

FY 2011-12 NBPB

Commonwealth of
Pennsylvania

Office of Children,
Youth and Families



**NEEDS BASED PLAN AND BUDGET
NARRATIVE TEMPLATE**

Budget Narrative Template

The following pages provide a template for counties to use to complete the narrative piece of the 2011-2012 Needs Based Plan and Budget. All narrative pieces should be included in this template; no additional narrative is necessary. Detailed instructions for completing each section are in the Needs Based Plan and Budget Bulletin, Instructions & Appendices.

The budget narrative is limited to a MAXIMUM of 50 pages, excluding charts, Special Grants Request Forms, and IL Documentation. All text must be in either 11-point Arial or 12-point Times New Roman font, and all margins (bottom, top, left, and right) must be 1 inch.

Note: On the following page, once the county inserts its name in the gray shaded text, headers throughout the document will automatically populate with the county name. Enter the county name by clicking on the gray shaded area and typing in the name.

Elk County Children and Youth and Juvenile Probation

**Needs Based Plan and Budget
FYs 2009/10, 2010/11, and 2011/12**

Version Control	
Original Submission Date:	
Version 2 Submission Date:	
Version 3 Submission Date:	
Version 4 Submission Date:	

Section 2: NBPB Development

2-1: Executive Summary

- Submit an executive summary highlighting the major priorities, challenges, and successes identified by the county since its most recent NBPB submission. The summary should include any widespread trends or staffing challenges which affect the county, particularly those which impact all outcome indicators.

Since the last NBPB submission, Elk County has not seen any widespread trends impacting either Juvenile Probation (JPO) or Children and Youth Services (CYS). Beyond normal fluctuations that occur in any county, there have been no specific challenges significantly impacting our outcomes. A slight change in small numbers is what impacts our outcomes most, for better or worse. We also do not have staff turnover issues.

MST has been fully implemented since the last plan. Beginning on July 1st of 2009, MST became an in-plan service funded by our managed care partner, Community Care Behavioral Health (CCBH). At this point in FY 2009-2010, there is a waiting list for this service. There was a lot of unfounded angst in the planning for this service as debates occurred around the ability of this four county partnership to have enough referrals to make MST viable. Anecdotally, JPO contends that some of the youth served through this program were successfully maintained in the community who would have gone to placement, were it not for this intervention.

Our provider of MST services is currently seeking the approval through their licensor, Adelphoi, USA, as well as CCBH, to add additional teams to our complement.

We continue to work through the ICSP process toward a comprehensive system of care for the children and families of Elk County.

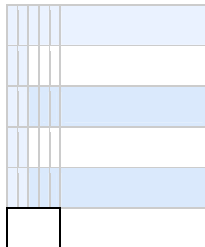
As an attachment to our System of Care efforts, the Chief of Juvenile Probation and the Children and Youth Director take part in Elk County's Criminal Justice Advisory Board's (CJAB) sub-committee on truancy. Our participation in both groups, assures that common goals can be addressed without duplication of efforts.

The Truancy Advisory Committee recommended that all Elk County school districts fully implement the Basic Education's Circular (BEC) 24 P.S. 13-1327 relating to Compulsory Attendance and Truancy Elimination Plans. Despite the recommendation of the committee, comprised of JPO, CYS, school personnel and a district judge, full implementation of the BEC has not been embraced by the county school districts. It is our hope to establish a system where all youth identified with attendance difficulties will be referred to the SAP program in their school where they will benefit from a JIFF assessment. The Juvenile Inventory for Functioning (JIFF) is the broad, ten domain assessment chosen by the county's ICSP/SOC team as our no wrong door approach to intake. The JIFF assessment will identify areas of concerns for youth at an earlier juncture in what has been, at times, a long often unproductive journey for a truant youth.

Also of notable concern at the writing of this NBPB is Elk County's continued rate of double digit unemployment. The annual rate of unemployment for Elk County, as reported by the United States Department of Labor (www.dol.gov), for 2008 was 6.1%. The impact of the down turn in the economy has hit Elk County's work force in a very detrimental way. Elk County's powdered

metal industry base is closely tied to the automotive industry. The difficulties experienced by automakers resulted in a swift blow against this rural county's workforce. The following chart reflects this county's continued disconcerting rate of unemployment.

Elk County Unemployment Rate as Reported by the United States Department of Labor, Bureau of Labor Statistics.



Area	March 2009	March 2010	Net Change
United States	9.0	10.2	1.2
Pennsylvania	8.0	9.4	1.0
Elk County, PA	12.9	11.6	-1.3

The Department of Public Welfare's annual Child Abuse Report for 2009 affirms that CPS reports are on the rise in Elk County.

Elk County	CPS Reports	Substantiated Percentage
2008	37	35.1
2009	53	22.6

The increase in CPS activity continues to gradually climb in 2010. We forecast the rise will continue to be gradual until unemployment benefits for these folks are exhausted; at which time we expect our intake activity to climb. Research supports the notion during strained economic times family stressors rise. When family stress is high, the propensity to make poor choices is only exacerbated by those difficulties within the home environments.

The final area of concern important to mention would be the impact of Marcellus Shale drilling in Elk County. The CYS director is a member of this county's Marcellus Shale Task Force who is looking at the impact of drilling from a number of perspectives. Areas of interest include real estate, emergency services, transportation, environmental impact and economic development, to name a few. Of concern to human service agencies are the lessons being learned in other counties who have experienced drilling before us. We have heard and hope to learn firsthand from folks from Bradford and Tioga counties who will be invited to share their experiences with our task force.

We have heard about housing shortages resulting from the influx of gas workers. The demand for housing has driven the price of rental properties significantly higher than usual. Where housing is available it is now unaffordable to many families in oppressed situations.

There has been an increased need for mental health services being reported. There has also been a significant strain on the court budget in one county who has needed to hire *certified*

interpreters for gas drillers who do not speak English. Another account tells of two children whose parents are gas drillers being taken to the county CYS program and just handed over.

At our last accounting, for the year 2010, there were more than 20 approved drilling permits issued in Elk County. As we see drilling activities increase, we expect to be challenged by problems similar to those of our northern neighbors. In the best of times we lack many necessary mental health services for children and families. If residents are forced to wait along with our influx of gas men in need of assistance, we expect negative effects on the families we serve.

Undoubtedly the concerns mentioned here along with other challenges we will encounter along our way will have an impact on human service agencies in Elk County. There is no clear way to predict what our budget needs may be in uncertain times as this gas boom plays itself out. One thing that appears certain, whatever negative effects may be experienced, they will be protracted as this new gas drilling method has avowed us to 20+years of drilling activity.

2-2a. Collaboration

Entity	County Engagement
County Children and Youth Agency Staff	All staff are engaged at various times throughout the year both formally and informally and sometimes by topic. Last fiscal year all direct service staff participated in the public hearing for the NBPB.
Juvenile Probation Staff	The collaborative point person for this department is the Chief JPO. He engages his staff to make assumptions regarding the JPO needs related to the NBPB process.
Juvenile Court and Family Court Judges and Legal Counsel for Parties	The President Judge of the Court of Common Pleas of the 59 th Judicial District participates in plan development and has the opportunity to provide feedback on the final version of the plan.
Family Members and Youth, especially those who are or who have received services	Family member and youth concerns are obtained through the link between the county's collaborative board, as well as the System's of Care sub-committee of that board.
Child, Parent, and Family Advocates	Family member and youth concerns are obtained through the link between the county's collaborative board, as well as the System's of Care (SOC) sub-committee of that board.
Mental Health and Mental Retardation service system	Collaboration with this system occurs on many fronts. The usual venues are the county collaborative board as well as the SOC team. On a less frequent basis we meet around the challenges of managed care delivery. Interface with this system also occurs on an as needed basis as opportunities for problem solving arise.
Drug and Alcohol Service System	Collaboration with this system occurs on many fronts. The usual venues are the county collaborative board as well as the SOC team. On a less frequent basis we meet around the challenges of managed care delivery. Interface with this system also occurs on an as needed basis as opportunities for problem solving arise.
Early Intervention System	Collaboration around issues related to the Ages and Stages implementation have increased our interaction with this office in the past year. Budgetary considerations are facilitated through the county MH/MR office overseeing the Early Intervention system.
Local Education System	Again, the usual venue for collaboration with this important group occur at both the collaborative board and SOC team level. There are a number of other projects that bring us together around proposed services for children and youth. They include but are not limited to a large group attempting to pilot a MH/D&A school based program and the truancy sub-committee of the local CJAB.
Community Organizations which provide support and services to children and families	Formal interactions with this group occur through the county collaborative board. This large group is comprised of 49 members, representing 43 agencies strong.

Entity	County Engagement
Current Service Providers	Contracted service providers have a regular presence at Elk County CYS whether its program managers meeting with the agency director over service needs and budgetary issues or direct service staff meeting with supervisors and caseworkers. Service providers are an integral part of what we do.

2-2b. Data Collection Details

Resource	Data Collected	Date of Data
Ex.: US Census	Population; poverty statistics	2008
AFCARS reporting	ECCYS	FY 08/09
Elk County Data Package prepared by Hornby Zeller Associates.	Outcome Measure and Performance Data	2010
United States Department of Labor	Unemployment statistics	July 2010
United States Census Bureau	Census projections	July 2010
DPW	Annual Child Abuse Report	2009

2-3: Meeting Mandates

2-3a. PA Rules of Juvenile Court Procedure

- What steps are the county taking to address this mandate?

The Elk County court follows both the dependency and delinquency rules of juvenile court procedure to a great extent. There are some procedures in the dependency rules which are not a good fit for a small county where we already pay pronounced attention to each child and youth.

2-3b. Truancy

- What steps are the county taking to address this mandate?

As already noted, we have a sub-committee of the Criminal Justice Advisory Board work on recommended procedures. Those recommendations were made back to the larger board with no real effective, long term change.

2-3c. Quality Assurance Process

- What steps are the county taking to address this mandate?

Elk County's quality assurance policy for Title IV-E claiming is managed well by the agency's Fiscal Technician who works closely with a casework supervisor and the placement officer in the juvenile probation department. Our rudimentary system of checks and balances have served us well as we are noted for our "clean claims". All documentation is in place to support activity being claimed in this county. Title IV-E reviews conducted by OCYF fiscal personnel support our claiming procedures.

2-3d. Fostering Connections

- What steps are the county taking to address this mandate?

Elk County CYS is nearer full implementation of the requirements of Fostering Connections. Adult relative notification letters are all in place. Meaningful use of the Accurint search process has been a challenge. The information available falls into the categories of either feast or famine. Either there is little information or an abundance. As an experiment, we searched for someone living in a location known to us. We could not confirm this person in that known location via this search process. We suspect there may be a considerable learning curve with this process. Our small and infrequent number of necessary searches do not move us along the curve. We have been doing "due diligence" interviews with all family members, we just never referred to the process as such. We have requested the opportunity to share a paralegal through the Legal Services Initiative with our neighboring Cameron County. We trust this most welcomed opportunity will make our diligent searches even more so.

We have always made a concerted effort to place siblings together. It is on a rare occasion with a very large family that we have been unsuccessful. If this situation occurred due to lack of resources, we would ensure sibling visitation occurred to maintain a bond.

We have yet to place someone outside their school district, needing to make travel arrangements back to the home district. When this occurs, it will be a tremendous challenge for this county as all placement options with the exception of agency foster care are well outside county limits.

We have yet to put into use a personalized transition plan. Prior to Fostering Connections we used the FGDM process to create a transition plan. At the next occasion needed, we have a model transition plan that makes FGDM one component of that process. We will also as part of this plan, offer the opportunity to register to vote.

All other aspects of Fostering Connections Implementation is not a problem for Elk County CYS.

2-3e. Safety Assessment

- What steps are the county taking to address this mandate?

At this juncture, the in home safety process is going well. We appreciate the support we have received from CWT in their hosting of regional forums to work on implementation issues.

Even though implementation has gone well, the significant amount of time spent meeting paperwork requirements is a great concern.

2-3f. Children & Family Services Act of 2006

- What steps are the county taking to address this mandate?

Elk County will require no policy or practice change, nor additional resources to achieve the 90% threshold for child visitation. It has long been the practice of both the CYS and JPO departments to visit each child in their placement setting on at least a monthly basis. Children and youth who need to be seen more frequently during difficult times see us visiting them more often. Compliance with this act is only a matter of completing the additional documentation on the spreadsheets provided by OCYF.

2-3g. Development Evaluation & Early Intervention Referral

- What steps are the county taking to address this mandate?

We have chosen to go beyond the requirement of evaluating children under three years of age who have indicated ChildLines to all children on our caseload under the age of five as a matter of best practice. We enjoy productive relationships with the county Early Intervention program and our contracted Parents as Teachers provider to accomplish this federal requirement. We continue to struggle to meet the needs of children who have been identified as having social and emotional difficulties. Our mental health system has a limited capacity to serve children

under five. We have had some success in getting Community Care Behavioral Health, our MCO, to approve children as young as four years for Family Based Mental Health Services.

2-3h. CF SR Outcomes and Continuous Quality Improvement

- What steps will the county take to develop or enhance a continuous quality improvement process related to the CF SR outcomes and themes?

Performance outcomes for Elk County are generally very good. That is a difficult balance to maintain when circumstances surrounding challenging issues for one or two children can dramatically affect our averages, given our small population of children and youth in care.

Family Group Decision Making has been in effect in Elk County for a few years now. We now have a year behind us in the practice of FSP development via the Family Team Meeting process as a way to increase family engagement around service planning. We are pleased with its affect on our relationship with families at case opening. While our initiation last year was tentative in terms of our long term practice, we are now convinced this method should be our steadfast method of FSP development.

We have enjoyed success at family reunification across the majority of our caseload. We are very pleased to report that permanence has been achieved for a young lady with serious and persistent mental health difficulties who had been in care for a protracted amount of time.

It is not often that we need to transition a youth from care who has not been adopted or reunited with their family. In the year past we had that rare duty. We planned for one young woman's discharge over more than a year before she left our care. Our greatest tool in that endeavor was the use of FGDM. We were able to connect her with family members she had been separated from since her infancy.

We continually seek for ways to enhance practice at ECCYS. We rely heavily on our practice improvement specialist at the Child Welfare Training program as an important resource. Before we implemented FGDM in Elk County, we went through the Strengths Based Solution Focused (SBSF) transfer of learning process at the same time as some our contiguous counties. The SBSF method of practice has helped to solidify our historically positive approach to families. As a model for intervention it has defined for us our standard for drawing on family strengths, as well as seeking to understand underlying issues.

2-3i. Shared Case Responsibility

- What steps are the county taking to address this mandate?

The Elk County Implementation team, which includes the CYS director, the JPO Chief and respective staff members, have met around the issue of this mandate. Compliance with this bulletin will require very little retooling of procedures in this county. We have worked together toward the best interests of children for many years with shared cases as needed. The only major change for us will be, CYS will open every JPO case with a shared case responsibility order.

2-3j. The Child Abuse Prevention and Treatment Act (CAPTA) – Guardian Ad Litem training

- What steps are the county taking to address this mandate?

Elk County CYS has had the same GAL under contract for nearly 20 years. The only time we use another attorney would be in the event of conflict. The conflict could be as simple as a scheduling matter or an ethical concern. When conflict occurs, we have about a half dozen other attorneys that we contact for representation of the child. We do not anticipate the use of new GALs in early 2011. However, we will request funds in the form of an adjustment to train new GALs in FY 2011-2012.

2-3k. Chafee Foster Care Independence Program (CFCIP) - National Youth in Transition Database (NYTD) – Baseline Survey

- What steps are the county taking to prepare to address this mandate?

We are prepared to report all information necessary to comply with ACF's National Youth in Transition Database requirements. It should be noted that we do not receive Chafee IL funds in Elk County as they are too prescriptive. We would welcome the opportunity to use IL funding for non-adjudicated youth in need of IL services. Unfortunately, Chafee dollars are limited for use by adjudicated youth. We have been largely successful in achieving permanency for children and youth in care with only a very infrequent youth aging out of our system.

Currently, CYS would have no youth to report based on the definitions contained in the NBPB bulletin. JPO will have the potential for two in the coming six months.

2-3l. Emergency and Disaster Planning

- What steps are the county taking to address this mandate?

The Elk County Emergency Planning Department is responsible for emergency and disaster planning in this county. CYS has participated in discussions where a variety of contingencies have been planned out. While Elk County has a plan in place, it is always a fluid document responding to lessons learned locally and across the nation.

Most recently we had just started planning for the Rainbow People of Living Light to hold their national gathering here in Elk County. When they announced the portion of the Allegheny National Forest selected for their encampment would be Warren County, we were greatly relieved. This type of planning across law enforcement agencies, emergency services, human services and government offices has allowed us to approach many situations in a well thought out way.

2-3m. Time Limited Family Reunification (TLFR)

- What steps are the county taking to address this mandate?

Elk County does not have a TLFR grant.

Section 3: General Indicators

3-1: County Information/Background

Population and poverty trends

The population of Elk County as indicated by the United States Census Bureau in April of 2000 numbered us at 35,112 persons (www.census.gov). Annual projections by the Census Bureau mark a steady annual decline for Elk County. The projection from 2008 predicts a county census of 32,268. Anecdotal information suggests that during this time of marked unemployment we have experienced an even greater outward migration from the county as citizens follow after new employment opportunities.

US Census Bureau can also provide perspectives on poverty. These figures are based on the Bureau's estimates for Elk County in 2008. The percentage of all ages in poverty in Elk County is 9.4%. When you take a closer look at those in poverty under the age of 18 years the percentage jumps to 12.9%. That number is slightly increased over the 2007 estimate of 12.3%. If unemployment benefits are not extended through the remainder of this year, we expect to see an increase in the number of children in poverty in the coming year.

Issues in annual licensing review and/or the Quality Services Review

Elk County Children and Youth Services 2009 annual license inspection resulted in no citations. We were issued a full license.

We have not had a QSR since November of 2006. At that time, we were paired with a county whose outcomes were not as good as Elk County's. The final report contained averages for some measures that reflected poor overall performance. For the sake of expediency, it makes sense to combine small neighboring counties; however, a final report should be issued for each county separately to make the report truly useful.

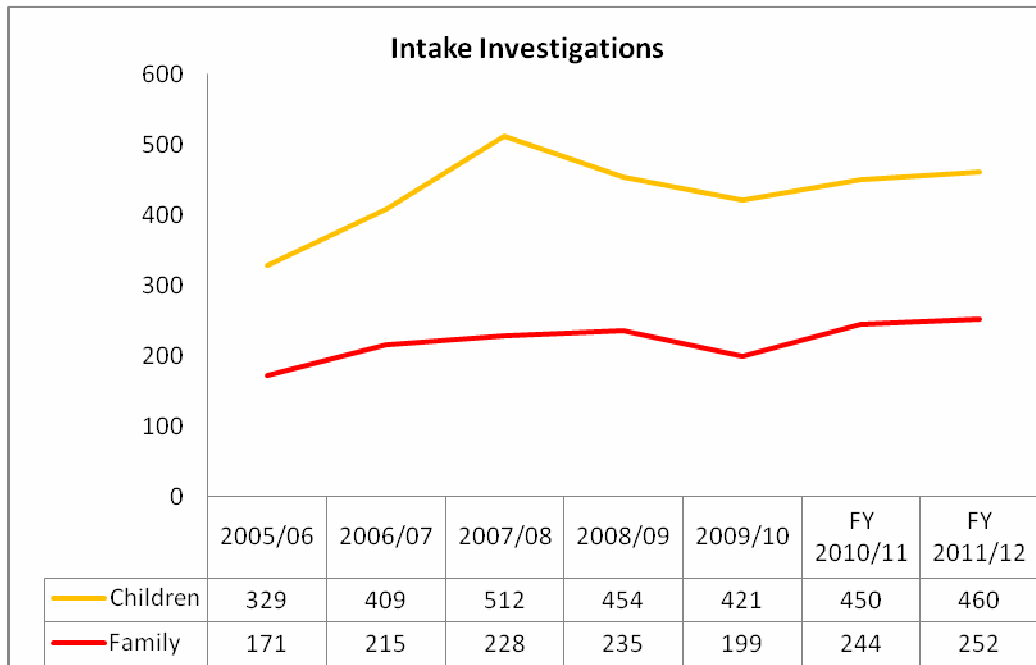
Other Changes or Important Trends

Small counties such as ours find it difficult to establish or rely on past short-term trends to project future requirements accurately. In fact, a compilation of Elk County placement data over a span of 14 years reveals nothing to be construed as a trend. Small numbers are certainly statistically insignificant when attempting to establish reliable predictors. What we project for FYs 10/11 and FY11/12 are truly only "best estimates" on our part.

Elk County Children and Youth and Juvenile Probation

3-2a. Intake Investigations

Insert the Intake Investigations Chart (Chart 1) and discuss any highlighted trends. Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

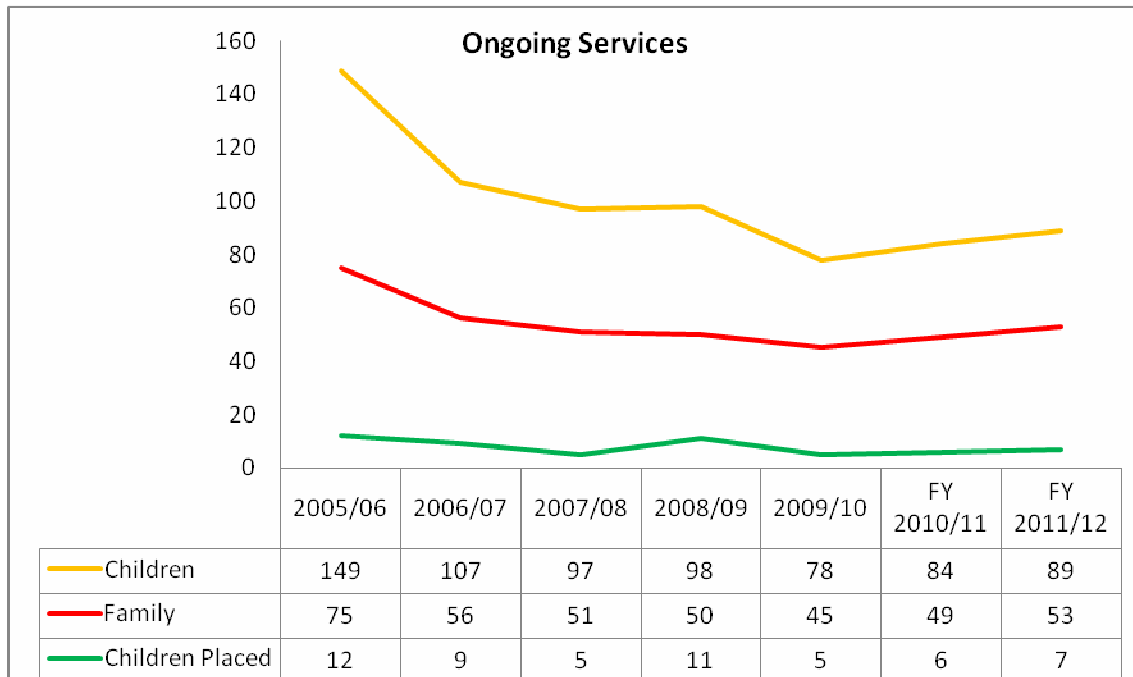


The actual numbers for the past three fiscal years as shown on this chart illustrate the varying nature of service delivery in a small county. We are projecting an increase for FY10-11 and FY11-12 due to little improvement in unemployment statistics over the prior year, as well as the potential that unemployment compensation benefits will no longer be extended.

Elk County Children and Youth and Juvenile Probation

3-2a. Ongoing Services

- Insert the Ongoing Services Chart (Chart 2) and discuss any highlighted trends. Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

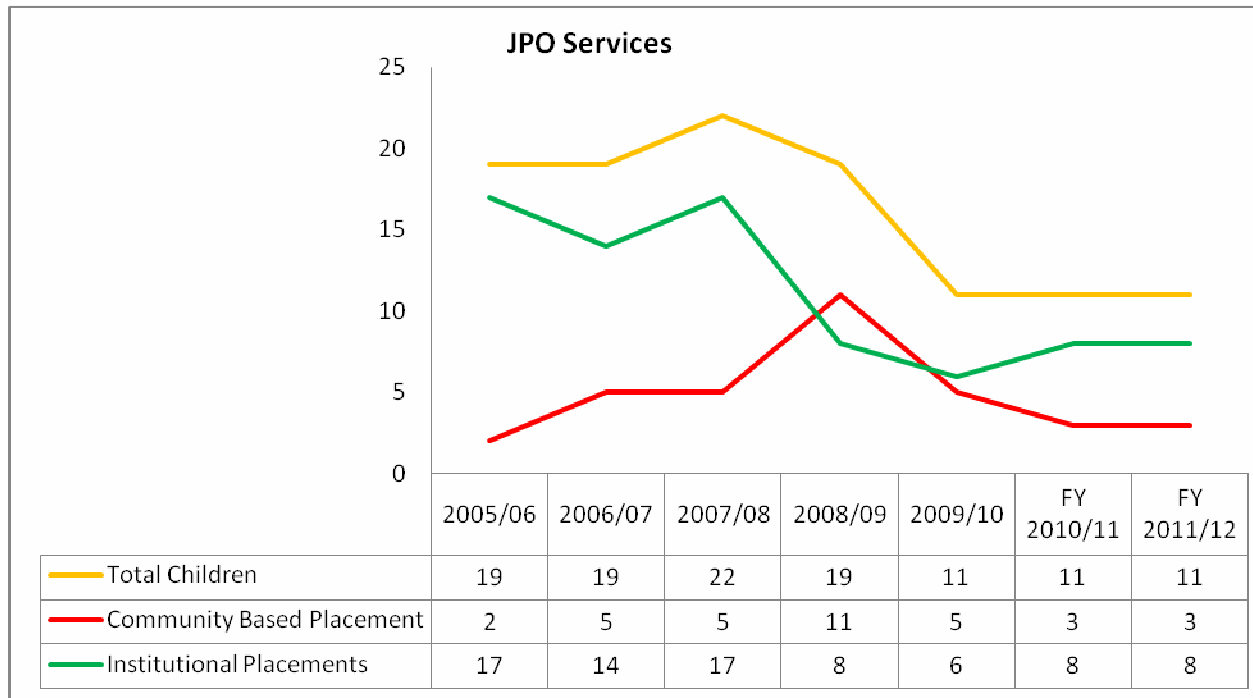


The actual numbers for the past three fiscal years as shown on this chart illustrate the varying nature of service delivery in a small county. While the number of open cases were down in this past year, we saw an increase in the number of CPS reports where referrals to community based services ameliorated problems in families where injuries did not meet the definition of child abuse.

Elk County Children and Youth and Juvenile Probation

3-2a. JPO Services

- Insert the JPO Services Chart (Chart 3) and discuss any highlighted trends. Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

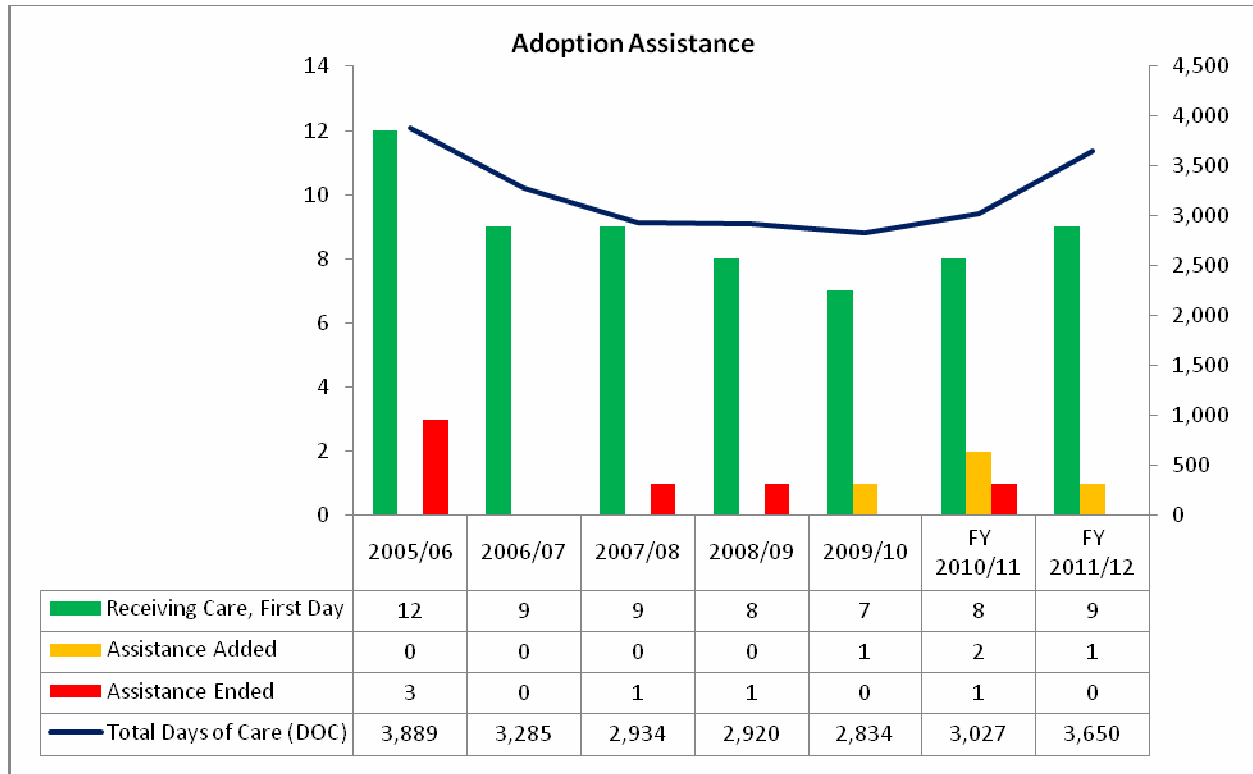


Statistically insignificant numbers illustrate the fluctuating nature of varied service delivery in a small county. This chart reflects an overall drop in JPO placements, over time accompanied the expected fluctuations. This movement does not reflect a clear trend.

Elk County Children and Youth and Juvenile Probation

3-2b. Adoption Assistance

- Insert the Adoption Assistance Chart (Chart 4) and discuss any highlighted trends. Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

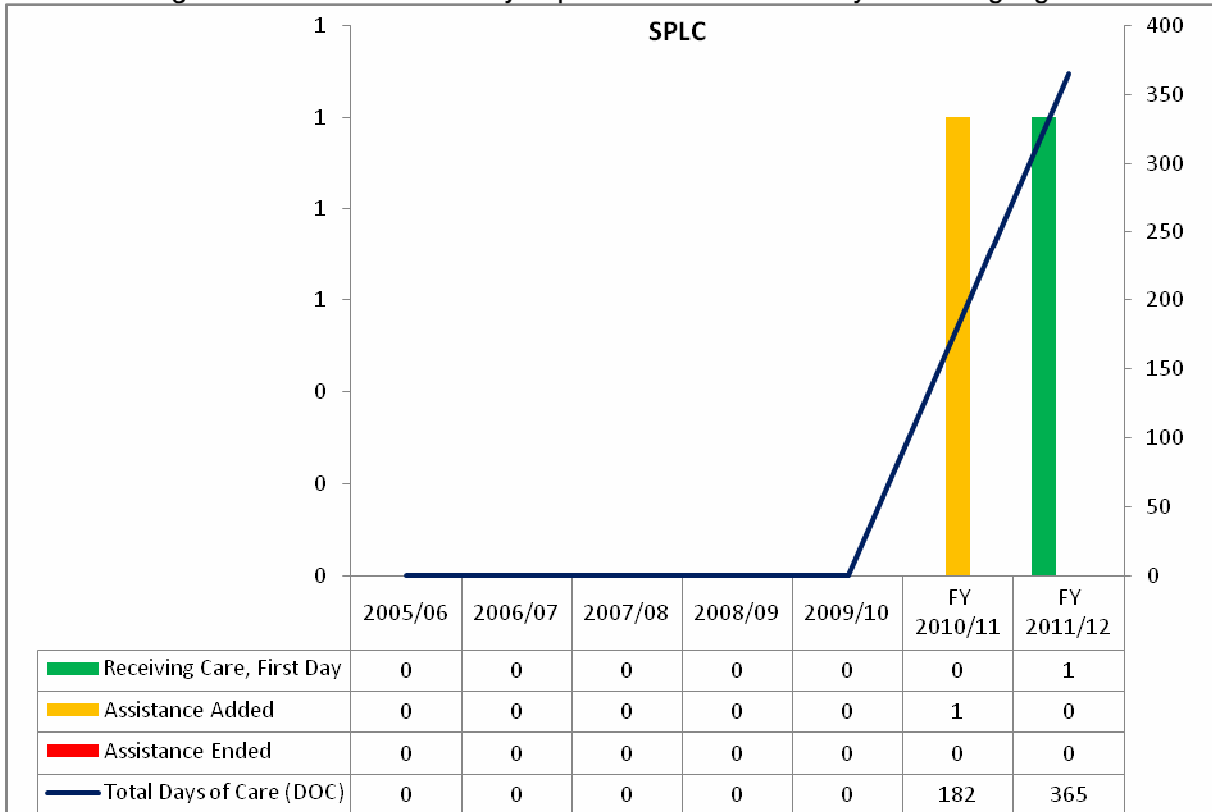


We are planning for the addition of two children in FY 10-11 whose goal has been changed to adoption and we are moving toward permanency. We have anticipated the need for one more child being added to our roles in FY11-12 who has not yet reached 15 months in care at the present time.

Elk County Children and Youth and Juvenile Probation

3-2c. Subsidized Permanent Legal Custody (SPLC)

- Insert the SPLC Chart (Chart 5) and discuss any highlighted trends. Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

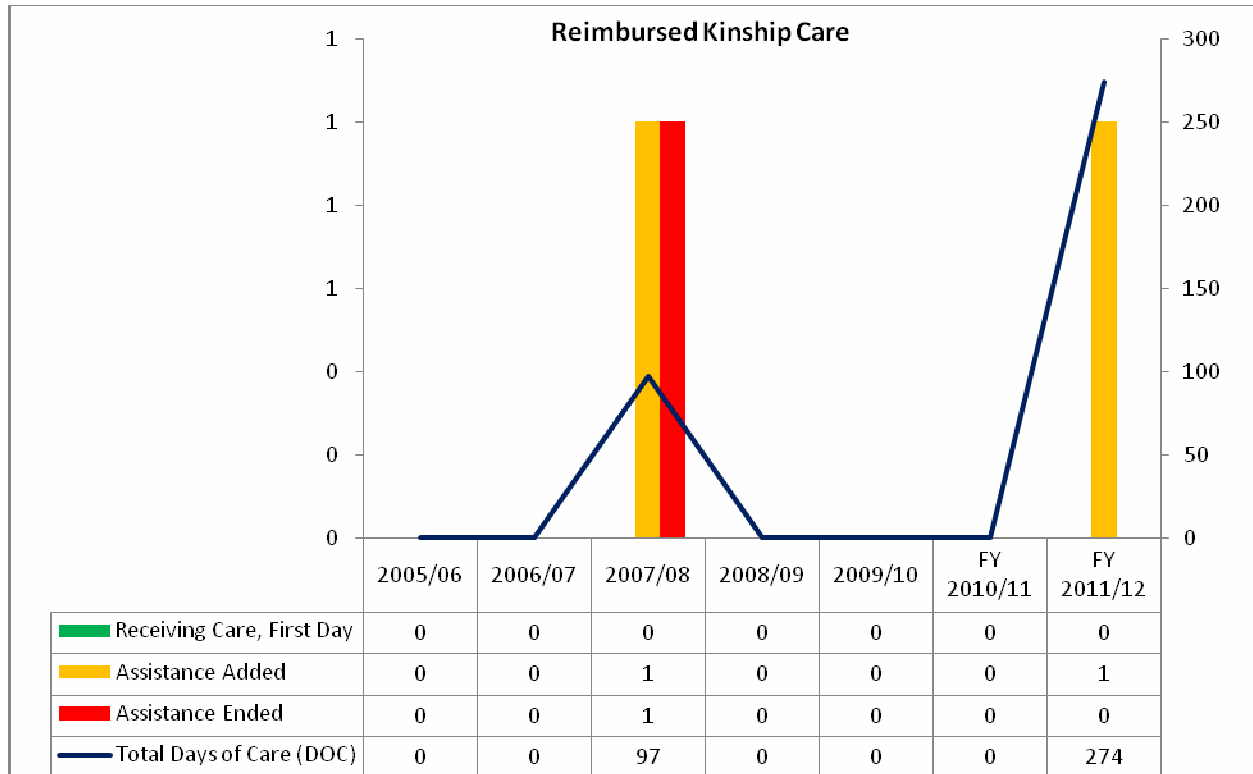


As seen in this chart, we have never used SPLC in Elk County. We have not ruled out that option as an avenue to permanency and will plan for one entry in the coming fiscal years.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

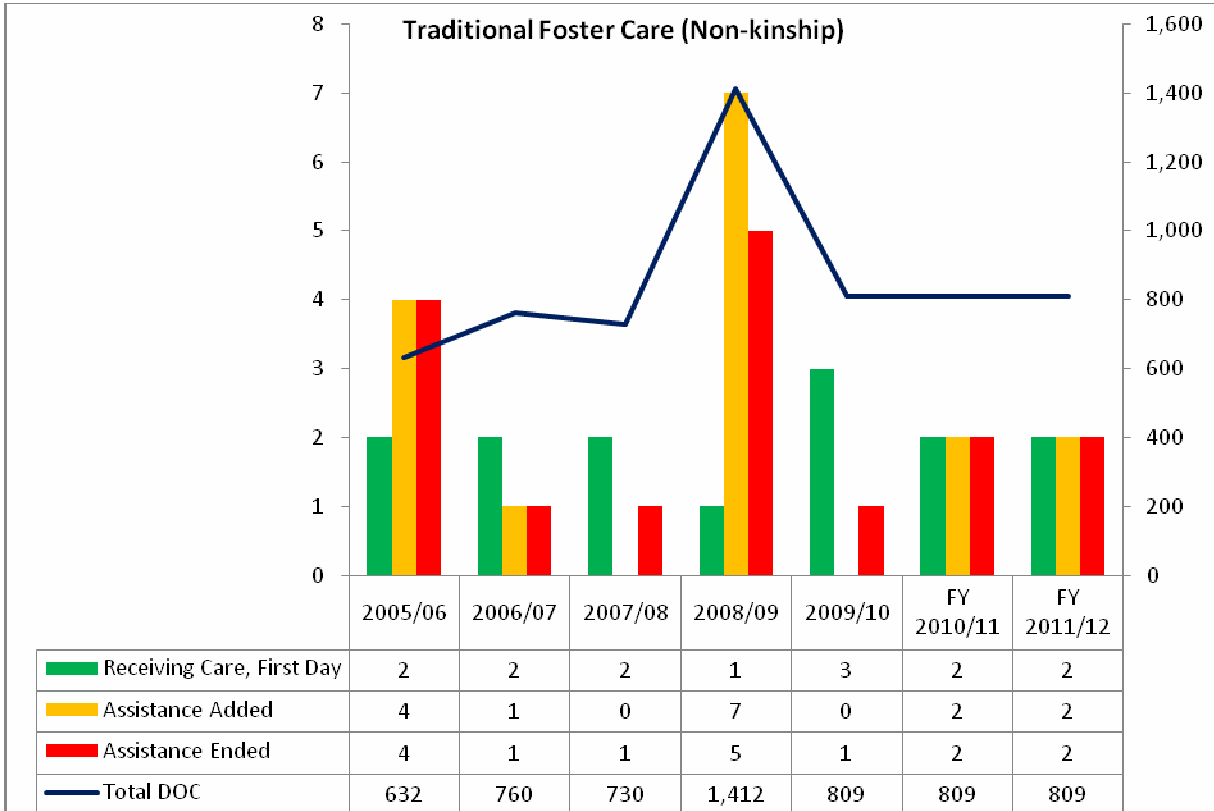


There has only been one brief period of time where we used reimbursed kin care as seen here in FY 2007/2008. There have been a few other attempts to use this permanency option, to no avail. We've have had at least one occasion where a relative backed out of the foster care approval process. We still consider this an important permanency option and have projected the need for one occurrence in FY 11-12.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

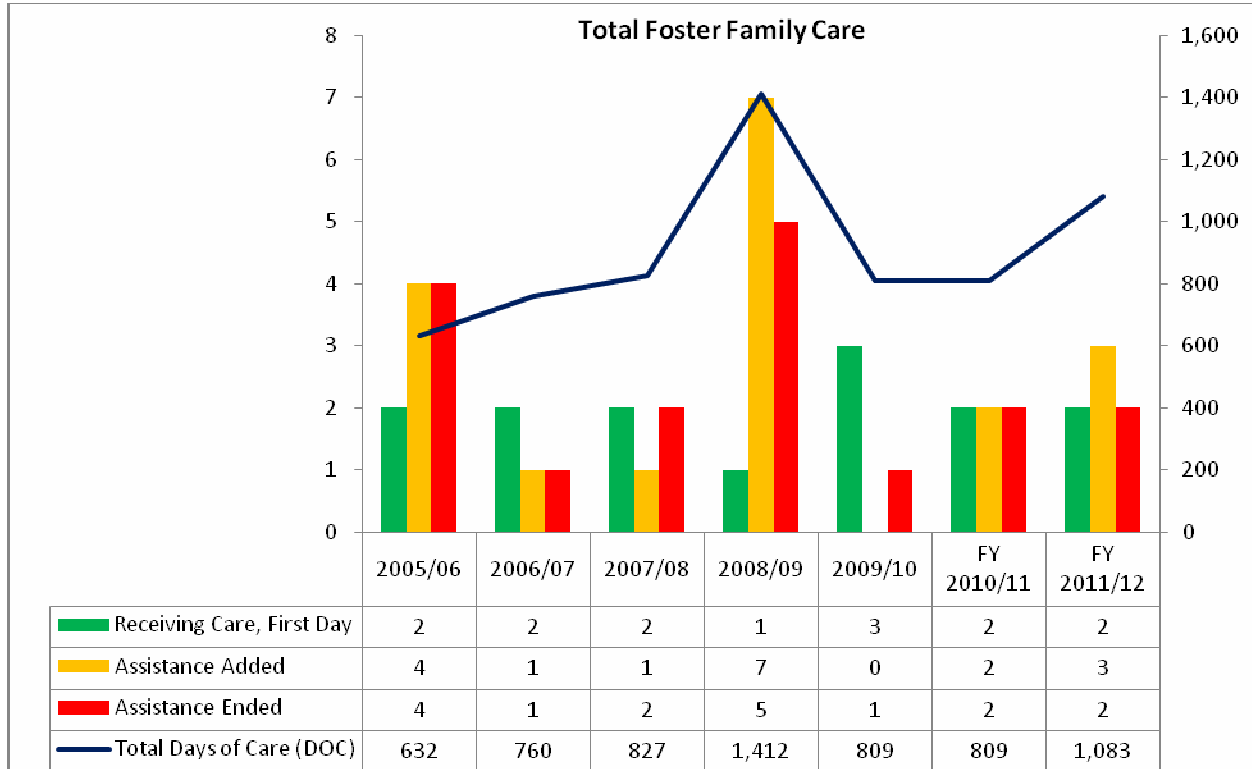


Again, what this chart reflects are the fluctuations that occur in small counties. Nothing seen here can be viewed as a trend. When removal from home is necessary and kin placement is not an option, foster family care is our first consideration.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

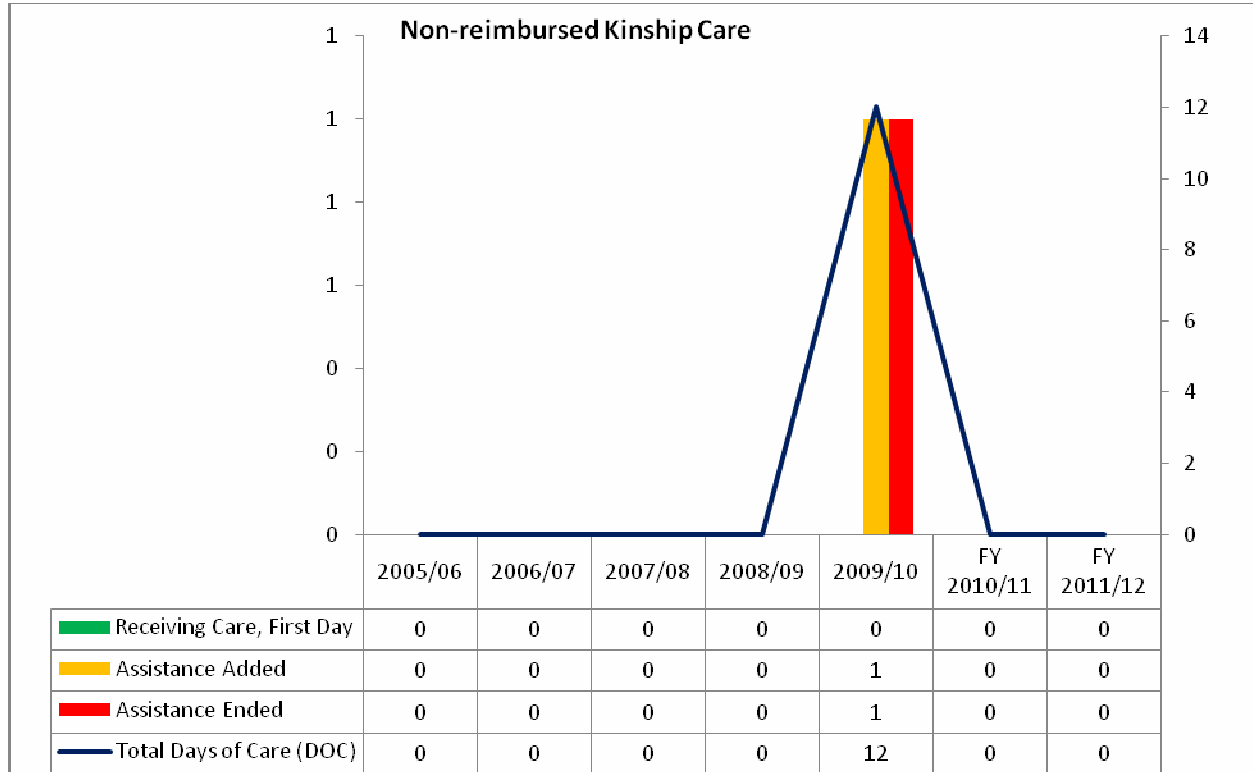


This chart, a compilation of kin and non-kin foster care, closely mirrors the traditional foster care chart as our reimbursed kin days of care have been historically low.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

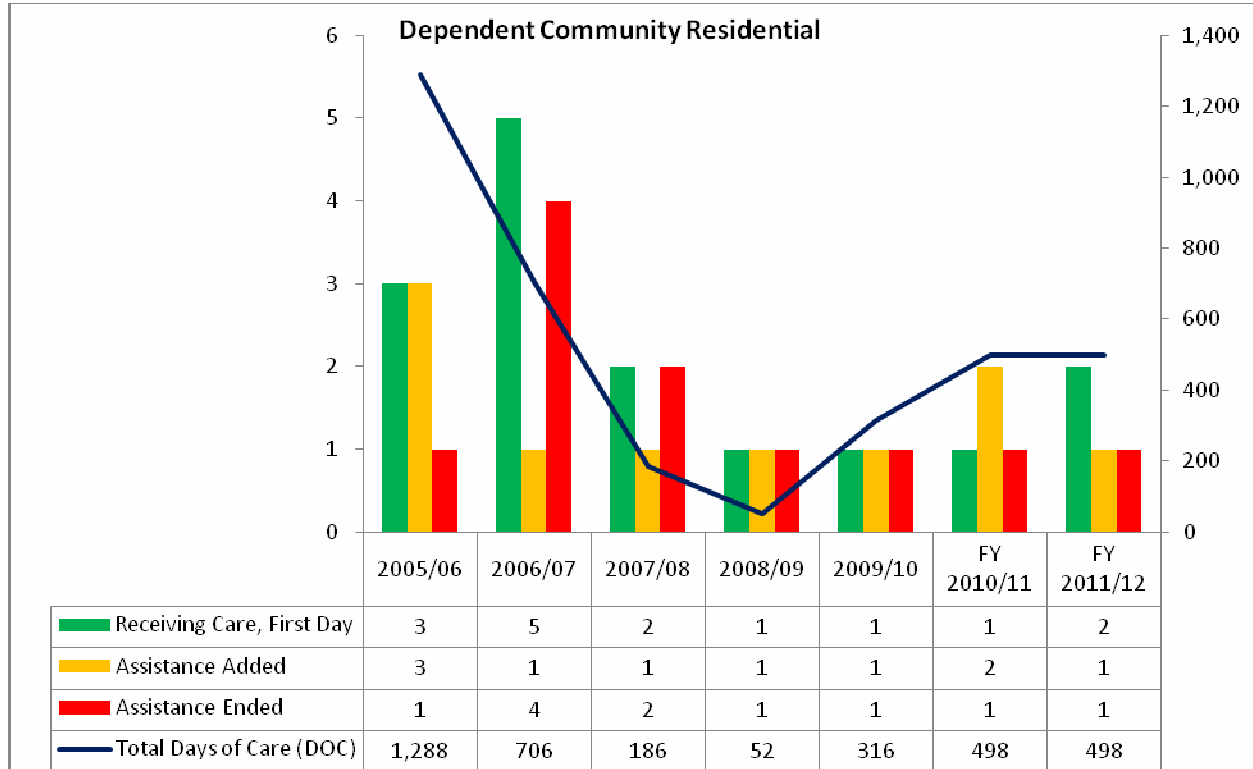


Again, this chart is void of a trend. The kinship placement illustrated here was on its way to being a reimbursed kin home when the placement disrupted very early into the process.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

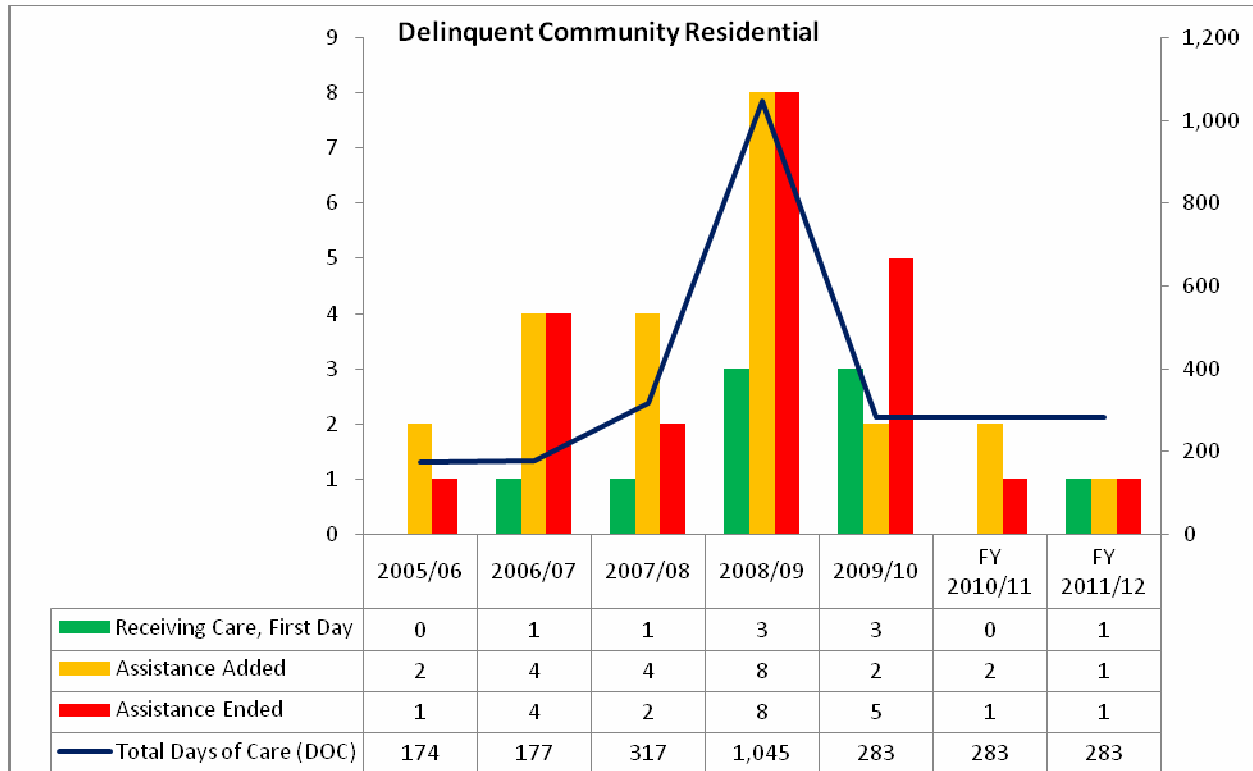


This chart does not necessarily represent a trend but a concerted attempt to place children and youth in fostering situations whenever possible. We do not expect to completely eliminate the need for residential dependent care. There will likely be some whose least restrictive needs will call for this level of care.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

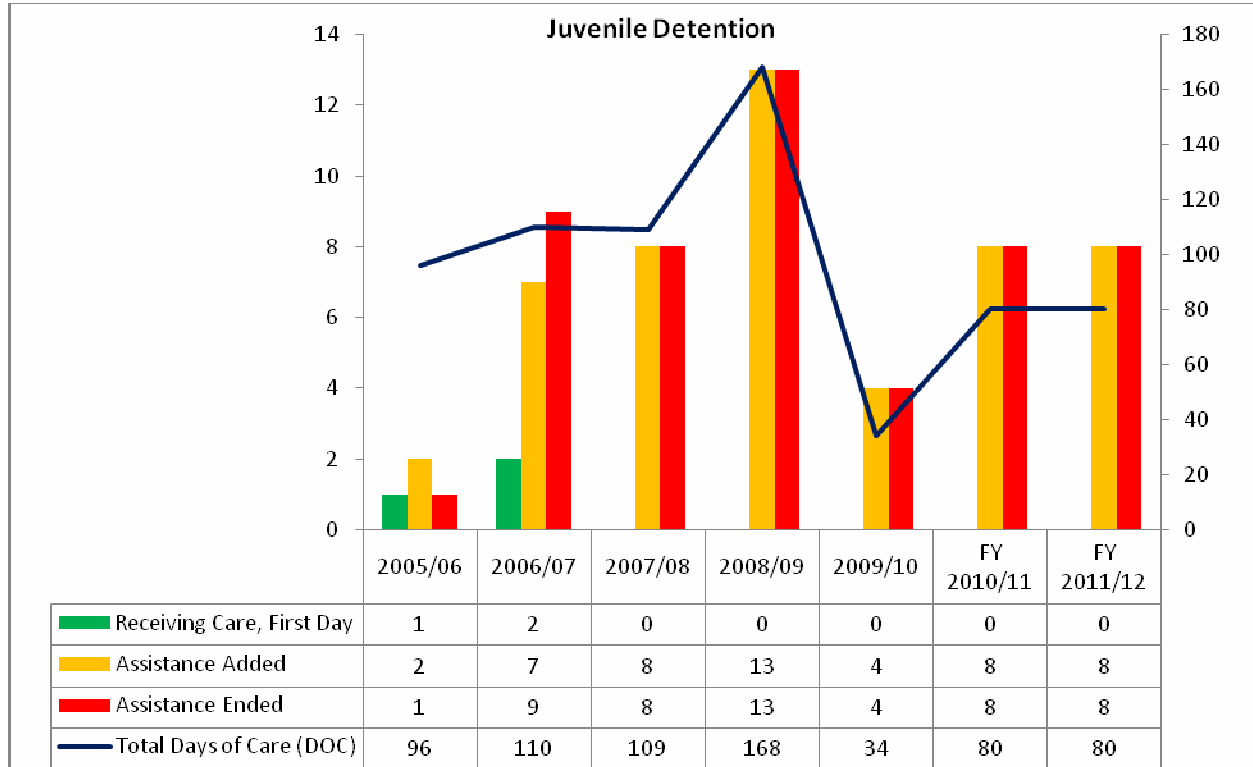


Again, what is illustrated here is not a trend but typical fluctuations based on the individual needs of delinquent youth in need of placement. All placements are made with least restrictive options in mind, ultimately considering the most appropriate level of care as the deciding factor.

Elk County Children and Youth and Juvenile Probation

3-2d. Out-of-Home Placements: County Selected Indicator

- Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13), and discuss the trend(s). Describe factors contributing to the trend. Discuss any important trends that may not be highlighted.

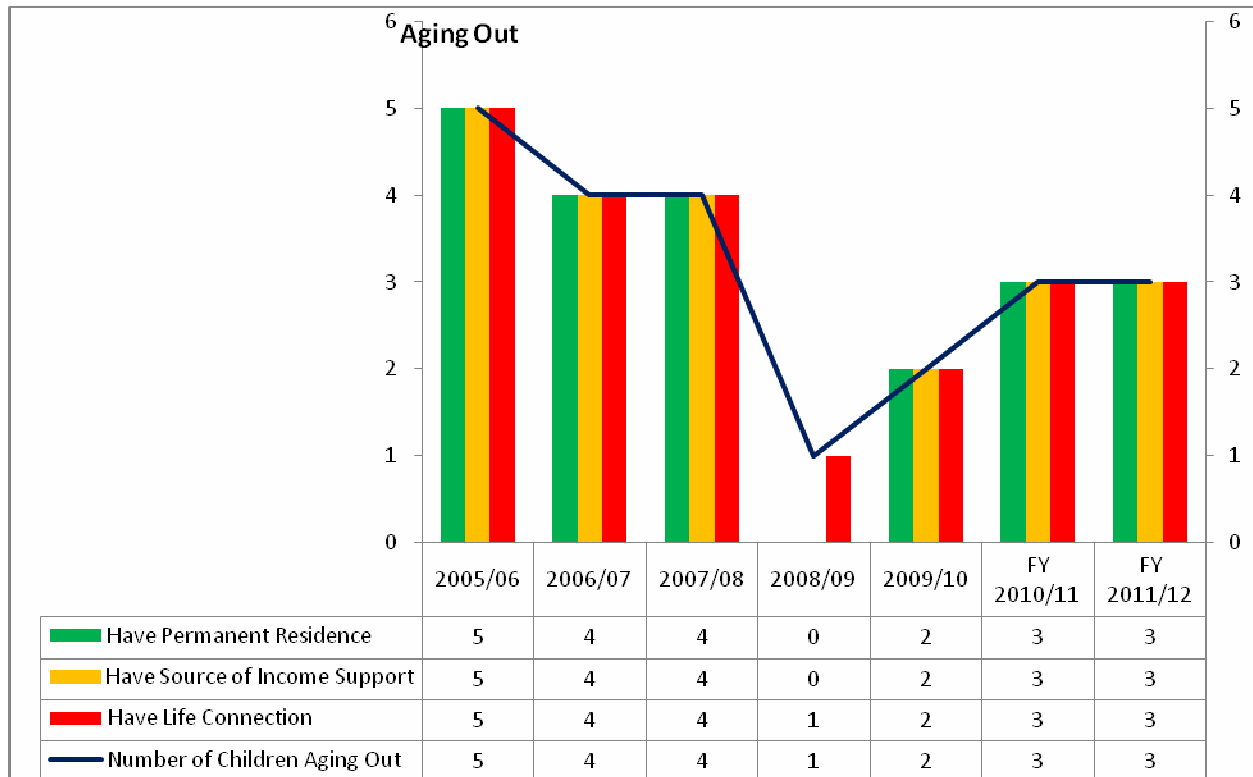


The use of detention is based on the needs of the youth and the type of crime committed. At times, community protection considerations also come into play. We anticipate broad fluctuations from year to year in this restrictive placement category.

Elk County Children and Youth and Juvenile Probation

3-2e. Aging Out

- Insert the Aging Out Chart (Chart 14). If the county does not have sufficient data to analyze trends, describe how the county plans to track this data in the future.



As illustrated in this chart, Elk County predicts three youth who will age out in the coming fiscal years. Two are JPO youth, one is a dependent youth yet to be identified. The two potential JPO youth are currently in placement. Their needs for rehabilitation will likely take them beyond their 18th birthday.

Elk County Children and Youth and Juvenile Probation

3-2f. General Indicators

- Insert the complete table from the *General Indicators* tab. No narrative is required in this section.

3-2: General Indicators								
Type in PURPLE boxes only (blue for Excel 2007 users)								
County Number: 24			Class 6					
Elk County								
3-2a. Service Trends								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected		2005-09 % Change
						FY 2010/11	FY 2011/12	
Intake Investigations								
Children	329	409	512	454	421	450	460	28.0%
Family	171	215	228	235	199	244	252	16.4%
Ongoing Services								
Children	149	107	97	98	78	84	89	-47.7%
Family	75	56	51	50	45	49	53	-40.0%
Children Placed	12	9	5	11	5	6	7	-58.3%
JPO Services								
Total Children	19	19	22	19	11	11	11	-42.1%
Community Based Placement	2	5	5	11	5	3	3	150.0%
Institutional Placements	17	14	17	8	6	8	8	-64.7%
3-2b. Adoption Assistance								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected		2005-09 % Change
						FY 2010/11	FY 2011/12	
Adoption Assistance								
Receiving Care, First Day	12	9	9	8	7	8	9	-41.7%
Assistance Added	0	0	0	0	1	2	1	#DIV/0!
Assistance Ended	3	0	1	1	0	1	0	-100.0%
Total Days of Care (DOC)	3,889	3,285	2,934	2,920	2,834	3,027	3,650	-27.1%
3-2c. SPLC								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected		2005-09 % Change
						FY 2010/11	FY 2011/12	
Subsidized Permanent Legal Custodianship								
Receiving Care, First Day	0	0	0	0	0	0	1	#DIV/0!
Assistance Added	0	0	0	0	0	1	0	#DIV/0!
Assistance Ended	0	0	0	0	0	0	0	#DIV/0!
Total Days of Care (DOC)	0	0	0	0	0	182	365	#DIV/0!

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3-2d. Placement Data								
Indicator	FY	FY	FY	FY	FY	Projected		2005-09
	2005/06	2006/07	2007/08	2008/09	2009/10	FY 2010/11	FY 2011/12	% Change
Traditional Foster Care (non-kinship)								
Receiving Care, First Day	2	2	2	1	3	2	2	50.0%
Assistance Added	4	1	0	7	0	2	2	-100.0%
Assistance Ended	4	1	1	5	1	2	2	-75.0%
Total DOC	632	760	730	1,412	809	809	809	28.0%
Reimbursed Kinship Care								
Receiving Care, First Day	0	0	0	0	0	0	0	#DIV/0!
Assistance Added	0	0	1	0	0	0	1	#DIV/0!
Assistance Ended	0	0	1	0	0	0	0	#DIV/0!
Total Days of Care (DOC)	0	0	97	0	0	0	274	#DIV/0!
Foster Family Care (Total of 2 above)								
Receiving Care, First Day	2	2	2	1	3	2	2	50.0%
Assistance Added	4	1	1	7	0	2	3	-100.0%
Assistance Ended	4	1	2	5	1	2	2	-75.0%
Total Days of Care (DOC)	632	760	827	1,412	809	809	1,083	28.0%
Non-reimbursed Kinship Care								
Receiving Care, First Day	0	0	0	0	0	0	0	#DIV/0!
Assistance Added	0	0	0	0	1	0	0	#DIV/0!
Assistance Ended	0	0	0	0	1	0	0	#DIV/0!
Total Days of Care (DOC)	0	0	0	0	12	0	0	#DIV/0!
Dependent Community Residential								
Receiving Care, First Day	3	5	2	1	1	1	2	-66.7%
Assistance Added	3	1	1	1	1	2	1	-66.7%
Assistance Ended	1	4	2	1	1	1	1	0.0%
Total Days of Care (DOC)	1,288	706	186	52	316	498	498	-75.5%
Delinquent Community Residential								
Receiving Care, First Day	0	1	1	3	3	0	1	#DIV/0!
Assistance Added	2	4	4	8	2	2	1	0.0%
Assistance Ended	1	4	2	8	5	1	1	400.0%
Total Days of Care (DOC)	174	177	317	1,045	283	283	283	62.6%
Juvenile Detention								
Receiving Care, First Day	1	2	0	0	0	0	0	-100.0%
Assistance Added	2	7	8	13	4	8	8	100.0%
Assistance Ended	1	9	8	13	4	8	8	300.0%
Total Days of Care (DOC)	96	110	109	168	34	80	80	-64.6%
Dependent Residential Services								
Receiving Care, First Day	0	0	0	0	0	0	0	#DIV/0!
Assistance Added	1	0	0	0	0	0	0	-100.0%
Assistance Ended	1	0	0	0	0	0	0	-100.0%
Total Days of Care (DOC)	205	0	0	0	0	0	0	-100.0%
Delinquent Residential Services								
Receiving Care, First Day	6	7	6	3	3	1	3	-50.0%
Assistance Added	8	7	4	5	1	5	3	-87.5%
Assistance Ended	7	8	7	5	3	3	3	-57.1%
Total Days of Care (DOC)	2,214	1,208	1,314	1,126	549	914	914	-75.2%
3-2e. Aging Out Data								
Indicator	FY	FY	FY	FY	FY	Projected		2005-09
	2005/06	2006/07	2007/08	2008/09	2009/10	FY 2010/11	FY 2011/12	% Change
Aging Out								
Number of Children Aging Out	5	4	4	1	2	3	3	-60.0%
Have Permanent Residence	5	4	4	0	2	3	3	-60.0%
Have Source of Income Support	5	4	4	0	2	3	3	-60.0%
Have Life Connection	5	4	4	1	2	3	3	-60.0%

Section 4: County Programs & Services

➤ 4-1: Children/Families not Accepted for Service

- How does the county determine a child/family is not accepted for service?

Elk County CYS does not screen out anyone making a request for service. All those requesting assistance receive our help. We would suggest this practice is what helps us keep Elk County at a low admission per 1,000 child population count. Services we can provide early to a family in need often deters the escalation of problem behaviors that may result in placement later on.

➤ 4-2: New/Enhanced Programs

- Briefly explain requests for funding of new programs or enhancements to existing programs. The explanation must include why the county is seeking funding for the new/enhanced program and how it relates to needs identified in the county.

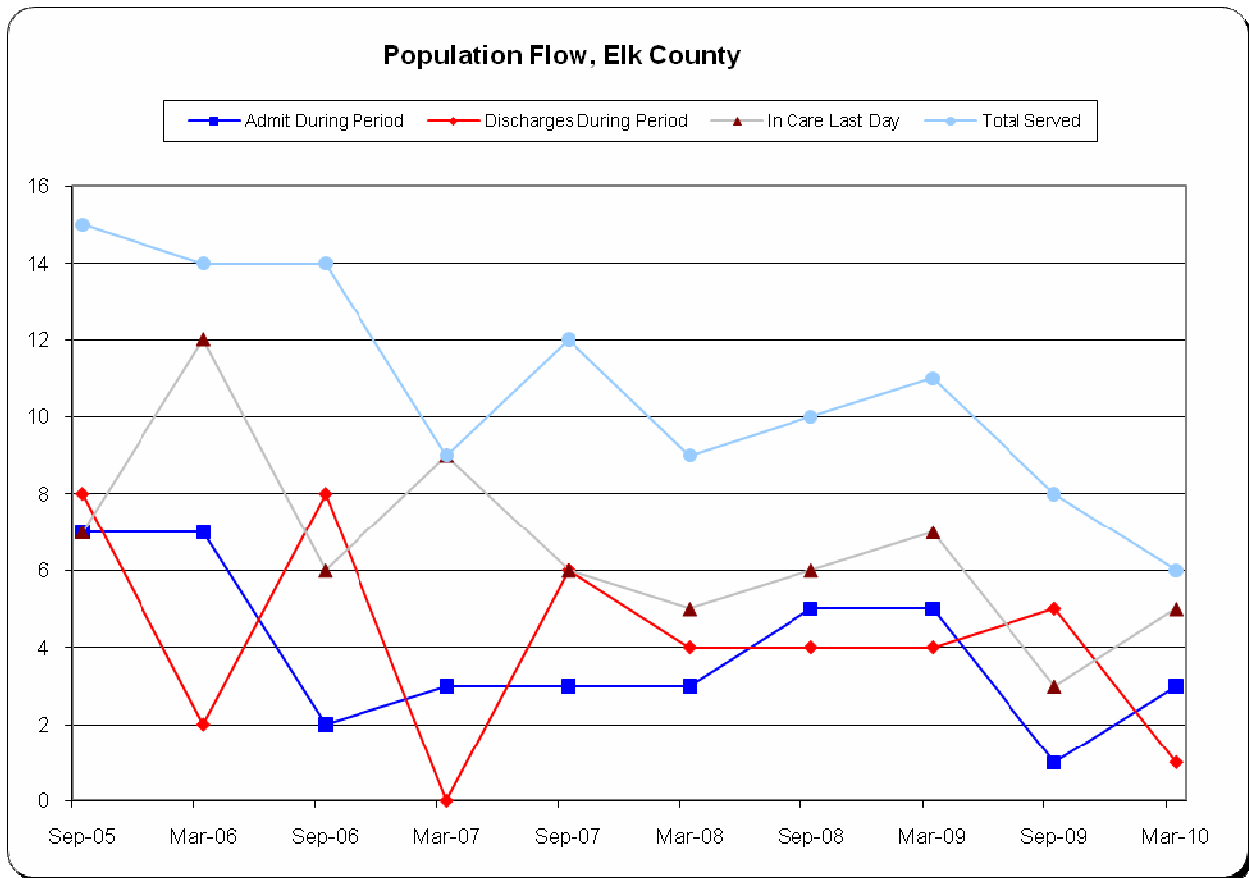
Elk County is not seeking funding for new or enhanced programs in the current economic environment. We acknowledge the shortage of state dollars with similar issues for the county in terms of match requirements.

Section 5: Outcome Indicators

➤ 5-1a. Foster Care Population Flow (See HZA Data Package)

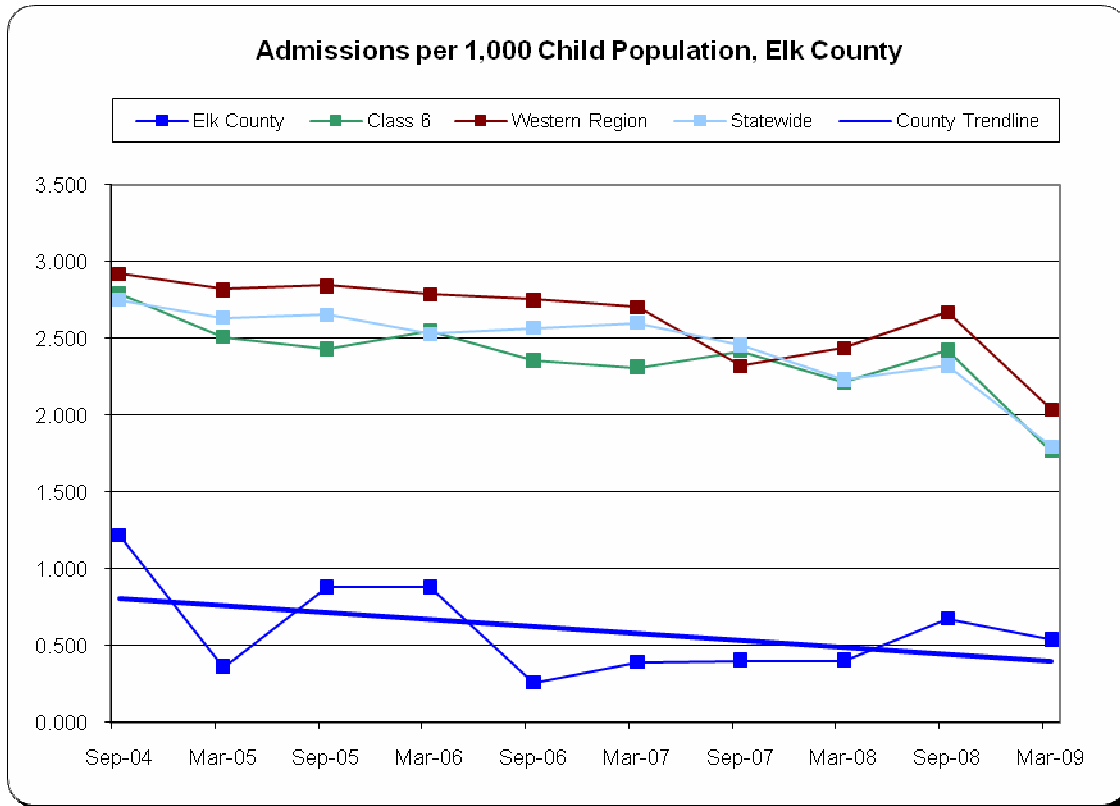
On the following pages, paste up to three charts from the HZA data. Each chart should be pasted on a separate page.

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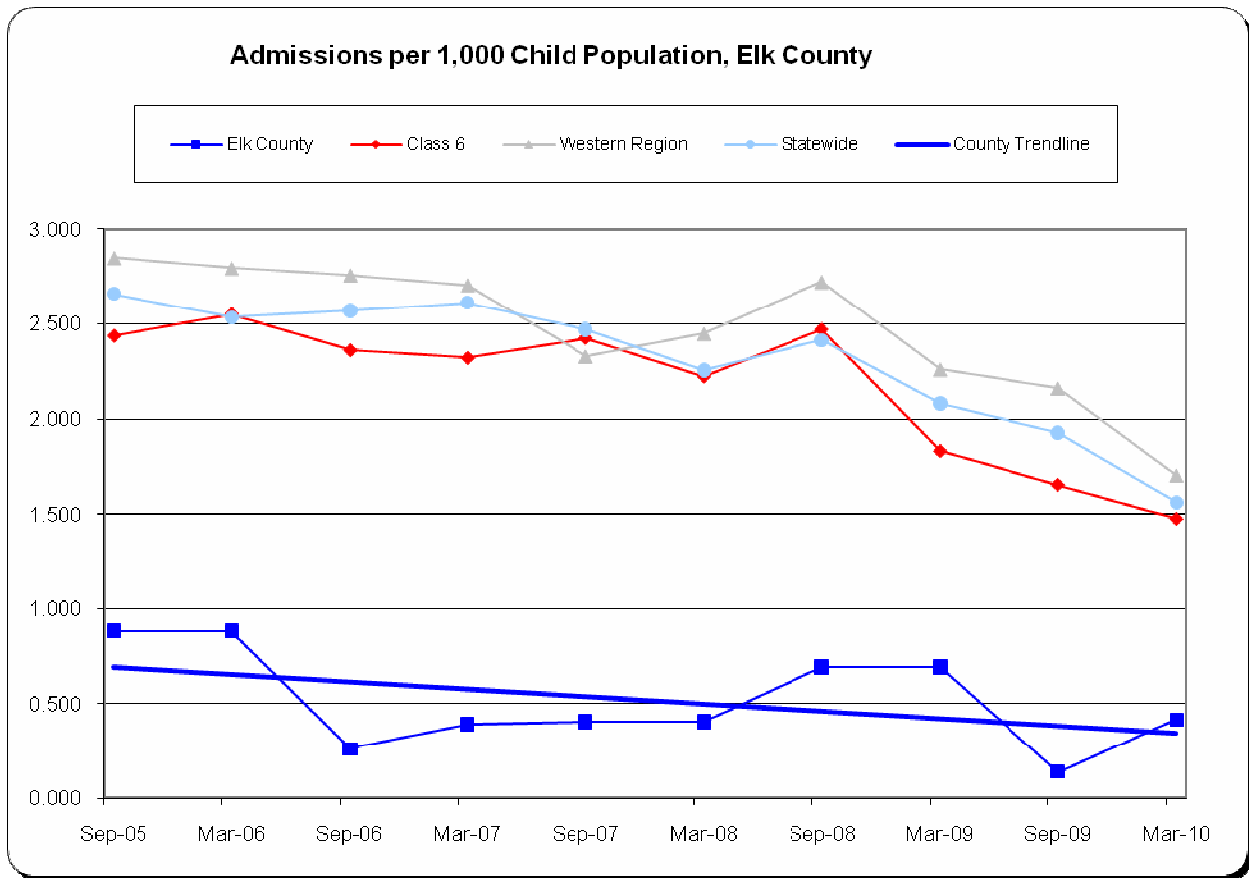


As previously noted and acknowledged by most, very small counties find it difficult to establish or rely on past short-term trends to project future requirements accurately. In fact, a compilation of Elk County placement data over a span of 14 years reveals nothing in our history can be construed as a trend. Small numbers are certainly statistically insignificant when attempting to establish reliable trend data.

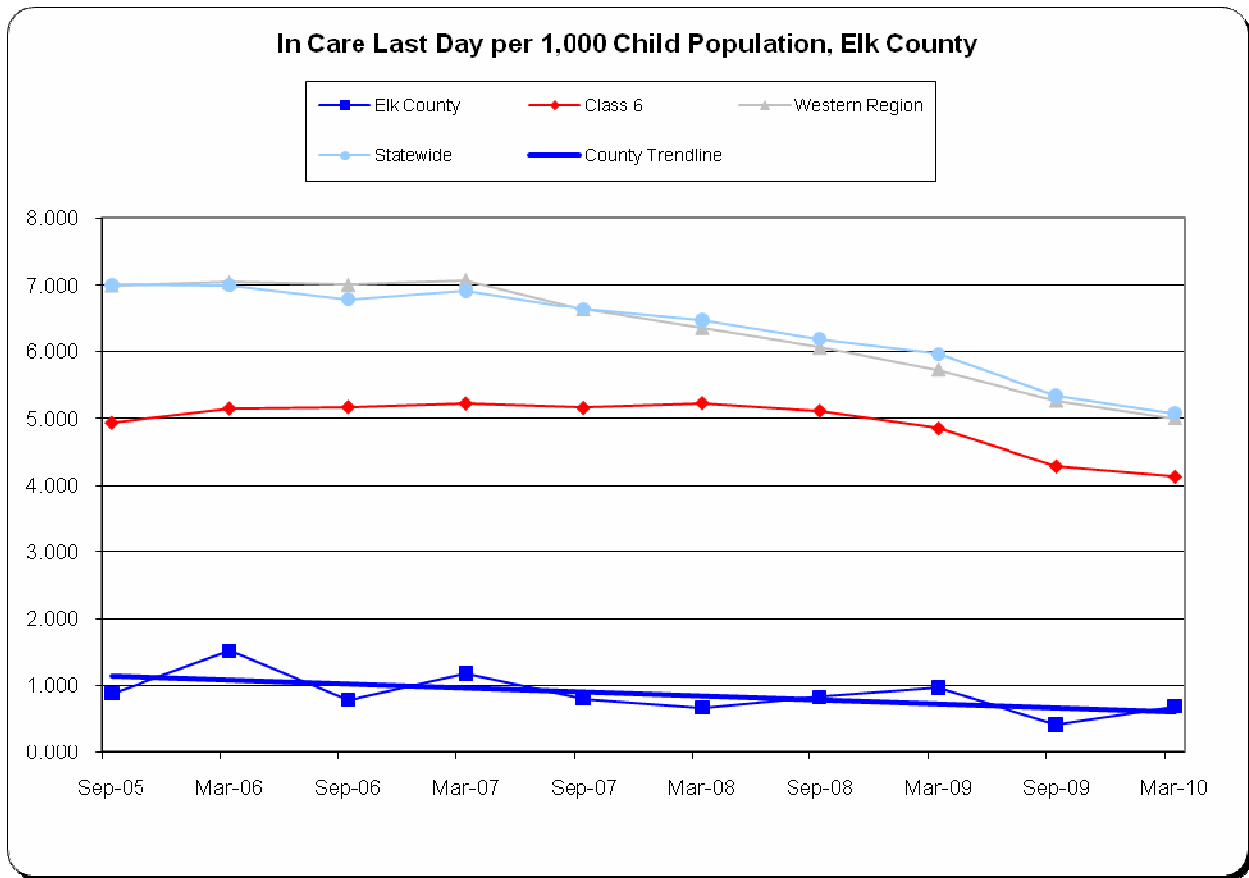
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- ❑ Is the overall trend in the number of children being served or in care in the county different than that in the state as a whole? In counties of the same class?

Elk County's number of children being served in care is significantly and consistently lower than statewide and western region averages as illustrated by our data. While 6th class county averages are lower than those of the state or the western region, Elk County's averages are still significantly better than those of our same class size.

- ❑ Please describe what demographic factors, if any, have contributed to changes in the number of children being served or in care.

There have been no significant changes to the number of children served or in care.

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- ❑ Please describe what changes in agency priorities or programs, if any, have contributed to changes in the number of children served or in care and/or the rate at which children are discharged from care.

There have been no significant changes to the number of children served or in care. Our trend line, which illustrates a gradual decline in the number of children in care, can be attributed anecdotally to a number of agency priority and program changes. We would like to think the use of Family Team Meetings, Family Group Decision Making and our Strength Based Solution Focused trained staff are all contributors toward better outcomes for children.

As fore mentioned, the efforts of this county's collaborative board, The Family Resource Network, has quite notably improved the number of research based offerings available to families we serve.

- ❑ Are there any demographic shifts which impact the proportions of children in care (for example, are younger children making up a larger proportion of admissions than in years past)?

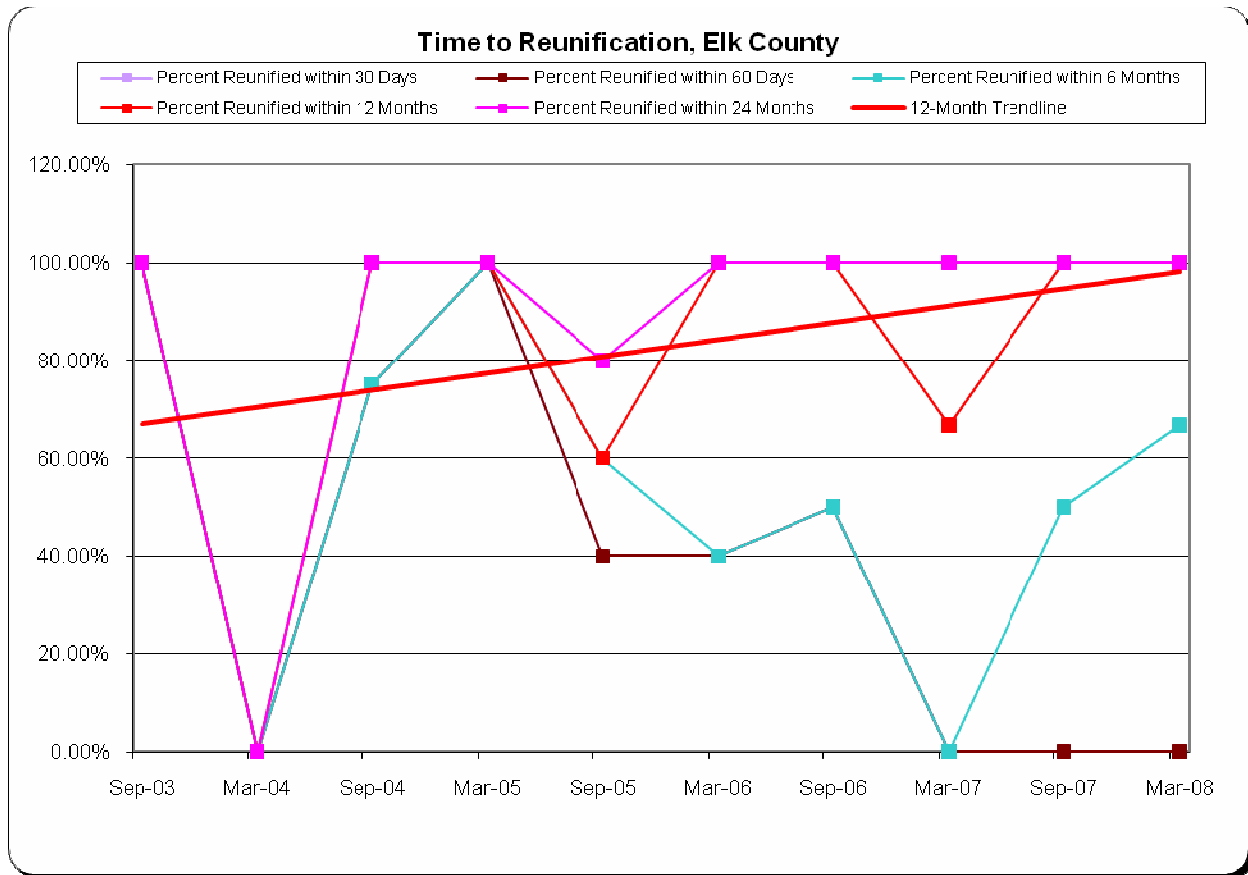
We are experiencing no notable demographic shifts, just typical fluctuations.

- ❑ How has the county adjusted staff ratios and/or resource allocations (both financial and staffing, including vacancies, hiring, turnover, etc.) in response to a change in the foster care population? Is the county's current resource allocation appropriate to address projected needs?

With no notable changes in the foster care population, we have not made staffing adjustments nor reallocated resources. Our state allocation for placement costs have been sufficient in the most recent past, however, the anomalous year we experienced in FY 04-05 left us in overmatch. Being a small county, we clearly have no way of making viable predictions regarding the needs of the children we serve. We simply provide "best estimates".

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5-1b. Reunification Survival Analysis (See HZA Data Package)



- ❑ Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

The county's performance over time fluctuates wildly. These fluctuations are based on the individual placement needs of children and youth in our care. While the trend line is moving steadily upward, as repeated over and over again in this narrative document, nothing about our data should be construed as a trend.

- ❑ If there are fewer reunifications within 12 months of the child's removal, what is happening to those children? Are they returning home later or eventually being discharged in some other way?

It is the rare occasion where Elk County does not accomplish a return home within 12 months.

- ❑ Are children being reunified more quickly, or more slowly, than in past years? Does the timeliness of the reunifications reflect the changing needs of families in the county? Among children reunified in less than 30 days, were the services provided sufficiently to alleviate the concerns that led to the child's removal? What services could have prevented removal of children who were reunified within 30 days?

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There are really no changing needs for families that make reunification faster or slower. Those who get reunified quickly are typically families who were unknown to us and come to our attention during a crisis. For those who had no prior history of accessing services, a brief placement to stabilize the family with respect to safety generally gives us time to connect the families with services needed to ameliorate a transient problem. We find that after a brief course of intervention on our part, with appropriate ongoing services, we usually never hear from those families again. The only thing on our wish list that could potentially bring relief to those short term placements would be a mobile crisis response team from our mental health partners. Unfortunately, they consistently suffer state budget cuts every year, never facilitating new service development.

- ❑ How does the county's data compare to other counties of the same county class size? To the statewide data?

Again, our 12 month reunification time consistently out performs counties of our same class size, those of our region as well as statewide averages.

- ❑ If the county's performance exceeds comparable county and/or statewide performance, what policies or practices does the county believe have contributed to this result? What actions is the county taking to maintain or improve its performance?

Or

If the county's performance lags behind comparable county and/or statewide performance, what factors does the county believe have contributed to this result? What actions is the county taking to improve its performance?

In Elk County, we view placement as a last resort. We hold firm to the belief that generally kids are not made better by leaving their homes. Compromised safety is our standard for removal; family assets are our first choice when removal is necessary.

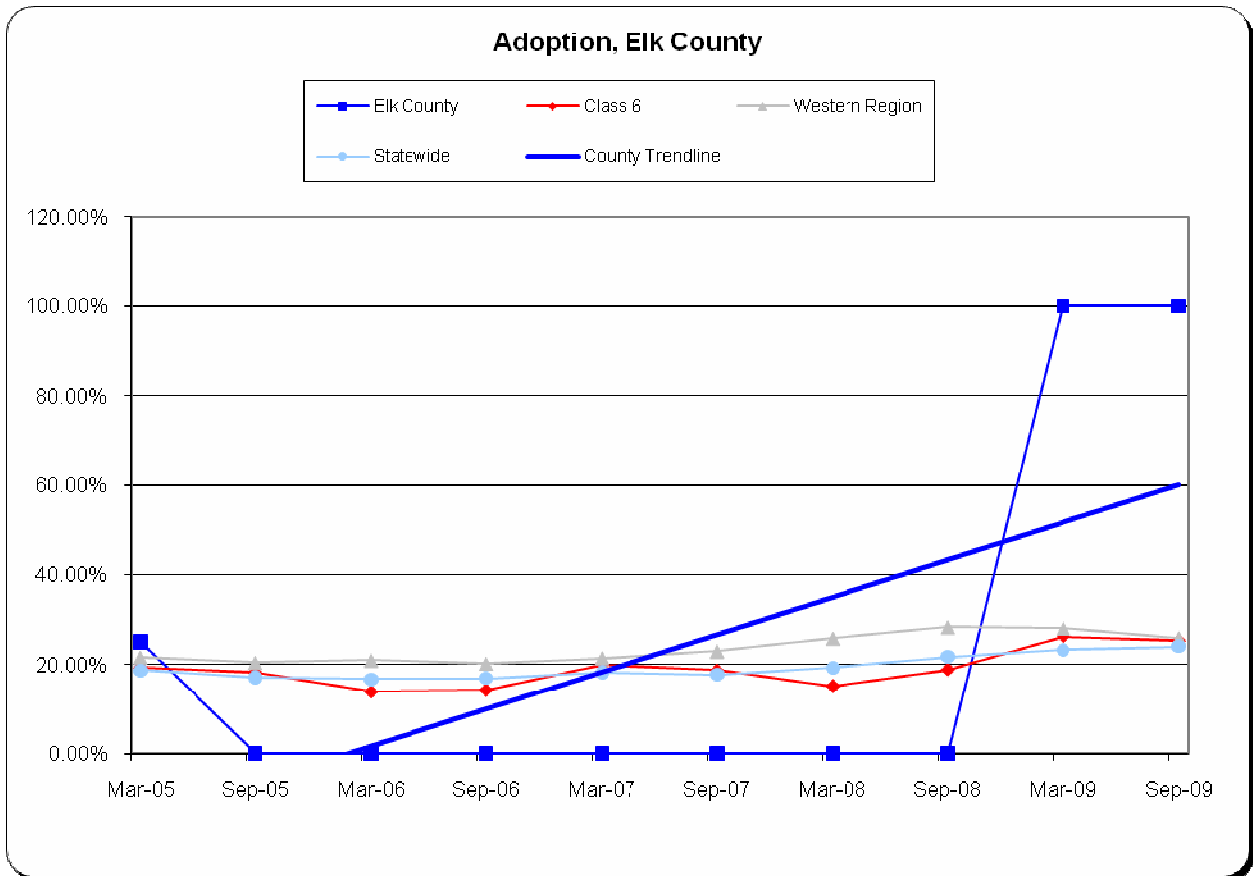
What we have invested in prevention in this county has also been integral to our success. The county collaboration borne out of such efforts as Family Service System Reform, the Communities that Care Process and now the Integrated Children's Service Planning have been instrumental in building a healthy array of services ready to reinforce families.

- ❑ Are there certain populations which are disproportionately represented in this measure? What actions is the county taking to address that population's needs?

We have no disproportionality issues regarding the children and youth placed by Elk County.

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5-1c. Adoption Rate, 17 Months (See HZA Data Package)



- ❑ Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

Again, here is a textbook illustration of the misleading nature of small data sets. With the adoption of one chronic and persistently mentally ill, hard to place young lady, we have gone from supposed complete failure to remarkable success. Finally, for this measure we have exceeded averages of counties similar sized, those in our region and the state.

- ❑ Do current policies of the agency or courts serve affect the timeliness of adoptions? Do the delays tend to occur between removal and TPR, between TPR and pre-adoptive placement, or between pre-adoptive placement and finalization?

Our barriers to permanency through adoption are not tied to delays or gaps in any of our system functions. Delays most often relate to issue experienced by the child or youth in care.

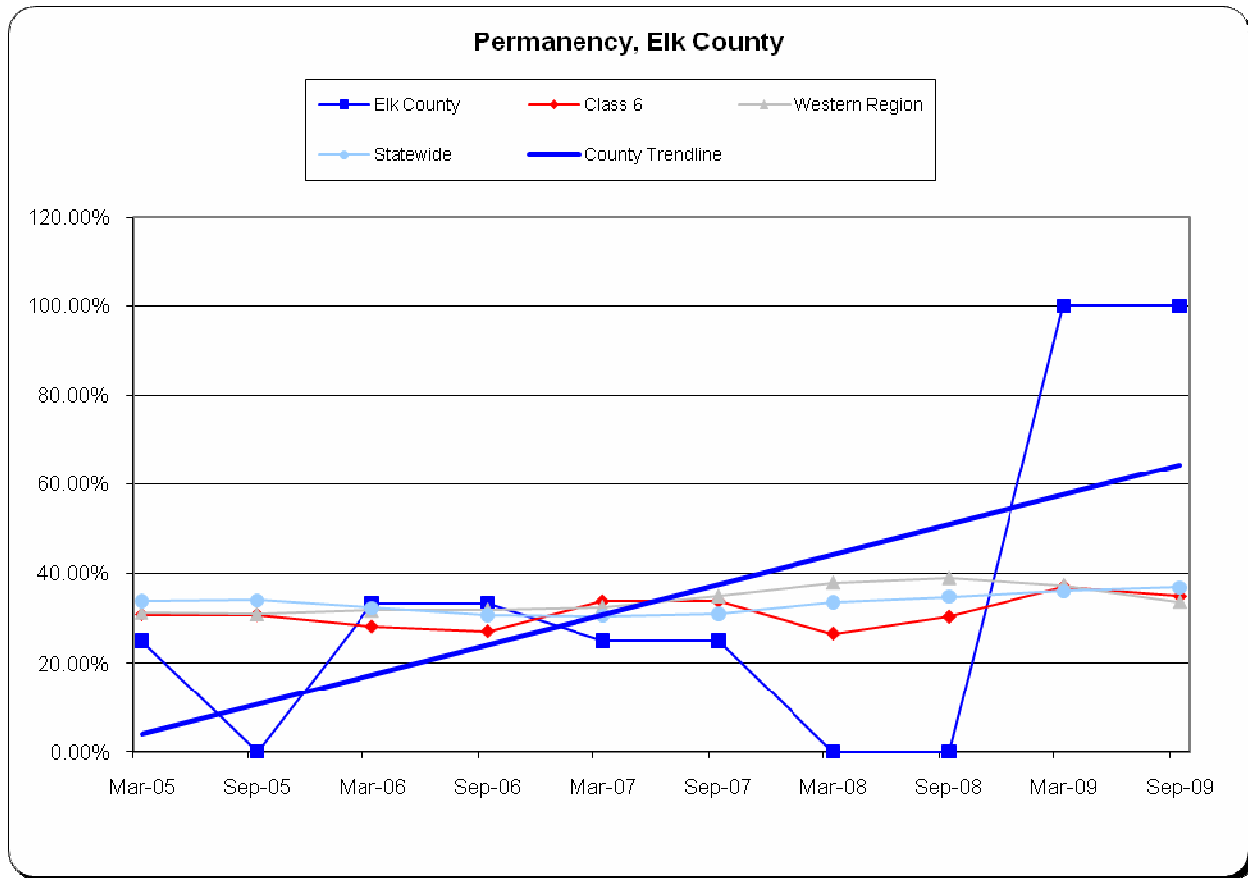
Elk County Children and Youth and Juvenile Probation

- Which group of children represent the largest proportion/share of children for whom performance is below the national standard? What actions is the county taking to address that population's needs?

In the past, the population we are slower to move toward permanency through adoption is the over 12 year age group with mental health difficulties. We are currently taking no action other than continuing our close partnership with local mental health folks to meet unique service needs. Presently there are no children or youth in our care fitting this description.

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5-1d. Permanency, 24 Months (See HZA Data Package)



- Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

Were it appropriate to laud success in the past two reporting quarters, with 100% of our youth achieving permanency, we would. This dramatic shift only illustrates the volatility of data in small numbers, not some stellar policy change or research based magic. Not that trends are valid either but our trend line climbs steadily upward over time.

- Which group of children represent the largest proportion/share of children in care more than 24 months? What are the most frequent permanency goals for these children? What are the most frequent actual discharge destinations for these children?

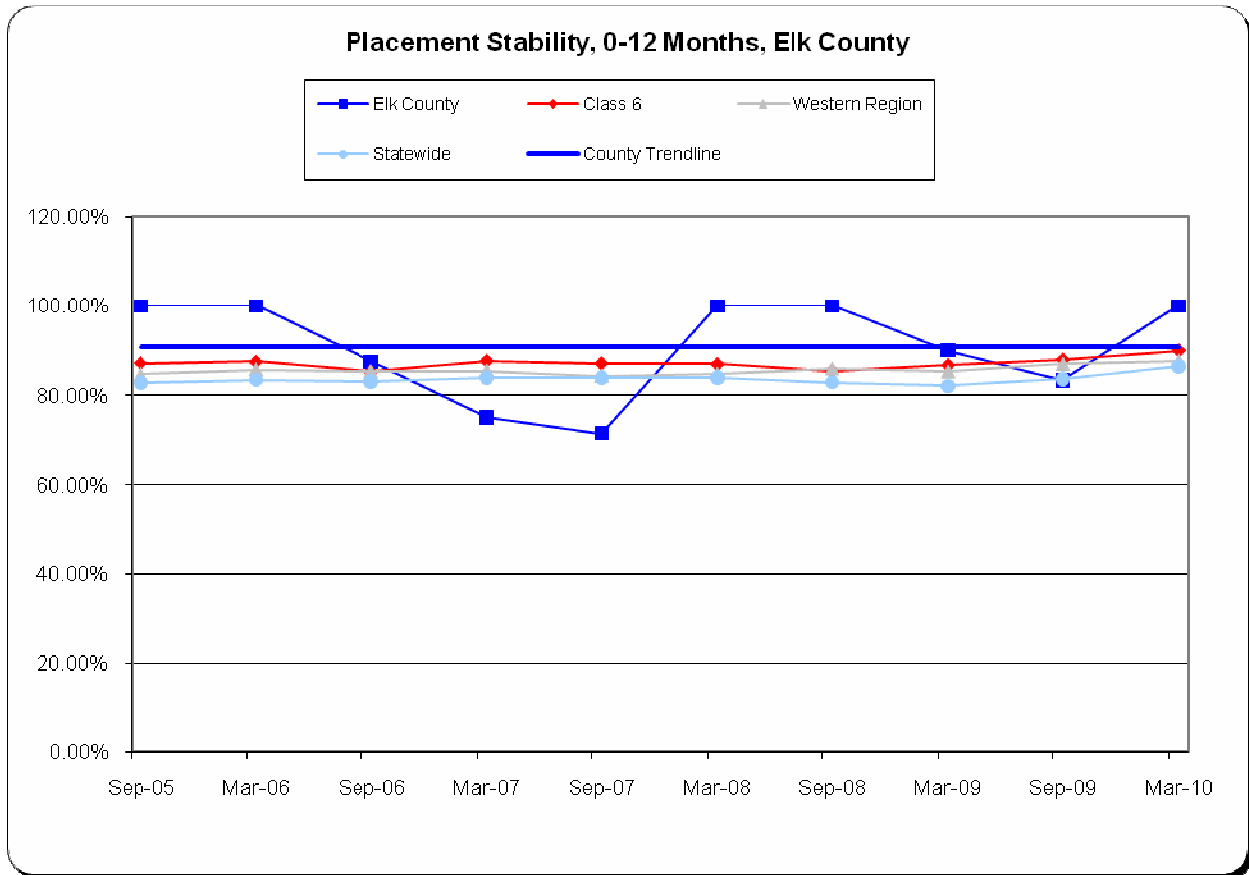
We do not have a group of children in care more than 24 months for discussion.

- What steps is the county taking to achieve permanency for these children? What are the barriers to achieving permanency?

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Not applicable.

**➤ 5-2a. Placement Stability, Less than 12 Months (CFSR Measure 4.1)
(See HZA Data Package)**



- Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

In half of the reporting periods, our placement stability from 0-12 months is 100%. No matter how small your numbers are, this is no small achievement. As illustrated above, although generally we do very well in this area, there are times we slip below the average. The trend line drawn for us is essentially flat.

- How does the county's data compare to other counties of the same size? To the statewide data?

On average we exceed our counterparts of similar class size, those in our region as well as those across the Commonwealth.

- If the county's performance exceeds comparable county and/or statewide performance, what policies or practices does the county believe have contributed to this result? What actions is the county taking to maintain or improve its performance?

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Or

If the county's performance lags behind comparable county and/or statewide performance, what factors does the county believe have contributed to this result? What actions is the county taking to improve its performance?

We contend that good casework practice around placement planning, when possible, contributes to a child being in the most appropriate placement from the start. The information coming back to us from Hornby, Zeller and Associates (HZA) doesn't allow us to drill down to any detail regarding the children who did not have placement stability. Suspect for this group would be those entering placement on an emergency basis who were unknown to the agency prior to the emergency incident.

- When compared to class and state performance on each of the measures, at what point does placement stability tend to break down– the first, second, or third year? What is the county doing differently than the class, region, or rest of the state?

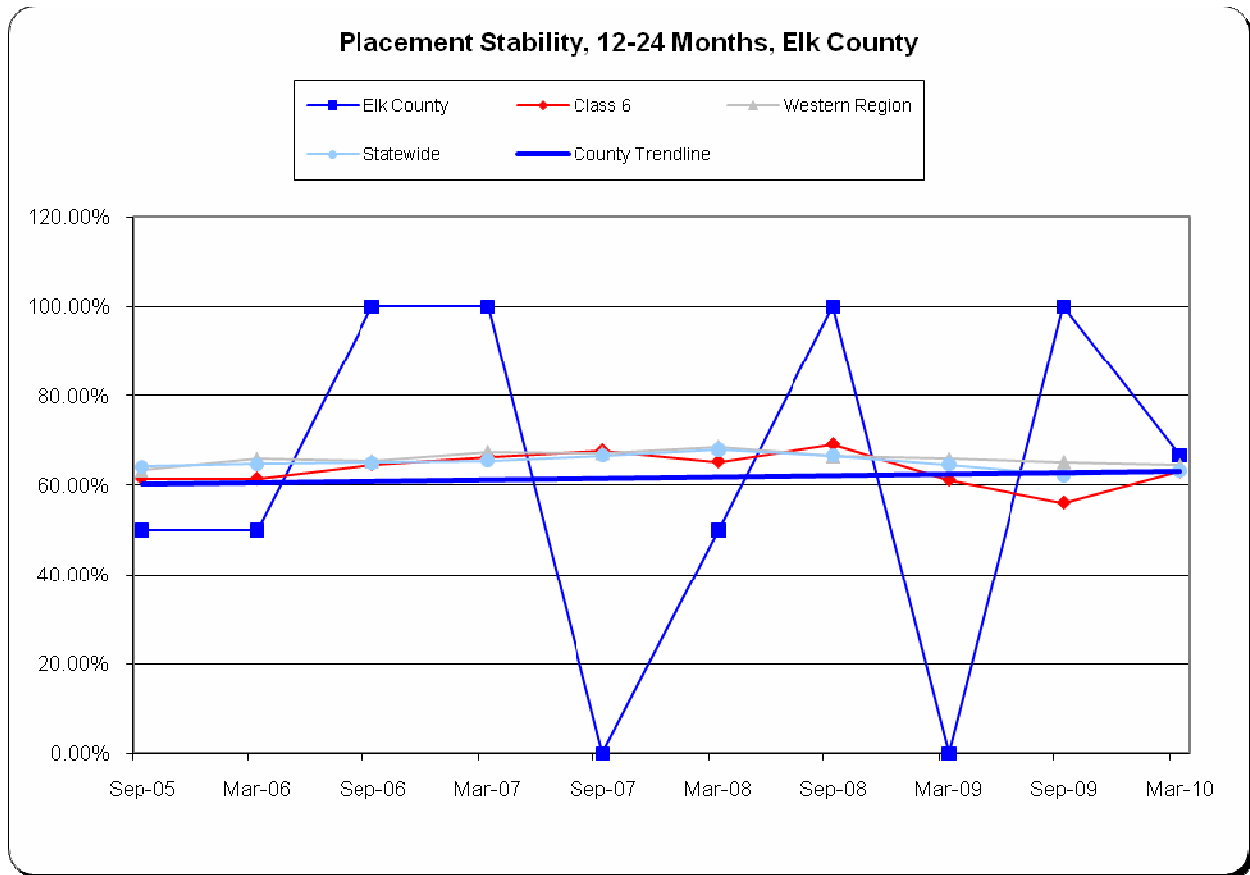
It appears from the data provided, our shortcoming bears itself out in the 24+ month category. Again, I will attribute this primarily to exits to short term psychiatric treatment. We can't really comment on what other counties are doing differently than Elk as we are unaware.

- Describe the relationship between actions taken in the first 24-72 hours of a child's removal and the on placement stability? How often does the child's first placement become the placement in which the child remains while in care? What steps is the county taking to increase that proportion?

Actions in the first 24-72 hours would depend on how these children are entering our care. We weren't provided with numbers of kids in this measure so our response with respect to percentages will be left to some speculation. If a placement is planned, the first placement is designed to be a child's only placement. If the placement is unplanned it could be either to shelter or agency foster care. On those occasions, the most we plan to have is one more placement, the one where time allows us to achieve the best fit for the child. There are isolated times where a foster placement may be their only placement if it occurred in an emergency situation.

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5-2b. Placement Stability, 12 to 24 Months (CFSR Measure 4.2)
 (See HZA Data Package)



- ❑ Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

The only trend evident here would be one of inconsistency. As fore mentioned we have struggled with some youth in longer term care with serious and persistent mental health difficulties. Their exit to a more restrictive level of treatment may appear as placement instability when it fact they are moving to promote better mental stability.

- ❑ How does the county's data compare to other counties of the same size? To the statewide data?

Our trend line is drawn very near those of other counties cut across varying criteria.

- ❑ If the county's performance exceeds comparable county and/or statewide performance, what policies or practices does the county believe have contributed to this result? What actions is the county taking to maintain or improve its performance?

Or

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If the county's performance lags behind comparable county and/or statewide performance, what factors does the county believe have contributed to this result? What actions is the county taking to improve its performance?

Not that we are satisfied with this result but we are fairly on par with our contemporaries. Improvement could be facilitated through more community based mental health options. Our county Systems of Care/ICSP is always working toward that end.

- ❑ When compared to class and state performance on each of the measures, at what point does placement stability tend to break down– the first, second, or third year? What is the county doing differently than the class, region, or rest of the state?

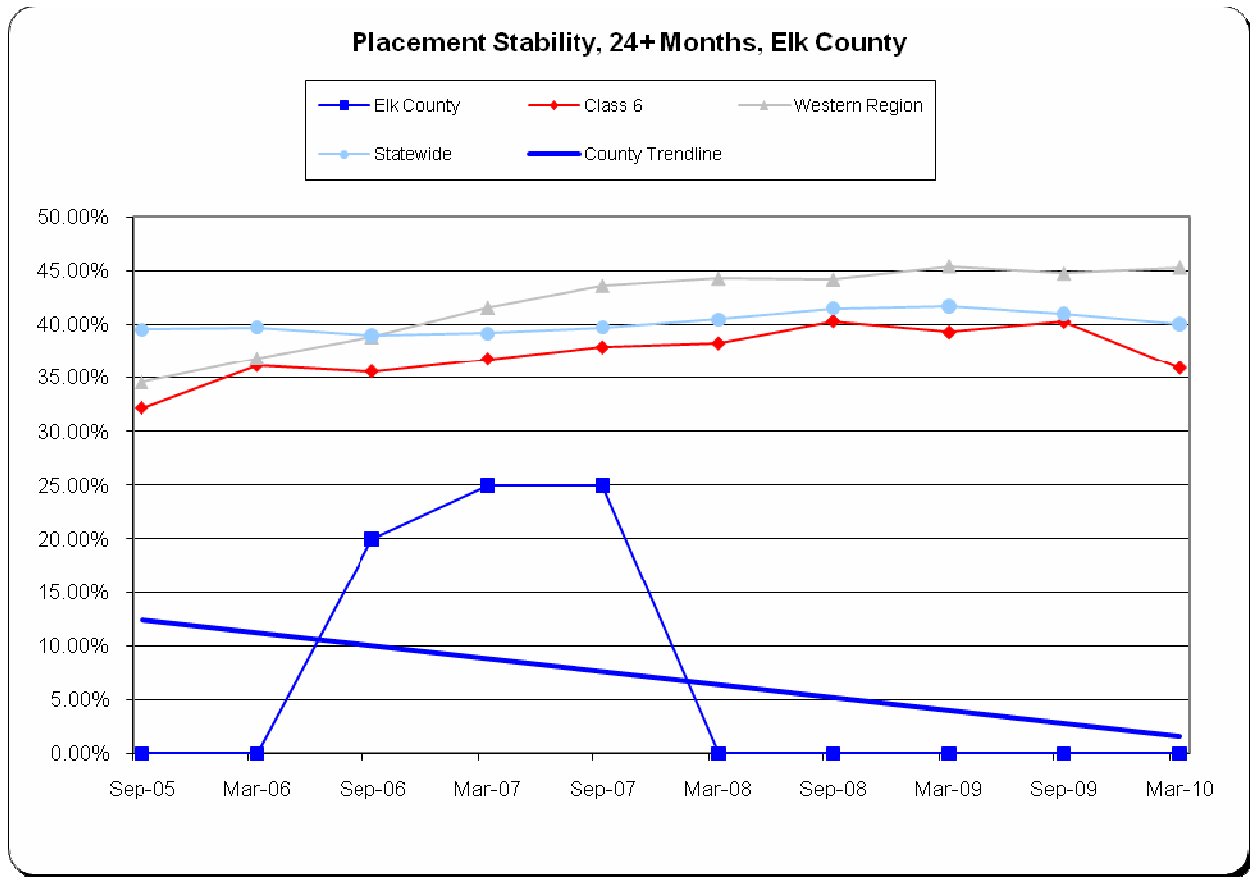
Our breakdown, as noted by HZA, occurs as the number of months increase. Again, as mentioned, these moves relate to those few youth who remain in care longer than average who have mental health needs requiring hospitalization or a course of residential treatment.

- ❑ Describe the relationship between actions taken in the first 24-72 hours of a child's removal and the on placement stability? How often does the child's first placement become the placement in which the child remains while in care? What steps is the county taking to increase that proportion?

Actions in the first 24-72 hours would depend on how these children are entering our care. We weren't provided with numbers of kids in this measure so our response with respect to percentages will be left to some speculation. If a placement is planned, the first placement is designed to be a child's only placement. If the placement is unplanned it could be either to shelter or agency foster care. On those occasions, the most we plan to have is one more placement, the one where time allows us to achieve the best fit for the child. There are isolated times where a foster placement may be their only placement if it occurred in an emergency situation.

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5-2c. Placement Stability, More than 24 Months (CF SR Measure 4.3)
 (See HZA Data Package)



- Is the county's performance in each measure improving or declining over time? Please describe briefly any significant trends in the data. What policies or practices explain the trends?

As noted before, we were only provided with percentages for this measure, not a child count. What we believe you see here is the young lady with serious and persistent mental illness who we are pleased to report was adopted in this past year.

There are no valid comparisons to make when we are referring to one child. The reason behind this placement instability has been stated over and over. The mental health needs of this youth disrupted her placement. It would have been irresponsible of us not to have responded to her changing treatment needs

- How does the county's data compare to other counties of the same size? To the statewide data?

One child, question not applicable.

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- If the county's performance exceeds comparable county and/or statewide performance, what policies or practices does the county believe have contributed to this result? What actions is the county taking to maintain or improve its performance?

Or

If the county's performance lags behind comparable county and/or statewide performance, what factors does the county believe have contributed to this result? What actions is the county taking to improve its performance?

One child, question not applicable.

- When compared to class and state performance on each of the measures, at what point does placement stability tend to break down– the first, second, or third year? What is the county doing differently than the class, region, or rest of the state?

One child, question not applicable.

- Describe the relationship between actions taken in the first 24-72 hours of a child's removal and the on placement stability? How often does the child's first placement become the placement in which the child remains while in care? What steps is the county taking to increase that proportion?

One child, question not applicable.

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5-3a. Prevention Services

- Briefly describe prevention programs, including services to be provided and what will be prevented (i.e., child abuse, child neglect, truancy, delinquency).

This county funds two prevention contracts. These two contracts bring us the benefit of three parenting programs that comprise a continuum of parenting resources across a child's life span. The program funding of these programs was approved by Deputy Secretary, Richard Gold. To make these programs viable in a small county, program funding is the best way to approach a stable and sustainable asset. Our longest held parenting contract is for the Parents as Teachers Program. The other contract includes both research based programs, The Incredible Years and Staying Connected with your Teen. The delivery of these dual program contracted services will vary according to our need. These two programs within one contract arrangement allows us to maximize our dollar. Our aim with these programs is to prevent child abuse, child neglect and the need for out of home placement. Our placement history reflects success. In FY 2001-2002, the year we began using parenting programs in earnest, we had 39 dependent children and youth in placement. The following chart illustrates our placement regression over time. We are genuinely pleased about how our efforts have paid off to the benefit of children and families.

Fiscal Year	Dependent Placements
2001-2002	39
2002-2003	22
2003-2004	13
2004-2005	12
2005-2006	13
2006-2007	12
2007-2008	5
2008-2009	11
2009-2010	5

In addition to the research based programs the agency purchases, we have use of a variety of research based prevention programs made possible through the efforts of the county's

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prevention/collaborative board. Our collaborative, known as the Elk County Family Resource Network (FRN), is comprised of 49 members, representing 43 agencies.

We cannot give enough credit to the work of FRN for the opportunities and tools that are afforded us through their efforts to strengthen and improve life for Elk County families.

➤ 5-3b. Previously Introduced Outcomes

- ❑ For each outcome introduced by the county in past budgets, describe the activities, programs, or services implemented in order to achieve the outcome and results.

Carried over from prior NBPBs we selected the following outcomes:

1. Increased prevention efforts to decrease placements
2. Decrease in time towards family reunification
3. Increased family visitation for children in substitute care to facilitate quicker family reunification

Without the prospect for funding increases in the current economic climate, we have not been able to increase our prevention efforts. In fact, we are grateful we have been able to maintain all we have had in place rather than cut prevention during tenuous fiscal times.

We continue to work toward decreasing time toward family reunification with some success. Most children/youth are reunified within six to twelve months. We tend toward the six month mark as shown by our outcome data. We do not have a specific program aimed toward this outcome. Our improved practice, in terms of family engagement, has allowed us to partner with families in more meaningful ways to facilitate quicker reunification.

We have accomplished the goal of increased visitation for those in substitute care. Attainment of this measure was accomplished through a more efficient allocation of resources. The addition of a case aide some years ago has offered us much in terms of what we can offer to families. Visits are made available weekly in a variety of settings that best meets the needs of families. We have filled the transportation gap for those placed out of county in a variety of ways when folks do not have the resource to visit their children.

- ❑ Describe whether the county will continue its efforts to improve outcomes, or if the county has analyzed needs and chosen to address different outcomes.

It seems our hope to increase prevention services available to families will remain on hold until we are visited with better economic times. We do not want to forego these plans.

We also will continue our efforts toward quicker family reunification. We are comfortable in relinquishing the goal of increased visitation for children in substitute care in the name of goal attainment.

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We have not selected any new outcomes. New goals rarely come without some cost. Now does not seem the time to set new targets for achievement.

- ❑ Discuss whether the outcome has been achieved, and reasons for that status. Provide specifics on the activities, programs, or services that affect the targeted outcome (county provided and/or purchased).

Again, without the potential for funding increases in the current economic climate, we have not been able to increase our prevention efforts. In fact, we are grateful we have been able to maintain all we have had in place rather than cut prevention during tenuous fiscal times.

We continue to work toward decreasing time toward family reunification with some success. Most children/youth are reunified within six to twelve months. We tend toward the six month mark as shown by our outcome data. We do not have a specific program aimed toward this goal. Our improved practice in terms of family engagement has allowed us to partner with families in a more meaningful way to facilitate quicker reunification.

We have accomplished the goal of increased visitation for those in substitute care. Attainment of this measure was accomplished through a more efficient allocation of resources. The addition of a case aide some years ago has offered us much in terms of what we can offer to families. Visits are made available weekly in a variety of settings that best meets the needs of families. We have filled the transportation gap for those placed out of county in a variety of ways when folks do not have the resource to visit their children.

- ❑ For continuing or newly targeted outcomes for FY 2009-10:
 - ❑ Identify specific activities [planned] and services to improve the outcomes.
 - ❑ Provide timeframes for measured improvement.
 - ❑ Describe the process for data collection/measurement.

We have no program plans to aid us in quicker family reunification. Any new resources in this area would require program development and therefore increased costs. We will attempt to achieve this goal through due diligence in our casework practice. Our data for this activity can be gleaned through AFCARS submissions and data packages prepared by HZA Associates, Inc.

As stated, the goal relating to increase prevention services will remain on hold until enhanced fiscal opportunities become available.

5-4a. Family Engagement in Case Planning

- ❑ Assess performance to determine if improvement in this area is needed in the county, describe previous efforts which the county believes have had a positive impact, and any new initiatives to improve this area.

With one year under our belt, the deployment of our FGDM assets toward the Family Team Meeting (FTM) process is now firmly in place in Elk County. This expanded use of FGDM is in

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no way meant to supplant our use of a full blown family conference. Some families who have gone through the FTM process to develop an in-home Family Service Plan or a Placement Plan will also benefit from the comprehensive FGDM process. FGDM will always be the first choice as the family circle needs widening, as specific concerns needing problem solving strategies come to light.

FTMs have strengthened the family's ownership of their plan in a meaningful way. It has been a worthwhile vehicle for family empowerment. With a year behind us, we see the benefits being gleaned by families. This process certainly makes FSP and Permanency Plan development longer but the enhanced family engagement is well worth the additional time investment.

5-4b. Youth Involvement in Case Planning

- ❑ Assess performance to determine if improvement in this area is needed in the county, describe previous efforts which the county believes have had a positive impact, and any new initiatives to improve this area.

Age appropriate youth are involved in Family Team Meetings in a meaningful way. We believe this practice is reaping rewards for the children, their families, the agency and even providers involved in the process.

We are considering ways to make case planning meaningful for our youngest children but have come up short to date.

5-4c. Transition Planning & Preparation

- ❑ Assess performance to determine if improvement in this area is needed in the county, describe previous efforts which the county believes have had a positive impact, and any new initiatives to improve this area.

The use of FGDM in transition planning has been our greatest asset in improving practice in this area. We have always been diligent about creating practical plans for youth exiting our system; our use of FGDM practice has served to make us better. The FGDM model of family engagement has really brought that process together for transitioning youth. The real bonus has been the development of additional life connections for these transitioning youth.

5-4d. Implementation of Concurrent Planning

- ❑ Assess performance to determine if improvement in this area is needed in the county, describe previous efforts which the county believes have had a positive impact, and any new initiatives to improve this area.

The only new enhancement to concurrent planning efforts at Elk County CYS is the potential for adding the services of a paralegal that will be shared with Cameron CYS. With someone in this position we hope to do a more thorough investigation of family resources using the Accurant search capabilities afforded to us by OCYF. Concurrent planning is a challenging concept to accomplish in a genuine way. It is similar to serving two masters. In case planning it is difficult to earn a family's trust when you are encouraging them toward reunification and at the same time questioning them about potential long term resources for their children.

Section 6: Administration

6-1b. Employee Benefit Detail

- Submit a detailed description of the county's employee benefit package for FY 2010-11. Include a description of each benefit included in the package and the methodology for calculating benefit costs.

Elk County provides a health care plan for all full-time employees. There is a co-pay for health insurance that is reviewed annually for changes needed to accommodate the county's budget. This plan includes family coverage at a higher co-pay than single coverage. Vision and dental coverage are made available for employees at no cost. Dependent coverage can be purchased through a payroll deduction. The county also has a life and short-term disability plan for all full-time employees.

We project a 3% salary increase based on the history of the county practice, as funds permit. The county also anticipates a substantial increase in the cost of health care benefits. The commissioners have been told that costs over our prior year's consumption were at a 40% increased level at mid-year. Final costs will not be known to the board of commissioners until later this calendar year.

6-1d. Organizational Changes

- Note any changes to the county's organizational chart.

None.

6-1e. Staff Evaluations

- Describe the method for evaluating staff effectiveness.

The county has a rather lengthy performance evaluation that is completed every September. This evaluation is much more comprehensive than the annual civil service evaluations. When it was first introduced it was dubbed a merit evaluation tied to varying percentage increases for favorable ratings. It was a great way to incentivize and reward work well done. However, the merit compensation piece was eliminated some years ago.

6-1f. Contract Monitoring & Evaluation

- Note the employee/unit which oversees county contracts. Describe the evaluation process.

The agency's fiscal technician and to a lesser extent, the agency director oversees the county contracts. The fiscal technician is also an active participant in the Northwest Contracting Group diligently working toward reasonable and justifiable rates. We rely on the collective work of that group to provide integrity to the contracting process.

It would be a stretch to think that given the few contracts we hold that we have a well defined process for oversight. What we do seems to work well for us.

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6-1g. Largest Providers Contract Review

Review the Schedule of Existing Purchased Services and identify the four largest providers (regardless of whether it is a CCYA or JPO provider) as follows:

- Two largest providers of In-Home Services. Include contact information.

Provider Name	Provider Address & Phone	Provider Contact Name	# of Children Served FY 2009-10	Total \$ Amount of Services
1: Dickinson Mental Health Center	110 Lincoln Ave. Ridgway, PA 15853 (814)776-2145	Jack Goga, CEO	631	\$254,827.83
2:				

- Largest provider of Community Based Placement services. Include contact information.

Provider Name	Provider Address & Phone	Provider Contact Name	# of Children Served FY 2009-10	Total \$ Amount of Services
1: Adelphoi Village, Inc.	1119 Village Way Latrobe, PA 15650 (724)-537-3052	Judy Rutter, CAO	2	\$39,852.90

- The largest provider of Institutional Placement services (excluding Youth Development Center and Juvenile Detention Center placements) . Include contact information.

Provider Name	Provider Address & Phone	Provider Contact Name	# of Children Served FY 2009-10	Total \$ Amount of Services
1: Summit Academy	900 Agnew Rd. Pittsburgh, PA 15227 (412) 885-5200	Rose A. Schoy, CPA	4	\$66,809.65

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- Briefly summarize the services provided by these entities, the expected outcomes of those services, and how provider performance is monitored.

In Home providers:

Dickinson Mental Health Center (DMHC) is the provider for our research based parenting program continuum. As already discussed, our aim is to prevent child abuse and neglect, as well as placement prevention. Although there are many factors that contribute to a reduction in placements, we are tracking a consistent reduction in placements since we have developed these programs. Anecdotally, we attribute some of our success to these efforts. Given the number of years these programs have been in place, at this point we count these programs as a cost avoidance measure, rather than a direct cost reduction asset.

The DMHC staff in each of these programs meet monthly with Elk County CYS staff during a regularly scheduled staff meeting. They also maintain close weekly contact.

Community Based provider:

Adelphoi Village is our largest provider in this area, used exclusively by JPO. Adelphoi provides specialized services for sex offenders, mental health youth in need of treatment and group home settings for less hardened delinquent youth. Adelphoi has been used this past fiscal year for most of JPO's youth needing treatment. Outcome expectations for these youth are to remain out of placement for 6 months and one year upon return home. This is also the yardstick by which we measure the facility's performance. We monitor program performance through monthly visits to the facility.

Institutional Placement provider:

Summit Academy is used for the more serious offenders which require a more secure level of care. These youth are typically repeat offenders. Outcome expectations for these youth are to remain out of placement for 6 months and one year upon return home. This is also the yardstick by which we measure the facility's performance. We monitor program performance through monthly visits to the facility.

6-3a. Evidence Based Programs

Pertinent Submission Information

This subsection of the Narrative Template is for Special Grant Initiatives (SGI): Evidence-Based Programs (EBP), Pennsylvania Promising Practices (PaPP), Housing and Alternatives to Truancy (ATP) programs. Please review Appendix 9 of the FY 2011-12 NBPB prior to completing this section or the Budget Excel File worksheets.

To ensure proper evaluation of any special grant request, counties must provide brief and sufficient explanations and justifications to the questions in the Narrative Template. Counties are advised to prepare informative responses that offer a clear understanding to help the reviewer recommend approval, rather than a denial or reduction in funds because of missing or unclear information.

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Additionally, if a county is requesting a renewal or an expansion of an existing special grant and there was under-utilization and/or under-spending of the grant in FY 2008-09 and/or FY 2009-10, the county must provide detailed explanations as to the cause(s) of the underperformance and must identify measures the county will utilize to prevent the underperformance in both FY 2010-11 as well as FY 2011-12.

If a county is requesting a new grant, it must provide succinct details as to the target population, planned utilization, realistic timeframes for implementing the special grant and outcomes expected to be achieved.

In addition to the Narrative Template, the county must enter SGI fiscal information for each fiscal year in the Budget Excel File. That file will be the primary source for fiscal information. Please ensure fiscal costs in the Narrative Template match the Budget Excel File. Instructions for completing the Excel files are included in Appendix 9 and in the Excel file.

The Special Grants Budget Form for FY 2010-11 requests FY 2008-09 and FY 2009-10 actual expenditures with Needs-Based Fund adjustments and line-item budget information for each SGI in Appendix 9 with the exception of State Reintegration. CCYAs are also required to enter fiscal information in the FY 2011-12 Special Grants Funding Request Form.

Counties are also required to complete the SGI Contact List in the Budget Excel file for all SG and IL programs.

Requests to Transfer/Shift Funds within Evidence-Based Programs and Pa Promising Practices

The following subsections provide counties the opportunity to transfer or shift funds within the EBP and PaPP for FY 2010-11. The requests may not exceed the total allocation of the EBP or PaPP and must include detailed justification for the proposed changes. This opportunity is available only for EBP and PaPP. It is not applicable for Housing, ATP or State Reintegration.

6-3a. Evidence Based Programs: Multi-Systemic Therapy

Please indicate which type of request this is:

Request Type	Enter Y or N		
Renewal from 2009-10	Y		
New implementation for 2010-11 (did not receive funds in 2009-10)	N		
Funded and delivered services in 2009-10 but not renewing in 2010-11	N		
Requesting funds for 2011-12 (new, continuing or expanding)	Y	New	Continuing
			Expanding
		\$1,061.	

Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2010-11; and/or requesting funds for FY 2011-12. Enter the total amount of state and matching local funds. (Transfer/shifting is allowable only within EBP funds. Counties may not transfer/shift from or to other SGI categories.)

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Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2010-11	\$1,061		
FY 2011-12		\$1,000	\$2,061

- Did your county request and receive approval to transfer/shift funds during FY 2009-10? If YES, will the rationale for the change remain the same for FY 2010-11? Describe, briefly that rationale for the approved change and do not respond to the next question. If NO, please respond to the following question.

Yes, we transferred \$2,000 from MST to FGDM in FY09-10. Our needs were greater in the area of FGDM after we began to develop all FSP and CPP through the Family Team Meeting process.

Response:

- Explain why the change is requested. What are the deciding factors to move from the originally requested program(s) to another(s)? Was this change discussed with the regional office?

Yes, the regional program office was consulted about our changing needs in FY 2009-10. Again, the change was requested as our need was greater in the area of FGDM than was for MST.

Response:

- Complete the following table for each applicable year.

	0607	0708	0809	0910	1011	1112
Target Population			Del/Dep	Del/Dep	Del/Dep	Del/Dep
# of Referrals			1	9	9	9
# Successfully completing program			1	9	NA	NA
Cost per year		\$12,023. Start up costs	\$1449.82	\$265.46	\$1,061.	\$2,061
Per Diem Cost/Program funded amount			\$20.42/15 min.	\$20.42/15 min.	\$20.42/15 min.	\$20.42/15 min.
# of MA referrals			7	1	7	7
# of Non MA referrals			1	1	2	2
Name of provider			Beacon Light Behavioral Health Systems	Beacon Light Behavioral Health Systems	Beacon Light Behavioral Health Systems	Beacon Light Behavioral Health Systems

If this is a renewal of services delivered in FY 2009-10, answer the following:

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- ❑ Clearly describe the program's accomplishments or results; any challenges to implementation; and the impact on service delivery for FY 2010-11. Use data/statistics to show the impact of the program services.

Response:

It is difficult to illustrate what did not happen. Our goal for MST is to keep youth from either an initial or a return to placement. Anecdotally, both the JPO Chief and the CYS Director can affirm that for those referred to MST, we have not placed those youth receiving MST services in FY 08-09 and FY 09-10.

In terms of dependents, we have used MST for families where there are emerging truant issues. To this point, attendance issues have been resolved in those cases.

In the case of delinquents, the use of MST is much broader, with similar results in FY 08-09 and FY 09-10.

- ❑ What are the barriers to the realization of your program outcomes? Identify each year and describe the barrier/challenge to reaching the program outcomes for that year.

Response:

We are pleased with MST outcomes in FY 08-09 and FY 09-10. Our challenge is that in late FY09-10 all program slots were all filled and a waiting list was developed. Availability became an issue when MST was added as in-plan service with the managed care company. Prior to that time, only CYS and JPO youth were being served. The influx of referrals from the MH system diminished our ability to access services timely or at this point, at all. Our local provider and managed care company is working toward adding an additional team at the writing of this document.

- ❑ Describe the county's expenditures history, if any, for the program/practice. What factors contributed to the successful or under spending or under-utilization of grant funds?

We have under spent because our provider is adept in obtaining MA benefits for kids who qualify for the MA loophole for mental health services.

Response:

- ❑ If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2010-11 and FY 2011-12.

The need for funding is dependent upon the service recipient's medical assistance eligibility. We are watching the unemployment situation in Elk County as it may relate to family's insurance coverage, or lack of. Before the recent cuts to our FY 2010-11 we had more than enough funds to cover those needs. Having our funding reduced to little more than a thousand dollars in FY 2010-11 could potentially deny youth access to necessary MST

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services. Our allocation is now lower than our FY 08-09 actual spending when families were enjoying less stressful, better economic times.

The other variable to spending will be service availability. If we cannot access the service as is presently the case, our allocation will be immaterial.

Complete the following for each applicable year.

- Indicate and describe the target population for whom the county expects to provide these services. Describe how the target population was chosen and the internal and external factors influencing this decision. This may include age, location, type or reason for placement, whether it is county-wide, school district focused, etc.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

Our target population is any youth involved with either JPO or CYS where placement may be considered. The only external factor at play for us will be the competition with the MH system for available slots. MST is best suited for youth from ages 12 to 17.

Response:

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification. Describe the provider’s capacity to serve additional youth.

The population description is the same as above. As fore mentioned, the provider’s capacity to serve youth in need at the current time is in question. We hope to see resolution to this issue before FY 11-12.

- Identify the service outcomes the county expects to achieve as a result of providing these services. Explain how service outcomes will be measured and the frequency of measurement.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

Our goal is to reduce placements for those youth who receive MST services. Our success will be measured by the number of youth receiving MST who have been maintained in the community, avoiding placement.

Response:

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services or revising prior outcomes, which requires further information and justification.

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Same as above.

- Describe how the program will be implemented or operated for services from the identification and referral process through program completion. Do not describe the model. Discuss the agency's experience with the provider agency, and their Medical Assistance approval and enrollment status. Provide a timeline for any changes or new program implementation.

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

A JPO officer or CYS caseworker in consultation with their supervisor will complete the referral form that is forwarded to the provider agency. If the provider determines the referral is appropriate, they will seek approval from the county managed care provider. When the family is open for service, the MST therapist becomes the lead worker in the case. Weekly reports, both verbal and written, are provided to the referent by the MST therapist.

Response:

FY 2011-12 Renewing counties may reply with "same as above" unless expanding or decreasing the services, which requires further information and justification.

Same as above.

Response:

- Clearly explain the implementation year budget of FY 2010-11. Identify and discuss how the cost of services (per diem/unit or program funded) is determined and included in the budget, and provide a brief narrative description of each budget line item. Also describe the invoicing process and any requirements between the county and provider agencies.
- **FY 2010-11** (for counties with approved allocations or transfer/shift requests)

The cost per unit of service is set by the managed care provider and the Department of Public Welfare. When medical assistance coverage is available, the county never incurs costs. In the absence of medical assistance coverage ECCYS is billed by the child's name, with an accounting for the units of service delivered. The provider is also responsible for tracking program outcomes.

Response:

- **FY 2011-12** For new funding requests or renewing counties requesting an increase or expansion of funds, clearly describe the process used to calculate the county request for funding and the rationale. Provide historical information as to the county's successes or barriers to new program/practice implementation, including provider contracting and participation. Refer to the county timeline (requested above) as part of the rationale.

In this plan, we are requesting funding be increase by \$1,000 in FY 2011-12. Concerns about economic factors and the pervasive double digit unemployment situation in this county makes planning for family's needs more than tenuous. We anticipate needing more than the FY 10-11 allocation.

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Response:

- For FY 2011-12 Explain the potential cost savings/offsets and impact of increased use. When is it predicted that the cost savings will be realized? What type of placement will be utilized?

The desired effect will be to ward of the placement of youth not currently known to us in the coming FYs. There is no offset.

Response:

- Identify any technical assistance needs the county or provider agency has to provide effective services.

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

None needed.

Response:

FY 2011-12 (for counties requesting funds for the first time)

Response:

6-3a. Evidence Based Programs: Functional Family Therapy

- Please indicate which type of request this is: FFT is not available in Elk County

6-3a. Evidence Based Programs: Multidimensional Treatment Foster Care

- Please indicate which type of request this is: Multidimensional Treatment Foster care is not available in Elk County.

6-3a. Evidence Based Programs: Family Group Decision Making

- Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2009-10	Y			
New implementation for 2010-11 (did not receive funds in 2009-10)	N			
Funded and delivered services in 2009-10 but not renewing in 2010-11	N			
Requesting funds for 2011-12 (new, continuing or expanding)	Y	New	Continuing	Expanding
				\$77,500.

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Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2010-11; and/or requesting funds for FY 2011-12. Enter the total amount of state and matching local funds. (Transfer/shifting is allowable only within EBP funds. Counties may not transfer/shift from or to other SGI categories.)

Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2010-11	\$77,500.		
FY 2011-12			\$77,500.

- Did your county request and receive approval to transfer/shift funds during FY 2009-10? If YES, will the rationale for the change remain the same for FY 2010-11? Describe, briefly that rationale for the approved change and do not respond to the next question. If NO, please respond to the following question.

Response:

Yes, we transferred \$2000. from MST to FGDM in FY09-10. Our needs were greater in the area of FGDM after we began to develop all FSP and CPP through the Family Team Meeting process. We given an increase in our allocation for FY 2010-11. That notion is certainly welcomed however, the new rules of spending will jeopardize the existence of the program, totally.

- Explain why the change is requested. What are the deciding factors to move from the originally requested program(s) to another(s)? Was this change discussed with the regional office?

Response:

- Complete the following table for each applicable year.

	0607	0708	0809	0910	1011	1112
Target Population				Anyone Appropriate According to Practice Model	Anyone Appropriate According to Practice Model	Anyone Appropriate According to Practice Model
# of Referrals				23	25	28
# Successfully completing program				NA	NA	NA
Cost per year				\$62,000.	\$77,500.	\$77,500.
Per Diem Cost/Program funded amount				\$62,000.	\$65,000.	\$67,000.
# of MA referrals				NA	NA	NA
# of Non MA referrals				NA	NA	NA
Name of provider				Dickinson Mental Health	Dickinson Mental Health	Dickinson Mental Health

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				Center	Center	Center
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If this is a renewal of services delivered in FY 2009-10, answer the following:

- Clearly describe the program's accomplishments or results; any challenges to implementation; and the impact on service delivery for FY 2010-11. Use data/statistics to show the impact of the program services.

Response:

Our goal when we started using the FGDM/FTM method of practice was to reduce out of home placements. Have we reduced placements? Clearly we have. To what extent FGDM played a role is only a part of the larger picture. We have certainly increased our level of family engagement through the practice of FSP/ CPP development through the Family Team Meeting process.

Anecdotally, we can say with one particular family conference, we prevented the placement of one mentally ill young boy whose family had given up on him. His pending abandonment by his family was salvaged by a FGDM conference where an aunt from another state, who is the dean of a college, stepped forward to take him. Preventing his placement alone more than paid for our entire FGDM practice.

- What are the barriers to the realization of your program outcomes? Identify each year and describe the barrier/challenge to reaching the program outcomes for that year.

Not necessarily a barrier, but start up was slow moving in our first year. The practice is so simple, professionals were reluctant to see its value at first. After we had a few conferences behind us, the concept was a much easier sell as good reports spread.

We will likely not have a FGDM practice in FY 2010 due to the per conference change in funding. Given the timing of this change, at the re-writing of this budget, a meeting has been scheduled with our provider to discuss our future viability. We are not optimistic about the future of this practice that has been integral to family as well as agency successes.

Response:

- Describe the county's expenditures history, if any, for the program/practice. What factors contributed to the successful or under spending or under-utilization of grant funds?

Response:

We have had no under spending of our FGDM allocation.

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2010-11 and FY 2011-12.

Response:

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We have had no under spending of our FGDM allocation.

Complete the following for each applicable year.

- Indicate and describe the target population for whom the county expects to provide these services. Describe how the target population was chosen and the internal and external factors influencing this decision. This may include age, location, type or reason for placement, whether it is county-wide, school district focused, etc.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

Historically, our population for consideration is broad. Our practice is not limited to CYS and JPO. We have also conducted a conference for JPO in a neighboring county who does not have the practice in place. We have prevented youth with long term MH struggles from entering the CYS system by offering this practice opportunity to our MH partners.

As long as a family is willing and open to the concept, there are few problems that cannot or should not be tackled with this practice tool. Our focus from the start was to prevent out of home placement of CYS and JPO youth. We have learned that its practice application is much broader and therefore should be shared in our community as a way to promote family engagement, family support and family well being.

With change in how FGDM is funded on a per conference basis this practice is in jeopardy. It is doubtful under the current reimbursement structure this family engagement practice will remain viable, despite a more than fair allocation of funds.

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification. Describe the provider’s capacity to serve additional youth.

We will be decreasing the number of families served, if any at all. It is doubtful under the current reimbursement structure this family engagement practice will remain viable, despite a more than fair allocation of funds.

- Identify the service outcomes the county expects to achieve as a result of providing these services. Explain how service outcomes will be measured and the frequency of measurement.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

Our goal is to reduce CYS and JPO placements for those children and youth whose families are willing to take part in this the FGDM practice method. Our success will be measured by

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the number of youth whose families had and conference, who have been maintained in the community, avoiding placement.

Our contracted provider measures both outcomes and family satisfaction for us. Data is continually collected and available to us at any time.

Response:

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services or revising prior outcomes, which requires further information and justification.

We will be decreasing the number of families served, if any at all. It is doubtful under the current reimbursement structure this family engagement practice will remain viable, despite a more than fair allocation of funds.

- Describe how the program will be implemented or operated for services from the identification and referral process through program completion. Do not describe the model. Discuss the agency’s experience with the provider agency, and their Medical Assistance approval and enrollment status. Provide a timeline for any changes or new program implementation.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

A CYS caseworker or JPO officer, in consultation with their supervisor, reviews a prospective family for a conference referral. When the family is in agreement, a referral packet is completed and sent on to our FGDM coordinator. After a review of the packet, she schedules a meeting of the selection team. The team also takes a look at the fitness of the referral. Their review of the referral includes an application of that referral to the model fidelity. They examine important issues like the family’s willingness to widen the circle.

Response:

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification.

Same as above, contingent on the program remaining viable, which is doubtful.

- Clearly explain the implementation year budget of FY 2010-11. Identify and discuss how the cost of services (per diem/unit or program funded) is determined and included in the budget, and provide a brief narrative description of each budget line item. Also describe the invoicing process and any requirements between the county and provider agencies.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

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In a small county, to make this practice viable, we had permission to program fund FGDM. We are billed for a quarterly payment of the total contract by our provider at the end of each quarter. The per conference basis for funding will end this family centered practice.

Response:

FY 2011-12 For new funding requests or renewing counties requesting an increase or expansion of funds, clearly describe the process used to calculate the county request for funding and the rationale. Provide historical information as to the county's successes or barriers to new program/practice implementation, including provider contracting and participation. Refer to the county timeline (requested above) as part of the rationale.

We are not asking for an increase.

Response:

- For FY 2011-12 Explain the potential cost savings/offsets and impact of increased use. When is it predicted that the cost savings will be realized? What type of placement will be utilized?

- Identify any technical assistance needs the county or provider agency has to provide effective services.

Response:

FY 2010-11 (for counties with approved allocations or transfer/shift requests)

We do not need technical assistance.

Response:

FY 2011-12 (for counties requesting funds for the first time)

Response:

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6-3a. Evidence Based Programs: Family Development Credentialing

- Please indicate which type of request this is: FDC is not available in Elk County.

6-3a. Evidence Based Programs: Family Finding

- Please indicate which type of request this is: Family Finding is not available in Elk County.

6-3a. Evidence Based Programs: High-Fidelity Wrap Around

- Please indicate which type of request this is: High-Fidelity Wrap Around is not available in Elk County.

6-3b. Pennsylvania Promising Practices

The following questions must be answered for the PaPP Initiative by counties with an approved allocation for the Implementation Year 2010-2011 and to request funds for FY 2011-2012. Refer to the Needs Based Plan and Budget Instructions, Appendix 9 for more information.

Elk County will not be making any PaPP dependent or delinquent requests.

6-3c. Housing Initiative

The following questions must be answered for the Housing Initiative by counties with an approved allocation for the Implementation Year 2010-2011 and to request funds for FY 2011-2012. Refer to the Needs Based Plan and Budget Instructions, Appendix 9 for more information.

Program Name: No program-contingency fund only

Request Type	Enter Y or N			
Renewal from 2009-10	Y			
New implementation for 2010-11 (did not receive funds in 2009-10)	N			
Funded and delivered services in 2009-10 but not renewing in 2010-11	N			
Requesting funds for 2011-12 (new, continuing or expanding)	Y	New	Continuing	Expanding
			\$1,390.	

Budget	\$ amount
FY 2010-11 Approved Budget	\$1,390.
FY 2011-12 Budget Request	\$2,390.

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If this is a renewal of Housing services delivered in FY 2009-10, answer the following:

- Clearly describe the program's accomplishments or results; any challenges to implementation; and the impact on service delivery for FY 2010-11. Use data/statistics to show the impact of the program services.

As fore mentioned, we have not used this allocation for a program. It has been strictly used for contingency needs. We have done things like pay a security deposit, buy a child a bed, and pay for phone line installation in a case where we needed to have daily contact.

It has been a welcomed source of relief to both our caseworkers and the families they serve. This is an opportunity where being able to spend a little money to meet a family's urgent need has paid dividends in many ways.

Response:

- What are the barriers to the realization of your program outcomes? Identify each year and describe the barrier/challenge to reaching the program outcomes for that year.

There are no barriers to identify.

Response:

- Describe the county's expenditures history, if any, for the program/practice. What factors contributed to the successful or under spending or under-utilization of grant funds?

We have under spent this allocation in the past. We are concerned that our allocation for FY 10-11 has been cut too lean. We were anticipating a greater need in this area as families are struggling in difficult economic times.

Response:

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2010-11 and FY 2011-12.

Funds in coming years will be spent based on the emergency needs of our families.

Response:

- Identify and describe the target population(s) for whom the county expects to provide these services.

Families with an active open case with the agency.

- Describe the programs for dependent and delinquent youth which:

Again, we do not have a program.

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- Prevent children from being placed, or
- Facilitate the reunification of children with their families, or
- Facilitate the successful transition of youth aging out, or who have aged out of placement. As of FY 2010-11, this includes all aging out youth with the exception of those who emancipate care on or after age 18, who will be funded through Appendix 8: IL Services, Room and Board.

Emergency funds will be allocated to meet the needs of children and families not limited to reunification and transitioning youth.

□ **FY 2010-11** (for counties with approved allocations)

Our FY 2010-11 allocation was dramatically cut from \$20,000. to \$1,390. This cut will clearly pare down our ability to meet family's emergency needs who may be at risk of placement. This cut comes at a time when we anticipate our greatest need for these funds as families struggle in the present economy.

Response:

FY 2011-12 Renewing counties may reply with "same as above" unless expanding or decreasing the services or revising prior outcomes, which requires further information and justification.

Spending is based on need, we anticipate a greater need. We believe services will decrease as funding is insufficient to meet need.

Response:

- Identify the service outcomes the county expects to achieve as a result of providing these services. Explain how service outcomes will be measured and the frequency of measurement.

FY 2010-11 (for counties with approved allocations)

Emergency funds will be allocated to meet the needs of children and families not limited to reunification and transitioning youth. Again, we have no program. We are using these funds for contingency needs.

Response:

FY 2011-12 Renewing counties may reply with "same as above" unless expanding or decreasing the services or revising prior outcomes, which requires further information and justification.

Same as above.

Response:

- Describe how the program will be implemented or operated for services from the identification and referral process through program completion. Discuss the agency's

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experience with the provider agency, and their Medical Assistance approval and enrollment status. Provide a timeline for any changes or new program implementation.

Again, not applicable, we have no program.

FY 2010-11 (for counties with approved allocations)

□ *Response:*

FY 2011-12 Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification.

Same as above.

Response:

- Clearly explain the implementation year budget of FY 2010-11. Identify and discuss how the cost of services (per diem/unit or program funded) is determined and included in the budget, and provide a brief narrative description of each budget line item. Also describe the invoicing process and any requirements between the county and provider agencies.

FY 2010-11 (for counties with approved allocations)

Not applicable, no program.

Response:

- **FY 2011-12** For new funding requests or renewing counties requesting an increase or expansion of funds, clearly describe the process used to calculate the county request for funding and the rationale. Provide historical information as to the county’s successes or barriers to new program/practice implementation, including provider contracting and participation. Refer to the county timeline (requested above) as part of the rationale.

We are going to request an additional \$1,000.00 in funds for FY 2011-12.

Response:

- **For FY 2011-12** Explain the potential cost savings/offsets and impact of increased use. When is it predicted that the cost savings will be realized? What type of placement will be utilized?

With this type of assistance we hope to avoid potential placements, particularly those who are at risk for homelessness. Deep budget cuts will limit the number of families where we can render this type of aid.

Response:

- Identify any technical assistance needs the county or provider agency has to provide effective services.

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FY 2010-11 (for counties with approved allocations)

No technical assistance needed.

Response:

FY 2011-12 (for counties requesting funds for the first time)

Response:

6-3d. Alternatives to Truancy Prevention

The following questions must be answered for the ATP Initiative by counties with an approved allocation for the Implementation Year 2010-2011 and to request funds for FY 2011-2012. Refer to the Needs Based Plan and Budget Instructions, Appendix 9 for more information.

Elk County does not have an ATP program.

6-3d. State Reintegration Plan

The following questions must be answered for the SRP Initiative by counties requesting funds for FY 2011-2012. Once determined, enter the amount in the “10-11 SGI BDGT RQST” tab in the **Budget Excel file**.

Number of Youth	Cost per youth	\$ amount
1	\$3,665	\$132,616.

Describe the how the number of youth was determined.

We will again be requesting nine months of funding for one delinquent youth. YDC is always the placement of last resort for the Elk County JPO department. We have been told in the past to always have a contingency plan for one youth in the event the need arises.

This request was denied in FY 09-10 and FY 10-11. We are requesting the allocation of these funds again for FY 2011-12 as a needed contingency.

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6-3e. Independent Living Service Grant

- In the table below, place an "X" for the services that will be provided by CCYA (regardless of funding source). Check as many boxes as apply.

Elk County does not receive an Independent Living Grant.

We have not used IL funds provided through federal Chaffee dollars in more than 20 years. We could use these funds if they were not restricted to adjudicated youth. There have been occasions where 17 year olds in the MH system, not otherwise known to CYS, were being discharged to IL and could have used financial support in addition to our casework services. We have met with the IL staff from CWT and spoken numerous times to the DPW folks who handle these funds. We are disenchanted by the adjudication requirement. If it weren't for that stipulation, we could spend an IL allocation.

6-4. Accurint Search Tool

The following information must be provided for the Accurint Search Tool for the Implementation Year 2010-11 and to request and justify the number of users needed for FY 2011-12.

Column Instructions

Column 1

Provide the number of Accurint users that your county was allotted in FY 2009-10. If you do not know the number of users your county was allotted, please contact the DPW/OCYF Accurint Manager listed in Appendix 8.

Column 2

Provide the number of Accurint users that your county was allotted in the tentative or final allocations for July 1, 2010 by DPW/OCYF. If the final FY 2010-11 allocations have not been provided by the submission deadline, counties should not create more user ID's than originally assigned in FY 2009-10. If you do not know the number of tentative or final users your county was allocated, please contact the DPW/OCYF Accurint Manager.

Column 3

Provide the number of additional Accurint users your county needs for FY 2011-12. Before requesting additional users, counties should analyze their current usage. Justification for additional users must include the following:

- The type of staff selected to use Accurint and the reasons why. Examples of the types of staff may include County Administrator, LSI paralegal, supervisor, JPO, etc.
- The average monthly number of users who did searches in FY 2009-10.
- The average monthly number of searches completed by users in FY 2009-10.
- The total number of searches completed by your county for FY 2009-10.

For assistance with an analysis of your county's usage, contact the DPW/OCYF Accurint Manager.

Column 4

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Provide the total number of Accurant users your county would like for FY 2011-12. This number is calculated by adding columns 2 and 3 together.

Column 1	Column 2	Column 3	Column 4
Number of users assigned by DPW for FY 2009-10	Number of users assigned by DPW for FY 2010-11	Number of additional users requested for FY 2011-12	Total number of users requested for FY 2011-12
2	2	0	0

Provide Justification for Column 2:

We were told we could have two users. We have no justification beyond that directive.

Provide Justification for Column 3:

We will take advantage of the offering of paralegal services through the LSI initiative. We will be sharing time with our neighboring Cameron County. We will reallocate one of our users to the person hired to fill that position, when it is approved.

6-??. Information Technology

Submit a detailed description of the county's current Information Technology Plan. The description should provide answers to the following questions and should include what the county is doing in FY 2010-2011 and planning for FY 2011-2012

1. Does the county currently have an automated case management system that is sustainable? No
 - a. If yes, describe the system and its functionality.
 - b. If no, describe how the county plans to transfer an already existing case management system from another county.

We have begun the data conversion from ChildNet to the CAPS system.

2. How does the county's current system or transfer system align with the goals of the Statewide Child Welfare Information System Strategic Plan (Statewide Plan)?

Our current system apparently did not align with the goals of the state strategic plan as it was not approved.

- a. Interoperability – The system uses technology that is web-based and allows the efficient and secure exchange of information with other systems or components.
- b. Real-Time Information – The system is accessible to all workers, allows the direct input of real time information and will be capable of exchanging real time information with a statewide database. Information is not first tracked on paper and then entered into the system by data entry staff.
- c. Standardized Data – the system accurately collects and reports data associated with federal and state reporting, such as AFCARS; and can be enhanced to exchange data with a statewide database using a standard data schema.

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- d. Case Management System – the system is a true case management system that is used by all caseworkers and supervisors to manage day to day caseload activities. The system adequately supports the following functional areas: Case Management (Intake/Investigation, In-Home Services, Placement Services, Adoption, etc.); Eligibility; and Resource/Provider Management.
 - e. The system is compliant with DPW and/or Commonwealth Enterprise Standards and the system software code is public domain.
3. How does the county's current system or transfer system support other critical business areas such as Financial Management and Administrative Functions?
 4. How does the county's current system or transfer system support the evaluation of child welfare outcomes in the areas of child safety, permanency and well-being?
 5. How does the county plan support the reuse of existing IT assets?

If the county is requesting funding for ongoing or new development in their FY 2011-2012 ITG, the county must provide the following information.

1. Business Need - describe the business need for the ongoing or new development;
2. High Level Requirements – provide a description of the high level business and technical requirements;
3. Project Cost Proposal – provide the total costs for the development as well as the total estimated project costs if the development is part of a larger project; and
4. Cost/Benefit Analysis – provide a cost/benefit analysis that demonstrates the ongoing or new development provides a better return on investment than transfer of an already existing system or component.

We will be requesting funding necessary to begin actively using the CAPS system on the ITG worksheet. Costs for operating that system will be obtained from Avanco International, Inc. We understand we have no choice in this matter and trust that all the above considerations were taken into account and thoroughly weighed when CAPS was selected for us. We have none of this information, that surely must have been gleaned in the selection process.

THIS PART BEGINS FROM THE BULLETIN, SECTION 6-3h-n. , NOT INCLUDED IN THIS TEMPLATE

6-3h. SWAN

We use SWAN contractors for all our permanency services, we do not provide any directly.

6-3i. Nurse Family Partnership (NFP)

We have never requested NFP monies in a NBPB.

6-3j. Medical Assistance (MA) Services

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The only youth we anticipate needing to pay for are those in need of MST services who are not MA eligible. It has always been the case that youth not eligible for MA, have become eligible after an evaluation calling out for MST. Typically, if they have met the criteria for medical necessity after an evaluation, they can get MA through the loop hole.

6-3k. Assessment Tool

We have purchased a common assessment tool with ICSP funding. The Juvenile Inventory for Functioning (JIFF) is a broad 10 domain assessment that we have been implementing as our “no wrong door” approach to intake. It will be extremely unfortunate if we are forced to abandon this work supported through the ICSP process for this county.

6-3l. Older Adolescent Initiative/Independent Living Initiative (youth ages 14-21)

As fore mentioned. It is an extremely rare occasion that CYS ages youth out of our system. We do not receive Chaffee dollars as they are limited to the needs of adjudicated youth. All youth in care needing IL Services are provided by the placing agency. Again, this number is very few.

6-3m. Child Care

There are a very limited number of formal child care providers available in Elk County. Most child care arrangements are informal agreements made among family, friends and neighbors. Elk County has 8 childcare providers enrolled in the Keystone Stars program. Two are at the one star level, six have reached the two star mark. The barriers to achieving all four stars in priority order are a lack of training opportunities, difficulties in obtaining a CCIS number and a lack of incentives to achieve a higher ranking.

It has been many years since we have had a pre-school aged child in care. When we did, we did not have a need for child care as our foster mother’s were typically stay at home moms. The few times a foster mother has worked, child care arrangements were always managed between the work schedules of both foster parents.

6-3n. Integrated Children’s Service Planning (ICSP)

We do not intend to request money through the ICSP and NBPB for the same purpose. We never have.

Section 7: Required & Additional Language

7-1. Assurances

The following pages include assurance forms to be completed by counties. These forms are included:

- Assurance of Compliance/Participation
- Documentation of Participation by the Judiciary
- Assurance of Financial Commitment and Participation

The following forms must be signed and submitted in hard copy to:

Mr. Cliff Crowe
Office of Children, Youth and Families
Health and Welfare Building Annex
Seventh and Forster Streets
P.O. Box 2675
Harrisburg, Pennsylvania 17105-2675

and

Mr. James Anderson, Executive Director
Juvenile Court Judges' Commission
401 Finance Building
Harrisburg, Pennsylvania 17102-0018

**ASSURANCE OF COMPLIANCE/PARTICIPATION FORM
DOCUMENTATION OF PARTICIPATION BY THE JUVENILE COURT**

The Assurance of Compliance/Participation Form

The Assurance of Compliance/Review Form provided in this bulletin must be signed by the County Executive or a majority of the County Commissioners, the Juvenile Court Judge(s) or his/her designee, the County Human Services Director, the County Children and Youth Administrator, and the County Chief Juvenile Probation Officer and submitted with the FY2011-2012 Needs Based Plan and Budget submission.

The Assurance of Compliance/Review Form has two signatory pages. The first page is for the County Human Services Director, the County Children and Youth Administrator, the County Chief Juvenile Probation Officer and the Juvenile Court Judge(s) or his/her designee. This page must be submitted at the time of the county's implementation plan and needs based plan submissions. The second page is for the signatures of the County Executive or a majority of the County Commissioners. This page must be submitted at the time of the county's financial budget submission and must contain the financial commitment of the county.

COUNTY: _____

These assurances are applicable as indicated below.

_____ Fiscal Year 2011 - 2012 Children and Youth Needs Based Plan and Budget Estimate and/or the

_____ Fiscal Year 2010 - 2011 Children and Youth Implementation Plan

Note: A separate, signed Assurance of Compliance/Participation form must accompany the Children and Youth Implementation Plan and the Needs Based Plan and Budget when they are submitted separately. This Assurance of Compliance/Participation form cannot be modified or altered in any manner or the Children and Youth Implementation Plan and the Needs Based Plan and Budget will not be accepted.

COMMON ASSURANCES

I/We hereby expressly, and as a condition precedent to the receipt of state and federal funds, assure that in compliance with Title VI of the Civil Rights Act of 1964; Section 504 of the Federal Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Americans with Disabilities Act of 1990; the Pennsylvania Human Relations Act of 1955, as amended, and 16 PA Code, Chapter 49 (Contract Compliance Regulations):

1. I/We do not and will not discriminate against any person because of race, color, religious creed, ancestry, national origin, age, sex, sexual orientation or disability:
 - a. in providing services or employment, or in our relationship with other providers;
 - b. in providing access to services and employment for handicapped individuals.
2. I/We will comply with all regulations promulgated to enforce the statutory provisions against discrimination.

I/We assure that these documents shall constitute the agreement required by Title IV-E of the Social Security Act 42 U.S.C. § 672 (a)(2) for foster care maintenance and adoption assistance payments.

I/We assure:

- the County Children and Youth Agency and Juvenile Probation Office has the responsibility for placement and care of the children for whom Title IV-E foster care maintenance and adoption assistance payments are claimed;
- the County Children and Youth Agency/Juvenile Probation Office will provide each child all of the statutory and regulatory protections required under the Title IV-E agency, including permanency hearings, case plans etc.;
- the agreement between the Office of Children, Youth and Families and the County Children and Youth Agency/Juvenile Probation Office shall be binding on both parties; and
- the State Title IV-E agency shall have access to case records, reports or other informational materials that may be needed to monitor Title IV-E compliance.

I/We understand that any Administration for Children and Families (ACF) disallowance incurred as a result of county noncompliance with Title IV-E foster care maintenance, adoption assistance or Title IV-E administrative claim requirements will be the responsibility of the county.

I/We assure that all information herein is true to the best of my/our knowledge and belief, based on my/our thorough review of the information submitted.

EXECUTIVE ASSURANCES

In addition to the Common Assurances,

I/We assure that I/we have participated in the development of the Plan, are in agreement with the Plan as submitted and that all mandated services if funded by the Plan will be delivered.

I/We assure that these Plans comply with the "Planning and Financial Reimbursement Requirements for County Children and Youth Social Services Programs" as found in 55 PA Code Chapter 3140.

I/We assure that, when approved by the Department of Public Welfare, the attached Children and Youth Implementation Plan and Needs Based Plan and Budget, including any new initiatives, additional staff and/or increased services and special grants that are approved, shall be the basis for administration of public child welfare services for all children in need under Article VII of the Public Welfare Code, 62 P.S. § 701 et seq., as amended.

I/We assure that, where possible, the county will cooperate with state efforts to maximize the use of federal funds for the services in this Plan.

I/We assure that all contracts for the provision of services addressed herein will require the providers to comply with the Chapter 49 provisions (contract compliance regulations).

I/We assure that expenditure of funds shall be in accordance with these Plans and estimates and Department of Public Welfare regulations.

I/We assure that services required by 55 PA code 3130.34 through 3130.38 will be made available as required by 55 PA code 3140.17 (b)(2);

I/We assure that the capacity of both the county and the providers has been assessed and it is my/our judgment that it will be adequate to implement the Plan as presented;

I/We assure all Title IV-E foster care maintenance and adoption assistance payment eligibility requirements are met for the specified children, not merely addressed by the agreement;

I/We assure that the County Children and Youth Advisory Committee has participated in the development of this Plan and has reviewed the Plan as submitted; and

I/We assure that representatives of the community, providers and consumers have been given the opportunity to participate in the development of this Plan; and

I/We assure that the county programs that affect children (e.g., Mental Health, Mental Retardation, and Drug and Alcohol) have participated in the development and review of this Plan.

I/We understand that the accompanying budget projections are based on estimates and that the amounts may change when the state budget is adopted and final allocations are made.

I/We understand that substantial changes to the Plans subsequent to Departmental approval must be submitted to the Regional Office of Children, Youth and Families for approval.

NEW ASSUARANCE in FY 2011-2012 NBB Bulletin

I/We assure that all new Guardians Ad Litem have/will complete the pre-service training prior to being appointed to represent a child. If the GAL has not completed the pre-service training, costs incurred for representation of children by this GAL will not be claimed.

COUNTY ASSURANCE OF FINACIAL COMMITMENT AND PARTICIPATION

THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE PRECEEDING PARAGRAPHS AS WELL AS COUNTY COMMITMENT TO PROVIDE THE LOCAL FUNDS SPECIFIED IN THE PLAN AS NECESSARY TO OBTAIN THE MATCHING STATE AND FEDERAL FUNDS BASED ON THE COUNTY'S PROPOSAL. THE LOCAL FUND COMMITMENT AS PROVIDED IN THE COUNTY'S PROPOSAL TOTAL

\$ _____.

Signature(s)

County Executive/Mayor

_____	_____	_____
Name	Signature	Date

County Commissioners

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date