

TARGETED MONITORING PROGRAM

DCSD 014

PROGRAM PURPOSE

The Targeted Monitoring Program provides supervision, structure, support, and skill-building opportunities for different target groups of youth involved in the juvenile justice system. The overall goals of the program are as follows:

1. Hold youth accountable to the courts, themselves, and their communities.
2. Serve as an alternative to juvenile corrections (certain components).
3. Minimize a youth's risk for re-offense.
4. Ensure community safety.
5. Provide youth with opportunities to change their thinking and behaviors.
6. Maximize the likelihood of positive and enduring change through engaging siblings and program graduates.

PROGRAM OVERVIEW

The Targeted Monitoring Program (TMP) is an intensive supervision program that targets youth that are either found to be in possession of a firearm, determined to be a serious chronic offender, referred for a burglary or auto related offense or were identified for the Milwaukee County Accountability Program (MCAP). Additionally, the Prevention and Aftercare program component targets the TMP graduates and their family members. The TMP evolved from the combination of Firearm Supervision Program (FA) and Serious Chronic Offender Program (SCOP) that occurred in 2009, as well as the Burglary/Auto Monitoring Program (BAMP) and Milwaukee County Accountability Program (MCAP) that were added in 2012. SCOP, FA and BAMP are combined into one program, Intensive Monitoring Program, for 2017. DCSD reserves the right to enter into a contract with one or more proposers as deemed to be in the best interest of DHHS, or with the number of proposers deemed to be in the best interest of DHHS.

The TMP will provide 180 slots total, which includes 45 MCAP slots (24 in detention, 21 in the community) and 135 slots for Intensive Monitoring Program. A separate slot amount of 80 is allotted for the Prevention and Aftercare Program.

The slot allocations and tentative budget allocations are listed in the table below:

Target Group	Slots	Tentative Allocation
Intensive Monitoring Program	135	\$2,000,000
Milwaukee County Accountability Program	45	Included in IMP
TMP Total	180	\$2,000,000
Prevention and Aftercare Program	80	\$195,000
Contract Total	260	\$2,195,000

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Program Components

Each of the programs comprising the Targeted Monitoring Program will be described separately below. The activities identified represent the minimum program requirements for each component.

A. Intensive Monitoring Program

Overview

The Intensive Monitoring Program, formerly known as Serious Chronic Offender Program, Firearm Program and Burglary/Auto Monitoring Program, components provide intensive monitoring, structured programming and accountability in community-based settings targeting youth involved with serious or multiple offending behaviors or targeting youth involved with firearms. Participating youth have been adjudicated delinquent and placed on probation and assigned to a Human Service Worker. The majority of youth, either by the severity of their behavior or the reoccurrence of behaviors, have been determined to be a high enough risk to warrant placement within a juvenile correctional facility. Many youth may be on stayed orders of commitment to the Division of Juvenile Corrections. Youth participate in this program for typically one year, but may be shorter or longer based on the court order and their needs.

Monitoring Activities

Monitoring, as completed by a youth advocate, is key as this program is intended to provide substantial intervention in the youth's life, occupy a significant amount of otherwise unsupervised time, and provide enough supervision to protect the community so that the youth does not commit subsequent offenses. Advocates also serve mentoring and coaching functions in that they encourage positive changes by example and help youth integrate skills learned in programming in their everyday lives. Advocates will be responsible to engage and build a trusting relationship with the youth and their family in the process. Advocates provide youth's parents with support and crisis intervention to assist them with meeting family and program goals.

Minimum Monitoring Contact Standards

Through the first phase of the program, the Advocates are expected to have face-to-face contact with the youth seven days a week, to include at home, school and in the community. In addition, the monitor must visit the assigned school daily while in session. Curfew checks are required to be completed daily. A minimum of at least one weekly contact with the parent/guardian is required. Based on the youth's performance and completion of milestones, a graduated reduction in the level of monitoring may be

provided for the remainder of the youth's probationary period. Monitoring plans must be approved by DCSD.

Given the intensity of monitoring responsibilities, Advocates for this program component are limited to working with seven (7) youth at one time unless approved otherwise by DCSD.

Basic Monitoring Duties

In addition to the required monitoring contacts described above, Advocates perform many additional duties.

The Advocates will develop a schedule with the youth and their parents and are responsible for updating the schedule as needed. This schedule should include, but is not limited to the following:

- Educational responsibilities
- Mandatory meetings required by the program
- Ancillary services as needed
- Community service obligations
- Employment schedule preparation
- Court and probation appointments
- Individual sessions with their monitors
- Social activities
- Programming during school vacations

Additional monitoring activities will include (but are not limited to):

- Enrolling the youth in school as needed and monitoring school attendance and progress through regular updates from the youth's teachers and school records.
- Working with school staff to identify barriers and assist in removing barriers that may keep the youth from achieving in school.
- Maintaining continued knowledge of the youth's whereabouts (youth are responsible for calling when leaving home, school, work, etc.).

- Providing transportation or ensuring youth transportation needs are met so that the youth may participate in counseling sessions, court, educational and medical appointments and recreational activities
- Engaging the youth in program and alternative activities.
- Reinforcing lessons and skills learned by youth during program activities.
- Assisting the youth with the development of job-seeking skills and in obtaining employment.
- Providing supportive services to families and engaging them in activities.
- Attending all court hearings involving the youth.
- Assisting the youth to complete any required community service.
- Participating in the detention sanction or sanction alternative process as deemed necessary.
- Documenting all contacts with the youth.
- Submitting weekly reports to the Human Service Worker.

In addition, in certain circumstances DCSD may approve the use of Global Positioning Systems (GPS) monitoring for participating youth. In such cases, Advocates will be responsible for monitoring the use of GPS and reporting violations to the Human Service Worker and court.

Crisis Intervention

The contract agency staff must be available 24 hours, 7 days a week for crisis intervention and to support the parent/guardian.

Structured Group Activities

The program should provide a variety of group activities designed to meet the needs of the program participants. Attendance at these sessions is mandatory on the part of the youth. Group sessions for youth in the program are intended to provide knowledge, personal assistance, recreation and insight, as well as opportunities for youth to interact with agency staff and to meet others in the program. Group activities addressing the following types of topics are encouraged: AODA education, anger management, thinking/decision-making processes, health issues, job readiness, life skills, addressing risky behavior, computer skills training, and restorative justice.

It is encouraged that the program include evidence based group or individual programming aimed at the behaviors that lead to youth participating in acts they are adjudicated of, to include burglaries, auto thefts, robbery, etc.

All youth in the program should be required to participate in structured therapeutic recreational activity at least once per week. Youth should be exposed to various activities to learn alternative ways to spend their free time and promote engagement with the program.

The program should provide one-on-one or group tutoring and academic support to participants to improve their basic skills and assist with homework assignments. In addition, the program should provide assistance with completion of job applications and other employment-related activities.

Cognitive Intervention Programming

A required group is cognitive intervention programming using an evidence-based curriculum. Cognitive intervention programs are designed to help individuals evaluate the effects of their thoughts on their behaviors and work to avoid problem behavior (e.g. offending) through changing the thinking that encourages those behaviors.

Court Review (youth adjudicated on a firearms related charge only)

Court review in front of the Children's Court Presiding Judge is required for all youth adjudicated of a firearms charge and in the IMP. Advocates are required to attend the review sessions with the youth assigned to them. The review hearing reviews the interest that the court have in the youth's performance and success and reviews the youth's progress in the program, school, living situation and other relevant topics. The agency are required to provide a court report to the assigned HSW prior to this review hearing.

Family Support and Stabilization

The program will provide supplemental services or staff to directly support the youth and their families in their successful completion of the program. These services can include, but are not limited to:

- Family assistance funds to stabilize basic needs.
- Group activities for youth and their families.
- Transportation fund for parents of program participants.
- Parenting assistance to develop parenting skills and knowledge.
- Job preparation and employment skills building.
- Child care to support engagement in therapeutic services or activities.

B. Milwaukee County Accountability Program (MCAP)

Overview

Male youth that are at risk of being sent to the Department of Juvenile Corrections can be court ordered to the Milwaukee County Accountability Program (MCAP) as a post-dispositional placement. This program consists of two phases that cover a one-year span, including initial placement in the secure detention center, followed by a period aftercare in the community. Participating youth have been adjudicated delinquent and placed on probation and assigned to a Human Service Worker.

Monitoring Activities

Youth will be assigned to the Targeted Monitoring Program and assigned an Advocate upon enrollment in MCAP while the youth is in secure detention. Advocates must work with the partners involved with this program, to include but not limited to: Wauwatosa Public Schools, Milwaukee Public Schools, DCSD secure detention staff, Human Service Workers, and community-based partners providing services to MCAP youth.

Minimum Monitoring Contact Standards

During the secure detention phase of the program, the Advocates are expected to have face-to-face contact with the youth a minimum of four days a week. In addition, while the youth is on a pass from detention, Advocates must complete a daily home visit and curfew check, develop and follow a call/check in schedule and know the youth's whereabouts at all times.

During the initial phase of community aftercare following release from detention, Advocates are expected to have face-to-face contact with the youth seven days a week, to include in the home, school, and community. In addition, the Advocate must visit the assigned school daily while in session. Curfew checks are required to be completed daily. A minimum of at least one weekly contact with the parent/guardian is required. Based on the youth's performance and completion of milestones, a graduated reduction in the level of monitoring may be provided for the remainder of the youth's probationary period. Monitoring plans must be approved by DCSD.

Basic Monitoring Duties

See description of basic monitoring duties provided under A. Intensive Monitoring Program.

Additional Monitoring Duties

A unique feature of MCAP is the use of Global Positioning Systems (GPS) for all participants during home/community passes and upon initial release from secure detention. The agency will be responsible for tracking the electronic monitoring activities

of the youth during this time through monitoring the web-based GPS tracking system and reporting back to the Human Service Worker.

Structured Group Activities

Cognitive Intervention Programming

The vendor shall provide cognitive intervention programming using an evidence-based curriculum for MCAP youth during their detention stay and in the community during aftercare. Cognitive intervention programs are designed to help individuals evaluate the effects of their thoughts on their behaviors and work to avoid problem behavior (e.g. offending) through changing the thinking that encourages those behaviors. The preferred curriculum to be used for this component is Juvenile Cognitive Intervention Program (JCIP) – with Phases I and II provided during the secure detention placement and Phase III provided in the community during aftercare. Given the amount of time that is available to work with MCAP youth, it is expected that the cognitive intervention curriculum will be implemented in its entirety with full fidelity.

Other Groups

Other types of activities, such as recreation, community service, employment, or educational groups, may be provided in addition.

C) Prevention and Aftercare Program

Overview

The agency that is selected to provide the Targeted Monitoring Program can receive supplemental funding as approved to provide prevention and aftercare services for youth and families enrolled in this program. This program serves at any one time up to 80 graduates of the Targeted Monitoring Program and/or their siblings between the ages of 6-19. The goals are to prevent siblings from participating in delinquent activities and for youth to gain skills needed for successful transition into adulthood.

Structured Activities

The program provides pro-social services and activities to help youth achieve their personal goals. Activities can be provided one-on-one or in group settings. Activities may include, but are not limited to the following activities: positive recreational activities, employment skill building, educational support, college preparation, independent living skill building, etc.

The program should invest in engaging the families in structured group activities and providing linkages to community resources as needed.

ADDITIONAL CRITERIA PERTAINING TO ALL PROGRAM COMPONENTS

Program Evaluation

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile and maintain statistical data information as specified by the Division regarding the quality of programmatic and administrative operations, and the dosage of each individual service provided to youth (including duration and amount of service). The vendor shall complete and submit to the Division specified data for all services when requested.

Communication

The Targeted Monitoring Program is a collaboration that includes the courts, Delinquency and Court Services staff, provider agency and other community-based organizations. It is essential that all components work together to ensure that youth comply with the program.

Routine communication between the Human Service Worker and Advocate is critical to the success of the program. The Advocate must work closely with the assigned Human Service Worker to coordinate their efforts and to share information on the youth's

progress. Advocates are expected to collect data on each youth and prepare weekly written progress reports to be shared with the Human Service Worker.

Admission and Discharge Procedures

Milwaukee County staff determines program referrals and discharges. All referrals (with the exception of the Prevention and Aftercare Program) will originate with the assigned Human Service Worker subject to an appropriate court order. Copies of appropriate assessment materials, court reports and other documents will be provided to the contract agency by the assigned DCSD Administrative Coordinator.

The program staff is to contact the youth and family within 48 hours of a referral to complete a program intake. An individual assessment and service plan document is to be developed on each youth and family as part of the intake process. The initial assessment should be conducted in person and when possible, within 48 hours of the receipt of the referral. This should include information about the youth's abilities and strengths, an assessment of personal needs and problems, the identification of academic standing and potential learning disabilities and evaluation of employment suitability based on age and skills. Service plan reviews should occur at a minimum of every 90 days by the Program Supervisor at a scheduled in-home or office conference with appropriate agency staff in attendance. The service plans should take into account the youth's case plan that is developed by the HSW, as well as utilizing information from the Youth Assessment Screening Instrument (YASI).

Youth who do not comply with the program or conditions of probation established by the court may be returned to court at the discretion of the Human Service Worker. Depending on the circumstances, DCSD staff may file a petition that requests a revision of the order, change of placement, 72 hour hold (MCAP only), sanctions, or a lift of the stayed order for correctional placement. Program staff will provide written documentation and maintain ongoing communications with DCSD staff.

PROPOSAL SUBMISSION REQUIREMENTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, "Program Logic Model and Annual Evaluation Report" and Item #25b, "Program Narrative", both found in this RFP, unless otherwise specified.

The program narrative should provide a separate service delivery plan for each of the program components (A. Intensive Monitoring Program, B. Milwaukee County Accountability Program, C. Prevention and Aftercare Program). If a particular section or statement applies to all programs, the narrative must explicitly state this. The following elements should be addressed in the program narrative:

- Implementation plan and time frame for program start up (if new proposer).

- Description of how referrals will be managed from point of receipt through program discharge.
- Client engagement strategies and matching of individual needs to services.
- Description of each of the program activities and how they will be provided and by whom.
- If applicable, indicate the phases of service, the length of time in each phase, and the criteria used to move youth from one phase to the next.
- Sample participant weekly schedule of activities (for each phase, if applicable).
- For each group activity, describe the anticipated size, length, duration, dosage, format, schedule, and identified facilitators and relevant credentials. Identify any established curricula to be used. Please note that full fidelity to established evidence-based curricula is preferred. However, if a modified curriculum is proposed, please describe the modifications to be made and the justifications for such.
- Parent participation in the service delivery plan.
- Consideration of age, gender, culture, ethnicity, language, and capabilities of participants in the service delivery plan.
- Incorporation of relevant juvenile justice research, best practices, or evidence-based practices, into the service delivery model, such as:
 - Research evidence about what works in reducing offending through addressing criminogenic needs
 - Research on adolescent development
 - Use of rewards and consequences
- Agreements and working collaborations with other community agencies that will provide services to the target population. Include any letters of agreement.
- Description of specific quality assurance activities to ensure adherence to the service delivery model and administrative protocols. Identify persons responsible for quality assurance activities.
- Description of information management system, databases, and/or other methods for collecting and recording data on client contacts, services provided, and client outcomes. Describe data elements collected.

- Program incumbents should provide a summary description of their most recent program evaluation. Include any changes made in the program as a result of the evaluation.

Agency Experience

Agencies must have a minimum of five years of experience in providing intensive monitoring services to youth involved in the juvenile justice system. Preference will be given to agencies with demonstrated experience in providing evidence-based practices for juvenile justice populations, including facilitation of cognitive intervention programming.

Discuss your agency's experience in providing intensive monitoring and in providing the described services to the target populations. Include any documentation that demonstrates the effectiveness of the delivery model.

Staffing Plan

Monitoring staff should be experienced in the delivery of social services to youth and their families. Individual Advocates may reflect various specialized skills. Advocates are required to have a high school degree or equivalent and have additional training or certification in youth care or social work. Strong record-keeping and documentation skills are required.

Advocates and other program staff should also be trained in and able to provide cognitive intervention programming. Certificates for staff trained in cognitive intervention programming should be submitted with the proposal.

Staff should receive training prior to taking case assignments, to include an orientation on the Targeted Monitoring Program and shadowing of current staff. Staff should also receive ongoing structured training on an annual basis. Every effort should be made to match staff with youth of the same ethnic/racial background and close zip code proximity.

A written description of the agency's initial orientation plan and ongoing staff development activities should be included with the application in Item #32.

Supervisory staff should have a minimum of two years of experience supervising monitoring staff in programs for youthful offenders. In addition, the supervisor(s) should have a minimum of five years of experience working in programs that serve youth who are adjudicated delinquent. A college degree is preferred.

The supervisor(s) will be responsible for the daily operation of the program including reviewing the number of contacts between Advocates and each youth and ensuring that

Advocates are responsive to the needs of participants. Supervisor(s) will provide coordination with the Delinquency and Court Services Division Administrative Coordinator assigned to the program. In addition, supervisor(s) will respond to data requests from the Delinquency and Court Services Division Administrative Coordinator or Grant Coordinator.

Client Characteristics

The client characteristics chart below represents youth served in the Targeted Monitoring program components from 1/1/2015 to 12/31/2015. The below data should be used to complete submission Item #36 Client Characteristics. Please note that that clients may be duplicated in the counts below if they had multiple admissions to any of the program components.

Age	Female		Male		Total
12	0	0%	4	100%	4
13	2	11%	17	89%	19
14	2	5%	40	95%	42
15	4	5%	69	95%	73
16	7	7%	97	93%	104
17	1	5%	21	95%	22
Total	16		248		264

Ethnicity	Female		Male		Total
Black	14	6%	220	94%	234
Hispanic	2	8%	22	92%	24
Unknown	0	0%	1	100%	1
White	0	0%	5	100%	5
Total	16		248		264

*Note that younger and older youth reflect the Prevention and Aftercare component.

REQUIRED DOCUMENTATION

Documentation and data recording requirements will be determined by Milwaukee County. The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

Individual case files must include:

- Referral forms.
- Initial client and family intake forms.
- Initial client and family assessments and service plans.
- Service plan reviews.
- Case Notes/Service Documentation (to include logs and/or sign-in sheets, progress notes, monthly reports, summary notes and/or any other written or electronic documentation completed by the Direct Service Provider to support that the Covered Service was provided to the Service Recipient). Case Notes must include the following minimum elements: service code or name; name(s) of the Direct Service Provider(s); client and Service Recipient name; the date, actual start time, actual end time, duration, location of the service; intervention; summary of the activity engaged in; Service Recipient's response to the Covered Service; Direct Service Providers signature and signature date and any other elements as required by Purchaser Policy or Procedure.
- Consent forms (including Release of Information, Consent for Services, Transportation Consent).
- Incident reports.
- Discharge summaries.

The provider must have a Policy and Procedure Manual covering how the service delivery model and administrative protocols will be implemented for each program component.

Weekly reports must be submitted to the DCSD Administrative Coordinator for all youth enrolled in the Targeted Monitoring Program, which include client contact and school contact reports. Updates regarding any changes for those youth enrolled in the program are also required to be sent to the Administrative Coordinator.

Please include copies of proposed forms and document formats with your application.

EXPECTED OUTCOMES AND INDICATORS

The annual Program Evaluation Report shall include the format and content specified in this document.

Intensive Monitoring Program Outcomes:

Outcome 1: 75% of youth will complete the Targeted Monitoring Program.

Indicator: Number and percent of youth that complete the program.

Outcome 2: 75% of youth will improve school attendance.

Indicator: Number and percent of youth that demonstrate an improvement in school attendance.

Outcome 3: 75% of youth will improve school performance.

Indicator: Number and percent of youth that demonstrate an improvement in school performance.

Outcome 4: 70% of youth will not recidivate during program participation.

Indicator: Number and percent of youth that do not have a subsequent referral and petition, adjudicated, DPA or consent decree during program participation.

Outcome 5: 85% of youth will not be committed to the Department of Corrections during program participation.

Indicator: Number and percent of youth who are not court-ordered to the Department of Corrections.

MCAP Outcomes:

Outcome 1: 75% of youth will complete the Targeted Monitoring Program.

Indicator: Number and percent of youth that complete the program.

Outcome 2: 75% of youth will improve school attendance.

Indicator: Number and percent of youth that demonstrate an improvement in school attendance.

Outcome 3: 75% of youth will improve school performance.

Indicator: Number and percent of youth that demonstrate an improvement in school performance.

Outcome 4: 70% of youth will not recidivate during program participation.

Indicator: Number and percent of youth that do not have a subsequent referral and petition, adjudicated, DPA or consent decree during program participation.

Outcome 5: 75% of youth will not be committed to the Department of Corrections during program participation.

Correction 17-03 Posted August 1, 2016

Indicator: Number and percent of youth who are not court-ordered to the Department of Corrections.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.