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TO: Al Robinson, Chair
Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Denise Dalrymple, Director
Children's Services

DATE: May 5, 1999

SUBJECT: Clarification of the Relationship between O'Brien Center for Youth Development and
COPE, Inc.

Board Action Requested:

The Board of Commissioners is asked to approve several actions to clarify the relationship between the Francis L. O'Brien Center for Youth Development (the O'Brien Center) and COPE, Inc.

Background:

Several factors provide the current impetus for redevelopment of the O'Brien Center:

- The O'Brien Day Treatment Study Group during 1998 recommended expanding the Day Treatment program to a full day.
- The O'Brien Education Study Group during 1999 recommended the establishment of a full day of accredited education by securing State education funds through a contract with Washtenaw Intermediate School District, which will subcontract with COPE.
- A new Program Manager for the O'Brien Center is needed due to the retirement of both the O'Brien Center Department Head and the Program Coordinator.

Discussion:

O'Brien Day Treatment Study Group

In July 1998 a Study Group was appointed to make recommendations about the redevelopment of the O'Brien Center Day Treatment Program. Twenty-five persons (including designees) were appointed, and included representatives from: Family Division of the Trial Court, Family Independence Agency, defense attorney, Sheriff's Department, University of Michigan, Community Mental Health, local public schools, COPE O'Brien Board of Directors, Juvenile Court Advisory Committee, COPE and O'Brien staff, and county

administration.

The Day Treatment Study Group was charged with developing recommendations for a more intensive day treatment program that would assist in diverting youth from the Detention Center. The original charge assumed that further work would be done during 1999 regarding potential funding and education through an Education Study Group. The major recommendation was to proceed with the redevelopment of the O'Brien day treatment program during 1999 to a full day program.

O'Brien Center Education Study Group

The charge to this new group was to determine the best method for providing and funding a full day of accredited education for day treatment youth. Members included COPE O'Brien Board members, Family Division of Juvenile Court, administration, and staff. The various options studied included a Charter School, basic state aid, special education and Section 24 funds.

The Education Study Group recommended that the County contract with Washtenaw Intermediate School District. WISD will secure the state education funds. WISD may then subcontract with COPE for a full day of accredited education.

New Management Structure

Considerable program reorganization will be required as the O'Brien Center is redeveloped, but a new department head is not necessary at this time. Instead a new Program Manager is proposed, to be hired by September 1, 1999. The new Program Manager will report to the Director of Children's Services, under the Direction of the County Administrator.

Change in Governance

The Vocational Residential Center Board was formed in 1971 as an advisory body to the Board of Commissioners. It changed in 1974 to a Policy Board. The Vocational Residential Center was renamed the Francis L. O'Brien Center for Youth Development in 1977. In order to clarify the relationships between COPE, the O'Brien Center and the Board of Commissioners, this policy board will be dissolved.

The COPE Board will continue as the policy board for COPE, Inc., a private non-profit 501(c) 3 organization. This action will not affect the not-profit status of COPE. COPE will retain all of its accumulated assets and the O'Brien Center will become part of the Children's Services Department.

Impact on Human Resources:

Creation of one (1) full-time Group 32 Grade 31 Program Manager Children's Services position. There is available space, ergonomic furniture and hardware/software for this position.

Impact on Budget:

If approved, the total annual impact on the budget will be \$59,046 in additional expenses. However, these expenses will be charged to the state Child Care Fund, so the net impact to general fund support is \$29,523. These costs will be absorbed within their current budget for 1999.

Impact on Indirect Costs:

None.

Impact on Other County Departments or Outside Agencies:

No impact.

Conformity to County Policies:

This request conforms with County Policy.

Attachments:

Resolution

A RESOLUTION CLARIFYING THE RELATIONSHIP BETWEEN FRANCIS L. O'BRIEN CENTER FOR YOUTH DEVELOPMENT AND COPE, INC.

WASHTENAW COUNTY BOARD OF COMMISSIONERS

May 19, 1999

WHEREAS, the O'Brien Day Treatment Study Group, appointed by County Administration, made numerous suggestions for improving Day Treatment program during 1998, including expansion to a full day, and

WHEREAS, the O'Brien Education Study Group, appointed by County Administration, provided recommendations about how to secure State education funds for a full day of accredited education for day treatment, and

WHEREAS, both the Department Head and the Program Manager of the Francis L. O'Brien Center for Youth Development ("O'Brien Center") retired at the end of 1997; and

WHEREAS, COPE, Inc. was formed as a non-profit corporation in the mid 1970's with an independent Board of Directors; and

WHEREAS, the County contracts with COPE, Inc. to provide alternative educational services to the children in the County's O'Brien Center; and

WHEREAS, in 1974, the Board of Commissioners last clarified the duties of the Vocational Residential Center Policy Board; and

WHEREAS, in 1977, the Board of Commissioners renamed the Vocational Residential Center the Francis L. O'Brien Center for Youth Development; and

WHEREAS, over the years, the two Policy Boards for the O'Brien Center and COPE, Inc. have commonly come to be known as the COPE O'Brien Board; and

WHEREAS, it is the best interest of Washtenaw County and COPE, Inc. to clarify the governance of the O'Brien Center; and

WHEREAS, this matter has been reviewed by Corporation Counsel, Human Resources, Finance, the County Administrator's Office and the Ways & Means Committee

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby reaffirms that the O'Brien Center is a Department of Washtenaw County while COPE, Inc. is a private non-profit corporation.

BE IT FURTHER RESOLVED, that the O'Brien Center, being a County Department is independent of and is in no fashion under the governance of COPE, Inc.

BE IT FURTHER RESOLVED that the Vocational Residential Center Policy Board is dissolved and the O'Brien Center shall report to the Washtenaw County Board of Commissioners with the daily management and administration of the O'Brien Center being delegated to County Administration.

BE IT FURTHER RESOLVED that the body commonly known as the COPE O'Brien Board shall have no authority over the policies and/or daily management of the County's O'Brien Center and this Board shall no longer be referred to as the COPE O'Brien Board.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby creates the following position and adopts the attached job description for the O'Brien Center:

Child Care Fund - O'Brien Center
#29906500

Position No.	Title	Group	Grade	Create
3169-0001	Program Manager Children's Services	32	31	1 FTE

Washtenaw County

JOB DESCRIPTION

Job Code:
3169

Authorization:
pending

**Employee
Group:** 32

April, 1999

CLASS TITLE: PROGRAM MANAGER – CHILDREN’S SERVICES

DEPARTMENT: Children’s Services

FSLA STATUS: Exempt

JOB SUMMARY:

Under the direction of the Director of Children’s Services, plans, organizes, supervises, reviews and evaluates staff and activities related to the O’Brien Center or other Children’s Services programs. Administers programs and supervises staff in client care, oversees facility maintenance, prepares records and reports, plans and monitors service delivery systems. Ensures that facilities, operations and programs comply with federal and state laws and regulations. Makes recommendations for action and assists in policy and procedure implementation. Performs related work as assigned.

EXAMPLES OF DUTIES:

Essential Duties:

- Plans, organizes, assigns, directs and reviews the work of staff and volunteers to which assigned. Selects personnel and provides for their training and professional development. Evaluates performance and carries out discipline/commendation as required. Interprets applicable state and federal laws and regulations and County policies to subordinates.
- Assists in the development and implementation of goals, objectives, policies, procedures, and work standards for the department. Participates in the preparation and administration of budgets.
- Maintains fiscal controls within budgetary standards in accordance with county policies and grant or contract requirements. Manages fund accounts according to established accounting procedures for maintenance of financial records and auditing purposes.
- Develops and implements procedures, forms and processes to ensure that program record keeping and reports are submitted on time and in compliance with federal, state and county regulations and contractual agreements. This includes management of complete client case records, program reports, outcome data reports, and any other documentation of service.
- Manages or assists in the preparation of grant requests, annual plans, and special program documentation. May

prepare contracts, resolutions, and other written materials as assigned.

- Maintains an adequate inventory of supplies and equipment, including food or direct assistance for customers.
- Ensures the professional development of staff and volunteers to which assigned through internal and external training opportunities.
- Develops complex and sensitive administrative, organizational and service systems analysis at the request of the Director of Children's Services. Provides data to other organizations as required.
- Represents the department in meetings with Boards, Committees, Commissions, regulatory and other government agencies, business and community groups, and the public.
- Coordinates activities with other related departments and programs to ensure seamless and integrated customer service.
- May serve on-call 24 hours per day to assist the various programs in resolving problems.

Important Duties:

- Uses standard office equipment including a personal computer in the course of the work. Creates and maintains databases using data base software. Prepares spreadsheets and reports using spreadsheet software. Prepares correspondence and other written material using word processing software.
- May drive a County or personal vehicle in the course of the work.
- Performs related duties as assigned.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

EMPLOYMENT QUALIFICATIONS

Knowledge of:

Principles and practices of human services administration, specific to those functional areas to which assigned.

Applicable federal, state and local laws and regulations.

Community social service agencies and resources related to families and juveniles.

Principles and practices of employee supervision, including public personnel administration and labor relations in a public agency setting.

Research and fiscal data analysis and report preparation techniques.

Basic budgetary principles and practices.

Auditing principles and practices.

Basic principles of public administration, including the functions of elected and policy-making Boards and Commissions.

Computer applications related to the work.

Public information and presentation techniques.

Principles and practices of purchasing and contract administration in a public agency setting.

Excellent oral and written English language usage.

Standard office practices, including the operation of standard office equipment.

Skill in:

Planning, organizing, and directing the operations of alternative treatment programs for at risk youth.

Planning, directing and reviewing the work of others and training others in work procedures.

Interpreting, applying and explaining complex laws, policies and regulations.

Setting priorities, coordinating multiple projects and meeting critical deadlines.

Using sound, independent judgment within established policy and procedural guidelines.

Performing complex and sensitive professional level analytical and operations support work.

Collecting, analyzing, and evaluating varied information and data.

Preparing clear, concise and effective written materials.

Representing the County effectively in meetings with others.

Establishing and maintaining effective working relationships with those contacted in the course of the work.

LICENSES AND CERTIFICATIONS

Possession of a valid Michigan driver's license.

PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a computer screen and hearing and speech sufficient to communicate in person or over the telephone. Duties also required a willingness to be on twenty-four hour, seven-day a week call to respond to emergencies.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Possession of a Master's Degree in Social Work, Public Administration, or Behavioral Science.

EXPERIENCE

Three (3) years of professional level managerial or administrative experience, preferably in a youth serving agency.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all-inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to possess additional specific job-related knowledge for successful job performance.

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