

# 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.

### Contents

Contents .....	1
Section 2: NBPB Development .....	1
FAMILY ENGAGEMENT .....	8
TIMELY PERMANENCE .....	8
ASSESSMENTS NEEDED TO IDENTIFY AND TO RESOLVE UNDERLYING ISSUES .....	8
TRANSITION PLANNING AND PREPARING YOUTH FOR ADULTHOOD .....	9
ENHANCING THE QUALITY OF PRACTICE .....	9
Section 3: General Indicators .....	13
3-2b. Adoption Assistance .....	28
3-2c. SPLC .....	28
3-2d. Placement Data .....	29
3-2e. Aging Out Data .....	30
Section 4: County Programs & Services.....	31
Section 5: Outcome Indicators .....	34
Section 6: Administration .....	54
Section 7: Required & Additional Language .....	111
County Commissioners .....	115
Juvenile Court Judge(s)/ Designee .....	116
Children and Youth Administrator.....	117
Chief Juvenile Probation Officer .....	117



# LACKAWANNA COUNTY

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

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Original Submission Date:	Aug. 23, 2010
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## Section 2: NBPB Development

### 2-1: Executive Summary

Lackawanna County Children and Youth Services (LCCYS) has continued to facilitate and participate in activities to expand services through greater community collaboration. The ARTS Engage Program which this summer has expanded through contributions of the Juvenile Probation Office, Sheriff's Department, and the Department of Parks and Recreation has now serviced over 1000 youth as a preventative service for CYS clients, JPO youth and at risk community youth. Data is currently being processed from the pre-tests and post-tests along with academic and attendance records to measure the efficacy of the program as a whole and the individual program outcomes under the umbrella of ARTS Engage.

In fulfillment of the agency's five year plan, (i.e., to become a research grounded, clinically based service) LCCYS has expanded its clinical unit to provide supportive visitation, parenting instruction and the use of diagnostic assessments such as Parenting Stress Index, MMPI, Abel assessments etc. These tools administered by Master's of Social Work (MSW) level caseworkers and CWEL students under the supervision of a Licensed Social Worker (LSW), allow the agency to quickly assess the need for externally provided services such as mental health services and offender treatments services while assisting workers in the assessment of risk and safety along with plan development.

The clinical unit also supports the county Family Court practice of returning to court within 45 days of the initial dependency to adopt a family service plan. All initial plans presented at dependency are related to completion of diagnostic assessments to better formulate a meaningful plan. This process is designed to both engage the family in the development of the plan and avoid plans of meaningless generalization.

While all aspects of the clinical unit have been functioning successfully, physical space has limited the ability to serve the number of clients who could benefit from the services. The Northeast Regional Office of OCYF had agreed with our proposal to develop a second house with the offset from decreasing out of home placements in FY2009-10, however, the identified property repair and conversion estimates required this CYS administration in concurrence with our Board of Commissioners to terminate the project until such time that a more economical property can be identified and developed. This search could not be completed between the time of the discussion with OCYF and the end of FY2009-10.

The current visitation house is used for our Supportive Visitation Program, Parenting and Diagnostic Center. The three visitation rooms must perform multiple duties beyond visitation such as administering diagnostic testing. Even if the three rooms were to be used exclusively for visitation, the need for all visitation to be out of the office and to occur with a frequency well beyond the regulatory minimum could not be met in the current structure. The agency is using natural supports whenever possible, such as visitation at relatives' homes or in the community. However, many cases do require evaluation and instruction in a more controlled setting.

In continuance of last year's plan to increase accountability to positively influence identifiable outcomes, the hiring process has been changed to incorporate formatted questions, rated scaling of questions and mandatory participation of the Administrator, Assistant Administrator, Court and Community Service Director and Quality Assurance

supervisor in interviews for all Casework and above positions. This has been instituted to recruit individuals that understand strength based service delivery, have strong critical thinking skills, problem solving skills and other traits that will be conducive to the level of service delivery we are seeking. The other significant change in the hiring process is the establishment of a training unit under the Quality Assurance Department that trains new workers on basic principles of CYS work consistently and follows-up with transfer of learning from Charting the Course training. Permanent workers in need of extensive instruction are also placed in the training unit for periods of time outlined in their correction plans.

The budget impasse and ensuing cash flow issues in conjunction with the paucity of eligible candidates delayed hiring to the third and fourth quarter.

Because of the staffing issue that existed through most of the Fiscal Year, the ability to fully implement the total generalization of the agency was hampered requiring a modification in May 2010 which will be fully in place by September 30, 2010. The modification will incorporate an intake worker and CPS worker in each unit with the Supervisor managing the transition to one of the unit's ongoing workers. This will allow for consistent uninterrupted service delivery that the previous model allowed while accommodating any staffing deficits.

Placement numbers continue to be maintained at low levels, however, the daily census did approach 240 briefly during a period prior to new workers being placed in their respective units. Though this number is far from the daily census of prior years, it did represent a 10% increase. This occurred while the agency is trying to increase the use of safe alternatives to placement in order to have a placement number more consistent with the under 18 year old population of the county. Based upon placement data of counties with similar juvenile populations the out-of-home population should be between 150-200.

In the Fall of 2009, administrative responsibilities for Juvenile Probation was reassigned to the Juvenile Delinquency Judge resulting in a change from a least restrictive and treatment philosophy consistent with current research to more costly alternatives with proven poorer outcomes such as an increased use of congregate care<sup>1 2 3</sup>. This in turn has resulted in a 240% increase in the expenditures for institutional placements since the reassignment in administrative responsibilities. From May 2009 to May 2010 (the latest data available at time of this writing) arrest records indicate 36.23% decrease in Part 1 offenses and a 17% increase in Part II Offenses, primarily for liquor law violations. The total number of cleared offenses reported in FY2009-10 show a 23% decrease from FY2008-2009. Although there has been a decrease in one major provider in June 2010 the rate of increase in the use of institutional placements had continued to increase almost monthly, causing a danger that effective programs such as intensive/treatment courts, after school programs and diversionary programs may need to be eliminated or reduced because of the rapid increase in spending. In addition, the shift in practice relates to the practices prior to 2005 which resulted in the agency exceeding its budget, requiring the county to pay 100% for the overmatch, making resources for families scarce. Human Services will continue to maintain a dialogue with the local Judiciary to provide alternatives and suggestions that would

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<sup>1</sup> Colton, M. (1992). Carers of children: A comparative study of the practices of residential and foster carers. *Children & Society*, 6 (1), 25-37.

<sup>2</sup> Ryan, J.P., Marshall, J.M., Herz, D. and Hernandez, P.M. (2008). Juvenile delinquency in child welfare: Investigating group home effects. *Children and Youth Services Review*, 30 (9), 1088-1099.

<sup>3</sup> Office of Program Policy Analysis & Government Accountability (2010). Redirection saves \$51.2 million and continues to reduce recidivism. OPPAGA Report No. 10-38

provide outcomes that the Judiciary is seeking while maintaining valuable resources for our County's youth and families.

<b>Entity</b>	<b>County Engagement</b>
<b>County Children and Youth Agency Staff</b>	Quarterly All-Staff Meetings and Focus Groups, Weekly Supervisor Meetings, Weekly Administrative/QA Meetings
<b>Juvenile Probation Staff</b>	Communicated through the Joint Case responsibility workers and Status Offense Workers, Monthly JPO, Family Court, CYS and Commissioner Meetings, Judicial Department Head, CJAB, Family Court Advisory Board
<b>Juvenile Court and Family Court Judges and Legal Counsel for Parties</b>	Quarterly Solicitor/ Attorney Meetings, Monthly JPO, Family Court, CYS and Commissioner Meetings, Judicial Department Head, CJAB, Family Court Advisory Board
<b>Family Members and Youth, especially those who are or who have received services</b>	Monthly Center For Family Engagement Meeting, PROSPER Meetings
<b>Child, Parent, and Family Advocates</b>	Quarterly CASA meetings, Center for Family Engagement, Family Court Advisory Board
<b>Mental Health and Mental Retardation service system</b>	Monthly Human Services Meetings, CJAB, NBHCC/CCBHO Meetings
<b>Drug and Alcohol Service</b>	Monthly Human Services Meetings
<b>Early Intervention System</b>	Center for Family Engagement
<b>Local Education System</b>	Quarterly Scranton School District Meetings, Family Court Advisory Board, Center for Family Engagement, Annual Superintendent Meeting
<b>Community Organizations which provide support and services to children and families</b>	Center for Family Engagement, Family Court Advisory Board
<b>Current Service Providers</b>	Center for Family Engagement, Intensive Court Staffings (3X per week)

**2-2b. Data Collection Details**

US Census	Population; poverty statistics	2009
UCR	Lackawanna Juvenile Uncleared Arrest Statistics	2009-2010
Casetracker	Outcomes Measures, visitation, client contacts,	FY2009-2010
Hornsby Zeller	Outcomes measures	FY2009-2010
County Lines	Education, poverty / disadvantaged statistics	2009
PaJCMS	Juvenile Probation Statistics	2009-2010
PaJCMS	Juvenile Probation Statistics	2008-2009
US Bureau of Labor Statistics	Unemployment	June 2010
IRS	County to County Migration	2007-2008

## **2-3: Meeting Mandates**

### **2-3a. PA Rules of Juvenile Court Procedure**

The Court and Community Services Director has quarterly meetings with agency solicitors, parent attorneys, public defenders, Guardians ad Litem, Hearing Masters, and dependency judges(or their clerks) to discuss all issues effecting the courts including the implementation of the PA Rules of Juvenile Court Procedure. This quarterly meeting is an offshoot of the committee first established to review the proposed rules in 2006. No additional costs are anticipated at this time, however, proposed rules to provide assigned counsel to all youth independent of indigent status of parents would require the contracting of at least one additional FTE attorney.

### **2-3b. Truancy**

LCCYS continues to support the STARS truancy intervention program. Numerous meetings have been held with the largest school district, Scranton, to pilot the concept of a model school which will use all of the available county resources to decrease truancy and facilitate family engagement. The school chosen is the Northeast Intermediate School, which has consistently shown some of the most challenging behaviors. A LCCYS caseworker would assist the school and family in the construction of a Truancy Elimination Plan. Because the agency would be reassigning responsibilities of existing staff and coordinating existing services, no additional costs are anticipated.

### **2-3c. Quality Assurance Process**

The existing Quality Assurance process may be further enhanced by the reassignment of clerical staff to assist the QA team in the gathering of information to conduct internal audits. This reassignment of some clerical staff is anticipated through the restructuring of existing responsibilities due to the introduction of computer notebooks and a web based case management system.

### **2-3d. Fostering Connections**

A weekly board originally created to implement ASFA reviews all plans for children in care to address permanency and concurrent planning. The board also reviews all independent living (IL) plans with the IL coordinator who attends the meetings. This meeting has proven effective in ensuring continuity of education, accessing transition services (for all youth transitioning home, other to other permanency options, and to independence.

LCCYS has contracted with Families United Neighborhood to assess all youth at age 16 to coordinate their educational plans, and make recommendations relative to other needs that will need to be addressed through our IL coordinator such as employment and housing.

While LCCYS was unable to secure a building for expansion of our Diagnostic Unit, which would also include space for an expanded IL program, LCCYS will move forward as soon as funds are available for this project. The expanded IL program will include a classroom and several internet linked computers to assist students in FASFA completion and other tasks that can be administered in groups to decrease the waiting list for IL services that currently exists for CYS

and JPO youth. While all eligible youth will receive services, there are at least 30 to 50 youth on the waiting list at any time, creating a delay in receiving these services.

Currently one IL coordinator is administering IL services. A homemaker position is being reallocated to the IL program to assist in Activities of Daily Living freeing the IL Coordinator to work on other activities such as coordinating housing, job training, and other activities necessary to achieve independence.

### **2-3e. Safety Assessment**

Lackawanna County Children and Youth Services (LCCYS) implemented the Pennsylvania Model Safety Assessment and Planning Process July 1, 2009. Throughout FY 2009/2010 LCCYS has continued to refine and improve the safety assessment and planning process through individualized supervisor and worker Transfer of Learning (TOL) sessions completed with the agency manager, safety lead(s) and individual workers and supervisors.

The safety implementation process will continue throughout implantation year 2010/2011 with Safety Assessment and Planning Booster Shot Training and TOL sessions scheduled to occur in November and December 2010 and Out of Home Safety Assessment Training scheduled for February, March and April 2011 with full implementation by July 1, 2011. The Booster Shot Trainings and TOL Sessions will be facilitated by the agency Safety Lead(s) and Quality Assurance Supervisor, while the Out of Home Safety Assessment Process will be facilitated by the LCCYS Safety Lead(s) and Resource Care Supervisor.

Since the implementation of the PA Model Safety Assessment July 1, 2009 LCCYS has seen a significant decrease in placement. While it is too early to draw a direct correlation between the new safety assessment process and a decrease in placements, anecdotal data indicates that the shift in practice promulgated by the new safety assessment process as well as the engagement skill theory demonstrates a significant decrease in placements and faster reunification for those who do enter placement. Please see the table below:

<b>FY</b>	<b>Avg. Daily Census</b>
2007/2008	255
2008/2009	268
2009/2010	230
2010/2011	236

While many county child welfare organizations identified significant cost increases based on the new safety assessment process, LCCYS was able to implement the PA Model Safety Assessment and Planning Process without increasing staff largely because of a major work force reorganization shifting from an agency based on specialty units to a largely generic system. The reorganization allowed the average case load to decrease from a high of 28 in 2006 to a low of 18 in 2010. In fact, based on staffing estimates, it is anticipated that by January 1, 2011 LCCYS will achieve a best practice average caseload of 15. The decrease in caseload has allowed the workers to implement the safety assessment process in a meaningful way incorporating the theory into practice.

The decrease in caseload is vital to the full and true implementation of both the new safety assessment and planning process as well as the interaction helping skills model of practice. One major variable has been an increase in the amount of time caseworkers are spending in face to face contacts with their families with each face to face contact currently averaging one hour. The increase in face to face contact time is needed because of the more complex and

detailed work required by the new safety assessment process and the utilization of the interactional helping skills.

LCCYS will centralize most out of home safety assessments with the Resource Care Unit because it will enable one person who has knowledge of all household members and caregivers to complete the safety assessment. LCCYS has the largest percentage of placements maintained in agency based resource homes. Please see below:

<b>Placement Facility</b>	<b>Percentage</b>
Agency Resource Care	80.4
Specialized Foster care	10.1
Group Home	0.9
Residential	4.7
Residential Treatment facility	3.9
Other	0.0

Furthermore, by centralizing the out of home safety process on the agency's resource care workers, generic caseworkers will be able to concentrate efforts on engaging families and working towards permanency.

In order to complete the out of home safety assessment as presented, LCCYS will need to increase the resource care unit from five to seven beginning in needs based year 2011/2012. Presently the agency has four caseworkers assigned to resource care homes. The average ratio between resource care workers to resource care home is 24. The addition of 2 additional resource care workers will decrease the ratio to 17 thereby allowing the resource care workers the time needed to complete the out of home safety assessment process.

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

All caseworker visitation to families is tracked through Casetracker. Caseworkers are required to complete a client contact sheet which must be signed by the client receiving the visit. These sheets are submitted daily and entered into the database. While it covers all visitation, the location and client is tracked allowing the visits to foster children in their foster home to be extracted. A client contact report is available through the data base which must be reviewed by the supervisor on a regular basis to ensure compliance.

## **2-3g. Development Evaluation & Early Intervention Referral**

In addition to assessing all children under three who have been subjects of substantiated reports of abuse/neglect, LCCYS assesses all children under five who enter foster care. Once we have been able to approach full staffing we will assess the agency's ability to screen all children under five who are accepted for service. Prior to our staffing shortage created by the 2009 budget impasse, LCCYS had been screening all children under 5 involved with the agency.

## **2-3h. CFSR Outcomes and Continuous Quality Improvement**

### **FAMILY ENGAGEMENT**

LCCYS was one of the first counties to initiate family engagement as the model of practice. This was in part through transfer of learning sessions to train casework supervisors on supporting their workers implementation of Shulman's Skills of Helping. In addition, the agency has been reorganized to limit the number of caseworkers changes that occur through the life of the case. The initial reorganization eliminated all designated intake workers, placement workers etc. All workers received intakes and remained assigned to the family/children through the life of the case. However, it was learned that this model was extremely sensitive to staffing levels. Therefore, staff shortages, either through loss or leave, increased the number of intake cases per worker and consequently slowing the ability of the worker to transition cases to either open for service or closed investigation further exacerbating the caseloads.

The latest reorganization preserves many elements of the aforementioned transition. Each unit has a number of intake workers and ongoing workers who work in teams under the coordination of their supervisor, therefore all families will remain with the same unit throughout the life of the case. LCCYS also eliminated time limits for workers receiving reopened cases that they closed. Previously, cases were not reassigned to the same worker if the case was closed longer than six months.

As stated in last year's Needs-Based Budget, all units are assigned to specific judges which will continue to reinforce the concept of "One Family-One Judge."

Performance evaluation guidelines are being developed to measure workers' and supervisors' knowledge and implementation of engagement skills. Engagement training is ongoing.

### **TIMELY PERMANENCE**

The aforementioned ASFA reviews (see 2-3d) provide reviews and direction to ensure timely permanency while monitoring the concurrent plan. In addition, the use of intensive courts based upon the treatment court model is active with all judges involved in hearing dependency and delinquency cases. Dependency Mediation and Family Group Decision Making have also been instrumental in facilitating timely permanency. A form of pre-trial conferencing has been adopted as well.

### **ASSESSMENTS NEEDED TO IDENTIFY AND TO RESOLVE UNDERLYING ISSUES**

The diagnostic unit has been integral in providing assessments to identify underlying issues and assisting in planning to resolve these issues. Each case is staffed to identify the need for further assessment through industry standard assessment tools such as the MMPI-2, Parenting

Stress Index, etc. The unit also provides supportive visitation to first assess bonding needs if any and then if bonding issues are identified the diagnostic worker will facilitate bonding with natural parents and their children. Parenting instruction is also provided by this unit. All assessment and supportive visitation is provided in the LCCYS Visitation Center. Workers within this unit have also been trained on administering the ABEL assessment to identify risks presented by suspected sex offenders. Workers will also make recommendations for further treatment or assessment services through public and private providers. All services are provided by Master's level Social Workers and Caseworkers or CWEL students under the direction of a licensed Social Worker. The Diagnostic Unit Supervisor coordinates Ages and Stages for the agency. Treatment recommendations and psychiatric/psychological assessments are also reviewed by this unit to assist agency caseworkers in developing service plans.

The need for these services has far exceeded the current Visitation Center and a prioritization list has been established since the center cannot physically accommodate all of the families that would benefit from these services. Consequently, this has required the agency to seek larger accommodations if funding can be secured.

## **TRANSITION PLANNING AND PREPARING YOUTH FOR ADULTHOOD**

In addition to the steps outlined in Sect. 2-3d, LCCYS continues to contract with United Neighborhood Center (UNC). UNC has a network of apartments through which they are able to move youth transitioning from CYS and/or JPO to independence. The contract provides the youth with several months' rent assistance, casework services and job placement. In addition, UNC assists the youth with finding furniture and other housing supplies. The agency through the newly formed Family Court Advisory Board is also in the process of coordinating and expanding county youth mentorship programs.

## **ENHANCING THE QUALITY OF PRACTICE**

The agency has adopted a model of total quality management which outlines Quality Assurance responsibilities of all staff, not solely the QA department. Supervisors are now required to bring statistical reports to weekly administrative reviews and must be prepared to discuss their individual reports and devise a correction plan to address any identified deficits. Reports include investigations/assessments approaching or exceeding 45 days in intake status, number, location and duration of individual worker's client visitation, caseload sizes and other descriptive statistics. As stated above in the discussion regarding Family Engagement in this section, workers will be evaluated on the quality of their engagement skills to ensure that quality is not measured by regulatory compliance alone.

In addition a new hiring and training procedure has been adopted. All supervisors and caseworker candidates are interviewed using a structured interview which rates candidates on critical thinking and problem skills, strength based philosophy among other desirable traits. Upon hiring, candidates are placed in a training unit for three months where their charting the course training is reinforced while managing a small caseload to apply training to practice. In addition, various agency and state mandates are learned. Upon release to their respective units, the workers will return to the QA supervisor with their unit supervisor to continue the transfer of learning. Workers who have been subject to severe discipline or have consistently poor evaluations have also been required to go to the training unit for additional supervision and instruction. This practice has been instituted to prevent the termination of workers who may be salvageable with proper instruction. Reviews of the trainees along with permanent workers and supervisors has been largely positive regarding the new practice.

### **2-3i. Shared Case Responsibility**

LCCYS and LCJPO will establish two teams, an implementation team to complete the day to day tasks of implementation and an Executive Committee to oversee the process and remove barriers identified by the implementation team.

The Implementation team will develop a training calendar ensuring all staff are trained. The training will be provided to all identified staff between January 1, 2011 and March 31, 2011. Transfer of Learning (TOL) Sessions will be held throughout April and May 2011 with booster shot trainings in June, 2011 as needed.

Staff will be required to implement new shared case responsibility immediately upon training completion.

The period between training and July 1, 2011 will be a mandatory trial period with full implementation July 1, 2011

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

Lackawanna County is extensively invested in the Judicial Roundtable process, locally, regionally and Statewide. One initiative of the upcoming Roundtable Summit is Legal training for Guardians ad Litem and parent attorneys. Each initiative is represented by a corresponding team in Lackawanna County including the legal training. At the Summit, Lackawanna will have an agency solicitor, parent attorney, Guardian ad Litem as well as the Court and Community Services Director to coordinate and implement the legal education plan. A meeting with the Legal Department is scheduled to occur to discuss the outline presented at the State Roundtable. The aforementioned attorneys will represent the groups draft plan at the Summit and make any modifications based upon the content of the conference.

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

Reports from Casetracker can be accessed to generate the three reporting populations required for the NYTD.

LCCYS has expanded the Independent Living Program through the inclusion of independent living in the ASFA (Concurrent Planning) process. Each child at the age of 15.5 is reviewed by the agency's ASFA Board and referred for a pre-transition needs assessment. Once the assessment is completed the case is again staffed by the ASFA Board and a pre-transition plan is developed and incorporated into the child's FSP.

Future transition services are determined by the individual needs of each case however, most children remaining in foster care will be referred to appropriate transition services at age 17. Services may be provided by LCCYS's Independent Living Caseworker or referred to appropriate community services such as MHMR.

Information regarding the CFCIP Youth in Transition Data Base (NYTD)-Baseline database will be submitted at appropriate times by the assigned caseworker with a single point of contact

entering all data. The single point of contact will ensure accountability and accuracy. Furthermore, LCCYS will be able to run a comparative report to ensure information on all eligible youths is entered in a timely way.

The Data entry function will require the addition of homemaker/aid to be assigned to the Independent Living Program. The Homemaker/Aide will provide direct services to transitioning youth such as Activities of Daily Living (ADL) support and training. The Homemaker/Aide will also be able to provide data entry services for the new (NYTD)-Baseline database.

### **2-3l. Emergency and Disaster Planning**

The Agency continues to follow the plan submitted to OCYF. In addition, as the agency moves to a web based child welfare information system, one identified vulnerability, i.e. local storage of case information will be eliminated and we will require real time back-ups to the web server hot site.

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

What steps are the county taking to address this mandate?

The Employment Opportunity and Training Center currently manages the TLFR grant for Lackawanna County CYS.

- 1) LCCYS has identified the following desired outcomes for the TLFR program:
  - a. Reduce the length of time that children spend in foster care.
  - b. Reduce the number of placement moves for children in foster care.
  - c. Increase the stabilization of families who have a child in foster care in order to facilitate reunification with the family within 15 months.
  - d. Increase the rates and timeliness of reunification of children with their families.
  - e. Increase the success in locating absent parents as permanent resources for their children.

The agency will be using the RFP process consistent with the County's new bidding process to ensure that we receive the most cost efficient delivery of the program.

- 2) Identify and describe the results of the program during the grant funding period. i.e. How many children were reunified within 15 months? How many placements did the children experience?

The following represents a summary of the output and outcomes since the program inception in 2008-2009:

08-09 ~ 31 families, 66 children served, **32 children reunified**

22 families received individual, group or family counseling

1 parent received inpatient MH Tx

16 received outpatient MH Tx

3 received assistance with domestic violence

23 received transportation assistance

1 completed FGDM

EOTC also reported that 86% of the children served were closer to reunification measured by the completion of elements of the family service plan

09-10 ~ 38 families, 94 children served. **16 children reunified** (due to the budget impasse, working hours were reduced for 4 months and the serious challenges of the families impacted this outcome)

27 families received individual, group or family counseling

2 parents received inpatient MH Tx

13 received outpatient MH TX

3 received assistance with domestic violence

21 received transportation assistance

4 completed FGDM

LCCYS will strictly monitor the delivery of this service in 2011-12 with the changes outlined in section 4 to analyze all reasons for outcomes that do not appear consistent with other intensive programs.

3) What services and activities do you plan for SFY 2011-2012?

Continued delivery of the TLFR to gather data throughout the year to assist in determining if the poor outcomes were truly anomalous in nature due to the budget impasse or if a design flaw exists in the program. The delivery of TLFR will be further integrated into the practice of the agency.

4) What changes, if any, will you be making to the program at the conclusion of the grant funding?

LCCYS will contract with a provider for these services until such time the delivery of the services can be absorbed by LCCYS. Based upon data gathered throughout 2010-11, LCCYS will make a decision if the services can be delivered more cost effectively by agency staff or through the current provider based delivery.

Current TFLR staff will be required to participate in all ASFA planning meetings and will be subject to ongoing QA reviews.

5) Did you realize any under spending of TLFR funds during any SFY?

a. No.

## Section 3: General Indicators

### 3-1: County Information/Background

Since the 2000 census to the present date, individuals living below the poverty level has increased by 23.6% to 13.1% while unemployment increased 71.9% during the same time. Although the population of Lackawanna County has decreased by .23% between 2008 and 2009 the IRS county migration data shows a net increase of 1.7% during the same time. Also somewhat paradoxically is the estimated 2009 census of Scranton indicating a .4% drop while the school district has enrolled 2.1% more students during the same time. This in conjunction with the increased number of intakes indicates that either the population is actually growing in total or the age of the population is shifting, i.e. rate of under 18 year olds is growing more rapidly than the population in total. There is evidence for the latter in an examination of the Intake case data that reveals the average number of children has grown faster than the number of families.

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

Most of the deficits identified in the unannounced inspections of 6/30/09 and 7/08/09 and the annual licensing inspection of 09/14/09; 09/21/09, 09/25/09, 10/02/09, 10/08/09 and 10/19/09 revealed individual acts of negligence by workers and/or supervisors who were subject to progressive discipline including suspension and/or termination. The level of discipline was based upon further review of their records.

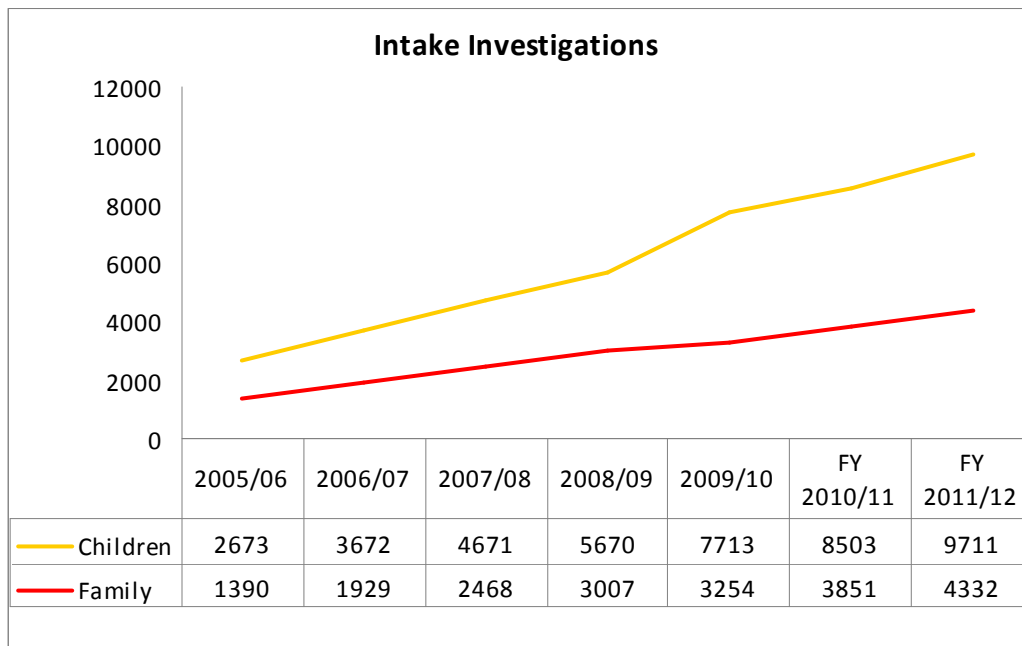
However, several cites appear to be related and occurred across multiple units in the agency indicating a systemic issue with supervision and training. The cites were related to collateral contacts, obtaining education and treatment records and the lack of supervisory reviews. An internal administrative review confirmed these findings.

To remedy these serious deficits a training unit was established under the Quality Assurance Department. All new workers are trained by the QA supervisor for 3 months prior to being released to their respective units. They will then return to the QA supervisor for transfer of learning exercises and to ensure that their supervisors have maintained consistent reinforcement of the statutes, regulations, and policies learned while in the training unit. In addition, permanent workers in need of extensive instruction are also placed in the training unit for periods of time outlined in their correction plans. A similar program is being developed for supervisors in need of extensive instruction. The retraining processes do not obviate the need for progressive discipline, rather it is designed to reintegrate non-terminated employees into the CYS workforce following or concurrently with the application of progressive discipline.

## **Other Changes or Important Trends**

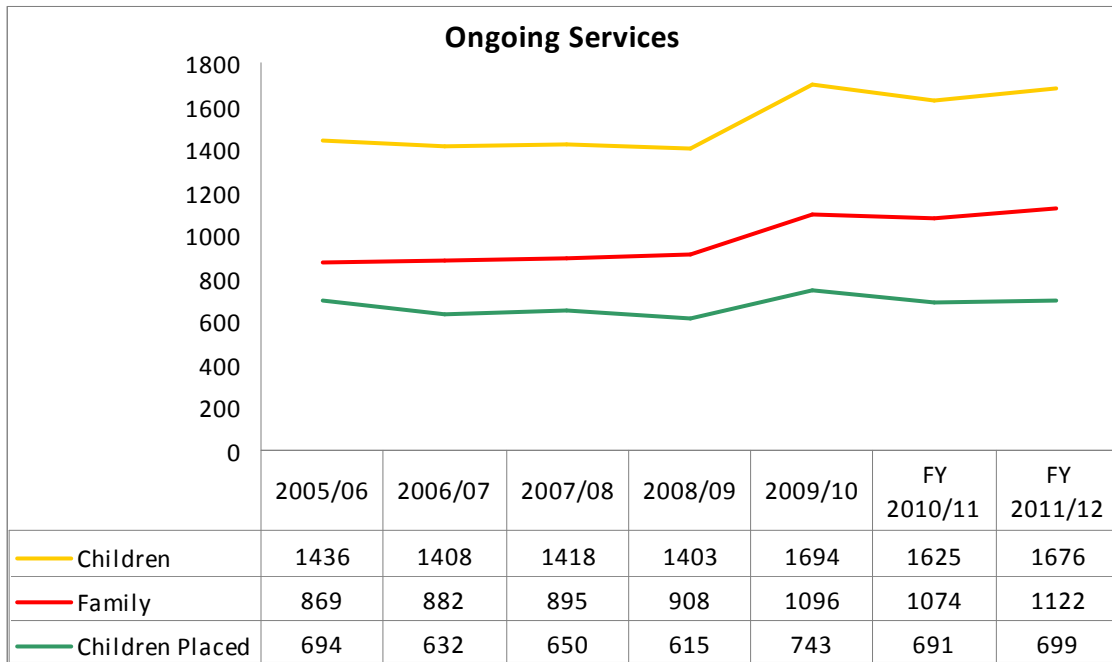
### 3-2a. Intake Investigations

Intake investigations continue to rise consistent with the county's rise in the indicators that are correlated to deprivation such as unemployment, poverty and substance abuse. The rise in part is also due to the agency's change in 2006/07 of a long standing policy regarding so-called one-visit closings and unaccepted cases, i.e., cases must be opened as an intake investigation/assessment and cannot remain in a screening status indefinitely. Also the average number of children per family has continued to rise since 2005. This observation holds true with children in out of home placement as well. Because of this change in family composition the agency has been using more purchased service providers when LCCYS foster homes cannot accommodate the number of children in the same home.



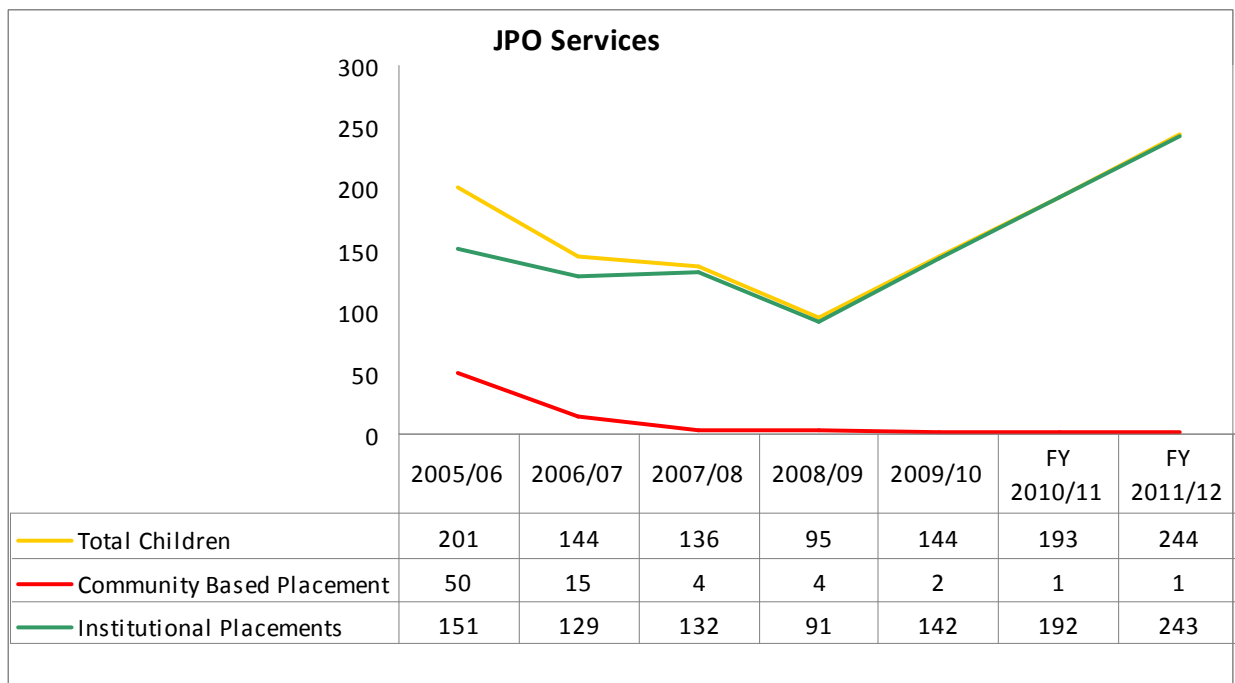
### 3-2a. Ongoing Services

The effect of the status manipulation discussed in the previous intake section also is in part responsible for the increase in ongoing services. LCCYS had a long standing practice of maintaining cases in intake status longer than 60 days. In 2008/09 a report was completed in Casetracker to allow administration to quickly see which supervisors and workers had cases in intake status at the 45, 60 and over 60 days. This resulted in more cases being opened for service. It is also suspected that for the very same demographic reasons discussed in previous sections that the increase is also in part due to more people requiring our services in the county.



### 3-2a. JPO Services

The President Judge reassigned administrative responsibilities to the Juvenile Delinquency Judge resulting in a change from a least restrictive and treatment philosophy consistent with current research to more costly punitive alternatives with proven poorer outcomes such as an increased use of congregate care<sup>4 5 6</sup>. This in turn has resulted in a 240% increase in the expenditures for institutional placements. From May 2009 to May 2010 (the latest data available at time of this writing) arrest records indicate 36.23% decrease in Part 1 offenses and a 17% increase in Part II Offenses, primarily for liquor law violations. The total number of cleared offenses reported in FY2009-10 show a 23% decrease from FY2008-2010. While there were three high profile cases in Scranton that drew media attention in 2009, the numbers indicate that minus these three youth, the percentage of violent crime committed by juveniles in Scranton remains unchanged from the previous year (~20%) and overall, juvenile arrests in Scranton has decreased by 34% since 2005 to present.



<sup>4</sup> Colton, M. (1992). Carers of children: A comparative study of the practices of residential and foster carers. *Children & Society*, 6 (1), 25-37.

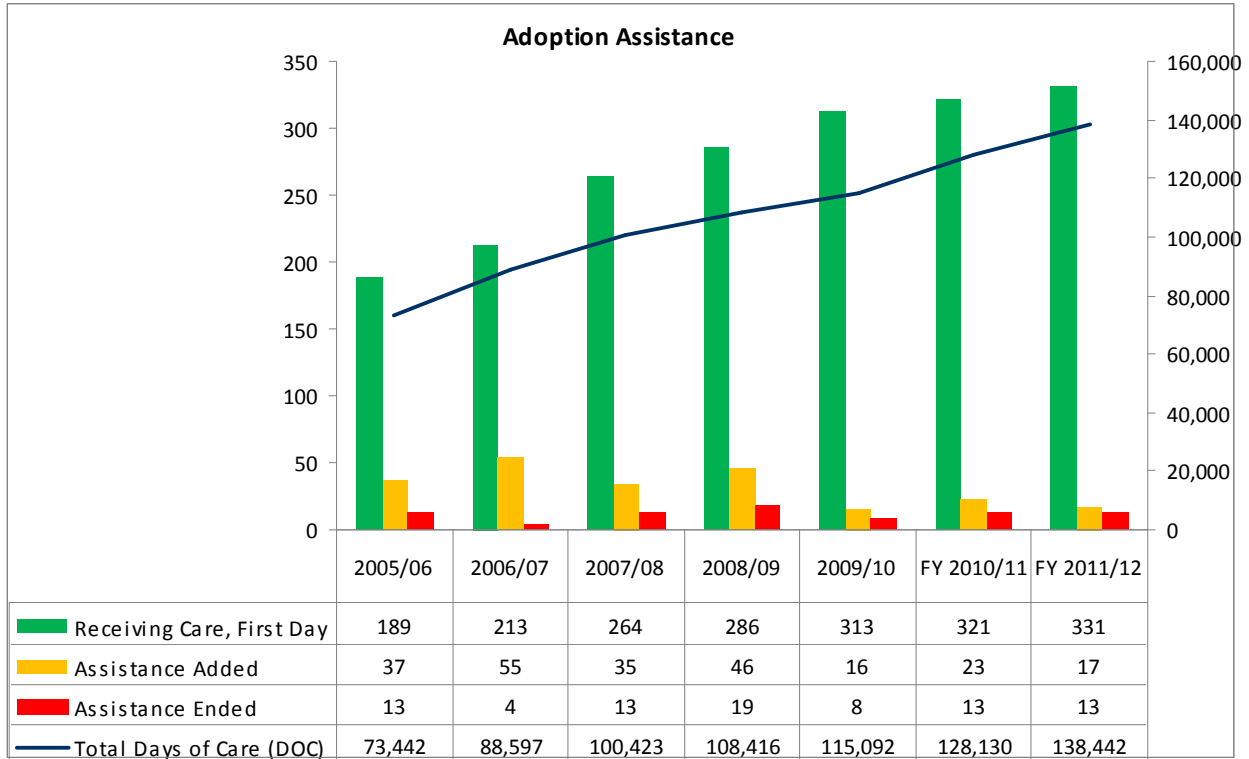
<sup>5</sup> Ryan, J.P., Marshall, J.M., Herz, D. and Hernandez, P.M. (2008). Juvenile delinquency in child welfare: Investigating group home effects. *Children and Youth Services Review*, 30 (9), 1088-1099.

<sup>6</sup> Office of Program Policy Analysis & Government Accountability (2010). Redirection saves \$51.2 million and continues to reduce recidivism. OPPAGA Report No. 10-38

# LACKAWANNA COUNTY

## 3-2b. Adoption Assistance

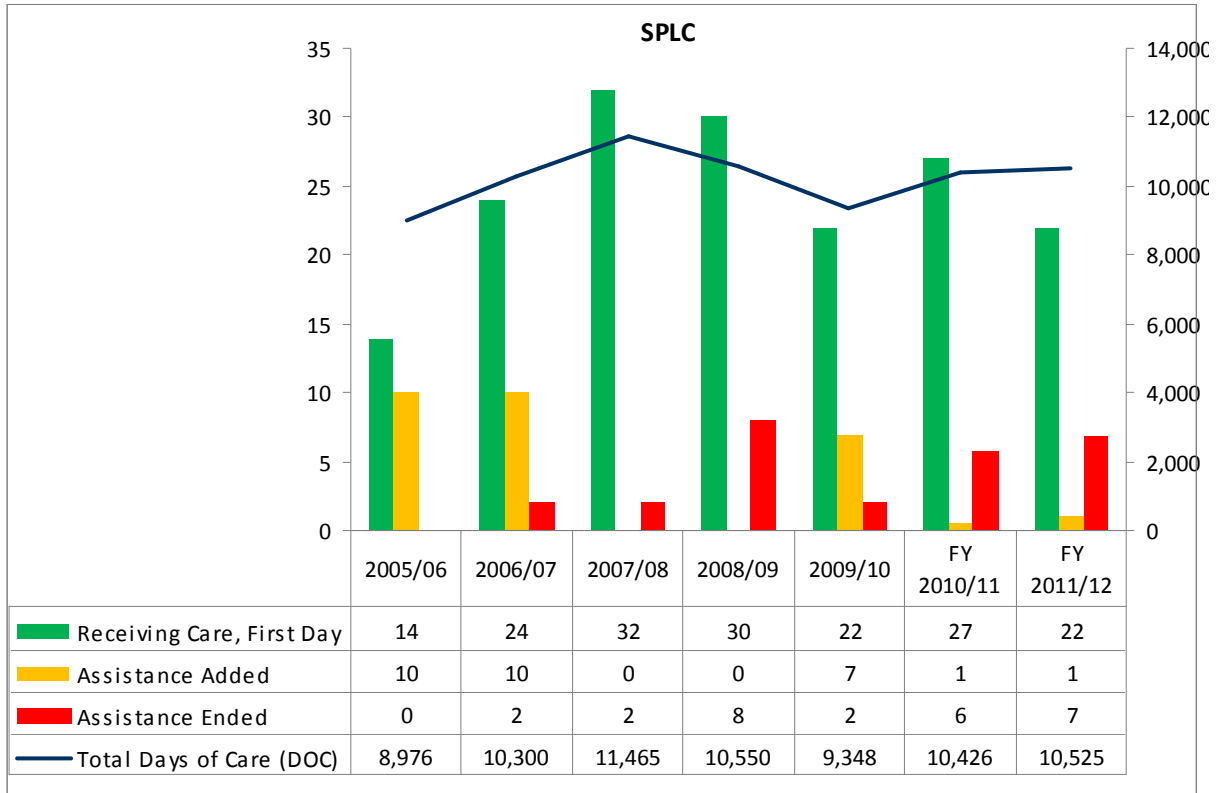
The trend clearly indicates that assistance added, although approaching equality with assistance ended, is still driving the overall number of children receiving adoption assistance up each year. This is largely due to the successful intensive courts and ASFA board meetings discussed previously. Various agency inefficiencies and court scheduling issues were aggressively changed in the fourth quarter of 2004/05 which resulted in many children that had been or should have been eligible for adoption for extended periods of time being adopted. The backlog of these type of cases has disappeared resulting in the assistance added and assistance ended reaching parity.



# LACKAWANNA COUNTY

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

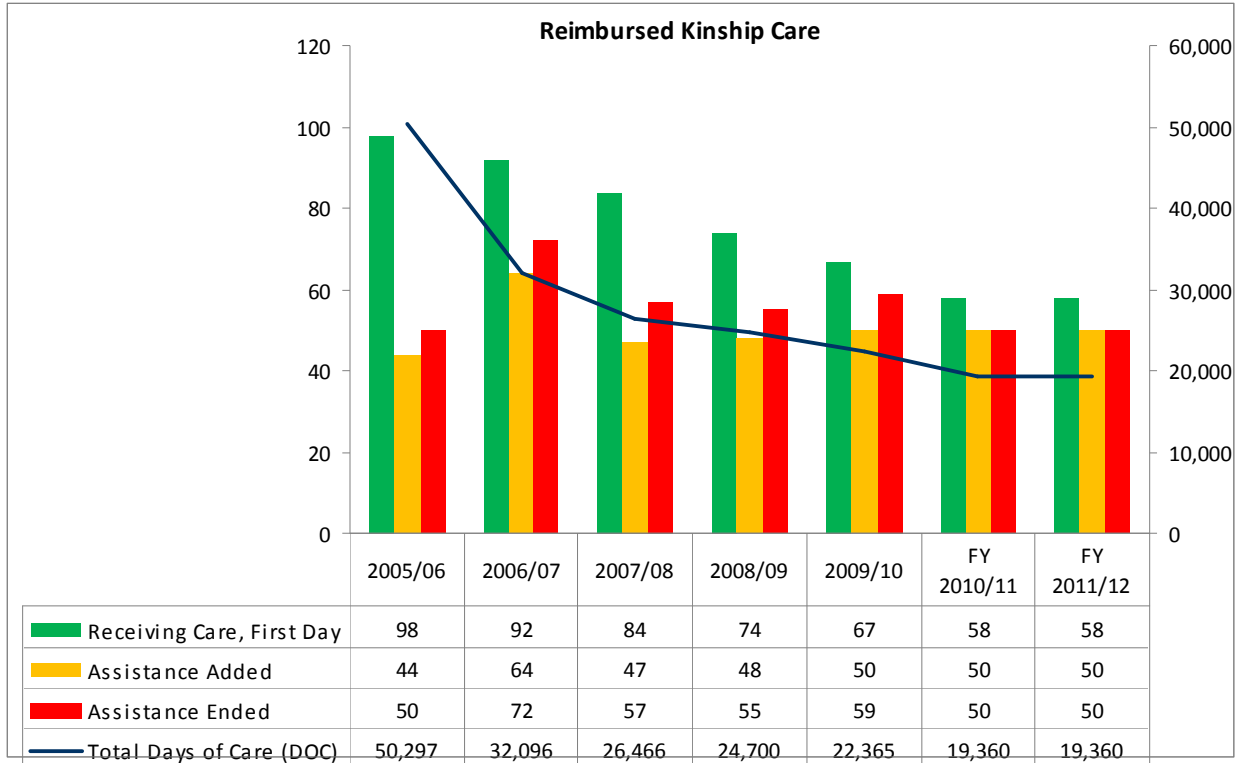
The number of children receiving SPLC payments has remained relatively constant for the last several years with the exception of 2007/08 which coincides with the establishment of the Intensive Court for dependency. This establishment both decreased the time to reunification, but also expedited successful adoptions rather than SPLC, consistent with the prioritization of permanency options.



LACKAWANNA COUNTY

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

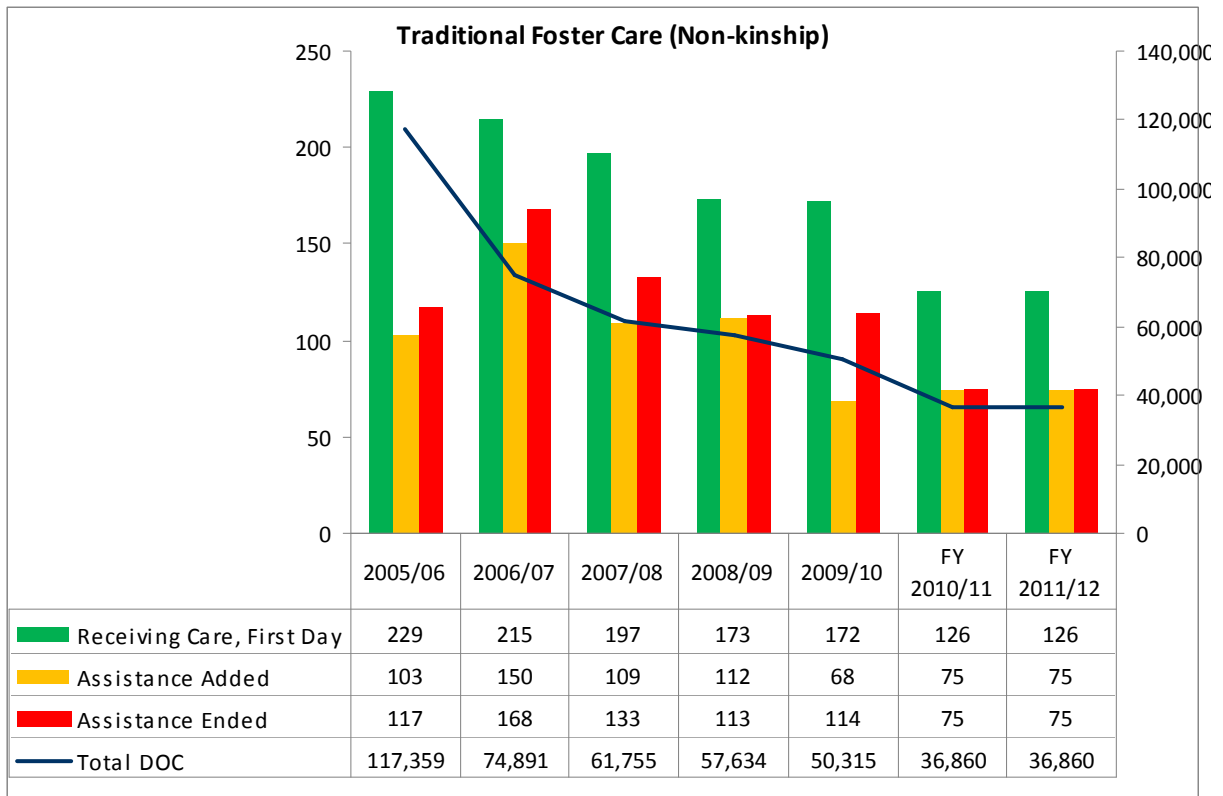
A continued focus and enhancement of engagement strategies with a strict adherence to total quality management will continue to decrease the number of children requiring out-of-home placement. Because the worker to case ratio appears to be inversely proportional to the timely reunification rate and direct proportional to the removal rate, the agency conducts monthly interviews of eligible candidates to ensure maximum staffing levels.



# LACKAWANNA COUNTY

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

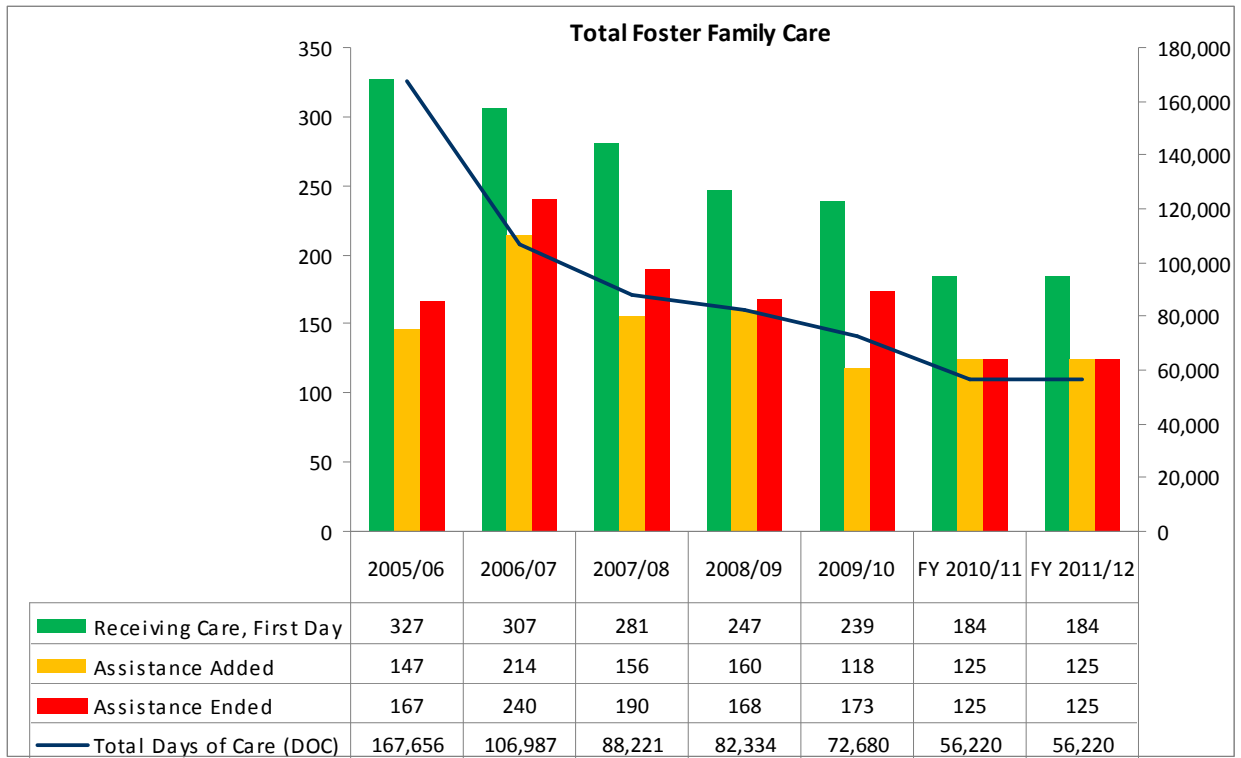
See above.



# LACKAWANNA COUNTY

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

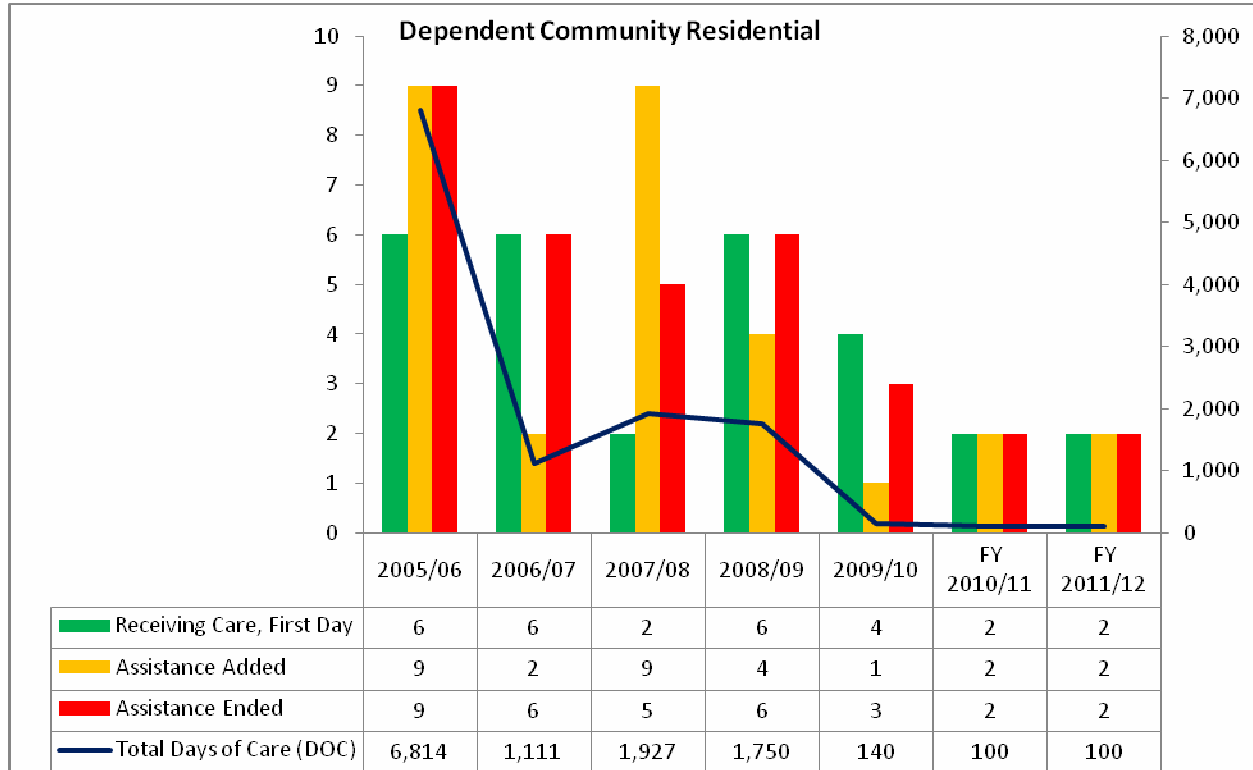
See above.



## LACKAWANNA COUNTY

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

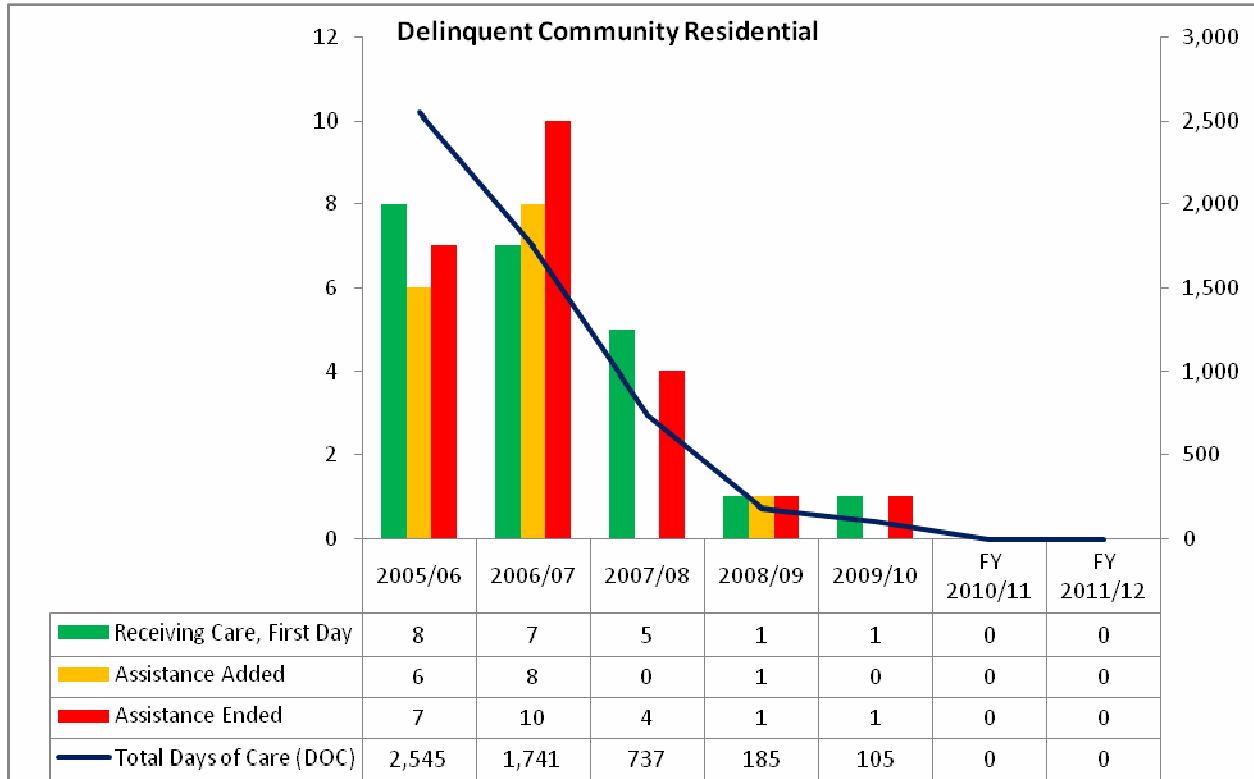
The agency continues to move away from the use of congregate care whenever possible because of the long-standing lack of positive and sustainable outcomes. Foster homes with additional community and agency resources are accessed whenever a youth is not able to be maintained in a traditional foster home. This is done prior to accessing any congregate care setting unless the child cannot be maintained safely in a family foster care setting.



LACKAWANNA COUNTY

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

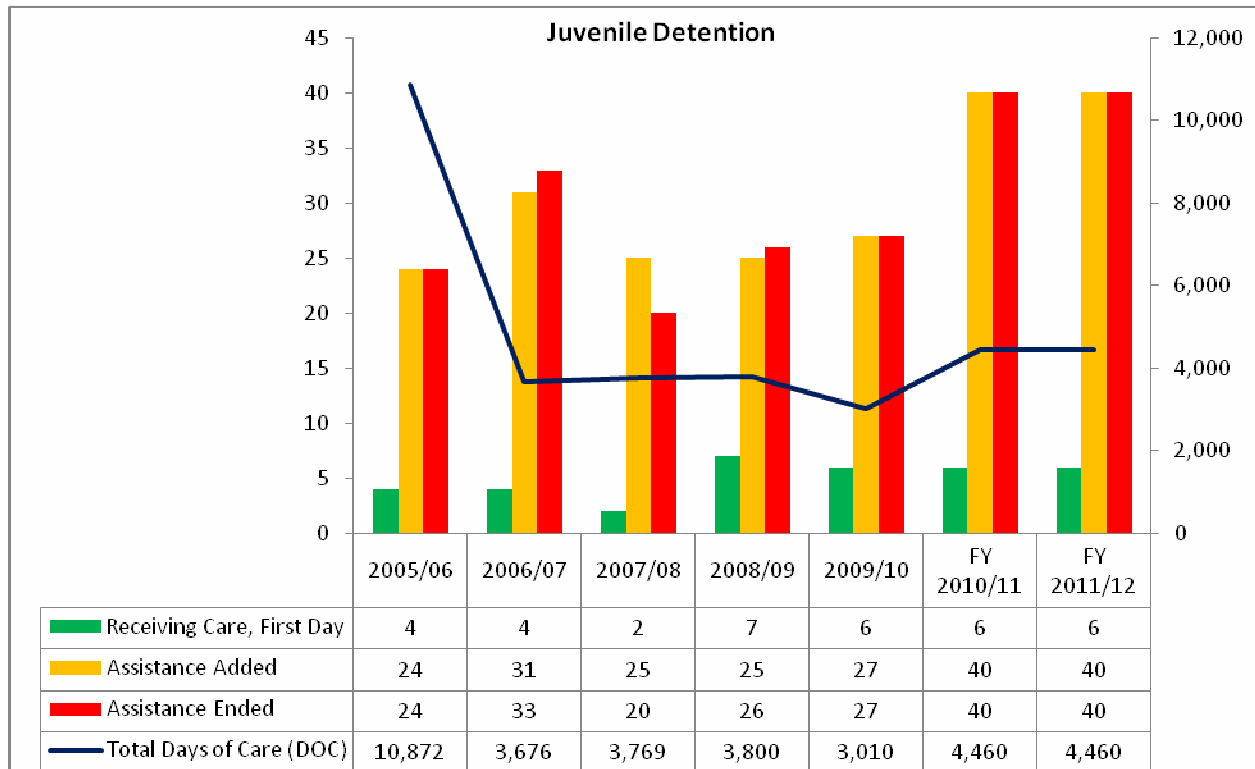
Juvenile probation has moved to the use of more restrictive settings.



## LACKAWANNA COUNTY

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

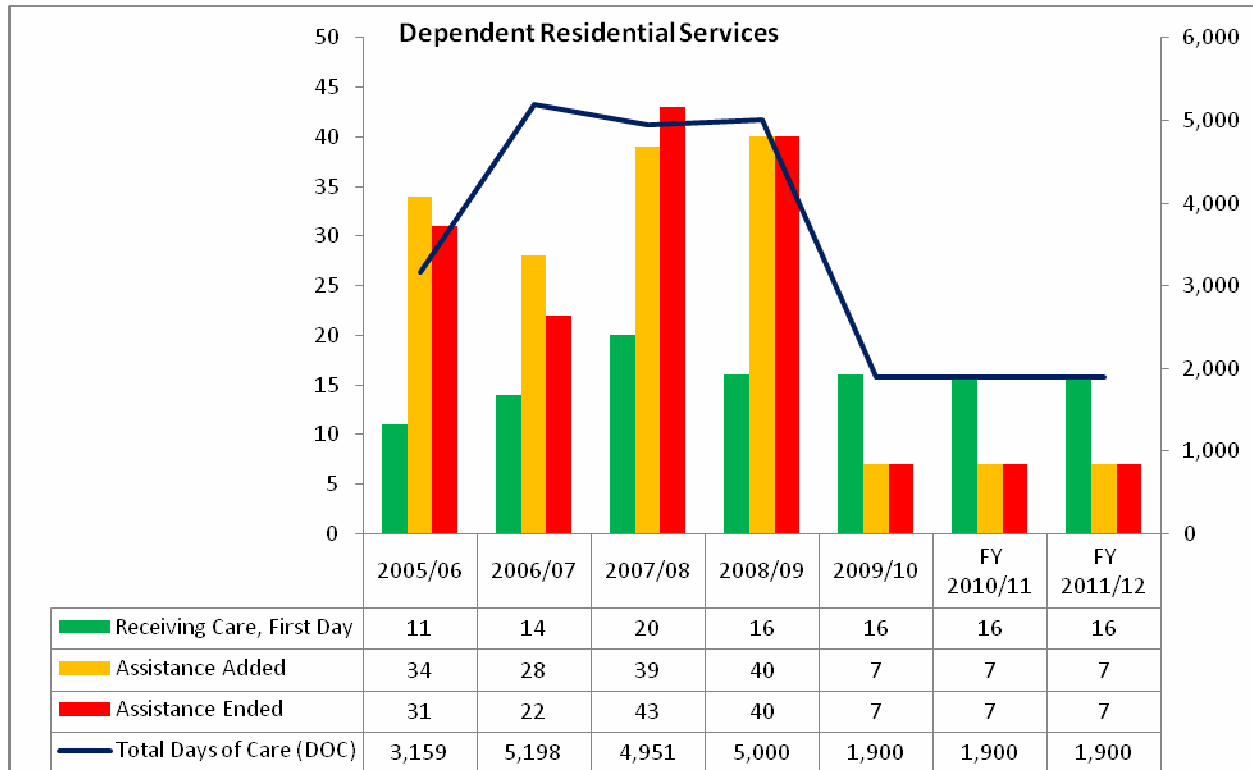
The increase in use of detention is consistent with the change in judicial philosophy previously described.



## LACKAWANNA COUNTY

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

The agency continues to move away from the use of congregate care whenever possible because of the long-standing lack of positive and sustainable outcomes. Foster homes with additional community and agency resources are accessed whenever a youth is not able to be maintained in a traditional foster home. This is done prior to accessing any congregate care setting unless the child cannot be maintained safely in a family foster care setting.



LACKAWANNA COUNTY

**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.

Indicator	FY	FY	FY	FY	FY	Projected		2005-09 % Change
	2005/06	2006/07	2007/08	2008/09	2009/10	FY 2010/11	FY 2011/12	
<b>Aging Out</b>								
Number of Children Aging Out	2	13	14	10	14	22	18	600.0%
Have Permanent Residence	N/A	N/A	N/A	N/A	12	N/A	N/A	#VALUE!
Have Source of Income Support	N/A	N/A	N/A	N/A	12	N/A	N/A	#VALUE!
Have Life Connection	N/A	N/A	N/A	N/A	12	N/A	N/A	#VALUE!

The projected numbers for FY2010/2011 and 2011/12 are based on total number of youth reaching their 18th birthday within each respective fiscal year. Casetracker was to have populated the entire dataset, however, development ceased upon administration's direction to assess the sustainability of the entire application rather than further development.

Eighty-six percent of the youth aging out of the system had a permanent residence, a source of income, and a life connection.

Not surprisingly the worst outcomes were for females that became pregnant while in care or shortly after discharge. LCCYS is actively seeking a partner in establishing a female empowerment/self esteem program based on available teen pregnancy prevention programs

LACKAWANNA COUNTY

**3-2f. General Indicators**

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

3-2: General Indicators								
County Number: 35			Class 3					
3-2a. Service Trends								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected FY 2010/11	Projected FY 2011/12	2005-09 % Change
<b>Intake Investigations</b>								
Children	2673	3672	4671	5670	7713	8503	9711	188.6%
Family	1390	1929	2468	3007	3254	3851	4332	134.1%
<b>Ongoing Services</b>								
Children	1436	1408	1418	1403	1694	1625	1676	18.0%
Family	869	882	895	908	1096	1074	1122	26.1%
Children Placed	694	632	650	615	743	691	699	7.1%
<b>JPO Services</b>								
Total Children	201	144	136	95	144	193	244	-28.4%
Community Based Placement	50	15	4	4	2	1	1	-96.0%
Institutional Placements	151	129	132	91	142	192	243	-6.0%
3-2b. Adoption Assistance								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected FY 2010/11	Projected FY 2011/12	2005-09 % Change
<b>Adoption Assistance</b>								
Receiving Care, First Day	189	213	264	286	313	321	331	65.6%
Assistance Added	37	55	35	46	16	23	17	-56.8%
Assistance Ended	13	4	13	19	8	13	13	-38.5%
Total Days of Care (DOC)	73,442	88,597	100,423	108,416	115,092	128,130	138,442	56.7%
3-2c. SPLC								
Indicator	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Projected FY 2010/11	Projected FY 2011/12	2005-09 % Change
<b>Subsidized Permanent Legal Custodianship</b>								
Receiving Care, First Day	14	24	32	30	22	27	22	57.1%
Assistance Added	10	10	0	0	7	1	1	-30.0%
Assistance Ended	0	2	2	8	2	6	7	#DIV/0!
Total Days of Care (DOC)	8,976	10,300	11,465	10,550	9,348	10,426	10,525	4.1%

LACKAWANNA COUNTY

3-2d. Placement Data								
Indicator	FY	FY	FY	FY	FY	Projected		2005-09 % Change
	2005/06	2006/07	2007/08	2008/09	2009/10	FY 2010/11	FY 2011/12	
<b>Traditional Foster Care (non-kinship)</b>								
Receiving Care, First Day	229	215	197	173	172	126	126	-24.9%
Assistance Added	103	150	109	112	68	75	75	-34.0%
Assistance Ended	117	168	133	113	114	75	75	-2.6%
Total DOC	117,359	74,891	61,755	57,634	50,315	36,860	36,860	-57.1%
<b>Reimbursed Kinship Care</b>								
Receiving Care, First Day	98	92	84	74	67	58	58	-31.6%
Assistance Added	44	64	47	48	50	50	50	13.6%
Assistance Ended	50	72	57	55	59	50	50	18.0%
Total Days of Care (DOC)	50,297	32,096	26,466	24,700	22,365	19,360	19,360	-55.5%
<b>Foster Family Care (Total of 2 above)</b>								
Receiving Care, First Day	327	307	281	247	239	184	184	-26.9%
Assistance Added	147	214	156	160	118	125	125	-19.7%
Assistance Ended	167	240	190	168	173	125	125	3.6%
Total Days of Care (DOC)	167,656	106,987	88,221	82,334	72,680	56,220	56,220	-56.6%
<b>Non-reimbursed Kinship Care</b>								
Receiving Care, First Day	0	0	0	0	0	0	0	#DIV/0!
Assistance Added	0	0	0	0	0	0	0	#DIV/0!
Assistance Ended	0	0	0	0	0	0	0	#DIV/0!
Total Days of Care (DOC)	0	0	0	0	0	0	0	#DIV/0!
<b>Dependent Community Residential</b>								
Receiving Care, First Day	6	6	2	6	4	2	2	-33.3%
Assistance Added	9	2	9	4	1	2	2	-88.9%
Assistance Ended	9	6	5	6	3	2	2	-66.7%
Total Days of Care (DOC)	6,814	1,111	1,927	1,750	140	100	100	-97.9%
<b>Delinquent Community Residential</b>								
Receiving Care, First Day	8	7	5	1	1	0	0	-87.5%
Assistance Added	6	8	0	1	0	0	0	-100.0%
Assistance Ended	7	10	4	1	1	0	0	-85.7%
Total Days of Care (DOC)	2,545	1,741	737	185	105	0	0	-95.9%
<b>Juvenile Detention</b>								
Receiving Care, First Day	4	4	2	7	6	6	6	50.0%
Assistance Added	24	31	25	25	27	40	40	12.5%
Assistance Ended	24	33	20	26	27	40	40	12.5%
Total Days of Care (DOC)	10,872	3,676	3,769	3,800	3,010	4,460	4,460	-72.3%

LACKAWANNA COUNTY

<b>Dependent Residential Services</b>								
Receiving Care, First Day Assistance Added	11	14	20	16	16	16	16	45.5%
Assistance Ended	34	28	39	40	7	7	7	-79.4%
Assistance Ended	31	22	43	40	7	7	7	-77.4%
Total Days of Care (DOC)	3,159	5,198	4,951	5,000	1,900	1,900	1,900	-39.9%
<b>Delinquent Residential Services</b>								
Receiving Care, First Day Assistance Added	40	32	31	33	33	40	40	-17.5%
Assistance Ended	78	67	74	75	90	100	100	15.4%
Assistance Ended	86	68	72	75	83	100	100	-3.5%
Total Days of Care (DOC)	21,494	8,504	7,804	7,800	8,205	9,000	9,000	-61.8%

**3-2e. Aging Out Data**

Indicator	FY	FY	FY	FY	FY	Projected		2005-09 % Change
	2005/06	2006/07	2007/08	2008/09	2009/10	FY 2010/11	FY 2011/12	
<b>Aging Out</b>								
Number of Children Aging Out	2	13	14	10	6	22	18	200.0%
Have Permanent Residence	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!
Have Source of Income Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!
Have Life Connection	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!

**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?

LCCYS makes a determination on accepting a family for service at two distinct points in the casework process. The initial determination is made at the screening level and the second at the completion of the intake investigation/assessment process.

1. Screening

LCCYS process all new referrals through the Screening Unit which consists of a supervisor and three screening caseworkers. Screeners are responsible for processing all referrals, assigning those requiring agency involvement to an appropriate worker and making community based referrals on both I&R's and those unaccepted for service.

2. Intake Investigation/Assessment

LCCYS opens cases for Intake investigation / Assessment based on safety and risk. As per agency policy once a case is open for intake the assigned caseworker has thirty days to validate / invalidate deprivation. The caseworker then has fifteen additional days to make a status determination. Validated cases may be open for protective services as per the definitions in Chapter 3490 of Title 55 Pa Code or closed. However, validated cases may be closed if the children are determined to be safe and the risk is low or none unless the family requests services. Invalidated cases may be open for voluntary services or closed.

## LACKAWANNA COUNTY

### 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.

While most enhancements of existing programs will be dependent on the cost offsets realized by the agency throughout the implementation year and absorbed in the base, the expansion of the diagnostic/clinical unit will require significant resources in order to yield the most positive outcomes.

Lackawanna County is seeking to increase the size and scope of the clinical unit because, effective visitation is a key component of improving permanency outcomes for children placed in foster care. Research shows that achieving permanency and stability of children in foster care correlates with the following four critical areas essential to achieving best practice outcomes:

1. *Caseworker consistency*: A single change in social worker decreases the chances of achieving permanency within 12 months by 52 percent.<sup>7</sup>
2. *Fewer placements*: Each additional placement during the first year decreases the chances of achieving permanency by 32 percent.<sup>8</sup>
3. *More frequent parental visitation*: Each additional day per week triples the odds that permanency will be achieved within a year.<sup>9</sup>
4. *Concurrent planning*: When reunification and another permanency goal are pursued from the outset, children reach permanency faster.<sup>10</sup>

In the specific budget adjustment forms for new initiatives or services, identify cost savings and reduced rates, and provide evidence that the new program is less expensive or more effective than the current service.

Following best practice standards, and evidenced based practice, LCCYS will need a house to conduct these visits off site, in a homelike environment. The house will need to be large enough to provide up to 50 four hour visits per week. The house will also need to be furnished with home like décor. The location will need to be accessible to public transportation routes and off street parking. Staffing for the new location and the current Lackawanna County Family Resource Center will need to be one supervisor, eight caseworker /social worker positions, two case aids and two homemakers and a clerical staff. Most of the positions will be created from existing positions. One Caseworker/Social Worker and on Social Service Aide position will need to be created. If the Total Quality Management of the agency is successful in further

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<sup>7</sup> National Clearinghouse on Child Abuse and Neglect Information. *Concurrent Planning: What the Evidence Shows*. Washington, DC: U.S. Department of Health and Human Services, 2005, 3.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

## LACKAWANNA COUNTY

reducing caseloads through more effective and efficient case management, only an additional Social Service Aide position will be necessary.

A central theme evident throughout the research underlying poor placement outcomes, particularly for young children, is the lack of bonding and attachment between children placed in foster care and their natural parents.<sup>11</sup>

To that end, the *Pennsylvania Visitation Manual* states:

Researchers in the U.S. and in the United Kingdom have consistently found that frequent regular visiting by parents is strongly associated with the children's return home. Children who are more frequently visited are more likely to be discharged from foster care (Lawder, Poulin, & Andrews 1985; Milner 1987; Sherman, Neuman, & Shyne 1973). Further, Farmer (1996) has reported an association between frequent visiting prior to return and successful (lasting) reunification. As briefly summarized below, the cumulative evidence is consistent and convincing. The most recent findings concerning the impact of visiting on discharge, particularly family reunification, are reported by Davis et al. (1996). In their study sub-sample of 922 children, 12 years old or younger, who entered foster care in San Diego and were in care for more than 72 hours, 612 (66%) of the children were reunified with their families after up to 18 months in care. Three hundred ten (34%) had other permanency planning outcomes. In the logistic regression model predicting family reunification, . . . that when the mother visited as recommended, the child was approximately 10 times more likely to be reunified" (p. 375). These authors conclude that ". . . the evidence gathered by current and other studies of the crucial importance of parental visiting, speaks loudly for even stronger allocations of fiscal and professional resources to foster care practice in order to maximize the benefits inherent in parental visiting" (p. 381).

The parenting curriculum utilized by the Clinical Unit is Nurturing Skills for Families which is an evidence based model. This model is an innovative approach which allow flexibility to tailor individualized programs for families while maintaining the fidelity of the philosophy and model designed by Stephen J. Bavolek, Ph.D., an internationally recognized professional in the fields of Parenting Education and Child Abuse and Neglect Treatment and Prevention. The five parenting behaviors below which are known to contribute to the maltreatment of children are assessed and targeted in this parenting curriculum;

1. Inappropriate expectations of children
2. Parental lack of empathy towards the needs of children
3. Strong parental belief in the use of corporal punishment
4. Reversing parent-child family roles
5. Oppressing children's power and independence

Because the program outcomes are directly related to reducing the number and duration of out-of-home placement, the cost offsets are obvious. Since the unit's inception, many of the parents, especially fathers who were previously thought "unengageable" because of their violent or conflictual past have become bonded with their children and positive role models for others in the group.

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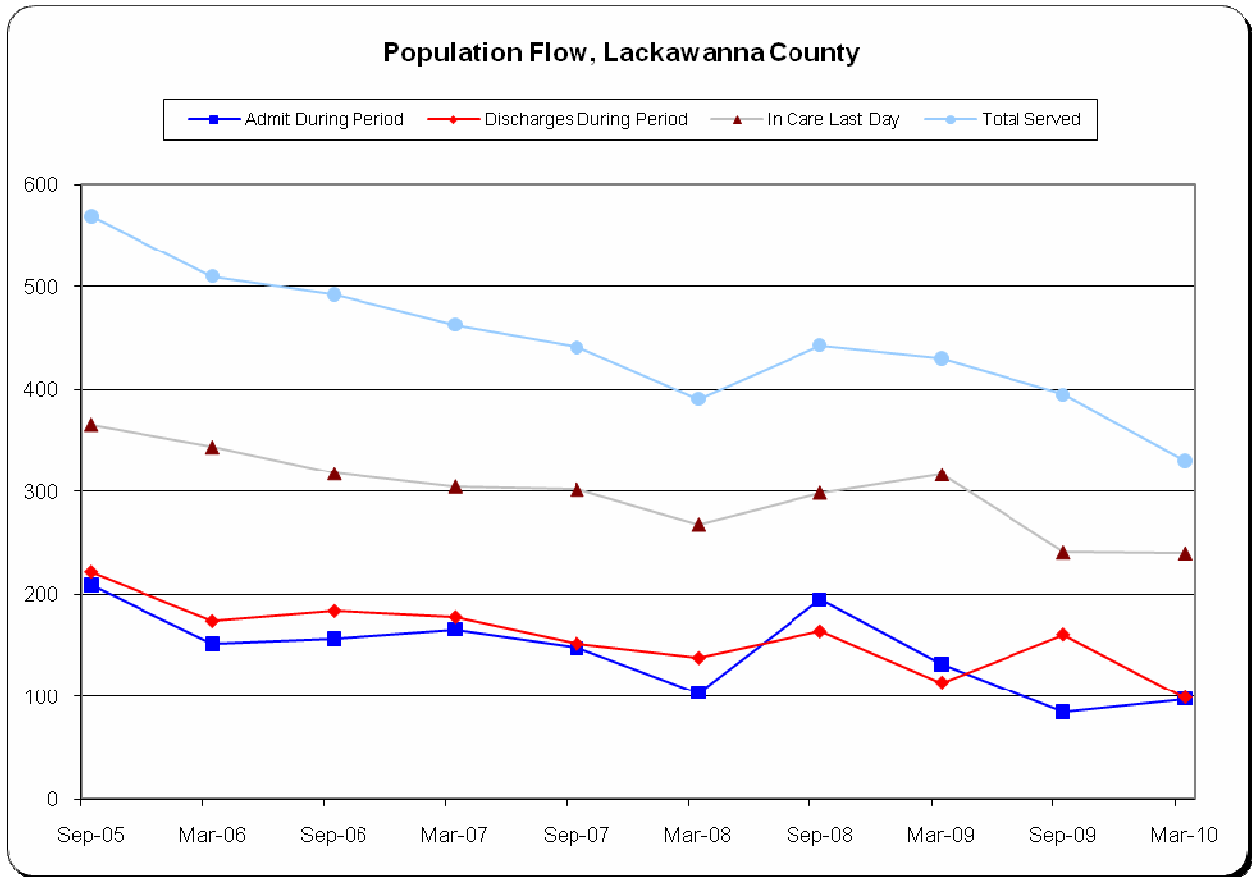
<sup>11</sup> Hess, P.: Mintun, G.; & Pitts, G. (1992). The family connection center: an innovative visiting program. *Child Welfare*, 71 (1), 77-88

# LACKAWANNA COUNTY

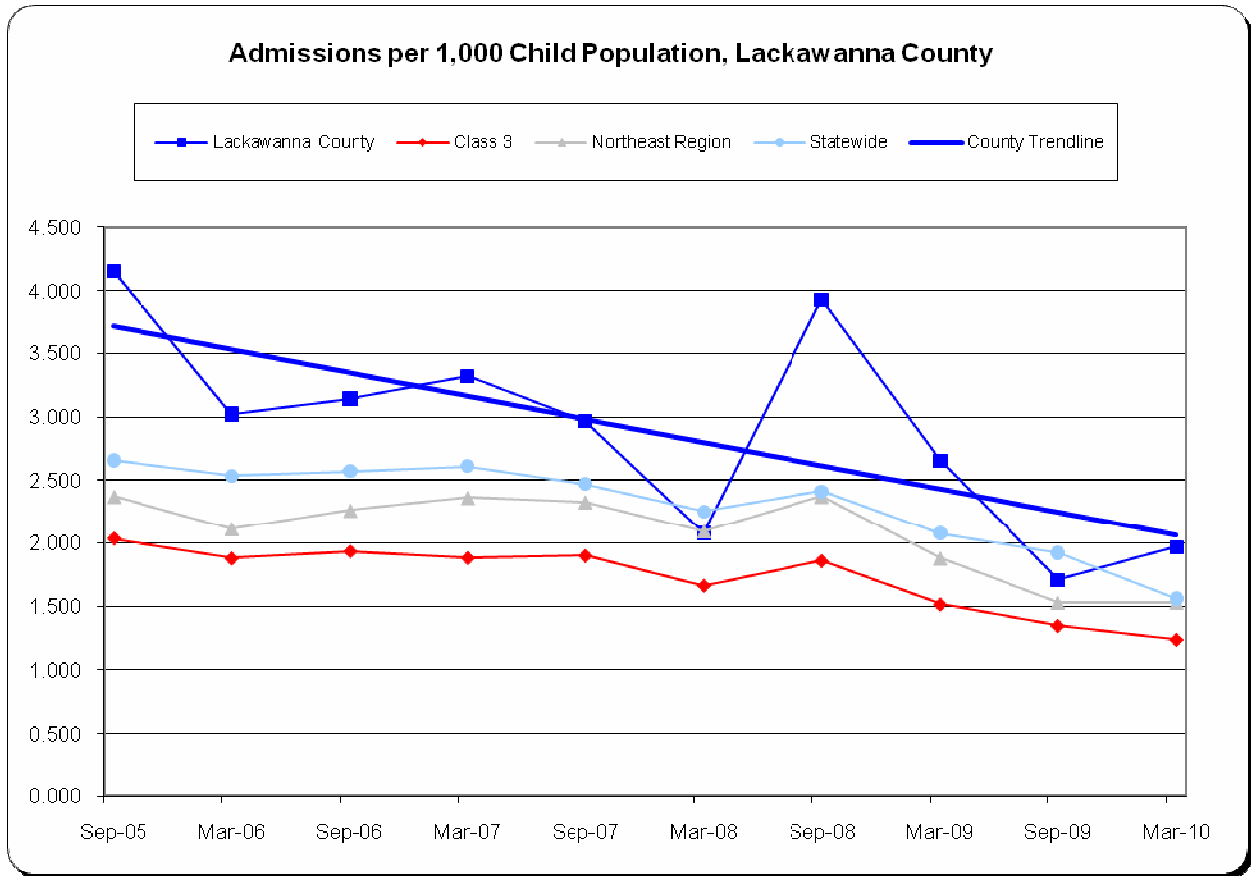
## Section 5: Outcome Indicators

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

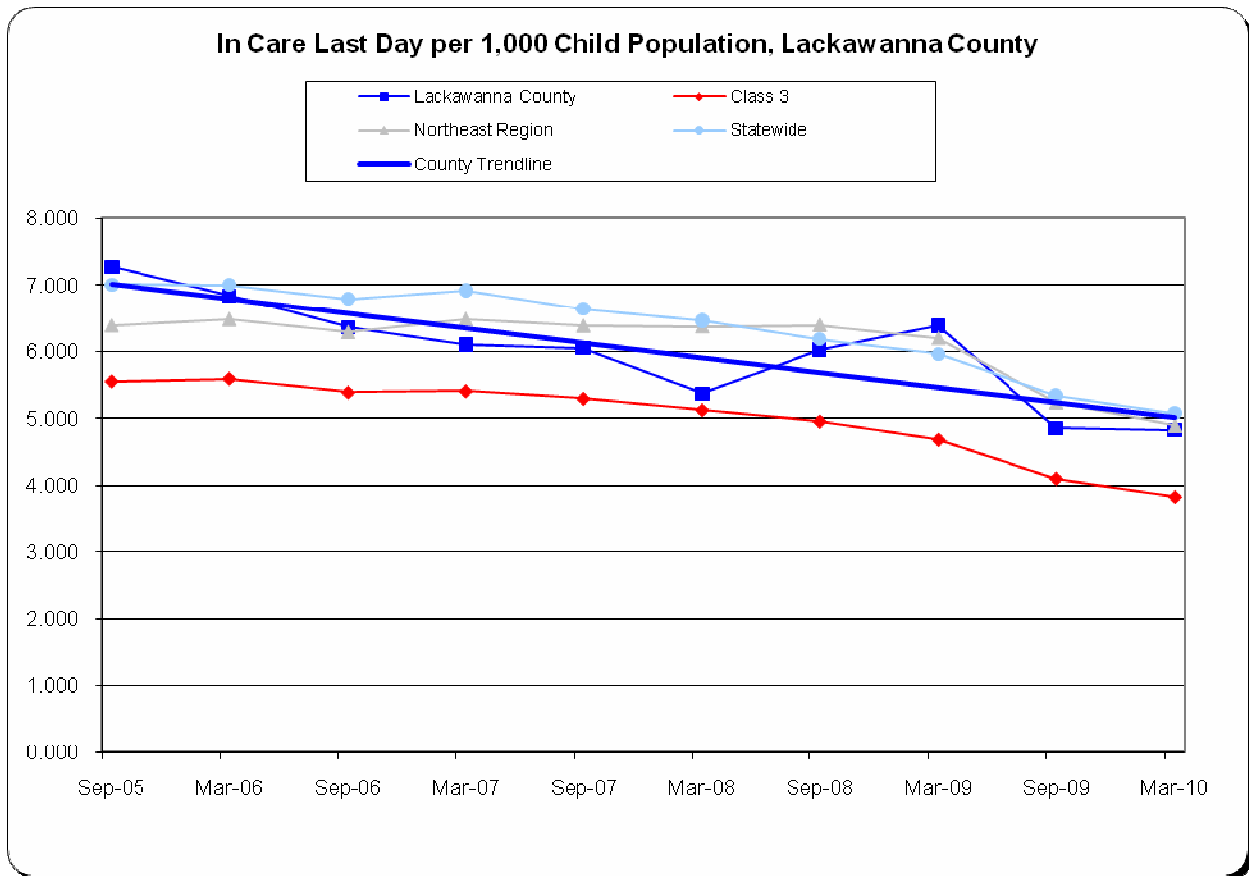
On the following pages, paste up to three charts from the HZA data. Each chart should be pasted on a separate page.



# LACKAWANNA COUNTY



## LACKAWANNA COUNTY



□ 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?

LCCYS has made significant strides in reducing out-of home placements without jeopardizing safety, however, still the placement rate is at a higher rate than counties of the same class. Recently, Lackawanna County is trending towards a lower rate of placement per 1000 children than the State and Northeast Region.

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

As stated in previous sections, it is believed that the overall child population may be growing as well as levels of economic deprivation, therefore the trend cannot be explained by area demographic shifts.

## LACKAWANNA COUNTY

□ 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.

LCCYS has been able to offset this through the continuing reinforcement of a strength based approach to case management. The Intensive Courts and Mediation remain integral to the practice, however, their use may be decreasing as better work is done at the initial stages of service, prior to dependency.

□ 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)?

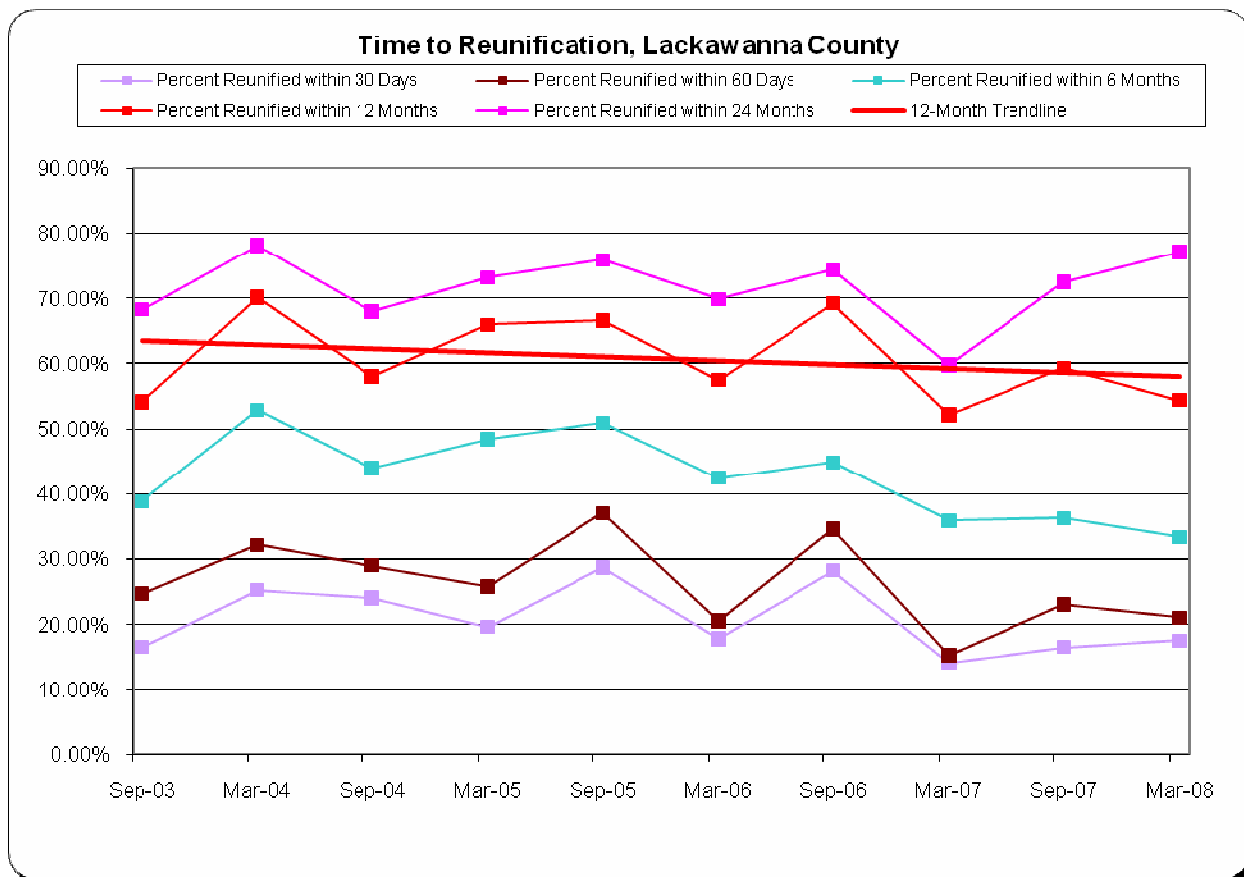
Since FY2005-2006 the largest percentage of children in placement was the age group 13 years old and above, although the percentage has dropped to 36% for FY2009-10. Fifty-eight percent of youth in placement in FY2005-2006 were 13 years of age or older.

□ 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?

We have eliminated specialization of the units. Previously there were two placement units among other specialized units. The reduction in out-of-home placement has allowed the reallocation of staff to in-home services.

## LACKAWANNA COUNTY

### 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?

There has been a slight decline in this measure with the exception of reunifications within 24 months. The intensive courts had improved this measure, however, the introduction of the Intensive Reunification Court to all dependency judges have had unequal results. In addition, the transition from specialization to generalization resulted in an expected time limited deterioration for several measures as all staff were trained to make the shift. This effect was exacerbated by the lengthy delay in filling vacancies due to the budget impasse.

□ 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?

Most are being reunified within 24 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

## LACKAWANNA COUNTY

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?

While there has been a slight deterioration in this measure, currently, the County's performance exceeds the performance of the class, region, and state. Therefore, LCCYS will be continuing the design and model established last year of stronger family engagement and less staff changes throughout the life of the case with a much stronger emphasis on total quality management.

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

See above

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**

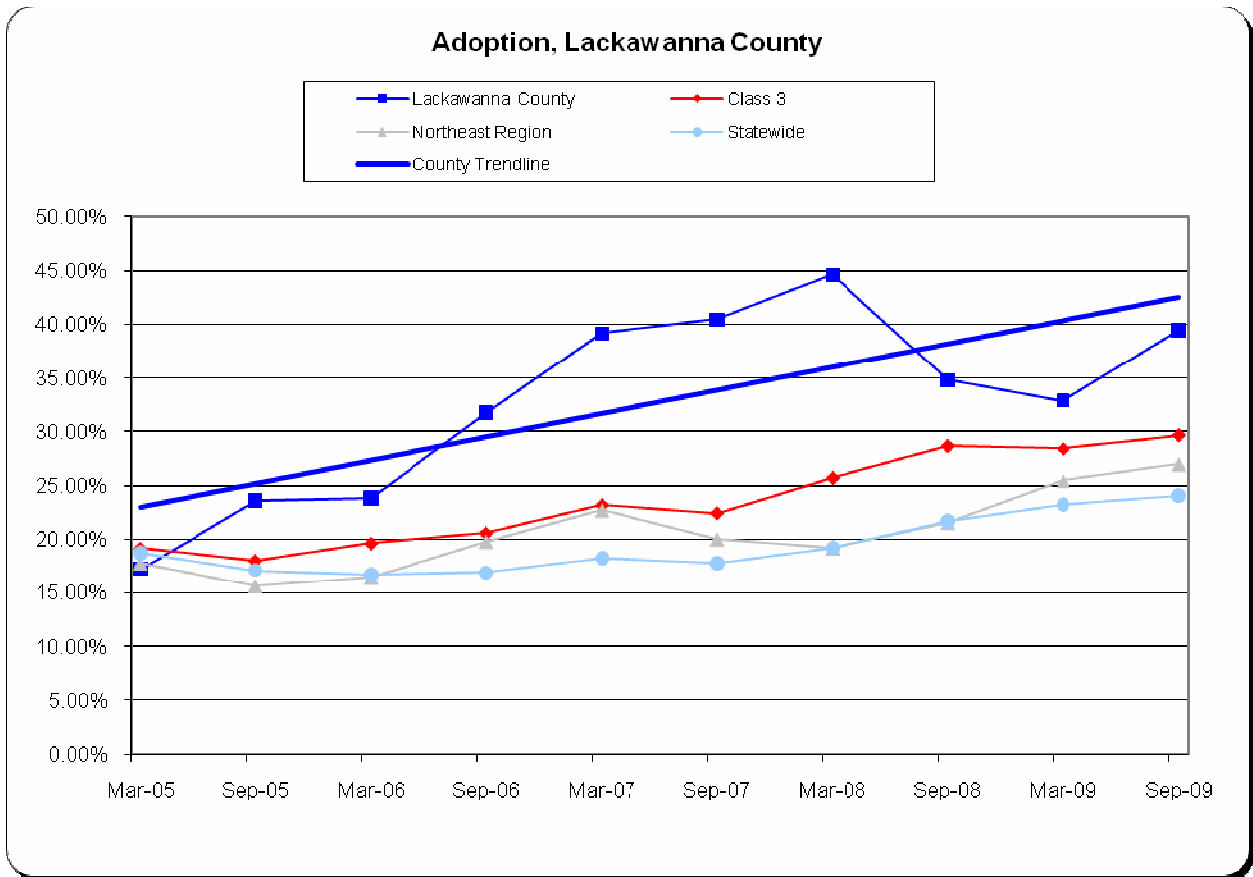
If the county's performance lags behind comparable county and/or statewide performance, what factors does the county believe have contributed to this result? What actions is the county taking to improve its performance?

See above

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

## LACKAWANNA COUNTY

### 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?

The County exceeds the class, region and State in this measure.

□ 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?

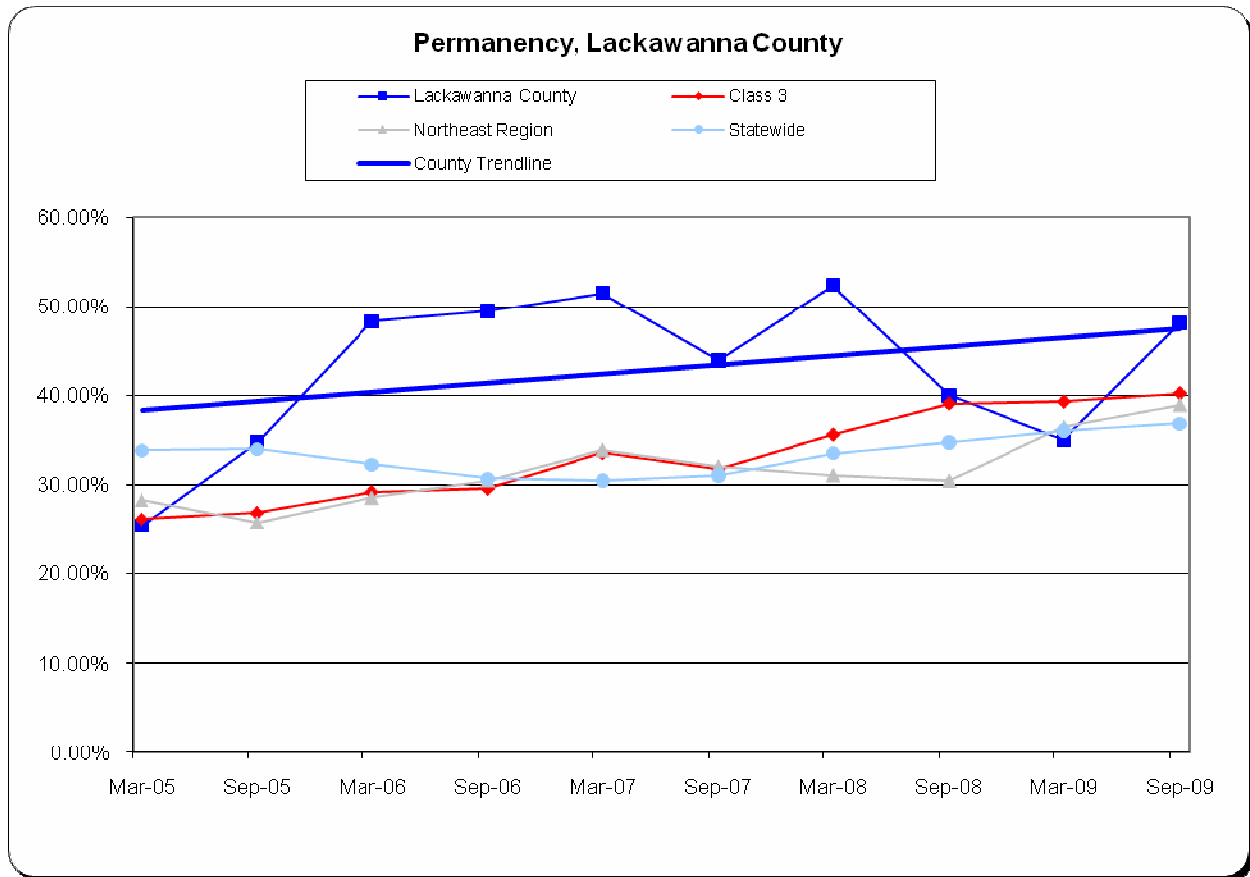
The intensive treatment model of the courts paired with alternate dispute resolution such as mediation and to a lesser degree pre-trial conferencing has facilitated timeliness to permanency.

□ 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?

Children entering the CYS system as teens or who have been in the system prior to the shift in practice generally have slower routes to permanency than other populations. The agency is actively using family finding for these youth along with FGDM to identify permanent resources.

## LACKAWANNA COUNTY

### 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?

The County exceeds the class, region and State in this measure with the exception of March 2009 which was when the shift to generalization occurred.

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?

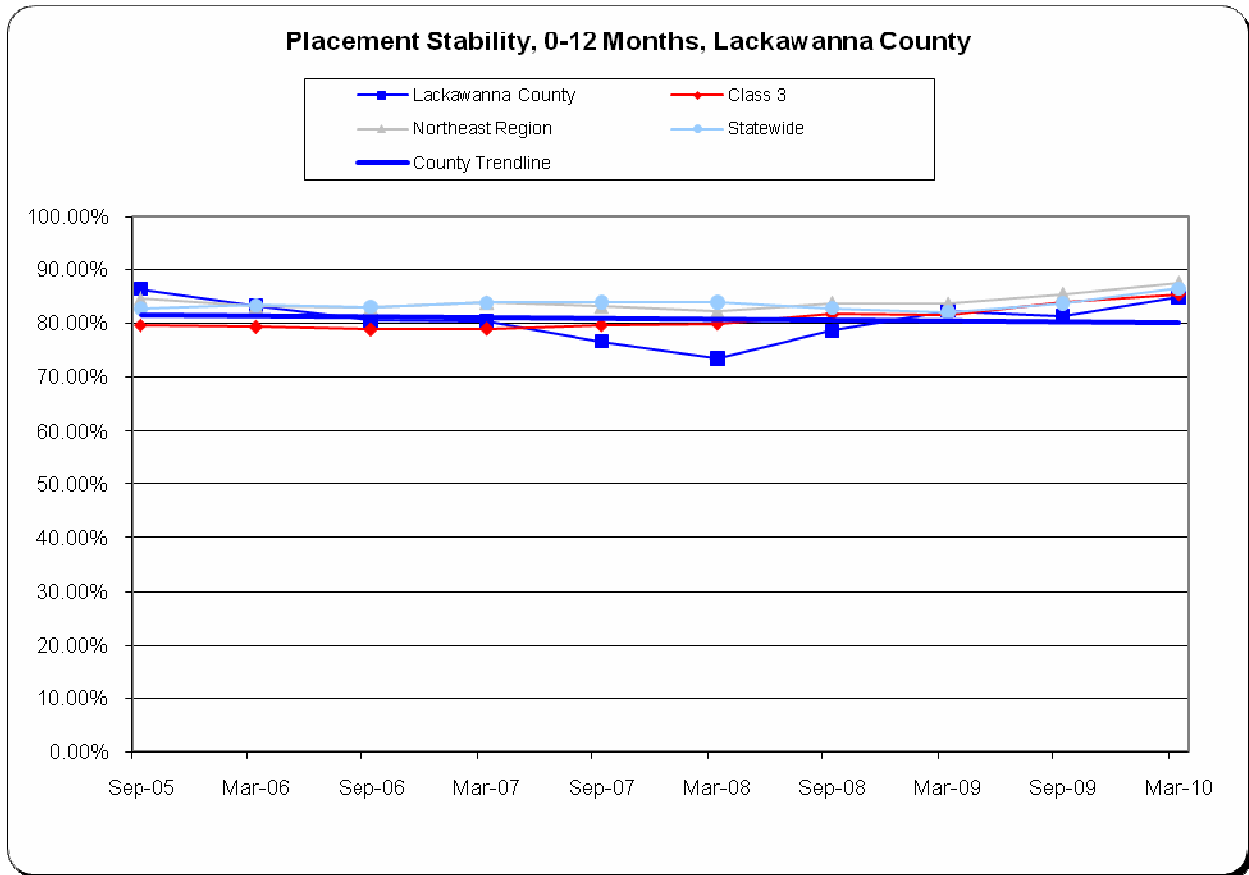
See above

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

See above

## LACKAWANNA COUNTY

### 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?

The County has continually made small improvements on this measure since the all time low in March 2008. This continues to be the largest struggle in the county. Requiring administrative review for any placement move has improved this measure, however, not to the degree hoped.

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

The County is within 2-3 percentage points of the Class, Region and State, however, underperforms all.

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?

## LACKAWANNA COUNTY

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?

As the county moved away from the previous philosophy of using placement as a preventative measure rather than for safety there have been less children coming into placement, however, those that did, manifested disproportionately more challenging behaviors than before. LCCYS foster parents were poorly trained for this shift and requested moves for many resolvable issues. Training has been enhance and expanded as well as better coordination between the ongoing worker and the foster parent's worker. In addition, one of the demands on the TLFR provider is to demonstrably improve placement stability among children they service.

□ 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?

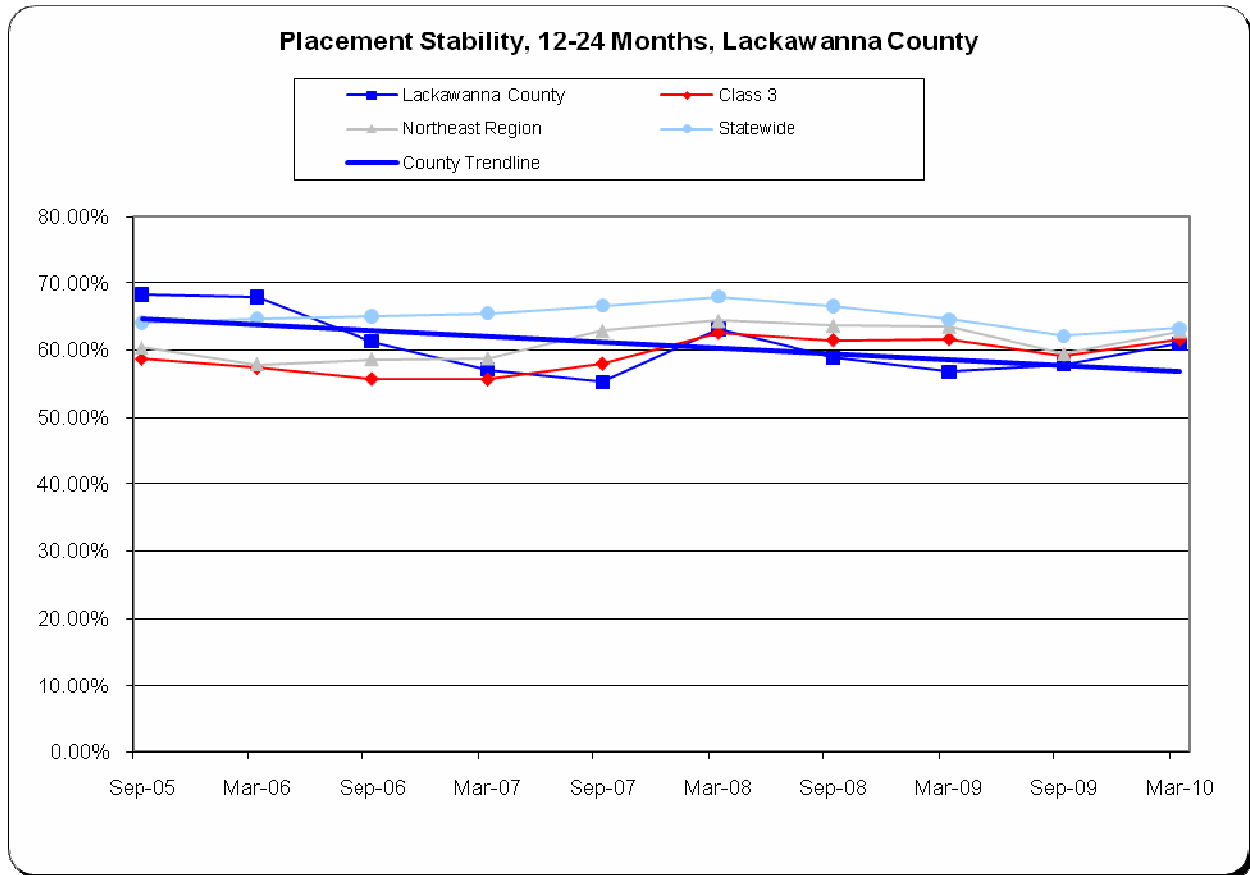
The largest disconnect from the rest of the Class, Region and State is stability after 24 months. There are several children that have been with the agency for 5 years and longer who have had numerous placement - some exceeding 20 placement moves. A review of these cases revealed numerous failures by the agency including but not limited to failure to engage absent parents, failure to find any relatives, termination of parental rights which in the current culture would not have happened. Because of these failures, the children's behavior has deteriorated to a point that engagement has been expectedly difficult. While the agency has tried to compensate for failures of the past by using all resources to engage family members for these youth, many family members are unwilling to be a resource because of the behaviors. The shift in practice is largely responsible for maintaining placement stability.

□ 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?

When relatives are unable to be found in that timeframe, children are placed (or remain) in emergency foster homes. Within 72 hours the foster parent worker and family caseworker respond to the home and develop a plan of care for the child including educational planning and identify any supports the foster parent(s) may need to care for the child during the first 45 days of placement. The agency is requiring that better communication occur between the foster parent worker and family worker to ensure better placement matches and consequently stability.

## LACKAWANNA COUNTY

### 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?

Same as discussion regarding 0-12 months

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

Same as discussion regarding 0-12 months

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?

## LACKAWANNA COUNTY

Same as discussion regarding 0-12 months

- 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?

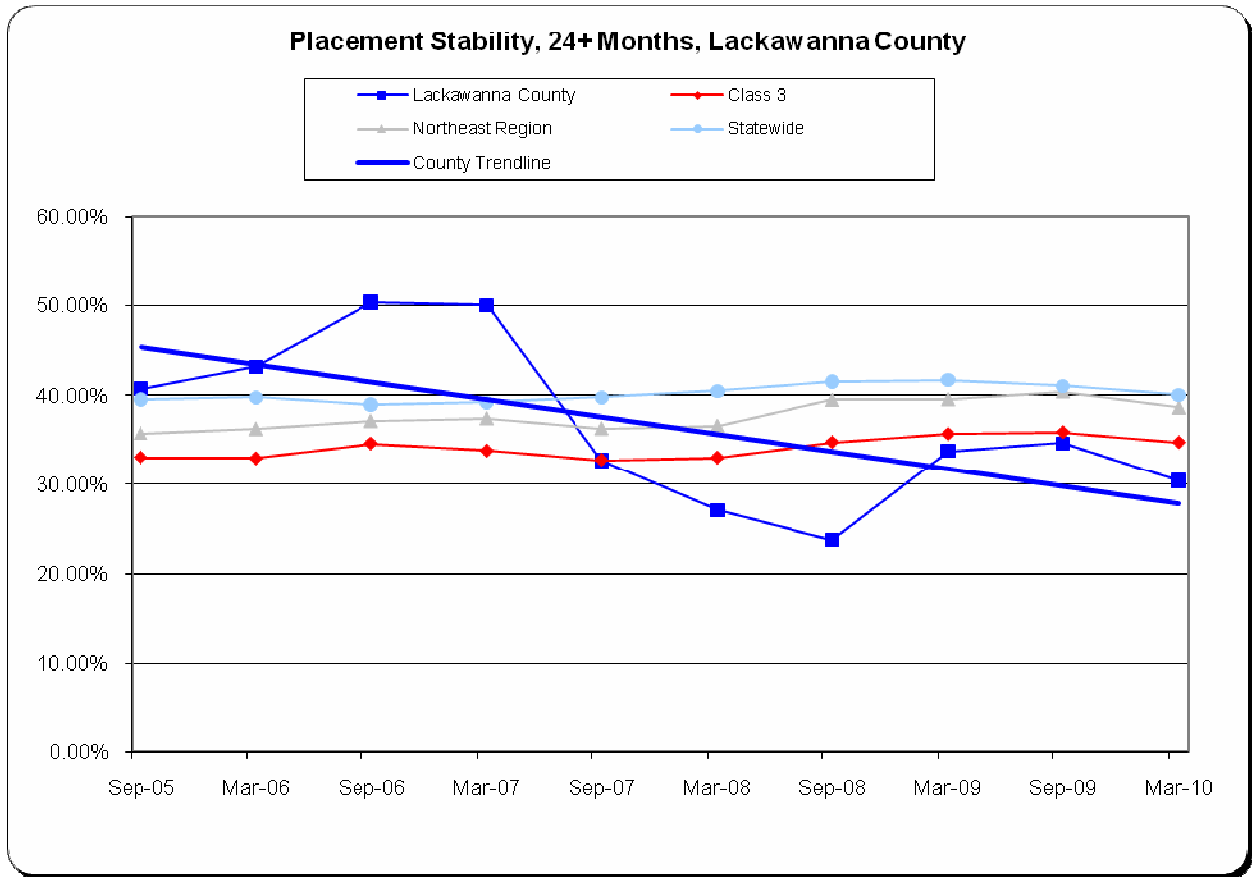
Same as discussion regarding 0-12 months

- 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?

Same as discussion regarding 0-12 months

LACKAWANNA COUNTY

**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?

Same as discussion regarding 0-12 months

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

Same as discussion regarding 0-12 months

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?

## LACKAWANNA COUNTY

Same as discussion regarding 0-12 months

- 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?

Same as discussion regarding 0-12 months

- 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?

Same as discussion regarding 0-12 months

**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).

Lackawanna County Children and Youth Services (LCCYS) has continued to facilitate and participate in activities to expand services through greater community collaboration. The ARTS Engage Program which this summer has expanded through contributions of the Juvenile Probation Office, Sheriff's Department, and the Department of Parks and Recreation has now serviced over 1000 youth as a preventative service for CYS clients, JPO youth and at risk community youth. Data is currently being processed from the pre-tests and post-tests along with academic and attendance records to measure the efficacy of the program as a whole and the individual program outcomes under the umbrella of ARTS Engage. The analysis of the records is incomplete at the time of this writing, however will be entered into SPSS to measure statistically significant changes from the pre and post test as well as the academic records.

### **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.

The major outcomes that the agency is focusing on is placement stability and reduction of out-of-home placement

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

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).

While significant strides have been made in reducing out-of-home placements, placement stability has not been achieved to the same degree of success. TLFR and the expansion of the Diagnostic/Clinical unit is expected to both reduce the duration of placement while increasing placement stability. With the acquisition of SPSS licenses for Administration and QA all outcomes will be tracked in real time. In addition, the Diagnostic/Clinical Unit is partnering with the University of Scranton to track outcomes.

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.

### **5-4a. Family Engagement in Case Planning**

Since adopting a strength based/family engagement model of practice most workers have reported a greater deal of success in working with their families. Statistically, out-of-home-placements remain 40% lower than prior to the change, including the use of more restrictive placements. Resources allocated for out-of-home-placement have been reallocated to in home services. Some of the most difficult and long-standing families, thought to be hopeless by many in the field, have made remarkable strides in keeping their children safe through completion of their plans since the change in agency practice/philosophy.

While the agency has made great strides in adopting a strength based philosophy, several senior workers and supervisors revert to the older deficit based system when facing challenges. This is particularly evident when a FGDM plan must be incorporated into the Family Service Plan or if a FSP constructed by a FGDM conference needs to be modified. Some workers continue to modify the plan unilaterally without reconvening the Family Group. The agency is using QA to identify these areas of development which then allows administration to construct correction plans and or determine the level of authority necessary to ensure consistent application of the practice.

### **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.

CYS continues to improve in this area as FGDM referrals are managed by the FGDM coordinators. Conferences are often coordinated for the youth using their purpose and their list of family and friends they wish to be invited. The Family Service Plans for these youth are indicative of this.

Family Finding is another initiative that CYS is using to involve youth although improvement is needed in this area. The designated Family Finders in the agency are not having difficulty connecting with the youth or finding family for them. The problem is with the caseworkers understanding the importance of incorporating these new connections into the youth's life and how to achieve this. There have been cases where the caseworker and Family Finder work cooperatively with the youth in case planning thus producing youth driven plans. However, this is an area that needs improvement as many caseworkers have not adopted an engagement model of practice and do not understand the importance of a client driven system. QA will continue to identify these areas of concern so administration can plan for the necessary support in this area of weakness and/or construct correction plans after training and support has been offered.

#### **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.

LCCYS has expanded the Independent Living Program over the past two years without increasing staff. The principal methods to achieving the IL expansion were as follows:

- Transferring personnel expense for the IL Caseworker from the Chaffee Grant to ACT 148 funds. The transfer allowed more funds to be utilized for transition services and stipends.
- LCCYS utilized IL funds to cover a variety of expenses,. The flexibility of the stipend funds allows LCCYS to provide support based on the individualized needs of the transitioning youth. Some examples of the diverse use of IL Funds include:
  1. Lap top computers for youth entering secondary education or training programs
  2. Supplies for school or training such as books, lab costs, tools, hair
  3. Fees and expenses for school or job training
  4. Additional room and board expenses
  5. Tools for trade school
  6. Home furnishings / supplies
  7. Clothing for job requirements or interviews etc
- Incorporating the IL Transition process into regular case activity and the concurrent planning process:
  1. Each child in substitute care at the age of 15.5 is reviewed by the agency's ASFA Board and referred for a pre-transition needs assessment. Once the assessment is completed the case is again staffed by the ASFA Board and a pre transition plan is developed and incorporated into the child's FSP. In many cases the pre transition plan is completed through a partnership with Families United Network (FUN). The partnership allows FUN to incorporate the pre-transition services into SWAN services for those children deemed appropriate.

## LACKAWANNA COUNTYLACKAWANNA COUNTY

2. Future transition services are determined by the individual needs of each case however, most children remaining in foster care are referred to appropriate transition services at age 17. Services may be provided by LCCYS's Independent Living Caseworker or referred to appropriate community services such as MHMR or other approved provider for IL services.
  3. Throughout FY 2009/2010 LCCYS supplemented transition services by referring some youth to agency Homemakers and/or Social Service Aids to assist in the teaching and support of life skills.
  4. Partnering with community service providers to provide IL services: some examples includes MHMR assigning a transition case manager; Good Will Industries; United Neighborhood Center's Post Foster Care Program, EOTC etc.
- Utilizing promising practices to access additional familial and community supports. Some examples are:
    1. Family Group Decision making (FGDM)
    2. Family Finding
    3. MST
    4. Mediation
    5. Intensive Reunification (IR) Court
      - Implementing the United Neighborhood Centers Post Foster Care Program. Through this program transitioning youth establish individual domiciles with the support and encouragement of UNC staff. UNC holds the lease and is responsible for the rent and making sure the transitioning youth has all necessary furnishings and supplies. The transitioning youth then works with UNC staff as well as other community based organizations to obtain employment. Throughout the process the youth takes incrementally more and more responsibility culminating in independence. In most cases the youth is then allowed to establish a private lease with the landlord with whom they have developed a relationship.

Through implementation year 2010/2011 LCCYS must work to further develop the practice skills needed to engage pre-transitioning youth. Areas of need include:

- Improved communication and coordination with school personnel to ensure pre-transitioning youth are enrolled in the right courses to achieve their transition goals.
- increased knowledge of transition needs such as the college application process and financial aid process
- Improving coordination and communication with community based services for transitioning youth such OVR, EOTC, Good Will Industries, Allied Services etc.

In order to meet personnel barriers LCCYS will utilize the PA Child Welfare Training Program as well as internal staff to provide training and TOL activities. Furthermore, in order to improve the communication and collaboration with outside entities, LCCYS will present transition services to the Center for Family Engagement in order to develop further connection and collaboration with community based partners and schools.

LCCYS will also reassign a Homemaker/Aid to the current staff compliment in order to provide IL Life Skills training and support to both pre-transition and transitioning youth. The Homemaker/Aid will also assist LCCYS in entering IL Data into the database.

**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.

LCCYS ensures implantation of concurrent planning through the LCCYS ASFA Board and Judicial oversight during permanency reviewers.

1. ASFA Board

The LCCYS ASFA was created to provide for administrative oversight of the concurrent planning process on placement cases as well as to provide an opportunity for caseworkers and supervisors to learn through a group supervision model.

The ASFA Board consists of Administrative staff, Supervisors and caseworkers. ASFA reviews are held at key decision making points throughout the casework process. See chart below:

<b>Time interval</b>	<b>Those present / Activity</b>
Pre Placement	Administrative approval must be made for all placements. Issues discussed include reasonable efforts, kinship options, FGDM etc.
4 month Concurrent Planning Meeting	Includes administration, assigned caseworker and supervisor; foster care caseworker and supervisor and any other supervisor presenting a case that day. The board reviews reasonable efforts to date; identifies barriers to permanency and develops plans to overcome such barriers; establishes a formal concurrent plan.
10 month Concurrent Planning Meeting	Includes administration, assigned caseworker and supervisor; foster care caseworker and supervisor and any other supervisor presenting a case that day. The board reviews reasonable efforts to date; identifies barriers to permanency and develops plans to overcome such barriers; establishes a formal concurrent plan. Decisions regarding goal changes are also made during this meeting.
Independent Living Review	Includes administration, assigned caseworker and supervisor; foster care caseworker and supervisor; any other supervisor presenting a case that day and the IL caseworker. IL Reviews occur immediately following a placement of a child 15.5 or older or at the time a child in care turns 15.5 years of age. The board makes a determination on the need for pre-transition services as well as the means to obtain such services.

A second IL Review is completed when each child turns 17 to review the

need for transition services.

The ASFA Board has been an essential component of LCCYS's transition to a generic agency. Throughout the transition period multiple units previously unfamiliar with the concurrent planning process needed to be trained in permanency practice. The ASFA Board provided a vehicle to train both supervisors and caseworkers.

2. Judicial Oversight / Permanency Hearings

LCCYS uses a three month Permanency Review Hearing schedule on tradition court cases as well as mediation cases. Intensive Reunification (IR) Court use a six month permanency review schedule because the judge has weekly contact with all parties thereby achieving the intent of the three month calendar.

Each Judge hearing Dependency cases has familiarity with the concurrent planning process and asks caseworkers to present their concurrent plan which is documented on the record.

## LACKAWANNA COUNTY

### Section 6: Administration

#### 6-1b. Employee Benefit Detail

Employee benefits include health insurance (First Priority, Aetna or Geisinger HMO); dental (United Concordia); prescriptions (Xpress Scripts); vision (Davis Vision / Blue Cross); and life (Guardian). Plans are offered for family, single, employee and spouse, employee and children, and single parent with one child. First Priority, Aetna and Xpress Scripts are self insured plans. The employer / employee costs are calculated by an actuarial consulting firm and are based on statistics, fee schedules and actual number of employees participating in the plan. Juvenile Probation, Adult Probation and Domestic Relations were awarded a 3% salary increase each of the following four calendar years following arbitration. The current CYS contract is being reopened for financials for the remaining two years of the collective bargaining agreement. Because of the previously cited arbitration decisions it is likely that a 3% request will be made for the remaining two years and the request will be granted given the recent arbitration finding.

#### 6-1d. Organizational Changes

Note any changes to the county's organizational chart.

No Changes

#### 6-1e. Staff Evaluations

As part of the new hiring/training process all new hires are evaluated at 3 months prior to release to their respective units and then prior to removal from probation. This evaluation is based upon an audit of a sample of their cases by QA in conjunction with the worker's current supervisor, the Training/QA supervisor and a member of Administration.

During the FY2010/11, LCCYS will be collaborating with the University of Scranton to enhance employee evaluation. The University of Scranton will provide a class consisting of 25 students throughout the Spring 2011 semester to create professional appraisal documents and update existing agency evaluation documents for up to one dozen job classifications within the agency.

Accurate program and performance evaluations are an iatrical component to LCCYS overall goals to implement best practice standards, professionalize staff, improve supervisory staff abilities, and improve outcome measures for families within Lackawanna County. Identified LCCYS staff will engage University of Scranton students in the process of detailing clear job descriptions, roles, responsibilities and expectations which will include research, records reviews and interviews. Once complete, the work to create detailed performance appraisals and update existing agency evaluation documents will proceed. The documents once complete will be utilized by LCCYS supervisory staff to train employees, communicate clear expectations for job performance, assess performance on an ongoing basis, assess abilities, strengths and deficits that may exist, develop training goals for staff and be used to more accurately complete civil service mandated Employee Performance Reviews.

Until that project is complete, an evaluation guide is being prepared for Caseworker Performance Evaluation and the Supervisor Performance evaluation to ensure that employees are being measure by quality of engagement skills in addition to the traditional task completion and knowledge base measurements. Supervisors will have their evaluation completed by committee in conjunction with a QA audit.

## LACKAWANNA COUNTY

### **6-1f. Contract Monitoring & Evaluation**

The Quality Assurance unit oversees the contract process and follows the provisions established in the §3170's. Starting this fiscal year the county requested bid proposals in writing for professional services. LCCSY evaluates the quality of the program, number of children to be served, and the cost. All providers are required to submit copies of their certificate of insurance and state license or resume.

All purchased providers are evaluated for their compliance to Title IV-E policies and procedures. Contracts are approved and signed by the commissioners. Copies are maintained in a central filing system.

LACKAWANNA COUNTY

**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: Libassi Mediation Service	301 WEST GROVE STREET CLARKS SUMMIT, PA. 18411 570-558-1002	Anthony Libassi	168	\$192,712
2: Chet Muklewicz, Ed.D	1030 MARION ST. SCRANTON, PA. 18506 570-961-0600	Chet Muklewicz	49	\$120,000

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: Families United Network	POST OFFICE BOX 264 MUNCY, PA. 17756 570-546-6777	Tom Neuhard	125	\$373,452

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: Youth Services Agency	1398 STATE RT. 903 SUITE 1 JIM THORPE, PA. 18229 570-325-2020	William Pitcavage		\$420,054

## LACKAWANNA COUNTY

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

Libassi Mediation Services coordinates all dependency and non dependency mediation. In addition, the service provides the service planning coordination for all three Intensive Reunification Courts.

Chet Muklewicz, Ed. D provides the Family Peace Program for the Status Offence Court. This is a Parent Education program that teaches or restores parental hierarchy in the family. It has been largely successful in reducing the number and duration of placement for ungovernable, and/or truant youth.

Dr. Muklewicz must file statistics showing youth in instruction, time in Status Offence Court, days of out of home placement if any.

Family United Services is the primary purchased foster care service provider primarily used for kinship certification and training. In addition as a SWAN affiliate provides Child Profiles and Independent Living Assessments.

Youth Services Agency provides a challenge program primarily for delinquent youth, however, it is used for short duration placements in the Status Offence Court in coordination with the Family Peace Program.

### **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.**

**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**

LACKAWANNA COUNTY

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			
New implementation for 2010-11 (did not receive funds in 2009-10)			
Funded and delivered services in 2009-10 but not renewing in 2010-11			
Requesting funds for 2011-12 (new, continuing or expanding)	<b>New</b>	<b>Continuing</b>	<b>Expanding</b>

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			
FY 2011-12			

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.

LACKAWANNA COUNTY

*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?

*Response:*

**Complete the following table for each applicable year.**

	0607	0708	0809	0910	1011	1112
Target Population						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

**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:*

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:*

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

*Response:*

If there were instances of underspending 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:*

**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

## LACKAWANNA COUNTY

factors influencing this decision. This may include age, location, type or reason for placement, whether it is county-wide, school district focused, etc.

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

*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.

*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 or transfer/shift requests)

*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.

*Response:*

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)

*Response:*

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

*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)

*Response:*

LACKAWANNA COUNTY

**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.

*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?

*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)

*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:

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

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			
FY 2011-12			

LACKAWANNA COUNTY

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:*

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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

**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:*

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:*

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

*Response:*

If there were instances of underspending 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.

## LACKAWANNA COUNTY

*Response:*

**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.

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

*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.

*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 or transfer/shift requests)

*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.

*Response:*

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)

*Response:*

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

*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.

## LACKAWANNA COUNTY

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

*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.

*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?

*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)

*Response:*

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

*Response:*

LACKAWANNA COUNTY

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

Please indicate which type of request this is:

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

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			
FY 2011-12			

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:*

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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

LACKAWANNA COUNTY

**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:*

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:*

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

*Response:*

If there were instances of underspending 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:*

**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.

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

*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.

*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 or transfer/shift requests)

*Response:*

## LACKAWANNA COUNTY

**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.

*Response:*

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)

*Response:*

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

*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)

*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.

*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?

*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)

*Response:*

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

LACKAWANNA COUNTY

*Response:*

LACKAWANNA 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			
New implementation for 2010-11 (did not receive funds in 2009-10)			
Funded and delivered services in 2009-10 but not renewing in 2010-11			
Requesting funds for 2011-12 (new, continuing or expanding)	<b>New</b>	<b>Continuing</b>	<b>Expanding</b>
	<b>0</b>	<b>\$116,800</b>	<b>0</b>

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	\$116,800	0	\$116,800
FY 2011-12			\$116,800

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:*

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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

## LACKAWANNA COUNTY

### **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:*

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:*

Expenditures for FGDM

Last year the grant money for FGDM was used for salary and benefits for two CYS employees who coordinate and facilitate conferences. It was also used for renting conference sites, food and travel expenses for participants. CYS overspent last year.

This year CYS is not overspending because many of the conferences are held at a community center that is free and we have obtained county vehicles that have eliminated many travel expenses for employees. The current grant is still being used for the salary and benefits of the two coordinator/facilitator positions and food for the conferences

*Response:*

If there were instances of underspending 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:*

### **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.

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

*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.

*Response:*

## LACKAWANNA COUNTY

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 or transfer/shift requests)

*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.

*Response:*

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)

*Response:*

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

*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)

*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.

*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?

*Response:*

## LACKAWANNA COUNTY

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)

*Response:*

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

*Response:*

LACKAWANNA COUNTY

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

Please indicate which type of request this is:

Request Type	Enter Y or N		
Renewal from 2009-10			
New implementation for 2010-11 (did not receive funds in 2009-10)			
Funded and delivered services in 2009-10 but not renewing in 2010-11			
Requesting funds for 2011-12 (new, continuing or expanding)	<b>New</b>	<b>Continuing</b>	<b>Expanding</b>
	<b>\$130,000</b>	<b>0</b>	<b>0</b>

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	0	0	\$130,000
FY 2011-12			\$130,000

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:*

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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

## LACKAWANNA COUNTY

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

While this is an actual continuance from the last fiscal year, LCCYS had absorbed the expenditures in its base because we were uncertain of our ability to engage community providers based upon our initial trainings and correspondences. This fiscal year, Lackawanna County Children and Youth Service (LCCYS) will partnership with community agencies to implement this evidence based practice in Lackawanna County. Six community members, including four from LCCYS, have already been trained as FDC instructors and eleven as FDC portfolio advisors. Lackawanna County Children and Youth Services will provide trainers, pay for community agency trainers participation, portfolio advisors, and space for the 90 hour course to take place. Other expenses to be incurred by Lackawanna County Children and Youth Services will be supplies, including copying, program support fees, worker handbook with shipping costs, credentialing fees and refreshments for classes and marketing/recruitment along with financial incentives to community agencies to ensure the required 25% of each class consist of participants outside LCCYS.

Once classes have begun and the program structure is established within Lackawanna County, a long term goal will be to partnership with a community agency to assume the day to day responsibilities and implementation of the program. Through ongoing financial support from Lackawanna County Children and Youth Services and inclusion within the counties contracts with service providers, ongoing existence of the FDC program and practices within the community will be ensured. LCCYS will continue to collaborate and support the programs existence within the community once the practice is adopted by the community as evident within policies and protocols of local community agencies.

FDC has pioneered the paradigm shift from the deficit model of family assistance to an empowerment based model of family engagement. This paradigm shift is a crucial step that needs to be taken within Lackawanna County to improve and enhance community services within the county. Through interagency collaboration, strength based assessment, cultural competence and self empowerment community participants along with LCCYS employees who participate in FDC will gain individual skills and improve their perspective agencies organizational capacities to provide sound practice and services to the community, ultimately improving outcomes for families.

*Response:*

### **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.

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

*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.

## LACKAWANNA COUNTY

*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 or transfer/shift requests)

*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.

*Response:*

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)

*Response:*

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

*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)

*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.

*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?

## LACKAWANNA COUNTY

*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)

*Response:*

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

*Response:*

LACKAWANNA COUNTY

**6-3a. Evidence Based Programs: Family Finding**

Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2009-10				
New implementation for 2010-11 (did not receive funds in 2009-10)				
Funded and delivered services in 2009-10 but not renewing in 2010-11				

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			

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:*

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
Target Population					
# of Referrals					
# Successfully completing program					
Cost per year					
Per Diem Cost/Program funded amount					
# of MA referrals					
# of Non MA referrals					
Name of provider					

LACKAWANNA COUNTY

**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:*

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:*

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

*Response:*

If there were instances of underspending 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 FY 2010-11.

*Response:*

**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.

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

*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 or transfer/shift requests)

*Response:*

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)

## LACKAWANNA COUNTY

*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)

*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)

*Response:*

LACKAWANNA COUNTY

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

Please indicate which type of request this is:

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

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			
FY 2011-12			

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:*

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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

LACKAWANNA COUNTY

**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:*

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:*

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

*Response:*

If there were instances of underspending 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:*

**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.

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

*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.

*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 or transfer/shift requests)

*Response:*

## LACKAWANNA COUNTY

**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.

*Response:*

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)

*Response:*

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

*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)

*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.

*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?

*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)

*Response:*

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

LACKAWANNA COUNTY

*Response:*

LACKAWANNA 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.

**PaPP Dependent**

Program Name:

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

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 PaPP 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			
FY 2011-12			

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:*

Explain why the change is requested. What are the deciding factors to move from the originally requested program to another? 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						

LACKAWANNA COUNTY

# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

**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:*

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:*

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

*Response:*

If there were instances of underspending 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:*

**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.

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

*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.

## LACKAWANNA COUNTY

*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 or transfer/shift requests)

*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.

*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 experience with the provider agency. Provide a timeline for any changes or new program implementation.

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

*Response:*

**FY 2010-12** Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification.

*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)

*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.

*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?

*Response:*

## LACKAWANNA COUNTY

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

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

*Response:*

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

*Response:*

LACKAWANNA COUNTY

**PaPP Delinquent**

Program Name:	
---------------	--

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

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 PaPP 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			
FY 2011-12			

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:*

Explain why the change is requested. What are the deciding factors to move from the originally requested program to another? 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						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						

LACKAWANNA COUNTY

# of MA referrals						
# of Non MA referrals						
Name of provider						

**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:*

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:*

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

*Response:*

If there were instances of underspending 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:*

**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.

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

*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.

*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 or transfer/shift requests)

## LACKAWANNA COUNTY

*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.

*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 experience with the provider agency. Provide a timeline for any changes or new program implementation.

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

*Response:*

**FY 2010-12** Renewing counties may reply with “same as above” unless expanding or decreasing the services, which requires further information and justification.

*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)

*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.

*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?

*Response:*

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

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

*Response:*

LACKAWANNA COUNTY

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

*Response:*

LACKAWANNA COUNTY

**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:

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

Budget	\$ amount
FY 2010-11 Approved Budget	
FY 2011-12 Budget Request	

**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.

*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.

*Response:*

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

*Response:*

If there were instances of underspending 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:*

## LACKAWANNA COUNTY

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

Describe the programs for dependent and delinquent youth which:

- 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.

**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 or revising prior outcomes, which requires further information and justification.

*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)

*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.

*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 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)

*Response:*

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

*Response:*

LACKAWANNA COUNTY

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)

*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.

*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?

*Response:*

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

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

*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.

Program Name:

Request Type	Enter Y or N		
	New	Continuing	Expanding
New implementation for 2010-11			
Requesting funds for 2011-12 (new, continuing or expanding)			

LACKAWANNA COUNTY

Budget	\$ amount
FY 2010-11 Approved Budget	
FY 2011-12 Budget Request	

Complete the following table for each applicable year.

	0607	0708	0809	0910	1011	1112
Target Population						
# of Referrals						
# Successfully completing program						
Cost per year						
Per Diem Cost/Program funded amount						
# of MA referrals						
# of Non MA referrals						
Name of provider						

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.

**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. Describe the provider’s capacity to serve additional youth.

*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)

*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.

*Response:*

## LACKAWANNA COUNTY

Describe how the program will be implemented or operated for services from the identification and referral process through program completion. Discuss the agency's experience with the provider agency. Provide a timeline for any changes or new program implementation.

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

*Response:*

**FY 2010-12** Renewing counties may reply with "same as above" unless expanding or decreasing the services, which requires further information and justification.

*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)

*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.

*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?

*Response:*

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

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

*Response:*

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

*Response:*

LACKAWANNA COUNTY

**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
	\$3,665	

- Describe the how the number of youth was determined.

LACKAWANNA COUNTY

**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.

Mark "X" in this column	Services
X	A. Needs Assessment/Case Planning
	B. Life Skills Training
	C. Prevention Services
	Dental/Health
	Drug Abuse Prevention
	Alcohol/Tobacco/Substance
	Safe Sex/Pregnancy
	D. Education
X	Vocational Training
	High School Support and Retention
	Preparation for GED
X	Assistance in Obtaining Higher Education
	E. Support
	Individual and Group Counseling
X	Stipends
X	Services for Teen Parents
	Mentoring
	F. Employment
X	Job Placement
	Subsidized Employment
X	G. Location of Housing
X	H. Room and Board
	I. Retreats/Camps
	J. Indirect Services
X	K. Program Administration

In the following forms, complete the form **for services marked with an "X" in the above table only**. Provide the requested information pertaining to each specific IL service to be provided by the CCYA. Enter all county IL services information in this template. In each service area table, list the estimated requested grant amount to be used for IL services. Include the following in the estimate: staff costs to perform these services, the cost of materials and supplies and the cost to develop, implement and monitor implementation of these services unless adding in Indirect Services or Program Administration.

For each IL service **marked with an "X" in the above table**, estimate the number of in care; delinquent, discharged and total youth (unduplicated counts) who will receive IL services.

## LACKAWANNA COUNTY

<b>IL Services (federal, state, local)</b>	<b>\$ amount</b>
FY 2010-11 Approved Budget *	\$66,203
FY 2011-12 Budget Request *	\$66,203

\* These amounts must match the amounts on the county's budget worksheets.

Describe the county's expenditures history for IL Services for FY 2006-07, 2007-08, 2008-09 and 2009-10. What factors contributed to the successful or unsuccessful spending of grant funds for each year? Starting in FY 08/09, salaries and benefits for the IL caseworker were reclassified to ACT148 for reimbursement, leaving more funds for stipends, etc. Spending on IL youth has risen from \$20K per year to \$50K.

If there were instances of underspending of prior years grant funds, describe what changes have occurred to ensure that grant funds for this program/service are maximized and effectively managed.

### A. Needs Assessment/Case Planning

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

<b>Service</b>	<b>Budget Request (\$)</b>	<b>In Care Youth*</b>	<b>Delinquent Youth*</b>	<b>Discharged Youth*</b>	<b>Total Youth*</b>
Needs Assessment/Case Planning		67	0	8	75
<b>Total</b>		67	0	8	75

\* Enter unduplicated youth count only.

Describe how the needs assessment/case planning process will be delivered; who will deliver the activities (provider or agency staff); what tool(s) will be used; and the frequency of the activity for or with youth.

Ansel-Casey assessments for pre-transition youth age 15 to 17 provided by Families United Network.

Describe how the costs to provide the activities are determined.

### B. Life Skills Training

LACKAWANNA COUNTY

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Life Skills Training		67	8	0	75
<b>Total</b>		67	8	0	75

\* Enter unduplicated youth count only.

Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how life skills training will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth. IL curriculum used based on youth's reading level with focus on improving teens reading abilities.

Describe how the costs to provide the activities are determined.

C. Prevention

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Dental/Health					
Drug Abuse Prevention		67	0	8	75
Alcohol/Tobacco Substances		67	0	8	75
Safe Sex/Pregnancy		67	0	8	75
<b>Total</b>					

\* Enter unduplicated youth count only.

Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

LACKAWANNA COUNTY

Describe how prevention services will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth.  
 CYS utilizes community programs to provide prevention services based on successful programming for many years.

Describe any additional prevention services provided to the youth that are not listed above and who will provide those services.  
 Nono

Describe how the costs to provide the activities are determined.

D. Education

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Vocational					
High School Support and Retention		10	0	0	10
GED		5	0	4	9
Assistance in Obtaining Higher Education		25	0	4	29
Education and Training Grant (ETG) Provision and Retention		35	0	8	43
<b>Total</b>		75	0	16	91

\* Enter unduplicate youth count only.

Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how education services will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth.  
 IL worker plus assistance from school program staff and E.O.T.C. Job Center.

LACKAWANNA COUNTY

Describe any additional services provided to the youth that are not listed above and who will provide those services. IL worker assists youth in completing all grants and scholarship applications.

Describe how the costs to provide the activities are determined.

E. Support Services

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)		In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Individual and/or Group Counseling			0	0	0	0
Stipends			67	0	8	75
Services for Teen Parents			0			
Mentoring			0	0	0	0
<b>Total</b>			67	0	8	75

\* Enter unduplicated youth count only.

Estimate the number of youth who the county will refer to the SWAN prime contractor for the following services related to permanent connections.

SWAN	
	No. of Youths
<b>Child Profile:</b>	60
<b>Child Preparation:</b>	60
<b>Child Specific Recruitment:</b>	60

Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how support services will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth. CYC worker plus community program.

## LACKAWANNA COUNTY

Describe any additional services provided to the youth that are not listed above and who will provide those services.

Provide youth attending educational programs with laptops.

Describe how the costs to provide the activities are determined.

Based on market price and number needed.

### F. Employment

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Job Placement		67	0	8	75
Subsidized Employment		0	0	0	0
<b>Total</b>		67	0	8	75

\* Enter unduplicated youth count only.

Mark with an "X" the types of subsidized employment services which will be offered, and whether the subsidy will be full or partial.

Subsidy Type	Offered	Full	Partial
Summer Employment	X	X	X
Agency Operated Only			
Tax Credits			
Other (describe: )	X		

Job Center Programs

Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how employment services will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth.

One-on-one with youth. Direct action plus on-going curriculum.

Describe any additional services provided to the youth that are not listed above and who will provide those services.

Bus passes provided to working teens.

Describe how the costs to provide the activities are determined.

LACKAWANNA COUNTY

Cost per youth based on number of bus passes needed.

G. Location of Housing

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file. **Do not request placement costs in this service area or grant.**

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Location of Housing		67	0	8	75
<b>Total</b>		67	0	8	75

\* Enter unduplicated youth count only.

Mark with an "X" the types of assistance which will be offered.

Assistance Type	Offered
Referral to public housing agency	X
Interview preparation	X
Application assistance	X
Accompany on inspection	X
Use local realtors as a housing resource	X
Other (describe: )	X

United neighborhood Centers provided 8 units of housing.  
 Estimate the percentage of the delivery method for this service area.

100%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how location of housing services will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth.

Describe any additional services provided to the youth that are not listed above and who will provide those services.

Describe how the costs to provide the activities are determined.

LACKAWANNA COUNTY

H. Room & Board

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Room and Board		0	0	15	15
<b>Total</b>		0	0	15	15

\* Enter unduplicated youth count only.

If the agency **does** provide youth with room and board, describe the frequency of staff contact with youth accessing these services.  
As often as needed and no less than 2 times every 3 weeks.

If the agency **does** provide youth with room and board, describe the period of time that youth can access the service, by type of assistance offered and whether a “step-down” approach will be used.  
From 18 to 21. Individualized assessment made based on need.

If the agency **does not** provide youth with room and board, describe what services are used to meet housing needs.

Describe how the costs to provide the activities are determined.

I. Retreats/Camps

Complete the table and estimate the unduplicated total number of youth who will receive the services. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Service	Budget Request (\$)	In Care Youth*	Delinquent Youth*	Discharged Youth*	Total Youth*
Retreats/Camps					
<b>Total</b>					

\* Enter unduplicated youth count only.

## LACKAWANNA COUNTY

Estimate the percentage of the delivery method for this service area.

%	%
Individualized Svcs.	Group or Classroom Svcs.

Describe how retreats/camps will be delivered; who will deliver the activities (provider or agency staff); what curricula will be used; and the frequency of the activity with youth.

Describe how the costs to provide the activities are determined.

### J. Indirect Services

Complete the table and breakout the costs for these activities. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

Indirect Service Type	Budget Request \$
Staff, Foster/Adoptive and other Residential Child Care Providers	
Community Outreach and Educational Efforts	
Interagency coordination to support IL activities and services at the local level	
System change efforts	
Other (describe: )	
<b>Total</b>	

Describe the indirect services provided by the county.

Describe any additional indirect services provided by the county and who will provide those services.

Describe how the costs to provide the activities are determined.

### K. Program Administration

Complete the table and breakout the costs for these activities. These totals must equal the amounts on the FY 11-12 IL Grant Request worksheet in the Budget Excel file.

LACKAWANNA COUNTY

Indirect Service Type	Budget Request \$
Staff providing direct services	
Program reporting costs	
Equipment, training materials, supplies, postage, facility expenses	
IL and Youth Advisory Board related travel	
Other (describe: )	

Explain the administrative costs of providing IL services and the drivers of these costs.

Describe any additional administrative costs of providing IL services that are not listed above and the drivers of these costs.

Describe how the costs to provide the activities are determined.

LACKAWANNA COUNTY

**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 the number of users needed for FY 2011-2012.

**Column Instructions**

**Column 1**

Provide the number of Accurint users that your county was allotted as of July 1, 2010 by DPW/OCYF. Counties should not create more user ID's than allotted. If you do not know the number of users your county is permitted, please contact the DPW/OCYF Accurint Manager listed in Appendix 10.

**Column 2**

Provide the number of additional Accurint users your county would like added for FY 2011-12. Before requesting additional users, counties should analyze their current usage. For assistance with an analysis, contact the DPW/OCYF Accurint Manager.

**Column 3**

Provide the total number of Accurint users your county would like for FY 2011-12. If your county is requesting additional users, this number is calculated by adding columns 1 and 2 together. If your county is requesting fewer users than you had in FY 2010-11, then this number is calculated by subtracting column 1 from column 2.

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>
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
5	0	5

Provide Justification for Column 2

Provide Justification for Column 3

## LACKAWANNA COUNTY

### 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?
  - 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.

The Children & Youth Services departments of Monroe and Lackawanna County are currently using a client-server solution utilizing MS Access and SQL Server, named Casetracker, that has been developed to facilitate agency-specific needs and policies over the course of several years and several developers.

The toolset, environment and contents of the application have been determined to be out of compliance with State and DPW technological standards. Due to the county-specific nature of much of the functionality in the system, DPW has also determined that the application is not sufficiently feature-rich to justify its continued use and has recommended that the users switch to an existing solution that is already compliant.

While this database has been a valuable asset for the last approximately 10 years, the development time to port this application to a web based system and address other areas of sustainability would be approximately two to three years which is not consistent with LCCYS or the States business model. LCCYS is using computer tablets in the field and at other remote offices (Center for Family Engagement, Visitation house, Schools(2010-11)) which requires real time access to agency data. Casetracker is not a web based application, therefore cannot provide such access. The agency is actively negotiating with Avanco to transfer our data to CAPS. It is estimated that the data conversion will occur late in the third quarter of SFY2010-11. In addition after the non repeating costs of data migration, CAPS will be a more cost effective solution.

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)?
  - 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.
  - 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

## LACKAWANNA COUNTY

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.

The initial cost of converting to CAPS for the first year was quoted at approximately \$120,000. Each consecutive year would cost approximately \$40,000, i.e., \$30,000 less than supporting Casetracker

**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 Form

Documentation of Participation by the Juvenile Court

Documentation of Participation by the Judiciary

**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, County Children and Youth Administrator, and Chief Juvenile Probation Officer and submitted with the FY2009-10 Needs Based Plan and Budget.

**COUNTY:** \_\_\_\_\_

These assurances are applicable as indicated below.

\_\_\_\_\_ Fiscal Year 2010 - 2011 Children and Youth Needs Based Plan and Budget Estimate and/or the

\_\_\_\_\_ Fiscal Year 2009 - 2010 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.**

**I. 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.

## **II. EXECUTIVE ASSURANCES**

### **In addition to the Common Assurances,**

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.

**THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS A 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 FUNDS TOTAL\$\_\_\_\_\_.**

**Signature(s)**

**County Executive/Mayor**

_____	_____	_____
Name	Signature	Date

**County Commissioners**

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

**III. DOCUMENTATION OF PARTICIPATION BY THE JUDICIARY**

**In addition to the Common Assurances:**

I/We assure that I/we had the opportunity to review, comment and/or participate to the level desired in the development of the Children, Youth and Families Needs Based Plan and Budget.

I/We assure that the plan accurately reflects the needs of children and youth served by the juvenile court.

I/We assure that the Juvenile Probation Office has actively participated in the development of the Children, Youth and Families Needs Based Plan and Budget.

Judicial Comments:

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**Juvenile Court Judge(s)/ Designee**

_____	_____	_____
Name	Signature	Date
_____	_____	_____
Name	Signature	Date

