changes on the Juvenile Bench

By John Bauman

There will be some changes coming this summer in the Juvenile Division of the Dane County Circuit Court. After four years in juvenile as the Presiding Juvenile Judge, Judge Flanagan will be moving to the Criminal Division, Judge Anderson will be moving to the Civil Division after close to four years in juvenile, Judge Foust will be returning to Juvenile from Civil and Judge Genovese will be coming into Juvenile from Civil.

The juvenile justice system and community are grateful for the years of service that the outgoing Judges have provided while in the Juvenile Division. Judge Flanagan and Judge Anderson have been an asset to the juvenile system and we wish them well.

The incoming Judges will begin to draw juvenile cases on 6/1/13, but will likely not begin to see cases in their courtrooms until the end of June. On 8/1/13, all new and existing juvenile cases will be with the new Judges. Judge Foust will assume the caseload of Judge Anderson and Judge Genovese will assume the caseload of Judge Flanagan.

Judge Gaylord and Judge Smith will continue in the Juvenile division and Judge Smith will also be the Presiding Juvenile Judge. Following is an introduction to the incoming judges.

Judge William Foust is married to Melissa, who is a lawyer at the National Conference of Bar Examiners. They have two sons, one of which recently graduated from Law School and the other recently graduated with an undergraduate degree. Both will be employed in the Washington D.C. area.

Judge Foust stated that he is very interested in water sports for recreation. He received his undergraduate degree from UW-Madison in 1974 and Law Degree from UW-Madison in 1978. He has been a Dane County Circuit Court Judge since 1997 and has served six years in Criminal, six years in Civil and four years in Juvenile. He will have an even balance between divisions after this upcoming two year term in Juvenile. Prior to becoming a Judge, he was an LTE in the Dane County DA's office in 1978, then an Assistant DA from 1979-1982, an Assistant Public Defender in Milwaukee from 1982-1983, in private practice from 1983-1988 and Dane County's elected District Attorney for five terms from 1989-1997. Judge Foust believes that the juvenile system provides many opportunities to help youth change, oftentimes due to the numerous adults in their lives who can be engaged to help them make the changes that are necessary. In his court, participants will find him to be fair and patient. He expects others to be accountable for their actions throughout the court process. Judge Foust stated that he is looking forward to the juvenile division and is glad to return.

Judge Genovese is married and has four children: three teens and a 21 year old. She also has two dogs. She was raised in Boston and is proud to be 100% Italian. Her family lives near Hilldale and she said she loves Madison. She enjoys watching sports, gardening and playing Words with Friends. Judge Genovese received her Undergraduate degree

from Harvard and her Law degree from Vanderbilt. She has been on the bench for four years and served in the Criminal division for all four years. Prior to becoming a judge, she was a self-employed lawyer and mediator for 10 years, was at the Foley and Lardner law firm for 11 years and taught at the UW Law School for two years. She also served as the law clerk to Chief Justice Shirley Abrahamson. She has been active in many school and community activities. When asked about her philosophy of working with juveniles and children, Judge Genovese stated that she wants to use the system and resources to help children succeed in the community. In court, she will give participants the opportunity to be heard, will decide fairly and will not put efficiency in front of doing the right thing. She expects people to be prepared and ready for court and wants to hear opinions and get recommendations. She feels that a primary focus is to keep children out of the adult system by helping them when it is possible to do so.

Thank Judges Flanagan and Anderson for their years of service and welcome Judges Foust and Genovese to the world of juvenile justice when you have the opportunity.

On Balance

15th Annual Juvenile Court Awards

The Dane County Circuit Court Judges in the Juvenile Division sponsored the 15th annual Juvenile Court Awards on March 7, 2013 at the Goodman Community Center. Chief Justice Shirley Abrahamson was the featured speaker and Presiding Juvenile Division Judge David Flanagan led the event. The ceremony was a celebration and recognition of youth and the commitment others have made to the lives of families and youth in Dane County. The recipients of this year's recognition awards were:

Outstanding Service Award

Kate Gravel - Kate has been a CPS Social Worker with the Dane County Department of Human Services for 18 years. She has also been active with her union and a strong advocate for kids and families. The judges nominated Kate due to her exemplary work in court and with the youth and families of Dane County.

Oscar Mireles - Oscar is currently the Executive Director of Omega School and has assisted over 2,500 youth become GED/HSED graduates. For almost 20 years, Oscar has tirelessly worked to improve the lives of youth in Dane County through educational, artistic and athletic endeavors. He has personally touched thousands of lives of youth in Dane County, throughout the state and nationwide though a total of 35 years of public service.

Jackie Hammond - Jackie has been a Program Leader or Social Service Specialist with the Dane County Department of Human Services for nearly 13 years. She worked in the Public Safety Communications (911) department for three years prior to Human Services. Jackie is one of those people who everyone can rely on for just about anything and we all benefit greatly from her dedicated work ethic and easygoing personality.

The George Northrup Award

Deb Gordon - Debbie has worked for Dane County for over 20 years. She started out as a 3-11 clerical staff at the Juvenile Reception Center, and then had a brief stint at the Job Center before settling in at the Clerk of Courts as the Juvenile Court Clerk for the Juvenile Court Commissioners. Debbie also fills in for branch clerks as needed and has been a large reason why the Juvenile Court runs as smooth as it does.

The Peter Rubin Award

Peggy Bartlett - Peggy has been a Dane County foster parent for 17 years. She and her husband have helped raise many youth over the years and her foster parenting goes above and beyond. She cares deeply about the youth in her care and she sets the standard for all foster parents to follow.

The Ervin Bruner Award

Izzie Popic - Izzie retired from the Dane County Department of Human Services at the end of 2012 after having worked for the department since 1975, which is 37 years! Izzie was a Social Worker until her promotion to supervisor in 1995. She filled many roles in the department and Social Workers from her unit and other colleagues nominated Izzie for the countless strengths and talents that she brought to her work.

Outstanding Achievement Award

Jesus Lara - Jesus is a young man who has made a tremendous amount of progress after engaging in some behavior that resulted in delinquency charges. His progress in school, the Neighborhood Intervention Program, the community and at home has proven to himself and others that he has a very bright future ahead of him.

Matthew Frisch - Matt had a long history of struggles that resulted in involvement in the CHIPS and Delinquency systems in Dane County. He has had numerous placements and services and is now at the Mijal-White Foster Home. Matt has an incredible team of people helping him succeed and he has demonstrated impressive perseverance and growth in all areas of his life.

On Balance

Operation Fresh Start Continued from Page 1

and industry-recognized career certifications that OFS students earn. Through community support, there's also potential to increase the number of Madison area young people who go from dropouts to graduates each year.

Operation Fresh Start is the most efficient and direct way to impact the achievement gap by turning dropouts into graduates

As a community, we have the option of engaging disconnected youth or letting them slide. If we let them slide, we have a lost investment and a future cost. The lost investment? All the money, time, and educational resources that went into that youth's first 12 years of school. The future cost? Each high school dropout costs the community \$254,000 per youth in social service and corrections expenses.

These results mean that a young person who--as a high school dropout--might have cost the community more than \$250,000 in his/her lifetime, will now become a self-sufficient, contributing citizen who serves their community, fundamentally changing their life and role in society.

Hilton Garden Inn Madison West/Middleton's presenting sponsorship substantially reduced luncheon expenses and ensured that all proceeds directly benefit disconnected young people ages 16-24 who receive training and education in employability skills, leadership development, and work-site readiness.

Emcee Jonathan Barry, Deputy Secretary of the Wisconsin Department of Workforce Development, noted scholarships from CUNA Mutual Foundation, the Red Cross, Rubin for Kids, and the Monona Optimists Club and support from J.H. Findorff & Son Inc. and MG&E Foundation; there were 18 table sponsors. In addition, Harker Heating & Cooling, Inc. was recognized as Employer of the Year for hiring a Fresh Start grad, who is now in a pre-apprentice program with them. Several OFS young people spoke of how they gained hope and self-esteem and local employers cited how, as new employees, recent Fresh Start grads had work-ready skills and self-confidence.

For more on OFS or to make a gift to turn dropouts into graduates, please visit www.operationfreshstart.org

On Balance

Heroin

Continued from Page 4

than drug-involved peers. Eventually one of these peers offers the addicted youth a free high on heroin. Heroin is actually cheaper on the street than prescription pills. It provides exactly the same pleasurable sensation and satisfies the need for a fix. Heroin can be smoked or snorted but the most effective means to a high for the addict is intravenous needle injection.

COMMON SLANG TERMS USED WITH OPIATES

- *Heroin*-H, horse, black tar, gong, skag, smack, dope, big H, junk.
- *Oxycodone*-Oxy, Hillbilly heroin, oxycotton, OC, killers.

PHYSICAL SIGNS

- Runny nose
- Needle marks on hands/arms/legs/
- Slurred speech
- Very little motivation
- Possession of paraphernalia
- Hostility
- Serious behavioral changes

FOR MORE INFORMATION,

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Agency Spotlight

Continued from Page 6

well as the offending youth. Families with a youth who has participated in sexual behavior with family members may also be required to participate in sibling therapy and/or parent training. SOPORT therapists participate in Family Sexual Abuse Treatment (FSAT) meetings as needed.

SOPORT treatment programming can take 12-18 months to complete. Why does treatment take so long? Many factors are at play when considering treatment progression for youth with sex offending behaviors, including the following:

- Personal motivation
- Developmental issues
- Personal maturation process
- Lack of support (family, system)
- Community protection
- Complex nature of family reunification
- Lack of initial consequences/ownership of behavior

A note about recidivism: Research indicates 5% will reoffend, with or without treatment. There is no scientific formula to calculate who falls into the 5%. We do know that recidivism is higher among youth whose victims are immediate family members due to the access they have to their victims.

Dawn regards her work at SOPORT as important in that through programming, young people are supported to lead productive, healthy adult lives. Most SOPORT clients go through profound and important transformations and will be better community members because of these changes. Through the group process, young men learn how to challenge and support one another simultaneously...something often missing in their lives. They become teachers of their peers as they progress, which gives Dawn a lot of hope for the future. As a former SOPORT youth once wrote, "A football player is not what I am, it is what I do. Sexual abuse is not who I am, it is what I did."

On Balance

Farewell to Focus Dane

By Marykay Wills, DCDHS Mental Health & Alternative Care Manager

After six years of operation, Dane County's only licensed residential care center (RCC) closed on May 6, 2013, due to a chronically low census. The Focus RCC was operated by St. Charles Youth and Family Centers and was the agency's only facility located outside Milwaukee County. The Focus Dane model was based upon the Focus program operated in Milwaukee since 2005. Focus served young men ages 12-17 who were at imminent risk of placement in juvenile corrections. All youth in Focus were placed in the RCC under a Type II status and stayed Correctional order. A unique feature to Focus was the Dane County staff team. All youth in Focus worked with the same three Dane County Focus assigned staff. The core team was comprised of an ARTT social worker, a Juvenile Justice social worker and an Intensive Supervision social worker. Having the RCC located in Dane County provided programming opportunities that simply were not feasible in out of county facilities. Focus teams could meet more frequently to address the needs of these high risk youth, family contact could be in-

creased and youth had the opportunity to transition back to their home schools while still placed in the RCC. All youth in Focus were assigned to intensive supervision services as part of their RCC discharge and all were on electronic monitoring. In fact, Dane's first use of GPS bracelets began with the Focus program. These program features were designed specifically to meet the needs of high risk youth and their families, but it also meant that the program was limited in the population it could serve.

When the Focus unit was opened in 2007, the Department of Human Services' CYF Division had an average daily population (ADP) of 50 children in RCCs and 50 children in Corrections on any given day. By 2011 the RCC and Corrections numbers had dropped to the low 40s and the CYF Division finished calendar year 2012 with an ADP of 31 in RCCs and a historic 28 ADP in Corrections. Use of institutional placements is declining statewide, but

Dane's continued and dramatic drops are a testament to our social workers and the community based case plans their teams put in place for our youth and families. This change in placement practices (both in Dane and among our neighbors), however, does not bode well for specialized RCC programs. RCCs across Wisconsin are downsizing programs. The small size of Focus Dane left little alternative other than closure. Focus Dane served more than 70 youth over the years and the program successfully diverted more than half from correctional placements. Given the challenge of this target population, the literature standard for program success is a 50% corrections diversion rate. This work is not for not for everyone, but the Focus staff team - Bobby Moore, Melissa Tanner, and Lani Urbas - never wavered in their commitment to these young men. A handful of Focus youth remain in community placements. These youth continue to receive wrap-around programming and supervision services, and we wish them and their team all the best.

On Balance

FOSTER PARENTS MAKE A BIG DIFFERENCE

By Michelle Palay, DCDHS Social Worker



Kim White and JoAnn Mijal-White have been Dane County licensed foster parents since May 1991. They are phenomenal foster parents because they are phenomenal people.

Kim has worked at Cherokee Middle School for years in various capacities and, as a result, he knows many youth and their families. He also coached girls' basketball at West High School, with last year being his final year. JoAnn is a social worker who worked in the Adult Crisis Unit at the Dane County Mental Health Center. She also oversaw Recovery House, a crisis home for mentally ill adults. Now she is a full-time foster parent.

JoAnn and Kim have devoted their time, expertise and energy to raising teen boys. They've had over 90 boys placed in their care since they were first licensed. This year, one of their foster sons received a juvenile court recognition award because of the growth and progress he's demonstrated. He attributed much of his progress to the support he received from his foster parents. Kim and JoAnn are rightfully proud of him, just as they've been proud of the numerous boys who have made similar gains.

In the Dane County community, JoAnn and Kim are celebrities in the sense that it's uncommon for them to be out without someone recognizing and happily greeting them. Although they've foster parented for 22 years, a social worker recently referred to them as "the young hip couple." They deserve that image as they involve their foster sons in activities such as working out at the health club, fishing, sports, and working and volunteering in the community. This, along with structure and nurturing, has been a winning combination. Dane County is lucky to have them.

On Balance

Changes in the Juvenile Court Program

By John Bauman

As many readers are aware, long-term Juvenile Detention Superintendent and Dane County employee Dennis McClain retired at the end of 2012. Dennis worked for the Juvenile Court Program for nearly 38 years, beginning as an LTE in April 1974. He worked briefly for JRC during his years, as a Detention staff and was the Detention Superintendent since 1987. Dennis has left a legacy of high quality service to the youth of Dane County and he will be greatly missed. We wish him all the best in his well deserved retirement.

Carolyn Miller also retired on 4/1/13. Carolyn worked for the department as a Juvenile Court Counselor since July 1985. Carolyn was instrumental in re-shaping the juvenile justice system in Dane County with respect to the taking of custody and how kids should be treated. She represented JRC in court and essentially served as the case manager of juveniles who were in Detention. We also wish Carolyn well in her retirement.

Lastly, Anna Powell retired on 5/17/13. Anna was the department's Clerk-Typist III since January 2001 and was often the face of JRC for visitors and callers. Anna helped to keep the department operating smoothly. She was very skilled at multi-tasking and always did so with a warm greeting and a smile. We hope she has an enjoyable retirement.

Edjron (Ed) Pearson was hired as the next Juvenile Detention Superintendent and will start on June 3, 2013. Ed has been the Superintendent at the Rock County Juvenile Detention and Shelter Home facility for the past eight years. Prior to this position, he worked in Missouri for the Division of Youth Services for 12 years in various residential programs after receiving his degree from Southeast Missouri State University in 1995. Ed has a wealth of experience and a philosophy that will continue the high quality of care and supervision in our Detention program. He stated that he is very excited to be a part of our system, so please welcome Ed to the position when you have an opportunity!



Ed Pearson

On Balance

*Stephen Blue – Co-Chair
Dane County Youth Gang
Prevention Task Force*



Dane County Youth Gang Prevention Task Force Update and Overview

The Dane County Enhanced Youth Gang Prevention Task Force, co-chaired by the late Milt McPike and Luis Yudice, oversaw a comprehensive research-based effort to support its 2007 report recommendations. Since then, Luis Yudice and Stephen Blue have co-chaired the Dane County Youth Gang Prevention Task Force, working on many of the seven recommendation areas.

- Develop a coordinated and integrated system of response using promising models.
- Establish and adequately staff a Public Safety Coordination Team
- Increase the number of gang squad workers who provide outreach services
- Enhance the capacity of work skill and employment development resources
- Increase positive youth programming and support as long-term prevention
- Pilot re-entry from incarceration program to specifically address gang issues.
- Support creation of gang free zones.

The format of the On Balance newsletter does not lend its self to a complete summary of the efforts to date from the 2007 Enhanced Task Force recommendations. The following is some of the highlights of our implementation efforts.

Develop a coordinated and integrated system of response using promising models.

The key institutions and partners have begun to review and integrate evidence-based practice and models into their service delivery. We are all now speaking the same language. The overall collaboration level of the institutions is better than it has ever been.

Nationally recognized expert Mark Carey invited all Juvenile Justice Providers to two-day training on Evidence Based Training (EBT). DOC psychologist Dr. David Smith followed up this event with 3-day training on Juvenile Cognitive Intervention Protocol (JCIP). The second JCIP 2- day training for JJ- system partners took place on August 20-21, 2012. The implementation of Motivational Interviewing an OJJDP best practice concept has begun. Its is our vision and hope in collaboration with the District Attorney Office, Juvenile Court, Dane County Department of Human services and Purchase of Service, to have motivational interviewing implemented system-wide by 2014.

A Dane County team attended a 2-day OJA seminar on (EBP) Evidence Based Program system design. The participants consisted of the Juvenile Court Administrator, Judge, Corporation Counsel, Public defender, Time Bank, Youth Services, DCNIP, and Delinquency Service Mgr. In addition to the above efforts the Department continues to facilitated system wide Webinars on best practice strategies for working with gang involved youth. The system wide conferences and joint training are demonstrated examples of this. The Subcultures Conferences have been a key educational awareness platform, the last event was attended by 300 people and was organized by staff from the Department of Human Services (DCDHS), the Sheriff, Madison Metropolitan School District (MMSD), service providers, just to name a few. The 2009 call to Action DMC conference is yet another example of system training, awareness and education.

The Staff of the Chicago Violence Reduction model came to Madison at the United Way of Dance County on January 30, 2012... The staff presented their model and answered questions. There was a follow-up visit which took place on October 5, 2012. The Chicago School Safety Team staff provided a half-day workshop 8:30-12:00PM at the Heritage Center. Dane County has since
See Subculture Corner

Page 15

On Balance

Subculture Corner *Continued from Page 14*

adopted many of the practices presented.

Dane County Delinquency Services has adopted the following best practice protocols related to the supervision of High Risk/Gang involved Juveniles.

- American Probation and Parole Association
- National Youth Gang Centers
- TARGET-Trauma
- Motivational Interviewing
- Multi-Disciplinary Teaming

Establish and adequately staff a Public Safety Coordination Team

The Dane County Youth Gang Prevention Task Force has assumed the activities of a PSCT. Luis Yudice of MMSD and Stephen Blue of DCDHS presently serve as co-chairs. All key institutions are represented and continue to meet 4-6 times annually, in addition to many small ongoing workgroups.

Collaboration-Coordination-Case management efforts:

In Dane County our core partners have developed a strong communication system related to youth. This partnership consists of reps from Juvenile Courts, schools, law enforcement, Corrections and the department. We are in frequent communication around high-risk youth and potential incidents. Some of the key examples of this coordination are:

G.A.I.T- (Gang, Assessment/Action, Intelligence/Intervention, Team) - This meeting is designed for DCDHS staff and partners to exchange youth gang trends and emerging community conflicts. Open to POS, Schools and youth centers.

High Risk Youth on Supervision Team- This meeting is designed for JJ system staffs who supervise High Risk gang involved youth. The focus of this work team is the review and improvement of court related practice and policies with the goal to produce improved outcomes for youth and community safety.

C.A.S.E- (Coordinated Action Service Enhancement) -This meeting is designed to improve system communication and coordination. The concept is targeted towards our communities highest risk youthful offenders, who have a multiple petitions in a 12month period or certain types of felony offenses.

Intensive Supervision Waitlist- Representatives from the Home Detention Program, Youth Services and The Neighborhood Intervention Program, meet to review court ordered intensive supervision referrals. The process has improved transitions, reduced service delay and unified the providers.

Community Support Team- This workgroup is a new concept designed to improve early identification and response to youth in need of services, support or intervention. The identification and discussion process involves, schools, Law Enforcement, Juvenile Reception and DCDHS.

Monday Call In's - Violence Reduction Team- The implementation of the Dane County Violence Reduction Call Tree has significantly improved communication and collaboration. Every Monday at 10AM a group of key people review the events of the week-end and discuss potential emerging tensions and gang activity. Participants include DCDHS, Juv. Ct, MPD, SPPD, DJC, and MMSD.

See Subculture Corner
Page 16

On Balance

Subculture Corner *Continued from Page 15*

Special meetings were held to address some of the issues posed by rival gangs like the conflicts between the Deep End Girls and Mad Girls. We pulled together all service providers to inform them of the dynamics and formulate a response. These efforts, have in large part, caused this group label to disband. Another response example, Was a parent and youth meeting at one of the local HS in an effort to quell ongoing conflict between Lick Squad and Young Fellaz's. This was followed up individual mediation efforts and parent support meetings. In partnership with MPD, we help staff and provide food in the mediation effort with CPA's and C-14. There have been numerous examples of individual youth mediations, severe conflict intervention and focused service teaming.

County staff continues to provide coverage at area large festivals and community events over the summer. It was in large part due to these efforts that we did not experience a Milwaukee State fair type of incident with our teens. DCNIP Gang squad staff routinely monitors bus transfer sites.

The DCDHS case management protocols and growing client need dynamics recently has challenged supervision of gang-involved youth. We have and will continue to take steps to address the challenges our gang involved youth on supervision pose. Internally we have begun to meet (teaming) with staff that supervises many of our high risk "catalyst" youth. A best practice memo has been developed and staff training will continue in this area. The adopted practice tools to impact the trend are: Motivational Interviewing, teaming, coordination, increased levels of intensive supervision contact, use of electronic monitoring, swift sanctions and change of placement.

The development of an electronic system, called the Rapid Response Board has improved our system ability to share crisis info quickly. Information of a serious public protection concerns can now travel to key intervention partners in one push of a button.

Increase the number of Gang Squad Workers who Provide Outreach Services

The 2007 budget provided two additional Program Leaders who were added to NIP to work with youth involved in gangs. One of the positions was eliminated in a subsequent budget. DCDHS has deployed Program Leader Aaron Perry since 2007 to gangs work on a full-time basis. DCDHS assigned Intensive Supervision Social Worker Bobby Moore to work with youth involved in gangs on a full-time basis. Bobby's caseload consists of 8-10 boys who have completed the residential phase of the corrections-diversion program, and are returning back to community placements. In the 2010 budget, in response to the rising Latino gang activity in Dane County. Dane County Executive Falk approved the hiring of a program leader to specifically address these concerns. This worker, Randy Molina is bi-lingual and bi-cultural and has focused on case management and recreational responses to gang-related activities, especially with Latino youth. LTE Frank Rodriquez has provided additional support to our overall youth gang prevention and intervention efforts. They all provide counseling, case management support and arrange for community-based services, which help youth to avoid or terminate gang involvement, perform outreach services at parks, bus transfer points, schools, and elsewhere.

Enhance the capacity of work skill and employment development resources

Dane County has been a leader in the expansion of the youth employment contracts over the past 5 yrs. Employment programs like Operation Fresh Start, Common Wealth development have both received budget increases to work with gang involved youth. Centro, Urban League and Youth Services of Southern Wisconsin have mobilized to increased outreach and focus towards high-risk youth. All of the above agencies have been brought into the loop on the needs of our community's gang involved youth. All are involved in GAIT and attend specialized meetings on gang involved youth.

The 2008 youth employment budget increase was \$167,000 alone. These monies support expanded services at Operation Fresh Start and Common Wealth Development. One innovative employment concept was a NIP staffer, with support from County Board Supervisor Eileen Bruskevitz, and Chief Wray arranged a partnership with Midwest Recycling for a summer employment program for gang members in 2009. Eight youths participated. These youths successfully completed eight weeks of full-

See Subculture Corner
Page 17

On Balance

Subculture Corner *Continued from Page 16*

time employment and earned \$9.00 per hour. In 2012 we have built on this concept with the establishment of the DCNIP- RT-Work Crew. This collaborative effort with Common Wealth Development was targeted toward 10 high-risk gang members.

County Executive Parisi again added to Common Wealth Development in 2011, and saw that Operation Fresh Start received another boost in the 2012 budget. The City of Madison Mayor Paul Soglin has demonstrated his commitment in this area also with his \$183,000 summer 2013 Youth employment initiative. The vision for our community's employment continuum must involve 18-24 year old young adults and bring the private sector to the table.

Increase positive youth programming and support as a long-term prevention strategy

Both the City of Madison and Dane County have focused more attention to our primary prevention programming efforts based on the Enhanced task force and DMC report findings. Connie Bettin, CYF Prevention Services Manager and Mary O'Donnell, Office of Community Services are both part of the Task Force. Significant gains have been made in how we deliver school based programming and community purchase of service programming. The impact has been most visible in community centers, youth resource centers, and the employment services arena. The increased communication and collaboration has resulted in less duplication and targeted youth programming and budgeting in both the City of Madison and Dane County. As many of you know moving young people towards academic engagement and future goals is key, in helping youth reach their potential. The development of the DCDHS Competency Development Initiative is yet another example of a state wide first concept in which over 50 purchase of service providers will participate in this effort. The City of Madison has recently launched an after school programing workgroup.

Dane County takes three approaches in this continuum: prevention, intervention, and suppression. Examples of the 1.1 million in prevention are the Youth Resource Centers and the activities of the Youth Commission the Youth Board, and our By-Youth-For Youth Grants. In addition, we invest \$1.56 million in prevention services through our neighborhood Joining Forces for Families initiative, part of the focus being high risk youth in the community. Here are just a few more examples of the huge investment that Dane County makes in services to youth, including gang related activities:

The 2013 budget also contains a contract with Youth Services of Southern Wisconsin of over \$1.1 million to provide intensive supervision, restitution services, youth employment and case management. DCNIP provides \$1.6 million programming in the targeted prevention, early intervention and intervention areas. Those programs cover the continuum from sponsoring RT- basketball teams in which players learn Pro-social skills, and must attend school regularly, to the alternative middle school R.E.P.L.A.Y., for males at risk of expulsion from their MMSD home school. NIP is a unique entity in the State and Country. It is part of the incredible continuum of services that Dane County funds to deal with the issues of youth development, supervision and buffering the effects of illegal acts and poor choices of youth. DCNIP is in operation seven days per week and provides programming both in house and in the community 9AM to 10PM.

The Dane County Youth Gang Prevention Task Force along with other community based organizations, sponsored screening of the documentary "Woke Up Black" held at Edgewood College and Cuna Mutual.

The Madison School District, Youth Gang Prevention Task Force and DCDHS co-sponsored presentation of "From King to Thugs to Presidents". The event was held at West HS and exceeded expectations.

The Youth Gang Prevention Task Force also co-sponsored "The Youth of Color Rally" held on April 2012 at Lafollette. The event featured former NFL motivational speaker Spencer Tillman.

DCNIP has developed a relationship with Bob Wynn, President of the Millionaires Club in order to promote financial literacy to youth. This resulted in an 8 week sessions held at Mt. Zion and DCNIP, and youth involvement in the recent all day conference.

See Subculture Corner
Page 18

On Balance

Subculture Corner *Continued from Page 17*

There is currently in development, a faith base mentorship project, DCNIP-CDU is working on a concept called DMC. The Dane Mentorship Consortium will pair young gang involved youth with faith based adult mentors. The involvement of the faith-based community is another key in our efforts.

Madison Police developed a SIU initiative for our community's most serious adult offenders - a concept developed off the High Point NC Model and in 2009 implemented the Gang Crime Prevention Unit.

Dane County has developed the ARTT unit, which provides a teaming wrap around concept to support youth entering and returning to the community from alternate care placements. This unit also oversees our Focus program and helps transition many high-risk youth back into the community.

The Department and partners are currently meeting to implement the OJJDP Multi- Disciplinary Teaming approach, which can be utilized by the systems front end- young offenders or the back end-older offenders returning from placement. This pilot re-entry concept from incarceration will program to specifically address gang issues

Support creation of gang free zones

The Madison Metropolitan School District (MMSD) has been very successful and aggressive in creating school-based responses to gang are issues. This has taken form in many ways, including the use of restorative justice programming, school-based groups for gang involved or at-risk youth, use of the Time Bank program, and other creative options. In fact the MMSD gang response model for schools has been adopted by DPI for other districts to use is a clear sign they are a leader in this area. Their efforts should be applauded and duplicated. Many of the JJ- systems partners have collaborated with MMSD. The Verona School district and Sun Prairie Area School Districts have all made strides in dealing with the safety issues youth gangs bring.

In closing, thanks to the hard work of many people a great amount of work has been addressed. We still have gaps and will need to continue to make progress in all areas. One thing that has been brought to the forefront of this effort is the complexity and scope of the efforts to date. Our community partners should be congratulated on the efforts to date. As the Dane County community continues to change, new challenges will emerge, and solutions and opportunities will present themselves. Chief Wray and Sheriff Mahoney have pulled together a small workgroup to look at community violence reduction issues and revisit the recommendation of the 2007 Enhanced Gang Task Force Report which is needed to update and reflect the social and demographic changes in our community. They provide updates based on social and demographic changes in our community. The elected officials and policy makers have been present and remained engaged, as vision drivers and cheerleaders of the effort this complex issue requires.