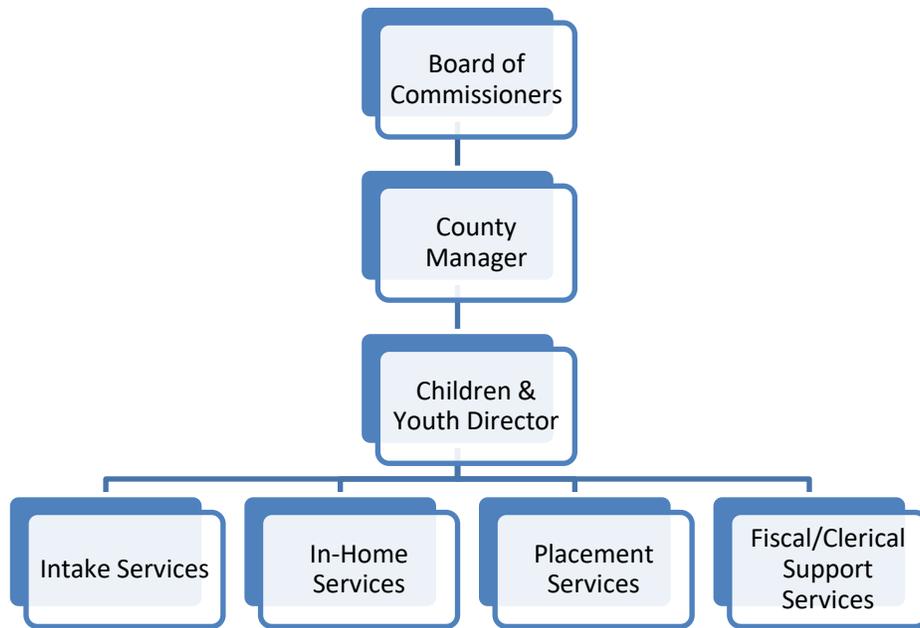


2021 ADAMS COUNTY BUDGET  
**CHILDREN & YOUTH SERVICES**



***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

Children and Youth Services continues to improve our engagement practices. Some of our core tenants that we embrace change, that we support each other and push one another to do better with teaming and celebrating success.

We have seen amazing growth in past years in this area and we are quite proud of it. We have seen a practice shift in how we "do business". Family Meetings, Team Meetings, Family Finding, regular family engagement, enhanced legal representation and prioritizing kinship is how we do business now. 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.

## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

The pandemic has challenged us in this area, to really push ourselves in this area, and make sure we aren't losing momentum and the practices we worked hard to improve. We have had to work on how to do family engagement during virtual visits and doing it while social distancing. I see this as a success because communication has been open about it and we are discussing it in real time. There are so many people that are supporting this concept including staff, administration, supervisors, the Juvenile Court judge, our solicitor, GALs, and most parents' attorneys. All our new staff also have mentors and working with our education and training liaison, which gives them to support they need to learn all these practices. In addition, our more experienced staff have access to a field coach who ensures that they are consistent, engaging and helps them to enhance their skills. We are a team and we are ensuring the practice is the best it can be.

For those working in child welfare, the importance of self-care cannot be stressed enough. I believe we have all seen this need enhanced over the past several months as people can feel isolated and unsupported. Being out in the field during a pandemic is stressful, to say the least. Some potential impacts of staff being stressed out can result in poor engagement skills, incomplete investigations, inaccurate or unsafe assessments and decisions, ineffective case plans, and poor outcomes.

Our agency has continued supporting staff by holding staffing for cases, having debriefings available when needed, implementing a "shout-out board" recognizing staff achievements, giving out gift cards, compliment of our advisory board, and general support from the advisory board, utilization of the employee assistance program, sharing successes at staff meetings, sharing permanency successes at management team meetings and staff meetings, promoting self-care, and an annual (virtual this year!) staff retreat. We are communicating with each other daily through texting, phone calls, emails, and WebEx meetings. The Administrator sends out daily emails regarding COVID information, information from CWRC, training opportunities, self-care techniques and reminding all of us that we are in this together. Teaming is more important than ever this year.

We have encouraged online and virtual trainings whenever possible, as many entities have switched their trainings to be available virtually, and these may be trainings that had not be available to us, in the past. We currently have a staff compliment that is well balanced with those of us with a lot of experience to draw from and this allows new staff to feel welcomed, encouraged and part of a team.

# 2021 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 1<sup>st</sup> through December 31<sup>st</sup> while the State of Pennsylvania operates on a July 1<sup>st</sup> through June 30<sup>th</sup> fiscal year. The federal fiscal calendar runs from October 1<sup>st</sup> through September 30<sup>th</sup>. 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.

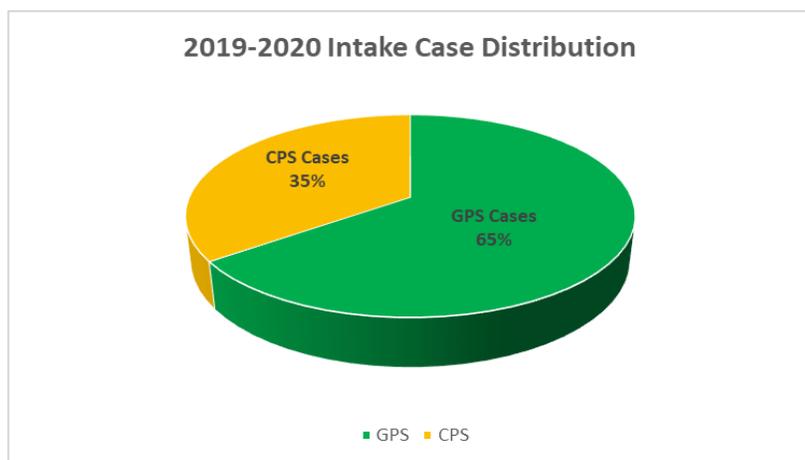
The Agency makes every attempt to balance fiscal considerations with assuring the safety, permanence and well-being of children, youth and families who reside in Adams County. Recognizing funding is limited, the Agency is compelled to assure programs and services meet the desired outcomes. However, no 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.

## **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.

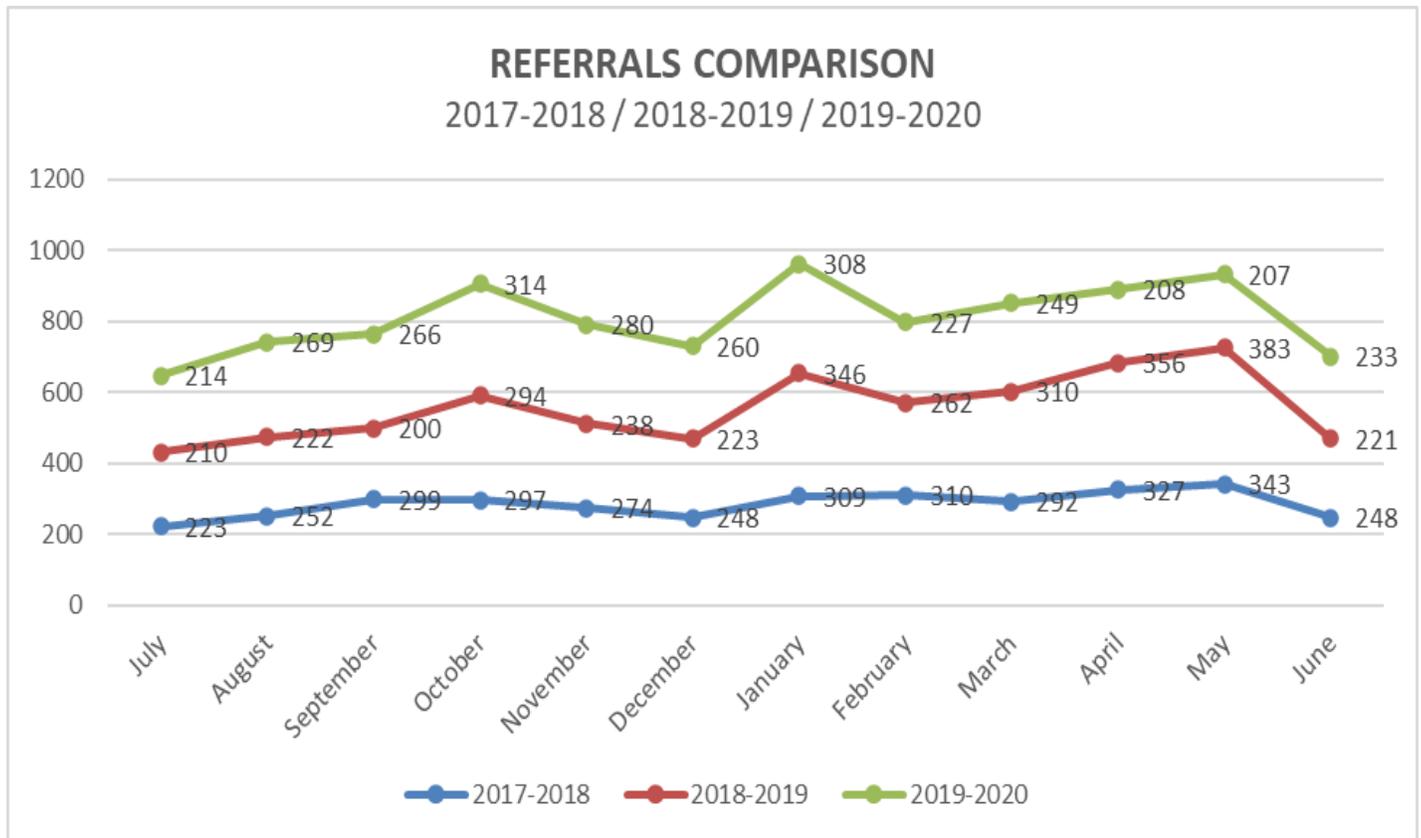
# 2021 ADAMS COUNTY BUDGET

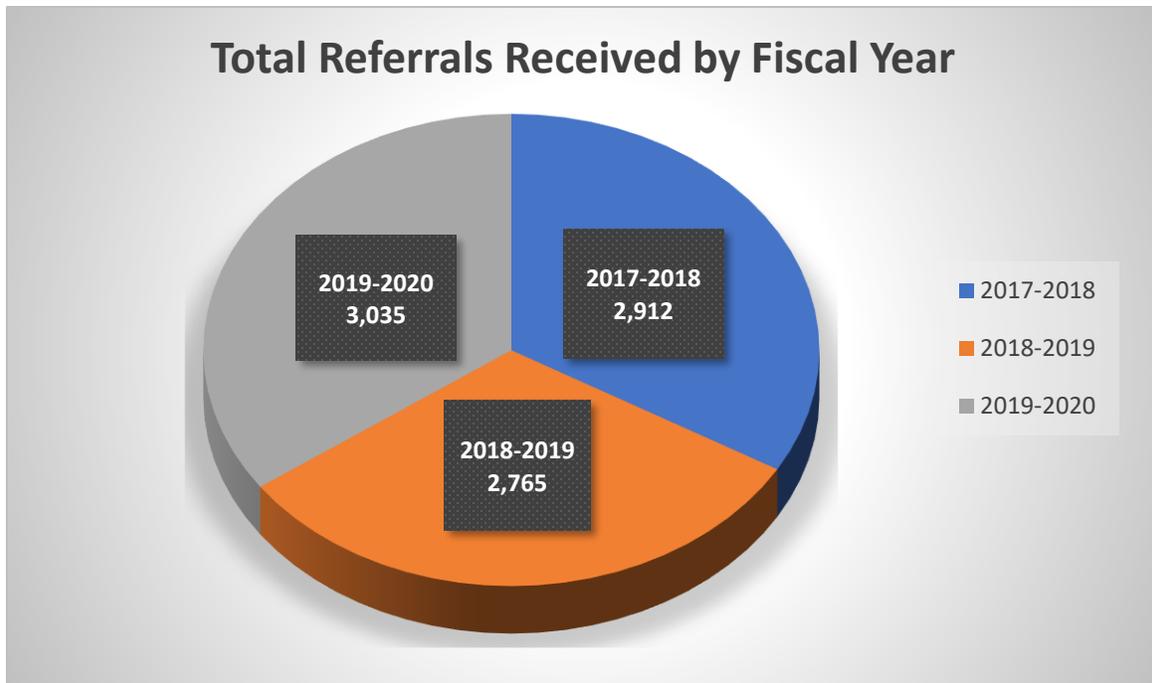
Children & Youth Services (continued)

We know that during the COVID pandemic many children are not seen by their teachers, coaches, daycares, churches, and social organizations. We have sent letters to all our community partners, providers, clients, schools, and colleagues encouraging them that if they suspect abuse or neglect happening, please speak up and say something.

During this pandemic they may be one of the few people that this child has contact with. We sent teachers some quick things to look for during virtual class time, as these times are short and hard to see how that child is doing. Schools are concerned when children aren't engaged from home, but there are technology limitations and not all children have the computer equipment that they need.

As you can see from some of the graphs below, the amount of calls we were getting in the past fiscal year were not going down, though you can clearly see that during the months of April and May, we usually see a surge in the amount of calls we are receiving. They significantly went down in April and May 2020.





**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**

We are concerned that abuse isn’t being reported, as children are not being seen. There is also a concern that daycare space is limited, and parents still need to work, so there is a risk of neglect or lack of supervision. As you can see in the graph below, there are many more GPS cases being reported over the past year that would correlate to this. we will continue to reach out to our community and encourage that they report any abuse or neglect concerns that they may have. Our local CAC has partnered with us to share this information and get the word out on social media.

## **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.

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 CYS 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.

## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

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 the majority of 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.

	2015B	2016A	2016B	2017A	2017B	2018A
Adams County	60.0%	85.7%	18.2%	52.0%	50.0%	72.7%
Class 5	37.7%	41.8%	33.8%	40.3%	41.6%	44.6%
Central	41.5%	43.1%	40.2%	37.0%	39.3%	44.7%
Statewide	38.0%	40.1%	39.4%	37.4%	37.6%	40.5%

## Reunification

- Percentage of first-time entries each period who are reunified within 12 months of the removal

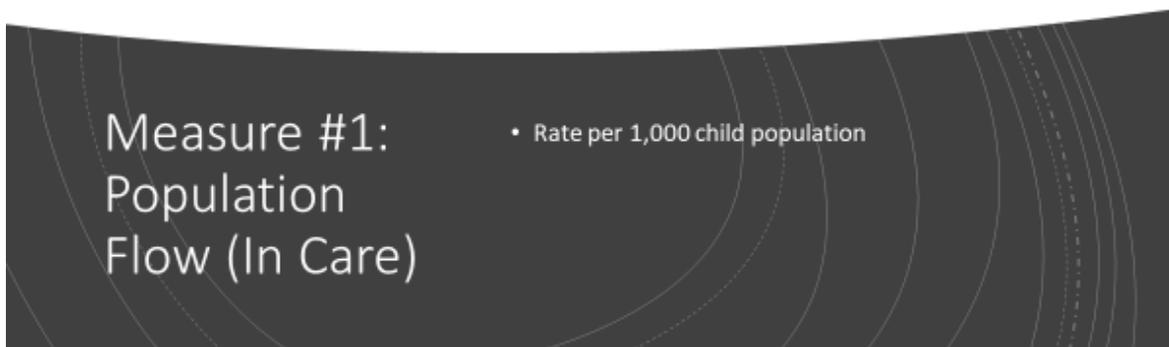
## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

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.

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.

	2017B	2018A	2018B	2019A	2019B	2020A
Adams County	1.789	1.872	1.664	1.581	1.705	1.373
Class 5	3.850	3.867	3.878	3.773	3.404	3.426
Central	4.082	3.998	3.899	3.803	3.523	3.424
Statewide	5.601	5.590	5.457	5.342	5.067	4.902



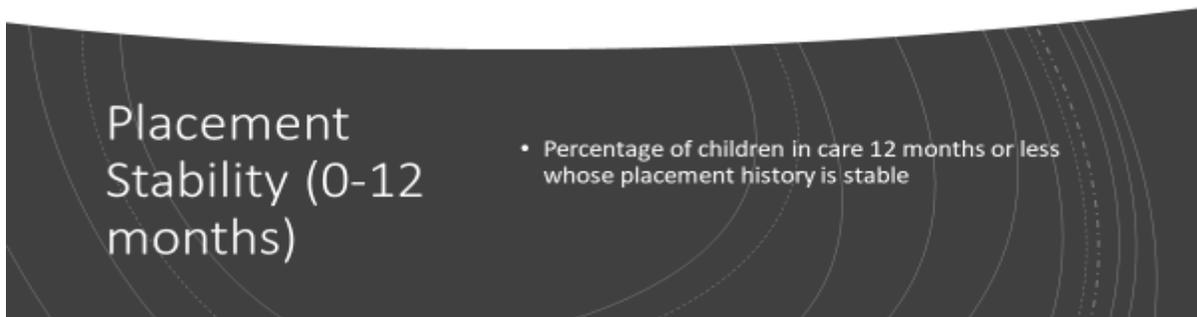
**Foster Care Services**

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.

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.

	2017B	2018A	2018B	2019A	2019B	2020A
Adams County	91.7%	82.9%	94.1%	97.7%	85.3%	92.5%
Class 5	84.7%	85.8%	85.9%	83.9%	85.2%	88.0%
Central	86.3%	87.5%	87.2%	86.4%	85.8%	86.0%
Statewide	85.1%	85.9%	86.2%	85.6%	85.7%	87.1%

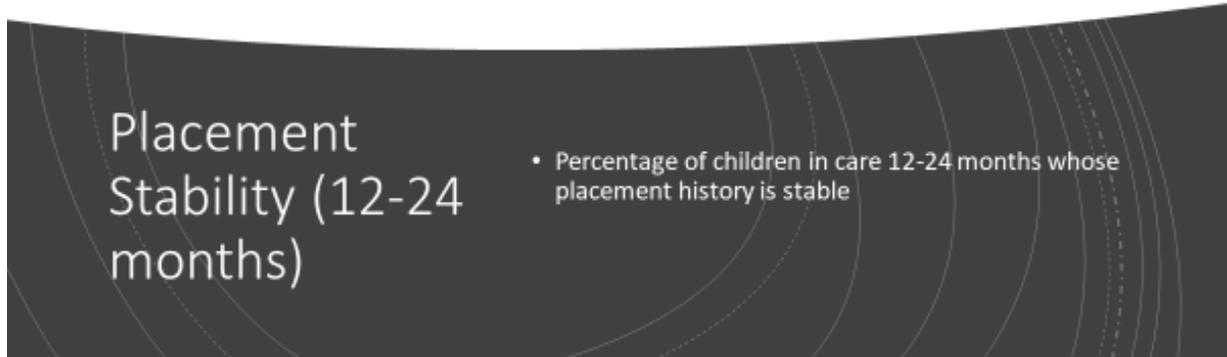


## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

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 a number of 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.

	2017B	2018A	2018B	2019A	2019B	2020A
Adams County	50.0%	50.0%	52.6%	54.5%	93.3%	78.9%
Class 5	63.6%	55.9%	65.4%	67.2%	64.7%	67.0%
Central	68.7%	67.5%	68.5%	66.9%	68.8%	69.1%
Statewide	66.9%	67.5%	68.4%	68.2%	69.0%	70.2%



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.

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, the majority 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.

## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

**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.

## 2021 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 2021.
- 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	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Goal 5: Healthy Communities	Number of children served in Adams County	3,191	2,144	2,251	
	Number of child abuse reports filed	2,312	1,456	1,529	
	Number of adoptions	8	8	9	
	Number of placement days of care	19,808	14,111	14,817	

### *Position Count*

	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Budgeted Positions	47	48	50	51

## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

### *Revenue & Expense Detail*

Account Description	2018 Actuals Audited	2019 Actuals Audited	2020 Adopted Budget	2021 Adopted Budget
<b><u>Revenues:</u></b>				
Federal Funding	1,554,709	1,109,103	1,661,910	1,484,390
State Funding	6,038,834	6,105,931	6,655,633	6,881,591
Charges for Services	-	-	-	-
Parental Support	114,986	118,105	117,500	115,500
Interest Income	131	191	200	200
Contributions and Donations	9,680	376	300	300
<b>TOTAL REVENUES</b>	<b>\$7,718,340</b>	<b>\$7,333,706</b>	<b>\$8,435,543</b>	<b>\$8,481,981</b>
<b><u>Expenses:</u></b>				
Professional Services	1,679,728	1,880,285	2,158,598	2,070,223
Legal Fees	77,540	67,330	66,786	73,000
Court Appointed Counsel	-	-	-	-
Foster Care-CY	1,307,168	1,283,690	1,307,000	1,400,000
Foster Care-JPO	11,879	84,283	65,000	65,000
Instit'l Care-Dependents CY	844,979	924,437	772,000	728,000
Instit'l Care-Offenders JPO	1,022,585	1,087,598	1,162,250	935,250
Advertising	3,012	1,327	2,250	1,214
Dues/Memberships	3,614	3,915	4,000	4,000
Application Filing Fee	848	1,084	1,700	1,170
Contracted Services	45,215	38,164	56,247	64,909
Training	3,522	3,475	6,301	3,800
Conferences	3,360	2,897	4,500	4,500
Travel - Mileage	41,094	38,356	43,900	46,850
Travel - Meals	2,663	3,100	3,125	3,300
Travel - Other	761	1,015	900	1,000
Travel - Lodging	1,692	2,923	2,800	1,600
Vehicle Repair/Maintenance	4,459	2,154	2,000	2,500
Equipment Repair/Maintenance	-	-	-	-
Rental of land and buildings	212,426	199,085	205,304	212,754
Telephone	4,714	2,446	2,600	2,600
Cell Phone	20,978	22,672	24,586	28,000
Electric	13,679	17,747	13,950	11,700
Fuel Oil/Natural Gas	4,224	5,149	5,300	4,050
Water/Sewer	3,242	5,159	2,450	3,550
Disposal of Waste	1,025	981	1,700	1,330

## 2021 ADAMS COUNTY BUDGET

Children & Youth Services (continued)

Account Description	2018 Actuals Audited	2019 Actuals Audited	2020 Adopted Budget	2021 Adopted Budget
Internet	7,456	7,933	10,400	14,652
Youth Stipends	22	-	-	-
Client Healthcare	1,289	(235)	1,100	1,100
Supplies	30,804	24,562	27,875	25,700
Publications/Subscriptions	-	1,083	1,050	1,100
Postage/Shipping	5,715	6,265	6,850	6,000
Gasoline for County Vehicles	6,668	7,194	6,000	6,500
Minor Equipment	17,929	33,438	67,097	83,084
Miscellaneous	-	-	-	-
Indirect Cost	207,366	227,312	-	230,000
Debt Interest	-	-	-	-
<b><i>TOTAL OPERATING EXPENSES</i></b>	<b><i>\$5,591,656</i></b>	<b><i>\$5,986,824</i></b>	<b><i>\$6,035,619</i></b>	<b><i>\$6,038,436</i></b>
Salaries	1,994,988	2,085,476	2,276,645	2,406,062
FICA ER	148,974	155,336	174,163	184,064
Allocated Benefits	856,424	908,246	1,049,816	1,066,405
<b><i>TOTAL EXPENSES</i></b>	<b><i>\$8,592,042</i></b>	<b><i>\$9,135,882</i></b>	<b><i>\$9,536,243</i></b>	<b><i>\$9,694,967</i></b>
<b><i>Transfers:</i></b>				
Transfer In	917,933	1,802,177	1,100,700	1,212,986
Transfer Out	-	-	-	-
<b><i>TOTAL TRANSFERS</i></b>	<b><i>\$917,933</i></b>	<b><i>\$1,802,177</i></b>	<b><i>\$1,100,700</i></b>	<b><i>\$1,212,986</i></b>