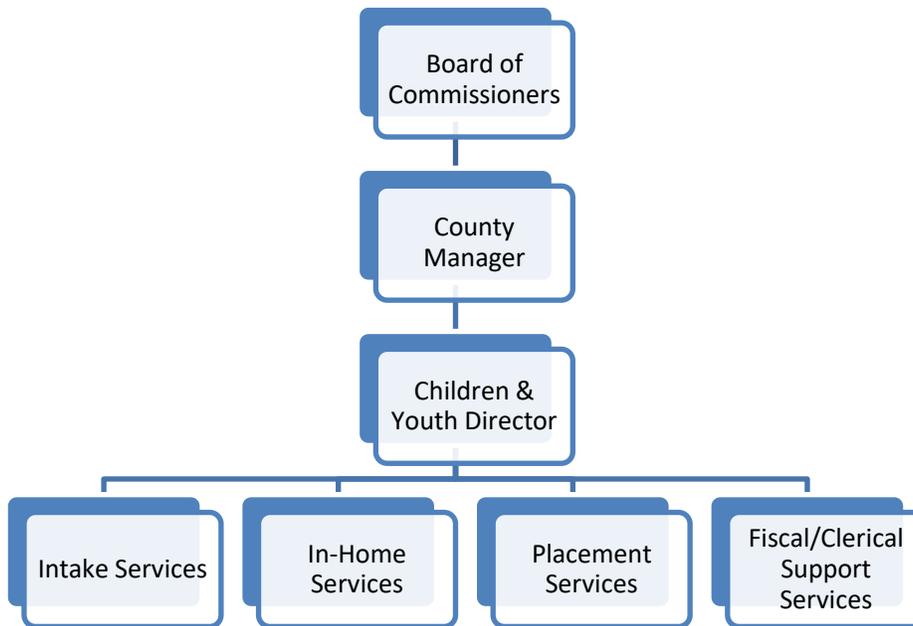


2020 ADAMS COUNTY BUDGET
CHILDREN & YOUTH SERVICES



Mission Statement

It is the mission of Adams County Children & Youth Services to provide a work environment that is educational, responsive, efficient, and safe for our staff, so we can deliver high quality services to ensure that each child and youth in Adams County has a safe and permanent family.

Agency Purpose: We are responsible under Pennsylvania Public Law to receive and investigate reports of child abuse and neglect, provide for the temporary care of children not able to safely remain with their own families and develop community-wide social service programs that promote family stability. The Agency endeavors to be responsive to the changing health and welfare needs of all families by encouraging the development of programs that reduce dependency and strengthen family life. We are guided by many laws, regulations and policies as well as principles and values to help us achieve our mission.

Anticipated Outcomes:

- Protecting children and youth from abuse and neglect
- Enhancing the family’s capacity to meet the child/ youth’s well-being, including physical, emotional, behavioral and educational needs
- Strengthening families to successfully sustain positive changes that lead to safe, nurturing and healthy environments
- Securing a permanent living arrangement in a timely manner that supports stability, if children and youth cannot reside with their biological caregivers
- Ensuring skilled and responsive child welfare professionals, who perform with a shared sense of accountability for best practice and positive outcomes

Budget Narrative

Some of the ways we are fulfilling our mission statement and supporting our staff and our community include:

- Child Welfare Resource Center trainings
- Harassment training for all staff through CWRC
- ACES training for all staff
- Poverty training for staff
- Lunch & learns, trainings and conferences
- In-house simulation trainings
- County Well Being Opportunities
- Employee Assistance Program (EAP)
- Availability of de-briefings from a local psychologist
- Consultations on cases with a local psychiatrist
- Paperwork Reduction Committee
- Project Hope- ensuring that our youth have mentors that meet their needs
- QSR in 2018- developing CID
- Leadership Coaching
- Collaboration with the RASE Project
- Advocacy through PCYA
- Cross County Caseworker Exchange
- Staff Appreciation and Support of Advisory Board
- Local Children's Roundtable support

Enhancing our engagement practices through the Family Engagement Initiative

This is, without a doubt, the area where we have seen amazing growth, are most proud of, and where we have truly seen a complete shift of practice and how we do business in our Agency.

As mentioned above, Adams County was one of seven counties selected to participate in phase one of the Administrative Offices of Pennsylvania Court's new Family Engagement Initiative. We have seen marked successes in our implementation of Family Finding and it has become a routine way of doing things. We are seeing an increase in the number of children who are being placed with kin either at the initial placement, or soon after. There has been a significant increase in the amount of crisis and rapid response meetings that are occurring on cases, particularly the case where placement is imminent or has occurred in an emergency. We have seen less cases accepted for services due to these rapid and crisis response meetings. We have also seen many placements diverted as families and kin are successfully coming up with viable and logical plans that will support the children and their families.

Justice Works Youth Care has been instrumental in supporting the Agency with timely crisis and rapid response meetings, as well as having a well-developed plan for true family finding to occur. Family finding begins at the time a referral is received and will continue for the life of a case. Family finding involves a wide scope of engagement strategies with each family and their network including but not limited to mobility mapping, genograms, diligent/Accurint searches, Fostering Connections letters, cold calls, cold knocks, and additional activities.

Clear policies and procedures have been developed for Family Engagement and Family Finding, to ensure consistency in practice.

In addition to the family finding and increase in crisis and rapid response meetings, we have worked on enhancements to improve legal representation in Adams County. Our GAL and parent's attorneys have been engaged in the process through regular court team meetings with the Agency Solicitor and Dependency Court Judge. As part of the enhanced legal representation, attorneys are now automatically being appointed at the time of the Shelter Care hearing. As the attorneys are appointed early in the case, they also can give feedback for all the family meetings as well.

Embracing self-care, leadership development, and recognition of staff

For those working in child welfare, the importance of self-care cannot be stressed enough. Burnout or compassion fatigue, also called secondary traumatic stress or vicarious trauma, can occur when a caseworker experiences high levels of stress or symptoms of trauma when working with traumatized children and families. Burnout and vicarious trauma impact the way a caseworker performs their job duties. Some potential impacts of 'burned' out practice on a family are poor engagement skills, incomplete investigations, inaccurate or unsafe assessments and decisions, ineffective case plans, and poor outcomes.

Our agency is supporting staff by holding staffing for cases, having de-briefings available when needed, implementing a "shout-out board" recognizing staff achievements, support from our CYS advisory board, utilization of the employee assistance program, sharing successes at staff meetings, promoting self-care, an annual staff retreat, and supporting working from home once an employee is at the agency for at least 2 years.

Without safeguards in place to help staff process their emotions, anyone working with others who have experienced trauma may be subject to chronic emotional stress. This stress can then negatively affect their own physical and psychological health. We also believe this practice will support caseworker retention which we've identified as one of our top three challenges.

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Adams County Children & Youth participates in both the County and State budgetary process. The County's fiscal cycle runs from January 1st through December 31st while the State of Pennsylvania operates on a July 1st through June 30th fiscal year. The federal fiscal calendar runs from October 1st through September 30th. Funding formulas are complex, ranging from a 0% to 100% contribution rate from the federal and state funding sources which is then "matched" to dollars from the County.

The Agency makes every attempt to balance fiscal considerations with assuring the safety, permanence and well-being of children, youth and families who reside in Adams County. Recognizing funding is limited, the Agency is compelled to assure programs and services meet the desired outcomes. However, no program and/or service will be successful without the engagement of the family and community.

Services provided by Adams County Children & Youth (ACCYS) fall within four major service categories: Information & Referral Services, In-home, Community Based Placement, and Institutional Based Placement.

Children & Youth Services Information & Referral Services

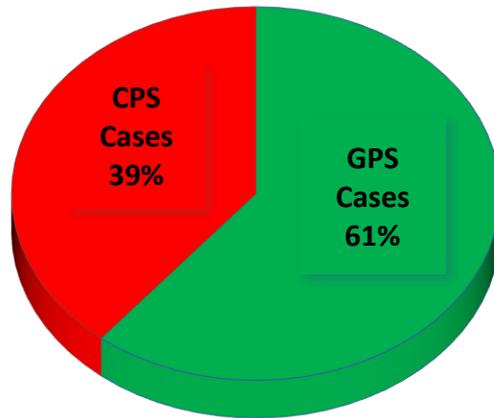
Adams County Children & Youth provides information and referral services to county residents each year. This may include phone number and address information for appropriate community-based or public services, or direct brief casework assistance by a Children & Youth staff member.

We continue to focus on paperwork reduction as part of the work we are doing to address caseworker turnover. We work with a philosophy of not continuing to do something simply because this is the way we have always done it. We realized that there are numerous forms that we are doing that are duplicative or outdated. We have included our program representative from DHS in the paperwork to ensure that none of the paperwork that is being reduced is mandatory or part of the licensing process. As we increase the work of our staff to improve our practices in the Family Engagement Initiative, we want to ensure that we remain focused in the paperwork reduction. The more time that our caseworkers can spend with families in the community, the safer the children in our communities will be. We have seen a significant increase in the number of referrals we are receiving, as well.

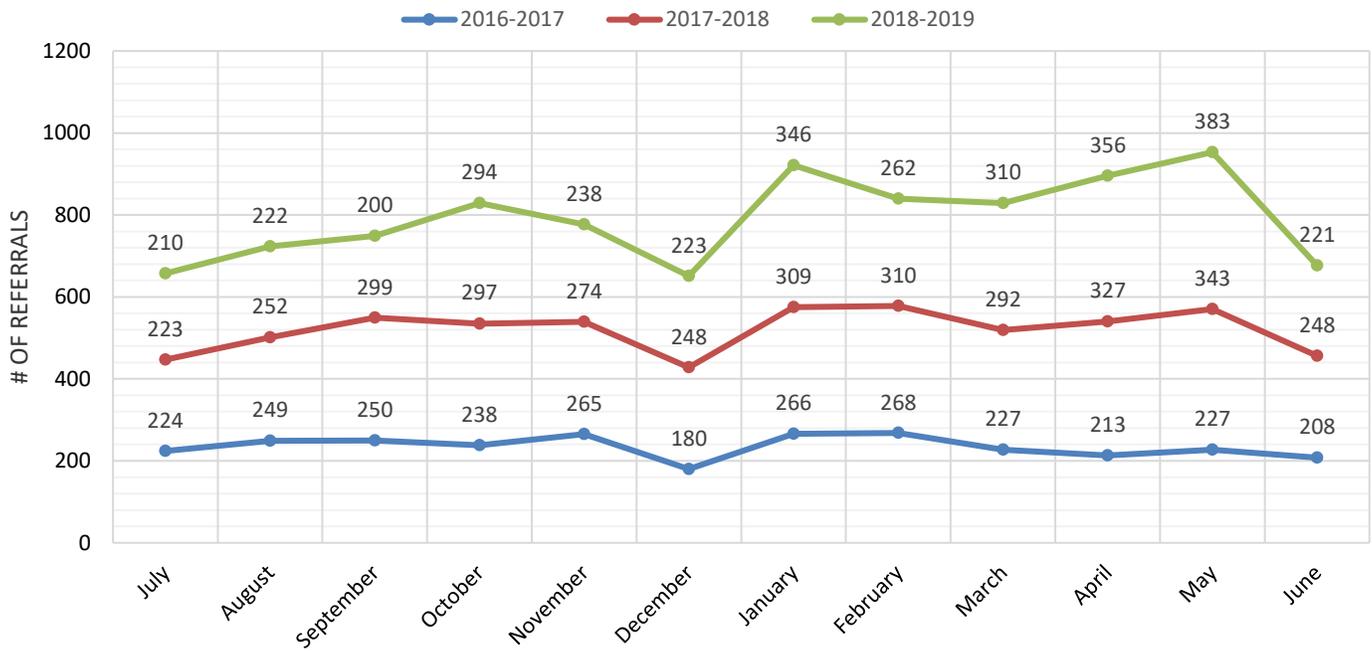
2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

2018 INTAKE CASE DISTRIBUTION



REFERRALS COMPARISON
2016-2017 / 2017-2018 / 2018-2019



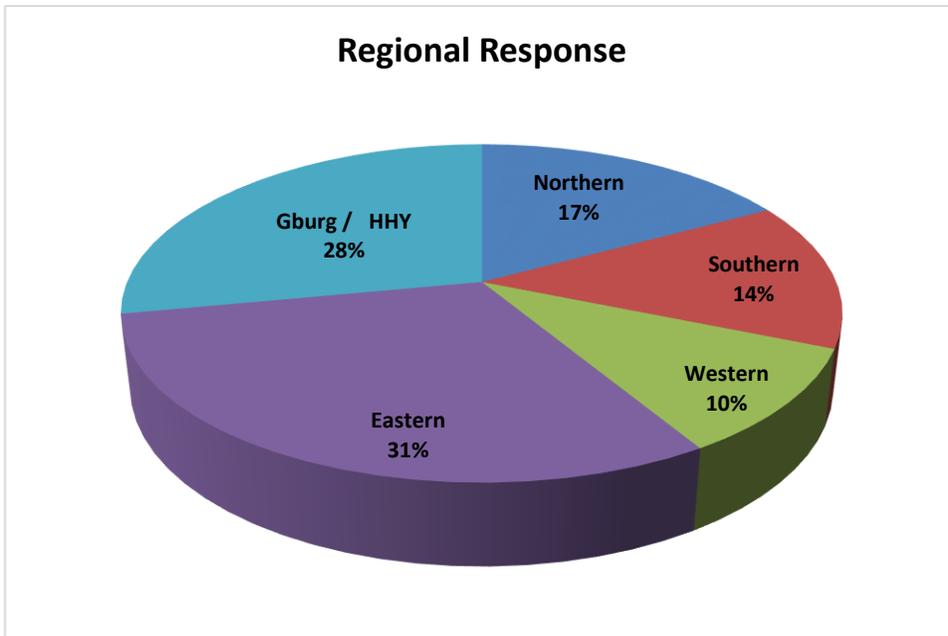
Significant Increase in substance abuse cases

We continue to see a significant increase in the intensity of cases involving significant poly-substance abuse concerns. Many of our safety plans, which are happening with increased frequency, are due to one or more parents' inability to respond to their children's basic needs due to their impaired functioning. Staff are quickly responding and visiting homes with high frequency, safety planning with neighbors and kin, rapid and crisis response meetings, collaborating with the RASE project, increased drug testing and at times placing the child in an out-of-home setting, when needed. We are looking forward to working with the Recovery Specialist Program, through the RASE Project, as they will provide one on one coaching to the client in need and assist them in overcoming whatever obstacles they have in overcoming their addiction.

Child Abuse & Neglect Educational Services

Adams County Children & Youth Staff provide educational meetings to mandated reporters of child abuse and neglect, as well as, attend community forums to increase child abuse and neglect awareness and foster parent recruitment.

As we continue to see an increase in intake cases, it is more important than ever to have a positive and collaborative relationship with local law enforcement agencies. We have recently regionalized what referrals that caseworkers are assigned (see below). This helps to ensure that caseworkers and law enforcement agencies have better relationships, as they see each other in their specific jurisdiction more often. As previously mentioned, many of the cases that we are receiving involve allegations of significant substance abuse, in addition to the abuse and neglect of the children. Adams County Children and Youth is actively working to improve relationships within the MDIT through meetings with individual police departments, increased communication and education of the different time frames that CYS and law enforcement are bound to complete their investigations- it can truly be challenging how different these time frames are, making this continued collaboration extremely critical. Education appears to be a key component of understanding each member's role in MDIT. Throughout the year we hope to continue to have meaningful conversations, meeting and trainings with MDIT, as it will ultimately help serve the families in our county and keep children safe. We are also hoping that as these relationships improve, law enforcement can assist our staff to have improved safety and awareness while in the field. Our staff have been having lunches with local police departments to improve relationships and have our staff and their staff get to know one another personally.



In-Home Services

Child Protective Services

Adams County Children & Youth accepts all incoming reports of suspected child abuse and neglect;

Ensuring the safety of children residing in the reported household, investigates the validity of reports, and provides services to families dealing with child abuse and neglect issues.

Intake investigations have been on the rise as the below trend indicates. The agency is predicting continued increases, particularly due to the change in the Child Protective Service Law (CPSL) definitions that are thought to result from the Child Protection Task Force. Any change in the definition of abuse, perpetrator and mandated reporter may significantly impact the number of referrals, assessments and investigations.

Caseworkers spend countless hours working to protect children, our greatest resource and the future of our county and our community. They are working with children that deal with unspeakable pain that plagues any victim of abuse and neglect, often at the hands of their own parents, caretakers and those that they most trust in life.

Adams County Children and Youth staff risk their personal safety and are exposed to traumatic and overwhelming crisis situations every day. They are involved in making critical decisions that affect children’s and family’s lives and futures. In 2014, we investigated and assessed 617 cases of abuse and neglect. In 2018, we investigated and assessed 1392 cases of abuse and neglect- more than doubling the total from 4 years ago. They handled it with an amazing level of professionalism and skill.

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

The staff at Adams County Children and Youth Services are dedicated, hard-working, intelligent and ambitious trend setters in the state of Pennsylvania. Adams County CYC has recently been recognized in numerous forums, in the presence of county officials from across the state including Administrators, Judges, the Department of Human Services and Supreme Court justices and it is known Adams County Children and Youth are trail blazers in promoting the idea of championing child welfare- improving the image of child welfare and ensuring that there aren't any misconceptions of what child welfare used to be compared to where it is today. Staff are true first responders and should be recognized as such- we want to ensure that keeping children safe is a community effort. The bond between families and their children is sacred and we work hard to ensure that families feel respected, heard and are part of the team.

Our local children's roundtable and our Children and Youth advisory board are committed to ensuring that the community become aware of the significant and positive changes in child welfare and how Adams County wants to champion this cause. We want the community to know that we always look for family first and work diligently to make this happen.

Family Support Services

Adams County Children & Youth staff provides direct casework services to children and families dealing with issues of child abuse and neglect, along with the purchase, coordination, implementation, and evaluation of services for families in need of support.

With the changes in the CPSL related to definitions for abuse, perpetrator, and mandated reporter, the agency has seen an increase in the need for ongoing services.

Permanency Services

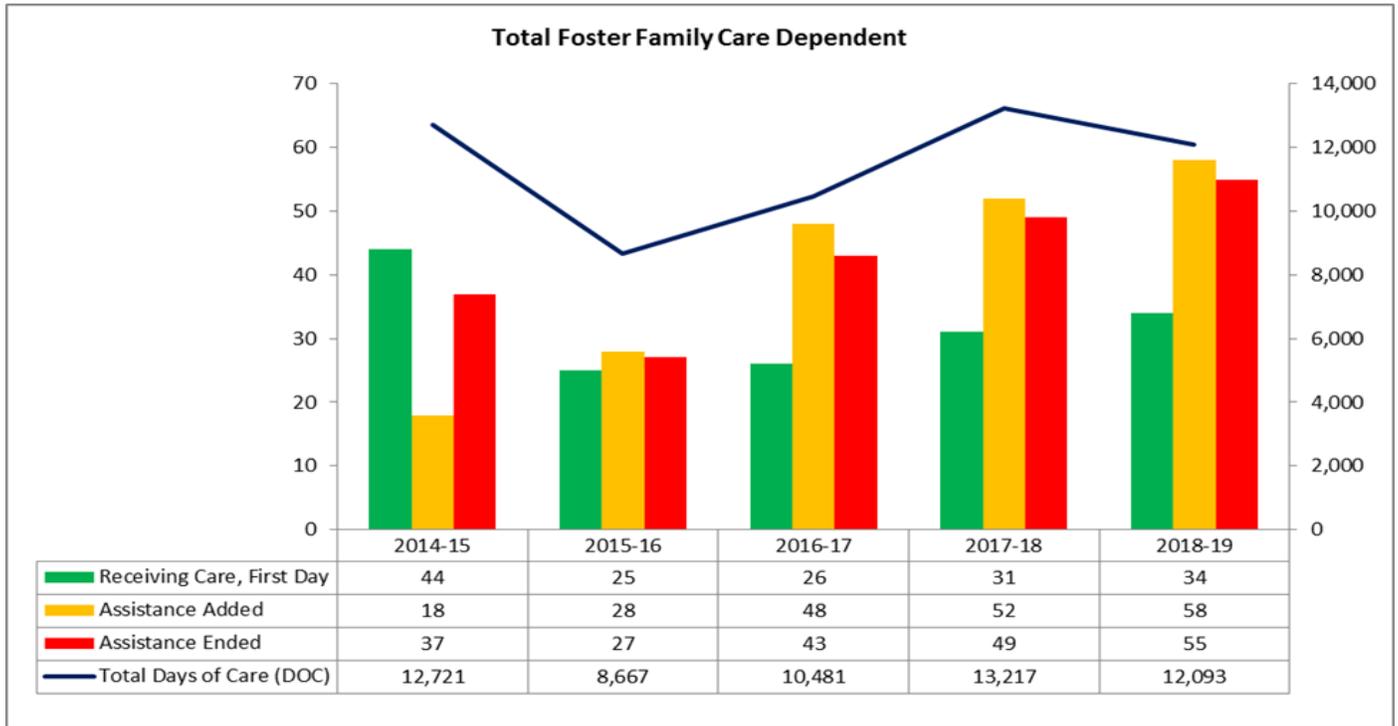
In most cases, children remain at home or experience brief out-of-home placement services with the goal of family reunification. In the event the child may not be able to return home, Adams County Children & Youth staff is working toward achieving permanency from the first day of placement.

Once it is determined that it is unsafe to return a child to his or her family of origin, adoption may be considered. After parental rights have been terminated, a child can legally be adopted. Adoption is the official transfer of all parental rights and responsibilities that a biological parent has to the adoptive parent or parents. These rights and responsibilities include the care and supervision, nurturing and training, physical and emotional health and financial support of the child. Often, adoption of dependent children includes a financial subsidy to assist in their ongoing care.

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Adoption assistance provides permanency for special needs children in foster care by providing ongoing financial and medical assistance to families who adopt them. This subsidy should combine with the parents' resources to cover the ordinary and special needs of the child.



Community Based Placements

Foster Care Services

Most children are served at home and families remain intact. When safety prohibits children from remaining at home, out-of-home placement may be necessary. Children & Youth staff recruit, train, and inspect foster homes to ensure the safety of the children residing there.

Foster care is full-time, temporary care provided by persons other than a child's own parents. Foster care is intended to offer children a supportive, caring environment when their own parents cannot safely care for them. Children in foster care are generally placed in the custody of the Children and Youth agency by the courts.

In Kinship Foster care, the child lives in a nurturing home environment with persons to whom a close relationship already exists. Kinship providers are required to become licensed foster parents; however, a child may be placed with a kinship caregiver pending completion of these requirements. Kinship care is often preferable to foster care, because in addition to providing safety, it minimizes loss by maintaining family connections and respecting cultural needs.

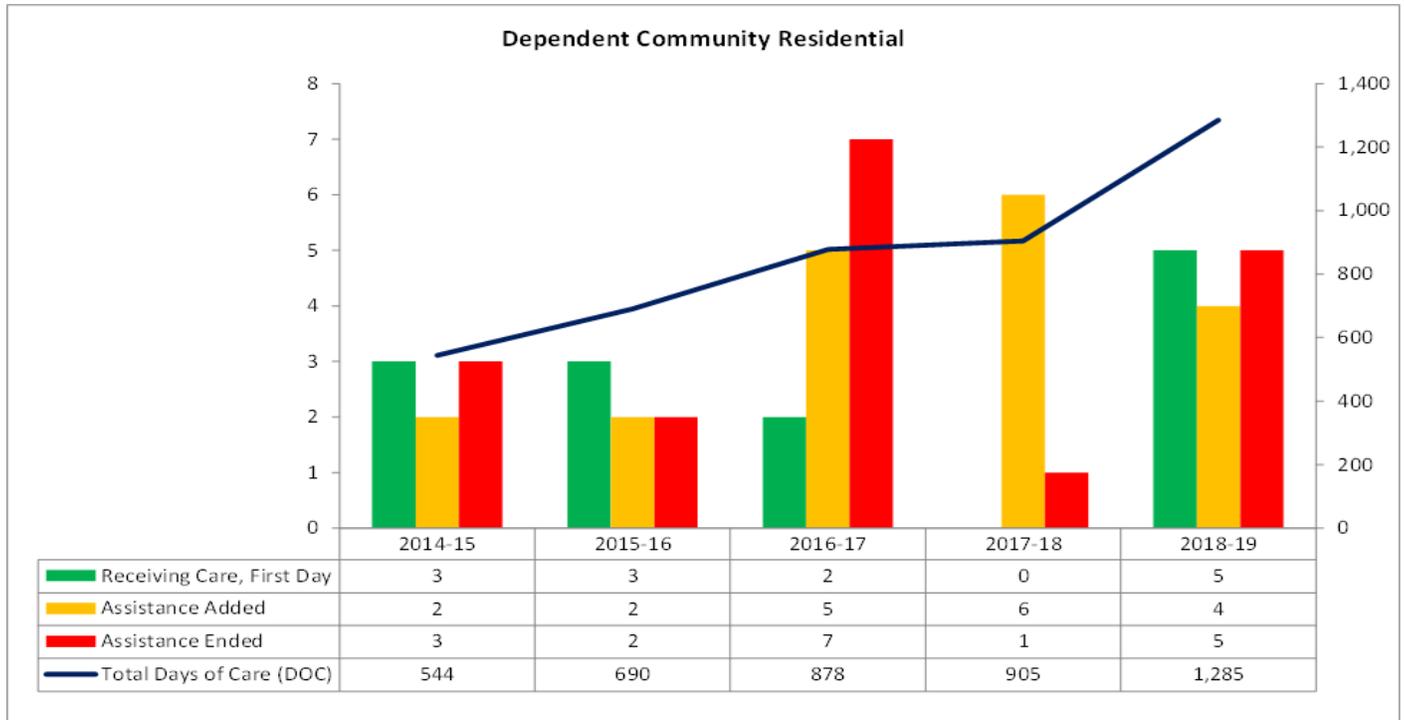
2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

The agency has expanded its use of Family Finding and engagement to emphasize the need to find kinship that can provide support, whether emotional and/or physical, to a child who has entered out-of-home care. We also recognize the need to increase our engagement of dads and their families in an effort to connect the child to all their family, thus potentially improving their identity formation, emotional well-being and sense of belonging.

Group Homes are an alternative to traditional in-home foster care. In a group home the child resides in an intimate, home-like setting where several unrelated children stay for varying periods of time. The caregivers may be a single set of house parents or a rotating staff of trained professionals. Specialized therapeutic or treatment group homes have specially trained staff to assist children with emotional and behavioral difficulties. The make-up and staffing of the group home can be adapted to meet the unique needs of its residents.

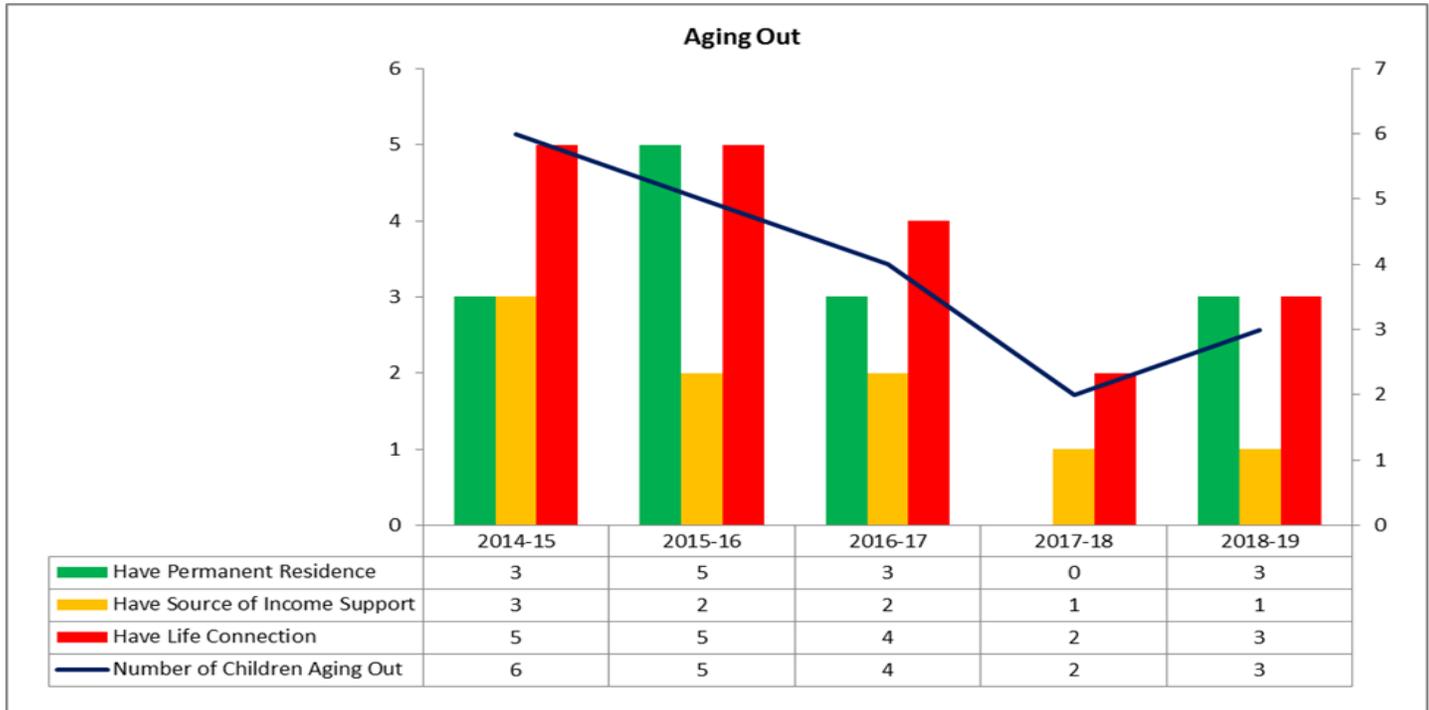
We continue to be very proud of our reduction in the use of community residential and institutional care for the children in out-of-home placements. We make every attempt to assure the children / youth are in the least restrictive setting.



Institutional Based Placement

Residential Treatment Facility (RTF) or hospitalization is a placement resource for children in need of structured and therapeutic intervention. Children placed in an RTF/hospital setting may be experiencing social, behavioral, educational and/or emotional problems and are unable to function successfully in either a family or the community. Placement is focused on treatment with the hope that child can transition to family or community care as soon as possible.

As stated previously, we are very proud of our minimal utilization of residential services. In cases, where this type of placement has been necessitated, it typically is the result of untreated mental health needs that surpass the skills of traditional foster and/or kinship families. We do not anticipate being able to reduce the number in the future as there will always be a need for a more restrictive environment when the child / youth is at risk of injuring themselves or others and requires a higher level of care.



Aging out is the process of a [youth](#) transitioning from the formal control of the [foster care](#) system towards [independent living](#). It is used to describe anytime a foster youth leaves the varying factors of foster care, including home, school and financial systems.

ACCYS strives to ensure our youth who are at risk of aging out have permanent connections. “Family Connections” services are utilized within the agency and can assist the youth in making contact with previous supports. The youth are encouraged to invite anyone they view as a life connection to their Family Group Decision Making (FGDM) youth transition conference, as well as, their transition-planning meeting. The Agency began providing mentoring services for the older youth in the fall of 2013.

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Many of our youth, who leave care on or after age 18, return to live with their family of origin. The youth plan for this housing to be permanent and often their family agrees to provide them with housing. Unfortunately, most of these housing arrangements are not permanent and within days or weeks, this arrangement deteriorates, and the youth is left searching for other options. This also affects the youth's ability to attend school and maintain employment.

In Summary, the agency will continue its Intake investigations to meet our mission- to provide a work environment that is educational, responsive, efficient, and safe for our staff, so we can deliver high quality services to ensure that each child and youth in Adams County has a safe and permanent family. We will also provide direct and contracted services to assist those children and families who are engaged with our system. Believing that families are the best place for children and youth to grow up, we will make every effort to enhance the family's capacity to meet the child / youth's well-being to include physical, emotional, behavioral and educational needs.

If out-of-home placement for the children is necessitated due to safety concerns, the agency will pursue the least restrictive environment which can provide a family-like atmosphere. We will emphasize the need to engage families in identifying kinship resources so the child / youth can be with those whom they are familiar. Our utilization of more restrictive facilities will be reserved for those children and youth who require in-patient treatment or supports to ensure their own safety.

Knowing that quality practice is assured by consistently monitoring and improving performance, we will continue to self-examine our interventions and seek the guidance and expertise of those who are committed to best practice approaches that honor the well-being of the child and family.

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Departmental Goals

- Assure child safety in their home and community.
- Support and preserve child permanency with their family.
- Provide direct social services to children living in their own homes as well as referral and case management services all throughout 2019.
- Assure child safety in their out-of-home placement.
- Assure all children have the right to be protected from physical neglect and abuse, including sexual victimization, and from emotional neglect and abuse.

Performance Measures

Strategic Goal(s)	Measure	2017 Actual	2018 Actual	2019 Projected	2020 Projected
Goal 5: Healthy Communities	Number of children served in Adams County	2,751	3,191	3,351	
	Number of child abuse reports filed	2,535	2,312	2,428	
	Number of adoptions	7	8	9	
	Number of placement days of care	12,820	19,808	20,798	

Position Count

	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Budgeted Positions	46	47	48	50

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Revenue & Expense Detail

Account Description	2017 Actuals Audited	2018 Actuals Audited	2019 Adopted Budget	2020 Adopted Budget
<u>Revenues:</u>				
Federal Funding	1,583,468	1,554,709	1,631,857	1,661,910
State Funding	4,979,411	6,038,834	6,447,550	6,655,633
Charges for Services	-	-	-	-
Parental Support	99,978	114,986	105,000	117,500
Interest Income	91	131	100	200
Contributions and Donations	146	9,680	300	300
TOTAL REVENUES	\$6,663,094	\$7,718,340	\$8,184,807	\$8,435,543
<u>Expenses:</u>				
Professional Services	1,457,616	1,679,728	2,189,464	2,158,598
Legal Fees	56,383	77,540	70,000	66,786
Court Appointed Counsel	-	-	-	-
Foster Care-CY	1,234,614	1,307,168	1,390,500	1,307,000
Foster Care-JPO	47,031	11,879	7,725	65,000
Instit'l Care-Dependents CY	604,229	844,979	721,000	772,000
Instit'l Care-Offenders JPO	1,490,086	1,022,585	1,200,000	1,162,250
Advertising	1,108	3,012	1,236	2,250
Dues/Memberships	3,339	3,614	3,416	4,000
Application Filing Fee	660	848	800	1,700
Contracted Services	18,489	45,215	64,772	56,247
Training	3,986	3,522	4,800	6,301
Conferences	4,818	3,360	7,500	4,500
Travel - Mileage	36,108	41,094	33,095	43,900
Travel - Meals	2,911	2,663	2,750	3,125
Travel - Other	821	761	773	900
Travel - Lodging	302	1,692	1,500	2,800
Vehicle Repair/Maintenance	5,531	4,459	2,833	2,000
Equipment Repair/Maintenance	-	-	-	-
Rental of land and buildings	201,223	212,426	215,754	205,304
Telephone	7,249	4,714	6,000	2,600
Cell Phone	18,700	20,978	17,000	24,586
Electric	14,617	13,679	16,832	13,950
Fuel Oil/Natural Gas	2,732	4,224	5,200	5,300
Water/Sewer	1,340	3,242	2,100	2,450
Disposal of Waste	1,626	1,025	2,575	1,700

2020 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Account Description	2017 Actuals Audited	2018 Actuals Audited	2019 Adopted Budget	2020 Adopted Budget
Internet	8,823	7,456	11,220	10,400
Youth Stipends	2,242	22	-	-
Client Healthcare	1,891	1,289	773	1,100
Supplies	26,751	30,804	24,600	27,875
Publications/Subscriptions	-	-	1,208	1,050
Postage/Shipping	5,248	5,715	6,000	6,850
Gasoline for County Vehicles	5,387	6,668	8,000	6,000
Minor Equipment	16,968	17,929	65,415	67,097
Miscellaneous	-	-	-	-
Indirect Cost	185,786	207,366	-	-
Debt Interest	15,310	-	-	-
<i>TOTAL OPERATING EXPENSES</i>	\$5,483,925	\$5,591,656	\$6,084,841	\$6,035,619
Salaries	1,950,386	1,994,988	2,131,283	2,276,645
FICA ER	145,197	148,974	163,043	174,163
Allocated Benefits	761,788	856,424	911,379	1,049,816
<i>TOTAL EXPENSES</i>	\$8,341,296	\$8,592,042	\$9,290,546	\$9,536,243
<i>Transfers:</i>				
Transfer In	1,678,201	917,933	1,105,739	1,100,700
Transfer Out	-	-	-	-
<i>TOTAL TRANSFERS</i>	\$1,678,201	\$917,933	\$1,105,739	\$1,100,700