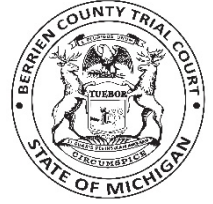




BERRIEN COUNTY
MICHIGAN



**Strategic Plan
for Improving the Juvenile Justice System in Berrien County
(Michigan)**

"Our Path Forward"

February 2023



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This document was developed under grant number SJI21PO39. The points of view expressed are those of the authors and do not necessarily represent the official position or policies of the State Justice Institute. The County – Court Collaboration Initiative was funded and supported by the State Justice Institute. Rulo Strategies and PRAXIS Consulting Inc. provided direct services in collaboration with SJI and NACo.



***Juvenile Justice Planning Forum Attendees
September 15 -16, 2022***

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Strategic Plan for Improving the Juvenile Justice System in Berrien County

Introduction

The Berrien County Trial Court, a unified trial court in southwestern Michigan, remains committed to meeting the ever-changing and growing needs of youth and families throughout the County. For over two decades, the Court has implemented reforms and best practices that have enhanced services and options for youth and families involved in the juvenile justice system. Examples include the use of risk/ needs assessment protocols and evidence-based interventions, diversion of lower risk youth, using graduated incentives and sanctions, and using data to drive decisions, to name a few.

Still, additional improvements are needed.

The Court, County, and community lack a complete continuum of services for youth and families involved in the juvenile justice system. The existing services do not meet current needs and there are services that are under-resourced or simply not available in the County. Thus, enhancing, expanding, and filling the gaps in services in Berrien County are high priorities for court and community leaders.

Second, Berrien County and the Court are facing a crisis with the Juvenile Detention and Residential Treatment facility located at 6414 Deans Hills Road. The facility is near the end-of-life. It has serious sewer and water issues, there are numerous safety and security concerns, and due to interior and exterior deterioration over the years, the annual maintenance on this facility exceeds the County's annual maintenance budget.

High Priorities:

- Enhance, expand, and fill gaps in juvenile justice and community services and programs; and
- Develop a viable solution to the impending crisis with the Juvenile Detention/Residential Treatment facility, which is near end-of-life.

There is an urgent need for a viable solution to the impending crisis with the existing Juvenile Detention and Residential Treatment facility. Possible solutions include developing the County-owned Napier site in Benton Township and building a new, multi-purpose Juvenile Justice Center on that site. Other alternative and equally viable solutions also may need to be explored given construction costs and the current times.

To address and assist with the above, County and Court leadership jointly pursued and received technical assistance in 2022 from the National Association of Counties (NACo) and the State Justice Institute (SJI) Through their partners Rulo Strategies, LLC and PRAXIS Consulting, Inc., the technical assistance was aimed at developing a Strategic Plan to address the above issues through an inclusive and collaborative process. The technical assistance services specifically were aimed at:

1. Expanding the dialogue among the County, Court, and justice system and community leaders.
2. Exploring viable options for addressing the gaps in services and having a suitable multi-purpose Juvenile Justice Center (and developing the County site).
3. Developing, and building consensus for, a path forward.

Planning for the future requires thinking creatively about the system and needed improvements. Below are characteristics of a comprehensive continuum of care as identified by Forum participants.

1. Assessment and triage
2. Prevention services – parental and community
3. Crisis response – Co-responder
4. Deflection and diversion programs – community, law enforcement, prosecutor, and court
5. Community/agency/treatment services
6. Court-ordered interventions – Foster/shelter care, residential treatment (in custody/out of custody), detention (secure/non-secure tethering)
7. Evidence and community-based programs such as education, housing, behavioral health (mental health and substance use).

Forum participants also identified the following values that should be remembered when making juvenile justice system improvements.

1. Keep the public, communities, and youth safe.
2. Rehabilitate youth through services, programs, and support.
3. Hold youth and parents accountable for their actions/inactions.
4. Involve parents, communities, and schools.
5. Increase collaboration and coordination among agencies, partners, and providers.
6. Work to reduce recidivism and increase success rate.

Finally, below are what Forum participants identified as the highest priorities facing the juvenile justice system in Berrien County. The list is not in priority order.

| Highest Priorities Facing the Berrien County Juvenile Justice System |
|--|
| <ol style="list-style-type: none"> 1. Provide new and expand existing services/programs (to prevent involvement in the juvenile justice system, to increase support and resilience, and to achieve better outcomes). Examples of services mentioned included: <ul style="list-style-type: none"> - Prevention and early intervention services - Education support – youth and parents - Mentoring - Trauma informed programs/service focusing on family trauma/abuse - Family treatment - Behavioral health services (mental health and substance use) - Other evidence-based programs/services 2. Increase parental / family engagement |

| Highest Priorities Facing the Berrien County Juvenile Justice System |
|--|
| <ol style="list-style-type: none"> 3. Increase community involvement and support 4. Enhance cross-agency (departments, partners, etc.) collaboration and coordination; strengthen connections, partnerships, and working together to close gaps 5. Enhance education and information sharing - providers, facilitators/coordinators, recipients of services 6. Recruit / retain workforce – use multi-systemic/multi-disciplinary teams to meet the complex needs of youth/families; address staffing challenges; secure adequate staffing levels 7. Develop a common vision for juvenile justice in Berrien County – e.g., make the new Juvenile Justice Center a resource center, or hub for a wide range of services (rather than just for detention) 8. Secure funding - increase funding; build support for improved and expanded services; pursue grants/other funding options to supplement existing funders. |

This Strategic Plan presents a long-term roadmap for making improvements as suggested by attendees at the Juvenile Justice Planning Forum held in September 2022. Included below are the strategic areas, long-range goals, and strategies for:

1. Providing an expanded continuum of juvenile justice and community services and programs for youth and families involved in (or at risk for becoming involved in) the juvenile justice system, and
2. Suggesting a path forward for developing the County site and providing a suitable, multi-purpose Juvenile Justice Center in Berrien County, including the possibility of building a new facility.

The Strategic Plan lays out a roadmap for:

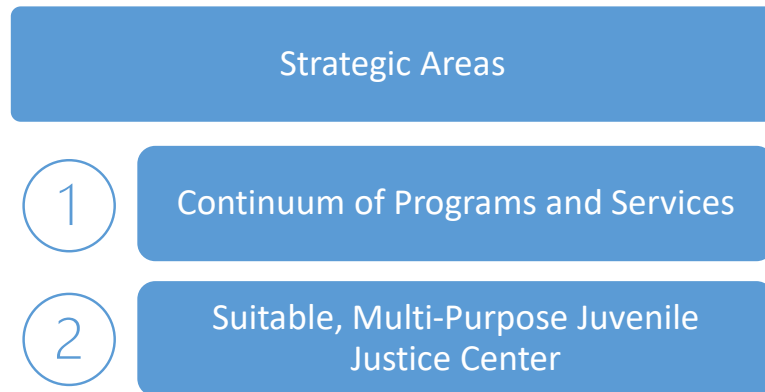
- Providing an expanded continuum of juvenile justice and community services and programs for youth and families involved in the juvenile justice system, and
- Suggesting a path forward for developing the County site and providing a suitable, multi-purpose Juvenile Justice Center in Berrien County, including the possibility of building a new facility.

The Plan below also includes improvement priorities for 2023. The 2023 priorities were identified at a follow-up meeting with the same group of justice system leaders on January 27, 2023.

Strategic Areas, Long-Range Goals, and Strategies

County leadership, Court leadership, juvenile justice partners, and other community leaders are committed to improving the juvenile justice system in Berrien County. This includes improving programs/services and providing a suitable, multi-purpose Juvenile Justice Center (including the possibility of designing and building a new facility) that meets the needs of youth and families across the County.

This section presents the strategic areas, goals, and strategies for making improvements.





Continuum of Programs/Services

Long-Range Goals and Strategies – At-a-Glance

| Goals: | Strategies |
|--|--|
| 1. Berrien County will keep lower risk juvenile offenders out of the juvenile justice system. | <ul style="list-style-type: none">a. Strengthen systems / organizations that identify and prevent at-risk youth from offending.b. Work with the local school systems and other organizations to improve programs and support youth with attendance and/or behavioral issues (e.g., truancy prevention programs, support teams, clinical school interventions, school-based mental health/health screenings and assessments, etc.)c. Deflect and/or divert non-violent, lower risk juvenile offenders out of the juvenile justice system.d. Expand access to intervention and treatment services.e. Use evidence-based, risks / needs assessments to inform decision making. |
| 2. Berrien County will provide an expanded continuum of community and juvenile justice services and programs, including prevention, early intervention, and treatment that meet the needs of youth and families. | <ul style="list-style-type: none">a. Strengthen and expand prevention services.b. Improve crisis response (e.g., implement a crisis response / co-responder program).c. Enhance treatment, counseling, and support services.d. Expand the continuum of court-ordered interventions (e.g., foster/shelter care, residential treatment for in / out of custody youth, detention (secure/non-secure tethering), etc.).e. Improve, expand, and integrate community-based programs (e.g., education, housing, behavioral health).f. Support juveniles and families by improving and expanding transitional, re-entry, and wrap-around support services (e.g., education, trauma informed treatment, community engagement activities).g. Continue to build partnerships and mobilize county, community, and justice system partners to expand the continuum of services and programs available in Berrien County.h. Increase the attractiveness of employment at Berrien County, the Court, and provider agencies/organizations ensuring all are able to attract and retain a talented and qualified workforce. |
| 3. Berrien County will achieve improved outcomes/results with youth involved in the juvenile justice system, resulting in reduced recidivism. | <ul style="list-style-type: none">a. Strengthen and expand evidence-based programs and services (e.g., rehabilitation restorative,).b. Fill gaps and enhance/expand treatment programs and services.c. Enhance partnerships with agencies, community organizations, and neighborhood groups to strengthen the communities in which children, youth, and families live. |

| Goals: | Strategies |
|--------|---|
| | <ul style="list-style-type: none"> d. Hold youth and parents/caretakers accountable for their actions/inactions. e. Strengthen data tracking, reporting, and integrity / accuracy across all agencies / organizations |

2023 Priorities:

1. Work with partners and/or with existing or new workgroups to make improvements in the following areas:
 - a. School Justice Initiative (focusing on truancy and alternative interventions)
 - b. Behavioral health services
 - c. Parental engagement and involvement
 - d. Recruitment and retention – develop a multi-dimensional recruitment strategy to attract and retain qualified staff and upskill existing staff. This includes providing competitive pay/benefits and making and promoting Berrien County as a place where people want to live and work.

2

Suitable, Multi-Purpose Juvenile Justice Center

Long-Range Goals and Strategies – At-a-Glance

| Goals: | Strategies |
|--|--|
| 4. The County will provide a suitable, multipurpose Juvenile Justice Center that is easily accessible and meets the needs of youth and families. | <ul style="list-style-type: none"> a. Collaborate with the Courts and juvenile justice / community partners in finalizing a suitable location and designing the new (or remodeled) Juvenile Justice Center, including the need for timely response / accessibility for both law enforcement and families. b. Continue to evaluate the feasibility of the Napier site (as discussed at the planning forum) in collaboration with the Courts and other juvenile justice and community partners, ensuring ease of access to the facility. c. Develop a site plan that meets the needs of youth and families, and achieves the vision created by this Strategic Plan. d. Evaluate and determine the net present value of updating, enhancing, and/or expanding the current facility versus constructing a new juvenile justice complex. e. Communicate urgency and needs, and build support/ secure buy-in throughout the County for the development of the County site and providing a suitable, multi-purpose Juvenile Justice Center. f. Pursue state, federal, and other innovative funding options for repairs, site plan development, and/or building a new Juvenile Justice Facility. |
| 5. Court, juvenile justice partner and community services/ programs will be provided from a centralized hub/location in Berrien County with additional services provided to other parts of the county virtually and via satellite offices. | <ul style="list-style-type: none"> a. Continue collaborations among County, Court, justice system, and community leaders and facility consultants to design the new (or remodeled) Juvenile Justice Center ensuring it meets the needs of youth, families, and communities (and is consistent with this Strategic Plan). b. Work with the Courts and justice system and community partners to further define the services that will be provided at the hub. c. Expand virtual services/programs provided to youth and families across the County. d. Invest in and provide technology needed to expand virtual services/ programs. e. Expand in-person services/programs to other areas of the County by opening offices using existing County space and/or sharing space with other agencies/providers. f. Recruit and retain a workforce qualified to provide services and programs that help youth and families succeed. |

2023 Priorities:

1. Long term facilities planning:
 - The County and DLR Consultants, in collaboration with the Courts, will present a preferred concept layout for a new Juvenile Justice Center in the next 90 days.
 - The County will continue to work with State legislators and the Congressional delegation for funding assistance for the new, multipurpose Juvenile Justice Center.
2. Short term/immediate facilities and staffing improvements:
 - DLR/Wightman will be making recommendations to remedy the immediate issues at the existing Juvenile Detention and Residential Center (e.g., water, etc.).
 - The Court will strive to remedy the staffing shortages at the Center. The Court will continue to work with the County to save resources specific to the out of county placements due to staffing shortages.

APPENDICES

APPENDIX A:

Juvenile Justice Strategic Planning Forum: Meeting Summary

Overview

On September 15 – 16, 2022, a Juvenile Justice Planning Forum was held at Berrien RESA in Berrien Springs, Michigan. Eighteen (18) County, Court, and justice system and community leaders attended including participants from the County, Court, law enforcement, legal community, treatment providers, and education.

The purpose was to begin developing a long-term plan for: (1) enhancing and expanding juvenile justice services in Berrien County and (2) considering options and making recommendations for providing a suitable, or building a new, Juvenile Justice Center (facility) and developing the County site. The Planning Forum was facilitated by Dr. Brenda Wagenknecht-Ivey and Rebecca Rose. The Planning Forum Agenda included:

1. Learning about the urgency around and need for improved juvenile justice services and Juvenile Justice Center in Berrien County.
2. Identifying service gaps, future opportunities, and potential threats or challenges.
3. Developing feasible/plausible future scenarios for services and the site.
4. Developing long-range goals and strategies for making needed improvements.

A detailed summary of discussions is provided below.

Current State of Affairs – Urgent Needs and Gaps

The tables below provide a brief summary of the current state of affairs with the Juvenile Detention / Residential Treatment Facility, relevant trends, and future opportunities, all of which was presented and discussed at the Juvenile Justice Planning Forum.

Urgent Need for Facilities:

According to a facilities study of the Berrien County Juvenile Center by Abonmarche/Pearson dated April 2022:

“The current condition of the juvenile detention center suggests a major remodel. However, even if the building was completely overhauled, the existing layout and location would still create ongoing issues for the staff to perform required services for County residents. Additionally, the cost to only overhaul the existing mechanical, electrical, and plumbing systems alone, exceeds an amount reasonable to consider maintaining the facility.

For these reasons and the additional comments from staff, the County should compare the value of investing in the existing facility as compared to undertaking the planning and design for the construction of a new building.”

Table 1:
Juvenile Detention/Residential Treatment Facility

- a. The current juvenile facility is 60 years old. It has 42 beds.
- b. There are serious issues with water and sewer.
- c. The flooring, windows, perimeter fencing, parking lot, boiler replacement, unit ventilators, etc. are among other repairs needed.
- d. There also are serious safety and security issues including:
 - Detention cell doors are beginning to fail.
 - There are no barriers between public grounds and buildings.
 - There is no security sally port.
 - There is a lack of standardized locking system.
 - Windows in the administrative area are not shatterproof.
 - The campus needs improved lighting.
 - The remote electronic door control panel frequently freezes or is operable, to name a few.
- e. The County's property on Napier Ave. is the site being considered currently for development.

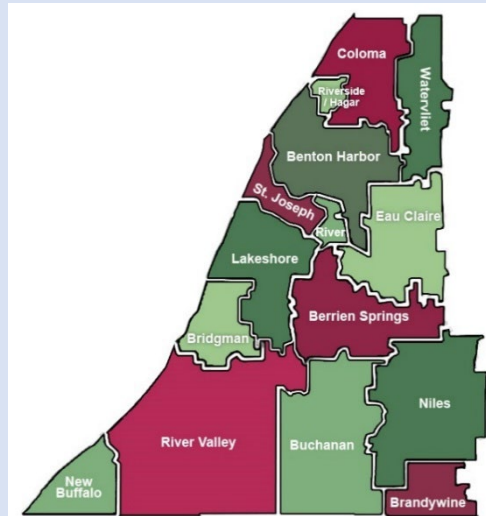
SOURCE: PowerPoint presentation by Berrien County Administrator, Brian Dissette. Available upon request.

Assessment of Services and Programs – Service Gaps

Planning forum participants reviewed relevant information and trends regarding youth involved in Berrien County's juvenile justice system. A summary is provided in Table 2 below.

Table 2:
Relevant Information/Trends

- a. The average age of youth who experience their **first** involvement with the court is 14 years old.
- b. The majority of youth are charged with misdemeanor offenses although firearm related weapons cases are on the rise. 15% of court involved youth are high risk to re-offend, according to the (YLS) Youth Level of Service risk / needs assessment.
- c. A disproportionate number of Black youth are in the system. Black youth make up 60% of youth in the system. The proportion of the Black population in Berrien County is 13%, according to the Census Bureau.
- d. The majority of youth are from Benton Harbor and Niles.
- e. Males commit the majority of assaultive/ weapons offenses.
- f. Youth involved in the system have significant behavioral / mental health needs.



- g. The number of youth in detention and residential treatment is down, in part due to three factors: (1) using other effective alternatives; (2) the effects of the pandemic; and (3) staffing issues – difficulties recruiting and retaining staff – at the Detention Facility.
- h. The number of youth released on electronic monitoring (tether) has doubled in the last two years due to “Raise the Age” legislation and use of this detention alternative. The “Raise the Age” legislation, which was effective October 2021, requires 17-year-olds who are charged with a criminal offense be handled by the Juvenile Court. The legislation resulted in an 18% increase in the number of 17-year-olds in the system in Berrien County.
- i. Many youth involved in the system are experiencing significant educational challenges (e.g., 3 grades behind, special needs, etc.) and some schools are dealing with chronic absenteeism.
- j. There is a staffing shortage – 40% vacancy rate – at the Juvenile Detention facility.

SOURCE: Power Point Presentation by Elvin Gonzalez, Family Division Administrator, Berrien County Trial Court.
<https://prezi.com/view/Y8CK4PRr7N47fKHQU3NW/>

Service Gaps, Future Opportunities, and Potential Future Threats/Challenges

Next forum participants discussed the greatest service needs, identified future opportunities, and discussed likely potential threats facing the juvenile justice system in Berrien County. Below is a summary of the small group discussions.

Greatest Service Needs/Service Gaps: Participants identified the following as the greatest service needs/service gaps:

1. Need to focus on prevention and early intervention.
2. Need to broaden the use of effective diversion options.
3. Need to address educational issues – truancy, special needs, low reading levels/ underperformance in academics, need for teaching social/emotional skills in schools, etc. – need schools to help with services and support to children and parents (e.g., school-based family resource centers).
4. Families need more support and access to additional services when in crisis and longer term.
5. Need to address low parental engagement and generational trauma – break the abuse cycles.
6. Need to help kids / families in crisis.
7. Need more behavioral health services (mental health and substance use).
8. Need to address transportation issues.
9. Need to address factors that result in the “school to prison” pipeline - e.g., increase parental engagement and support, provide alternative education/vocational options, provide behavioral health (mental health and substance use) treatment services; fill other service gaps, etc.
10. Need to develop a continuum of detention alternatives – e.g., step downs, etc.
11. Need to enhance residential treatment beds and services.
12. Need to be able to recruit and retain detention/other court and service staff; difficult to keep programs going with high turnover of staff.
13. Need to provide day (non-residential) treatment options.
14. Shelter care options are needed – temporary/short term space for cooling off/other brief interventions
15. Provide / expand outpatient services.
16. Increase use of evidence-based community programs and services.

Future Opportunities for Improving Juvenile Justice Services: Participants identified the following future opportunities for improving services:

1. Invest in prevention and early intervention services.
2. Expand use of evidence-based services – e.g., peer mentoring, mental health services, restorative practices; effective programs for keeping youth out of the detention center.
3. Need more services for girls involved in the juvenile justice system – residential and in-home.
4. Build partnerships, and increase collaboration, with and across agencies/groups (e.g., provide more youth and family focused services in schools).
5. Become trauma-informed including Identify trauma and provide services to break the abuse cycles.
6. Interconnect/coordinate service delivery, including training – form multi-system teams to work together in getting services to those in need.
7. Develop a common vision for juvenile justice in Berrien County – build on past and current discussions.
8. A new Juvenile Justice Center can be a hub for services staffed by multi-disciplinary teams who support and connect youth/families to services; the new Juvenile Justice Center is a resource center/hub for services, not just a detention center.
9. Focus on increasing parental involvement/engagement – increase capacity for in-home programs; provide intensive support; understand and work with generational issues; provide mentor programs for parents; etc.

Biggest, Potential Future Threats that May Impede Making System Improvements: Participants identified the following potential threats that may impede making system improvements:

1. Lack of funding – lack of willingness to invest in additional services/programs.
2. Siloed thinking/views; organizational territorialism – not working together to solve system issues.
3. Short term only thinking; lack of developing a long-term, sustainable approach and plan.
4. Societal stigma of getting help.
5. Failing to pay attention to factors that increase risk of delinquent behaviors – social determinants that increase likelihood of delinquent behaviors in the community (e.g., high crime/violence, poverty, uninvolved/ineffective parenting, etc.
6. Failing to address trauma and break cycles.
7. Lack of community buy-in (for a new Juvenile Justice Center and complete continuum of services).
8. Continued disengaged and neglectful parents/parent figures.
9. Continued instability in the school systems.
10. Lack of a common vision among county, court, and juvenile justice/community leaders.
11. Lack of staff – inability to recruit and retain a qualified workforce (staff, clinicians, etc.).

Highest Priorities for Improvement

Following the large and small group discussions at the Planning Forum, participants were asked to identify what they believe to be the highest priorities facing the juvenile justice system in Berrien County. Responses were submitted using www.PollEv.com/praxis, a real time polling tool. The themes from that exercise are summarized below.

This list is not in priority order.

1. Provide new and expand existing services/programs (to prevent involvement in the juvenile justice system, to increase support and resilience, and to achieve better outcomes). Examples of services mentioned included:
 - Prevention and early intervention services
 - Education support – youth and parents
 - Mentoring
 - Trauma informed programs/service focusing on family trauma/abuse
 - Family treatment
 - Behavioral health services (mental health and substance use)
 - Other evidence-based programs/services
2. Increase parental / family engagement
3. Increase community involvement and support
4. Enhance cross-agency (departments, partners, etc.) collaboration and coordination; strengthen connections, partnerships, and working together to close gaps
5. Enhance education and information sharing - providers, facilitators/coordinators, recipients of services
6. Recruit / retain workforce – use multi-systemic/multi-disciplinary teams to meet the complex needs of youth/families; address staffing challenges; secure adequate staffing levels
7. Develop a common vision for juvenile justice in Berrien County – e.g., make the new Juvenile Justice Center a resource center, or hub for a wide range of services (rather than just for detention)
8. Secure funding - increase funding; build support for improved and expanded services; pursue grants/other funding options to supplement existing funders.

Planning for the Future - Future Scenarios

Planning for the future requires thinking creatively about the system and needed improvements. Before developing plausible scenarios, participants discussed what a comprehensive continuum of care for youth/families looks like and important values to remember when improving the juvenile justice system. Both are summarized next.

A complete continuum of care for youth/families should have the following:

1. Assessment and triage
2. Prevention services – parental and community
3. Crisis response – Co-responder
4. Deflection and diversion programs – community, law enforcement, prosecutor, and court
5. Community/agency/treatment services
6. Court-ordered interventions – Foster/shelter care, residential treatment (in custody/out of custody), detention (secure/non-secure tethering)
7. Evidence and community-based programs such as education, housing, behavioral health (mental health and substance use).

Second, below are important values to remember when making improvements to the juvenile justice system.

8. Keep the public, communities, and youth safe.
9. Rehabilitate youth through services, programs, and support.
10. Hold youth and parents accountable for their actions/inactions.
11. Involve parents, communities, and schools.
12. Increase collaboration and coordination among agencies, partners, and providers.
13. Work to reduce recidivism and increase success rate.

Below are three scenarios created by small groups. They present options for improving and expanding programs/services and suggestions about the location of the new Juvenile Justice Center.

Scenario 1

Berrien County needs to enhance and expand available programs and services. Examples of needed programs/services and suggested providers are provided in the table below.

| Programs | Providers – Who Can/Should Provide the Services |
|---|---|
| 1. Transportation | Through community partnerships |
| 2. Prevention and Intervention Services | Riverwood, DHHS, Private Counselors, Berrien County Juvenile Court |
| 3. Wrap Around/Family Services | Riverwood, DHHS, BCHD Housing Development, Private Counselors, Berrien County Juvenile Court |
| 4. Community Engagement | Law Enforcement, Court, Community Mental Health, LMC, Schools, DHHS, Local Govt – County Depts. |
| 5. Assessment and Triage | Berrien County Juvenile Court – last step |

| Programs | Providers – Who Can/Should Provide the Services |
|----------------------------------|--|
| 6. Education/Vocational Training | RESA, BHAS, Berrien County Juvenile Court, Other Districts – Berrien Springs, St. Joseph, and Coloma |
| 7. Workforce Development | Kinexus |
| 8. Residential Treatment | Berrien County Juvenile Court, Contracted Social Work Providers |
| 9. Staffing/Workforce Crisis | County Government, Cornerstone, Kinexus |

Location of new Juvenile Justice Center

The new Juvenile Justice Center should be located at the Napier site in Benton Township. The new highway development between the bypass and I-94 provides easy access. The Napier site also is a good location if the new Juvenile Justice Center becomes a regional detention and residential treatment facility and hub / center for other community and juvenile justice services. The Napier site is the best location for the new Juvenile Justice facility for the following reasons:

- Convenience – its proximity to other services
- Accessibility – to communities and other counties
- Connectivity – to agencies/providers
- Security – within the building and response to the building
- Expandability – to the Center and to the site/campus
- Serviceability – redundancies and access to needed services
- Sustainability and operational efficiency

Additionally, the new Juvenile Justice Center should be a hub for services, with some services being available on-site, others being available on the County site nearby, and others provided from offsite/other locations around the county. The table below gives examples of where services could be located.

| Services that could be provided / available at the new Juvenile Justice (JJ) Center: | Services that could be available on the County site (but not necessarily at the JJ Center): | Services that could be available offsite/at other locations around the county: |
|--|--|---|
| <ul style="list-style-type: none"> • Prevention services • Family/wrap-around services • Assessment and triage • Education / vocational training • Day treatment • Residential treatment • Detention services | <ul style="list-style-type: none"> • Prevention Services • Education / Vocational Training | <ul style="list-style-type: none"> • Transportation • Prevention services • Family/wrap-around services • Community Engagement • Assessment and triage • Education/vocational training • Workforce development |

Finally, while the new facility should be at the Napier site, the County/Court also should use available space in Niles (and other locations as needed/appropriate) to serve the surrounding community.

Scenario 2:

Berrien County needs to add evidence-based and trauma informed programs and services to ensure an enhanced continuum of care for youth/families. Service/program improvements are needed in the following areas:

- Expand prevention services.
- Improve/expand rehabilitative and restorative services (e.g., vocational/Career Technical Education (CTE), alternative education).
- Provide a continuum of detention and treatment services (more programs and options).
- Enhance regional collaboration – increase services and referrals and attract and draw workforce

Location of new Juvenile Justice Center

The new Juvenile Justice Center should be located at the Napier site in the northeastern part of the county. The Juvenile Justice Center should be a hub – center – for a wide range of services, in addition to providing secure detention and non-secure/secure residential treatment services. Locating the new facility at the Napier site makes sense because:

- A hub of services at this site increases access to services for the largest proportion of the population
- It is near most service providers and many partners.
- It is the best location for regional collaboration with neighboring counties, if this is pursued.

| Services that could be provided / available at the new Juvenile Justice (JJ) Center: | Services that could be provided/available at the new JJ Center OR in other parts of the county: |
|---|---|
| <ul style="list-style-type: none">• Continuum of Detention Services• Some rehabilitative, restorative, and other wrap-around services• Regional Collaboration | <ul style="list-style-type: none">• Rehabilitative and restorative services• Prevention services• Services and referrals to other service |

Scenario 3

Additional programs and services are needed in Berrien County. The table below lists specific programs needed and the organization in the best position to provide the services.

| Programs | Providers – Who Can/Should Provide the Services |
|------------------------------------|---|
| a. Food insecurity | DHHS |
| b. Parenting | Multiple agencies |
| c. Restorative Practices | Multiple agencies |
| d. Mental Health/trauma assessment | Schools and Community providers |

| Programs | Providers – Who Can/Should Provide the Services |
|-------------------------------------|---|
| e. Intervention (court) | Juvenile Justice Center Community |
| f. Evidence-Based Program Aftercare | Juvenile Justice and community partners |
| g. Mentorship | Community-based |
| h. Training / Day Programs | Community |

Location of New Facility

The new Juvenile Justice Facility should be located at the Napier site. The Juvenile Justice Facility should be for court interventions as well a hub for other services such as community, agency, mental health, day programs, etc. Finally, through community collaboration, some services should be provided remotely and / or from multiple locations.

Long-Range Goals and Strategies

Finally, Forum participants developed long-range goals and strategies for improving juvenile justice services and for ensuring a suitable and easily accessible multi-purpose Juvenile Justice Center. The goals and strategies are provided above in the main body of the Strategic Plan.

Appendix B:

Berrien County Juvenile Justice Center: Why an Urgent Need

(Prepared and presented by Brian Dissette, Berrien County Administrator,
September 2022)

Berrien County Juvenile Justice Center; Why is this an urgent need?

OLD BERRIEN GENERAL HOSPITAL AND JUVENILE CENTER

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Pearson Feasibility Analysis: Former Berrien General Hospital

- The original building is a 3-story brick structure built in approximately 1936.
- The current building has had numerous additions and renovations that have expanded the facility to approx. 109,000 sq. ft. When hospital operations came to an end in the 90's, the facility had been used for long term care. More recently, Spectrum Health Lakeland leased the space to Beacon Specialized Living for extended care and to Sacred Heart for addiction treatment. Due to operational costs, the leases have resulted in annual losses of just over \$90,000 per year.
- The facility was minimally maintained without investment.
- Beacon has ceased operations at the facility and Lakeland has been unsuccessful in finding a new lease to replace it.
- Due to covenants in the deed, when the facility is no longer serving the citizens of Berrien County as a health care facility, it reverts back to Berrien County.

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- While Sacred Heart could continue operations in this facility, they would suffer yearly operational loss as well as additional costs needed for capital investment.
- Numerous windows are broken out; Several roof leaks have gone unrepaired creating significant damage to the interior and the structure.
- The complexity of the water and sanitary sewer utilities presents a barrier for marketing the site.
- It is not in the best interests of the county to leave the facility while maintaining the utilities for the operation of the Juvenile Center. The site would become more and more blighted.
- The estimate in 2015 to demolish this building was \$582,670. Today's cost would likely be around \$774,026.

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Abonmarche Facilities Report Berrien County Juvenile Center

Juvenile Facility

- Located at 6414 Deans Hill Road
- Covers 13 acres of the 170 acre Love Creek Nature Center property
- Building was built in 1960 and includes 29,292 sq. ft
- Steel framed and masonry clad building
- Property contains two outbuildings including a 1,780 sq. ft. pole building



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Juvenile Facility (Existing Conditions & Uses)



Main Entrance



Outdoor Sitting Area



Generator



Staff Parking Lot



Garage



Storage Barn



ABONMARCHÉ
PEARSON

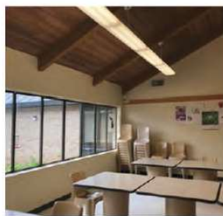
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Juvenile Facility (Existing Conditions & Uses)



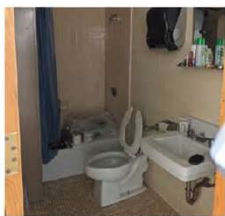
Multipurpose Room



Dining Room



Kitchen



Typical Staff Bathroom



Locker



Laundry



ABONMARCHÉ
PEARSON

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Juvenile Facility (Existing Conditions & Uses)



Lobby



Reception



Typical Office



Typical Patient Room



Conference



Day Room



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Juvenile Facility

Short-term needs

- Water and sewer service issues
- Replace flooring
- Replace windows
- New perimeter fencing
- Parking lot
- Tuck point brick façade
- Boiler replacement
- New door hardware/locks
- Unit Ventilators – These units are past their life expectancy, are unreliable.



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Juvenile Facility

Safety and security items

- Detention cell doors are beginning to fail. Frame rust is impacting function of the door.
- No barriers between public grounds and building.
- No secure sally port.
- Lack of standardized locking system.
- Lack of shatter proof windows in administrative area.
- Campus needs improved lighting
- Remote electronic door control panel frequently freezes or is inoperable



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PEARSON

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Juvenile Facility

As the existing facility is 60 years old, many of the interior and exterior elements have deteriorated to the point that exceeds the County's annual maintenance budget for this facility. The recommended cost and improvements are as follows:

Short-term (1-5 Years) Recommendation - Improvements or demolition of building needed

The following cost options are recommended:

| Option | Cost |
|---|----------------------|
| Option 1 – Renovation of existing building** | \$5,000,000 |
| Option 2 – Demolition of existing and construction of new building at Napier property | |
| • Demolition of existing building | \$ 854,360 |
| • Construction of New Building (assumed similar 29,292 SF @ \$350/ SF) | \$10,292,200 |
| Option 2 Total | \$11,146,560* |

* Chosen site and final building program will dictate final cost

** Excludes does not include addressing utility issues with adjacent hospital facility

The current condition of the juvenile detention center suggests a major remodel. However, even if the building was completely overhauled, the existing layout and location would still create ongoing issues for the staff to perform the required services for County residents. In addition, the cost to only overhaul the existing mechanical, electrical and plumbing systems alone, exceeds an amount reasonable to consider maintaining the facility.

For these reasons and the additional comments from staff, the County should compare the value of investing in the existing facility as compared to undertaking the planning and design for the construction of a new building.



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PEARSON

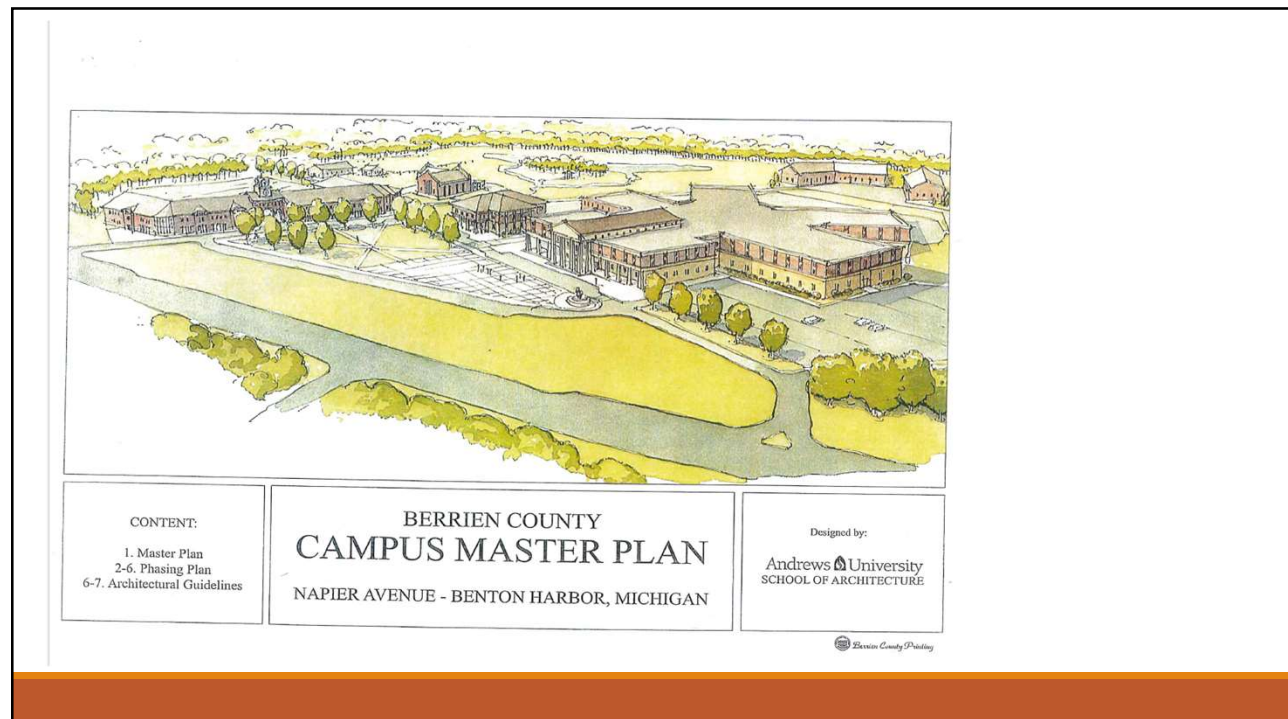
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Options for the future

BERRIEN COUNTY JUVENILE CENTER

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Berrien County Property: 48.35 Acres Napier Ave.



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How Will We Get There? The Berrien County Board of Commissioners authorized contracting with Wightman/DLR for the design work of a new Juvenile Center.

A2208317
August 4, 2022

TO THE HONORABLE BERRIEN COUNTY BOARD OF COMMISSIONERS: Your County Administration Committee respectfully recommends the approval of the following:

RESOLUTION

WHEREAS, the Berrien County Juvenile Center, opened in 1974 and has a capacity of 42 beds for detention and residential programs for justice involved youth; and

WHEREAS, through a county-wide facilities study, Abonmarche identified that the Juvenile Center facility had short-term and long-term needs that would cost approximately \$5,000,000 to address; and

WHEREAS, the Abonmarche recommendation is that the building be demolished and replaced with a new facility based on age, deficiencies, use, and cost; and

WHEREAS, the County Administrator sought proposals for the replacement of the facility and received three from the four companies requested; and

WHEREAS, Wightman and DLR Group submitted a Professional Services Proposal with the following costs:

- \$85,000 for the Pre-design Phase
- \$5,000 for contingent service of statistical needs assessment
- \$10,000 for contingent service of regional needs assessment

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Berrien County Board of Commissioners approves the professional services agreement with Wightman and authorizes the Chairman of the Board to execute said agreement.

**RESPECTFULLY SUBMITTED,
BERRIEN COUNTY ADMINISTRATION COMMITTEE**

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