



# MARATHON COUNTY HEALTH AND HUMAN SERVICES COMMITTEE AGENDA

Date & Time of Meeting: **Wednesday, March 6, 2024, at 3:00pm**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI 54403**

Committee Members: Michelle Van Krey, Chair; Jennifer Aarrestad, Vice-Chair; Ron Covelli, Dennis Gonnering, Donna Krause, Alyson Leahy, Bobby Niemeyer

**Marathon County Mission Statement:** Marathon County Government serves people by leading, coordinating, and providing county, regional, and statewide initiatives. It directly or in cooperation with other public and private partners provides services and creates opportunities that make Marathon County and the surrounding area a preferred place to live, work, visit, and do business. (Last updated: 12-20-05)

**Committee Mission Statement:** Provide leadership for the implementation of the strategic plan, monitoring outcomes, reviewing, and recommending to the County Board policies related to health and human services initiatives of Marathon County.

Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:**

**Phone#: 1-408-418-9388      Access Code: 146 235 4571**

When you enter the telephone conference, **PLEASE PUT YOUR PHONE ON MUTE!**

The meeting will also be broadcasted on Public Access or at <https://tinyurl.com/MarathonCountyBoard>

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment (15 Minutes)** (Any person who wishes to address the committee during the "Public Comment" portion of the meetings, must provide his or her name, address, and the topic he or she wishes to present to the Marathon County Clerk, or chair of the committee, no later than five minutes before the start of the meeting. All comments must be germane to a topic within the jurisdiction of the committee.)
4. **Approval of the January 31, 2024, Health and Human Services Committee Meeting Minutes**
5. **Policy Issues Discussion and Potential Committee Determination**
  - A. Lead in Water Grant Program – consideration whether to recommend to HR, Finance & Property Committee and County Board to accept grant funds
  - B. Nicotine Prevention Alliance of Central WI Electronic Nicotine Delivery Grant: Vaping, Prevention, Treatment, and Intervention – consideration whether to recommend to HR, Finance & Property Committee and County Board to accept increase grant funds
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
7. **Educational Presentations and Committee Discussion**
  - A. Anticipated Transition from Traditional Shelter Care Services delivery model to the Youth Opportunity Center (YOC) delivery model
8. **Next Meeting Date & Time, Announcements and Future Agenda Items**
  - A. Committee members are asked to bring ideas for future discussion.
  - B. Next meeting: Wednesday, April 3, 2024, at 3:00pm
9. **Adjournment**

\*Any Person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk's Office at 261.1500 or email [countyclerk@co.marathon.wi.us](mailto:countyclerk@co.marathon.wi.us) one business day before the meeting.

**SIGNED**           s/s Michelle Van Krey            
Presiding Officer or Designee

EMAILED TO: Wausau Daily Herald, City Pages, and other Media Groups  
EMAILED BY: \_\_\_\_\_  
DATE & TIME: \_\_\_\_\_

**NOTICE POSTED AT THE COURTHOUSE**  
BY: \_\_\_\_\_  
DATE & TIME: \_\_\_\_\_



# MARATHON COUNTY HEALTH AND HUMAN SERVICES COMMITTEE AGENDA WITH MINUTES

Date & Time of Meeting: **Wednesday, January 31, 2024, at 3:00pm**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI 54403**

Michelle Van Krey	Present
Jennifer Aarrestad	Present
Ron Covelli	Present
Dennis Gonnering	WebEx
Donna Krause	Present
Alyson Leahy	WebEx
Bobby Niemeyer	Absent

Staff Present: Administrator Lance Leonhard, Chris Holman, Kurt Gibbs

Others Present:

## Meeting Recording

1. **Call Meeting to Order** – Chair Van Krey called the meeting to order at 3:00 p.m.
2. **Pledge of Allegiance**
3. **Public Comment**
4. **Approval of the December 6, 2023, Health and Human Services Committee Meeting Minutes: (:00.45)**  
Motion made by Aarrestad second by Krause to approve the minutes. Motion carried on a voice vote, unanimously.  
**Approval of the January 9, 2024, Joint Public Safety and Health and Human Services Committee Meeting Minutes: (:01.18)** Motion made by Aarrestad second by Krause to approve the joint meeting minutes. Motion carried on a voice vote, unanimously.
5. **Policy Issues Discussion and Potential Committee Determination: None**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy: (:01.50)**
  - A. Opportunity for providing recommendations relative to items to be included in the Administrator’s 2024 Annual Work Plan
7. **Educational Presentations and Committee Discussion: None**
8. **Next Meeting Date & Time, Announcements and Future Agenda Items: (:21.00)**
  - A. Committee members are asked to bring ideas for future discussion.
  - B. Next meeting: Wednesday, March 6, 2024, at 3:00pm
9. **Adjournment**  
Motioned by Covelli, Second by Aarrestad to adjourn. Motion Carried on voice vote, unanimously.  
Meeting adjourned at 3:26 p.m.

Minutes Prepared by Kelley Blume

# Grant Program – Wisconsin Lead-In-Water Testing and Remediation Initiative

Grantee – Marathon County Health Department

Grantor – State of Wisconsin Department of Health Services

Grant Duration – 10/1/2023 – 9/20/2024

Grant Amount (Maximum) - \$48,000.00

## Overview:

The Marathon County Health Department follows DHS 254 on all lead mitigation testing and activities. In cases where a child has a blood lead level over the state level ( $\geq 5$   $\mu\text{g}/\text{dL}$ : 5 micrograms of lead per deciliter of blood or higher), we are required to conduct a lead investigation and work with the families or property owners on lead intervention and abatement.

Lead is a health hazard. There is no safe blood lead level in children. Even low levels of lead in blood have been shown to affect learning, overall IQ, a child's ability to pay attention, academic achievement, and long-term harm. Exposure to lead can seriously harm a child's health and cause well-documented adverse effects such as:

- Damage to the brain and nervous system
- Slowed growth and development
- Learning and behavior problems
- Hearing and speech problems

This grant supports, enhances, and reimburses the health department for required lead intervention and abatement activities.

## Activities:

The Marathon County Health Department (MCHD) will serve as the lead agency to implement a water sampling program in Marathon County childcare centers and coordinate remediation measures for the Wisconsin Lead-In-Water Testing and Remediation Initiative. MCHD will serve as the primary point of contact for licensed group childcare and Head Start Facilities (childcare facilities) and will complete the following:

- Enroll interested childcare facilities into the program;
- Ensure that all water outlets at each enrolled childcare facility are tested;
- Ensure childcare facilities receive sample results and understand what those results mean;
- Work with childcare facilities on any follow-up testing or immediate actions to reduce lead-in-water hazard exposure at the childcare facility;
- Maintain timely and effective communication with the childcare facilities throughout the grant period; and
- Report to DHS on grant activity progress throughout.

DHS has identified 40 childcare centers in Marathon County that would be eligible for this program.

**Budget:**

Up to 40 facilities can be enrolled in the program. For each facility, the following health department activities can be reimbursed:

- Programmatic outreach and coordination with childcare facilities and plumbers
- Childcare facility site assessment
- Sampling plan development and implementation
- Shipping costs – shipping the water samples to the Wisconsin State Laboratory of Hygiene
- Travel to and from the childcare facilities
- Generating facility reports
- Quarterly reporting to DHS



**Nicotine Prevention Alliance of Central WI Electronic Nicotine Delivery Grant:  
Vaping, Prevention, Treatment, and Intervention**  
Prepared February 7, 2024

In March 2023, the Marathon County Board approved the acceptance of \$29,675 as the fiscal agent to the Nicotine Prevention Alliance of Central WI, a tri-county prevention alliance that serves Marathon, Wood, and Portage Counties. Funds allocated to the Alliance is being used to implement strategies that prevent and address harm caused by Electronic Nicotine Delivery Systems to Marathon County residents under the age of 24. Serving this age group will allow for assistance to all individuals that were youth at the time of the declaration of the e-cigarette epidemic in 2018.

In 2024, more funds under the same grant have become available. Marathon County has now been granted \$63,079 per contract year (calendar year 2024 and calendar year 2025) as the fiscal agent to the Nicotine Prevention Alliance of Central WI. The additional \$33,404 allocated to the Alliance will be added to the previous amount and used to implement community or school-based prevention, intervention and/or cessation strategies for young people up to age 24 on the topic of vaping.

**Background**

- WI Department of Health Services (DHS) plans to receive at least \$14.7 mill over the next 5 to 10 years from the JUUL Settlement Funds. This is a result of an investigation that found JUUL accountable for targeted marketing towards youth. Should JUUL declare bankruptcy, there is no guarantee of the money coming to the State.
- WI DHS sought proposals from agencies that emphasize collaboration between community partners with innovative ideas to decrease the impact of JUUL and other electronic nicotine devices (ENDS). Agencies that have a commitment to young people and a track record of implementing effective programs in Wisconsin, were encouraged to apply.

**Electronic Nicotine Delivery Systems are a concern in Marathon County**

- The 2023 County Health Rankings data reported adult smoking rates of 18%, 18%, and 17% in Marathon, Wood, and Portage County respectively.
- According to the 2021 Youth Risk Behavior Survey Data, 24% of high school students in Marathon County ever tried vaping and 11% used an Electronic Nicotine Delivery System in the past 30-days.
- In 2023, the sales rate of tobacco products to underage youth in Marathon County was 0%. Increased efforts to educate tobacco retailers will ensure this rate remains as low.
- In preparation of the application to the State of Wisconsin Department of Health Services, 10 youth-serving organizations submitted letters of support and commitment to this project: Almond-Bancroft School District, Boys & Girls Club of Portage County, Lincoln High School (WI Rapids), Nekoosa High School, School District of Marshfield, School District of The Tomorrow River, Stevens Point Area School District, Stevens Point Area YMCA, Wausau School District, and

WI Rapids Area Middle School. Since submission, additional school districts have expressed interest in participating in this project.

### **Marathon County Health Department Activities**

This is a tri-county initiative; therefore, Wood County Health Department will receive sub-contracted amount of \$10,959 per grant year and Portage County Health and Human Services will receive a sub-contracted amount of \$14,972 per grant year. Marathon County will receive \$19,548. Health Educators, Jenna Flynn and Laura Fischer, will carry out this work in Marathon County. The additional \$17,600 will be used to contract with youth-serving organization in accordance with grant requirements who wish to participate in alternative-to-suspension programming.

The funding will support these specific activities:

- **Address risk and protective factors to prevent vaping** will occur through the provision of educational materials to all Electronic Nicotine Delivery System (ENDS) retailers in the service area, and will highlight: a) the federal legal age of 21 to purchase nicotine products, b) health risks related to youth ENDS use, and c) ENDS products that are not be sold in stores. Health Departments in the service area will provide technical assistance to ENDS retailers to reach this goal, such as providing staff training recommendations.
- **Develop and implement effective strategies and policies to reduce the impact of vaping products and to support non-punitive disciplinary processes** will occur through alternative to suspension programs in schools within the service area. Middle and high schools will implement alternative to suspension and citation programs for students who are found to be in violation of school tobacco and nicotine use policies. This may also include the integration of cessation programming into the schools.

---

*Youth Opportunity Center  
A New Model to Deliver Shelter Care and Supportive Services*

---

### **Executive Summary**

Prior to December of 2022, Marathon County Social Services utilized two agencies, Marathon County Sheriff's Office, and PSG, to deliver "Shelter Care" and "Report Center" services to youth", both of which were funded in large part by Marathon County tax levy. Shelter Care provided accountability for youth through consequential out of home placement, whereas the report center provided services for youth such as educational groups, community service work, homework assistance, and social skills development.

Following the closure of the Youth Shelter facility, a portion of the funds previously allocated to the Sheriff's Office to support operations was transferred to the Department of Social Services to support an alternative delivery model for Shelter Care-like services for youth under court orders. After considerable investigation into various models to deliver these services, including the release of a formal request for proposals, the Department of Social Services will be implementing a pilot program, The Youth Opportunity Center in 2024. This program will aim to address the gap left by the closure of the Youth Shelter facility as well as the discontinuation of programming through PSG's report center.

This white paper outlines the service model transition from the traditional model of shelter care for at-risk youth in Marathon County to the re-integration of accountability and prevention services through the establishment of the Youth Opportunity Center.

### **Background**

Marathon County, like many counties, faces the challenge of providing the most beneficial support for at-risk youth who require additional supervision and guidance. Traditional shelter care models can be financially burdensome and do not consistently provide optimal solutions. Additionally, the capacity of accountability and development services in meeting the diverse needs of these youth is often constrained. The Youth Opportunity Center aims to address this issue by offering an individualized and cost-effective alternative.

The Youth Opportunity Center is designed to provide a safe and nurturing environment, that is accountability focused. This program will serve moderate to high-risk youth aged 12-17, providing positive behavioral change opportunities and personal growth resources. This proposal seeks to address the increasing need for alternative care models that avoid costly out-of-home placements, prioritize connection and family involvement, and offer cost-effective solutions with enhanced oversight. In alignment with the Federal Policy of Families First, our endeavor is to proactively address the evolving needs of families and youth within the community.

### **Youth Opportunity Center Overview**

The Youth Opportunity Center will focus on the following key objectives:

1. **Safe and Nurturing Environment:** Provide a secure and caring environment where youth can feel safe and supported in their journey toward rehabilitation and personal development.

2. **Accountability:** Emphasize personal accountability and responsibility through structured daily programs and activities.
3. **Positive Behavioral Change:** Promote positive behavioral change through mentorship, skill development, and targeted interventions based on Youth Assessment & Screening Instrument (YASI) assessments.
4. **Personal Growth/Education:** Offer resources and opportunities for personal growth, education, and skill-building. The Youth Opportunity Center aims to support the educational needs of participating youth by fostering a conducive environment that prioritizes academic growth and regular school attendance. This objective aligns with promoting educational success and reducing truancy among enrolled youth.
5. **Family Involvement:** Facilitate family meetings and involvement when appropriate to ensure that the individualized needs of each youth and family are addressed within a structured and supportive environment.
6. **Community Engagement:** Encourage community service projects, teach practical skills, provide educational resources, and offer activities in music, arts, and pro-social recreation to foster engagement and personal development.

## **Capacity**

The Youth Opportunity Center is designed to accommodate a maximum of 10 youths concurrently, thereby allowing a tailored and intensive approach to their developmental and well-being needs. The capacity is based on a comprehensive evaluation of the youth population within the purview of Youth Justice, spanning the past two years, identifying individuals who could potentially derive benefit from the services offered by the Youth Opportunity Center. Moreover, staff examined historical data, specifically focusing on unduplicated youth placed at the shelter home and those who have availed services from the report center.

## **Program Structure**

Youth may be court-ordered to attend the Youth Opportunity Center daily, Monday through Friday, to instill accountability and provide a structured routine. By focusing on accountability, mentorship, skill development, informal education support, and personalized interventions based on YASI assessments, the Youth Opportunity Center has the potential to yield more effective and lasting behavioral changes in the youth it serves, reducing the likelihood of reoffending.

## **How does this fit within the continuum of care we currently have:**

The Youth Opportunity Center offers a distinct approach to addressing the needs of at-risk youth in Marathon County. The Youth Opportunity Center service delivery model is a departure from the more traditional model of shelter care service delivery and sanctions; focusing on accountability, mentorship, skill development, and individualized programming based on the YASI. This personalized approach sets it apart from existing program delivery models in the county and offers a proactive solution, striving to minimize the need for costlier and more disruptive measures. Presently, there is no comparable service delivery model available within Marathon County or the surrounding area that offers the comprehensive blend of structure, education, and connection that is envisioned to be provided by the Youth Opportunity Center.



The implementation of the Youth Opportunity Center fills a gap following the aforementioned closures in available services for at-risk youth and would leverage collaboration with various stakeholders to enhance its effectiveness and overall impact. Through this initiative, the county aims to provide an unparalleled level of structure, supervision, education, and community connection to empower and uplift its vulnerable youth population, while simultaneously reducing the necessity for out-of-home placements or maintaining youth in low level placements within our community.

### **Partnership with NCHC and Positive Alternatives Group Home:**

The Youth Opportunity Center has the potential to significantly complement and enhance existing services provided by collaborating partners, such as North Central Health Care (NCHC) and Positive Alternatives, for youth who may benefit from additional supervision, structured activities, and specialized support.

In collaboration with our NCHC partners, the Youth Opportunity Center could provide additional supervision and structured programming for youth who may receive youth Comprehensive Community Support (CCS) services through NCHC in conjunction with Youth Justice. This supplementary support enhances the existing services, ensuring a more comprehensive and well-rounded approach to meeting the needs of these youth. The Youth Opportunity Center can provide a structured environment that complements mental health interventions, fostering personal growth, and reinforcing positive behaviors learned through CCS services.

For youth currently in the group home setting who may complete an alternative school day or have unstructured days, the Youth Opportunity Center can break up their routine by offering structured activities. This arrangement supplements their day, providing an opportunity for delivering complimentary services, skill-building, and engagement while addressing gaps in their schedule, which can at times lead to higher levels of care to provide the daytime supervision that is needed.

### **Supporting Biological and Foster Families:**

The Youth Opportunity Center can offer support to families whose youth require supervision due to challenging behaviors. By providing a structured and supervised environment, it assists biological and foster families facing difficulties in managing the behavioral needs of youth without necessitating placement outside of the home or in higher levels of care, which would be more costly.

The Youth Opportunity Center will complement and extend the services of existing organizations, like NCHC and Positive Alternatives. By providing additional supervision, structured activities, and specialized support, the YOC will enhance the continuum of care for youth receiving services from these organizations. This approach aids in addressing the multifaceted needs of at-risk youth and their families while reinforcing positive behaviors, and personal growth within a structured and supportive environment.

### **Staffing Structure:**

Staffing a youth center open from 10 am to 6 pm, Monday through Friday, requires careful planning to ensure adequate coverage and a positive environment for the youth. Staffing would be provided as follows:

### **Roles and Responsibilities:**

- **Lead Youth Justice Social Worker:** The lead MCDSS Youth Justice Social Worker will be responsible to oversee the daily operations, plan activities, and manage staff, reporting back to the Youth Justice Supervisor and Child Welfare Manager.
- **2 LTE Youth Workers:** MCDSS will hire 2 LTE youth workers, who will interact directly with the youth, provide guidance, and organize and lead activities.
- **Maintenance/Janitorial Staff:** The facility is currently maintained due to other functions in the building by county facility staff. Primary cleaning of the Youth Opportunity Center will be done by the Youth Opportunity Center staff and youth, aiding in learning the responsibility of safe and sanitary environments and responsibility for your own environment. Costs for cleaning supplies is covered in the grant received.

### **Staffing:**

- **Lead Youth Justice Social Worker:** This worker is already employed with DSS and would receive an additional \$1 per hour, consistent with our lead worker policy. The additional dollar an hour totals \$2,080.00 and funds to pay this come directly from the grant dollars received. Should the Youth Opportunity Center no longer be a running program in Marathon County, the lead worker position would dissolve.
- **2 FTE LTE youth workers:** These staff will be primarily assigned to the center Mon-Fri 10 am-6 pm. The rate of pay for these two staff is projected to be \$176,980 (salary+benefits) annually. The cost is covered by the funds transferred to DSS from the Sheriff's Office to secure shelter-like services.
- During peak hours or as needed to manage behaviors, an additional staff (current DSS social worker) will be assigned to assist at the Youth Opportunity Center to handle increased traffic and youth/family needs. This does not result in additional costs to the department.
- DSS Youth Justice Social Workers will be utilized as substitute staff to cover absences or unexpected needs.
- **Interns/Volunteers/Community Partners:** Interns as well as community partners and volunteers will be utilized for support and to provide educational and community opportunities to the youth.
- The Lead Youth Justice Social Worker will complete periodic reviews of the staffing model based on feedback, attendance patterns, and program success to determine if modifications are needed.

### **Employee Training and Development:**

- Youth Opportunity Center workers will be provided training on working with youth, conflict resolution, first aid, safety protocols, emergency procedures and other specialized skills necessary for the job.

### **Operations Plan – facility and non-personnel costs.**

- The Youth Opportunity Center will operate out of the vacant shelter space which is owned by Marathon County. The secure detention facility is connected to this building and therefore the space is already being maintained.
- Costs associated with the Youth Opportunity Center are covered by 2 primary funding sources: (1) Tax levy (\$322,925) transferred to the Department of Social Services from the Sheriff Office, intended to fund alternative shelter care and support services to high needs youth within our community and (2) Youth innovation grant funding dollars received.

### **Cost and benefit analysis:**

#### **Historical Service Model Delivery Cost**

- Shelter Home operation by Sheriff's Office – approximately \$500,000 annually
- Report Center contract – approximately \$120,000 annually
- Historical Total – approximately \$620,000 annually
- Projected Annual cost under Youth Opportunity Center model - \$312,630.

**Funding Sustainability:** It is important to note that the Youth Opportunity Center Pilot Program does not seek additional tax levy funds. Instead, the program leverages funds already allocated to the Department of Social Services. As part of piloting this delivery model, staff will also evaluate the opportunity to incorporate Youth Opportunity Center services into the CCS plans for individual qualifying youth, which could further reduce operational costs and enhance sustainability.

**Alleviating costs to Families:** A significant aspect of the Youth Opportunity Center is its potential to alleviate financial burdens on families. Traditional shelter care and secure detention often come with associated costs for families, most notably placement fees. Under the revised delivery model, the financial burdens on families will be reduced or eliminated.

**Non-fiscal Impacts:** The nature of this service delivery model suggests improved outcomes for youth and families. Family meetings and family engagement are core components of the program, which should strengthen family bonds, help youth remain in or reintegrate into their communities, and provide a more holistic support system. Should the pilot of this delivery model prove successful using the Key Performance Indicators below and it be continued, further consideration of long-term success measures may be valuable.

**Alternative Strategy to Increasing Level of Placement:** The Youth Opportunity Center's service delivery model may serve as an alternative strategy to address supervision concerns that might otherwise result in a youth being moved to a higher level, more costly, placement. The average cost of care in a group home is \$367.39 per day. If the Youth Opportunity Center prevents two children from requiring this level of care, it would equate to a cost savings of \$267,910, annually. Similarly, preventing two youth from requiring residential level care for a year translates to a savings of \$448,161.60, annually.

**Internal v. External Delivery Model:** Internal program management to begin the pilot program allows for better control over costs, allocation of resources, and financial oversight. The

Department of Social Services did complete an RFP process to determine if a contracted provider was available to run this type of alternative service model. The cost proposed by the external provider to deliver services under this alternative model was \$411,506.00, not including space/location costs. After due consideration, staff believe we can more effectively manage costs of this delivery model with internal staff. Moreover, by adopting an interval service delivery model, we believe we can more closely monitor progress, adapt to changing circumstances, and maintain a stronger connection with youth, families, and community partners, ultimately delivering better results for all stakeholders. The total dollar amount estimated to run the Youth Opportunity Center from March 1, 2024, through December 31, 2024, including start-up costs, staffing, and supply needs is projected to be \$260,525.00 of which all is currently budgeted.

### **Program Objectives - Key Performance Indicators and Success Metrics**

During its pilot phase, the delivery model will undergo a comprehensive evaluation process aimed at assessing its effectiveness, impact, and adherence to outlined objectives. The evaluation will focus on key performance indicators (KPIs), described below, including measures related to safety, accountability, behavioral change, family and community support, rehabilitation outcomes, and prevention of out-of-home placements. Monthly reports detailing program activities, participant progress, challenges, and achievements will be submitted to the Child Welfare Manager and Director for continuous oversight and assessment. Additionally, quarterly, reports will be presented to the Social Services Board. At year-end, a report will be presented to the County Board, summarizing the outcomes, successes, challenges, and future recommendations.

As referenced above, should the delivery model pilot be successful and the model continued, additional assessment of long-term outcomes may be valuable. The youth receiving services via this delivery model often come from complex backgrounds with various challenges, including behavioral issues, trauma, and social difficulties. Behavioral change and personal growth in these individuals typically necessitate a comprehensive and sustained approach, which may take time to observe given the need for building trust, establishing new habits, and fostering positive relationships within a structured environment. Similarly, the center's effectiveness in preventing out-of-home placements and reducing recidivism rates may require a considerable period to demonstrate tangible results due to the complexity of the issues being addressed and the individualized nature of the interventions provided.

#### 1. Accountability

- **KPI:** At least 80% of the youth will engage in daily programs and activities.

#### 2. Positive Behavioral Change

- **KPI:** Reduction in risk factors and increase in protective capacities of youth and caregivers as measured by the YASI.

#### 3. Personal Growth/Comprehensive Development:

- **KPI:** Youth report feeling supported, valued, and nurtured to acquire new skills within the Youth Opportunity Center environment, as well as key stakeholders in the youth's life identifying areas of personal growth in the youth.

#### 4. Family Engagement

- **KPI:** Of youth who are ordered to attend the Youth Opportunity Center, at least 50% of those youth's families/support network will be attend Youth Opportunity Center related activities, including family meetings, or participating in program-related events.

#### 5. Evaluate the Impact on Reduced Recidivism Rates

- **KPI:** Regularly monitor and analyze the relationship between the duration of Youth Opportunity Center participation and subsequent recidivism incidents.

#### **Conclusion:**

The establishment of the Youth Opportunity Center in Marathon County represents a forward-thinking model to deliver services to at-risk youth in a cost-effective, family and community centered, and accountable manner.