

FY 2014-15 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 2014-2015 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.

Westmoreland County

**Needs Based Plan and Budget
FYs 2012-2013, 2013-2014, and 2014-2015**

Version Control	
Original Submission Date:	August 15, 2013
Version 2 Submission Date:	
Version 3 Submission Date:	
Version 4 Submission Date:	

Section 2: NBPB Development

2-1: Executive Summary

- ❑ Submit an executive summary highlighting the major priorities, challenges, and successes identified by the county since its most recent NBPB submission. The summary should include any widespread trends or staffing challenges which affect the county child welfare and juvenile justice service delivery, particularly those which impact all outcome indicators. Juvenile Justice Summary should provide an overview of Juvenile Justice System Enhancement Strategy (JJES) efforts, including any general data or trends related to Youth Level of Service (YLS) domains and risk levels.
- County may attach any County Improvement Plan (CIP) for detail and reference attachment.
- JPO Executive Summary components can be discussed under separate heading at the discretion of the county.
- CWDP counties need only provide responses not captured in their Initial Design and Implementation Report (IDIR).
- Counties interested in becoming Child Welfare Demonstration Project (CWDP) counties should express their interest in this section and should identify the Fiscal Year (2014-15 or 2015-16) of their intent. NOTE- Prospective counties will need to complete the questions in the CWDP Prospective County Information Appendix at the end of the Narrative Template.

Westmoreland County Children's Bureau

Priorities:

Westmoreland County Children's Bureau mission is to protect children from abuse and neglect, preserve families whenever possible and to ensure that every child under our care and supervision has a safe, stable home in which to grow and prosper. The agency's priorities are to continuously improve the outcomes of child safety, permanency and well-being and to enhance the provision of services.

Challenges:

Westmoreland County Children Bureau, in the past several years, has consistently served more children and families than previous years (see 3.2a chart). At the same time caseloads were rising and new initiatives were instituted by the agency/county, promulgated through legislation/bulletins and through the Administrative Office of Pennsylvania Courts (AOPC). The timing of implementing new initiatives, coupled with a significant increase in caseloads, directly impacts our turnover rate, which has resulted in dips in our performance in the timely achievement of permanency (see section 3.3c,d).

The agency administration independently and through the Pennsylvania Children and Youth Administrators Advisory Board and Association, partners with the Department of Public Welfare, Office of Children and Youth, and all other child-serving systems, in order to advance the child welfare system forward to improve outcomes for children and families and streamline processes in a more pro-active, planned manner that is reasonable and sustainable. Although there is a delicate balance in implementing change, in times of high caseloads and turnover, it is an

exciting time in child welfare, as we, finally reap the positive impact that these changes have on expediting permanency for our children and strengthening and empowering families.

Successes:

Despite these challenges, it is astonishing that through the extreme efforts of our staff, the agency has been able to consistently make improvements in our outcomes, as illustrated by the trend lines in section 3. The agency consistently outperforms the state, western region and class 3 counties in having the least amount of children in and out of home placement (as illustrated in the 5 year average in section 3). In the last year, our agency has surpassed all counties (3rd class, the western region and the state) in the timely achievement of permanency, and adoptions - based on the averages provided by Hornsby Zeller data (see charts in section 3-2). The agency has made remarkable improvements in placement stability, with a 16% increase in stability of placements 0-12mos over the past two years, and 5% improvement in the stability of placements 12-24 mos., over the past year.

The agency has celebrated our successes and enhanced operations through; agency driven initiatives; County led initiatives; the collaboration and support from the Western Region Office of Children, Youth and Families; the Administrative Office of Pennsylvania Courts, Division of Children, Youth and Families; Children's Roundtables; services and support through SWAN/Diakon; and technical assistance and support offered by the American Bar Association. All initiatives that have been instituted since our last submission are highlighted as follows:

Agency driven changes include the enhancement of our solicitor's roles and time and the development of an Implementation Committee.

As of April 1, 2013, the agency enhanced the solicitor's time, in order to attend all court proceedings and follow the life of the case, from start to finish and designated a lead, Chief Solicitor. The Chief is responsible for training the other two solicitors in any changes in agency policy, laws, regulations, bulletins, or dependency rules that impact expediting permanency. As of July 1, 2013, all new case assignments will be assigned to one solicitor who will remain involved throughout the life of the case. Previously, we had two solicitors involved with shelter care, adjudication and review hearings while reunification efforts were underway, and a 3rd solicitor would be assigned the case when the goal moved toward another permanent option (adoption/PLC). It is anticipated that these changes will have a positive impact in the continuity of proceedings, resulting in the further expedition of permanency.

The agency developed an Implementation Committee, comprised of employees in all positions within the agency. The charge of the committee is to examine policy and procedures, new laws, regulations, bulletins, dependency rules, etc., and to determine and develop a plan on how to best implement them. With all of the new initiatives and requirements underway, the Committee has been meeting on a weekly basis. Topics that have been addressed are concurrent planning, Out of Home Safety, and the development of Permanency Plan Conferencing (inclusive of all parties, to occur at minimum at the onset of placement and at 9 mos., but as often as necessary).

County driven initiatives led by our Human Services Director Dr. Dirk Matson, include our involvement in the Truancy Pilot project, the Systems of Care (learning phase), and our intent to participate in the Human Services Block Grant.

The Truancy Pilot project is transitioning from the planning stages to implementation at the start of the school year. The 7 participating school districts (Hempfield, Latrobe, Jeannette, Kiski, Ligonier, Mt. Pleasant and Greensburg Salem) have committed to the model developed and have submitted their school engagement plans. Training will be offered to all districts on August 14, 2013, by Maura McInerney, Esq. on the development of Truancy Elimination Plans, being trauma informed, and data collection. The agency projects a significant increase in referrals as a result of the model, with earlier identification and referral of truant children (see adjustment in the budget section).

In the fall, Westmoreland County was accepted to participate in the Systems of Care Initiative (Learning Communities Stage). The Human Services Director, Dr. Dirk Matson, is the lead chair and all department heads serve on the Steering Committee, along with key partners from the community.

The Systems of Care Initiative goals are:

- to increase effectiveness and improve outcomes for Children, Youth and Families
- enhance ability to provide the right service at the right time
- reduce out of home placement, improve efficiency (decrease duplication),
- improve integration of multiple systems

The Systems of Care Initiative objectives are:

- increase communication between child serving systems
- establish a mechanism to identify systems involved with youth and their families
- develop a cross county data management system
- establish a common assessment process for all children serving systems to identify youth and family needs and strengths
- develop a process so each youth and family involved in multi-systems have one single plan of care that identifies strengths, needs and system involvement.
- involve youth and families in the decision making processes at the County

As an added complement to the Systems of Care Initiative goals and objectives, the county plans to participate in the Human Services Block Grant Expansion. Although Westmoreland applied to participate last year, we were not one of the 20 counties selected to participate. With the enactment of Act 55 of 2013, expanding participation to 10 additional counties, Westmoreland anticipates to be accepted into the program.

Initiatives supported by the American Bar Association through the extension of its technical support and training include:

- training and support from Maura McInerney, Esq. on TEP's, school engagement, trauma informed
- concurrent planning implementation development
- concurrent planning training/confidentiality training/tool
- kinship care policy development/revisions

Initiatives led through the Administrative Office of Pennsylvania Courts, Division of Children, Youth and Families include the agency's participation in Phase IV Permanency Practice Initiative, as well as initiatives developed through our Children's Roundtable.

On January 1, 2013, Westmoreland County Children's Bureau began implementing the Permanency Practice Initiative. All staff were trained in Family Finding and refreshed on Family Group Decision Making. All children and their families, within the selected population entering care, (8yrs - 11yrs old), will be afforded the family engagement, evidence-based practices of Family Finding and Family Group Decision Making as well as will have review hearings every 3 months. Although these practices are only required for the targeted population, it is promising to see staff embrace these practices and extend them to other children and families.

The following accomplishments have been made through our local Children's Roundtable:

1. Updated the Act 101 notice so that it is easier to understand for parents and can be introduced multiple times to the family if need be (90 day conference time and closer to TPR)
2. Started as a Phase IV county and choose a target population (at the end of last year)
 - a. all of those initiatives are now in place with the PPI group and others
3. Discussed / supported the modification of the visitation policy and visitation for incarcerated parents
4. Discussed / supported the truancy project and drug task force initiatives
5. A training subcommittee has been developed and hopes to provide or facilitate the provision of:
 - a. Quarterly trainings to anyone interested (attorneys, caseworkers, CASAs, service providers, etc.)
 - i. Hope to utilize these to expedite permanency as attorneys and others are informed more about issues (Trauma, Act 101, Incarcerated Parents, Grief and Loss, Family Engagement, Transitional / IL Youth, Bridging the Gap, and others)
 - ii. May look at a training on the guidelines for representation from the legal committee at the state roundtable once that has been released
 - b. Looking to modify parent handbook to include updates and provide this handbook electronically to attorneys so that they can also provide this to parents and hopefully increase conversations parents attorneys are having with their clients
 - c. Collaborate with Human Services Director to have a list serve style distribution of service and training information available
 - d. Produce trainings in the future for cross-systems trainings and have them recorded so that they could be viewed on-line (this is a real long term goal)
6. Pulling in more attorneys and seeking more law enforcement officials to help balance the roundtable membership
7. Addressing issues with kinship placements and helping to work through barriers / perceptions of those
8. Goals from the Statewide Summit at Seven Springs
 - a. Increase focus on Trauma Informed Care with providers to include
 - i. Yoga and promotion of exercise

- ii. CBT and DBT and/or trauma informed care providers
 - iii. Therapy dogs
 - b. Increase use of peer supports to provide insight / awareness of needed changes
 - i. Participants at roundtable and at panel at Summit
 - c. Increase focus on providing visits and services to incarcerated parents
 - i. Ensure child friendly visit room
 - ii. Video conferencing
 - d. Maintain the transparency
 - i. Ex. modification of PPT meetings
- 9. Membership and participation in the roundtable has significantly grown in the last year
- 10. Addressed/developed prison court order for visits last year
- 11. Reviewed bonding assessment process last year
- 12. Informed group of ACT 80, adoption subsidies extending up to age 21 last year
- 13. Discussed ACT 91, with the modifications to the process for youth returning to care last year

The concerted and collaborative efforts of all our partners contributed to Westmoreland County Children's Bureau success in implementing and sustaining positive change for our children and their families.

Juvenile Justice

In 1995 when one of the most significant reforms in Pennsylvania's history occurred, the Juvenile Justice System's purpose clause was redefined in the Juvenile Act to effectuate the following objective:

"...consistent with the protection of the public interest, to provide for children committing delinquent acts programs of supervision, care and rehabilitation which provide balanced attention to the protection of the community, the imposition of accountability for offenses committed, and the development of competencies to enable children to become responsibility and productive members of the community.

These provisions of the Juvenile Act are based upon the following Balanced & Restorative Justice principles: Accountability (Repairing the harm to the victim and community), Competency Development (Youth in the JJ System must be provided with appropriate services designed to enable them to become productive members of their communities) and Community Protection, (The JJ System has the responsibility to protect the community).

As an outgrowth of the commitment to enhance Balanced & Restorative Justice, a Juvenile Justice System Enhancement Strategy (JJSES) was developed and a statement of purpose was created to employ evidence-based practices, with fidelity, at every stage of the juvenile justice process; to collect and analyze the data necessary to measure the results of these efforts and strive to continuously improve the quality of our decisions, services and programs.

Westmoreland County is heavily involved in Pennsylvania's Juvenile Justice System Enhancement Strategy (JJSES) and this is the major priority and challenge facing us at this time. We are administering the Youth Level of Service (YLS) Risk/Needs Assessment Instrument on adjudicated youth entering the JJ System. This research based valid and reliable screening and assessment instrument measures a juvenile's risk to recidivate and identifies

his/her criminogenic needs. It is used to develop strength-based dispositional recommendations and case plans to address those needs. The most important aspects of the YLS initiative are that the results will be used to develop a more methodical case planning process for juveniles. It is also used to determine appropriate levels of supervision and assist us in making decisions and recommendations to the Courts. Ultimately we will establish measurable goals and allocate resources based on the needs of our clients. This will also improve our justification of service expenditures and permit us to develop outcome measures.

The data (risk to recidivate) we accumulate will be used to prioritize the needs of the system. The four key principles supported by research are the following: The Risk Principle (Who to Target), the Need Principle (What to Target), the Responsivity Principle (How to Match) and the Treatment Principle (Which Programs to Use). The ultimate goal of the Juvenile Justice System is to reduce RECIDIVISM, not necessarily to reduce PLACEMENT.

Our involvement with the JJSES began in January 2011 when we initiated the YLS for all adjudicated youth entering the JJ System. Since then, because of administrative changes in the Public Defender's Office, assessments are currently being conducted on youth at Intake, prior to adjudication. There is no longer a need to continue hearings to conduct an assessment. In addition, the probation officer is more prepared and has a greater understanding of the youth's risk and needs at the initial hearing. This improves our ability to validate decisions/recommendations.

Our Mission

"To provide supervision and rehabilitation to youth and families while providing Community Protection, Victim Restoration and Youth Redemption."

Our Vision

"We will strive to reduce harm and in doing so will continuously work to create safer and stronger communities, fewer victims, reduce delinquency rates, and improve confidence in the juvenile justice system. We will enhance our juvenile justice system by employing evidence-based practices, collecting and analyzing data to measure these efforts and using the data to continuously improve the quality and cost-effectiveness of the system."

Westmoreland County JPO is committed to implementing the components of the (JJSES). The following are some accomplishments thus far:

- ❖ We have developed a JJSES Strategic Plan and have distributed it to all our stakeholders and juvenile probation staff.
- ❖ Stakeholders are very receptive and supportive of this Strategic Plan
- ❖ We have documented all JJSES Activities in the past and identified Goals for Future Implementation
- ❖ JPO management and all stakeholders attended the JJSES Regional Forum
- ❖ We have conducted several meetings and will continue to meet quarterly with our local stakeholders in regards to Westmoreland County's JJSES initiative
- ❖ All Stakeholders received Evidence Based Practices Training by our Juvenile Court Judges' Commission Consultant
- ❖ The Chief JPO and management staff participated in Evidence Based Probation (EBP) Training with Mark Carey
- ❖ All juvenile probation officers received Evidence Based Practices Training by the Juvenile Court Judge's Commission. This consisted of a Pre and Post Test

- ❖ We developed a Vision Statement based on this initiative
- ❖ We will be participating in the Organizational Readiness Survey within the next year
- ❖ We will conduct a Cost/Benefit Analysis within the next year
- ❖ We will be participating in a Detention Assessment once it is completed in the Juvenile Case Management System
- ❖ We received a two-year JJSES Implementation Grant through PCCD. We entered into a contractual agreement with a Motivational Interviewing (MI) Expert/Consultant, Barbara Ulmer. All probation officers have been trained by her for several days in MI and received a Booster Training as well. In addition we sent three probation officers to the MI Coaching Intensive Training Class in Lancaster, PA. They have created a plan for ongoing development of skill building in MI. Digital Recorders were purchased and given to each probation officer and they have begun to record conversations with their clients. Our MI Coaches are coding those sessions.
- ❖ We have been using the YLS since 1/1/2011 and continue to do so on every youth entering the JJ System. 944 Assessments have been conducted to date.
- ❖ We are using the Case Plan in the Juvenile Case Management System. This is developed with the juvenile and his/her family based on the results of the YLS. PO's are identifying and concentrating on the top three criminogenic needs by plugging in services and SMART Goals within them
- ❖ We have developed policies for the YLS, Case Plan and Levels of Supervision/Contacts
- ❖ We created an internal EBP Workgroup and invited providers to participate. The goal is to identify all EBP programs currently available to us and through research strive to implement EBP practices so that we may continuously improve the quality and cost-effectiveness of the JJ System
- ❖ We are working with providers (Responsivity Factor) to assure that our youth's criminogenic needs are met while they are providing in-home services to them or when they are in their custody. We are doing this individually with each provider and in a group setting by hosting Quarterly Provider Meetings. This is a joint effort among the Chief Juvenile Probation Officer, the Director of Children's Bureau and our Human Services Director

2-2. Collaboration Efforts and Data Collection Details

- ❑ Summarize activities related to active engagement of staff, consumers, communities and stakeholders. Identify any challenges to collaboration and efforts toward improvement.

Entity	County Engagement
County Children and Youth Agency Staff	All staff was surveyed to engage their input in the development of the NBB; the management team worked collaboratively in the completion of the plan.
Juvenile Probation Staff	Regular meetings were held between JPO and WCCB
Juvenile Court and Family Court Judges and Legal Counsel for Parties	Monthly meetings through our local children’s roundtable and regional, state children’s roundtable are utilized to engage the Juvenile and Family Courts, CASA and legal counsel for all parties.
Family Members and Youth, especially those who are or who have received services	Our quality assurance, program specialist, along with our contract monitors survey children and families.
Child, Parent, and Family Advocates	CASSP team meetings, ICSP Team meetings, public meetings and agency social workers assignments.
Mental Health and Mental Retardation service system	CASSP team meetings, CASSP directors meetings and ICSP meetings.
Drug and Alcohol Service System	CASSP Director’s meetings and ICSP meetings.
Early Intervention System	This system is engaged through the ages and stages referral for services
Local Education System	Collaboration with the schools through the student assistance program coordination team, agency educational liaisons and school officials’ presence on MDT meetings. The truancy pilot project has engaged the education system in monthly meetings, to assess needs and develop solutions toward better system collaboration.
Community Organizations which provide support and services to children and families	ICSI meetings, CASSP team/directors meetings, food bank meetings, housing initiative meetings and Connections by Choice trainings.
Current Service Providers	Contract monitors maintain regular contact with our service providers, and the Department Heads (WCCB/JPO/MHMR) attend provider meetings.

- CWDP counties may attach Implementation Team membership or CWDP Advisory Team (or similarly named stakeholder group) list to meet this section requirement.

- Identify data sources used in service level, needs assessment and plan development.

Resource	Data Collected	Date of Data
US Census	Population; poverty statistics	2012
Internal Data	CAPS/ CPCMS/ AS400, monthly reports, AFCARS, CY 28	2008-present
Hornby Zeller Associates	Data Package	2008-present
Bureau Labor of Statistics	Unemployment Rates	2008-present

Section 3: General Indicators

3-1: County Information/Background

- Describe the population and poverty population trends for the county, noting any increases or decreases, and the impacts the county expects these changes to have on needs and services. Include the data source.

Poverty Levels for Westmoreland County (US Census and American Community Survey)		
2001	32,577	8.9%
2002	32,075	8.8%
2003	34,186	9.4%
2004	35,089	9.6%
2005	34,558	9.4%
2006	33,334	9.2%
2007	33,627	9.3%
2008	34,060	9.7%
2009	35,152	9.9%
2010	36,249	10.1%
2011	37,369	10.5%

Population Estimator of Westmoreland County (US Census Bureau & American Fact Finder)	
2003	366,264
2004	365,254
2005	364,375
2006	363,177
2007	362,161
2008	361,589
2009	362,251
2010	365,169
2011	364,471
2012	363,395

Westmoreland County (US Census Bureau)	
Population, 2012 estimate	363,395
Population, percent change, April 1, 2011 to July 1, 2012	-0.5%
Population, 2011	364,471
Persons under 5 years old, percent, 2012	4.7%
Persons under 18 years old, percent, 2012	19.3%
Persons age 15-19, percent, 2011	6.3%
White persons, percent, 2012	95.3%
Black persons, percent, 2012	2.5%
American Indian and Alaska Native persons, percent, 2012	0.1%
Asian persons, percent, 2012	0.8%
Native Hawaiian and Other Pacific Islander, percent, 2012	<0.1%
Persons reporting two or more races, percent 2012	1.3%
Persons of Hispanic or Latino origin, percent 2012	1.0%

White persons, not Hispanic, percent 2012	94.5%
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Percentage of Persons under 18 years old (US Census Bureau)					
2006	2007	2008	2009	2011	2012
20.3%	20.0%	19.8%	19.4%	19.5%	19.3%

Percentage of Adolescents (15-19) in Westmoreland County Population (US Census Bureau & American Community Survey)		
Date	Total Adolescents	Percentage of Adolescents
7/1/02	22,695	6.16%
7/1/03	22,787	6.18%
7/1/04	22,995	6.24%
7/1/05	23,158	6.29%
7/1/06	23,917	6.52%
7/1/07	23,831	6.57%
7/1/08	22,939	6.30%
7/1/09	23,428	6.50%
7/1/10	23,378	6.40%
7/1/11	22,780	6.30%

Westmoreland County is a large, rural 3rd class county with an estimated population of 363,395 for 2012. In 2012, 19.3% of the population was under the age of 18. The population of the county has decreased this past year and the percentage of children under the age of 18 has leveled off. The adolescent population (ages 15-19) has remained substantially stable since 2002 at approximately 6.2% to 6.6% of the total population.

Racially, Westmoreland County is overwhelmingly White at 95.3% with a much higher percentage of Black or African American families living in poverty (47.5% vs. 6.3%). All total, 13% of families with related children under the age of 18 struggles with poverty, a slight decrease from 15.2% in 2010. The poverty rate for all individuals increased again to 10.5%.

Our casework staff reflects the above racial statistics; however, children in placement (3rd quarter 2012-13 CY28) do not (80.1% White vs. 19.1% African American).

According to the Bureau of Labor Statistics, Westmoreland County unemployment rates decreased from 8.3% in May 2010 to 7.1% in May 2011 then again lowered to 7.2% in May 2012 and to 7.0% in May 2013. Although this rate has decreased, it still is significant when compared to 4.7% in May 2008. Couple this with an ongoing increase in the poverty rate and we believe there will be a corresponding increase in the need for services. Therefore, we have projected to serve additional children and families which are addressed in other sections.

- ❑ Identify issues that surfaced through the annual licensing inspection and/or the Quality Service Review (QSR). Discuss any necessary changes to county services. Discuss progress on any action items that resulted from the most recent QSR.

There were minimal case specific sites (5), involving 3 cases out of 40 cases reviewed during the Annual Licensing Review. According to the summary written by the Department of Public Welfare, Office of Children, Youth and Families, "Multiple strengths were identified during the annual evaluation. At intake response times are being met and the Department agreed with the agencies decisions regarding the children's safety, which were clearly documented in the structured case notes. All of the cases requiring pictures had them included in the case record with updates as needed. Risk and Safety Assessments and Family Service Plans (FSP)'s and Child Permanency Plans (CPP)'s are being completed within specified time frames. Caseworkers are documenting that families are involved in the FSP process, and engagement with incarcerated parents was documented. The agency's continual efforts toward improvement are evident in the training that all staff received on Family Group Decision Making and Family Finding and the training that all foster families received on Bridging the Gap; the enhanced visitation policy that the agency instituted on July 1, 2012; the agency's participation in the Administrative Office of Pennsylvania Courts, Phase IV Permanency Practice Initiative; and the agency's participation in the Westmoreland County Truancy Pilot Project."

- ❑ Phase One and Two counties of the Continuous Quality Improvement (CQI) efforts should identify areas of focus as a result of the QSR that are identified as an area needing improvement in the County Implementation Plan (CIP). The plan can be referenced in detail where appropriate in the outcome sections of the NBPB submission.

This section is not applicable to Westmoreland County.

- ❑ Address any projected changes in service delivery from the previous FY to the Implementation Plan, including changes to the Needs Based Plan proposal from last year. Identify the basis for change in service delivery and projected impact.

In order to comply with new legislation (Act 55 of 2013), enhanced mandates (OOHS, Concurrent Planning) and Westmoreland County's initiative with Truancy and Systems of Care, we anticipate projected changes in our implementation year 13/14 and needs based year 14/15. Additionally, the agency has provided rate increases to our county operated foster homes and negotiated rate adjustments with provider agencies that have enhanced their programs. Westmoreland has entered adjustments (refer to the budget section), in order to address any fiscal impact associated with these projected changes.

- ❑ Address any service needs projected for juvenile justice. If Youth Level of Service (YLS) domains/risk levels link to specific service needs, describe the services in context of the YLS domains.

YLS Assessments are conducted on youth upon entrance into the JJ System. Youth are reassessed with additional YLS's during various stages of his/her involvement with our agency; every six months, when violations are filed and at case closing.

Although the majority of our youth are Low Risk, we continue to seek options to choose the right services from service providers and communities for all youth. Although low risk youth do not need as many services as a high risk youth, services are still needed and necessary. We are actively working with providers to make certain that their agencies are targeting the 8 criminogenic needs identified in the YLS. They are specific service needs/domains that research has shown will have a profound affect toward reducing recidivism: 1) Prior and Current Offenses, 2) Family Circumstances, 3) Education/Employment, 4) Peer Relations, 5) Substance Abuse, 6) Leisure/Recreation, 7) Personality/Behavior and 8) Attitudes/Orientation.

For each youth, we are identifying the top three (3) criminogenic needs identified in the YLS. We are then targeting those needs by plugging in the appropriate services and strategies to meet those needs. We are currently researching the most effective programs and have found that they are behavioral in nature because they teach new pro-social skills to replace the anti-social practices. We will be utilizing these types of cognitive behavioral therapy, dialectical behavioral therapy programs more often in the future.

Risk levels link to specific service needs. Research states that we must identify what styles of services are appropriate for each juvenile.

Research shows that we should match the right offender to the right program, use cognitive behavioral approach, use family based approaches, use positive reinforcements and seek the right levels of dosage/intensity.

Our 2012 YLS Outcomes reflect the following: 67% of our youth who were administered the YLS scored Low Risk, 31% of youth scored Moderate Risk and 2% of youth were High Risk to recidivate. This does not necessarily correlate with youth in placement as there are other factors that are considered by the Court when placing a youth outside the home. For example, youth who are sexual offenders are not appropriate candidates for the YLS and in addition, the YLS is not conducted on parents and/or youth who are uncooperative and refuse to participate. In order to know which youth can be reasonably managed in the community, we must assess the safety risks posed by the juvenile. A clear understanding of the risks a juvenile poses to public safety helps probation officers and the court make decisions about the setting and the structure required to keep the community safe.

Due to the fact that the majority of our youth are at home we need to seek many more community alternatives and supports that will address the needs of our population.

- ❑ Address whether CCYA has a written protocol or memorandum of understanding with Juvenile Probation concerning Shared Case Responsibility (SCR) cases (including dual adjudication cases). If yes, attach a copy and refer to attachment for detail. If no, please describe how and when SCR is established by the court.

Westmoreland County has established a policy and procedure and an Administrative Order, in order to comply with the provisions outlined for Shared Case Responsibility (see enclosures).

- ❑ In addition, please provide caseload data related to SCR cases.

Westmoreland County SCR cases are as follows:

2010-2011	9 kids
2011-2012	18 kids
2012-2013	11 kids
August 7, 2013	5 kids

- ❑ Which agency performs case management responsibilities when handling SCR cases?

Please refer to Westmoreland's Policy and Procedure that outlines the responsibilities of each department in carrying out Shared Case Responsibility duties (see enclosure).

- ❑ To comply with the Child and Family Services Improvement and Innovation Act of 2011, counties should review their data about the length of time children (under age five) being served spend without a permanent family. If warranted, the county should develop a county-specific plan to reduce the time to permanency for children in this age group. The county-specific plan should include distinct strategies to reduce time to permanency, such as strategic decision-making, family engagement practices, family finding, quality visitation practices, concurrent planning and prompt use of SWAN direct services, including child profile, family profile, child specific recruitment, child preparation, placement, finalization and post-permanency services. All counties should request sufficient funds to implement their county-specific plan to move children under age five more quickly to a permanent home.

According to our CPCMS data over the past 3 calendar years (2010 thru 2012), children under the age of 5 spend less time in care and are the largest population entering care on average than any other age group. Westmoreland attributes their success in timely permanency, through implementing strategic decision-making/team meetings, family engagement practices, Family Finding, enhanced visitation practices, concurrent planning and the prompt utilization of Swan Services for all adjudicated children.

- ❑ Address any other changes or important trends.

Hornsby-Zeller data illustrates that Westmoreland County has surpassed all class 3 counties; the Western region and the state over the past year, in the rate of achieving permanency and adoption (see charts in section 3.2).

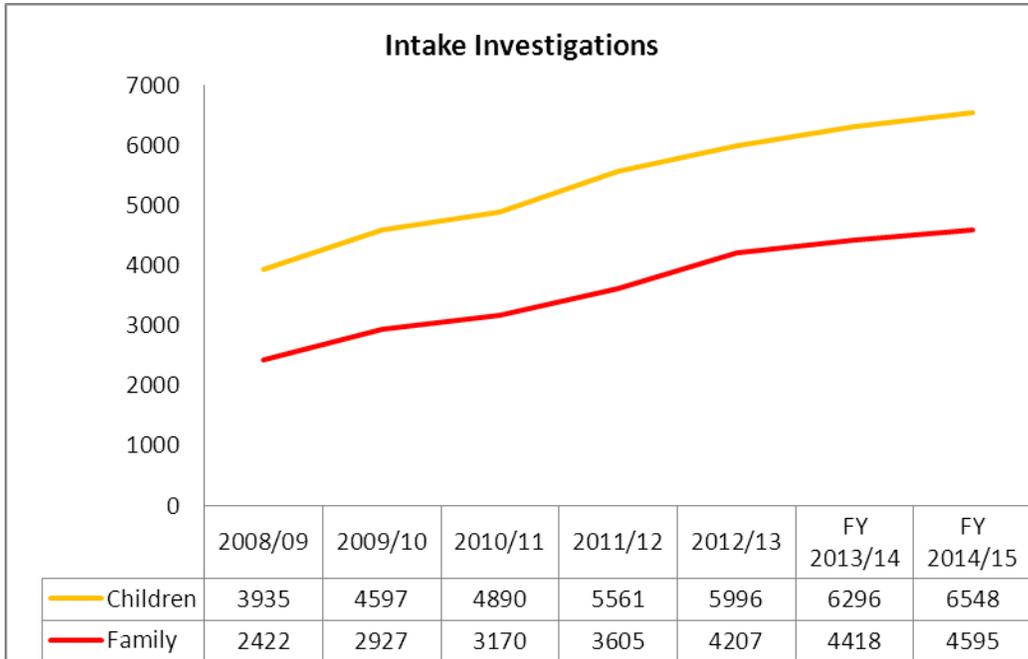
- ➡ CWDP counties are exempt from this section if the information is captured in their IDIR. Completion of this section is optional and should cover only areas that the county believes are not adequately addressed in their IDIR.

- Prospective CWDP counties may reference responses to the CWDP Prospective County Information Appendix (included at the end of the Narrative Template).
- Counties should attach any current CIP and refer to attachment for detail.

Westmoreland County

3-2a. Intake Investigations

Insert the Intake Investigations Chart (Chart 1).



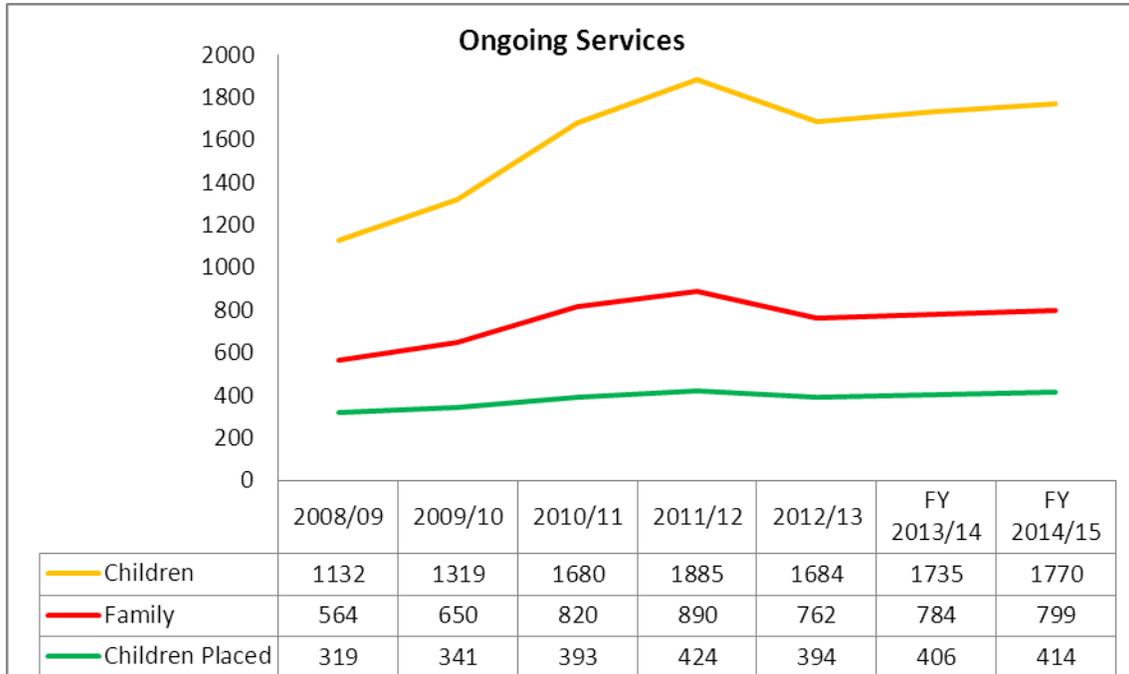
Click to Paste Chart

The increases in the number of families served over the past 5 years can be attributed to a variety of factors. The rise in unemployment and poverty, increased public awareness, new laws governing mandated reporting, and the education of the community at large through the media and children and youth services, all contribute to the increase in families referred for services. Current projections for fiscal year 2013-14 are for a 5% increase, and a 4% increase for fiscal year 2014-15, in the number of families and children served. The continued assessment of status offenders indicates that the number of referrals will not decrease appreciably in the near future, as schools and magistrates become more familiar with the referral process regarding this target population. With the Truancy Pilot Project, transitioning from the planning stage to implementation in the fall, we project receiving more referrals over the next two fiscal years.

Westmoreland County

3-2a. Ongoing Services

Insert the Ongoing Services Chart (Chart 2).



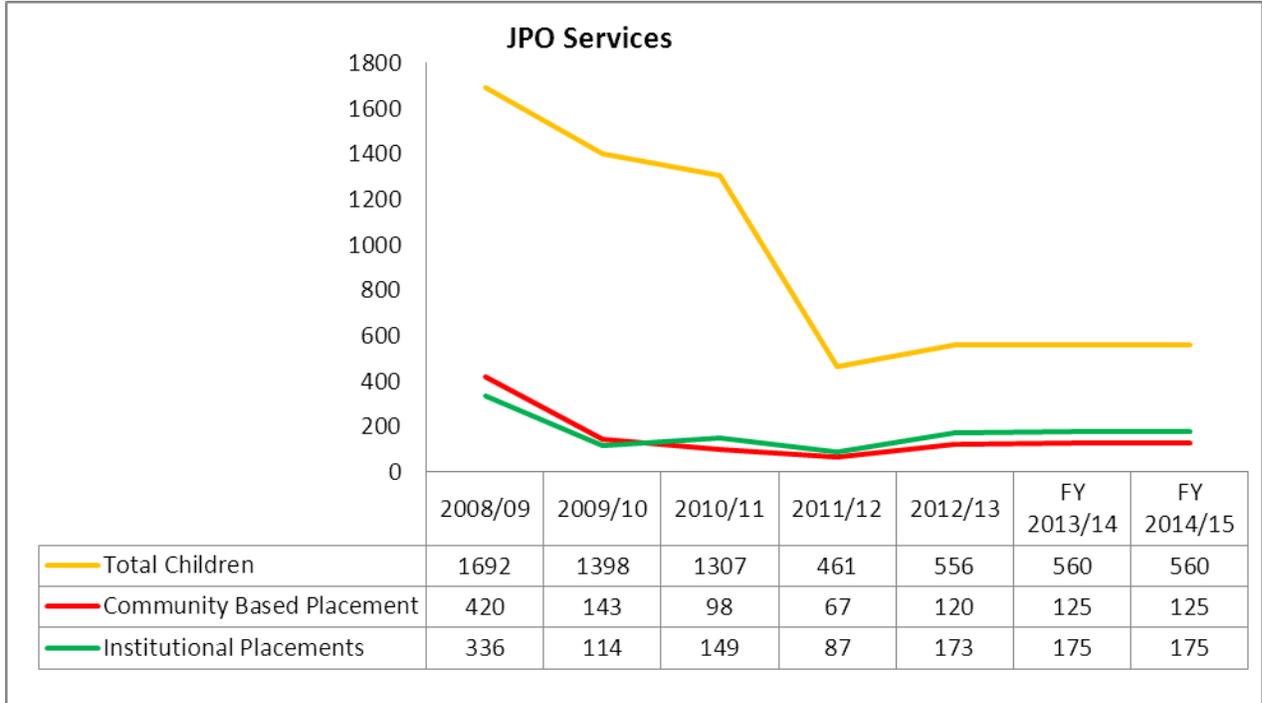
Click to Paste Chart

Our numbers for this past fiscal year more closely resemble those from 2010/11. With the initiation of our Truancy Prevention project to include a number of school districts this coming year, we do believe that our status offense numbers will increase. Consequently, a modest increase of 3% for 2013/14 and 2% for 2014/15 is being projected.

Westmoreland County

3-2a. JPO Services

Insert the JPO Services Chart (Chart 3).



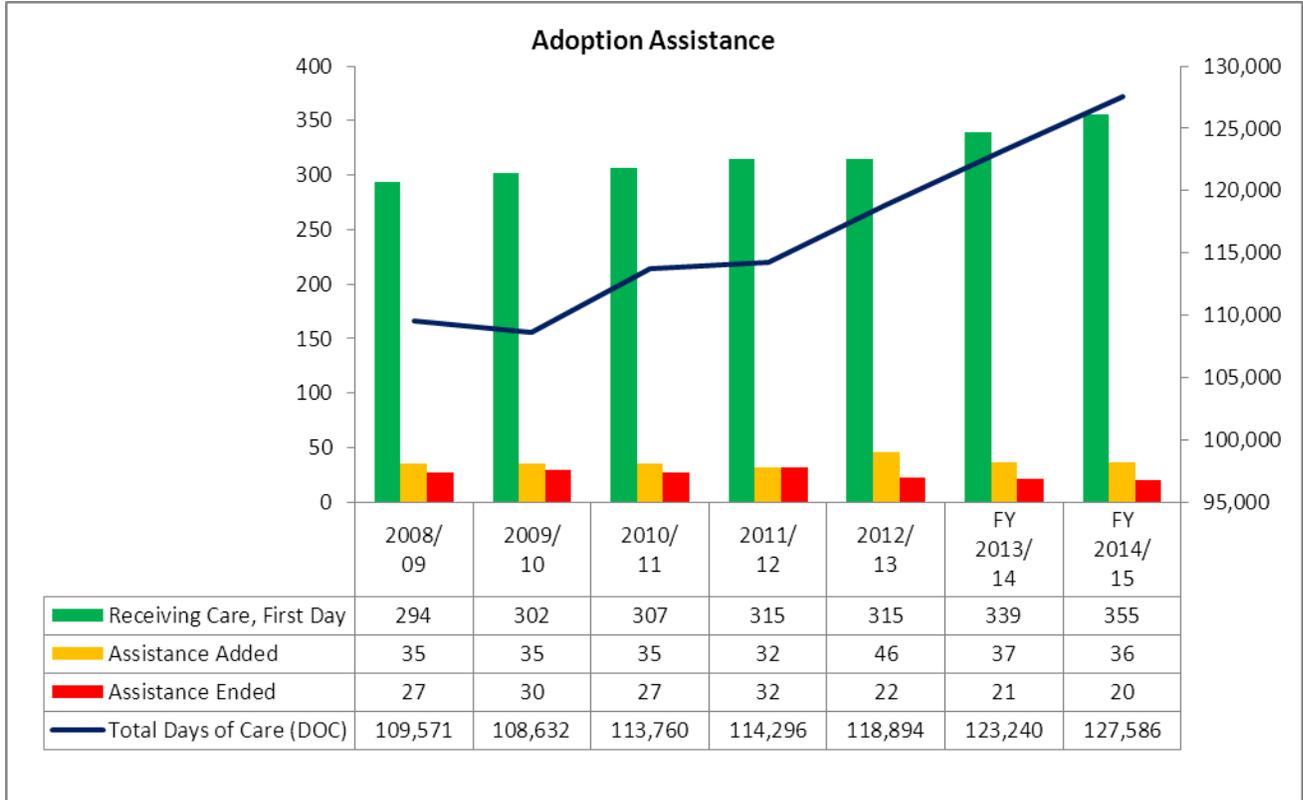
Click to Paste Chart

The above illustrates fluctuation in the total children served over the first three years. There was a decrease from FY 08/09 to FY 09/10, a decrease in the total number of children served in FY 10/11, a continued decrease in FY 11/12 and a slight increase in Total Children served in FY12/13. One of the factors contributing to the decreases over the last few years was due to the decrease in delinquency referrals to our office during that period and our efforts to utilize community services also contributed to the decrease. In January 2011 we began screening/assessing juveniles at Intake. This has given us the benefit of identifying criminogenic needs and plugging in services and supports that address those needs. Youth are being recommended for services as a result.

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3-2b. Adoption Assistance

Insert the Adoption Assistance Chart (Chart 4).



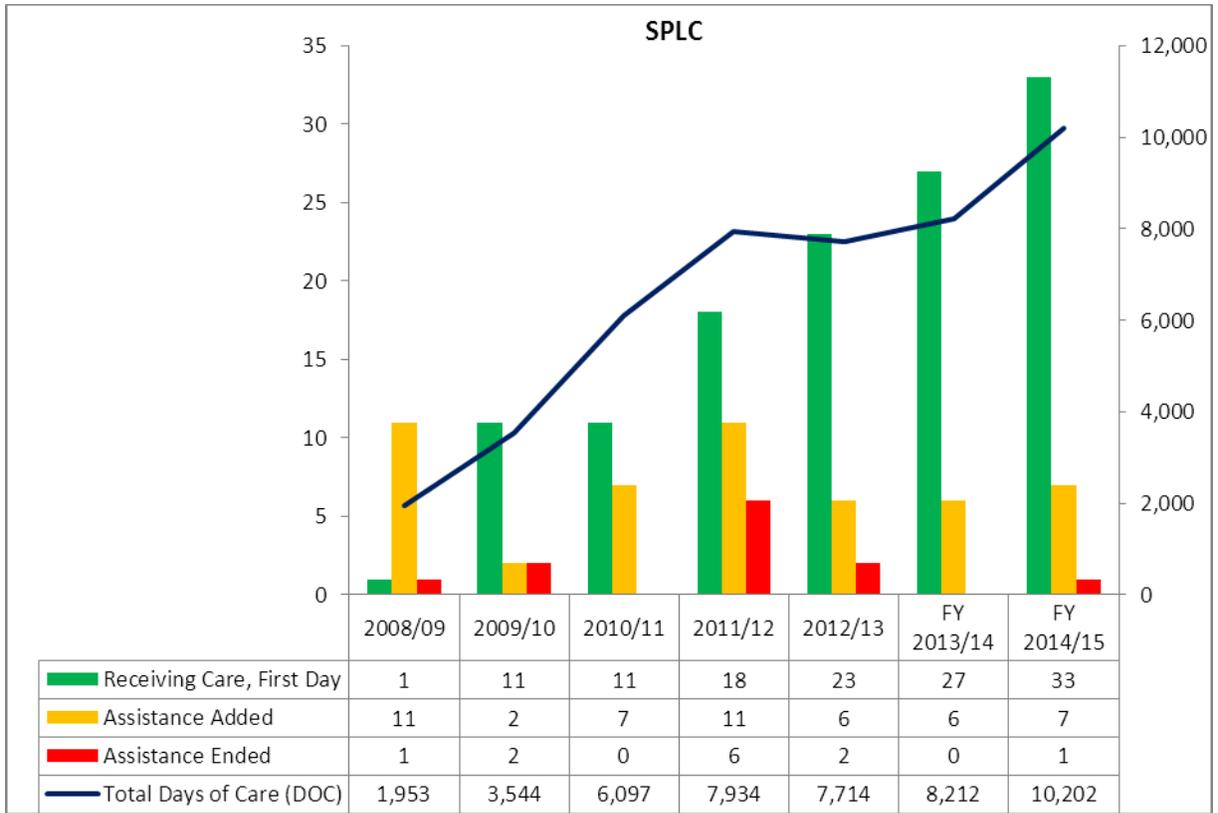
Click to Paste Chart

As before, our numbers continue to increase due to a number of factors including court collaboration; LSI paralegals; SWAN affiliates and allowing payments to continue to age 21. Utilizing Family Finding; 90 day conferences; moving toward earlier PPT meetings; and SWAN services has enabled us to identify more quickly those cases where adoption has been determined the best permanency option.

Westmoreland County

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

Insert the SPLC Chart (Chart 5).



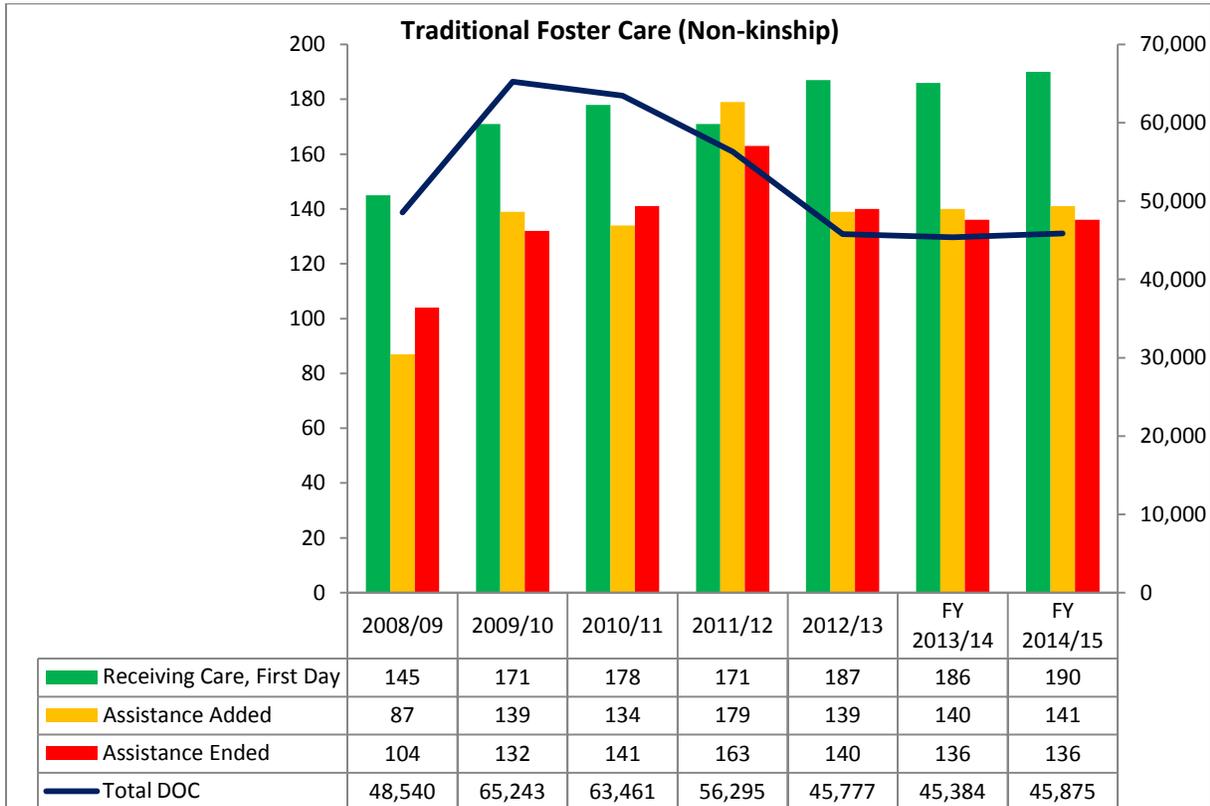
Click to Paste Chart

The agency continues to experience an increase in the number of children receiving subsidies over the past 4 years due to a modification of our internal policy in 2008. Every adjudicated dependent child receives Child Prep through SWAN so they fully understand their options. The agency will continue to anticipate that additional children and resource/kinship parents will utilize this option when reunification/adoption options have been exhausted.

Westmoreland County

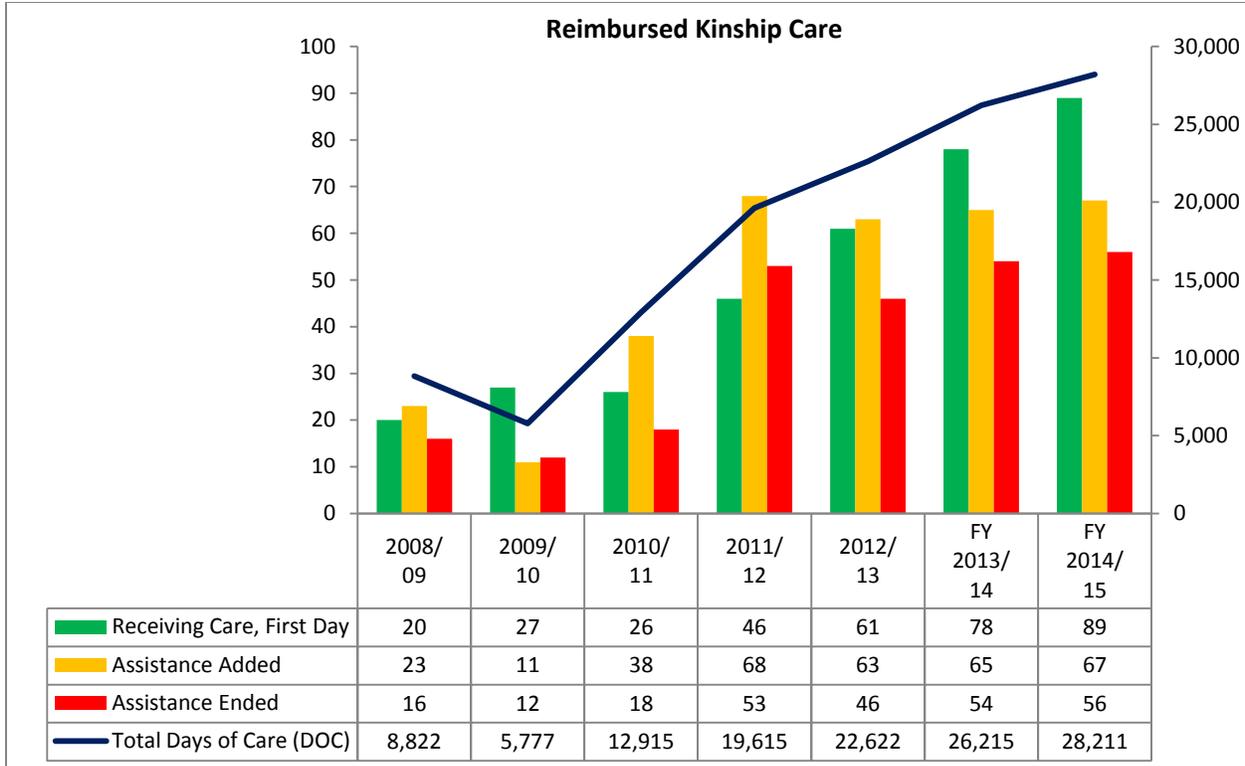
3-2d. Out-of-Home Placements: County Selected Indicator

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).



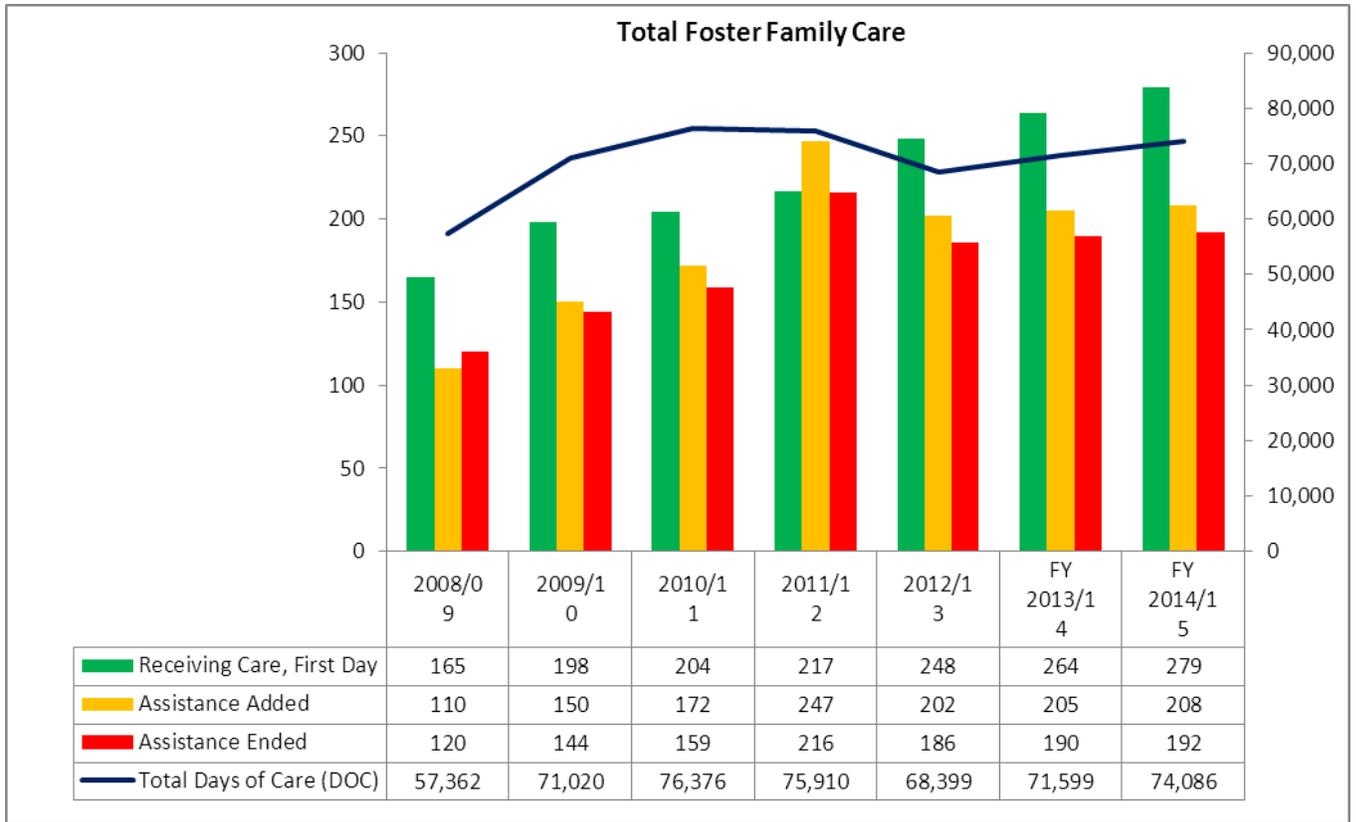
The steep rise in placements from 2008/09 through 2009/10 is related to the transition of status offense cases. Since that time, our Traditional Foster Care (TFC) days of care (DOC) have decreased primarily due to our utilization of reimbursed kinship care (RKC). We anticipate the next 2 fiscal years to be flat with a continued increase in RKC.

Westmoreland County



The agency continues to utilize a social work position to deal exclusively with kinship studies and any follow up support the families may require. As mentioned earlier, we anticipate continuing growth in this area as other placement options level off or decrease (projecting 23.5% increase over the next 2 fiscal years).

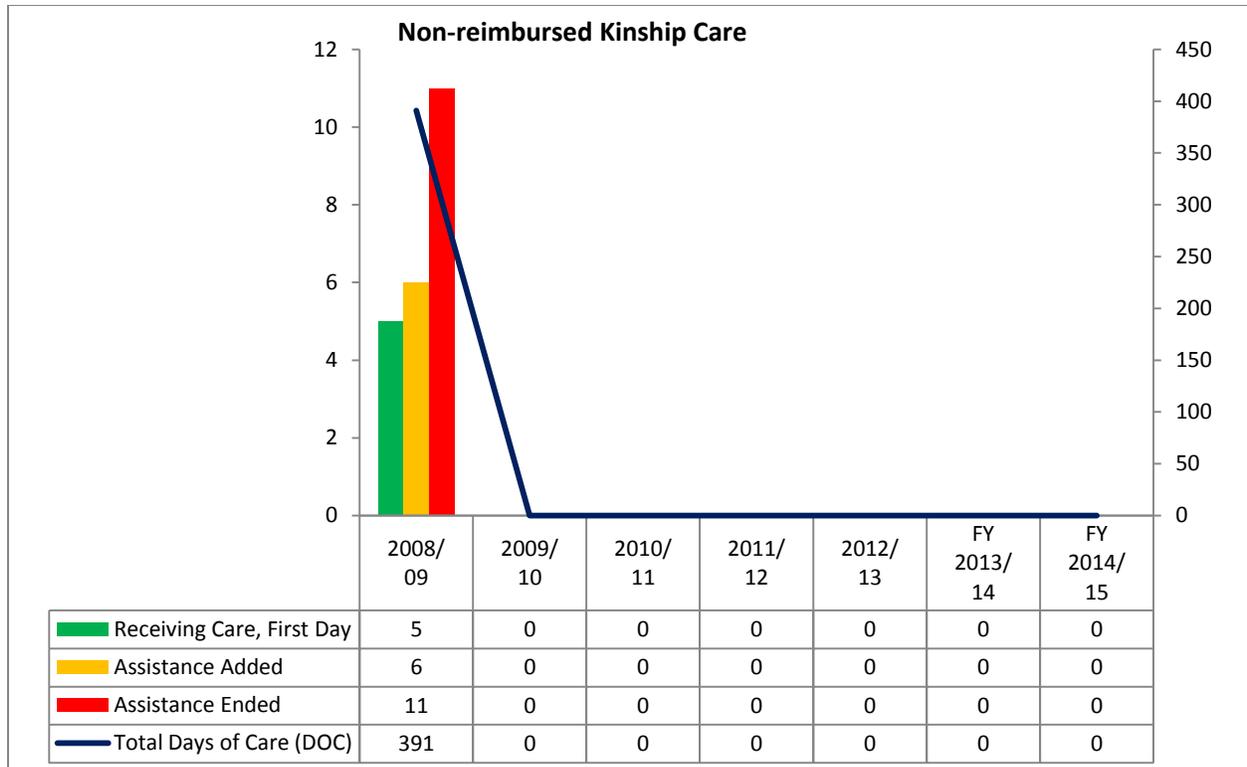
Westmoreland County



Click to Paste Chart

When the agency is unable to prevent placement, the least restrictive option is sought. We are projecting a 4.7% increase for 2013/14 and 3.5% increase for 2014/15 in days of care. The large majority of youth are remaining in care up until 21 years of age, or return to care, which accounts for the projected increase in days of care.

Westmoreland County

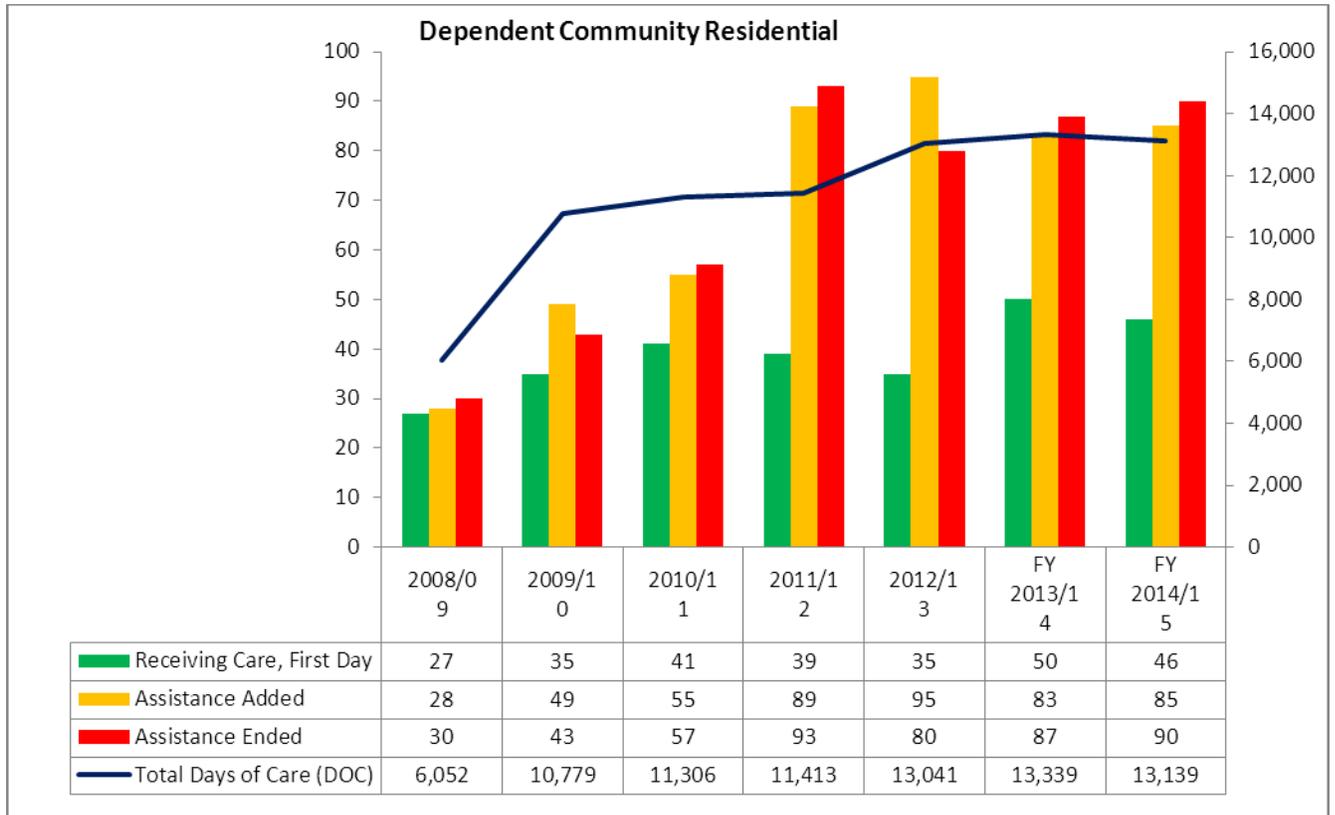


The agency modified our kinship policy in 2008 which has resulted in no caregiver electing to choose this option.

Westmoreland County

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

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).



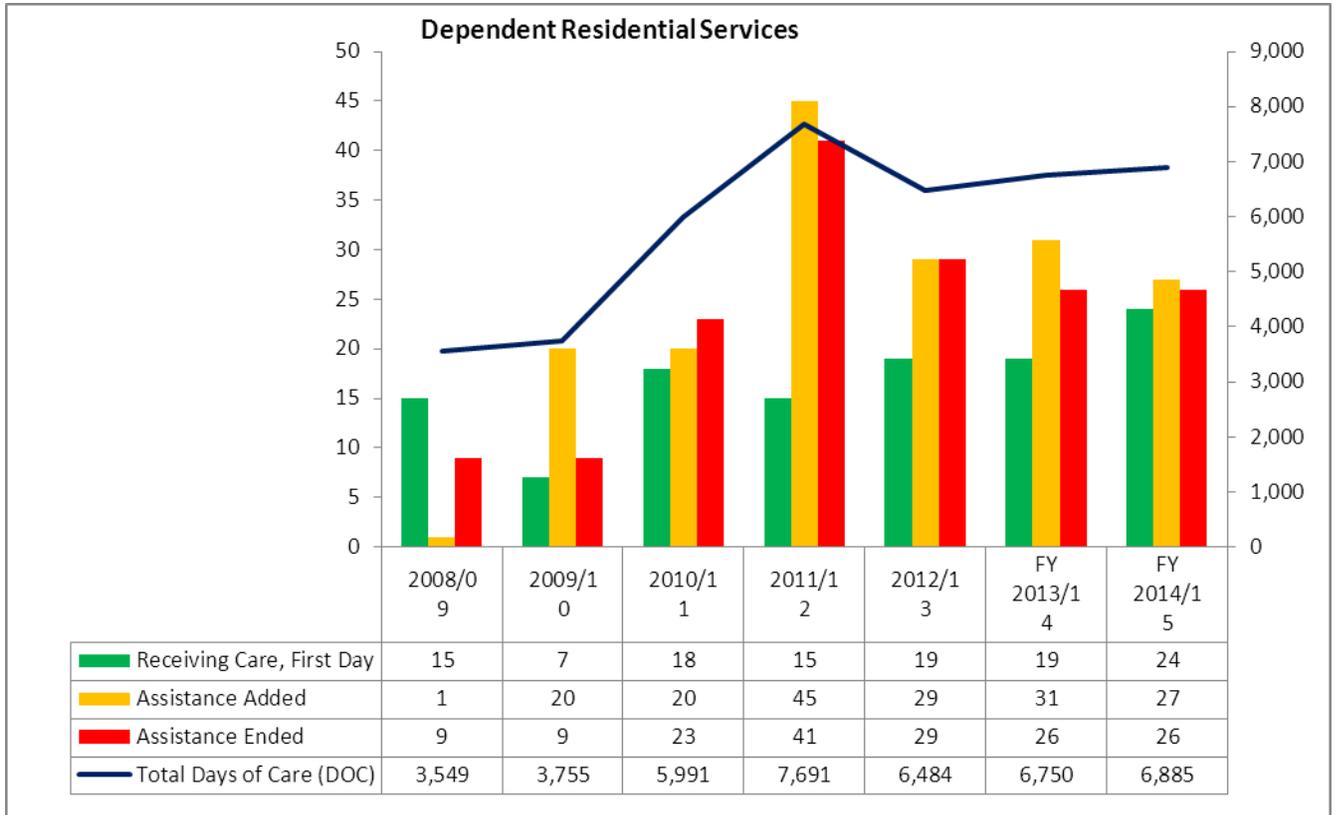
Click to Paste Chart

Our days of care (DOC) for 2 years remained relatively stable until this past fiscal year (14% increase). We are projecting a slight increase, then plateau with this level of care over the next 2 years, as we look to utilize less restrictive placements (looking to increase the number of resource homes that will take adolescents as well as expand kinship care).

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

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).



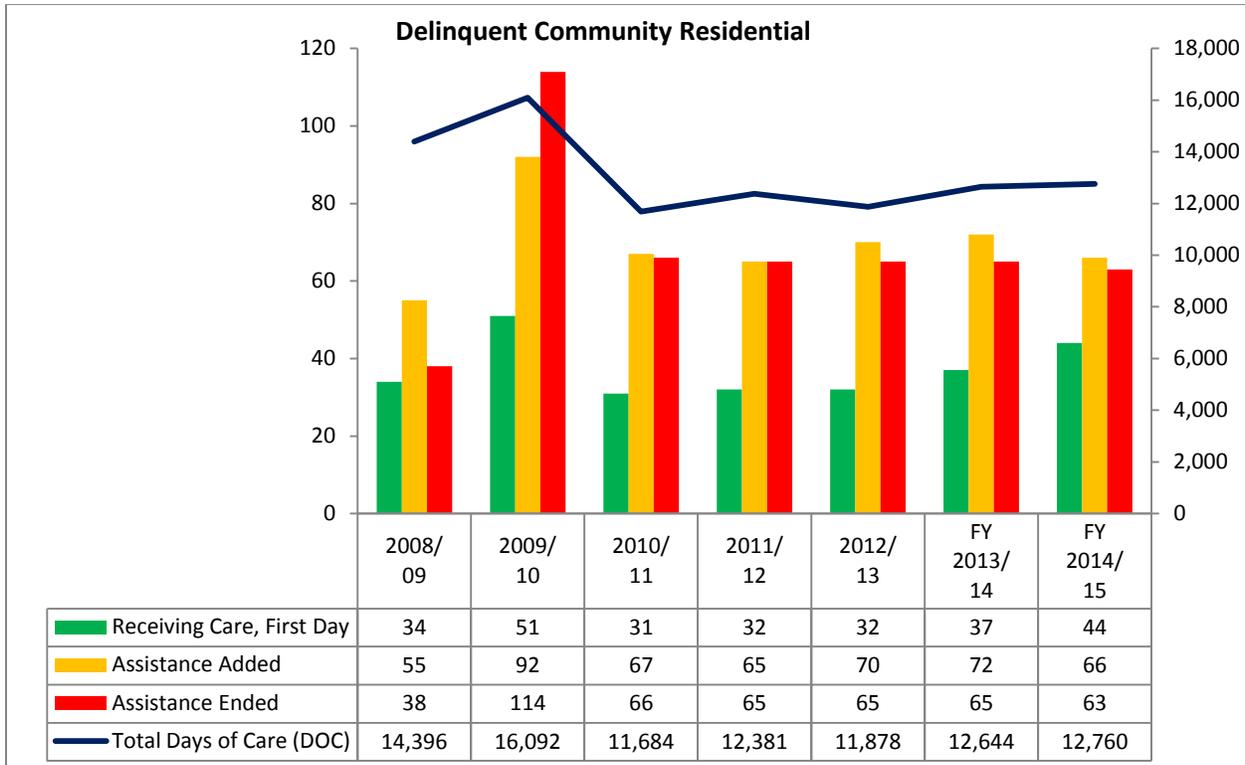
[Click to Paste Chart](#)

The significant increase in days of care (DOC) from 2009/2010 to 2011/12 (95.4%) can be attributed to the transition of status offense cases from JPO to WCCB. Since that time, we have managed to better control these types of placements. Consequently, we are projecting a slight increase in DOC over the next 2 years as we expand our less restrictive placement options.

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

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).



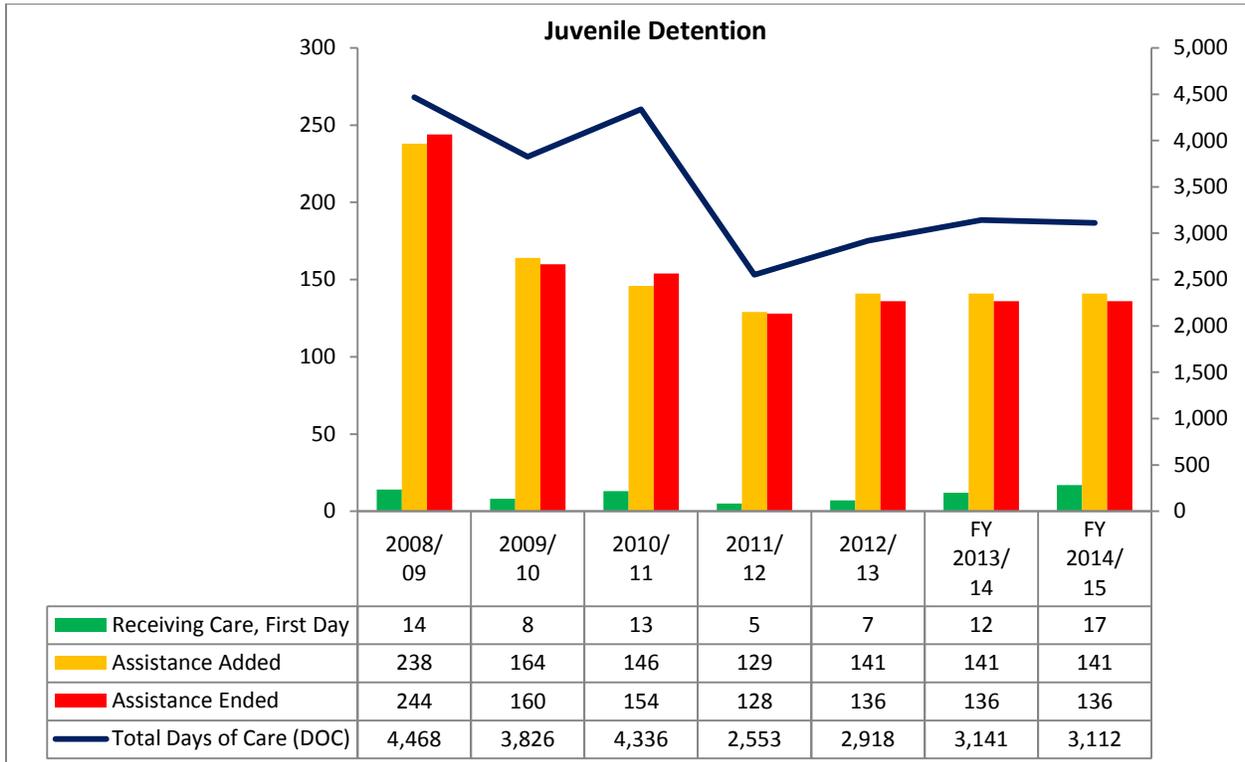
This includes Alternative Treatment, Group Homes, Shelter, Foster Homes and SIL. Within this grouping as in all, the three principles of BARJ (Community Protection, Competency Development and Accountability) are always addressed.

Community Based Placements continued to decrease from FY 08/09 through 2011/2012. In FY 2012/2013 these numbers increased. We do not however have as many youth in placement as in years past. Although the majority of our youth score low on the YLS Assessment, certain services remain necessary for this population. We are cognizant that research states that we should not over-service low risk youth however services are still needed.

Westmoreland County

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

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).



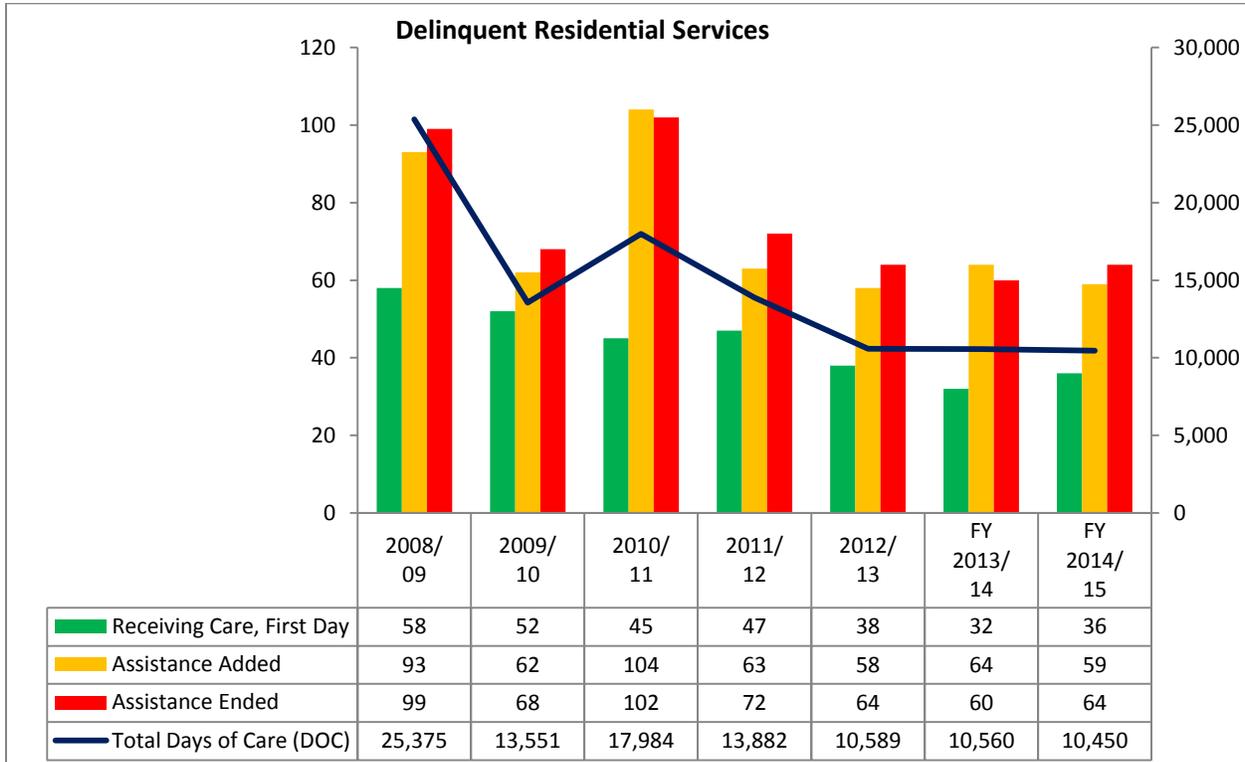
These placements will also be in line with the BARJ Goals, (Residential, Secure Residential, YDC and YFC) placements.

These numbers decreased from FY 08/09 through FY 09-10 and then increased in FY 10-11. FY 2011-12 indicates a decrease and then increased once again in FY 2012-13. We are projecting that these numbers may rise in the next couple of years as we become even more knowledgeable about assessment tools and appropriate dosage of treatment for youth.

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

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-13).

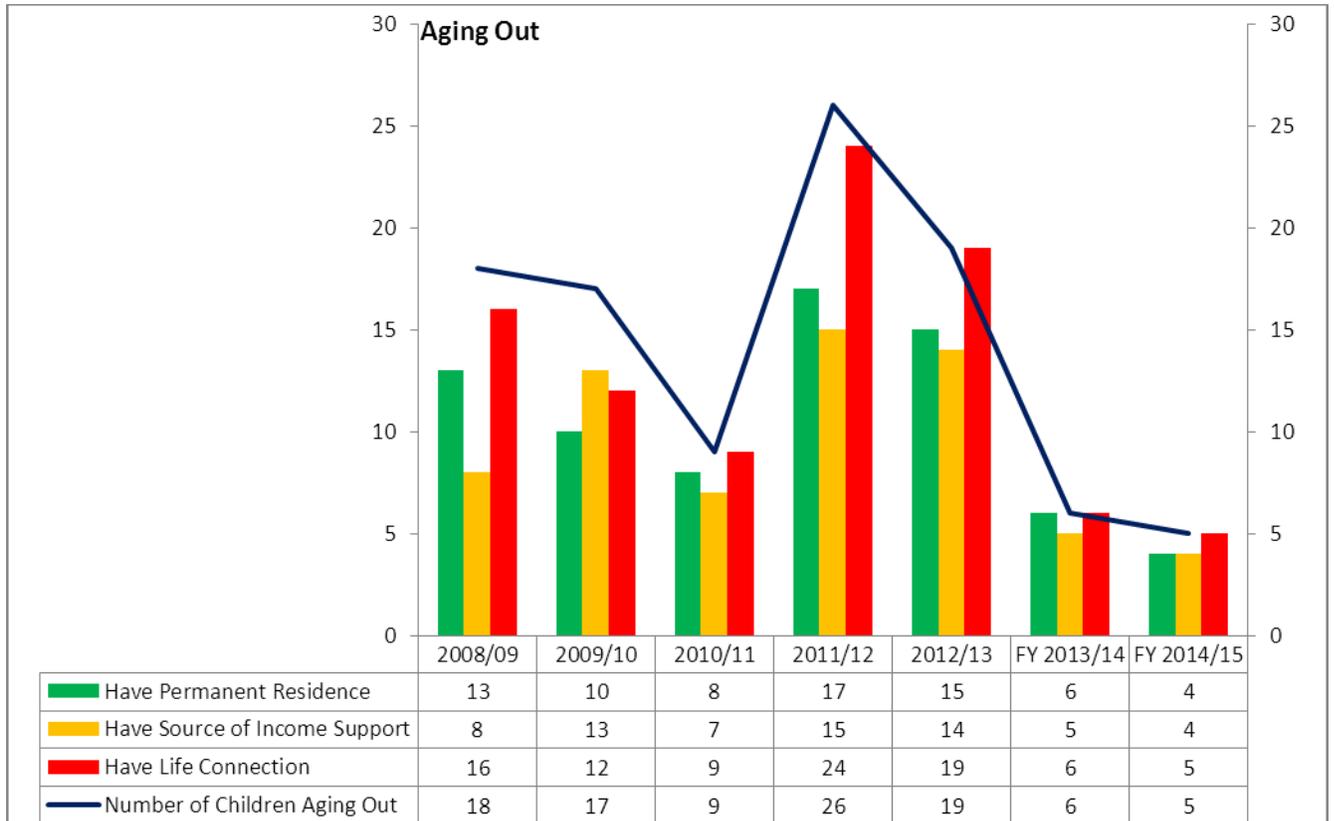


The above illustrates an increase in Days of Care from FY 08/09 through FY 09/10 and a decrease in FY10/11. In FY11/12 we had a slight increase in the Total Days of Care and then a decrease the following year. The Juvenile Probation Department strives to utilize prevention and intervention methods with juveniles and their families in order to keep them from placement outside the home. It is anticipated that if current numbers remain, there will not be a substantial increase in days of care in future years.

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3-2e. Aging Out

Insert the Aging Out Chart (Chart 14).



Click to Paste Chart

The agency has continued to retain more children in care past their 18th birthdays due to their desire to finish high school; move into post-secondary education/training and/or continue with treatment. We currently have 49 children, who are 18 or older, 6 of which will turn 21 in 2013/14. In 2014/15, we will have 63 children, 5 of which will turn 21 in 2014/15. We will continue to utilize 6 month PPT meetings for those 16 years and older and recommend FGDM conferencing as a means to solidify their future life connections. We continue to operate our own Independent Living program which has helped to enhance the quality of services to this population. We will also be adding another MSW position to this program this fiscal year.

The graph illustrates the significant decrease in numbers of aging out youth because of their desire to remain in care until 21 or returning to care through Act 91.

3-2a. through 3-2e. Charts

- Discuss any highlighted child welfare and juvenile justice service trends and describe factors contributing to the trends in the previous charts.

Please see the data analysis under each section/graph.

The service needs facing Juvenile Probation at this time are the following:

1) *The Continuation and Growth of Pennsylvania's Juvenile Justice System Enhancement Strategy (JJSES)/ Standardized Program Evaluation Protocol (SPEP)/Evidence Based Practices/Youth Level of Service (YLS)/Case Plan/ Service Monitor & Motivational Interviewing*

❖ **JJSES**

In the 1990's Pennsylvania's juvenile justice system embraced its Balanced and Restorative Justice (BARJ) mission. From this came many improvements. The goals of Pennsylvania's Juvenile Justice System Enhancement Strategy (JJSES) align with those of BARJ. JJSES seeks to reduce harm by applying the best-known research to the principles and goals of BARJ. Using actuarial assessment tools, cognitive behavioral interventions, and performance measures to make incremental improvements, and addressing not just the youthful offender but the entire family, are just a few ways that JJSES supports a BARJ mission of reduced harm.

As stated in the newly developed Monograph, "Achieving Our Balanced and Restorative Justice Mission Through Evidence-Based Policy and Practice" a Statement of Purpose was developed. *"To enhance the capacity of our juvenile justice system to achieve its balanced and restorative justice mission through the implementation of evidence-based practices, demonstrate a commitment to data collection and analysis and demonstrate a commitment to continuous quality improvement in every aspect of the system."*

Juvenile Probation's Strategic Goals are:

- To always build on the foundation of Balanced and Restorative Justice
- To develop and improve services to victims in order to repair the harm done to them
- To work to restore the health and welfare of communities
- To implement best practices that aim to change youthful behavior that lead to unlawful acts and ultimately assist them in becoming productive and law-abiding members of society
- To develop and improve ways to engage and involve families of youth during the course of probation
- To continue to use the YLS Risk-Needs Assessment Tool on juvenile offenders who enter the system and follow up with a customized Case Plan identifying specific criminogenic needs based upon that assessment
- To match proper services for juvenile offenders based on the identified needs of the youth.
- To use available evidence-based practices as much as possible in order to work toward reducing juvenile delinquency and recidivism, ultimately resulting in a cost savings to the county

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- To continue to support and financially sustain the states' new initiatives
- To commit to the integrity and fidelity of the initiatives

The key to our successful plan is to communicate our mission and goals to team members. This information is successfully communicated at several phases of our system. Juvenile Probation is interested in improving outcomes and therefore committed to an implementation process ensuring that team members receive adequate initial training on the state's new initiatives as well as ongoing encouragement, feedback, and coaching designed to improve knowledge, skills, confidence, and competency. This will be accomplished by the leadership within the office.

❖ ***Standardized Program Evaluation Protocol (SPEP)***

This is a scoring system that can be used to assess the capacity a juvenile justice program may have on reducing recidivism. It offers providers guidance to incrementally improve their service offerings. SPEP will address 1) the quality of service delivery, such as the program or curriculum integrity, 2) the amount of service or the dosage such as the duration of the service, and 3) the risk level of youths served, such as the higher risk should equal high dosage of intervention. The SPEP will align service offerings with research data to improve effectiveness with a focus on service delivery, quality and service duration.

We intend to use structured decision making to appropriately assess risk and connect needs with services proven to reduce risk. Although the SPEP is not yet concrete enough to anticipate our expense for specific units of service, it should be noted that SPEP could increase the duration of services needed for our youth in order to be effective at reducing risk.

❖ ***Evidence Based Practices (EBP)***

We utilize the Youth Level of Service (YLS), the Risk, Need, and Responsivity Principles to assist in making recommendations to the Court. We will work toward understanding the programs that are evidence based and clear about which criminogenic and responsivity needs they can meet.

An essential part of PA's strategy for reducing youth violence and delinquency is its support for the proper implementation of scientifically proven prevention and intervention programs. EBP asserts that public policy and practice should be based on the best available scientific evidence in order to effectively achieve stated goals and efficiently use taxpayer's' dollars. Failure to match services to rigorous, evidentiary standards not only makes poor use of public funds but can lead to an exacerbation of the problems and issues that government seeks to resolve. Research has demonstrated that the proper implementation of EBP can lead to significant reductions in juvenile delinquency and recidivism.

❖ ***The Youth Level of Service Assessment Tool/Case Plan***

The Youth Level of Service (YLS)/ a Case Management Inventory Assessment Tool was implemented by the Westmoreland County Juvenile Probation Department in January 1, 2011.

Our county is one of the Phase II Counties for the YLS. This tool has given us the benefit of identifying the risk level of our juvenile offender clients to recidivate. Furthermore we have used

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this information to determine the frequency of contact visits between the probation officer and the client.

This assessment assists juvenile probation officers in identifying youth who are high risk to recidivate and guides management efforts to prevent and/or minimize the risk of future harm. We are once again requesting funds to enable us to continue to provide this assessment to juvenile offenders.

We are using the state's Case Plan which is developed upon completion of the YLS. We are identifying and addressing the criminogenic needs of the juvenile and help him/her solve their problems. This is an integral part of effective case management.

❖ **Motivational Interviewing**

Pennsylvania has long been a leader in juvenile justice reform. The current JJSES strategy is evidence of the mindset of system reflection and improvement and an emphasis on capacity building. Critical to these efforts is the use of evidence-based practices, data analysis, and an ongoing focus on improving the quality of decisions, services, and programs. Motivational Interviewing plays a key role in this enhancement strategy and is a valuable tool for Probation Officers. Motivational Interviewing has been utilized in other disciplines including the criminal justice field. It is not a counseling approach, but a means of communication designed to mobilize an individual's internal desire for change and to resolve ambivalence for continued change. MI provides an evidence-based practice to better engage youth and families and to encourage and support change.

2) The enhancement of Pennsylvania's Posttraumatic Stress Disorder Project (PTSD) and PTSD Aftercare

Westmoreland County Juvenile Court is well known as the Center for all PTSD work in Pennsylvania. Treatment for PTSD in juvenile offenders has been identified as a priority in PA as a large number of juvenile offenders, especially females, are believed to have a sustained history of trauma.

One of the most critical needs of the Pennsylvania juvenile justice system, as identified both by practitioners and policy makers is the creation of gender specific services for delinquent girls. The issue of services for delinquent females is not only a Pennsylvania concern. The Federal Office of Juvenile Justice and Delinquency Prevention identified services for delinquent young women as a national priority and established a Challenge Grant Initiative to help states create services for delinquent girls. One of the categories in the Challenge Grant Initiative calls for the creation of gender-specific services.

Sexual abuse involving girls in the general population suggests approximately 10 to 25% of all women have been victims of some type of sexual abuse (Kilpatrick & Best, 1990). Data from clinical populations suggest a range of 25 to 50%. With the layering of emotional and physical abuse on top of sexual abuse issues, it is clear that many girls placed in residential programs experience posttraumatic stress disorder. The issues of family and community violence only add to the amount of trauma experienced by many of the young women who enter the juvenile justice system. Whether the adolescent is diagnosed with a conduct disorder, emotional problems, mental health issues or other difficulties, many have experienced emotional, physical, or sexual abuse.

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We have developed the first PTSD Juvenile Aftercare Curriculum in Pennsylvania. This newly created PTSD Aftercare Curriculum which is 8 sessions enables Master's Level Therapists to work with the adolescents at the point of placement through 3 months after release. Identified as a weak point in the system, this curriculum enables the family to make therapeutic changes/improvements as the adolescent does likewise. Family weekend sessions are held during home visits to ensure success upon release.

Westmoreland County has developed a national reputation for PTSD Aftercare and there is a significant need to continue to expand upon this project. We are currently researching further data in PTSD to update our statistics and many training programs we offer throughout the state.

3) Aftercare/Reintegration Services

Over the years we have truly enhanced our project and provided a much higher level of service for every youth removed from their home and court ordered into placement. We have achieved our goal and are regularly visiting youth in placement on a monthly basis while increasing family involvement and/or therapy at the same time. We have been able to achieve this through the cooperation of our private providers. We must continue this Aftercare/Reintegration Project so that we can continue successful reintegration into communities and continue to strive to decrease opportunities to recidivate.

- Discuss any important trends that may not be highlighted.

Please see the data analysis under each section/graph.

Westmoreland 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								
"Type in BLUE boxes only"								
County Number: <input style="width: 50px;" type="text" value="65"/>			Class 3					
Westmoreland County								
Copy Part 1 for Narrative insertion			Copy Part 2 for Narrative insertion			Print		
3-2a. Service Trends								
Indicator	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Projected		2008-13 % Change
						FY 2013/14	FY 2014/15	
Intake Investigations								
Children	3935	4597	4890	5561	5996	6296	6548	52.4%
Family	2422	2927	3170	3605	4207	4418	4595	73.7%
Ongoing Services								
Children	1132	1319	1680	1885	1684	1735	1770	48.8%
Family	564	650	820	890	762	784	799	35.1%
Children Placed	319	341	393	424	394	406	414	23.5%
JPO Services								
Total Children	1692	1398	1307	461	556	560	560	-67.1%
Community Based Placement	420	143	98	67	120	125	125	-71.4%
Institutional Placements	336	114	149	87	173	175	175	-48.5%
3-2b. Adoption Assistance								
Indicator	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Projected		2008-13 % Change
						FY 2013/14	FY 2014/15	
Adoption Assistance								
Receiving Care, First Day	294	302	307	315	315	339	355	7.1%
Assistance Added	35	35	35	32	46	37	36	31.4%
Assistance Ended	27	30	27	32	22	21	20	-18.5%
Total Days of Care (DOC)	109,571	108,632	113,760	114,296	118,894	123,240	127,586	8.5%
3-2c. SPLC								
Indicator	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Projected		'2008-13 % Change
						FY 2013/14	FY 2014/15	
Subsidized Permanent Legal Custodianship								
Receiving Care, First Day	1	11	11	18	23	27	33	2200.0%
Assistance Added	11	2	7	11	6	6	7	-45.5%
Assistance Ended	1	2	0	6	2	0	1	100.0%
Total Days of Care (DOC)	1,953	3,544	6,097	7,934	7,714	8,212	10,202	295.0%

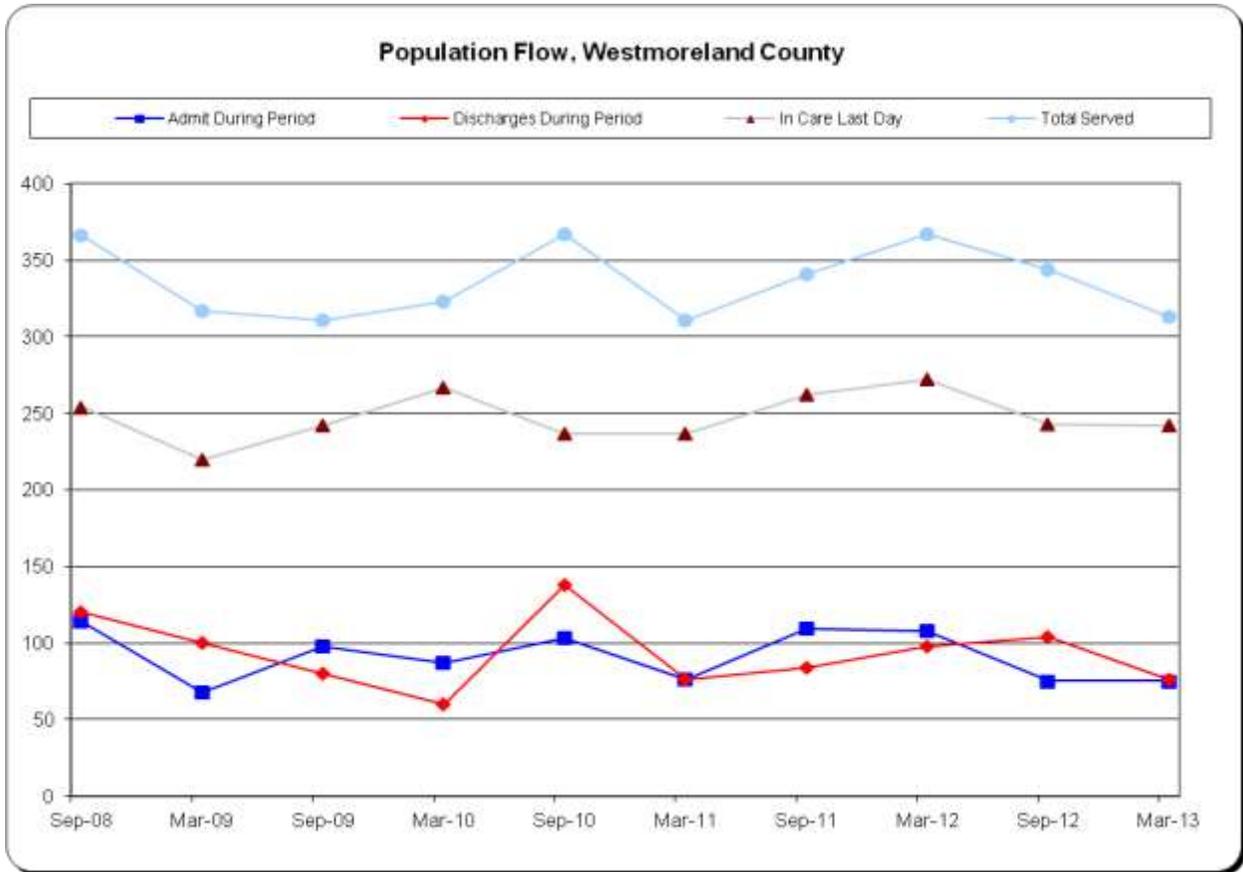
Westmoreland County

3-2d. Placement Data								
Indicator	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Projected		'2008-13
						FY 2013/14	FY 2014/15	% Change
Traditional Foster Care (non-kinship)								
Receiving Care, First Day	145	171	178	171	187	186	190	29.0%
Assistance Added	87	139	134	179	139	140	141	59.8%
Assistance Ended	104	132	141	163	140	136	136	34.6%
Total DOC	48,540	65,243	63,461	56,295	45,777	45,384	45,875	-5.7%
Reimbursed Kinship Care								
Receiving Care, First Day	20	27	26	46	61	78	89	205.0%
Assistance Added	23	11	38	68	63	65	67	173.9%
Assistance Ended	16	12	18	53	46	54	56	187.5%
Total Days of Care (DOC)	8,822	5,777	12,915	19,615	22,622	26,215	28,211	156.4%
Foster Family Care (Total of 2 above)								
Receiving Care, First Day	165	198	204	217	248	264	279	50.3%
Assistance Added	110	150	172	247	202	205	208	83.6%
Assistance Ended	120	144	159	216	186	190	192	55.0%
Total Days of Care (DOC)	57,362	71,020	76,376	75,910	68,399	71,599	74,086	19.2%
Non-reimbursed Kinship Care								
Receiving Care, First Day	5	0	0	0	0	0	0	-100.0%
Assistance Added	6	0	0	0	0	0	0	-100.0%
Assistance Ended	11	0	0	0	0	0	0	-100.0%
Total Days of Care (DOC)	391	0	0	0	0	0	0	-100.0%
Dependent Community Residential								
Receiving Care, First Day	27	35	41	39	35	50	46	29.6%
Assistance Added	28	49	55	89	95	83	85	239.3%
Assistance Ended	30	43	57	93	80	87	90	166.7%
Total Days of Care (DOC)	6,052	10,779	11,306	11,413	13,041	13,339	13,139	115.5%
Delinquent Community Residential								
Receiving Care, First Day	34	51	31	32	32	37	44	-5.9%
Assistance Added	55	92	67	65	70	72	66	27.3%
Assistance Ended	38	114	66	65	65	65	63	71.1%
Total Days of Care (DOC)	14,396	16,092	11,684	12,381	11,878	12,644	12,760	-17.5%
Juvenile Detention								
Receiving Care, First Day	14	8	13	5	7	12	17	-50.0%
Assistance Added	238	164	146	129	141	141	141	-40.8%
Assistance Ended	244	160	154	128	136	136	136	-44.3%
Total Days of Care (DOC)	4,468	3,826	4,336	2,553	2,918	3,141	3,112	-34.7%
Dependent Residential Services								
Receiving Care, First Day	15	7	18	15	19	19	24	26.7%
Assistance Added	1	20	20	45	29	31	27	2800.0%
Assistance Ended	9	9	23	41	29	26	26	222.2%
Total Days of Care (DOC)	3,549	3,755	5,991	7,691	6,484	6,750	6,885	82.7%
Delinquent Residential Services								
Receiving Care, First Day	58	52	45	47	38	32	36	-34.5%
Assistance Added	93	62	104	63	58	64	59	-37.6%
Assistance Ended	99	68	102	72	64	60	64	-35.4%
Total Days of Care (DOC)	25,375	13,551	17,984	13,882	10,589	10,560	10,450	-58.3%
3-2e. Aging Out Data								
Indicator	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Projected		'2008-13
						FY 2013/14	FY 2014/15	% Change
Aging Out								
Number of Children Aging Out	18	17	9	26	19	6	5	5.6%
Have Permanent Residence	13	10	8	17	15	6	4	15.4%
Have Source of Income Support	8	13	7	15	14	5	4	75.0%
Have Life Connection	16	12	9	24	19	6	5	18.8%

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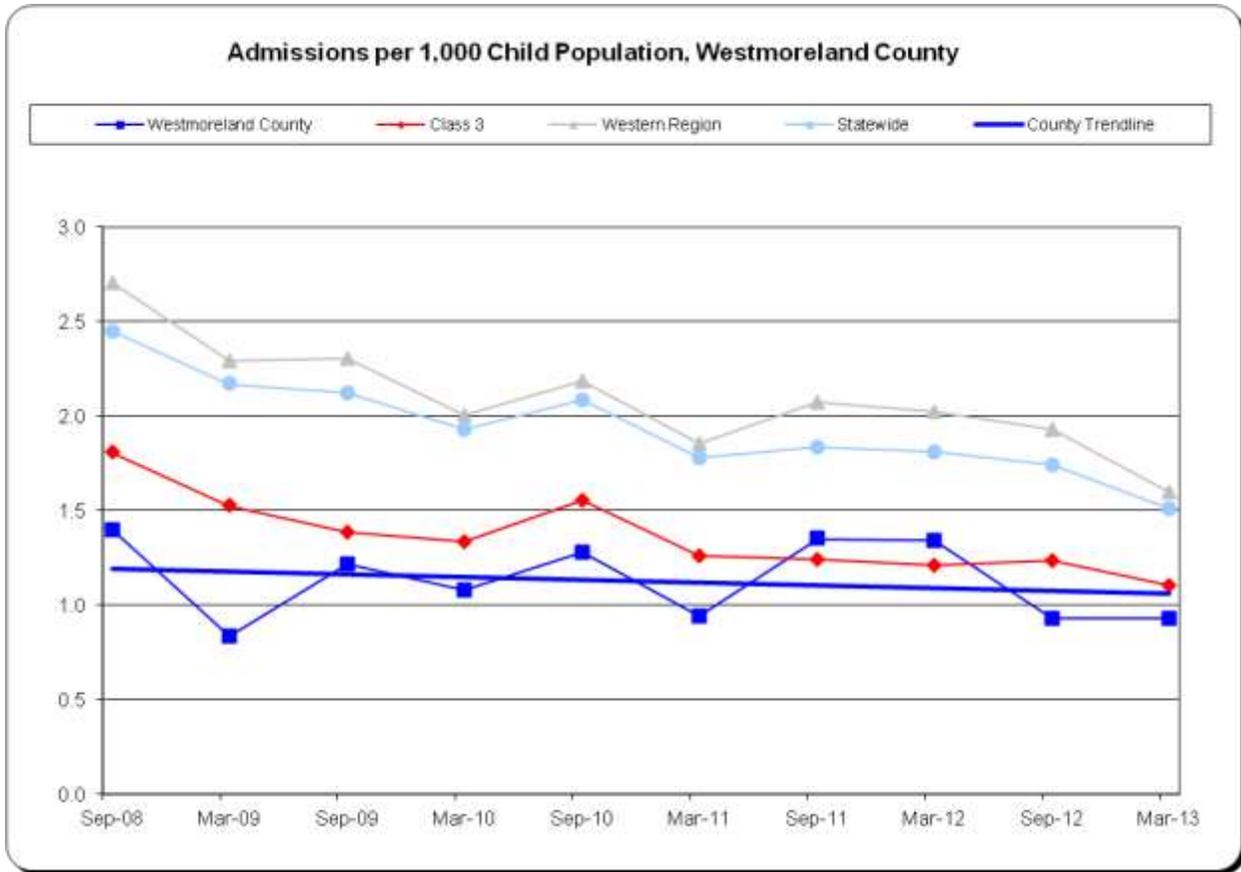
3-2g. through 3-2i. Charts

Insert up to three additional charts that capture the usage and impact of prevention, diversion and/or differential response activities. Each chart should be pasted on a separate page.

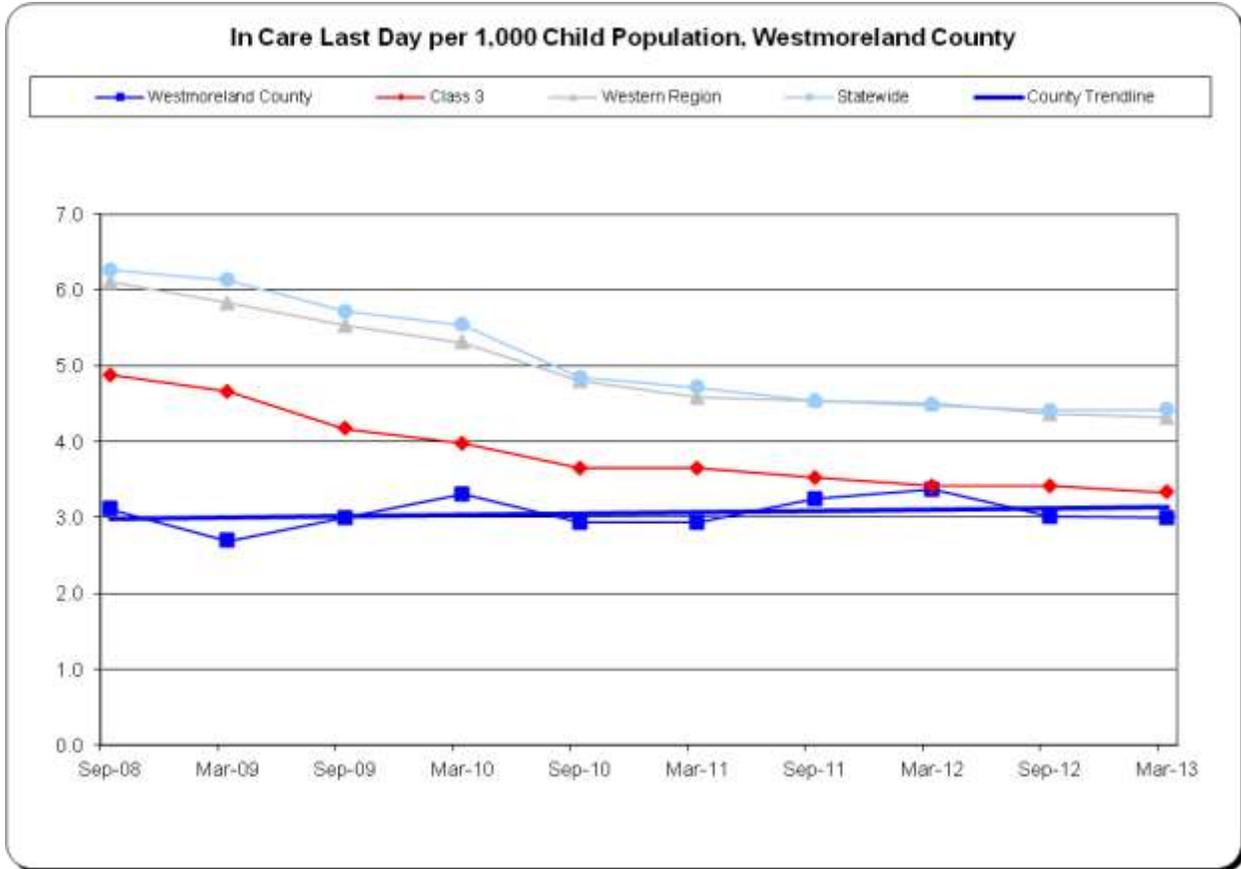


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Westmoreland County



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Over the last 3 periods, our trend line for **in care** (3.13) and **served** (4.23) has moved marginally up while the trend has moved marginally down for Class 3 (C3) (4.57); Western Region (WR) (6.18) and the State (5.98) for children **served**. The **in care** rate for the other 3 entities during this time period dropped (C3 3.39; WR 4.40 and State 4.44). Our **in care** rate for the last period was lower (3.00) than C3 (3.33); WR (4.32) and the State (4.42). It should be noted that our overall 6 period and last 3 period rate in all 4 categories (entries 1.13/1.07); exits (1.19/1.15); (in care 3.08/3.13) and (served 4.22/4.23) is still lower than all of the others.

The Children's Bureau attributes their success in safely preventing placement by front loading services to the children and families. The caseworkers conduct thorough assessments of the children and family's needs, identify the root causes for the agency's involvement, and provide specific interventions to reduce the risks and strengthen the families.

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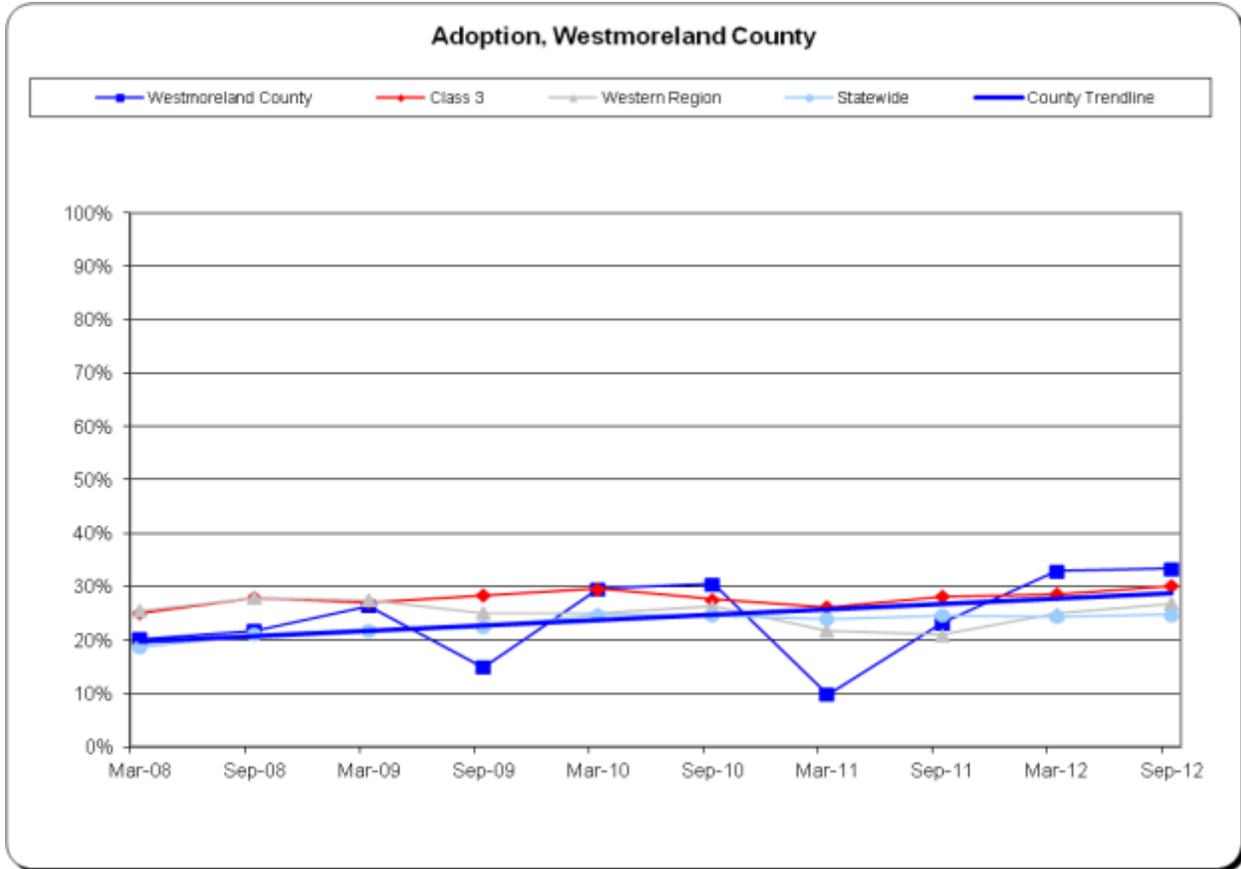
Our 5 year average for 30 days (16.70) leads the other groups and 60 days (24.74); 6 months (35.81) and 12 months (48.17) ranks 2nd to Western Region. Our 24 month rate is last (56.83). That said, our rates started to decline precipitously beginning with the 3/31/09 period.

Over the last 2 periods (9/30/10-3/31/11), compared to the 2 prior periods (9/30/09-3/31/10), our rates have begun to improve for 60 days (10.35/12.26); 6 months (15.43/30.82); 12 months (33.81/41.83) and 24 months (44.96/51.01). Our 30 day rate declined (7.40/6.49).

Children that were reunified within 6 and 12 months have increased during the last 4 reporting periods. We would like to see these numbers continue to rise. Implementation of the Accelerated Permanency Treatment Program in late 2010 is expected to contribute to the continued increase. The American Bar Association Barrier to Permanency Project assisted the agency in the development of our enhanced visitation policy that is also expected to positively impact the length of time children spend in placement. Additionally, the county's current participation in the Permanency Practice Initiative, through AOPC, should enhance timely permanency for our children.

Rates that children that are reunified within 30 days or 60 days have fluctuated over the last five review periods. Many of these children placed in care are placed for reasons that cannot be remedied in such a short period of time.

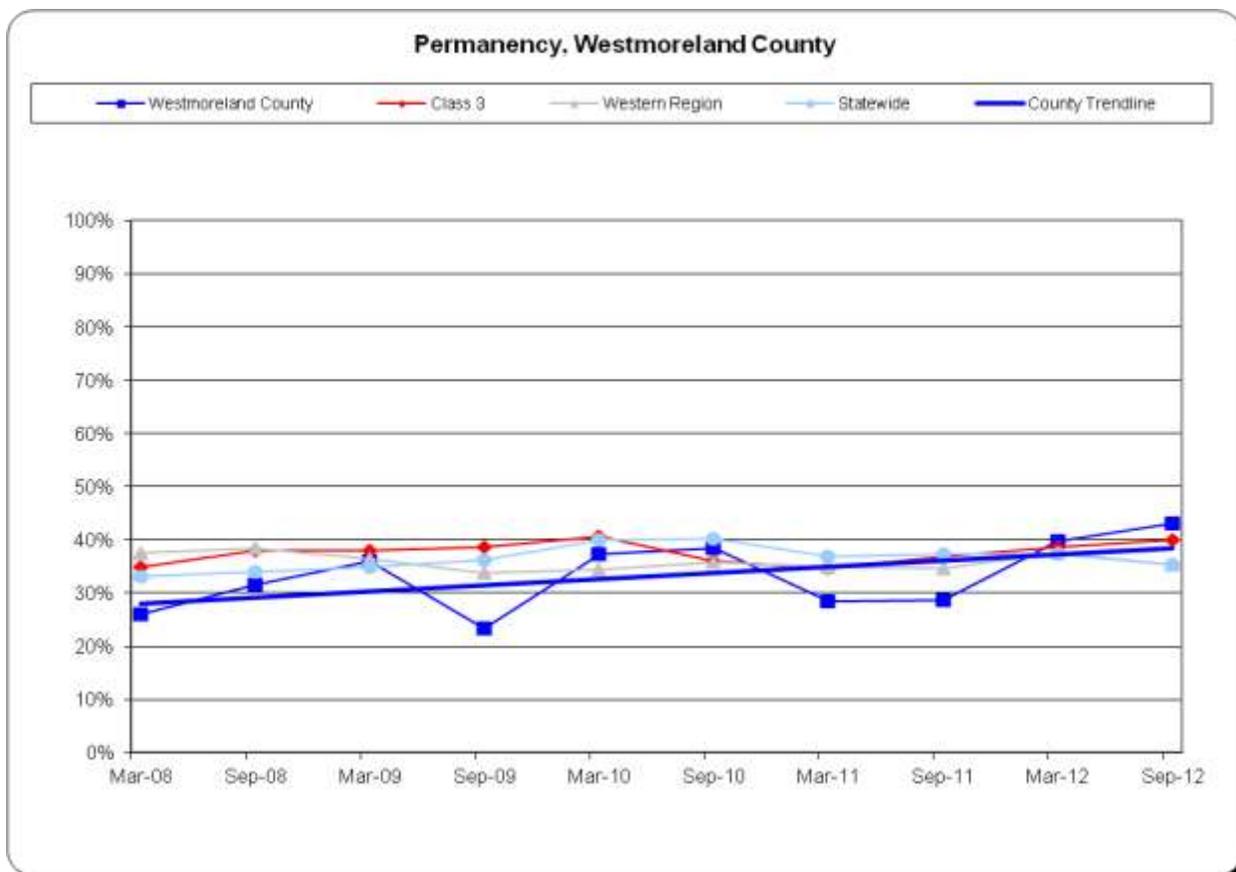
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Our trend line has gradually continued upwards for the past 8 years. Over the last 6 periods (3/31/10-9/30/12), our average rate is 26.56 placing us 2nd to class 3 (28.41) and ahead of the State (24.50) and Western Region (24.33). Looking at the last 3 periods (9/30/11-9/30/12), we lead at 29.80 compared to Class 3 (28.99); State (24.56) and Western Region (24.29)

We have completed our project with the American Bar Association Barriers to Permanency and are now involved with the AOPC Pennsylvania Permanency Practice Initiative. In addition, we added 2 SWAN paralegals last year in an effort to improve our permanency outcomes and will be requesting an additional paralegal for 2014/15.

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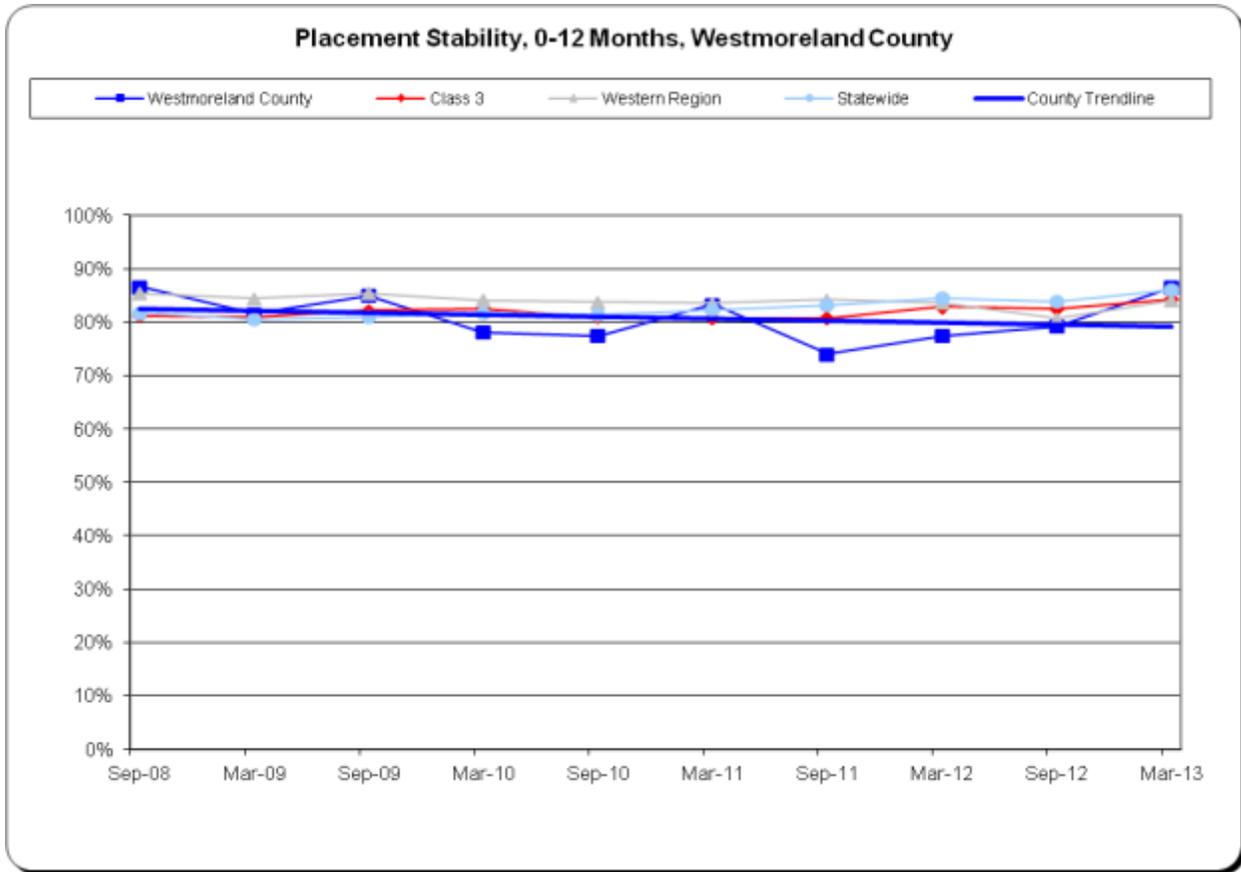


Our trend line continues to improve as illustrated by the following averages:
 10 periods – West Co (30.66); Class 3 (37.66); Western Region (35.85) and State (36.54)
 Last 6 periods – WC (35.92); C3 (37.83); WR (35.37) and State (37.84)
 Last 3 periods – WC (37.12); C3 (38.55); WR (35.78) and State (36.67)
 Last 2 periods - WC (41.39); C3 (39.39); WR (36.40) and State (36.40)

We have completed the ABA Barriers to Permanency Project and are currently engaged with the AOPC Pennsylvania Permanency Practice Initiative. We have had ongoing turnover in our casework staff and, paralegals in the past, which has had a negative impact on achieving positive outcomes. Adding 2 more paralegals last year helped with the continuity of this program along with a SWAN paralegal supervisor (we will be asking for a 7th paralegal in 2014/15). We also have brought the Independent Living program in-house and currently have 3 MSW's engaged with our older adolescents (will be adding a 4th later this year).

The agency projects a continued upward trend supported by modifications to agency policy and procedures, the stability of the paralegals, and the partnership with the courts, all committed to timely permanency.

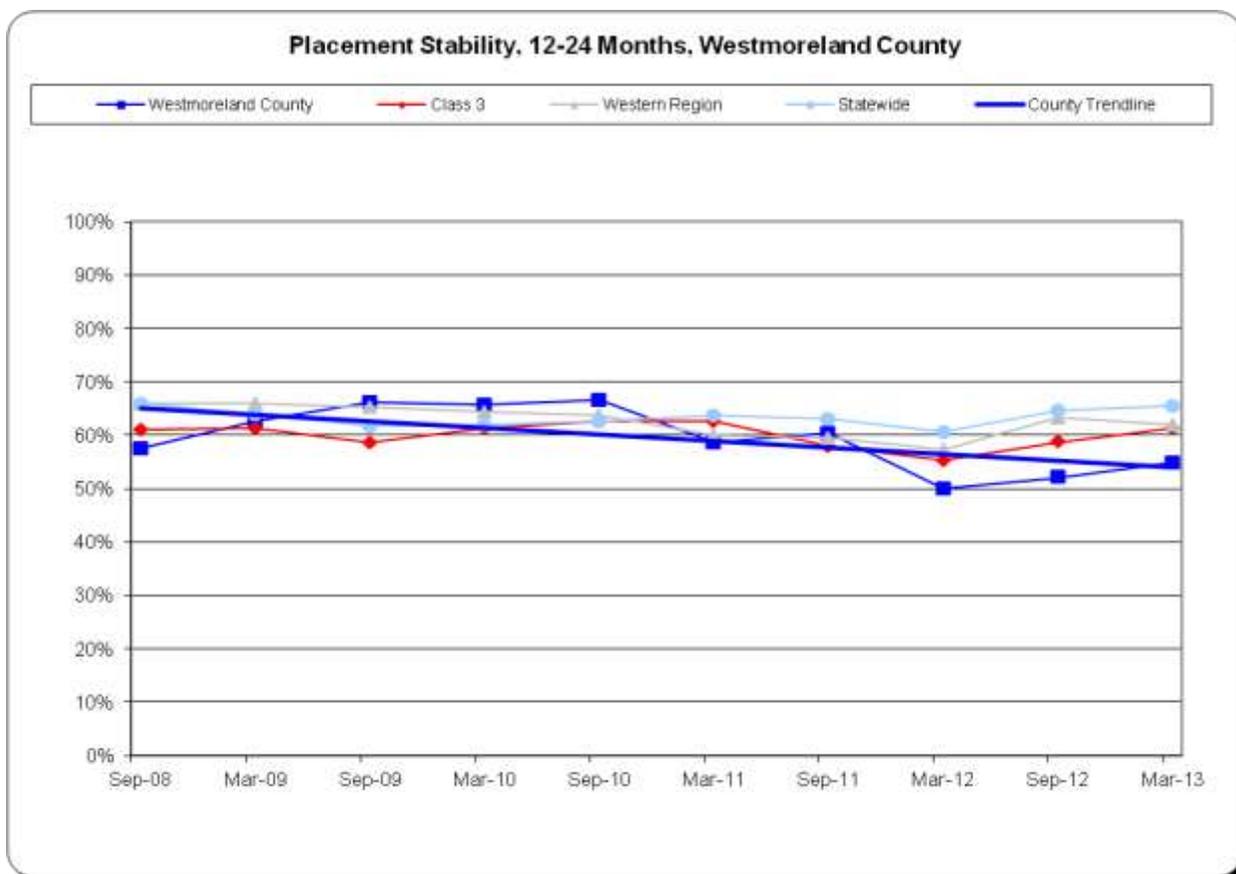
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Our 5 year trend line has been decreasing (80.90) although it has risen over the last 3 periods (81.04 - 3/31/12-3/31/13). Our last 2 period rate is 82.87 which puts us ahead of Western Region (82.38) but behind the State (84.92) and Class 3 (83.39).

We will continue to explore the least restrictive, most appropriate option at the onset of placement in order to increase placement stability within the first 6 months. In addition, we will continue to utilize pre placement visits for kinship homes prior to a move in order to determine if the placement will be successful.

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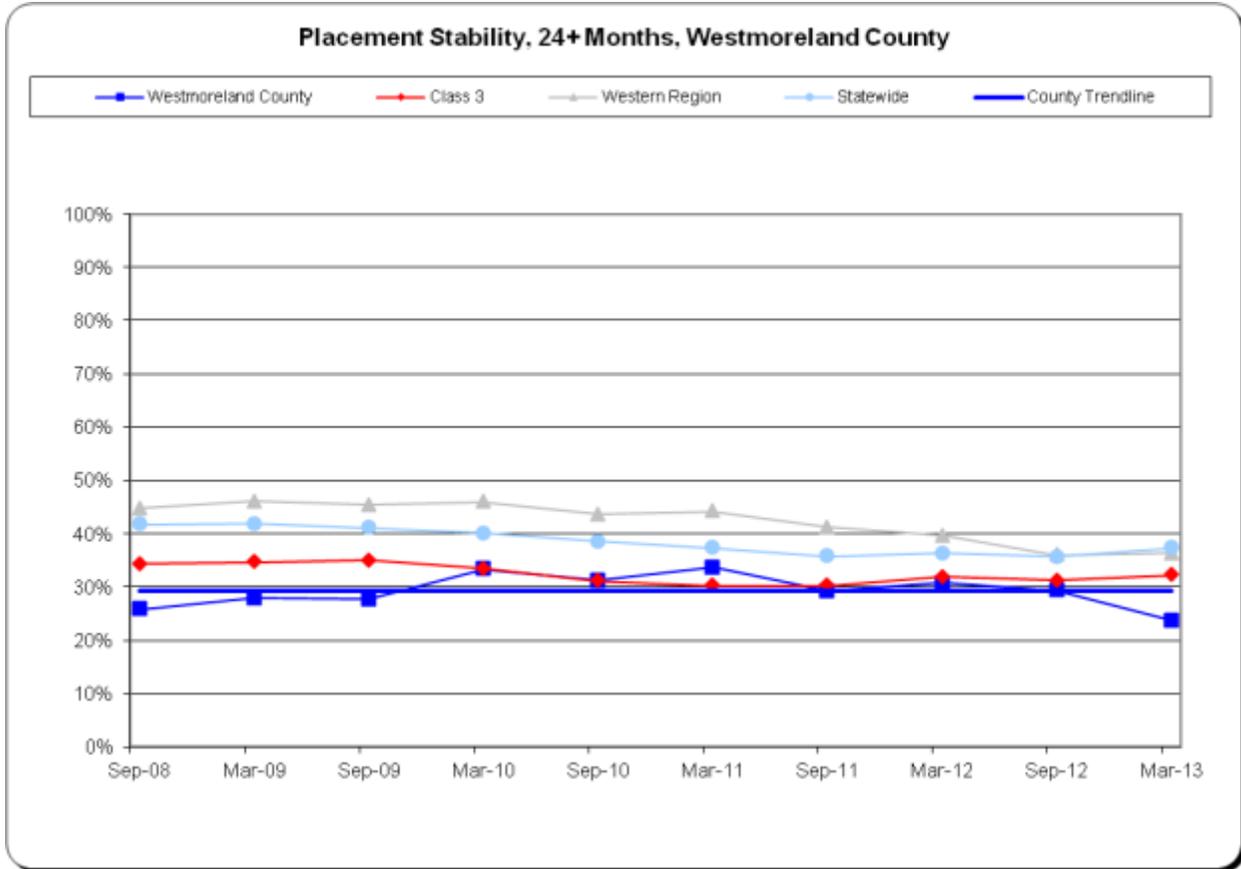


Our trend line is decreasing in this category. The 5 year (9/30/08-3/31/13) average rate of 59.50 puts us behind the State (63.40); Western Region (62.72) and Class 3 (60.09). Our past three period trend line (3/31/12-3/31/13) has improved (52.34) but is still below our past 7 periods.

The decrease in placement stability within this time frame can still be attributed to the transition of status offenders in 2010. Many of these youths have exhibited behavior and/or mental health problems which has contributed to increase movement. Additionally there are more youths choosing to remain in care beyond 18 years of age which often results in an additional move to pursue advanced education.

The agency enhanced kinship policy implemented in 2011 resulted in more youth being placed with kin. In analyzing our child specific data, we discovered that there has been a number of failed kinship placements which contribute to the lack of placement stability.

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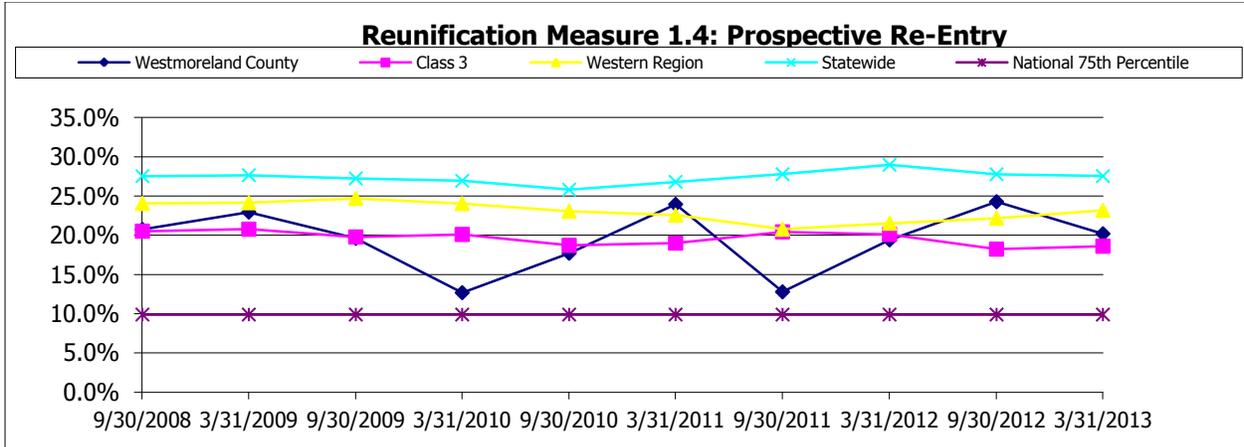
Our trend line is flat over the past 5 years (9/30/08 to 3/31/13) and we continue to trail the other groups WCCB (29.30); Class 3 (32.47); the State (42.34) and Western Region (38.60).

This grouping primarily consists of our transitional age youth with behavior and/or mental health issues. Preserving their placement stability frequently presents a challenge. We have recently increased our resource home rates to attract more homes for higher risk youths in an effort to decrease their number of moves.

In an ongoing effort to reduce the number of youth reaching 24 months plus and achieving permanency in a shorter time-frame, we plan to continue to utilize the following:

- Accurint/Seneca for family finding
- Child profiles following adjudication
- 90 day court conferences
- PPT meetings every 6 months
- FGDM

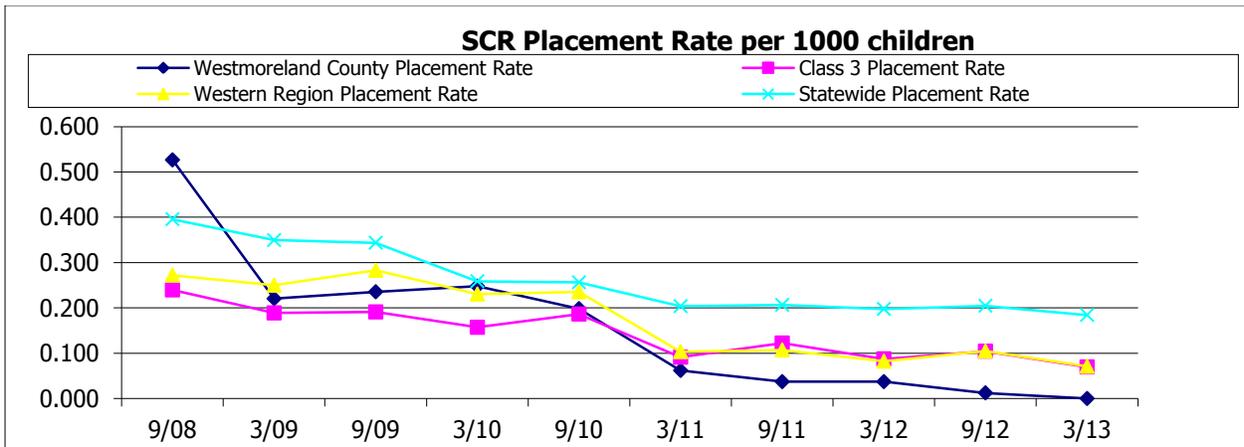
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Our average rates of re-entry (19.40) over the last 5 years (9/30/08-3/31/13) are lower than Class 3 (19.60); Western Region (23.00) and the State (27.40).

Our data indicates that the youth that do re-enter care within 6 months are primarily teens with behavior and/or mental health issues.

- ❑ Is the overall trend in the number of dependent and Shared Case Responsibility (SCR) children being served or in care in the county different than that in the state as a whole? In counties of the same class?



The Hornsby Zeller data illustrates that over the past 5 fiscal years, Westmoreland County Children's Bureau has consistently had the least amount of dependent children in care than the state, the western region and other class 3 counties. The Shared Case Responsibility data, as outlined under the JPO charts, illustrates that Westmoreland's Placement rate under JPO, was the highest rate above that of the state, western region and 3rd class counties in September 2008 then decreased below the state and western region in March 2011. From the time the Children's Bureau took over the status offenses in April of 2010 through March 2013, there has been a decline in the placement rate of SCR Youth. Westmoreland's SCR rate of placement has

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consistently been below that of the state, western region and class 3 counties since March of 2011(see chart above).

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

Although Westmoreland County has had their rate of admissions per 1000 children increase above other 3rd class counties over two periods (September 2011 through March 2012), Westmoreland County consistently maintained their rate of placement per 1000 children, under all 3rd class counties, the western region and the state, over the past 5 fiscal years (see charts in section 3-2).

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

The priorities and programs outlined in the executive summary, have contributed to the changes in number of dependent and SCR children served or in care (please refer to the Executive Summary).

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

There have been no demographic shifts that have significantly impacted the number of dependent & SCR children in care.

- 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 dependent and SCR foster care population? Is the county's current resource allocation appropriate to address projected needs?

Since the implementation of the Shared Case Responsibility Bulletin in October 2010, it has resulted in an increase in assessments conducted by the Children's Bureau with the large majority unsubstantiated for CA/N. The fiscal impact was an increase in cost (more referrals) and a substantial decrease in IV-E revenue for JPO delinquents (approximately \$750,000 a year).

3-4 Benchmark and Strategies

Counties must select a minimum of three Outcome Indicator charts that are relevant to their identified Benchmarks and Strategies as submitted in their FY 2013-2014 Needs Based Plan and Submission.

- CWDP counties and prospective CWDP counties must select Outcome Indicators that are reflective of targeted outcomes of their Demonstration Project design.

[Click to Paste HZA chart](#)

[Click to Paste HZA chart](#)

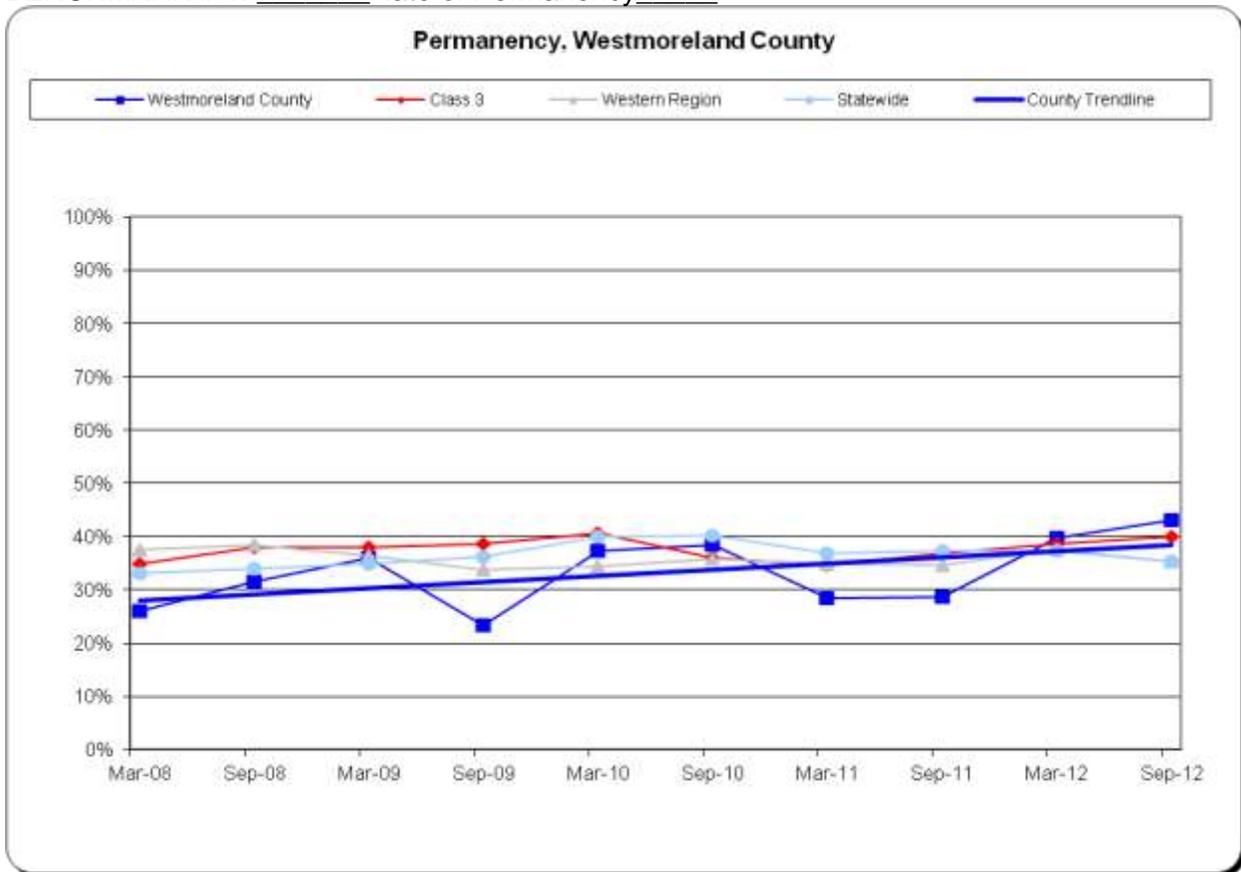
[Click to Paste HZA Chart](#)

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For each benchmark chosen the county must answer the following questions:

- CWDP counties, current and prospective, are exempt from this section as the information is captured in IDIR. Completion of this section is optional and should cover only areas that the county believes are not adequately addressed in their IDIR.
- Counties should attach any current CIP and refer to attachment for detail.

BENCHMARK # 1: _____ Rate of Permanency _____



- ❑ What is the current level of performance for this indicator? Provide analysis of historical trends of the current and past five fiscal years. Identify data sources used.

In reviewing our Hornsby Zeller Data, as illustrated in the graph above, our agency has made remarkable improvements in our rate of permanency, with an estimated 14% increase from March 2011 to September 2012. In 2012, our performance surpassed all other Children and Youth Agencies in the Commonwealth (3rd class counties, the western region and the state).

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- ❑ Identify a measurable target for improvement and timeframes for evidence.

In last year's budget submission, our agency projected a 5% improvement over two years. This goal was almost achieved in one year with a noted 4 ½% improvement from March 12-September 12. The agency plans to continue to improve our rate of permanency with an upward trend line, and projects a 3% increase in FY 13/14.

- ❑ Address the following county practices that contribute to the current level of functioning and/or would need to be enhanced toward improved outcomes.
 - Family Engagement Efforts
 - Use of SAMP in Critical Decision Making
 - Process for Placement Decisions, including Placement Settings
 - Use of Kin, Least Restrictive Setting, Sibling Placements
 - Quality Assessments
 - Individualized Services
 - Continuous Case Status Review
 - Case Planning for Successful Transition/Closure
 - Teaming
 - Shared Case Responsibility

In 2012, the agency developed and began implementing enhanced policy and procedures relating to: enhanced visitation, incarcerated parents and resource parents' roles and responsibilities (bridging the gap). The agency also enhanced their engagement efforts, kinship care policy and their increased utilization in teaming/strategic decision making.

In 2013, the agency began phase IV permanency practice initiative through AOPC, enhanced communication, collaboration and practices with key partners through our local children's roundtable (as mentioned in the executive summary section).

The agency enhanced the time and roles of their 3 solicitors by identifying a Chief Solicitor, responsible for supervising and training, our other two solicitors, in the changes in laws, regulations, bulletins and dependency rules, that impact expediting permanency for our children. The agency increased one of the solicitor's time from 60% to 90%, in order to have legal representation at all proceedings. The most significant change made that may have the largest impact on improving our outcomes, is that each solicitor will remain involved throughout the life of the case. Prior to July 1, 2013, two solicitors were assigned shelter care hearings/adjudications, and then a different attorney was assigned if reunification was not feasible, and we needed to pursue another permanent option. As of July 1, 2013, as new children enter care, each of our three solicitors will maintain their case assignments, until permanency is achieved.

- ❑ Briefly identify a plan by which strategies towards improvement that were identified and/or implemented in FY 12-13 and projected resources needed for implementation of strategies for FY 13-14 and FY 14-15.

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Although the agency has consistently implemented concurrent planning, since the inception of the Adoption Safe Families Act, we have developed an implementation plan to enhance our concurrent planning efforts, which will directly impact improving our rate of permanency. Any projected resources needed may be found in the adjustments under the budget section.

BENCHMARK # 2: _____length of stay_____

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
SPLC	163	273	339	274	266
Traditional Foster Care (non-kinship)	209	210	203	161	140
Reimbursed Kinship Care	205	152	202	172	182
Foster Family Care	209	204	203	164	152
(Total of 2 above)	0	0	0	0	0
Dependent Community Residential	110	128	118	89	100
Delinquent Community Residential	162	113	119	128	116
Juvenile Detention	18	22	27	19	20
Dependent Residential Services	222	139	158	128	135
Delinquent Residential Services	168	119	121	126	110

The above chart was taken off the general indicators chart, generated from CAPS, and are averages in days of care (total children divided by total days of care).

- What is the current level of performance for this indicator? Provide analysis of historical trends of the current and past five fiscal years. Identify data sources used.

Over the past 5 years, there has been a decrease in days of care for all settings for dependent children, except in Dependent community residential and residential. In the aforementioned settings, there was a slight increase from FY 11/12 to FY 12/13. This increase may be attributed to ACT 81 and Act 91, allowing children to re-enter care until 21 and allow subsidies to continue to age 21. Since Independent Living Programs, are designated as residential, this is the predominant placement setting for our transitional age youth. The agency has increased their subsidies for fostering older youth, in order to provide an incentive, to recruit more homes for this population, and encourage their purchased foster care providers, to do the same.

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- ❑ Identify a measurable target for improvement and timeframes for evidence.

Since the county has targeted a 3% increase in the rate of permanency over the next fiscal year, a correlating decrease in days of care is anticipated.

- ❑ Address the following county practices that contribute to the current level of functioning and/or would need to be enhanced toward improved outcomes.
 - Family Engagement Efforts
 - Use of SAMP in Critical Decision Making
 - Process for Placement Decisions, including Placement Settings
 - Use of Kin, Least Restrictive Setting, Sibling Placements
 - Quality Assessments
 - Individualized Services
 - Continuous Case Status Review
 - Case Planning for Successful Transition/Closure
 - Teaming
 - Shared Case Responsibility

Since there is a correlation between the length of stay and time to achieve permanency, the same practices outlined in the above benchmark will be implemented.

- ❑ Briefly identify a plan by which strategies towards improvement that were identified and/or implemented in FY 12-13 and projected resources needed for implementation of strategies for FY 13-14 and FY 14-15.

Any projected resources needed may be found in the adjustments under the budget section.

BENCHMARK # 3: ____placement stability_____

- ❑ What is the current level of performance for this indicator? Provide analysis of historical trends of the current and past five fiscal years. Identify data sources used.

In analyzing the Hornsby Zeller data charts in section 2, our agency significantly increased placement stability (0-12 mos.) from September 11- March 13, by 18%. In last year's budget submission, we projected a 5% increase in 2 fiscal years from 2012-14, and surpassed that goal with the 0-12 mos. placements achieving an 8% increase in 6 mos., from September 12-March 13.

Our data for placement stability (12-24 mos.), illustrates a 5% increase from March 2012 March 2013. Our agency was successful in meeting the 5% increase in one year that was projected for 2 years.

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Our data for placement stability (24+mos), shows an 8% decline from September 12-March 13.

Although our 5 year trend lines are downward for placement stability, we have made significant improvements in 2 of the 3 categories (0-12, 12-24mos).

The decline in stability for 24+ mos., may account for our transitional age youths ability to remain in care until 21 or return to care. Our agency discovered that respites are considered a move, if the youth is in a nonpaid-placement setting (apartment, college, etc.) and visits their foster families on weekends/holidays. Also, if a youth has moved among different cottages within the same setting, each move has been counted (when it shouldn't have been as the child was at the same facility/level of care). Some of the moves are attributed to youth with significant behavioral and mental health issues, that result in multiple moves or older youth are verbal about their choice to change their placement settings.

- Identify a measurable target for improvement and timeframes for evidence.

The agency projects to improve placement stability by 3% over the next fiscal year and expects that the 5 year trend line will shift upward.

- Address the following county practices that contribute to the current level of functioning and/or would need to be enhanced toward improved outcomes.
 - Family Engagement Efforts
 - Use of SAMP in Critical Decision Making
 - Process for Placement Decisions, including Placement Settings
 - Use of Kin, Least Restrictive Setting, Sibling Placements
 - Quality Assessments
 - Individualized Services
 - Continuous Case Status Review
 - Case Planning for Successful Transition/Closure
 - Teaming
 - Shared Case Responsibility

The agency has enhanced their implementation plans for concurrent planning and family engagement efforts by training all staff on family finding, FGDM, and Bridging the Gap, and by increasing team meetings/strategic decision making (PPT's). The agency has increased the foster care rates as an incentive to recruit more foster homes for older youth (who are the largest population that struggles with placement stability). Our Westmoreland Children's Summit, on December 11, 2013, will include training on concurrent planning and confidentiality laws (specific to how they have changed with the legal requirement for Family Finding in notifying relatives/kin).

In order to continue to improve this outcome, the agency will focus on the following:

- Enhance concurrent planning efforts, in assuring due diligence is made in finding permanency placement at the initial time of placement and throughout the life of the

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- case. Receive education/training on the changes in confidentiality laws, with the enactment of family finding.
- Increase transitioning with visitation/overnights prior to placement change (whenever possible).
 - Increase resource homes able and willing to keep and maintain children with significant behavioral issues and mental health and increase training/support for resource homes currently working with this population.
 - Family engagement practices and education on the negative effects, placement changes have on children.
- Briefly identify a plan by which strategies towards improvement that were identified and/or implemented in FY 12-13 and projected resources needed for implementation of strategies for FY 13-14 and FY 14-15.

The above strategies will be implemented toward improving our outcomes and any additional resources needed as a result of this, will be entered into an adjustment found in the budget section.

Section 4: Administration

4-1a. Employee Benefit Detail

- Submit a detailed description of the county's employee benefit package for FY 2013-14. Include a description of each benefit included in the package and the methodology for calculating benefit costs.

The following benefits are included in the benefit package:

Retirement: This is the amount the county pays towards employee retirement; this amount is given to us by the county Financial department twice a year.

Health Insurance: This is the health insurance for employees; the cost is based on which of three plans the employee is in.

Social Security: This is the amount of Social Security 7.65% of the amount paid.

Insurance buyouts: This is the amount that is paid to people that do not need insurance.

Worker's Compensation: Amount paid for worker compensations.

Life insurance: This is for life insurance for employees.

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Unemployment: This is the amount that is required by the unemployment bureau.

Optical: This is for the employee optical insurance.

Long Term disability: This covers employee's long term disability.

All of these benefits are calculated in different departments of the county and posted to the correct accounts. In order to find our benefit rate, I take the total amount spent in each of these different areas and divide by the amount spent on payroll to get my benefit percentage.

4-1b. Organizational Changes

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

Organization Chart changes in Fiscal Year 13-14 were the addition of two paralegals and one Social Worker 1. In addition to the new positions, the agency's Administrative Assistant II has been assigned direct supervision of the agency's Clerical Supervisor.

4-1c. Staff Evaluations

- Describe the method for measuring and evaluating the effectiveness of staff provided services.

WCCB currently monitors staff effectiveness through supervisory observations in the field, file reviews, management oversight, monitoring of client and community complaints, employee performance reviews, and the utilization of our QA position and Contract Monitors.

The current QA monitor reports directly to the Casework Manager II. The responsibilities include conducting regular client case record reviews for legal, regulatory, and best practice compliance including CFSR outcomes. The QA monitor then discusses all case record reviews with the appropriate supervisor and makes recommendations. These recommendations are then forwarded to the appropriate County Casework Manager I and II.

The QA monitor also interacts with the contract monitors on all quality assurance issues relating to contracted providers and reviews, analyzes, and evaluates the effectiveness of in-house services in meeting the needs of clients.

The Contract Monitors also monitor agency staff performance through audits conducted on provider case files and provider expressed concerns for agency staff performance.

Staff Retention

	2008	2009	2010	2011	2012	2013 (currently)
Overall Staff	24.17%	11.00%	20.19%	12.39%	12.00%	7%
Casework Staff	18.68%	7.00%	18.26%	15.52%	20.00%	13%

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Although there was a very slight improvement in overall staff retention in 2012, caseworker retention and overall staff retention continued to be an issue for the Children's Bureau. Fourteen employees (12.00%) vacated their positions through resignations, retirements and terminations. Twelve of these were direct service workers and five were support staff.

The agency utilizes the PCYAA Statewide Employee Exit Interview Form to interview all employees that leave their respective positions. The exit interviews conducted indicate the common theme for leaving continues to be stress and low pay for the level of responsibility/job duties. During staff turnover, the remaining staff effectively managed the increased responsibilities until all vacant positions were filled. The agency has created an additional Social Worker 1 position to assist with the growing IL population. This utilization of these social workers' skills indicates that the agency will continue to explore innovative ways to retain staff and to cultivate a positive working environment that strengthens morale and builds professional growth. In addition, the agency will continue to permit Agency CWEL students to attend the CWEL/MSW program full-time.

The agency experiences a high turnover rate of our second shift staff. The agency is proposing to change the second shift hours from 12:30 p.m. to 8:00 p.m. to 10:30 a.m. to 6:00 p.m. in order to retain our nightshift staff.

Staff turnover for calendar year 2013, to-date, eight staff all of whom were caseworkers vacated their positions. This comprised 7% of overall staff and 13% of casework staff.

Training Needs

Truancy Intervention and Prevention will continue to be a training need for the agency in 2013-2014. A training on Truancy Elimination Plans (TEP), will be presented by the Educational Law Center in collaboration with the A.B.A. and the agency on August 14, 2013. In addition to agency staff the training will be offered to the Judges, Court Officials, District Magistrates, School District Representatives, Juvenile Probation Office, CASA, SAP representatives and Provider Agencies.

The County is participating in the Phase IV of the Pennsylvania Permanency Practice Initiative. In December 2013, we anticipate to host a Permanency Practice Initiative Summit. Trainings provided at the Summit will be on Con-Current Planning and Confidentiality Training (due to the Concurrent Planning Confidentiality Bulletin, Dated May 11, 2012).

The Post Traumatic Stress Disorder Training will be provided by the Westmoreland County Juvenile Probation Office on September 5, 2013 and September 10, 2013. The intent of the training is to familiarize staff with the causes, symptoms and treatment of PTSD.

The agency will seek C.A.N.S. and F.A.S.T. training for our staff to be in compliance with the learning and implementation stages of Systems of Care. This training will also be needed if the agency decides to proceed with the IV-E Demonstration Project.

The agency will also seek training on Psychotropic Medication prescribed to Children and Trauma Informed Care for our staff and resource caretakers. These trainings are anticipated to be provided after the first of the year.

4-1d. Contract Monitoring & Evaluation

- ❑ Note the employee/unit which oversees county contracts. Describe the evaluation process to determine the effectiveness of provider services.

The agency employs two contract monitors that are program specialists, to evaluate the effectiveness of the contracted providers. All utilized contracted agencies are audited no less than annually. During each audit, a random sample of files is reviewed (at least 25% of the active case). Files are scrutinized for meeting regulatory requirements, best practice standards and contractual obligations. The main purpose of the audit is to ensure the safety, well-being and permanency of each child. Second is ensuring that all provided services are appropriate and effective. Third is to assure there are no duplication of services and that the invoicing is accurate for the services rendered. Following the service provider audit, the contract monitors send quality assurance surveys out to the family whose file was reviewed for feedback in regards to the service utilized as well as any issues that the family may have had with the agency or provider. If any issues are reported, the contract monitors will contact the individual completing the survey for more information and to troubleshoot the problem. The contract monitors have begun reviewing and approving all service requests to assure that service selection best meets their need, is time limited, and is not duplicated.

In addition to the assessment of performance and outcomes at each audit, we require a continuum of outcome data reports by all contracted providers. Quarterly reports document all services provided to clients, the outcomes for each client and the effectiveness of the program itself in achieving goals, objectives and results. To assure receipt of such reports, this language has been added to all our contracts.

4-2a. Human Services Block Grant

- ❑ Participating counties should describe what services and activities will be funded through the block grant and how this may change from the previous year. If services or activities will decrease, explain why this decision was made and how it will affect child welfare and juvenile justice services in your county and the NBPB. Describe any plans for increased coordination with other human service agencies and how flexibility from the block grant is being used to enhance services in the community.

Last year, Westmoreland County submitted their letter of intent to participate in the Human Services Block Grant Pilot but was not one of the 20 counties chosen to participate. Act 55 of 2013, has extended the Human Services Block Grant Pilot to add 10 additional counties, giving priority to those counties that have previously demonstrated interest. Westmoreland County intends to participate in the Human Services Block Grant and is awaiting instructions from the Department on how to proceed. Westmoreland County hired a Human Services Director in November 2012 that is responsible for overseeing all human service departments and the block grant. The human service agencies have been meeting regularly to discuss and develop plans toward increased coordination in the delivery of services within the community and streamlining processes. The county plans to utilize funding within each categorical for the current fiscal year, in order to allow time for the agencies to develop and analyze services across systems, to determine how flexibility from the block grant may enhance services and to develop a needs assessment tool to prioritize needs within our community. Westmoreland County facilitated

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input from the public through two public meetings held on the Human Services Block Grant, on August 7, 2013 and August 29, 2013.

4-2b through 4-2e. Special Grants Initiatives

Requests to Transfer/Shift Funds

The following subsections permit the transfer or shifting of funds within the SGI categories of EBP, new EBP, PaPPs, Housing and ATP for FY 2013-2014 within the maximum allocation amount. Counties must have sufficient local matching funds when requesting a transfer to those programs with a higher match requirement. CCYA may transfer within EBP funds and New EBP without OCYF approval. However, approval is required if transferring to/from EBP and other SG programs.

The requests must include detailed justification for the proposed changes. The PaPPs must relate to a specific outcome for a selected benchmark in the NBPB or the county's Continuous Quality Improvement (CQI) plan.

Counties that request to shift funds as outlined above must enter the revised amounts in the Budget Excel File in order for the revised amount to be considered final. All transfer requests made should be considered approved unless the county is notified otherwise by the Department.

- From the list below, please indicate those Evidence-Based programs, Pennsylvania Promising Practices, Housing and Alternative to Truancy Prevention programs that the county will provide in FY 2013-2014 and/or request funding for in FY 2014-2015. Do not include funds for additional Nurse Family Partnership services. Describe the method for measuring and evaluating the effectiveness of staff provided services.

___ a. New Evidence Based Practices (N EBP)

__xx__ b. Multi-Systemic Therapy (MST)

___ c. Functional Family Therapy (FFT)

___ d. Multidimensional Treatment Foster Care (MTFC)

__xx__ e. Family Group Decision Making (FGDM)

___ f. Family Development Credentialing (FDC)

___ g. High-Fidelity Wrap Around (HFWA)

___ h. Pennsylvania Promising Practices Dependent (PaPP Dpnt)

___ i. Pennsylvania Promising Practices Delinquent (PaPP Dlqnt)

__xx__ j. Housing Initiative

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___ k. Alternatives to Truancy Prevention (ATP)

FOR EACH OF THE SELECTED PROGRAMS, ANSWER THE FOLLOWING QUESTIONS (COPY AND PASTE AS NECESSARY TO ACCOMMODATE RESPONSES FOR ALL SELECTED PROGRAMS):

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Program Name:	Multi Systemic Therapy
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Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2012-2013	Y			
New implementation for 2013-2014 (did not receive funds in 2011-2012)	N			
Funded and delivered services in 2012-2013 but not renewing in 2013-2014	N			
Requesting funds for 2014-2015 (new, continuing or expanding)	Y	New	Continuing	Expanding
			Y	

Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2013-2014; and/or requesting funds for FY 2014-2015. Enter the total amount of state and matching local funds.

Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2013-2014	\$60,000	0	\$60,000
FY 2014-2015			\$60,000

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?

No change is requested.

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- If a New EBP is selected identify the website registry or program website used to select the model, describe the EBP, what assessment or data was used to indicate the need for the program, describe the populations to be served by the program, explain how the selected EBP will improve their outcomes and identify a key milestone that will be met after one year of implementation of the EBP.

Complete the following chart for each applicable year.

	11/12	12/13	13/14	14/15
Target Population	Status Offenders	Status Offenders	Status Offenders	Status Offenders
# of Referrals	41	50		
# Successfully completing program	25	28		
Cost per year	\$44,122	\$43,215	\$60,000	
Per Diem Cost/Program funded amount	\$67.63 per day	\$67.63 per day		
# of MA referrals	44	43		
# of Non MA referrals	6	7		
Name of provider	Adelphoi Village	Adelphoi Village		

- Identify three service outcomes the county expects to achieve as a result of providing these services with a primary focus on FY 2014-15. Explain how service outcomes will be measured and the frequency of measurement.

The county has had positive outcomes with this service, particularly with truant and incorrigible youth. The purpose of this program is to decrease risk factors by building on family strengths. Lastly, the county expects to decrease out of home placements within the MST population by heading off any behavioral difficulties within the family's home. Outcomes will be measured by monthly reports along with end of the year statistics.

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2013-2014 and FY 2014-2015.

To ensure spending is on track, the contract monitors as well as supervisors will review each service request and if it fits the criteria for MST will encourage the caseworker to utilize the service.

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Program Name:	Family Group Decision Making
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Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2012-2013	Y			
New implementation for 2013-2014 (did not receive funds in 2011-2012)	N			
Funded and delivered services in 2012-2013 but not renewing in 2013- 2014	N			
Requesting funds for 2014-2015 (new, continuing or expanding)	Y	New	Continuing	Expanding
			Y	

Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2013-2014; and/or requesting funds for FY 2014-2015. Enter the total amount of state and matching local funds.

Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2013-2014	\$100,000	0	\$100,000
FY 2014-2015			\$100,000

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?

No change.

If a New EBP is selected identify the website registry or program website used to select the model, describe the EBP, what assessment or data was used to indicate the need for the program, describe the populations to be served by the program, explain how the selected EBP will improve their outcomes and identify a key milestone that will be met after one year of implementation of the EBP.

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Complete the following chart for each applicable year.

	11/12	12/13	13/14	14/15
Target Population	Transitional Age/Status Offenders	Placement Youth Ages 12-15	Placement Youth ages 12-15	Placement Youth ages 12-15
# of Referrals	14	18	25	25
# Successfully completing program	10	11		
Cost per year	\$13,603	20,609		
Per Diem Cost/Program funded amount	\$82.50 per hour	\$82.50 per hour	\$82.50 per hour	
# of MA referrals	0	0	0	
# of Non MA referrals	14	18		
Name of provider	Justice Works	Justice Works	Justice Works	

- Identify three service outcomes the county expects to achieve as a result of providing these services with a primary focus on FY 2014-15. Explain how service outcomes will be measured and the frequency of measurement.

In utilizing this program, the county expects to decrease the amount of time in placement by connecting families to various resources both within the community and in their own extended family, increase the quality of services offered to the family by enhancing family engagement, and reduction in the amount of children that reenter placement. Outcomes will be measured yearly based on the targeted population.

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2013-2014 and FY 2014-2015.

In order to support the efficacy of this intervention, caseworkers should attend the meeting which most often is held after hours or on weekends, depending on the schedule of the family and provider. The requirement of the caseworker's attendance is one of the barriers for the underutilization of this program. As of January 1, 2013, the county became involved in the PPI. The county will be referring all children between the ages of 8-11 years old in placement for FGDM. Currently based on the 12/13 Fiscal year this number is 18 youth who fit this demographic. We expect this number to be similar for the 13/14 fiscal year. The county will also begin to utilize Family Group Decision making in the beginning of the case to both expand

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the parents support system and to prevent placement. With the enactment of Act 55 of 2013, requiring family finding for all cases accepted for service, an increase in the utilization of FGDM is expected.

Program Name:	Housing Initiative
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Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2012-2013	Y			
New implementation for 2013-2014 (did not receive funds in 2011-2012)	N			
Funded and delivered services in 2012-2013 but not renewing in 2013-2014	N			
Requesting funds for 2014-2015 (new, continuing or expanding)	Y	New	Continuing	Expanding
				Y

Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2013-2014; and/or requesting funds for FY 2014-2015. Enter the total amount of state and matching local funds.

Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2013-2014	\$100,000	0	\$100,000
FY 2014-2015			\$150,000

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?

Westmoreland County is requesting an increase in funding to \$150,000 for the 2014-2015 fiscal year.

If a New EBP is selected identify the website registry or program website used to select the model, describe the EBP, what assessment or data was used to indicate the need for the program, describe the populations to be served by the program, explain how the selected EBP will improve their outcomes and identify a key milestone that will be met after one year of implementation of the EBP.

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Complete the following chart for each applicable year.

	11/12	12/13	13/14	14/15
Target Population				
# of Referrals	81	113		
# Successfully completing program	81	113		
Cost per year	\$76,360	\$82,974	\$100,000	\$150,000
Per Diem Cost/Program funded amount				
# of MA referrals	0	0		
# of Non MA referrals	81	113		
Name of provider				

- Identify three service outcomes the county expects to achieve as a result of providing these services with a primary focus on FY 2014-15. Explain how service outcomes will be measured and the frequency of measurement.

As a result of the housing initiative, the county expects to keep families in their homes, prevent placement, and ensure that children have a safe place to reside. Outcomes will be measured by a decrease in number of children in placement due to housing issues.

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2013-2014 and FY 2014-2015.

Currently there is under-spending, but based on the history we would expect the funding usage to be between the \$90,000 to \$100,000 dollar ranges in 13/14. In 14/15 the county has requested an increase in funding to \$150,000. This increase was requested due to the rising amount of Westmoreland County residents and families living at or below the poverty level. This funding will also assist with housing for transitional age youth.

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Program Name:	ALTERNATIVE TO TRUANCY PROGRAM
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- Please indicate which type of request this is:

Request Type	Enter Y or N			
Renewal from 2012-2013	N			
New implementation for 2013-2014 (did not receive funds in 2011-2012)	N			

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Funded and delivered services in 2012-2013 but not renewing in 2013-2014				
Requesting funds for 2014-2015 (new, continuing or expanding)	Y	New X	Continuing	Expanding

Complete the following table if providing this service or requesting a **transfer, shift, or revision** only of funds for FY 2013-2014; and/or requesting funds for FY 2014-2015. Enter the total amount of state and matching local funds.

Total Budget Amount	Original/Approved Allocation (Amt requested and approved)	Revision Amount Change + or -	Requested Amount (enter this amount in fiscal worksheets)
FY 2013-2014	na	na	na
FY 2014-2015			\$210,000

- 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?

NA

- If a New EBP is selected identify the website registry or program website used to select the model, describe the EBP, what assessment or data was used to indicate the need for the program, describe the populations to be served by the program, explain how the selected EBP will improve their outcomes and identify a key milestone that will be met after one year of implementation of the EBP.

Although a provider has yet to be determined, the agency plans on utilizing either an evidence based or outcome based program for its truancy intervention/diversion program. After one year of implementation, the agency projects a 10% decrease in the number of referrals made to WCCB.

Complete the following chart for each applicable year.

	1112	1213	1314	1415
Target Population				AGES 6-16
# of Referrals				140
# Successfully completing program				140
Cost per year				\$210,000
Per Diem				\$75 per

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Cost/Program funded amount				hour/20 hr per child
# of MA referrals				NA
# of Non MA referrals				NA
Name of provider				To be determined

- Identify three service outcomes the county expects to achieve as a result of providing these services with a primary focus on FY 2014-15. Explain how service outcomes will be measured and the frequency of measurement.

The agency will maintain monthly/yearly data on the number of referrals made to the truancy intervention program. The agency anticipates the following:

- increased school attendance (reduction of truancy)
- decrease in referrals filed through the MDJ and/or dependency
- decrease in referrals to WCCB

- If there were instances of under spending or under-utilization of prior years grant funds, describe what changes have occurred or will occur to ensure that grant funds for this program/service are maximized and effectively managed. Also, identify the measures the county will utilize in both FY 2013-2014 and FY 2014-2015.

NA

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- Please provide an overall summary of how the special grant programs selected under the SGI (including EBP, PaPP, Housing and ATP) will impact service delivery and child and family outcomes.

The truancy intervention program will serve as a diversion, will intervene after three unlawful absences, will identify root causes of absence, will eliminate barriers toward improving attendance, and will provide or refer the child/family for services.

- Please explain how the availability of the services under the special grants will assist in the county's ability to achieve a specific outcome or a selected benchmark in the NBPB or the county's Continuous Quality Improvement plan. Specifically identify how the service outcomes will be measured and the frequency of the measurement.

The agency is involved in a 5 year truancy pilot project, with the overarching goal of reducing truancy by 25% countywide. In year two, we are transitioning from planning to implementation, with the 7 school districts. We have learned that school resources are a barrier, in intervening after 3 unlawful days. The agency anticipates that a truancy intervention/diversion program will provide the early intervention that is necessary in order to improve attendance, and avoid the need for court intervention/agency services.

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4-2f. Independent Living Service Grant

- ❑ In the table below, place an “X” for the services that will be provided by CCYA during FY 2014-15 (regardless of funding source.) Check as many boxes as apply. Enter the projected total amount of youth that will receive these services (regardless of age, placement status, or disposition.)

Mark “X” in this column	Total Youth	IL Services
	100	A. Needs Assessment/Case Planning
	100	B. Life Skills Training
		C. Prevention Services
	120	Dental/Health
	120	Drug Abuse Prevention
	120	Alcohol/Tobacco/Substance
	120	Safe Sex/Pregnancy
		D. Education
	40	Vocational Training
	30	High School Support and Retention
	20	Preparation for GED
	35	Assistance in Obtaining Higher Education
		E. Support
	75	Individual and Group Counseling
	100	Stipends
	6	Services for Teen Parents
	15	Mentoring
		F. Employment
	75	Job Placement
	0	Subsidized Employment
	50	G. Location of Housing
	20	H. Room and Board
	2	I. Retreats/Camps
		J. Indirect Services
		K. Program Administration

- ❑ Enter the county’s total approved budget for FY 2013-14 and budget request for FY 2014-15 IL Services below. Include federal, state and local funds in the total amount. Note: Fiscal information entered in the Narrative Template serves only as an estimate of projected program cost for FY 2014-15. If information entered into the Narrative Template and the Budget Excel File do not match, the Budget Excel File will be deferred to and considered as a final budget.

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- The transfer of IL federal, state or local funds to other Special Grant programs or services is not permitted.

- ❑ Describe the county's expenditures history for IL Services for FY 2009-10, 2010-11, 2011-12 and 2012-13. What factors contributed to the successful or unsuccessful spending of grant funds for each year?

In FY 2009-10, the CCYA was granted \$225,000 for IL Services. The agency spent this total allotment. An internal change occurred within the county itself. The CCYA became the legal authority over all status offense cases. In the fourth quarter of this fiscal year, the CCYA received the transfer of 42 youth who were previously the responsibility of the JPO. These youth were referred to IL services which increased the number of youth being serviced by Try-Again Homes, Inc.

In FY 2010-11, the CCYA was granted \$262,850 for IL Services. Approximately \$63,000 of that allotment was not spent. Approximately \$50,000 was unused from the salaries/benefits portion of the budget. This was due to staffing issues Try Again Homes faced over the year. Two caseworkers left and there was a lapse in time in filling those positions. Also a secretary position was vacated and not filled. Approximately \$10,000 remained in the budget from unused stipends. Much of this is attributed to youth's underuse of the After Care Program. This is a voluntary program and although youth were reminded periodically of its existence it was still underused. Approximately \$3,000 was unspent for transportation of clients. Although transportation for youth was provided it was not utilized as much as in previous years.

In FY 2011-12, the CCYA was granted \$275,798 for IL Services. There was a delay in transferring the services to the CCYA which made it necessary to continue the contract with Try Again Homes. Because of this delay our IL staff salary and benefits were not incurred for the first quarter of the fiscal year. In addition only 3 of the 10 requested computers were not purchased. This resulted in an under spending of approximately \$35,000.

In FY 12-13 the CCYA was granted \$332,678 for IL Services. It appears that the CCYA approximately underspent during this FY by \$72,000. This is due to several factors. The first being that the CCYA was anticipating purchasing the remaining 7 computer's that were budgeted originally for the FY 11-12, but it was determined that these were not needed and therefore were not purchased. Secondly, the CCYA had anticipated that the two social worker 1's would be promoted to social worker II's, which comes with a pay increase. This was not approved by the CCYA's county commissioners and therefore the pay increases did not occur. The third reason why there was a substantial under spending during FY 12-13 was that the CCYA had erred in calculating the potential stipend costs for the FY. While the CCYA was just why of servicing 100 youth during the FY 12-13, it was overlooked that typically youth are not receiving their full \$1000 stipend during the course of just one FY. Typically this \$1000 stipend is dispersed over 2 or more FY's. Therefore, the CCYA under spent by approximately \$60,000 in this area. The last major area of under spending was in the area of reimbursement of mileage for the two social worker's and the social work supervisor. The CCYA had budgeted \$22,500 in this area but had not anticipated that one of the social worker's would be

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using a county issued vehicle instead of her own personal car, and therefore did not require mileage reimbursement.

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

For the FY 14-15 the CCYA now has a better understanding of the length of time it takes to disperse a full stipend to a youth, as well as the CCYA will be decreasing mileage reimbursement due to the continuing expectation that only 2 workers will be utilizing their own personal cars for IL use, instead of 3.

- ❑ Provide a brief explanation if the county elects to submit an implementation budget for FY 2013-14 that is less than the certified allocation.

The CCYA will be submitting an implementation budget that is less than the certified FY 13-14 budget due to the fact that a third social worker was approved for the FY 13-14, however the CCYA will not be filling this position until approximately December 16, 2013, which is 5 and ½ months into the current budget, therefore we will be requesting an amendment as we will not require a full year salary and benefits for this position as anticipated.

IL Outcomes

- ❑ Identify and describe three program, or youth, IL outcomes the county plans to address and improve for FY 2014-15 (or earlier, if applicable). Also provide an overall summary of how the delivery of IL Services will ultimately impact these outcomes for youth.

The IL outcomes description must include:

- How and why the outcome was selected;
- Baseline information or how baseline information will be established and when available;
- The source of the data and the collection process or method;
- An explanation of the plan for services delivery to achieve the outcome and what agency(ies) will provide services if not the CCYA; and
- Any other information to support the outcome.

Outcome 1

The CCYA intends to participate in the Western Regional Youth Advisory Board meetings. Due to the high caseloads of the two independent living workers the county has found it difficult to attend the out of county meetings due to the time of day and location where the meetings are held. The CCYA will solicit participation from current IL youth in the quarterly IL meetings and will ensure attendance by transporting as well as our IL staff attending.

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Outcome 2

For FY 14-15 the agency intends to develop an implementation committee comprised of the courts, Advisory Board, Human Services Director as well as community resource agencies and providers to develop a volunteer mentoring program for our IL youth. This has been something the CCYA has wanted to implement for many years but it requires the help and support of more than just the CCYA to get started. The CCYA feels they have the support needed to attempt to undertake this to help improve the outcomes for our IL youth.

Outcome 3

As per a recommendation of the 2011-12 County Review Report the CCYA with the assistance of the county IT department will develop a tracking system to identify youth as they near their 16th birthday in order for IL services to be offered to them. Currently the IL staff is relying on caseworkers to refer their age eligible youth for services and this could possibly lead to some youth being overlooked. In addition a data base will be developed to track youth outcomes. This data base will assist the IL staff in ongoing monitoring and in six month reviews of their progress.

This outcome was not accomplished during the FY 12-13 and it is the CCYA's hope that this can be accomplished during this FY.

IL Services Narrative

- If the agency is requesting an increase of funds for FY 2014-15, clearly explain and justify the increased costs.

- Explain how the county plans to meet the needs of youth who are transitioning from foster care, while in the agency's care, as well as those who have discharged up to age 21.

Each youth at 16 years of age will participate in transitional meetings at six month increments. These meetings consist of the youth, caseworker, supervisor, GAL, foster/adoptive parents, service providers, school officials and the child's parents. These meetings engage the youth in developing an appropriate and feasible transitional plan that includes establishing a permanent residence, a source of income and assurance of a life connection. The youth will also be encouraged to remain in agency custody so that they may continue with their treatment and/or post-secondary education. Also the foster/adoptive parents are educated on the IL process and utilized as a partner in providing the youth with needed life skills. The foster/adoptive parents and youth will be provided with the Westmoreland Resource Guide for Older Youth as an additional resource which is also accessible, electronically on our county website. Each youth's transition plan will be reviewed by the court during the 90 day period prior to the child's discharge from the child welfare system at age 18 or older. As well the CCYA has been utilizing FGDM meetings roughly 90 days prior to the youth turning 18. This is in hopes that the youth will establish along with their support system a clear plan and backup plan that will help them

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succeed if and when they decide to sign out of agency custody. The CCYA has developed a positive relationship with the Housing Authority and transitioning youth are being referred to the Family Unification Program in the 45-60 days prior to discharging from care. These youth are placed at the top of the waiting list for housing and we have had great success in locating income based housing for a large majority of our transitioning youth.

- ❑ Describe how the agency will meet the educational needs of current and former foster youth to include post-secondary education. Identify supports available to assist youth meet their post-secondary education goals and improve retention rates and program completion.

The IL staff will provide individualized services to the youth. The IL staff will transport the youth to visit college and trade school campuses. The IL staff will assist the youth in completing their college and trade school applications and financial aid packets. The CCYA has utilized a FAFSA night to ensure that all youth who are interested in attending college, appropriately submit the needed financial aid and Chafee paperwork. The IL worker will also prepare the youth for school entrance interviews. During group sessions the IL staff will begin discussions about concerns and anxieties regarding the youth's educational experience and will teach the youth how to handle those anxieties in an appropriate manner. The IL staff will utilize manuals and computer programs to demonstrate how to complete the necessary documentation for higher education. They will utilize community resources to help assist the youth in obtaining their GED. The IL staff will work collaboratively with the local school districts in obtaining tutors and mentors for youth struggling in high school and vocational schools.

In addition, the IL staff will assist youth who live on their own while attending college or a trade school or are working at least 80 hours a month. The agency enters into a contract with the youth who resides in their own apartment or in a college dormitory as a way to establish rules and standards, and provides the youth with a daily stipend. The agency staff will work collaboratively with the youth and school staff to ensure that the youth has all necessary services to be successful in their educational endeavors. The CCYA requires a board extension contract to be signed by the youth who decide to remain in care past their 18th birthdays that establishes what the rules and expectations are and how the CCYA will assist the youth while they remain in care.

- ❑ Describe how support services will be delivered and who will deliver the activities (provider or agency). Include the use of stipends and the total amount planned. Estimate the number of youth who will be referred to the SWAN prime contractor for Child Profile, Child Preparation and Child Specific Recruitment services.

The IL staff will provide individual and group counseling. They will discuss with the youth educational issues with their teachers. The staff will address and provide guidance to the youth who need assistance with career planning and job preparedness. The CCYA will also assist in making all necessary referrals for youth who are in need of therapeutic interventions.

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The agency staff will complete all referrals which are projected to be 35 youth for SWAN related services. Every youth will receive a child profile and child prep services upon their entrance into the IL program. These services will be provided on a routine basis.

Services for teen parents will be provided by community resources. The agency staff will assist the teen parents in applying for WIC and will ensure that the youth participate in parenting instruction. The CCYA utilizes community organizations in obtaining furniture and other necessities for their infants.

The agency staff will work collaboratively with the foster/adoptive parents and the agencies that they are certified through to establish in-home curricula so that the youth can practice what they are taught and shown during the life skills instruction. The foster parents will act as additional mentors for the youth. As of June 1, 2013 the CCYA has made significant changes to the foster care per diem that CCYA foster families receive for youth ages 16-20. The rate increased substantially to \$50 a day in hopes that the CCYA can decrease the number of IL youth in congregate care. Due to this rate increase changes were made to the duties and responsibilities of the foster families that take in IL youth. More responsibility for teaching daily life skills were placed upon the foster parents. As well as encouragement for IL youth to have jobs and more age appropriate freedoms, foster parents are also required to transport youth to IL groups.

CCYA requests \$50,000 for stipends for the youth of Westmoreland County. Each youth that completes the life skills instruction will receive a \$1000.00 stipend. The anticipation is 100 youth will utilize a portion of their stipend during the FY 2014-15. In addition, the CCYA provides assistance for the youth who are in need of security and utility deposits and also assists youth who attend trade schools and need assistance with their uniform costs.

Mentoring has shown to be an effective tool in supporting youth during transitional times. The plan is to have individuals who have recently left care or have chosen to remain in care to receive their post-secondary educations to mentor the youth who are 16 and 17 years old. The agency as well believes that by establishing an implementation team through partnership with the courts, Advisory board, Human Service Director, as well as providers and community service agencies to develop a volunteer mentoring program for all interested youth in care.

All CCYA youth who are exiting the system are referred to the ROCS program through Family Services of Western Pa. This acts as an extension of IL and can be utilized until the youth turns 24.

Also the CCYA intends to contract with a Pittsburgh based company Smart Futures, who has established several career mentoring programs that are online based. The total cost is \$3,000 for a yearly contract, which includes 4 programs that our IL youth can utilize. The four programs are Pa-ementoring, which is an online career mentoring program that pairs youth with a career mentor in a field they are interested in. It is a 10-12 week online course that the youth participates in along with their mentor, there are small activities and assignments that are completed throughout the course and at the end, a career plan is established. The Keys2Work program is a career skills based program that enhances the youth's basic job skills. The other two programs are financial literacy and basic career building.

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The CCYA plans on paying a small fee to these young adults to mentor youth who are transitioning. CCYA requests \$1,500.00 for this programming.

For youth 16 years of age until discharge the CCYA will obtain annually a credit history report from each of the three main credit reporting agencies: TransUnion, Equifax and Experian. When necessary a court-appointed advocate will be assigned to interpret and resolve any inaccuracies in the report, as required by the Child and Family Services Improvement and Innovation Act. To date the CCYA has been successful in entering a contract with Equifax to obtain these reports and is currently working with Transunion and Experian to do the same.

As per the Patient Protection and Affordable Care Act of 2010 the CCYA has developed a policy and provided education about the importance of designating another individual to make health care treatment decisions on behalf of the youth if the youth becomes unable to participate in such decisions and the youth does not have, or does not want, a relative who would otherwise be authorized under State law to make such decisions, whether a care power of attorney, health care proxy, or other similar document is recognized under State law, and how to execute such a document if the youth wants to do so.

The CCYA Social Work Supervisor will serve as the agency's IL Services Coordinator. The IL Coordinator will be responsible to ensure that the agency, staff, courts, and contracted providers meet the requirements of the ILS Grant and the NYTD.

What housing related services, supports (including financial), and planning will be provided to prepare youth for living after foster care discharge and to reduce instances of homelessness.

The individualized services will be provided by the IL staff. The IL staff will be working hands on with the individuals who have not been able to secure a safe and stable residence. The agency staff will assist the youth through the entire process of applying and obtaining public housing and where necessary the use of local realtors. Staff will refer youth to public housing. Staff will assist the youth with the housing application and prepare them for the application interview. Staff will accompany the youth to inspect the housing. Staff will also work with the youth in establishing a budget to ensure that the youth is capable and able to maintain their new residence. Youth who are actively participating in the IL program will be eligible for financial aid in paying for their first month rent and security deposit.

All youth who participate in the life skills group instruction will be provided with a housing curriculum which covers applying for, obtaining and maintaining a permanent residence of their own. This instruction will be provided by our social work staff in FY 2014-15 as well as the local Housing Authority which periodically speak to the IL group about how to apply for housing and the process it.

- Describe the agencies projected use of Chafee Room and Board funds for youth who exit foster care after age 18.

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The CCYA anticipates on average 20 aftercare individuals requesting assistance for their rent or utilities. The agency assists with the payment of the security deposit and turning on the basic utilities which is estimated to cost between \$600.00 to \$800.00 per young adult. In addition, due to the “step-down” approach the agency will assist with a portion of the basic utilities until the young adult can assume total responsibility for payment.

Rent and utility assistance is time limited with a “step-down” approach. The first month is paid in full once we confirm that no other resources can be utilized such as community resources. Every month thereafter will be a decrease of 25% in the amount of financial assistance provided to the youth until the youth is completely responsible for their own rent and utilities. Security deposits are only offered once. Food assistance is provided by enrolling the youth into the food bank system and into other community resources. As well for FY 14-15 a portion of chafee funds can be used to supplement supervised independent living payments that are made directly to youth who remain in care. Currently the CCYA pays these youth a direct stipend of \$25 a day, which average roughly \$775 a month, which is sometimes not enough to cover rent, utilities, food and basic needs.

- Identify and justify all planned purchases for equipment or assets for use by the agency during FY 2013-14 and FY 2014-15. Prepare this information separately for each year. Include a statement whether the purchase costs are included in the appropriate budget

None for FY 14-15

- Identify the county’s primary contact or coordinator for the following initiatives (do not include the county administrator unless no other staff is available).

	IL Services	NYTD	Credit Reporting
Name:	Rebecca Lewandowski	SAME	SAME
Email:	rlewando@co.westmoreland.pa.us		
Telephone:	(724) 830-3331		

4-2g. Information Technology

- Provide the Case Management System your county is using: _____ CAPS _____
- If you are not using an approved system, describe in detail your plans on transitioning to an approved system. Include the following information:
 - The system they are adopting for use
 - A timeline for adopting an approved system
 - The costs of transitioning to the new system in the IT grant
- Answer the following two questions related to participation in the Child Welfare Demonstration Project

Westmoreland County

- Indicate if your county is participating in the Child Welfare Demonstration Project (CWDP) in FY 2013-2014

no

- Indicate if your county has plans on participating in the Child Welfare Demonstration Project (CWDP) in FY 2014-2015

Yes, we are considering entering into the demonstration project.

- Indicate if your county is submitting a revised FY 2013-2014 IT budget along with your FY 2014-2015 IT grant request.

Yes No

- Does your county have the necessary contract language in all IT contracts to ensure compliance with federal and state regulations?
(See appendix 4: Information Technology, section IV)

Yes No Do not have any contracts

- Is your county requesting funding for ongoing or new development in FY 2014-2015 that is not related to the statewide Child Welfare Information solution?

Yes No

- If yes, provide the following details:

- Business Need - describe the business need for the ongoing or new development
- High Level Requirements – provide a description of the high level business and technical requirements
- 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
- Contracts associated with the development project

- Provide any additional information that will assist in the review of your FY 2014-2015 IT request.

4-2h. Statewide Adoption and Permanency Network (SWAN)

Westmoreland County

The agency currently utilizes 6 paralegals in the support of permanency for Westmoreland County children. It is becoming apparent that the agency is in need of a 7th position due to expanded and potentially additional duties.

This past year we began to incorporate 1 paralegal into providing support for CPCMS documentation which accounted for approximately ½ day of her work week. She maintained this schedule from 11/12 to 5/13 until her caseload required her full attention. In addition to this, we are looking to expand in the following areas:

- **Legal briefs** – solicitors are requesting the paralegals to begin writing
 - **Expungements** – we would like the paralegals to perform this function
 - **PACA** – the agency has greatly increased the number that have been entered
 - **Family Finding** – Act 55 Of 2013 now requires this to occur with all families accepted for service and to be ongoing during the life of the case, not just placements
 - **Concurrent Planning** – family search; paternity; clear timelines for permanency; transparent written agreements/clarity in petitions
 - **IL Support** – credit reports are required to be run on all IL children and we would like the paralegals to do this
- **See the Budget Excel File.**

4-2j. Legal Representation Costs for Juveniles in Delinquent Proceedings and Parents in Dependency Proceedings

Submit any amounts expended in FY 2012-13 for these two legal representation categories.

There are no legal representation costs in our base for these proceedings, as it was removed.

Section 5: Required & Additional Language

5-1. Assurances

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

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

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

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

and

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

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

The Assurance of Compliance/Participation Form

The Assurance of Compliance/Review Form provided in this bulletin must be signed by the County Executive or a majority of the County Commissioners, the Juvenile Court Judge(s) or his/her designee, the County Human Services Director, the County Children and Youth Administrator, and the County Chief Juvenile Probation Officer and submitted with the FY 2014-2015 Needs Based Plan and Budget submission.

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

COUNTY: _____

These assurances are applicable as indicated below.

_____ Fiscal Year 2014-15 Children and Youth Needs Based Plan and Budget Estimate and/or the

_____ Fiscal Year 2013-14 Children and Youth Implementation Plan

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

COMMON ASSURANCES

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

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

2. I/We will comply with all regulations promulgated to enforce the statutory provisions against discrimination.

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

I/We assure:

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

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

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

EXECUTIVE ASSURANCES

In addition to the Common Assurances,

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

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

I/We assure that, when approved by the Department of Public Welfare, the attached Children and Youth Implementation Plan and Needs Based Plan and Budget, including any new initiatives, additional staff and/or increased services and special grants that are approved, shall be the basis for administration of public child welfare services for all

children in need under Article VII of the Public Welfare Code, 62 P.S. § 701 et seq., as amended.

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

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

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

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

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

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

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

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

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

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

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

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

I/We assure that the County Children and Youth Agency is in compliance with all credit reporting agency requirements regarding the secure transmission and use of confidential credit information of children in foster care through electronic access for operation by counties where no agreement exists between the county and credit history agency. This

also includes limiting online access to users approved by OCYF for the explicit use of obtaining credit history reports for children in agency foster care.

Name

Signature

Date

Name

Signature

Date

COUNTY ASSURANCE OF FINACIAL COMMITMENT AND PARTICIPATION

THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE PRECEEDING PARAGRAPHS AS WELL AS COUNTY COMMITMENT TO PROVIDE THE LOCAL FUNDS SPECIFIED IN THE PLAN AS NECESSARY TO OBTAIN THE MATCHING STATE AND FEDERAL FUNDS BASED ON THE COUNTY'S PROPOSAL. THE LOCAL FUND COMMITMENT AS PROVIDED IN THE COUNTY'S PROPOSAL TOTAL \$6,351,653.

Signature(s)

County Executive/Mayor

_____	_____	_____
Name	Signature	Date

County Commissioners

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

Appendix 8: CWDP Prospective County Information Template

Counties interested in joining the Child Welfare Demonstration Project must answer the following questions:

- The county is considering joining the demonstration project on:
_____ July 1, 2014
 July 1, 2015 (tentative)

Section 1: Family Engagement

- Describe the county's current use of Family Engagement strategies.

Westmoreland County has trained all of their staff in Family Finding, FGDM, and Bridging the Gap. The agency enhanced their kinship care, visitation policy and incarcerated parent policies, to further engage families. The agency is instituting Permanency Planning Conferences, with all parties involved (parents, resource parents, providers, relatives, etc.), at all stages of the life of the case, but at minimum will occur after the shelter care hearing (to develop the FSP/visitation plan/icebreaker for resource parents, etc.) and around 9 mos.

- Provide an estimate of clients/families that will receive Family Engagement services during the first year of the county's demonstration project.

Each family will receive family finding, team meetings (PPC), and FGDM as requested.

- Provide a plan, including needed resources, for implementing Family Engagement strategies as part of the CWDP.

Training in the FAST and CANS assessment tools.

Section 2: Assessment

- Describe the county's current use of the FAST/CANS/Ages and Stages assessment tools.

All children under the age of 5 are referred and receive an ages and stages assessment that is conducted by Head Start.

Our agency piloted the CANS assessment tool in 2009, and have not consistently utilized it since. The agency has never utilized the FAST tool.

The agency would need to be trained on the CANS and FAST tools, and a policy and procedure toward implementing these tools would need to be established.

- ❑ Provide an estimate of clients/families that will receive each type of assessment during the first year of the county's demonstration project.

All families should receive the FAST/CANS assessment at the time of assessment.

- ❑ Provide a plan, including needed resources, for implementing Assessment strategies as part of the CWDP.

Staff would need to be trained to implement the tools (whether it is completed by agency staff or contracting out to a provider). This would be an additional cost that would be included on an adjustment in the budget section.

Section 3: Other issues related to CWDP Readiness

- ❑ Describe the proposed county process for using assessment data and other county resources for making the second year Intervention decisions.

The assessment data should be used in developing service plans and choosing the provision of services based on their identified needs.

- ❑ Provide an analysis, including needed resources, of the following organizational and system capacity issues related to implementation:
 - Leadership support;
 - Staff characteristics (e.g. number of staff, roles in the component, qualifications)
 - Availability of technical and financial resources to implement the CWDP;
 - Availability and quality of linkages to and support from community organizations;
 - Available training and technical assistance resource capacity.

- ❑ Comment on any current processes or elements of county functioning that require attention in order to align with the demonstration components to ensure success.

Westmoreland County was accepted to the Systems of Care (learning stage) in the fall of 2012. The goals and objectives of SOC mirror the requirements outlined in the IVE demonstration project.

- ❑ Comment on any implementation supports (e.g. infrastructure enhancements, policy changes) that need to be developed to align with the demonstration project components.

If the agency were to have caseworkers implement the FAST/CANS tools, this would be a significant culture change for assessment, and would result in a grievance being filed (as additional work above and beyond what they are required to do, and these tools, will not eliminate the need to complete other assessments we are required to do).

- ❑ Identify any anticipated barriers to executing any of the program components and any potential strategies for addressing those barriers.

Although it would be easier to have a provider/or specific positions identified to complete the tools, it may compromise the quality and intent in completing these tools at the front end, to inform and drive decision making with plan development and service provisions.