

Subject: *Request for Proposal*

Project: **Milwaukee County SRCCY – Preliminary Facility Design and Feasibility Study**

Project No.: **WS12401**

ATTACHMENT 4

MILWAUKEE COUNTY SRCCY FACILITY AND BUDGET WORK GROUP CHARTER

Act 185 SRCCCY Facility & Budget Work Group Charter

FACILITY & BUDGET WORK GROUP

ACT 185 Secure Residential Care Center for Children and Youth for Milwaukee County (SRCCCY)

MILWAUKEE COUNTY, WISCONSIN

VISION STATEMENT

Establish a safe, positive, sustainable, and developmentally appropriate treatment environment for youth committed to the county under Wisconsin Statute Section 938.34(4m) that effectively promotes accountability, protects the community, reduces recidivism, and returns youth to our community with the skills needed to become successful and productive citizens.

The Mission of this Project is to evaluate alternatives and develop programming, plan, cost, and final recommendation to the County Board, and an application for a grant from the State, to establish an SRCCCY program for Milwaukee County that follows the timeline and requirements as outlined in Act 185.

The Facility and Budget Work Group reports to the SRCCCY Steering Committee, and has the following scope of work:

1. At the direction of the Steering Committee, develop an Owner's Project Requirements document for one or more SRCCCY facilities, consistent with the overall Vision and Goals of the Project.
2. At the direction of the Steering Committee, develop alternatives and recommendations for the location of one or more SRCCCY facilities.
3. Engage external professional resources as needed to complete architectural studies, preliminary design, and cost estimations for construction and operation of the facilities.
4. Maintain a project plan, provide reports and review options with the Steering Committee, to determine the facility option to be pursued.

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5. Review and incorporate State-issued standards and rules governing the design and operation of the facility, and development of the grant proposal, into the facility design and documentation process, as they become available.
6. Develop the preliminary design and refine the cost estimate to provide sufficient information to support the development of a winning grant proposal for submittal to the State by March 31, 2019.

Facility and Budget Work Group members include:

Stuart Carron – Director of Facilities Management, Milwaukee County Department of Administrative Services - team lead

Mark Mertens – Administrator Delinquency and Court Services, Milwaukee County Dept of Health and Human Services - facility programming

Jeanne Dorff – Executive Director of Finance, Milwaukee County Dept of Health and Human Services - fiscal program

Elizabeth Finn-Gorski – Manager of Judicial Operations, Milwaukee County Children’s Courts – operations

Erin Wichtoski – Project Manager, Milwaukee County Dept of Health and Human Services – Program Coordinator

Consultant – TBD via RFP - facility design development

To be added:

Volunteers from broader community/stakeholders as may show interest

As needed:

Kelly Pethke and/or consultant - for assistance/guidance in writing facilities segment of grant proposal

Aaron Hertzberg, Director of Economic Development (or designee) - for real estate search

Real estate broker/consultant - for real estate search and development of options

finance support person - to assist with development of cost analysis

The work of this group can and should start asap, and its initial steps can parallel communications with the CJC group, and development of Vision/Mission/Goals and scope by the Steering Committee.

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REQUIRED INPUTS

1. Number of facilities to be studied (start with Vel Phillips)
2. Bed capacity (assume approximately 50 to start; refine as Program Work Group determines)
3. Pod size (assume 12 beds per pod to start)
4. Regulatory guidelines on facility design & requirements
5. Program requirements (e.g. education, recreation, intake/discharge, visitation, etc.)
6. Stakeholder inputs on facility design & requirements

WORK GROUP DELIVERABLES

1. A Basis of Design document for one or more SRCCCY facilities
2. Evaluation of expansion feasibility at Vel Phillips Juvenile Justice Center
3. Conceptual design drawings for Steering Committee review/approval
4. Concept level cost estimate
5. Location options for Steering Committee review/approval
6. Schematic design drawings (to be included in Grant Proposal)
7. Schematic level cost estimate (to be included in Grant Proposal)
8. Facility operating cost estimate
9. Complete financial analysis including operating costs and sources of funds

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EXCERPT FROM THE SRCCCY STEERING COMMITTEE CHARTER

PROJECT OVERVIEW

Wisconsin Act 185, enacted in April 2018, relates to juvenile correctional facilities, and requires closure of currently State-run facilities in Lincoln Hills/Copper Lake by January 1, 2021. The Act allows for counties to establish Secure Residential Care Centers for Children and Youth (SRCCCY), and a Juvenile Corrections Study Committee is to be created by the State DOC to recommend rules for services and programming for SRCCCYs by September 2018. The Act expands the use of Youth Aids for funding the operations of SRCCCYs, and creates a grant program to provide funding for construction of these facilities. A Grant Committee will be established by the State for the purposes of reviewing applications and awarding grants for the construction of county SRCCCYs - Grant applications are due to the State by March 31, 2019.

The Mission of this Project is to evaluate alternatives and develop programming, plan, cost, and final recommendation to the County Board, and an application for a grant from the State, to establish an SRCCCY program for Milwaukee County that follows the timeline and requirements as outlined in Act 185.

PROJECT PURPOSES/GOALS

Designing a new SRCCCY facility and programming will accomplish the following goals:

1. Establish a humane and developmentally appropriate alternative for youth committed to the county under Wisconsin Statute Section 938.34(4m) that effectively protects the community and reduces recidivism.
2. Address the educational, physical and emotional development needs of youth in detention with best practices and trauma-informed care.
3. Communicate, educate and engage the community, families, and other related agencies in a holistic approach to rehabilitation, and return children to productive civic life.

To achieve this, the Project Steering Committee is hereby chartered, and its Scope of Work will include:

- a) Develop the Vision, Mission and Goals of the Project and communicate such to stakeholders.
- b) Develop a strategy and a project plan that meets the overall objectives and timing of the Project Mission.

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- c) Advise and provide recommendations to the County Executive and Board of Supervisors as required on progress and issues that need to be considered as the Steering Committee engages in strategic and operational planning.
- d) Conduct an assessment of needs and law enforcement system trends and direction, and determine Project Scope, program requirements, and capacity for the SRCCCY.
- e) Determine other Counties' potential participation.
- f) Evaluate similar programs in other States to determine best practices that will apply to Milwaukee County.
- g) Address the unique needs of females in the system.
- h) Track the development of State Rules for governing SRCCCYs by the DOC Study Committees, and fold these requirements into the program design and location decision.
- i) Build coalitions and partnerships in various sectors of the community, to not only determine location options, but also long-term program of services.
- j) Develop a range of facility options that will deliver the desired program for Milwaukee County, and estimate costs of both development and on-going operations to guide a final recommendation.
- k) Evaluate public-private partnerships for the development and/or operation of the SRCCCY.
- l) Submit a complete proposal and grant application to the State by March 31, 2019.

BUSINESS DRIVERS

- 1. Introduction of Act 185
- 2. State commitment to close Lincoln Hills/Copper Lake by 12/2020
- 3. Right thing to do

PROJECT INFLUENCES

- 1. Improper treatment of children and youth held at Lincoln Hills/Copper Lake
- 2. Community interest
- 3. Media coverage
- 4. Revisions to Judicial placements of juveniles

CRITICAL SUCCESS FACTORS

- 1. Continued support from County elected officials.
- 2. Grant proposal acceptance
- 3. Adequate grant funding
- 4. Adequate executive steering, project resources, community relations, etc

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PROJECT CONSTRAINTS

1. Timeline of closing Lincoln Hills/Copper lake
2. Timeline of state regulations created
3. Timeline of grant process
4. Staffing resources
5. Budgetary constraints
6. Facility renovations, procurement
7. Legal restraints
8. Lack of best practices available
9. Community interest
10. Many unknowns as of 5/2018

PROJECT SCOPE

1. Project Scope has not been fully determined at this time, and is a key accountability of the Steering Committee. The attached list of questions will be used in this development.

PROJECT TIMELINE

1. Draft, attached.

GUIDING PRINCIPLES

Essential pillars of the SRCCCY will be:

- An **education program** that provides high quality instruction and experiences based on each youth's strengths, learning style, interests, and special needs.
- Delivery of an **integrated treatment model** that emphasizes emotional regulation, pro-social decision making, enhanced social competencies, and family engagement and where adolescent brain development and the impact of trauma on the physical, cognitive, relational, and emotional well-being of youth is understood and addressed.
- A **safe and secure living and learning environment** where staff rely on engagement with youth and advanced skills in redirection, crisis intervention and positive reinforcement to maintain a supportive, culturally intelligent, and therapeutic milieu.

PROJECT ORGANIZATION STRUCTURE

The SRCCCY PROJECT STEERING COMMITTEE shall be composed of the following members:

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Name	Title	Project Role
Mary Jo Meyers	Director of DHHS	Executive Sponsor
Mark Mertens	Administrator, Delinquency and Court Services	
Kelly Pethke	Grant Coordinator, DHHS	
Erin Wichtoski	Project Manager, DHHS	Project Manager
Jeanne Dorff	Chief Financial Officer, DHHS	
Raisa Koltun	Chief of Staff, County Executive	
Stuart Carron	Director of Facilities	

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