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Comprehensive Statistical Report Through Fiscal Year 2008

Juvenile Justice Services Wayne County Care Management System

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TABLE OF CONTENTS

Section Number	Subject	Page
	Introduction and Summary	2
I	Intake Statistics and Court Commitment Rates	7
II	Demographic Trends and Offense Profiles	8
III	Behavioral Health Profiles	11
IV	Juvenile Risk Assessment	15
V	Level of Care and Utilization Management	17
VI	CMO Caseload Data	23
VII	JAC: Service Unit Delivery Trends	24
VIII	Calumet Residential Center	25
IX	Expenditure and Cost Information	27
X	Outcomes	34
XI	JAC and CMO Agencies – Contact Roster	38



Wayne County Juvenile Services System

Introduction

Wayne County is the funding and administrative authority for its locally managed juvenile services system. Unlike other counties in Michigan, where program responsibility is typically divided between the Court, County and local DHS office, the Wayne County Department of Children and Family Services has been delegated sole authority for administration of juvenile justice services for juveniles on court probation or committed to DHS. Wayne County defines program priorities and appropriates a juvenile justice budget necessary to fulfill legal mandates. The State now matches what the County spends – not the other way around. The State contracts with Wayne County to provide all statutory juvenile justice services.

Throughout the 1990's Wayne County was overwhelmed with juvenile justice issues that were not under the County's direct control. Wayne County was, however, obligated by law to pay 50% of the costs for services and programs that were administered at the State level. Serious, pervasive problems permeated the delivery of juvenile justice services. No single issue propelled change. Rather, a combination of inadequate diversionary tools and resources resulted in an over reliance on and inappropriate use of institutional placement.

Searching for answers and beset with runaway costs and unacceptable program outcomes, Wayne County, through a formal agreement with the Court and State, launched its own juvenile services care management network in 2000.

Problem: Over Reliance on Residential Care as the Primary Treatment Modality

Prior to the year 2000 there were few home and community-based service options for juveniles in Wayne County. Absent viable in-home treatment options, the County and State expended \$113.1 M for private residential care and State operated facility placements (FY 2000). This did not include approximately \$12.0 M in placement costs that were offset by the federal Title IV-E program. More than 200 youth from Wayne County were placed in other States. The average daily population of juveniles in DHS facilities has declined from 731 in FY 1998 to 44 in FY 2008. CMO contractors have implemented effective community-based, as well as County-based residential options, to placement in private facilities and State operated Training Schools.

Placement in DHS Public Training School Facilities-Average Daily Population from Wayne County										
1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
731	597	529	240	107	40	34	46	45	38	44

Out-of-home care is no longer the placement of first choice. Wayne County has established a rich array of community-based services, including access to community mental health providers. Comprehensive assessment services upon intake and risk-based utilization of resources has resulted in increased in-home treatment services and less reliance on residential care. 53% of all services for adjudicated juveniles, in-home detention, treatment and reintegration, were provided in community-based programs (FY 08). Only the most high-risk offenders are placed in medium and high security detention and treatment facilities (20.5%). On average only 10% of the total juvenile justice caseload is confined in secure facilities.

Authority

A "Memorandum of Understanding" (MOU) defines the standing, authority and role of the Circuit Court, Michigan State Department of Human Services (DHS) and the County Department of Children and Family Services (WC-CAFS) for administration of juvenile justice services in



Wayne County. Through the MOU, responsibility for juvenile justice services in Wayne County is delegated to the Wayne County Department of Children and Family Services (WC-CAFS). DHS does not administer or provide delinquency services in Wayne County.

Funding

The “Child Care Fund” (CCF) is the primary funding source for Wayne County’s juvenile services system. The CCF is a 50/50 cost-sharing (uncapped) program between the County and State. Wayne County incurs expenses and then bills the State for 50% reimbursement of eligible expenditures. The County must submit an Annual Plan and Budget, subject to the approval of DHS. The CCF is unique compared to other State-administered fund sources in that it is the County that controls decisions about services and expenditures. Juvenile justice programs are locally developed and administered and the State becomes involved only in assuring that reimbursement is made for eligible expenditures.

Case management and service activities must conform to minimum DHS CCF requirements. As such, the County’s discretion to set the cost of services is limited by contact and caseload ratio mandates set by the State Department of Human Services (DHS).

Other funding sources include:

- State Ward Board and Care for juveniles placed in State operated training schools. The State DHS pays for services and then bills the County for 50% of expenses.
- Federal Title IV-E is claimed when an eligible juvenile (family income and deprivation) is placed in an eligible facility (open, non-secure).
- Medicaid is claimed for health and dental care when a juvenile is placed in a qualifying privately operated residential facility and for behavioral health care services provided through the Juvenile Assessment Center.
- The Detroit-Wayne County-Community Mental Health Agency provides funding for behavioral health assessments and services provided through the Juvenile Assessment Center (for youth diagnosed as Seriously Emotionally Disturbed).

System Reform / Service Delivery Structure

How has Wayne County transformed the delivery of services to juveniles? Wayne County has implemented a County-based network of local management agencies and service providers to fulfill mandatory service requirements.

A Juvenile Assessment Center (JAC) is the point of entry for receipt of court orders, case intake, clinical, social, substance abuse, delinquency risk assessment, assignment to a contract service agency and access to Detroit-Wayne County Community Mental Health Agency funded programs and services for adjudicated juveniles. The JAC registers new juvenile justice cases that are eligible for programs funded through the Wayne County Department of Children and Family Services.

The County established five Care Management Organization (CMO) agencies to cover all of Wayne County. A CMO is a Wayne County contractor that is the lead agency for a defined service delivery area (delineated by Zip codes) and is responsible for the development of a locally organized system of mandated juvenile justice services and resources that includes community-based and residential service placement options for youth and their families.

The CMO agencies must develop, implement and manage a Plan of Care for each juvenile. A



CMO's case planning for each juvenile must carefully document environmental conditions and risks that without in-home services will result in the juvenile's removal from home. Ongoing assessment of the juvenile's health, safety and welfare is fundamental to the provision of in-home services. A CMO is expected to continually assess the juvenile's living arrangement to insure that necessary protections are present.

CAFS policy establishes boundaries for resource utilization, according to a juvenile's eligibility category. Resource utilization standards *per se* do not mitigate the conditions or risks that could result in the juvenile's removal from home. Wayne County utilization policy structures access to treatment resources and targets the delivery of in-home care services to prevent removal from home. Access to out-of-home placements becomes accessible only as a juvenile's legal status changes from at-risk, to probation and, finally, commitment or placement with the Department of Children and Family Services.

Wayne County has also contracted for an 80-bed secure residential services center, located in Highland Park, exclusively for juveniles enrolled with a CMO. This secure facility is located within the County and is easily accessible for visitation and family involvement in treatment.

Eligible Population for CMO Enrollment

The Third Judicial Circuit Court may order the following categories of adjudicated juveniles to Wayne County for supervision and treatment services:

- Juveniles on Court probation status may be assigned for community-based supervision and intensive home-based services.
- Juveniles in State ward status (PA 150) may be assigned for case management and all levels of out-of-home care and community-reintegration.

At-risk (non-adjudicated) youth receive services through an array of community-based diversion and prevention programs under the auspices of the County's Prevention Services Division. 3,260 juveniles were diverted from formal court processing and participated in diversion programs funded by WC-CAFS in FY 2008.

1,770 new adjudicated cases were enrolled in FY 2008; a 12.5% decrease compared to FY 2007. A total of 4,810 adjudicated youth received ongoing services through the CMOs in FY 2008.

Care Management Organizations Contract Agencies				
CMO Agency	Service Area	Youth Served FY 2008*	Average Daily Caseload	% Of Total Cases
Black Family Development	East side of Detroit/Suburbs	1,140	649	24.8%
Bridgeway Services	Southwest Detroit, Downriver Suburbs	870	483	18.5%
Central Care Management	Highland Park, Hamtramck, Central Detroit	1,164	599	22.9%
Starr Vista	West side of Detroit	907	528	20.1%
Growth Works	Western suburbs	729	356	13.7%
		4,810	2,615	100%

* Includes both home-based and out-of-home care cases for juveniles on probation and State ward commitment status.



Access to Community Mental health Services

Many youth entering the juvenile justice system are diagnosed as Serious Emotionally Disturbed (SED). Addressing the needs of these clients requires formal partnerships and a commitment to connecting parts of agencies, services and programs that are not typically aligned. Access to mental health services should not be contingent upon a youth's status in any particular service delivery system – be it juvenile justice, child welfare or mental health. Rather, access to treatment should be driven by clinical conditions and the needs of the child and family. The needs of delinquent children often cut across agencies, categorical programs, mandatory programs, services, roles and responsibilities.

The Detroit-Wayne County-Community Mental Health Agency (D-WC-CMH) contracts with WC-CAFS for the provision of Medicaid eligible assessment and counseling services. The Juvenile Assessment Center delivers these contractual services that facilitate access to mental health services in the D-WC-CMH provider network. The contract between CMH and CAFS directly benefits youth in the juvenile justice system diagnosed with a need for mental health services. Significant enhancements include:

- A uniform process has been defined and implemented for adjudicated youth with a Serious Emotional Disturbance to access services from D-WC-CMH mental health providers. And,
- Federal Medicaid has been tapped to pay for clinical services delivered by Juvenile Assessment Center, which has been credentialed and enrolled as a provider with the D-WC-CMH Agency. All services paid for through Medicaid reduce charges to the child Care Fund for youth in the juvenile justice system.

The JAC is now the single access point for adjudicated juveniles diagnosed with a Serious Emotional Disturbance. The JAC is the liaison to Pioneer Behavioral Health call center for access to community-based mental health treatment. The Detroit Wayne CMH has certified the JAC and the JAC assessment professionals as an eligible CMH provider for assessment purposes. Following determination of eligibility, Pioneer refers the case to a CMH Mental Health treatment provider. The CMH provider and CMO agency are then responsible for coordination of ongoing clinical services to resolve the specific diagnosis and treatment needs of the juvenile. This model supports least restrictive treatment for each juvenile and forges collaboration between the juvenile justice provider and the mental health provider to sustain the juvenile with his or her family. The coordinated integration of mental health and juvenile justice services increases the probability of successful home-based treatment. Case management and court services / reporting remains the responsibility of the CMO agency.

In FY 2008 WC-CAFS charged 73,729 billable encounter units to Medicaid funding. D-WC-CMH also funded Wraparound services for youth in the juvenile justice system diagnosed with a Severe Emotional Disturbance (SED).

461 or 26% of new juvenile (adjudicated) assignments were diagnosed as Seriously Emotionally Disturbed (SED) in FY 2008. These juveniles were assigned to a CMH community-based provider for mental health treatment services. The CMO remained responsible for overall case management of the Treatment Plan of Care.



The partnership between D-WC-CMH and WC-CAFS reduces charges to the Child Care Fund, improves access to necessary community-based treatment and saves the State and County significant general fund costs.

Outcomes

The care management approach to juvenile justice is working! Better results are being achieved for the children and families in Wayne County. Some examples include:

- No adjudicated juveniles have been placed outside the State of Michigan since 2000, compared to 200 in 1998.
- Use of secure detention has been cut in half. 50 detention beds were closed in FY 2008.
- 88.6% of committed juveniles that started in community-based successfully completed services without escalation to residential placement.
- While 50+% of juveniles “placed” with CAFS were initially assigned to in-home services, very few juveniles (1.4%) were escalated to low security custody for violations of community supervision standards.
- Juveniles were safely maintained in their communities with a very low number of felony convictions during active enrollment (<1.0%).
- Less than 10% of the juveniles were convicted of a new felony offense following court termination.
- Juveniles on court probation with a CMO experienced a 64.1% positive completion rate.

The JAC/CMO system of contracted care, in conjunction with the wide range of prevention and diversion programs administered by WC-CAFS, continues to expand service options for juveniles in Wayne County. Out-of-home care is no longer the intervention of first choice. Risk-based utilization of resources has resulted in increased in-home treatment services, reduced penetration into the formal justice system to access services and less reliance on residential care. 73% of all services for adjudicated juveniles were provided in (home) community-based programs and open (non-secure) residential facilities. Only the most serious offenders were placed in medium and high security detention and treatment facilities (27%). The JAC and CMO agencies have successfully involved community leaders and citizens in developing and monitoring services for delinquent youth, resulting in improved quality, better outcomes and safer communities.

Through collaboration with the Third Circuit Court, Wayne County Prosecutor, Michigan Department of Human Services and Wayne County Department of Community Mental Health, Wayne County has replaced a centralized system with a new County administered juvenile services program that promotes creative options to lockup facilities. The County is investing in services that build a better system of care for troubled youth and their families. Juveniles are getting access to concrete resources and rational consequences for illegal and self-defeating behaviors. By building capacity and providing effective home-based programs and only relying on secure institutions to care for high-risk offenders, communities are safer.

Significant Data Trends

This statistical report on the contract-based, care management approach to service delivery affirms Wayne County’s commitment to confront the challenges that overwhelmed juvenile justice throughout the 1990’s and early 2000’s.



**Statistical Report Through FY 2008
Wayne County Juvenile Justice Services**

Section I: Intake Process and Court Commitment Trends

Juvenile Assessment Center - Scope of Service: Juvenile Justice

A Juvenile Assessment Center (JAC) is the point of entry for receipt of court orders, case intake, clinical, social, substance abuse, delinquency risk assessment, assignment to a contract service agency and access to Detroit-Wayne County Community Mental Health Agency funded programs and services for adjudicated juveniles. The JAC registers new juvenile justice cases that are eligible for programs funded through the Wayne County Department of Children and Family Services.

Primary responsibilities of the JAC include:

- Intake services physically located at the Court (1025 E. Forest, Detroit)
- Initiation of a case on the County's automated information system
- Establishment of funding eligibility for services
- Standardized psychological testing battery, social history, substance abuse screening and psychiatric evaluation (when indicated)
- Data collection for DHS determination of eligibility for federal Title IV-E
- Authorized agency for referring adjudicated juveniles to the Detroit-Wayne County – CMH to access services from a mental health provider
- Detention authorization and agency assignments – residential and in-home
- Operation of the tether program to divert juveniles from residential detention
- Routine on-site substance abuse screening
- Initial juvenile classification and risk assessment
- Assignment to a service agency or Care Management System (CMO) Agency
- Independent utilization review and authorization of the necessity, length and intensity of services each juvenile receives
- Monitoring of performance outcomes
- Completion of operational statistical reports for WC-CAFS
- Assessment of each CMO recommendation for a juvenile's dis-enrollment

Table I-A

New Intake Activity Sorted By Referral Type or Legal Status (1)			
Population Category	FY 2006 Number of New Cases	FY 2007 Number of New Cases	FY 2008 Number of New Cases
Committed to DHS (Assigned to a CMO) (see note 2)	1,010	1,016	1,038
Probation (Assigned to a CMO)	850	1,006	731
Probation Non-Reporting Assigned to JAC	N/A	N/A	154
Pre-Disposition Private Agency Detention (CMO payment only responsibility)	500	550	339
Pre-sentence Investigation (4)	9	4	5
At-Risk (School-Based)	64	447	454
Correct Course Diversion with YAP Assignment	N/A	178	556
Youth Assistance Program (3 & 5)), United Way, BKBA, etc.	1,108	1,582	2,703
Substance Abuse Screened and Assessed Only	145	1,317	531
AOD* Testing Only (No Commitment to or Probation with a CMO) – In-Custody (JDF), Court, Diversion,	1,587	3,083	1,817



Notes:

1. Youth may be counted more than once as they penetrate different service categories and experience legal status changes within the same fiscal year.
2. Includes any PA 150 commitments to DHS (DHS contract with WC-CAFS for all mandated PA 150 services).
3. Includes only CCF eligible youth. Other youth were also served through the 1/10th mil program, not expended from the CCF.
4. Pre-sentence investigation cases are also included in count of placed and committed juveniles.
5. YAPs include juveniles in the Correct Course program that were diverted from formal processing by the Prosecutor.

Delinquency commitment rates (PA 150 & CAFS "Placed" Combined) and court probation assignments to CMO agencies are presented below:

Table I-B

Fiscal Year	Number of Commitments	Annual Rate of Change	Number of CMO Probation Cases	Annual Rate of Change	Probation & Commitment Combined
2008	1,041	+2.5%	732	-27.2%	1,773 -12.3%
2007	1,016	+3.7%	1,006	+18.4%	2,022 +10.5%
2006	980	+8.0%	850	+33.4%	1,830 +18.5%

Juveniles on probation are not eligible for residential placement, except in-patient substance abuse (90 days) care based on a medical necessity determination. CAFS services for juveniles on probation with CMO agencies are financed through the Child Care Fund In-Home Care (IHC) component. Probation cases utilized approximately 21.7% of the total CMO enrollment days in FY 2008.

Table I-C

<u>New Court DHS Commitments Assigned to CMO Agencies</u>			
CMO Agency	FY 2006	FY 2007	FY 2008
Black Family Devel.	227	228	262
Bridgeway	160	193	215
Central Care Mgt.	242	260	198
StarrVista	213	171	210
Growth Works	138	164	153

Note: DHS contract with WC-CAFS for all mandated PA 150 services.

Table I-D

<u>New Court Probation Assignments to CMO Agencies</u>			
CMO Agency	FY 2006	FY 2007	FY 2008
Black Family Devel.	235	241	163
Bridgeway	152	203	151
Central Care Mgt.	182	230	138
StarrVista	164	190	155
Growth Works	117	142	124

Note: Growth Works also provided services to juveniles on probation through a District Court (not included in above chart).

Section II: Demographic and Offense Profiles and Trends

This section presents a range of demographic and offense related data on adjudicated juveniles court ordered to the Wayne County Department of Children and Family Services.



Table II-A

Gender - Committed Juveniles with a CMO Agency						
CMO Agency	FY 2006		FY 2007		FY 2008	
	Males /	Females	Males /	Females	Males /	Females
BFD	83%	17%	84%	16%	86%	14%
Bridgeway	81%	19%	78%	22%	79%	21%
CCMO	80%	20%	79%	21%	80%	20%
StarrVista	81%	19%	82%	18%	83%	17%
Growth Works	73%	27%	68%	32%	79%	21%
Totals	80%	20%	79%	21%	82%	18%

Table II-B

Gender - Juveniles on Probation with a CMO						
CMO Agency	FY 2006		FY 2007		FY 2008	
	Males /	Females	Males /	Females	Males /	Females
BFD	76%	24%	74.3%	25.7%	77.3%	22.7%
Bridgeway	75%	25%	73.5%	26.5%	72.8%	27.2%
CCMO	76%	24%	74.5%	25.5%	75.4%	24.6%
StarrVista	77%	23%	78.9%	21.1%	76.1%	23.9%
Growth Works	71%	29%	72.2%	27.8%	78.2%	21.8%
Totals	75%	25%	74.8%	25.2%	75.9%	24.1%

Table II-C

Age Distribution - Juveniles Assigned to a CMO			
Age	Percent of New Cases FY 2006	Percent of New Cases FY 2007	Percent of New Cases FY 2008
10	.2%	0.1%	0%
11	.5%	0.0%	0.5%
12	2.4%	1.7%	2.1%
13	6.1%	5.3%	5.3%
14	16.8%	13.0%	15.9%
15	31.1%	28.7%	28.4%
16	33.9%	36.6%	34.6%
17	9.1%	14.0%	12.8%
18	0	0.6%*	0.3%*

*18 year olds previous felony offense conviction escalated from probation (VOP).

Table II-D

Ethnicity Juveniles Assigned to a CMO Agency All Legal Categories			
Ethnicity	Percent of New Cases FY 2006	Percent of New Cases FY 2007	Percent of New Cases FY 2008
White	17.5%	17.1%	17.5%
African American	78.5%	77.6%	76%
Hispanic	1.6%	2.3%	2.5%
Arabic	.3%	0.7%	1.2%
Asian	.1%	0.3%	.1%
Native American	.1%	0.1%	.1%
Other/Not Identified	1.9%	1.9%	2.7%

Table II-E

Parent/Guardian Residence At Time of Assignment to a CMO Agency Probation and Placed/Committed Juveniles		
Fiscal Year	Detroit	Suburbs
FY 08	64%	36%



FY 07	61.2%	38.8%
FY 06	73.0%	27.0%

Note: Starting in 2007 Highland Park and Hamtramck were defined as suburban communities.

The following tables present data on the most serious offense on the record at the time of probation or commitment to DHS (WC-CAFS).

Table II-F

Offense Severity	Offense Severity Juveniles Committed to DHS/ WC-CAFS					
	FY 2006		FY 2007		FY 2008	
	Males / Females	Males / Females	Males / Females	Males / Females	Males / Females	Males / Females
Class I	5.6%	2.5%	6.6%	1.9%	7.3%	2.1%
Class II	3.6%	0%	3.7%	1.4%	3.7%	0%
Class III	47.5%	13.6%	44.2%	17.4%	46.6%	10.5%
Class IV	28.8%	37.4%	30.5%	43.7%	36.4%	64.4%
Class V	14.5%	46.5%	14.9%	35.7%	6.1%	23%

Class I Most Serious ↔ Class V Least Serious

Table II-G

Offense Severity	Offense Severity Probation with WC-CAFS					
	FY 2006		FY 2007		FY 2008	
	Males / Females	Males / Females	Males / Females	Males / Females	Males / Females	Males / Females
Class I	1.2%	1.4%	1.3%	0.4%	1.8%	0%
Class II	0.9%	0%	2.1%	0.4%	1.3%	0%
Class III	43.2%	12.9%	40.7%	13.0%	42.4%	7.4%
Class IV	35.9%	39.2%	37.0%	34.6%	39.2%	40.3%
Class V	18.7%	45.4%	18.9%	51.6%	15.3%	52.3%

Class I Most Serious ↔ Class V Least Serious

Table II-H

CMO	Offense Severity – Males – Sorted by CMO – FY 2008 Juveniles Placed/Committed with WC-CAFS Actual Count				
	Class I	Class II	Class III	Class IV	Class V
	BFD	12	9	115	79
BWY	17	7	70	68	8
CCMO	13	6	75	49	15
SV	16	6	79	61	12
GW / WW	4	3	56	51	8
Total	62	31	395	308	52

Class I Most Serious ↔ Class V Least Serious

Table II-I

CMO	Offense Severity – Females – Sorted by CMO – FY 2008 Juveniles Placed/Committed with WC-CAFS Actual Count				
	Class I	Class II	Class III	Class IV	Class V
	BFD	1	0	4	25
BWY	1	0	6	28	10
CCMO	1	0	4	24	11
SV	0	0	2	24	10
GW / WW	1	0	4	22	5
Total	4	0	20	123	44

Class I Most Serious ↔ Class V Least Serious



Table II-J

Offense Severity – Males – Sorted by CMO – FY 08 Juveniles On Probation with WC-CAFS Actual Count					
CMO	Class I	Class II	Class III	Class IV	Class V
BFD	2	4	61	41	17
BWY	1	2	36	46	25
CCMO	1	1	47	42	13
SV	4	0	53	45	16
GW / WW	2	0	38	43	14
Total	10	7	235	217	85

Class I Most Serious ↔ Class V Least Serious

Table II-K

Offense Severity – Females – Sorted by CMO – FY 08 Juveniles On Probation with WC-CAFS					
CMO	Class I	Class II	Class III	Class IV	Class V
BFD	0	0	2	16	19
BWY	0	0	5	16	20
CCMO	0	0	1	12	21
SV	0	0	4	14	19
GW / WW	0	0	1	13	13
Total	0	0	13	71	92

Class I Most Serious ↔ Class V Least Serious

Section III: Behavioral Health Profile Information for FY 2008

The JAC is responsible for completion of a comprehensive clinical battery for new delinquent probation and committed juveniles. The JAC uniformly provides social, clinical, substance abuse and mental health assessments that specify individualized needs and risks that CMOs use to facilitate development of a juvenile’s Treatment Plan of Care. Professional assessment reports are only performed by credentialed and licensed professionals and must be completed within 14 calendar days of case acceptance.

Diagnostic Profiles

75% of new cases were diagnosed with some mental health issue or challenge. 26% were assessed with a serious mental health disorder (i.e., known as Serious Emotional Disturbance).

Table III-A

DSM IV R Diagnoses FY 2008 1,769 Probation and Committed Juveniles with a Diagnosis or Deferred Diagnosis		
Type of Diagnosis Axis 1	Number of Diagnoses/Youth with Diagnosis	Frequency % Of Diagnoses)
Behavioral Disorders (ADHD, Oppositional, Disruptive, Impulsive, Conduct Disorder)	1,396	78.9%
Substance Abuse (Polysubstance, Marijuana, Alcohol, Cocaine, Opiates, Other Illegal Substance) AOD screen and/or self report has 64% of adjudicated youth reporting regular illegal substance abuse/use - <i>72% of newly committed youth and 55% of newly probation youth self report at assessment</i>	37	2.1%
Depression (All Categories)	51	2.9%
Learning and Communication (Self & Family Report)	3	.2%
Bipolar, Intermittent Explosive, Mood Disorder (Reported Prior Treatment)	106	6%



Anxiety Disorders (PTSD & Anxiety)	54	3.1%
Active Psychosis (Schizophrenia, Delusional, Psychotic, Prior Treatment)	7	.4%
Adjustment Disorders	43	2.4%
Diagnosis Deferred for Further Evaluation	72	4.1%
Totals (N = 1,769 Probation & Placed Juveniles - Juvenile May Have More Than One Axis 1 Diagnosis and Other MH/SA Diagnosis on Axis 2 or 3)	1,769	100%

IQ Scores At the Time of Probation and Commitment/Placement to Wayne County

Table III-B

FY 2008 IQ Scoring Range Juveniles – Probation Juveniles					Frequency	
IQ	Male	%	Female	%	Total	%
100+ (Normal and Above Normal)	23	4.5%	13	7.9%	36	5.4%
71 – 99 (Low Normal to Normal)	381	75.3%	114	69.5%	495	73.9%
50 – 70 (Mild Mental Retardation)	96	19.0%	37	22.6%	133	19.9%
35 – 49 (Severe Mental Retardation)	6	1.2%	0	0.0%	6	0.9%

*N= 670 (61 Youth tested by Clinic for Child Study not listed, youth remain AWOL, deceased, no show not tested by JAC)

Table III-C

FY 2008 IQ Scoring Range Juveniles – Committed Juveniles					Frequency	
IQ	Male	%	Female	%	Total	%
100+ (Normal and Above Normal)	38	4.7%	13	7.1%	51	5.1%
71 – 99 (Low Normal to Normal)	566	70.1%	143	77.7%	709	71.5%
50 – 70 (Mild Mental Retardation)	193	23.9%	28	15.2%	221	22.3%
35 – 49 (Severe Mental Retardation)	10	1.2%	0	0.0%	10	1.0%

N= 991(47 Youth tested by Clinic for Child Study not listed, youth remain AWOL, no show not tested by JAC)

Important Note:

IQ score is not the sole determinant of a developmental disability or impairment of intellectual functioning. Other factors including adaptive-functional behavior, severity and chronicity must also be evaluated. Federal criteria and approved protocols administered by credentialed individuals provide the determination of eligibility for developmental disability services, mental health services or other supportive care services.

Child and Adolescent Functional Assessment Scale Data Trends for Probation and Committed Juveniles (CAFAS Scores)

The Child & Adolescent Functional Assessment Scale (CAFAS) is a highly regarded and often used rating instrument, which assesses a youth's degree of impairment in day-to-day functioning due to emotional, behavioral, psychological, psychiatric, or substance use problems.

Table III-D

FY 2008 CAFAS Scores for Probation Juveniles						
CAFAS 8 Scale Score	Male	%	Female	%	Total	%
0-90	255	46.2%	70	40.2%	255	38.9%
100 – 130	197	35.7%	64	36.8%	261	39.8%
140 and Higher	100	18.1%	40	23.0%	140	21.3%

*N= 726 Probation Cases with data



Table III-E

FY 2008 CAFAS Scores for Committed Juveniles						
CAFAS 8 Scale Score	Male	%	Female	%	Total	%
0-90	263	31.1%	28	14.7%	291	28.1%
100 – 130	309	36.6%	70	36.6%	379	36.6%
140 and Higher	273	32.3%	93	48.7%	366	35.3%

*N= 1,036 Committed Cases with data

- Description of CAFAS Score Ranges
 - 50-90 = Youth may need additional services beyond outpatient care
 - 100 – 130 = Youth likely needs care which is more intensive than outpatient and/or which includes multiple sources of supportive care
 - 140 – Up = Youth likely needs intensive treatment, the form of which would be shaped by the presence of risk factors and the resources available within the family and community.

Addictive Behaviors and Treatment Needs FY 2008

- Over 70% of committed youth self-report use of illegal substances and alcohol.
- Every juvenile entering the County’s Juvenile Detention Facility (JDF) is screened for use of substances – 51% of the detention admissions test positive for use of some illegal substance or alcohol.
- 4,406 substance abuse screens for 3,690 youth at WCJDF
 - 2,026 screened positive for tested substances
- 5,604 unduplicated juvenile youth were screened in FY 2008
 - 4,332 males
 - 1,272 females
- Of the total 23,865 juvenile substance use screens analyzed:
 - 8,065 screens were positive for marijuana
 - 243 screens were positive for opiates
 - 82 screens were positive for cocaine
 - 270 screens were positive for amphetamines
 - 34 breathalyzer screens were positive for alcohol
 - 418 youth refused to be screened at 543 AOD screen attempts
 - 105 youth were underage and unable to be AOD screened without parental permission at detainment
 - 763 screens were determined as tampered urine by client via lab analysis

Note: Drug screens must be authorized by court order.

2,296 youth that tested positive were provided an Alcohol and Drug Assessment Diagnosis (ADAD) to determine the treatment level of care recommended for documented substance abuse, subsequent re-evaluations were also provided to address lack of treatment benefit and increased use.



Juveniles Diagnosed with Serious Emotional Disturbance (SED) and Referred/Authorized for Community Mental Health Services

The JAC evaluates all adjudicated youth that come within the jurisdiction of Wayne County through the County's administration of the Child Care Fund and who may, simultaneously meet requirements for mental health services through D-WC-CMH Agency's provider network. A uniform process has been defined and implemented for adjudicated youth with a Serious Emotional Disturbance (SED) to access services from D-WC-CMH mental health providers. CMH funds are utilized for these services through the federal Medicaid participation. The Juvenile Assessment Center is now the single gateway for adjudicated juveniles diagnosed with a SED to be referred to and access services from a community-based mental health provider.

SED Referrals FY 2008			
CMO	Male	Female	Totals
BFDI	76	41	117
BWY	59	34	93
CCMO	51	28	79
WWCMO	34	25	59
SV	71	20	91
JAC Diversion	15	7	22
Totals	306	155	461

Juveniles in Mental Health (Child Caring Institutions) Facilities

There was a substantial increase in FY 08 in the utilization of agencies providing mental health services to youth court ordered into the juvenile justice system and diagnosed with a mental health disorder. Policy requires psychiatric evaluation and recommendation, in order for a juvenile to be placed in a mental health facility.

Table III-F

	Residential Mental Health Placements (1)		
	FY 2006	FY 2007	FY 2008
Days-of-Care	47,837	71,321	92,130
Number of Juveniles Placed	328	504	598
Average Daily Population	131	195	231

1. Facilities licensed as Child Caring Institutions – not hospitals).

Most of the youth placed for mental health treatment were non-violent offenders (status offenses, truancy, property crimes). These youth most frequently presented cognitive learning delays, chronic and acute emotional disturbances and a pattern of management and externalized behavioral issues.

Table III-G

Gender	Mental Health Placements		
	Cognitive Impairment and Behavioral Health Issues		
	Number of Placements FY 2006	Number of Placements FY 2007	Number of Placements FY 2008
Males	262	348	397
Females	66	156	201



Total	328	504	598
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For fiscal year 2008, placements with Juvenile Justice Residential Mental Health Providers were predicated on psychiatric evaluations that recommended specialized care to address safety, supervision and acuity of mental health treatment needs. Youth may have had more than one provider during this time period, as treatment and management needs required more specialized treatment interventions.

Abuse-Neglect Placement History FY 2008 (Committed Juveniles)

- 28.7% of committed juveniles were verified as previously placed out- of- home, prior to delinquency adjudication.
- 38.2% of female committed juveniles were verified as previously placed out- of - home prior to delinquency adjudication.
- 26.5% of male committed juveniles were verified as previously placed out- of- home prior to delinquency adjudication.

Table VII-H

Committed Population Previously Placed in DHS Out of Home Care for Abuse/Neglect Sorted By CMO FY 2008			
CMS	% Female Assigned	% Male Assigned	% of CMO Assigned
Black Family Development	34.2%	29.9%	30.5%
Bridgeway Services	28.9%	18.2%	20.5%
Central Care Management	42.5%	32.9%	34.8%
StarrVista	44.4%	25.3%	28.6%
Growth Works	43.8%	25.6%	29.4%

Section IV: Juvenile Risk Assessment

An element of the Intake and Commitment Evaluation performed by the JAC is the Classification and Assignment Report (JCAR) for juveniles placed with CAFS for care and supervision. The JCAR is used to assign a juvenile to an initial level of care. A juvenile's initial security level is computed from two (2) factors:

1. Most serious adjudicated offense on a juvenile's record at the time of acceptance.
2. The risk level (i.e., low, moderate, high) from the 12-factor Delinquency Risk Assessment Scale (actuarial model).

New commitment juveniles were classified for ongoing treatment placement as follows (final level after specified Judicial Orders and CMO initiated overrides):



Table IV-A

Initial Security Classification Levels - Male Only			
Classification Level	FY 2006 (N = 784)	FY 2007 (N = 801)	FY 2008 (N = 847)
Community Based	75.5%	72.3%	69.3%
Low Security	17.1%	17.1%	19.7%
Medium Security	6.6%	7.5%	7.6%
High Security	0.8%	2.9%	3.4%

Table IV-B

Initial Security Classification Levels - Female Only			
Classification Level	FY 2006 (N = 198)	FY 2007 (N = 216)	FY 2008 (N = 191)
Community Based	81.3%	76.4%	71.2%
Low Security	16.2%	19.9%	26.7%
Medium Security	2.5%	3.2%	1.6%
High Security	0.0%	.5%	.5%

Structured Decision-Making (SDM) is a generic phrase that describes a decision model, based on set standards and systemic criteria. Risk assessment is an actuarially based system. The process classifies re-arrest potential for groups of offenders (i.e., low, moderate, high). SDM cannot predict the behavior of an individual offender.

Override refers to extenuating circumstance(s) resulting in an escalation (increase) or mitigation (decrease) to a juvenile’s security level classification. Discretionary overrides are based on individual case evaluation and circumstances. “Specified Order” means that the judicial order included a specific placement agency or security level.

Table IV-C

Overrides to Increase or Decrease the Security Level of a Juvenile’s Treatment Placement At the Time of Initial Placement FY 2008 N =1038			
CMO Agency	Judge’s Order	CMO Initiated Modification 1	Total Overrides
Black Family Development	127	27	150
Bridgeway Services	95	13	108
Central Care Management	87	19	106
StarrVista	103	10	113
Growth Works	78	24	102
Total Overrides	490	93	579
Override Percentage	42.7%	9%	55.8%

1 Includes psychiatric overrides to access necessary treatment placement.

SDM is a management tool that is used to assess the relative needs and risk of juveniles, and then to assign treatment resources accordingly. Standardized instruments, such as a security matrix, risk scale and strengths and needs assessment, can be used to uniformly guide and structure decisions about initial placement level, community supervision, placement (re-entry) release and escalation in level of custody.

Risk Assessment refers to the evaluation of re-offending risk the youth poses to the community (i.e., new crimes). This process classifies re-arrest potential for groups of offenders (i.e., low,



moderate, high). Risk assessment is an actuarially based system for like groups of juveniles, not an individually predictive model. No instrument or system can reliably and accurately predict individual behavior.

Table IV-D

Risk Categories Juveniles On Probation with a CMO FY 2008 Sorted By Gender			
Risk Level	Male	Female	Combined Total
Low	16.4%	19.9%	17.2%
Moderate	60.4%	56.8%	59.5%
High	23.1%	22.7%	23.0%

*1 male deceased before assessment, 1 female terminated before assessment

Section V: Level of Care and Utilization Management

Utilization Management Process

A key process in Wayne County's juvenile Care Management Organization system is the performance of independent authorizations to access and utilize specific levels of care (home-based and residential care). The JAC is the agency authorized by CAFS to approve levels of care used by CMO agencies. Levels of service are organized by Rate-Bands. A band establishes the level of care, intensity, service elements and daily case rate. The JAC is the contract agency designated to conduct utilization reviews in order to assess a juvenile's progress relative to the necessity and duration of a Rate-Band, within policy requirements defined by the CAFS. The JAC is an independent agency and has no ongoing interest or decision-making authority over implementation of a juvenile's ongoing treatment plan. Rate-Band authorizations are transacted on an automated Juvenile Agency Information System (JAIS). A level of care approved by the JAC on JAIS constitutes authorization for Wayne County to reimburse a CMO. Utilization reviews are conducted for detention placements, treatment levels of care and security-level overrides (i.e., home-based, low, medium or high residential care). **In FY 2008 the JAC completed 15,884 utilization reviews.**

CMO Utilization Trends

Utilization in the Wayne County Juvenile Services System is measured as days-of-enrollment. Contractors are compensated at a fixed-rate for each day that a juvenile is actively enrolled. Enrollment is measured as the date the court assigns a case to Wayne County followed by the date on which the court legally discharges a juvenile. Juvenile enrollment days decreased 6.9% in FY 08 (compared to FY 07).

Table V-A

Days of Enrollment Sorted By Level of Care				
Fiscal Year	Home-Based	Residential	Total Days Of Care	Annual Rate of Change
2008	478,455	428,762	907,217	-6.9%
2007	584,767	390,152	974,919	+12.0%
2006	499,936	370,303	870,239	+19.2%

Note: Includes probation and committed/placed juveniles.



Table V-B

CMO Agencies Days-of-Enrollment Placed/Committed Cases Only				
Fiscal Year	Home-Based	Residential	Total Days of Enrollment	Annual Rate of Change
2008	281,202	426,426	707,628	+3.1%
2007	298,959	387,532	686,491	+8.2%
2006	266,348	368,300	634,648	+10.3%

Days-of-enrollment for juveniles in probation status declined 31.0% in FY 2008.

Table V-C

CMO Agencies Days-of-Enrollment Probation Cases Only		
Fiscal Year	Days of Enrollment	Annual Rate of Change
2008	199,051	-31.0%
2007	288,428	+22.4%
2006	235,591	+55.5%

The following table presents a comprehensive analysis of utilization by level of care and living arrangement.

Table V-D

Utilization By Level of Care for Juveniles Assigned to CMO Agencies Probation and Placed/Committed Cases			
Level of Care (1)	FY 2008 Days-of-Care (ADC) & Percentage	FY 2007 Days-of-Care (ADC) & Percentage	FY 2006 Days-of-Care (ADC) & Percentage
In-Home Care	454,257 (1,241 ADC) 47.3%	557,414 (1,527 ADC) 54.8%	474,280 (1,299 ADC) 51.9%
Family Foster Care	1,369 (3 ADC) < 0.001	2,558 (7.0 ADC) 0.003%	2,473 (6 ADC) <0.01%
Independent Living	22,829 (62 ADC) 2.4%	24,795 (68 ADC) 2.4%	23,183 (64 ADC) 2.5%
Low Security Residential	185,550 (507 ADC) 19.3%	181,773 (498 ADC) 17.9%	174,522 (478 ADC) 19.1%
Medium Security	119,992 (328 ADC) 12.5%	106,376 (291 ADC) 10.5%	107,688 (295 ADC) 11.8%
High Security	123,220 (337 ADC) 12.8%	102,003 (280) 10.0%	88,093 (241 ADC) 9.6%
Case Mgt. Only, 3 rd Party Payee	6,788 (19 ADC) < 0.007%	149 (<0.4%)	0
Subtotal for CMO Purchased Services	(2,497 ADC) 914,005	(2,671 ADC) 974,919	(2,384 ADC) 870,239
Calumet	29,280 (80 ADC) 3.1%	29,200 (80 ADC) 2.9%	29,200 (80 ADC) 3.2%
DHS Facilities	16,272(44 ADC) 1.7%	13,732 (38 ADC) 1.3%	16,341 (45 ADC) 1.8%
Subtotal for County Purchased Beds	(124 ADC) 45,552	(118 ADC) 42,932	(125 ADC) 45,541
Grand Total Service Days	959,557	1,017,851	915,780
(ADC) Average Daily Caseload	2,622	2,789	2,509

Notes:

1. "ADC" means average daily caseload.
2. Private agency residential placements include both short-term detention and ongoing treatment.
3. % is based on the Grand Total days of service.
4. High security includes short-term detention and long-term treatment.



Table V-E

CMO Purchased Residential Care Trends Utilization, Level of Care Per Diems, Expense s			
Security Level	Days FY 2008¹	Days FY 2007	Days FY 2006
Low (Days-of-Care) Annual Rate of Change	<u>185,550</u> ↑ 2.1% (\$165.00 Per Day)	<u>181,773</u> ↑ 4.2% (\$165.00 Per Day)	<u>174,522</u> ↑ 2.4% (\$165.00 Per Day)
Medium (Days-of-Care) Annual Rate of Change	<u>119,992</u> ↑ 12.8% (\$198.12 Per Day)	<u>106,376</u> ↓ -1.2% (\$189.34 Per Day)	<u>107,688</u> ↑ 1.3% (\$185.00 Per Day)
High (Days-of-Care) Annual Rate of Change	<u>123,220</u> ↑ 20.8% (\$270.60 Per Day)	<u>102,003</u> ↑ 15.8% (\$260.34 Per Day)	<u>88,093</u> ↑ 68.3% (\$260.00 Per Day)
Total Days and Annual Rate of Change	<u>428,762</u> ↑ 9.9%	<u>390,152</u> ↑ 5.4%	<u>370,303</u> ↑ 23.2%
Cost Per Day and Annual Rate of Change	<u>\$205.43</u> ↑ 4.5%	<u>\$196.56</u> ↑ 1.6%	<u>\$193.42</u> Can't Determine
Total Expenditures and Annual Rate of Change	<u>\$88,080,993</u> ↑ 14.9%	<u>\$76,689,577</u> ↑ 7.1%	<u>\$71,622,590</u> Can't Determine

Table V-F

Out-of-Home Days of Care / Sorted by CMO Committed Juveniles				
CMO Agency	FY 2006	FY 2007	FY 2008	Cumulative % Change (06 - 08)
Black Family Dev	83,847	92,306	98,473	+17.4%
BWY	62,079	67,674	78,789	+26.9%
Central Care Mgt.	95,877	94,092	98,530	+2.8%
Starr Vista	75,071	80,891	92,019	+22.6%
Growth Works	53,429	55,189	60,951	+14.1%
Agency Totals	370,303	390,152	428,762	+15.8%

Table V-G

Care Management Organization	Utilization by Community-Based (C-B) and Out-of-Home (Residential) Caseload for Individual CMO Agencies All Legal Categories					
	FY 08 C-B	FY 08 Resid	FY 07 C-B	FY 07 Resid	FY 06 C-B	FY 06 Resid
Black Family Development	56.5%	43.5%	62.1%	37.9%	58.7%	41.3%
Bridgeway Services	53.1%	46.9%	62.5%	37.5%	63.5%	36.5%
Central Care Management	52.3%	47.7%	60.7%	39.3%	54.0%	46.0%
StarrVista	50.0%	50.0%	56.5%	43.5%	55.5%	44.5%
Growth Works	50.1%	49.9%	56.0%	44.0%	55.4%	44.6%
Averages	52.7%	47.3%	60.0%	40.0%	57.4%	42.6%

Note: Table does not include utilization for WCJDF, Calumet Center or DHS facilities.



In-Home Treatment Admissions

Table V-H

Juvenile Admissions for Home-Based Services*				
In-Home Treatment Options	Legal Status	Admissions FY 2008	Admissions FY 2007	Admissions FY 2006
Community Based Treatment	Committed	2,042	3,181	1436
In Home Detention Services	Committed	1,054	1,137	904
Step Down	Committed	0	55	1
Home Based Treatment Low/Moderate Risk	Probation	1,321	1,974	887
Home Based Treatment High Risk	Probation	538	123	201
In Home Detention**	Probation	869	1,894	1,707
Total In-Home Admissions		5,824	8,364	5,136

* Count of admissions is not discrete youth. Admissions are counted more than once if level or legal status changed during fiscal year reporting period.

**In addition to probation cases with a CMO, this category includes juveniles assigned to the court operated intensive probation program and non-ward juveniles diverted from residential detention.

* Count of admissions is not discrete youth. Admissions are counted more than once if level or legal status changed during fiscal year reporting period.

**In addition to probation cases with a CMO, this category includes juveniles assigned to the court operated intensive probation program and non-ward juveniles diverted from residential detention.

Out-of-Home Treatment Admissions

Table V-I

Admissions to Out-of-Home Agencies				
Treatment Level-of-Care	Legal Status	Admissions FY 2008	Admissions FY 2007	Admissions FY 2006
High Secure Residential**	Committed	760	571	434
DHS Residential Facility	Committed	140	120	69
Medium Secure Residential	Committed	292	614	442
Low Secure Residential	Committed	872	1,399	717
Other Residential***	Committed	680	349	104
Supervised Independent Living	Committed	121	230	143
Foster Care	Committed	16	20	14
Foster Home Group Care	Committed	256	507	318
Respite	Committed	84	48	158
Substance Abuse Treatment	Probation	42	20	30
Respite	Probation	5	31	59
Total Treatment Admissions		3,268	3,009	2,488

Notes:

* Count of admissions is not discrete youth. Admissions are counted more than once if level or legal status changed during fiscal year reporting period.

**Includes private agency mental health and substance abuse treatment placements.

***Includes placements at Calumet and DCH mental health facilities.



Juveniles Placed in State Training School Facilities by CMO Agency

Table V-J

Care Management Organization	FY 2008	FY 2007	FY 2006
Black Family Development	24	9	8
Bridgeway Services	11	8	10
Central Care Management	19	16	11
StarrVista	15	8	21
Growth Works	4	5	8

Note:

Juveniles are placed in State facilities because of court orders requiring training school placement. The above chart details new admissions only. Training Schools are operated by the Michigan Department of Human Services.

Short-Term Detention Utilization

Wayne County utilizes a combination of public and private agency detention providers. The County operated facility is available to all communities throughout Wayne County. Juveniles must meet admission criteria and the Third Judicial Circuit Court (24-Hour Intake) must authorize admission to detention placement. A hearing is held within 24-hours of admission in order to find if there is a legal basis to detain a youth and to authorize or deny confinement. Most juveniles are held pending resolution of a legal proceeding, either an adjudication or disposition hearing. The goal is to remove juveniles from WCJDF, who are committed/placed with Wayne County, within five days of receipt of the legal order. The Court must authorize releases from WCJDF.

The Care Management Organization (CMO) agencies also contract for short-term, private agency detention services for juveniles on probation or committed/placed with Wayne County. Most of these juveniles are in post-disposition status and are awaiting implementation of their Plan of Care. On a limited basis, private detention agencies may also be used for juveniles in pre-trial status. Police agencies may not use private detention facilities for juveniles charged with a crime (they must go to WCJDF).

Short-Term Detention Admissions

Countywide detention services were provided as summarized in the following charts:

Table V-K

Number of Juveniles Admitted to Residential Detention		
Detention Facility	Discrete Number of Juveniles Admitted to Detention FY 08	Discrete Number of Juveniles Admitted to Detention FY 07
Genesee Valley Det- Flint	17	25
Holy Cross Kathryn Drexell	0	31
Holy Cross St Thomas Det	635	300
WCJDF Male	2,075	1,480*
WCJDF Female	700	389
Spectrum Calumet Center Det	109	313
Spectrum Eliot Center Det	233	600
Vista Maria Det	395	250
Todd Phillips Det	333	316



HC Bowman Det	44	na
HC Angels	24	
HC Clinton Det	183	
Total	4,748	3,704

*There were a total of 4,248 admissions (includes re-admissions) to WCJDF in FY 2008 and 4,602 in FY 07.

Table V-L

Short-Term Detention Services Utilization			
Security Level	Average Daily Population FY08	Average Daily Population FY 07	Average Daily Population FY 06
Secure Private Agency Detention (2) <ul style="list-style-type: none"> Vista Maria Holy Cross St. Thomas Spectrum Eliot Todd Phillips Wolverine Buena Vista 	138	135	139
Calumet Center Detention Unit	20	20	20
Secure - Wayne County Juvenile Detention Facility (WCJDF)	155	170	169
Residential Detention Subtotals/Averages	313	326	328
In-Home Detention, with Electronic Monitoring (3)	110	110	112
Grand Totals/Averages	423	436	440

Notes:

- 1) Private detention facilities provided services to juveniles in pre-trial status and juveniles placed with a CMO agency (pending implementation of the Treatment Plan of Care). CMO agencies contract with vendors for these services.
- 2) In-Home Detention is used as an alternative to secure confinement. The JAC screens and assigns juveniles to the tether program. In-home detention is provided by CMO agencies. The Court must authorize the use of home detention. 499 juveniles participated in the tether program in FY 2008.

Juveniles admitted to WCJDF are screened for diversion to In-Home Detention with electronic monitoring surveillance. The use of home-based detention is subject to the approval of the Jurist that presides over the preliminary detention hearing. Juveniles diverted to home-based detention receive case management services from the CMO.

Table V-M

Juveniles Diverted from Secure Custody to Home-Based Detention FY 2008		
Number of Juveniles Authorized	Successful Termination	Unsuccessful Termination
535	68.4% (366)	31.6% (122)

The following table summarizes reasons for unsuccessful termination of home-based detention:



Table V-N

Reasons for Unsuccessful Termination In-Home Detention	
Reason	Percentage and Number
Escape	34.4% (42)
Charge for a New Offense	15.6 % (19)
Non-Compliance with Program Conditions	50.0% (61)
Total	N = 122

By the end of FY 2008 Wayne County reduced private agency detention capacity by 50 beds. The decline in demand for detention placements was due to in large part to the success of the Correct Course Diversion program and increased use of Youth Assistance Programs.

Table V-O

Escape Information FY 2008 Juveniles Assigned to CMOs				
CMO Agency	Unresolved Escape Rate for All Juveniles Served	Juveniles That Never Escaped	Juvenile Escapes That Were Resolved	Juvenile Escapes Not Resolved
BFD (N=1,140)	7.1%	71% (814)	74.2% (242)	25.8% (84)
Bridgeway (N =870)	3.6%	83.4% (717)	80.1% (125)	19.9% (31)
CCMO (N=1,164)	6.0%	82.0% (954)	67.0% (140)	33% (70)
StarrVista (N=907)	6.9%	77.7% (705)	68.8% (139)	31.2% (63)
Growth Works (N=727)	3.0%	77.0% (561)	86.9% (146)	13.1% (22)
Totals/Averages	5.6%	78.2% (3,751)	74.6% (792)	25.4% (270)

Table V-P

Escape Information FY 2007 Juveniles Assigned to CMOs				
CMO Agency	Unresolved Escape Rate for All Juveniles Served	Juveniles That Never Escaped	Juvenile Escapes That Were Resolved	Juvenile Escapes Not Resolved
BFD (N=1,193)	4.9%	77% (914)	79% (220)	21% (59)
Bridgeway (N =863)	6.1%	80% (693)	69% (117)	31% (53)
CCMO (N=1,187)	5.3%	81% (961)	72% (163)	28% (63)
StarrVista (N=1,084)	4.4%	80% (867)	77% (161)	23% (48)
Growth Works (N=727)	2.1%	86% (624)	85% (88)	15% (15)
Totals/Averages	4.9%	80% (4,059)	75% (749)	25% (246)

Section VI: Care Management Organization Agency Caseload Data

A CMO is a privately incorporated organization that is the primary agency for the provision and management of juvenile justice services to Wayne County youth and their families. As the lead agency for a defined service delivery area, the CMO is responsible for development of a locally organized system of services and resources that includes community-based and residential service tracks. Juveniles are assigned to CMOs by the JAC, based on the parents'/guardians' zip code. CMOs may deliver services directly or contract with other providers in order to insure timely access to resources that are aligned with the youth's needs and risks. CMO financing is based on a case-rate capitation structure that is inclusive of administrative services, case management and direct treatment. Once a juvenile is enrolled, the CMO has full responsibility and risk for case planning, care and supervision, until the supervising court terminates enrollment.



Table VI-A

CMO Agencies Caseload Distribution			
Care Management Organization	% Of Total Caseload/ Average Daily Caseload FY 2008	% Of Total Caseload/ Average Daily Caseload FY 2007	% Of Total Caseload/ Average Daily Caseload FY 2006
Central Care Management	24.8% 649	25.0% 667	23.9% 571
Black Family Development	18.5% 483	18.5% 495	23.3% 556
Bridgeway Services	22.9% 599	24.6% 656	19.6% 466
StarrVista	20.1% 528	19.1% 510	19.4% 463
Growth Works	13.7% 356	12.9% 343	13.8% 328
Total	100% 2,615	100% 2,671	100% 2,384

Notes:

- 1) Caseload represented as the average for the fiscal year (excludes escapes and WCJDF placements)
- 2) Total does not include CMO cases at Lincoln Center and DHS Training Schools.
- 3) Average caseload does not represent the total number of youth served during a reporting period.

CMO contractors provide case management services to enrolled youth. Case Management is the central organizing process of all client interventions. It ensures that each young person receives the supervision, services and supports they require. Case Manager's are responsible for all court related activities (i.e. reports, hearings, testimony, petitions, writs, etc.) and working with each juvenile to help him/her to understand and meet the terms and conditions set by the court.

Table VI-B

Distribution/Assignment of New Probation Cases By CMO Agency					
Fiscal Year	BFD	BWY	CCMO	S-V	G-W
2008	28.6%	18.2%	21.6%	17.6%	13.9%
2007	24.0%	19.2%	25.6%	16.7%	15.9%
2006	25.7%	21.0%	21.5%	18.3%	13.5%

Table VI-C

Distribution/Assignment of New Commitment Cases By CMO Agency					
Fiscal Year	BFD	BWY	CCMO	S-V	G-W
2008	23.9%	18.6%	23.1%	21.0%	13.3%
2007	22.5%	19.2%	25.6%	16.7%	15.9%
2006	22.4%	19.0%	24.9%	19.8%	13.9%

Section VII: Juvenile Assessment Center Service Units Delivered

JAC Compensation is calculated from the actual number of service units provided at the pre-determined unit rates.

Table VII-A

Name of Service Unit	Service Units Delivered Juvenile Justice Cases		
	FY 2008	FY 2007	FY 2006
Intake & Commitment Evaluation	1,477	1,620	1,534
Psychological Assessment Report	1,467	1,767	1,626



Psychiatric Evaluation	634	954	773
Juvenile Inventory for Functioning	2,532	354	N/A
Abridged Clinical Assessments	35	67	0
(1) Subtotal Psychological & Social Assessments	2,944	3,387	3,160
AOD Clinical Assessment & Testing	24,059	28,290	29,056
Federal Title IV-E Eligibility Determinations	663	711	684
Non-Scheduled Payments to CMO Clients	1,185	1,015	888
Remote AOD Pick-Ups	0	6	24
Electronic Monitoring Assignments	618	N/A	550
Tier I Probation (With JAC)	145	N/A	N/A
D-WC-CMH Access - SED	461	404	168
Total Units		35,188	35,303

- 1) Only adjudicated juveniles assigned to CMO agencies are eligible for social, risk and psychological evaluation reports.
- 2) All new adjudicated juvenile cases are screened for Serious Emotional Disturbance (SED) and Developmental Disability (DD). The data represents the number of cases that met eligibility standards and were referred to D-WC-CMH for access and assignment to a mental health provider.
- 3) Data on utilization management reviews performed by the JAC are reported in Section V.

Section VIII: Spectrum Juvenile Justice Centers

Wayne County contracts with Spectrum Juvenile Justice Services, Inc. for secure residential treatment services at the Calumet Center in Highland Park. The focus of these programs include:

- The 70-bed Calumet Detention Center that provides temporary, short-term confinement and residential care to delinquent juveniles, 24 hours a day, 365 days a year. The detention unit functions as a transitional placement that bridges a youth's movement between the court system and WC-CAFS Care Management Organization.
- The 10- bed mental health treatment unit within Calumet Center.
- The 80-bed Lincoln Residential Treatment center that provides ongoing services designed to address a juvenile's behaviors and needs that resulted in out-of-home placement. Calumet Center provides services for chronic and violent juvenile offenders and specialized interventions for juveniles diagnosed with a need for substance abuse and sex offender treatment. Many juveniles present co-occurring disorders.

Table VIII-A

CMO Agency	Number of Juveniles Served From Each CMO Agency Calumet Detention Center		
	FY 2008	FY 2007	FY 2006
Black Family Development	254	83	82
Bridgeway Services	176	54	46
Central Care Management	227	91	81
Starr Vista	201	67	75
Growth Works	100	33	45
Totals	958	328	329

Table VIII-B

Program Focus	Number of Juveniles Served By Program Specialization Lincoln Treatment Center		
	FY 2008	FY 2007	FY 2006
Violent Offenders	99	67	59



Substance Abuse	24	22	18
Sex Offender	35	33	29
Totals	158	122	106

Table VIII-C

CMO Agency	Number of Juveniles Served From Each CMO Agency Lincoln Treatment Center		
	FY 2008	FY 2007	FY 2006
Black Family Development	40	29	23
Bridgeway Services	32	28	23
Central Care Management	37	22	21
Starr Vista	26	26	24
Growth Works	23	18	15

Table VIII-D

Outcomes for Juveniles Released from Lincoln Treatment Center Program Status At the Time of Release Sorted By Individual CMO Agency						
Outcomes	BFD	BWY	CCMO	SV	GW-WW	CMO Totals
Successful Program Completion 2008	18	16	15	13	11	73
Escape/Not Return 2008	0	0	0	0	0	0
Failure to return from CMO Pass	1	0	0	1	0	2
Transfer to Another Secure Facility 2008	0	0	0	0	0	0
Transfer to Adult System (second charge)	2	1	0	0	0	3
Total Releases FY 2007						78
Successful Program Completion 2007	17	14	9	11	8	100% (59)
Escape 2007	0	0	0	0	0	0%
Transfer to Another Secure Facility 2007	0	0	0	0	0	0%
Total Releases FY 2007	17	14	9	11	8	59
Successful Program Completion 2006	9	10	10	12	5	97% (46)
Escape 2006	0	0	0	0	0	0%
Transfer to Another Secure Facility 2006	0	1	0	0	0	3% (1)*
Total Releases FY 2006	9	11	10	12	5	47

Table VIII-E

Average Length of Stay Sorted By CMO Agency Lincoln Treatment Center			
CMO Agency	FY 2008	FY 2007	FY 2006
BFD	261	316	353
BWY	268	366	346
CCMO	345	373	407
SV	368	317	452
WW-GW	313	497	294
Average Length of Stay	313	374	383

Note: Average LOS computed only from released youth.

Section IX: Expenditure and Cost Information

FY 2008 CMO aggregate spending was up 3.1% over FY 2007. However, the cost per youth, per day increased to \$127.03 (up 8.2%). The increase in total spending is being driven by increased utilization of residential placements (up 9.9%). The Residential care utilization was driven up by a 23% increase in mental health placements



Table IX-A

Care Management Organizations Expenditure Trends		
Fiscal Year	Total CMO Expenditures	Annual Rate Of Change
2008^z	\$115,239,428	+3.1%
2007	\$111,751,921	+9.6%
2006	\$101,974,663	+20.8%
2005	\$84,429,626	-6.7%

Note: \$3,721,200 of increased CMO spending in FY 2008 is directly attributable to implementation of Wraparound services (funded by D-WC-CMH Agency). When Wraparound costs for FY 2008 are removed there is no increase in General Fund supported spending compared to FY 2007.

Table IX-B

Individual CMO Agency Cost Trends All Legal Categories			
Care Management Organization	FY 2008 Total Expenditure	FY 2007 Total Expenditure	FY 2006 Total Expenditure
BFD	\$27,034,941	\$26,931,750	\$22,988,969
BWAY	\$21,595,634	\$20,002,144	\$18,803,231
CCMO	\$26,325,109	\$27,208,670	\$25,266,042
SV	\$23,963,154	\$22,168,030	\$20,173,031
GW/WW	\$16,320,590	\$15,441,327	\$14,743,390
Total	\$115,239,428	\$111,751,921	\$101,974,663

Notes:

- FY 2005 includes funding from D-WC-CMH Agency to the County's child care fund.
- Does not include minor adjustments by the CAFS budget office (total expenditures reported as \$101,971,253) – FY 2006

Table IX-C

CMO Gross Expenses By Legal Status				
Fiscal Year	Probation Status	Annual Rate Of Change	Commitment Status	Annual Rate Of Change
FY 2008	\$7,305,282	-53.1%	\$108,525,808	+12.8%
FY 2007	\$15,567,812	+20%	\$96,184,109	+8.1%
FY 2006	\$12,978,308	N/A	\$88,996,355	N/A

1. Probation expenses include \$1,668,300 for Wraparound services funded by the D-WC-CMH Agency.
2. Commitment expenses include \$2,052,900 for Wraparound services funded by the D-WC-CMH Agency.

Table IX-D

CMO Expenses By Living Arrangement Compared to Caseload and Enrollment Trends					
Fiscal Year	Community Based	Residential Care	Average Daily Caseload	Annualized Cost Per Case	Total Enrollment Days
2008	\$27,091,206	\$88,080,993	2,615	\$44,068	907,217
2007	\$35,056,515	\$76,695,406	2,671	\$41,839	974,919
2006	\$30,305,825	\$71,668,838	2,384	\$42,775	870,239

Notes

- Caseload calculated from expenditures for days of enrollment. Average excludes juveniles at WCJDF, Calumet, State facilities and escape status.
- Cost data is not reported for FY 2005 because a single-rate capitation structure (\$110.00 per day, per youth) was used to pay for days of enrollment.
- Annualized cost per case does not include State training schools, WCJDF or Calumet Center.



Table IX-E

Expenses By Level of Care			
Level of Care	FY 08 Costs	FY 07 Costs	FY 06 Costs
Home-Based	25,589,819	\$33,203,349	\$28,567,631
Intensive Foster Care	21,951	\$173,305	\$167,546
Independent Living	\$1,546,665	\$1,679,861	\$1,570,648
Low Security	\$30,965,650	\$29,992,545	\$28,796,130
Medium Security	\$23,772,383	\$20,141,561	\$19,922,280
High Security	\$42,055,072	\$35,273,423	\$31,622,132
DHS Facilities	\$8,123,842	\$5,480,689	\$5,879,835

Notes:

1. All living arrangements are through privately incorporated vendors, except for DHS secure residential facilities.
2. High security includes 80-beds at Spectrum Calumet Center.
3. Data does not include Wayne County Juvenile Detention Facility.
4. High Secure private facilities include placements for behavioral health care, based on a clinical diagnosis of SED, DD, addiction, etc.

Table IX-F

CMO Agency Cost of Care Per Youth, Per Day Trends Includes All Legal Categories						
Fiscal Year	Community-Based Cost Per Day	Annual Change Rate	Residential Care Cost Per Day	Annual Change Rate	Average Cost Per Day	Annual Change Rate
2008	\$56.62	-5.6%	\$205.43	+4.5%	\$127.03	+8.2%
2007	\$59.95	-1.1%	\$196.56	1.6%	\$114.63	-2.2%
2006	\$60.62		\$193.42		\$117.18	0.9%

- 1) The decrease in community-based costs has been impacted by the addition of large numbers of probation cases. These cases are only eligible for in-home services.
- 2) Daily rates do not include Wayne County personnel and other administrative expenses.
- 3) Averages are calculated on case rates paid by Wayne County to the CMO agencies.

Table IX-G

Average Cost of Care Per Day, Per Youth Sorted By CMO Agencies			
CMO Agency	FY 2008	FY 2007	FY 2006
Black Family Development	\$119.35	110.66	113.21
Bridgeway Services	\$128.61	110.80	110.46
Central Care Management	\$127.41	113.56	121.28
Starr Vista	\$130.20	119.15	119.47
Growth Works	\$133.64	123.18	123.12
Agency Averages	\$127.03	\$114.63	\$117.18

Note: Does not include cost of placements at WCJDF, Calumet Center or State training facilities. FY 2005 data includes supplemental mental health funding (see below).



Table IX-H

Cost Per Day of Enrollment By Legal Status Sorted By CMO Agency FY 2008			
CMO Agency	Juveniles in Probation Status	Juveniles in Commitment Status	All Legal Categories
BFD	\$31.00	\$149.09	\$119.35
BWY	\$45.00	\$151.76	\$128.61
CCMO	\$40.00	\$150.49	\$127.41
SV	\$39.00	\$151.81	\$130.20
GW	\$30.00	\$163.97	\$133.64
Averages	\$37.00	\$152.47	\$127.03
% of Caseload	21.9%	78.1%	100%
Cost Per Day of Enrollment By Legal Status Sorted By CMO Agency FY 2007			
CMO Agency	Juveniles in Probation Status and % Of Caseload	Juveniles in Commitment Status and % Of Caseload	All Legal Categories
BFD	\$53.00	\$140.74	110.66
BWY	\$57.00	\$133.97	110.80
CCMO	\$52.00	\$139.21	113.56
SV	\$57.00	\$140.07	119.15
GW	\$52.00	\$149.18	123.18
Averages	\$54.00	\$140.11	\$114.63
% of Caseload	29.3%	70.7%	100%
Cost Per Day of Enrollment By Legal Status Sorted By CMO Agency FY 2006			
CMO Agency	Juveniles in Probation Status	Juveniles in Commitment Status	All Legal Categories
BFD	\$54.00	\$138.48	\$113.21
BWY	\$60.00	\$131.36	\$110.46
CCMO	\$53.00	\$143.17	\$121.28
SV	\$54.00	\$141.89	\$119.47
GW	\$54.00	\$147.85	\$123.12
Averages	\$55.00	\$139.86	\$117.18
% of Caseload	26.8%	73.2%	100%

Notes:

1. Probation costs include inpatient substance abuse treatment.
2. Juveniles in commitment status include home-based and residential care.

Table IX-I

Residential Care Utilization and Costs By CMO Agency FY 2008			
CMO Agency	Residential Care Average Cost Per Youth Per Day	Residential Utilization, As % of Days-of-Care (Placed/Committed Cases Only)	Residential Utilization, As % of All Days-of-Care (1)
BFD	\$200.29	58.0%	43.5%
BWY	\$200.06	59.1%	46.9%
CCMO	\$200.99	59.8%	47.7%
SV	\$197.76	61.6%	50.0%
GW	\$208.13	64.6%	49.9%
Averages	\$205.69	60.3%	47.3%
Residential Care Utilization and Costs By CMO Agency FY 2007			
CMO Agency	Residential Care Average Cost Per Youth Per Day	Residential Utilization, As % of Days-of-Care (Placed/Committed Cases Only)	Residential Utilization, As % of All Days-of-Care (1)
BFD	193.77	57.5%	37.9%
BWY	192.98	52.6%	37.5%



CCMO	195.46	55.5%	39.3%
SV	192.08	57.5%	43.5%
GW	202.86	60.0%	44.0%
Averages	\$196.27	56.5%	40.0%
Residential Care Utilization and Costs By CMO Agency FY 2006			
CMO Agency	Residential Care Average Cost Per Youth Per Day	Residential Utilization, As % of Days-of-Care (Placed/Committed Cases Only)	Residential Utilization, As % of All Days-of-Care (1)
BFD	188.58	58.9%	41.3%
BWY	195.92	51.5%	36.5%
CCMO	192.37	60.8%	46.0%
SV	192.78	59.7%	44.5%
GW	200.86	60.7%	44.6%
Averages	\$193.42	58.3%	42.7%

(1) Includes all days of care for probation and placed/committed juveniles

Table IX-J

Detention Costs Public / Private Agencies			
Cost Driver	FY 2008	FY 2007	FY 2006
County Operated Juvenile Detention Facility *	\$24,031,663	\$26,370,454	\$23,946,321
Spectrum Detention Unit	\$721,282	\$2,178,000	\$2,118,676
Private Agency Detention	\$12,256,850	\$11,241,730	\$11,598,815
Total Cost Residential Detention	\$37,009,795	\$39,790,184	\$37,663,812
Cost Per Day-Residential Detention	\$322.71	\$334.40	\$315.03
In-Home Detention Services	\$2,750,515	\$2,005,265	\$2,779,241
Total Detention Expenses	\$39,760,310	\$41,795,449	\$40,443,053

*Total does not include mental health or capital expense business units.

Table IX-K

Juvenile Assessment Center Juvenile Justice Services Only Analysis of Expenditures By Functional Responsibility			
FUNCTION	FY 2008 Expenses	FY 2007 Expenses	FY 2006 EXPENSES
Court Intake Unit (Located at Third Circuit Court Juvenile Division), Receive/Register Cases, Liaison to Jurists, CMO Assignments, Pre-Audit Court Reports/Petitions, etc. (1)	600,000	570,000	0
"Commitment Evaluation" (Initial Home Visit, Social Work Evaluation, Risk Assessment)	1,772,400	1,944,000	1,840,800
Abridged Intake	0	0	0
Psychological Assessment Reports	843,525	992,275	853,650
Abridged Psychological Assessment	13,475	24,640	4,550
Psychiatric Evaluations	104,527.50	153,090	115,950
Substance Abuse Screening, Assessment, Pick-Ups, Lab Operations	772,775	932,405	1,162,240
Remote Pick-up of AOD Screens * Negative due to Payback of Over-billing	NA	8,655	34,615
Non Scheduled Payments	29,622.75	25,375	22,200
Juvenile Inventory for Functioning (JIFF)	432,900	53,100	0
Evaluation of CMO Outcomes (Drug Use, Satisfaction Survey, Recidivism) (2)	NA	0	0
Academic Outcome Monitoring (2)	NA	0	0
Employment Verification Outcome Monitoring (2)	NA	0	0
Title IV-E Eligibility Applications & AFCARS	99,450	106,650	102,600
D-WC-CMH Agency Access, SED assessment, etc.	183,384.30		32,902
"Ancillary Services" - Detention Access & Diversion,	1,200,000	1,391,810	1,680,000



Detention Population Control, Attend Preliminary Detention Hearings, Central Case Record Management, Courier, Scheduled / Ad Hoc Data Reports, Non-Scheduled Payments Fiduciary Utilization Management of CMO Service Levels, D-WCMH Agency Liaison, System Dis-enrollment			
Total	\$6,052,059.55	\$5,456,794	\$5,559,692

Revenue Enhancement

CAFS was successful in claiming federal revenue through the Detroit Wayne County Community Mental Health agency to offset the County's cost of providing core services through the JAC in FY 2008.

Combined JAC expenditures for juvenile justice (\$6,202,000) and neglect/abuse (\$3,924,263) totaled \$10,126,263 in FY 2007. When the mental health revenue is applied Child Care Fund expense claims were reduced to \$3,429,313. The County's cost for all JAC services in FY 07 netted out to \$1,714,656.50. The blended approach to funding allowed the County to sustain a high quality of clinically relevant services through the JAC.

The portion of County general fund revenue appropriated to support mandated juvenile justice services has declined for three straight years. The following presents a summary of only County general fund revenue for juvenile justice services:

Table IX-L

Trends in County General Fund Spending For Juvenile Justice Services			
Revenue Source	FY 2008	FY 2007	FY 2006
County GF Revenue Only	\$84.1 M	\$83.3 M	\$78.0 M
% of Total Budget from GF Contribution	45.0%	46.9%	47.1%

Note: The above data does not include federal grants.

Federal Title IV-E Revenue

Federal Title IV-E foster care maintenance revenue (i.e. funding to pay for out-of-home placements) has declined sharply in Wayne County. When a case is determined ineligible for Title IV-E, the cost of care shifts to the Child Care Fund and is shared 50/50 by the County and State. The State's share of placement expenses is generally not increased or decreased by Title IV-E revenue. This trend has had an even more significant impact on the County's juvenile justice system due to the increased use and success of home-based interventions. Title IV-E revenue for Wayne County, has plummeted a staggering \$58,481,115 or 78.9%, since FY 2000.

Table IX-K summarizes Title IV-E revenue trends in Michigan since FY 2000:



Table IX-M

Title IV-E Revenue Trends in Michigan									
Location	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Out-State	\$95.0 M	\$97.6 M	\$96.5 M	\$83.5 M	\$75.8 M	\$77.4 M	\$66.0 M	\$61.0 M	\$58.1 M
Wayne County	\$75.4 M	\$75.1 M	\$66.7 M	\$56.8 M	\$47.6 M	\$36.7 M	\$19.5 M	\$18.2 M	\$15.9 M
Total State	\$170.4 M	\$172.7 M	\$163.3 M	\$140.3 M	\$123.4 M	\$114.1 M	\$85.5 M	\$79.2 M	\$74.1 M
Wayne County's Portion of Total Title IV-E Revenue	44.2%	43.5%	40.9%	40.5%	38.6%	32.2%	22.9%	23.0%	21.5%

Key OS = Out -State, WC = Wayne County Only, State = All Counties in Michigan. Revenue includes both neglect and juvenile justice cases.

Placement in State Operated Training Schools and Per Diem Rates

Wayne County is legally responsible to pay 50% of the charge-back costs for placements in public, State operated facilities. The following table summarizes trends in charge-back rates:

Table IX-N

Agency	Trends in Charge-Back Rates for State Operated Training Schools			
	2005	2006	2007	2008
Arbor Heights*	Not Published	\$350.72	Closed	Closed
Adrian Training School		\$360.07	\$477.53	\$520.79
Maxey Training School	Not Published	\$413.54	\$553.46	\$562.83
Out -State Training Schools	Not Published	\$246.50	N/A	\$350.00
Out -State Detention Centers	Not Published	\$246.50	N/A	\$350.00
Juvenile Justice Centers*	Not Published	\$215.18	\$261.15	\$281.36

Notes

1. Facility is eligible for Title IV-E foster care maintenance – cost to WC is 25% of published rate.
2. In some years the ATS rate was combined with the out-State rates.
3. DHS has sole authority to set State ward charge-back rates, subject to the requirements in Act 150 of 1974, as amended.
4. 2006 rates based on DHS publication of January 30, 2006. Rates are included here for information and planning purposes.

Changes to State ward charge-back rates for training school placements impact total Wayne County juvenile justice expenses, in conjunction with the total days-of-care utilized. The cost increased \$2.6 M in FY 2008.



Table IX-O

Expenditures for State Training Facilities Juvenile Justice Cases Only Wayne County				
	FY 2005	FY 2006	FY 2007	FY 2008
Days-of-Care	16,742 (46 ADP)	16,341 (45 ADP)	13,732 (38 ADP)	16,272 (44 ADP)
Expenditures	\$5,396,000	\$5,879,835	\$5,480,689	\$8,123,842

*ADP means average daily population.

Juvenile Justice and Child Welfare Expenditure Trends

The “Child Care Fund” (CCF) is the primary funding source for Wayne County’s juvenile services system and child welfare services (not eligible for Title IV-E funding). The CCF is a 50/50 cost-sharing (uncapped) program between the County and State. Wayne County incurs expenses and then bills the State for 50% reimbursement of eligible expenditures. The County must submit an Annual Plan and Budget, subject to the approval of DHS.

The following table presents trends based on total expenditures for the CCF and State-ward charge-backs to the County.

Table IX-P

Child Care Fund (CCF) and State Ward Board & Care (SWBC) Expenditure Trends 100% of Expenditures (1)			
Program	FY 2008	FY 2007	FY 2006
Juvenile Justice CCF	163,459,000	158,859,000	149,234,000
Juvenile Justice State Wards (SWBC)	8,124,000	5,481,000	5,880,000
Juvenile Justice (1) Total	\$171,583,000	\$164,340,000	\$155,114,000
“JJ” Annual % Increase/Decrease	4.4%	5.9%	N/A
Juvenile Justice Rate of Change FY 06 – FY 08	10.6%	5.9%	N/A
DHS CCF Neglect/Abuse	36,486,000	32,795,000	33,917,000
Neglect/Abuse State Wards (SWBC)	18,387,000	20,480,000	21,191,000
Neglect/Abuse Total	\$54,873,000	\$53,275,000	\$55,108,000
DHS Annual % Increase/Decrease	3.0%	(3.3%)	N/A
Neglect/Abuse Cumulative Rate of Change FY 06 – FY 08	10.4%	(3.3%)	N/A
Total CCF Expenditures WC-CAFS Only (3)	\$199,945,000 (2)	\$191,654,000	\$183,151,000
Grand Total CCF & SWBC Expenditures (3)	\$226,456,000	\$217,615,000	\$210,222,000

Notes:

- (1) Costs Shared 50%-50% By State and County
- (2) Does not include the Court, Prosecutor or donated funds components in the Child Care Fund
- (3) Total expenditures do not include revenue collected by the County from Medicaid, D-WC-CMH Agency, SSI or Title IV-E. These revenue sources decrease charges to the CCF.



Section X: Juvenile Services Outcome Measures

This section presents data on key performance-based outcome measures for the Care Management Organization agencies.

Fewer Juveniles Are Escalated to Higher Levels of Care for Technical Violations

Historically in Wayne County, many juveniles were placed in medium and high security facilities, not as a result of a new criminal offense, but because they violated technical conditions set by the Court or program for community-based supervision (i.e. curfew, school attendance, peer associations, etc.). One study reported that two-thirds of the admissions to the State's most secure juvenile facility were for technical violations, not new criminal convictions. Research clearly shows that multiple placements are one of the strongest risk factors associated with "failure" in the juvenile justice system. The Care Management Organizations' approach to juvenile services has reversed this trend. While almost half of the juveniles committed to CAFS are now assigned for in-home services, very few juveniles are escalated to more restrictive levels of custody for violations of community supervision standards.

The following chart summarizes escalation events from in-home to out-of-home care for juveniles on commitment (PA 150) status:

Table X-A

Committed Juveniles Escalated from Community-Based to Residential Care Due to a Technical Violation FY 2008						
	BFD	BWY	CCMO	SV	GW	Averages
Juveniles Escalated	10.0% (7)	13.3% (8)	11.5% (7)	7.3% (4)	19.2% (5)	11.4% (31)
Cases Served	N = 70	N = 60	N = 61	N = 55	N = 26	N = 272

Note: Measure only applies to committed juveniles entering system in FY 2008, where care was started in a community-based track. Includes both CMO initiated security level increases and court ordered escalations (non-offense).

Juveniles Are Being Safely Maintained in Their Communities with a Low Number of Felony Convictions During Active CMO Enrollment

The number of juveniles' adjudicated/convicted of a new felony offense while actively enrolled with a CMO remained low over the past four years.

Table X-B

"Committed" Juveniles Convicted of a New Felony Offenses During Active Enrollment with a CMO Agency			
CMO Agency	FY 2008	FY 2007	FY 2006
Black Family Development	9	4	4
Bridgeway Services	4	4	2
Central Care Management	10	9	6
StarrVista	4	7	6
Growth Works	1	1	0
Total Felony Convictions	28	25	18
Total Youth Served	4,798	4,799	4,076
% Of Active CMO Enrollees with Felony Convictions	<0.005	<0.005	<0.005



Note – Committed (State ward) juveniles only. Does not include juveniles on probation status (see below for outcome measure).

The County’s care management process features active engagement of local police agencies in dealing with juvenile offenders after they have been convicted and sent to the CMO for supervision and treatment. Community stakeholders are recruited to assist in monitoring the progress of all youth charged with crimes and assigned to CMO agencies. Aggressive drug testing and drug treatment, along with family intervention, are some of the keys to successfully serving and retaining juveniles in community-based programs. A low offense rate is especially noteworthy given the expanded number of juveniles assigned to a community- based level of care, with a significant increase in street time.

Juveniles with Felony Convictions Post CMO Termination

Table X-C

Committed Juveniles Convicted of a New Felony Offenses Followed for Up To Two Years After Wardship Termination By the Court				
CMO Agency	Convictions In FY 2006	Convictions In FY 2007	Convictions In FY 2008	2-Year Post Termination Measure Cumulative 2000-2008
Black Family Development	10/269	23/330	6/32	76
Bridgeway Services	4/260	17/316	5/175	59
Central Care Management	5/255	19/385	9/230	67
StarrVista	7/232	24/287	7/185	75
Growth Works	3/227	3/270	6/136	35
Total Number of Convictions Rate	29/1,243 2.3%	86/1,588 5.4%	33/958 3.4%	312/5,078 6.1%

Notes

- Committed juveniles only. Does not include juveniles on probation status (see below for probation outcomes).
- FY means the year in which the released youth was adjudicated/convicted on a new felony offense (within two-year follow-up period for inclusion).
- "Cumulative" count includes total juveniles convicted within the two-year post release follow-up period.

Note About Conviction and Recidivism Data Collection Sources

Felony conviction information is collected from data in the 3rd Circuit Court’s Juvenile Information System (JIS – AS 400), 3rd Circuit “ODYSSEY” (Criminal Division) adult data system and the State Department of Corrections’ “OTIS” system. Juveniles are tracked for 2 consecutive years following release from a CMO and official court case termination.

Wayne County’s Reliance on DHS Training Schools Has Been Eliminated

Wayne County’s Juvenile Justice Program gets delinquents out of the community that break the law or fail to comply with the minimum requirements for residing in the community. The process draws upon research-based approaches associated with the concepts of Balanced and Restorative Justice. These approaches require the youth to recognize they have created harm in the community and are accountable for their actions. Intensive in-home and private residential providers, in conjunction with sound community policing approaches and the cooperation of the 3rd Circuit Court’s Juvenile Section, have endeavored to get and keep habitually offending youth involved in meaningful rehabilitation opportunities.



Wayne County's historic reliance on State Training Schools for delinquent juveniles has been virtually eliminated. The average daily population of juveniles in DHS facilities has declined from 731 in FY 1998 to 38 in FY 2007. CMO contractors have implemented effective community-based, as well as county-based residential options, to placement in State operated Training Schools.

Table X-E

Placement in DHS Public Training School Facilities Average Daily Population from Wayne County										
1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
731	597	529	240	107	40	34	46	45	38	44

Juveniles on Court Probation Are Being Successfully Supervised By CMO Agencies

In 2003 the Third Circuit Court discontinued general probation for temporary court wards. The Court can place juveniles on probation and assign them to a Care Management Organization for supervision and treatment services. The CMO provides case management, court services, direct provision of or referral for community-based treatment and in-home services. The services are defined as intensive. The following table presents outcomes for probation juveniles in FY2008:

Table X-F

Probation Outcome and Escalation Data FY 2008						
Status At Release	Black Family Develop.	Bridge-Way	Central Care Mgt.	Starr Vista	GW Western Wayne	Agency Averages
Successful	125 51.4%	134 65.0%	167 73.2%	138 66.3%	92 66.7%	656 64.1%
Escalated to PA 150	118 48.6%	72 35.0%	61 26.8%	70 33.7%	46 33.3%	367 35.9%
Case Count	N = 243	N = 206	N = 228	N = 208	N = 138	N = 1,023

Notes:

1. The outcome "Escalation" means that the juvenile's legal status was changed from probation to State ward commitment. The escalation category also includes juveniles assigned to probation that could not be physically located by the CMO and those juveniles who failed to adhere to the terms and conditions of probation within the first 30-days of assignment to a CMO and a violation petition was filed. 35.9% (367 cases) of juveniles on probation were escalated to DHS Commitment status (PA 150).
2. 64.1% (656 cases) successfully completed probation and did not end up in an out-of-home placement.



Section XI: JAC and Care Management Organization Agencies

Black Family Development, Inc. Alice Thompson, Chief Executive Officer
Stevia Simpson Ross, Vice President, Juvenile Justice

5555 Conner, Suite 1038
Detroit, MI 48213
(313) 308-0250
(313) 308-0270, fax
After Hours Emergency Pager No. – (313) 684-5070
Contact: Ms. Tracy Purnell, Program Director tpurnell@blackfamilydevelopment.org

Bridgeway Services, LLC Kari Walker, Board Member
Linda Kenderski, Program Director

20600 Eureka, Suite 200
Taylor, MI 48180
(734) 284-4819 Linda's ext. #4488
(734) 284-5789, fax
After Hours Emergency Pager Numbers – The Guidance Center (734) 798-2567; Southwest Counseling and Development Services
(313) 257-0583 or (313) 708-0142
Contact: Ms. Linda Kenderski, Program Director lkenderski@bridgewayservices.org

Center for Family and Youth Robert Ennis, Board Chairman
Jeri Fisher, Executive Director

New Center One, Suite 370
3031 West Grand Boulevard
Detroit, MI 48202
(313) 875-2092
(313) 875-2192, fax – (313) 875-2391, alternate fax
After Hours Emergency No. (313) 875-2092, then press 8 to get connected to emergency cell number.
Contact: Ms. Jeri Fisher, Executive Director jeri.fisher@ccmorg.org

Growth Works CMO (Western Wayne) Dale Yagiela, Executive Director
April Wyncott, Program Director

271 S. Main
Plymouth, MI 48170
(734) 455-4095
(734) 455-2664, fax
After Hours Emergency Pager Numbers – (888) 322-0570
Contact: Ms. April Wyncott, Program Director awyncott@growth-works.org

StarrVista Chuck Jackson, Executive Director
Michelle Rowser, Program Director

22390 W. Seven Mile
Detroit, MI 48219
(313) 387-6000
(313) 387-0760, fax
After Hours Emergency Pager Number (313) 684-2904 or (313) 387-6000 (Emergency Information)
Ms. Michelle Rowser, Program Director rowserm@starrvista.org

Juvenile Access and Assessment Center (JAC)

Cynthia Smith, President and Chief Executive Officer
Sally Smith-Brown, Chief Operating Officer

7310 Woodward Ave., Suite 601
Detroit, MI 48202
(313) 896-1444
(313) 896-1466, fax or 896-1524
Contact: Ms. Cynthia Smith, Executive Director Csmith@assuredfamilyservices.org

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