



Office of Children and Family Services

ANDREW M. CUOMO
Governor

SHEILA J. POOLE
Acting Commissioner

August 3, 2015

Dear Chief Executive Officer,

Thank you for submitting Cortland Supervision and Treatment Services for Juveniles Program (STSJP) plan for Fiscal Year (FY) 2016. Your plan has been reviewed by the Office of Children and Family Services (OCFS) and I am pleased to inform you that your county's STSJP plan has been **approved**.

Cortland is eligible to receive 62% State reimbursement for STSJP expenditures up to the capped STSJP allocation amount. Your Cortland will continue to receive 49% State reimbursement for eligible detention services expenditures up to the capped allocation amount. If your municipality shifts a portion of its detention allocation into its STSJP plan, your municipality will receive 62% State reimbursement if such shifted funds are spent on STSJP eligible expenditures. Cortland may make an initial detention allocation shift or increase the amount of the detention allocation shift until December 31, 2015. If Cortland plans to shift its detention allocation for STSJP eligible expenses, please submit a request on official letterhead to Cara Korn and email it to stsjp@ocfs.ny.gov outlining the amount that will be shifted and the type of programming or services the re-purpose detention funds will be used for under STSJP. An amend STSJP plan will also need to be submitted, if (Cortland) shifts its detention allocation for STSJP eligible expenses

All STSJP claims must be submitted electronically via the Juvenile Detention Automated System (JDAS) for the service period April 1, 2015 to March 31, 2016. Questions on all aspects of claiming process should be directed to Daniel Hulihan at (518) 473-4511 or at Daniel.Hulihan@ocfs.ny.gov.

Thank you for your continued partnership as we reform the juvenile justice practices in New York State by safely engaging youth and their family through innovating alternative to placement and detention programs.

If you have any questions, please email us at stsjp@ocfs.ny.gov and write "STSJP Plan Questions" in the subject line so that we may best assist you in a timely manner. You can direct all STSJP inquiries to Cara Korn at (518) 408-3999 or Cara.Korn@ocfs.ny.gov and Shawn Chin-Chance at (212) 961-4110 or Shawn.Chin-Chance@ocfs.ny.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph Mancini".

Joseph Mancini
Associate Commissioner
DJOY Office of Community Partnerships

NEW YORK STATE
OFFICE OF CHILDREN AND FAMILY SERVICES
SUPERVISION AND TREATMENT SERVICES FOR JUVENILE PROGRAM (STSJP)
FISCAL YEAR (FY) 2016 ANNUAL PLAN

STSJP Plans are due to the Office of Children and Family Services (OCFS) by 6 / 29 / 2015

Plans should be submitted to: ocfs.sm.stsjp@ocfs.ny.gov

Please ensure that the title “Supervision and Treatment Services for Juveniles Plan” and your municipality name are in the subject field to facilitate the timely review of your STSJP Plan. **Note:** Fiscal Year (FY) 2016 replaces the term State Fiscal Year (SFY) 2015-16 and FY 2015 replaces the term SFY 2014-15.

Please direct any STSJP Plan questions to either:

Shawn.Chin-Chance@ocfs.ny.gov PH. 212-961-4110

Cara.Korn@OCFS.ny.gov PH. 518-408-3999

SECTION ONE- Municipal Information	
NAME OF MUNICIPALITY: Cortland County	
STSJP LEAD AGENCY: Cortland County Department of Social Services	STSJP LEAD PERSON: Kristen Monroe
STSJP LEAD PHONE NUMBER: 607-753-5305	STSJP LEAD E-MAIL: Kristen.Monroe@dfa.state.ny.us

SECTION TWO – List of Programs and Services to be Funded

In this section, list the exact name of each program who have received STSJP funds, along with the projected amount of STSJP funds to be used for each. If this is a rollover program, please answer questions that are relevant to the funded program:

Program One-Name	Coordinated Children's Services Initiative	Type of Program	ATD/ATP
Total Program Expenses	\$ \$64,516	Rollover Funded Program	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1. Please indicate specific zip codes that your plan targets:	13045	13803	
	13077	13056	
	13158	13040	
	13101		

2. How will the program reduce the number of youth who are detained or in residential placement?
The Coordinated Children’s Services Initiative (CCSI) is intended to be an eight to ten month process of assessment, wraparound meetings, and evaluation. A parent partner is assigned and available to a family 24/7 to help them address immediate needs, offer support, provide a family voice, identify family strengths, identify concerns, and to help them navigate the various services available to them. Wraparound meetings are arranged for each family to include all service providers and natural family supports. The participants of the wraparound meeting review needs and strengths of the family, a services plan is devised based upon those findings and projected roles and responsibilities are outlined in this service plan. It is expected that the roles and responsibilities outlined in this service plan will be addressed within the eight to ten month time frame. To assure that this happens, follow up wraparound meetings are scheduled as needed throughout this eight to ten month time frame and the parent partner continues to work with the family, provide updates to the family team, and monitor progress of the plan developed at the wraparound meeting.

Parent partner involvement and the use of wraparound meetings assist in tailoring an individualized service plan that gets at the underlying concerns that could lead to a detention or residential placement. Parent partners assist families in navigating each of the systems and help families understand the services available to them. Parent partners often assist families in making referrals for services so that all potential resources have been exhausted before considering placement. The use of wraparound meetings and regular follow up from parent partners ensures that all providers and family members are on the same page and that progress is being made towards goals identified by the team. In addition, CCSI and our wraparound services can be used to develop appropriate discharge plans to expedite a child being released from detention.

The STSJP funds will be utilized to hire one full time parent partner and one part-time parent partner. Each of these parent partners will work with families that have a youth that is at risk; open with PINS Diversion; youth alleged or adjudicated to be persons in need of supervision (PINS); alleged or adjudicated juvenile delinquents (JDs); youth alleged to be or convicted as juvenile offenders (JOs); and youth that are identified as being at risk of being placed in a residential placement, in order to divert these youth from

detention or residential care.

The full time parent partner will maintain a caseload of 10-12 families and the part time parent partner will maintain a caseload of five families with youths that are at risk under the pre-described definition. Families are typically engaged in the CCSI process for approximately 8-10 months. These parent partner positions would have the ability to serve approximately twenty-six at risk youth and their families per year.

3. How will the program be family focused?

CCSI uses a family focused and strength-based approach to working with families across systems. Families are treated as the most important member of the team and their participation is required in order to hold a wraparound meeting. Plans are developed at wraparound meetings with the families input being considered first. This format lends itself to adding supports and creating interventions that are individually tailored to the presenting strengths, needs, and concerns that each family may present with. These plans are monitored and adapted based upon input from the family and their team in order to ensure these plans remain relevant and provide ongoing support to the changing needs of families and their youth.

4. Can the program be replicated across multiple locations?

CCSI is a statewide initiative that targets children that have complex emotional and behavioral service needs. A 2007 survey shows that 91% of U.S. states have some type of wraparound initiative, with 62% implementing some type of statewide initiative. Over 100,000 youth nationally are estimated to be engaged in a well-defined wraparound process (Bruns, Sather, & Stambaugh, 2008). The CCSI model has been replicated and is being utilized by multiple counties across the state. A strong support network amongst individuals employed in various CCSI programs along with excellent coordination and training resources made available through OCFS allows for replication of the process.

5. What is the projected number of youth that are served by this STSJP funded program?

Approximately 26 youth will be served.

6. If program is being used as an Alternative to Detention (ATD) and an Alternative to Placement (ATP), how will it serve both populations of youth?

Youth that are at risk of being placed in Detention or at risk of placement are referred to the CCSI program. A parent partner is assigned and the same wraparound process is used in order to help divert youth from either placement. Our CCSI program actively collaborates with the Probation Department, the Pins Diversion team, and the County Attorney's office to identify, refer, and coordinate services for youth at risk.

7. If the program was used during FY 2015, please assess whether the service or program achieved the projected reductions in detention utilization and/or residential placements and other performance outcomes.

Please see attachment one for specific details regarding 2014-2015 performance outcomes. We saw a slight increase of 12.14% in our total number of detention care days. We continue to show improvements from our 2010 baseline with regard to number of admissions, detention care days, and average length of stay. We are projecting an increased usage of detention days in 2015-2016 as a result of one youth being placed in detention on 3 separate occasions and he has remained at detention until a long term rehab bed is available. Rehab was court ordered for this young man and the parents refused to bring him home until he completed a rehab program. This one youth has accounted for over 85 detention care days thus far. We were able to help decrease the average number of youth placed in residential care by over 20% and the average number of youth placed in foster care also fell by over 20%. The CCSI program was able to serve 23 families during the last grant cycle which matched our goal that was set for the year. The program held 58 wraparound meetings which was 8 wraparound meetings more than the goal of 50 that was set for the year.

8. What were the barriers if not met?

Obtaining access to a long term rehab for one of our youths was a lengthy process. Without rehab and no safe alternative to leaving detention this young man has sat in detention awaiting a bed to open for an extended period of time. An ability to be able to more quickly access rehab in instances such as this would be helpful.

Did the program receive STSJP funds for FY 2015? Yes No **If Yes, answer the questions below:**

1. When did the program start using FY 2015 STSJP Funds? 4/1/15

2. What was the average length of stay for youth in program or service? 8 Months

3. How many youth received services in the program during FY 2015? 23

Program Two -Name		Type of Program	
Total Program Expenses	\$	Rollover Funded Program	<input type="checkbox"/> Yes <input type="checkbox"/> No
1. Please indicate specific zip codes that your plan targets:			
[REDACTED]			
[REDACTED]			
[REDACTED]			
2. How will the program reduce the number of youth who are detained or in residential placement?			
3. How will the program be family focused?			

CCSI
Supervision and Treatment Services For Juveniles Program 2014

Goal:		Actual:
1	Serve 22 Families with a youth that is at risk. At risk being defined as a youth that are alleged or adjudicated juvenile delinquents (JDs), youth alleged or adjudicated to be persons in need of supervision (PINS), or youth alleged to be or convicted as juvenile offenders (JOs).	23 Families Served

		Actual:
2	Hold 50 wraparound meetings for youth identified as being at risk.	58 Wraparound Meetings Held

		Total # of Detention Care Days			
3	Reduce the total number of care days of detention by 5%.	<u>2013</u> 140	<u>2014</u> 157	<u>1/1/15 Through 3/31/15</u> 104	<u>2015 Projected</u> 416
	Average daily cost of a child in detention for 2010 was about \$335 a day.	<u>2013/2014 % Change</u> 12.14% Increase \$5,695 Cost Increase		<u>2014/2015 % Change (Projected)</u> 164.97% Increase \$86,765 Cost Increase	

		Average per month # of Youth in Foster Care			
4	Reduce foster care placement rates within the county by 5%.	<u>2013</u> 110	<u>2014</u> 85	<u>1/1/15 Through 3/31/15</u> 71	
	Average annual cost of a child in a foster home is about \$11,000.	<u>2013/2014 % Change</u> 22.73% Reduction \$275,000 Cost Reduction		<u>2014/2015 % Change (Projected)</u> 16.47% Reduction \$154,000 Cost Reduction	
		Average per month # of Youth in Congregate Care			
	Average annual cost of a child in Congregate Care (Institutions, Group Residence, Group Home, Therapeutic Foster Care) is about \$72,000.	<u>2013</u> 19	<u>2014</u> 15	<u>1/1/15 Through 3/31/15</u> 14	
		<u>2013/2014 % Change</u> 21.05% Reduction \$288,000 Cost Reduction		<u>2014/2015 % Change (Projected)</u> 6.67% Reduction \$72,000 Cost Reduction	

4. Can the program be replicated across multiple locations?

5. If the program was used during FY 2015, were the performance outcomes met and describe the outcomes?

6. What were the barriers if not met?

7. If program was used as an ATD and an ATP, how was it used to serve both populations of youth?

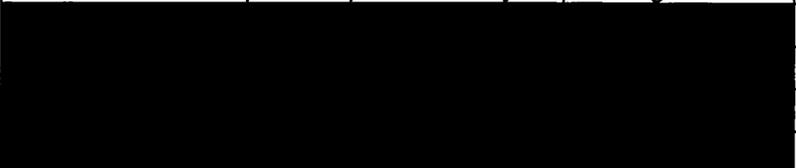
8. What is the projected number of youth that will be served by this STSJP – funded program? _____

Did the program receive STSJP funds for FY 2015? Yes No **If Yes, answer the questions below:**

1. When did the program start using FY 2015 STSJP Funds? _____

2. What was the average length of stay for youth in program or service? _____

3. How many youth received services in the program during FY 2015? _____

Program Three -Name		Type of Program	
Total Program Expenses	\$	Rollover Funded Program	<input type="checkbox"/> Yes <input type="checkbox"/> No
1. Please indicate specific zip codes that your plan targets:			
			
2. How will the program reduce the number of youth who are detained or in residential placement?			

3. How will the program be family focused?

4. Can the program be replicated across multiple locations?

5. If the program was used during FY 2015, were the performance outcomes met and describe the outcomes?

6. What were the barriers if not met?

7. If program was used as an ATD and an ATP, how was it used to serve both populations of youth?

8. What is the projected number of youth that will be served by this STSJP – funded program? _____

Did the program receive STSJP funds for FY 2015? Yes No If Yes, answer the questions below:

1. When did the program start using FY 2015 STSJP Funds? _____

2. What was the average length of stay for youth in program or service? _____

3. How many youth received services in the program during FY 2015? _____

SECTION THREE – Analysis of Communities

Provide an analysis that identifies the neighborhoods or communities from which the greatest number of juvenile delinquents, juvenile offenders and persons in need of supervision (PINS) are remanded to detention or residentially placed. Are these the communities and neighborhoods served in the previous years' approved plan, if not, what has changed?

According to the U.S. Census Bureau, Cortland County has a population of around 49,000 people with the largest number of people residing in Cortland City. From April 1, 2014 to March 31, 2015 Cortland County placed 12 youths in non-secure detention facilities and 2 youths in residential treatment centers. Naturally, as a result of the city being the most densely populated, the largest majority of these youths, 8 detention placements and 1 residential placement, were placements from which the youths were located in the Cortland City School District at the time of placement. The remaining youths were located in surrounding school districts within the county at the time of placement. Sufficient resources are available for the CCSI program to work with youth within Cortland City School District and county wide.

SECTION FOUR – Disparity

In this section, please provide information indicating whether the use of detention or residential placement in your service area exhibits a significant racial or ethnic disparity or disproportionality. Please note that when looking for disparity, highlight, with the use of accurate data, youth who given comparable levels of need, do not receive equal utilization of services. Seek out all decision points to illustrate usage. When looking for disproportionality, identify any population groups who are underrepresented in a larger population and then overrepresented in a subset population. For example, population group A represents 15 percent of the general population but represents 75 percent of the detention population. If you currently do not measure these variables, please include your plan for data collection for Racial and Ethnic Disparities across your system. If no disparities or disproportionalities exist in your system simply state that in the space below.

There are currently no identified or significant race or ethnic disproportionalities with our residential or detention placement populations. According to the Cortland County Detention Report and the Cortland County Placement Log, 12 youth were placed in detention during 2014. Two youths were placed in residential treatment centers between April 1st 2014 and March 31st 2015. 12 of these 14 youth placed were Caucasian. According to the U.S. Census Bureau's demographic statistics for Cortland County in 2010, the county is comprised of 95.1% white persons. 86% of our youth placed were white. Given the relatively small sample size, the proportionality of youth placed in Cortland County is fairly consistent with the US Census Bureau's demographic information for Cortland County.

If such disproportionality exists, describe how the service/program proposed for funding will address this disparity.

N/A

SECTION FIVE – Strategy

Justification and Overall Strategy – The purpose of STSJP funds is to establish supports and services for youth who, absent these services, are likely to be detained or placed. Funds should therefore be clearly targeted to meet the needs of the types of youth who in the past have been admitted to detention or residential placement. With this specific purpose in mind, describe the strategy devised by your collaborative partners (list your collaborative partners) to address the STSJP Funding objective through the programs chosen in Section Two.

According to the Summary of the Wraparound Evidence Base: April 2010 Update, by Eric Bruns, Co-director, National Wraparound Initiative, and Jesse Suter, Research Assistant Professor University of Vermont, as of 2008 seven wraparound research controlled studies had been completed that used random assignment or some type of comparison group design. In 2009, Bruns and Suter published a meta-analytic review of these seven studies (Suter & Bruns, 2009). "This analysis found that, on average across these studies, significant effects of wraparound were found for all four outcome domains that were examined, including living situation, youth behavior, youth functioning, and youth community adjustment. Mean effect sizes across these domains (calculated as the difference between wraparound and control group means at posttest divided by the pooled standard deviation, or Cohen's d) ranged from .25 to .59, with the largest effects found for living situation outcomes (e.g., youth residing in less restrictive, community placements and/or greater stability of placement). The mean effect size across all out-comes was .33-.40, depending on whether studies for which effect sizes were imputed were included (d=.33) or excluded (d=.40). These effect sizes are quite similar to effects found for established EBPs implemented under "real world" conditions and compared to some type of alternative treatment condition" (Suter & Bruns, 2009; Weisz, Jensen-Doss, & Hawley, 2006). Furthermore and more specifically, these controlled studies showed improvements in all of the following behavioral outcome areas:

- Less assaultive
- Ran away less
- Suspended from school less
- Missed less school
- Less likely to be picked up by police
- Less likely to be suspended from school
- Less likely to spend more time incarcerated
- Fewer days on runaway
- Residing in more permanency-type settings

- Less likely to experience a high number of placement changes
- Reside in less restrictive placements
- Reduced recidivism for any offense
- Reduced recidivism for felony
- Fewer days served in detention
- Fewer episodes in detention
- Less likely to serve in detention

The Coordinated Children's Services Initiatives (CCSI) is an established program within Cortland County that has existing community buy-in, community leadership, and is a program that has already shown successful outcomes. CCSI partners with over 25 local service agencies which include: Franziska Racker Center, Cortland County Department of Social Services, Cortland County Mental Health, Cortland County Probation, Cortland County Youth Bureau, YWCA, Aid to Victims of Violence, Family Counseling Services, Seven Valley's Health Coalition, Cortland County Catholic Charities, Liberty Resources, Cortland Schools, Homer Schools, Marathon Schools, McGraw Schools, OCM Boces, Cortland County Attorney, Cortland Area Communities that Care, Cortland Prevention Resources, Cortland County Child Advocacy Center, Cortland City Police Department, SUPAC, Access to Independence, and Elmcrest. Having membership and buy in from each of these agencies at our monthly community tier II meetings assists us in being able to coordinate services across systems and to develop individual family specific goals. CCSI became fully functional and began accepting applications for families in November 2010. From November 2010 until December 31, 2012, the program served 88 youths and families with children who are at risk of placement outside of their home or who have a complex set of service needs and that are working with three or more service providers. Of these 88 youths, 55 were identified as being at risk of out of home placement as a result of DSS, PINS, Probation or CSE involvement. Of the 88 families that the program has worked with, only six youth have been placed outside of their home. Approximately 93% of the families that have worked with CCSI have been successfully diverted from placement; saving an estimated \$900,000 if each of these children had been placed in foster care (This is calculated using the lowest estimates of placing a child in foster care, which is approx. \$30/day times the average length a child is spending in foster care. If these children had been placed in detention or a higher level of care the costs could be up to \$350/day and show a much high cost savings. CCSI has played an integral role in helping the County develop and a downward trend over the past four years in detention days and placements. In addition, the CCSI program has been utilized to assist youths placed outside of their home in being reunited with their families. In these instances the CCSI program opened during a detention placement or as part of a discharge plan.

The STSJP grant has allowed our program to expand from one parent partner to two full time parent partners and 1 part time parent partner. Our full time parent partners hold a caseload of approximately 10-12 youths. The addition of a full time parent partner and part time parent partner has enabled our program to more than double the population that we are able to serve and it has enabled us to cut down on lengthy waiting lists that we had started facing before the addition of these positions. Smaller waitlists have enabled us to reach families sooner to begin addressing their needs in a timelier manner. The addition of these parent partner positions has enabled our program to serve a larger number of at risk youth and families; reducing numbers of detention and residential placements and the time spent in these facilities.

SECTION SIX – Outcomes

Performance Outcomes – For FY 2016, provide the projected performance outcomes for your proposed services and programs, being sure to include: An estimate of the anticipated reductions in detention utilization and residential placements.

(1). Our goal is to reduce the total number of care days of detention by 5% through March 31, 2016. (2). Decrease the number of youth placed in residential and foster care placements by 5% by March 31, 2016. (3). Improve coordination and communication amongst service providers and families through the use of family wraparound meetings. Our goal is to hold approximately 50 wraparound meetings for these families and youth through March 31, 2016.

Other projected positive outcomes for youth who participate in the services and programs:

N/A

Are there any changes in allocations or practices planned for FY 2016 based on experiences in FY 2015, please list those changes:

After reviewing the amount of our STSJP allocation, what was being spent, and the growth in referrals to the CCSI program we determined that the STSJP money could support an additional 5-10 hours per week for our part time parent partner. This change will increase our part time parent partner from 15 hours a week to 20-25hrs per week thus enabling this staff person to serve a greater number of youth. These additional hours will be added in 2016. In addition, a small wraparound fund \$1000-\$1500 will be available to assist families on an as needed basis. Wraparound funds have been used traditionally to assist a family with arranging tutoring, enrolling a youth in summer camp, creating some incentives, etc.

SECTION SEVEN– Comments

Please see attachment one for specific details regarding 2014-2015 performance outcomes.

We are excited about the opportunity to serve more families as spending on this grant has been expanded to include PINS Diversion youth. By becoming involved with some of our PINS population sooner rather than having to wait until they are adjudicated we hope to assist in diverting these youth from courts, placements, or any juvenile justice involvement.

Many of our statistics are kept based upon a typical calendar year. Having these plans align with the typical calendar year rather than the fiscal year would create a more user friendly process as statistics would not need to be recalculated based upon the different evaluation period.

SECTION EIGHT– Plan Amounts

Instructions:

- A. Enter all program expenses in Program Services tab.
- B. Specify State Reimbursements for this plan (lines 6-9)

Expenses

1. Program Expenses (from Program Services)	\$64,516	
2. State Reimbursement (Line 1* 0.62)		\$40,000

Available Reimbursements

3. STSJP Allocation	\$40,000
4. Detention Allocation	\$226,960
5. JDAI	\$0

Reimbursements for this Plan

6. STSJP Allocation	\$40,000
7. Detention Allocation being shifted to STSJP (if applicable)	\$0
8. JDAI (if applicable)	\$0
9. FY 2015 Rollover (if applicable)	\$0
10. Total Reimbursements (Lines 6-9)	\$40,000

State and Local Totals

11. State Share Amount (Line 10)	\$40,000
12. Local Share Amount (Subtract Line 11 from 10)	\$24,516.08

SECTION NINE– Approval

Approval of the Chief Executive Officer

As STSJP Lead for Cortland County Municipality, I certify that the CEO
 Donnell Boyden has reviewed and approved the 2015-2016 plan.

Date: 6 / 22 / 2015 STSJP Lead 11a476 STSJP Lead Kristen Monroe
 User ID: _____ Printed Name: _____

INSTRUCTIONS:

Instructions for properly processing an STSJP plan.

- a. Once you have opened a copy of the OCFS-2121 form, please immediately use the "Save As" function in Microsoft Word to save a copy of the document on your computer.
- b. Please save your STSJP plan using the following format; (Municipality Name 2015-2016 STSJP Plan)
- c. Work from the "saved" plan document using it to record all of your municipality's information. Please use the document OCFS- 2121A to document additional STSJP programs.
- d. Once you have satisfactorily completed entering the required data, save the document.
- e. Section Nine must be completed prior to OCFS review of STSJP Plan.
- f. Upload completed plan and send it to OCFS via the STSJP email address at ocfs.sm.stsjp@ocfs.ny.gov

Approval of the OCFS STSJP Program Lead

As OCFS STSJP reviewer, I certify that I approve of this Supervision and Treatment Services for Juveniles
 Program Plan for Cortland Municipality and 2015-2016 fiscal year.

Date: 8/3/15 User ID: JM4494 Printed Name: Allison Campbell