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The entire plan should be completed using the electronic County Plan document and be sent via e-mail. The following must be sent as separate documents in the same e-mail:

- Appendix A (signature page): Fill in the name of the county in the spaces indicated. Then print out the page so it can be signed by the appropriate officials. Scan it and send it via e-mail along with your plan or you may fax the page to 518-474-9452, attention Kristin Gleeson.
- Appendix H (Memorandum of Understanding Between the District Attorney’s Office and Child Protective Services): This must be sent as an electronic document with your Plan, or you may include a narrative on the page provided.

Note: Because the document is protected, you will not be able to use the direction (arrow) keys, the “Page Down” key, or the “Page Up” key to move around in the document. Use the slide bar on the right side of the document window.

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County Child and Family Services Plan

January 1, 2012 – December 31, 2016

Erie County

This Child and Family Services Plan contains county outcomes and strategies that respond to community needs. Specifically, the plan identifies Local Department of Social Services (districts) strategies in the areas of adoption, foster care, preventive, protective and other services for children, and protective and other services for adults. The plan also identifies Youth Bureau strategies for youth development and services for youth. In addition, it contains a description of public participation in the development of the Plan as well as estimates of expenditures and program information.

Carol Dankert (716) 858-7511

Contact Person Phone

Commissioner of Social Services Carol.Dankert@erie.gov

Title Email

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APPENDIX A
Plan Signature Page

We hereby approve and submit the Child and Family Services Plan for Erie County Department of Social Services and Youth Bureau for the period of January 1, 2012, through December 31, 2016. **We also attest to our commitment to maintain compliance with the Legal Assurances as outlined in Child and Family Services Plan Guidance Document.**

Commissioner
County Department of Social Services

Date

Executive Director
County Youth Bureau

Date

Chair
County Youth Board

Date

I hereby approve and submit the PINS Diversion Service section of the Child and Family Services Plan for Erie County Probation Department for the period of January 1, 2012, through December 31, 2016.

Director/Commissioner
County Probation Department

Date

Chair
County Youth Board

Date

Enclosed is the Child and Family Services Plan for Erie County. My signature below constitutes approval of this report.

Chief Elected Officer
(or Chairperson of the legislative body
if the county does not have Chief Elected Officer)

Date

WAIVER

Complete and sign the following section if a waiver is being sought concerning the submission of Appendix I - Estimate of Clients to be served.

Erie County requests a waiver to 18 NYCRR 407.5(a)(3), which requests a numerical estimate of families, children, and adults requiring each service listed in Section 407.4 of this same Part. Therefore, Appendix I is not included in this Plan submission. I assert that the level of service need and utilization for the full array of services encompassed by the Child and Family Services Planning Process was taken into consideration as part of the Erie County Child and Family Services Planning Process.

Commissioner
County Department of Social Services

Date

APPENDIX B-1

List of Required Interagency Consultation – Protective Services for Adults

In the development of the Protective Services for Adults component of the Annual Implementation Report, Section 34-a (4) and Sections 473(2) (a) and (b) of the State Social Services Law requires that districts consult with other appropriate public, private and voluntary agencies in order to ensure maximum local understanding, coordination, and cooperative action in the provision of appropriate services to protective services clients. These include, but are not limited to: aging, health, mental health, legal and law enforcement agencies. List the interagency consultation in the chart provided below:

Agency Type	Agency Name	Dates or Frequency of Meetings*
Aging	Council on Elder Abuse	1 st Tuesday monthly
	Safety Awareness for the Elderly (SAFE) Presentation	Presentation pre-planned or upon request
	New York State Western Regional Meetings of Supervisors	4 times yearly
	APS Community Presentations	as requested or pre-planned
Health	Erie County Coalition Against Family Violence	6 times a year
	Western New York Homeless Coalition	1 st Wednesday monthly
	Homeless Project	Quarterly
Mental Health	Police/Mental Health/Crisis Service Coordination task force	Third Thursday of the month - 6 times a year
Legal	Article 81 training and Teleconferences	yearly/as offered
	Financial Crimes Task Force	Third Thursday of month - 8 times a year
Law Enforcement	Identity Fraud task Force	Third Thursday of the month - 4 times a year

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Agency Type	Agency Name	Dates or Frequency of Meetings*
Other:	Adult Abuse Training Institute	as offered
	OPWDD/APS trainings	2 times yearly

*List either dates of meetings or frequency (e.g., every third Wednesday of the month)

Detailed meeting information does not need to be included in the county plan, but districts are directed to maintain meeting agendas and/or minutes for a period of five years.

APPENDIX B-2

List of Required Interagency Consultation – Child Protective Services

In the development of the Child Protective Services component of the Annual Implementation Report, Section 34-a(4) and Section 423 of the State Social Services Law requires that districts consult with local law enforcement agencies, the family court, and appropriate public and voluntary agencies including the societies for the prevention of cruelty to children. The family court judge or designated representative must be involved when the family court is consulted. List the interagency consultation in the chart provided below.

Agency Type	Agency Name	Dates or Frequency of Meetings*
Law Enforcement	Multi-Disciplinary Fatality Review Team	Quarterly
Family Court (judge or designee)	Family Court - Erie County Permanency for Children Collaborative, including collaborations between ECDSS, Family Court, and the Muslim community	Monthly or more often
PINS Diversion lead agency	Juvenile Delinquency Services Team (JDST) Management	Bi-Weekly
	JDST Operations	Weekly
	Family Services Team (FST) Management	Bi-Weekly
	FST Operations	Weekly with Quarterly Contract Reviews
	Emerging Interdepartmental Placement Team	Quarterly
Public/Private Agencies	Citizens' Task Force on Child Abuse and Neglect	Monthly

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*List either dates of meetings or frequency (e.g., every third Wednesday of the month)

Detailed meeting information does not need to be included in the county plan, but districts are directed to maintain meeting agendas and/or minutes for a period of five years.

APPENDIX B-3

List of Required Interagency Consultation – Child Welfare Services

In the development of the Preventive, Foster Care, and Adoption Services for children component of the Annual Implementation Report, Section 34-a(4) and 409-d of the State Social Services Law requires that districts consult with other government agencies, authorized agencies, and other individuals and organizations concerned with the welfare of children residing in the district. List the interagency consultation in the chart provided below.

Agency Type	Agency Name	Dates or Frequency of Meetings*
Government Agencies	New York State Office of Child and Family Services	Quarterly Meetings to discuss objectives, regulations and issues
	Erie County Family Court Improvement Project	Quarterly Meetings to discuss objectives, regulations, and issues such as disproportionate minority placements and obstacles to hasten permanency for children. Several sub-committees - refugee and immigrant group, foster care and adoption, etc. meet monthly to review progress.
	Crime Victim Assistance Program	Meets Monthly
	Erie County Coalition Against Family Violence	Meets Monthly
Authorized Agencies	Coalition of Adoption and Foster Family Agencies	Quarterly meetings to discuss objectives, regulations, and issues
	Coalition of Preventive Services Agencies	Quarterly meetings to discuss objective, regulations, and issues
	Crisis Services Outreach	Meets monthly
	CAFFA	Meets monthly
Concerned Individuals/Groups	Erie County Foster Parent Advisory Group	Quarterly meetings to discuss objectives, regulations, and issues
	Foster Parents Advisory	Meets monthly

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Board	
Erie County Regional Implementation Support Team	Meets monthly
Preventive Services Coalition	Meets monthly

*List either dates of meetings or frequency (e.g., every third Wednesday of the month)

Detailed meeting information does not need to be included in the county plan, but districts are directed to maintain meeting agendas and/or minutes for a period of five years.

APPENDIX B-4

List of Required Interagency Consultation – Child Care Services

Section 34-a(4) and 409-d of the State Social Services Law requires that, in the development of the Child and Family Services Plan, districts must consult with other government agencies, authorized agencies, and other individuals and organizations concerned with the welfare of children residing in the district. List the interagency consultation in the chart provided below.

Agency Type	Agency Name	Dates or Frequency of Meetings*
Government Agencies	OCFS	Quarterly meetings to review performance data and goals
	OCFS, Erie County Family Court	Ongoing panel reviews with representatives of OCFS, ECDSS, and contract agencies bi-annually to discuss and identify any barriers to legally freed children adoptive resources being identified and their adoptions finalized. Ongoing collaboration with Family Court to improve ways to within regulations more timely move finalizations through the Court system once a child has been freed.
	OCFS Family Court	Case-specific conferences separate from the above as part of individual permanency plan reviews
Other Public/Private/Voluntary Agencies	Hillside	Monthly to discuss issues, AND on case specific conferences as part of the individual permanency plan reviews
	Baker Victory Services	Monthly to discuss issues, AND on case specific conferences as part of the individual permanency plan reviews
	Gateway-Longview	Monthly to discuss issues, AND on case specific

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		conferences as part of the individual permanency plan reviews
	All the Preventive Services Agencies	Monthly to discuss issues, AND on case specific conferences as part of the individual permanency plan reviews
Concerned Individuals/Groups	Individuals participating in Kinship Care	Minimally every 6 months, and whenever needed on a case specific schedule as part of the permanency plan
	Private foster parents	Minimally every 6 months, and whenever needed on a case specific schedule as part of the permanency plan
Child Care Resource and Referral Agencies	Child Care Resource Network	Meets as needed
	Preventive Services Coalition	Monthly to discuss issues, AND on case specific conferences as part of the individual permanency plan reviews
	Foster Care Coalition	Monthly to discuss issues, AND on case specific conferences as part of the individual permanency plan reviews

*List either dates of meetings or frequency (e.g., every third Wednesday of the month)

Detailed meeting information does not need to be included in the county plan, but districts are directed to maintain meeting agendas and/or minutes for a period of five years.

APPENDIX B-5*

List of Required Interagency Consultation – Runaway and Homeless Youth

List the interagency consultation in the chart provided below.

Agency Type	Agency Name
Department of Social Services	Erie County Youth Bureau
	Child Protection Services
	Children's Services
	Public Benefits
RHYA Providers	Compass House
	Franciscan Center
Other Public, Private and/or Voluntary Agencies	T. R. Y.
	United Church Homes-Plymouth Crossing
	Homespace
	Second Chance Home
	Gerard Place

*This Appendix is required only if the county receives RHYA funding.

APPENDIX B-6

List of Required Interagency Consultation – Youth Development

List the interagency consultation in the chart provided below.

Agency Type	Agency Name	Dates or Frequency of Meetings*
Taskforce		
Coalition	After School Network	every other Wednesday
	Out of School Time Coalition	every other Thursday
	Juvenile Crime Elimination Coalition	every second Thursday of the month
Youth Board	Erie County Youth Board	every second Monday of the month
Parent		
Youth	Youth in Independent Living Coordination Situations	Case specific conferences as part of the individual permanency plan reviews
Community Providers	Promise Zone	monthly
Municipal Youth Board	Association of New York State Youth Bureaus	monthly
	Western New York State Youth Bureaus	every second Wednesday of the month

*List either dates of meetings or frequency (e.g., every third Wednesday of the month)

Detailed meeting information does not need to be included in the county plan, but districts are directed to maintain meeting agendas and/or minutes for a period of five years.

APPENDIX C
List of Data Sources Used In Needs Assessment

Instructions: The list below contains common data sources often used in county planning. Please check all sources your county has used in the needs assessment performed for this plan. The list is not all-inclusive – if you have other sources of data, please indicate those as well.

Source	Check all used
1. NYS Touchstones Kids County Data Book	<input checked="" type="checkbox"/>
2. Kid’s Well-being Indicators Clearinghouse	<input checked="" type="checkbox"/>
3. Monitoring and Analysis Profiles	<input checked="" type="checkbox"/>
4. Child Care Review Service	<input checked="" type="checkbox"/>
5. U.S. Census Data	<input checked="" type="checkbox"/>
6. OCFS Data Warehouse Reports	<input checked="" type="checkbox"/>
7. OCFS CFSR Data Packets	<input checked="" type="checkbox"/>
8. Adult Services Automation Project (ASAP)	<input checked="" type="checkbox"/>
9. Quality Youth Development System (QYDS)	<input checked="" type="checkbox"/>
10. Child Trends Data Bank	<input type="checkbox"/>
11. Prevention Risk Indicator/Services Monitoring System-PRISMS (OASAS)	<input type="checkbox"/>
12. NYS Department of Health	<input type="checkbox"/>
13. Surveys	
a. Communities That Care	<input type="checkbox"/>
b. Search Institute Survey	<input type="checkbox"/>
c. TAP Survey	<input type="checkbox"/>
d. United Way (Compass Survey or other)	<input type="checkbox"/>
e. Other (specify)	<input checked="" type="checkbox"/>
14. YASI Data	<input type="checkbox"/>
Other Data Sources (specify)	
15. American Community Survey; Non-residential Domestic Violence Provider Surveys	<input checked="" type="checkbox"/>

16. NYS Department of Education	☒
17. NYS Department of Health	☒
18. OASAS County PRISMS	☒

Child and Family Services Plan Program Narrative

I. Outcome Framework/Mission/Vision

1. If the district has one, please enter the district’s outcome framework, mission, and/or vision. (If your district does not have this, leave this area blank.)
2. This the 'fill in the blank' response for #1: The mission of Erie County Department of Social services is to engage people in need and provide a broad range of efficient and effective assistance and services with community partners to facilitate a brighter future for the people of Erie County. The mission is to serve youth and families through asset development and advocacy, prevention, and intervention programs that strengthen families and communities.

The ECYB utilizes the New York State Touchstones framework. This allows the department to determine the type of programs being funded with various not for profit agencies promoting Positive Youth Development Programs that show Results Based Outcomes.

3. Describe your district’s demographic, economic, and social characteristics.

Erie County is the largest county outside of the New York City area, with a population of 919,040. Population has increased since last year. The median household income is nearly \$5000 below the U. S. average. 10.1% of families and 13.9% of individuals live below the poverty level. Of residents who identified ancestry other than 'American', there are large amounts of German, Irish, Italian and Polish descendants. Of residents citing only one race, there is a larger African American population, but a slightly smaller Hispanic population than the national average.

II. Planning Process

1. Describe the district’s planning process and how that consultation informed your district’s needs assessment, priorities, and outcomes.
2. This is the 'fill in the blank' answer for #1: The Erie County Services Division, both the Division of Child & Family Services and the Youth Bureau’s planning process includes asset development and advocacy, prevention, and intervention programs that strengthen families and communities. It is a multi level process that is inclusive of various partners working together to provide positive family and youth development programs throughout Erie County. Feedback on progress of the various areas of Child and Family Services and Youth Services comes from: our provider agencies, Family Court, the New York State Office of Child and Family Services (in the form of statistical and comparison reports), and from analysis of our own locally collected data.
3. Working closely with the New York State Office of Children and Family Services Office, Municipal Youth Bureaus, Erie County Juvenile Detention Center and various

community based partnering agencies, the Services Division plans, delivers and monitors comprehensive and coordinated services to families throughout Erie County.

4. The New York State mandated Erie County Youth Board, as well as other units within the Division of Child & Family Services, meets monthly to review, plan and develop the programs and outcomes of the services offered through various funding venues. They review RFP requests annually, and are fully invested in the allocation process. Recommendations for funding are made by board members based on the needs of the population to be served. There is a 21 member board composed of youth and adult volunteers recommended by the Youth Bureau, appointed by the Erie County Executive and confirmed by the Erie County Legislature. These members have been selected for their knowledge and insight into youth and family problems, and for their willingness to give of their time, talents, and expertise in providing recommendations for solving these problems. Youth members of the board bring their prospective of youth needs and are important to the structure of the planning process.
5. The Western New York Association of Youth Boards and Youth Bureaus is another important component to comprehensive planning. This group of Youth Bureau Directors comes together on a monthly basis to discuss and exchange ideas for services in their counties. The ideologies that derive from these meeting become a part of the collaborative planning process that drives future initiatives from various counties.
6. Understanding the need for positive development programming to be made available to families in their own communities, the Services Division contracts with various not for profit agencies to provide direct services that meet the priorities and outcomes set forth. These agencies provide needs assessments and outcomes that directly relate to the populations in which they serve. Their data becomes part of the Division of Services' planning process and needs assessments as well.
7. The Services Division has established statistical mapping as a technique to help allocate funding by identifying those areas within Erie County that have the highest concentration of children and individuals in need. Logic dictates that those areas from which the majority of juvenile detention youth come from must also be the areas for which delinquency prevention programs are most needed. Although statistics show a greater need in the inner city of Buffalo, the Services Division has taken precautions to insure access to positive programs are made available to those in rural communities as well.

NYS OCFS has identified several NYS Touchstone areas that guide the program planning process. These selected areas of concern throughout the state are the driving factor behind the planning process and outcomes set forth by the Services Division. The Division works closely with the Regional OCFS representatives to ensure the comprehensive services offered throughout Erie County are meeting the needs set forth by the state.

III. Self Assessment

1. Describe successes and achievements the district has experienced since the last plan update in each of the program areas listed below.

Child Protective Services

With no increases in CPS staff:

	<ol style="list-style-type: none"> 1. The percentage of Safety assessments completed has increased by 6% 2. The percentage of physical abuse reports investigated has increased by 17%. 3. The percentage of new neglect State Central Registry reports has increased by 4%. <p>- and the Services division has met the challenge.</p>
<p>Child Preventive Services</p>	<ol style="list-style-type: none"> 1. In 2011, the Erie County Department of Social Services reorganized the Children’s Services Division by Direct and Indirect case responsibilities. Each provider is assigned to a specific worker(s) This plan provides for better continuity, oversight and efficiency of case management cases.
<p>Foster Care</p>	<ol style="list-style-type: none"> 1. ECDSS established a Report Card Matrix to monitor and assess compliance towards reducing the time children remain in Foster Care beyond 12 months and having not been freed for Adoption. The Erie County Department of Social Services has implemented an initiative to hasten permanency for children who have been in foster care. 2. Utilization of preplacement conference among ECDSS casework, supervisory, and clinical staff to identify ways to prevent placement where possible, that all kinship options are explored and that decisions upon appropriate levels of placement are made for children. 3. A Foster Care Homefinding training team was utilized from 2009-2010 to create a standardized method of training of all homefinding staff utilizing toe OCFS CORE training tools and assuring all OCFS recommended trainign were completed. A Homefinding Resource Manual was completed utilizing the support of OCFS and these CORE trainings to assure principles and practices are maintained. 4. Bridges to Health (B2H) has been implemented to improve services to special needs foster children; all 126 available slots have been utilized. Erie DSS has requested additional slots from OCFS. 5. The percentage of youth linked to a "permanent connection with a caring adult" increased from 2009 to 2011 by 5% (tto 95.5%)

	<p>6. ECDSS established a resource room for youth, with internet access and a library of vocational and academic preparatory literature.</p>
<p>Adoption</p>	<ol style="list-style-type: none"> 1. ECDSS established a Report Card Matrix to monitor and assess compliance towards reducing the time children remain in Foster Care after being freed for Adoption. This initiative hasten permanency for children who have been in foster care. 2. Ongoing panel reviews with representatives of OCFS, ECDSS, and contract agencies bi-annually to discuss and identify any barriers to legally freed children adoptive resources being identified and their adoptions finalized. 3. Ongoing collaboration with Family Court to improve ways to carry out regulations more timely move finalizations through the Court system once a child has been freed.
<p>Detention</p>	<ol style="list-style-type: none"> 1. Erie County has seen many successes and achievements since the last plan update. Two primary trends are a decrease in the number of residents and days of care over the past five years. Erie County residents placed in Secure Detention have steadily declined from 370 in 2005 to 233 in 2010. Erie County residents placed in Non-Secure Detention have steadily declined from 381 to 197, and those mixed have declined from 75 to 59. This results in a total decrease in youth of 826 to 489. 2. Similarly, Erie County has also seen a decrease in total days of care (Secure and Non-Secure Detention) of 22,193 in 2005 to 12,976 in 2010. 3. Other achievements include an increase in Adjournments in Contemplation of Dismissal if cooperative (6-12 months) from 19% to 70% between 2006 and 2010, and a reduction in Disposition of Probation Supervision over the same period from 63% to 17%.
<p>Youth Development</p>	<ol style="list-style-type: none"> 1. In 2010, the ECYB implemented the Results Based Accountability outcomes measurement tool to all programs funded through the Youth Bureau, as a quantifiable means of gathering data to show the difference the programs are making in the lives of youth throughout Erie County. In collecting this data, the ECYB has been able to demonstrate the following successes in the Youth Development program area: 2. 91% of students participating in after school based

- programs advanced to the next grade level
3. 90% of youth involved in a RHY program acquired safe housing from homelessness
 4. 84% of youth involved in a RHY program returned to live with parents or family member
 5. 62% of youth not enrolled in school, re-entered the school system
 6. 85% of youth in a juvenile diversion program did not re-offend for 1 year after program completion
 7. 93% of youth in a juvenile diversion program remained drug and alcohol free for six months or longer
 8. \$81.6 million* potential cost savings based on the total cost to house juvenile offenders for one year in a NYS secure facility
*NYS facility cost=\$228,015 per youth for one year placement per NYS Governor Cuomo's Urban Agenda. It is understood that not all youth will be housed for a full year in placement, if at all.
 9. 55 youth enrolled in a job readiness training program gained employment based on their program participation
 10. 121 youth who were involved in funded counseling programs had a safety plan in place upon their program completion
 11. In addition to serving the community based youth population, the ECYB recognized the need to promote positive youth development programs to youth housed at the Juvenile Detention Center. In 2009 the Boys and Girls Clubs of Buffalo, in collaboration with the Erie County Youth Detention Center, was awarded a federal "Second Chance Mentoring Grant" to be used for a program that reduces recidivism among juvenile offenders and gives them positive development tools to overcome their past mistakes. This grant allows youth to connect to their local Buffalo clubhouse upon their release and continue with positive youth development program services.
 12. Four additional community partners were brought into the Juvenile Detention Center 2010 to provide additional programming to the facility's residents: the African American Cultural Center, Literacy Volunteers, Computers for Children, and Science Firsthand Learning. These key partners provided a variety of programs to ensure youth will be well

	<p>prepared for life after the detention facility—education and career development programs, cultural enrichment, academic and literacy support, and character and leadership development programs.</p> <p>13. In 2010 the ECYB created and distributed its first comprehensive Annual Report detailing the mission, goals, and outcomes of the ECYB, as well as providing fiscal data and detailing information regarding each funded program.</p> <p>14. The first Community Resource Guide giving the public information of all of the ECYB's funded programs was distributed in 2009 and is updated and distributed each year. Finally, in 2010 the ECYB launched its website to the public.</p>
<p>Runaway & Homeless Youth</p>	<p>1. Services for RHY in Erie County continue to function 24 hours a day, 365 days a year to provide shelter and services for RHY. Outcomes continue to be positive with greater than 95% of youth served moving on to stable living situations. Of great concern is the continued decline in funding.</p> <p>2. RHY services have lost 62% of our NYS funding in the past 3 years and this funding cut was based on a funding level established in 1989. Agencies have been forced to reduce staff in an effort to maintain services.</p>
<p>Domestic Violence</p>	<p>1. ECDSS has coordinated a Non-residential Domestic Violence Providers Collaboration Project since 2009. This effort has succeeded in getting New York State approval of the State Administrative Procedure Act (SAPA) petition as of 9/21/11, which will waive agency specific ongoing adherence to non-residential core services regulations so as to promote a more efficient system of Domestic Violence services. Core and optional services will be provided by a comprehensive system of providers.</p> <p>2. The six approved providers are in the planning and implementation phase of creating a system-wide approach to meeting existing regulations and thus consolidating some services and expanding others.</p>
<p>Adult Protective Services</p>	<p>1. Completion of financial management integration, use of one managed system of fiscal reports, and training of staff to implement and use the SAP fiscal program to monitor the client's fiscal needs has been established, and remains ongoing.</p>

	<p>Completion of a merged data base, over 1200 cases in a single reporting field, elimination of several reports into one positive production report has begun, and remains ongoing..</p> <p>2. Completion of Adult Services transitioned and managed by a single Administrator, with a merge completed from Senior Services to Adult Services is in process.</p> <p>3. Completion of a Central intake area, where all intake is routed to a central intake number, removing all other numbers used within the district, has been set up, and remains ongoing.</p> <p>4. In utilizing multi-disciplinary community resources to improve, as well as develop community assessment plans which reduce risk and protect adults, the outcomes of the community and service provider education have produced significant outreach to agencies through a coordinated training service. Examples are: OPWDD/WNYDDSO and Legal Services/joint trainings with APS training to service providers. Adult Abuse Institute training has also been used to promote relationship building and teaching of the agency functions to attendees.</p>
<p>Child Care</p>	<p>Increased need faced with cuts in funding.</p>
<p>4. Noting the data and trends as identified in Appendix C; and the cumulative district consultations (Appendices B-1 to B-6), describe the underlying conditions or factors that influence your performance in meeting the needs of children, youth, adults and families (as applicable) in each of the following program areas:</p>	
<p>Child Protective Services</p>	<p>1. Lack of consistent reliable "real time" data measurements.</p> <p>2. Increase in refugee population.</p> <p>3. Lack of specialized resources (respite, placement, treatment) for "special needs" population.</p> <p>4. The primary underlying factor that influences performance in CPS is the 21% increase in the number of CPS reports received since 2006. This expansion of workload, during a period of fiscal restraint and increasing complexity of the work required, has restrained the district's ability to achieve the necessary improvements to attain the goals established within the CFSR PIP.</p>
<p>Child Preventive Services</p>	<p>1. There has been a significant increase in the refugee and immigrant population with accompanying cultural and language barriers.</p> <p>2. There is an acute lack of resources for the special needs population.</p>

Foster Care	<p>1. Data from OCFS Data warehouse continues to show an upward trend in the number of SCR reports being received which has contributed to the need for additional services, including foster care.</p> <p>2. Information from research institutes, OCFS surveys and private agencies feedback as to barriers in recruiting and maintaining foster homes are analysed and used to help coordinate with OCFS and contracted providers better ways of recruiting and maintaining foster homes.</p>
Adoption	<p>1. Information from research institutes, OCFS surveys, and private agencies are noting the barriers that exist in recruiting and maintaining foster homes and appropriate foster /adoptive parents.</p> <p>2. There is a projected increase of 160 'hard to place' adoptive children for 2012, necessitating an increase in resources needed to accommodate these children.</p>
Detention	Increasing need due to fewer preventive programs in the community.
Youth Development	Increasing need with decreases in staff.
Runaway & Homeless Youth	Increasing need with decreases in staff.
Domestic Violence	<p>Collaboration with OCFS, agency surveys, and system collaboration have all been useful in identifying Service needs. Erie County is a large county with many rural areas, a large and economically challenged inner city, and increasing numbers of refugees, speaking many languages. These unique factors have contributed to system barriers for service delivery.</p>
Adult Protective Services	<p>Community education plans that inform the public and community partners of Adult Protective functions. The department will continue to remain actively involved with community outreach program to educate the public about agency functions and collaborate with community resources for a safe and integrated plan of action to protect the client interests</p>
Child Care	<p>The number of families and children served has increased at 175% of the poverty level to over 2000 families and 3400 children in the day care subsidy program.</p>

IV. Priority Program Areas

From the Self Assessment in Section III, please identify the program areas that the district has determined to be priorities.

ECDSS has identified that a comprehensive review of Adult Protective Services functions, especially at the intake triage point, is prioritized for this Plan timeframe. Referrals will be obtained and assessed expeditiously, with a coordinated response and plan of client assessment needs .

Preventive services is currently revising processes to become more 'outcome-driven'. The main thrust will be to revamp quarterly reports to more accurately identify strengths and needs using intradepartmental collaboration among the Mental Health, Juvenile Justice, and Child Welfare divisions. The revamped model will be a contract management approach (now in use by the Mental Health area).

V. Outcomes

1. Outcomes are based on the district’s performance as identified through the data and trends noted in the Self Assessment. Outcomes should be expressed as desired changes within each program area to address the underlying conditions or factors as noted in the district’s self assessment. The outcomes must also be related to the use of OCFS funding, and/or required areas of services by the social services district and Youth Bureau. If the county receives RHYA funding, outcomes and strategies must be included and should address the coordination of available resources for runaway and homeless youth. Districts may incorporate outcomes from their Child and Family Services Review Program Improvement Plans. Districts are required to address at least two of the following State-determined adult service goals.
 - a. Impaired adults who self-neglect or are abused, neglected, or exploited by others will be identified, have their living situation thoroughly investigated, and be protected.
 - b. To pursue appropriate legal interventions to address situations where impaired adults are at risk of harm, are unable to make informed decisions, and are refusing necessary services.
 - c. To utilize multi-disciplinary community resources to improve assessments as well as develop service plans which reduce risk and protect adults.
 - d. To provide protective services in the least restrictive manner, respecting the adult’s rights to self-determination and decision-making.

List the district’s outcomes for each program area below:

Child Protective Services	<ol style="list-style-type: none">1. Increase number of safety assessments completed in a timely manner.2. Encourage staff to work more efficiently to handle an ever-increasing workload.3. Decrease number of days to complete CPS investigations.4. Increase cooperative investigations and remedial services (where required) to reports from the SCR from Native American families residing on the Cattaraugus Seneca Indian Rserveation. Coordinate with tribal authorities regardless of the frequent changes in tribal personnel.5. Reduce recidivism (in accordance with its strict
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	<p>definition in both NYS and Federal mandates of repeat reports made within six months) by tracking OCFS quarterly reports and continuing to assess predominate trends and groups affected.</p> <p>6. Working with Erie County families, Family Court, and local law enforcement entities, Child Protective Services strives to protect and maintain the safety of Erie County's children and youth from neglect and abuse.</p>
Child Preventive Services	<ol style="list-style-type: none"> 1. Utilize existing staff to complete preventive services state mandates, despite increasing demands and a reduced workforce. 2. Work with appropriate community resources that serve refugee and immigrant communities. Maintain ECDSS presence on existing collaborative partnerships with preventive services' agencies which address cultural competency, language translation, and other services to the refugee and immigrant communities. 3. Promote the mission that Erie County's children need to be nurtured in safe, permanent homes and have stable living conditions.
Foster Care	<ol style="list-style-type: none"> 1. ECDSS will continue to utilize our report card matrix, case reviews, and data supports to identify barriers to permanency for children. 2. Reduce the length of stay for children in foster care. 3. Increase use of kinship care. Increase worker training and familiarity with KINGAP legislation and services available.
Adoption	<ol style="list-style-type: none"> 1. ECSSS will continue to utilize our report card matrix, case reviews, and data supports to identify barriers to identifying adoptive resources and completing the adoption finalizations in a timely fashion. 2. Increase number of finalized and appropriate adoptions. 3. Increase completed adoptive home studies. 4. Improve ECDSS/community collaborations to finalize adoptions in a timely manner. 5. Increase number of finalized and appropriate adoptions of hard to place children.
Detention	<ol style="list-style-type: none"> 1. Development of a validated Risk Assessment Instrument (RAI) to be used in the courtroom along with at arrest point to ensure proper youth are placed in detention.

	<p>2. Development of a similar tool to be used to place Runaway youth in non-secure detention. Measure = number of youth placed as compared to total number of youth (number placed plus number administratively released).</p> <p>3. Track recidivism in Secure Detention Facility.</p> <p>4. Development of a data system to track youth in juvenile delinquency diversion programs on an individual and aggregate level to track recidivism and make data driven funding decisions on diversion programs based in the community.</p> <p>5. Development of two community based service and positive youth development programs for low-level juvenile delinquents. Two high feeder zip codes to Detention Facility to be targeted. Programs will be neighborhood based and utilize natural community supports. Measures = number of youth re-offending and program completion.</p>
<p>Youth Development</p>	<p>The ECYB has set performance based outcomes for each of its funding categories to address the needs of Erie County's youth. Due to the fact that many of the programs are specialized, the Youth Bureau has developed common outcome measures for each type of program funded as follows:</p> <p>School Based Positive Youth Development Programs will track the number of youth that are promoted to the next grade level and the number of youth that maintain or increase their grades</p> <p>After School Community Based Positive Youth Development Programs will track the number of youth that are promoted to the next grade level, youth that maintain or increase their grades, and youth that show an increase in school attendance</p> <p>Mentoring Programs will track the number of youth that are promoted to the next grade level, youth that are matched at least one year, and youth that maintain or increase their grades</p> <p>Juvenile Diversion Programs will track the number of youth that show a decrease in recidivism rates, youth that show a decrease in interactions with the juvenile justice system, and the cost savings associated with community programs versus secure detention and/or placement</p>

	<p>Runaway and Homeless Youth Programs will track the number of youth who return to a stable living environment, youth who completed their Individual Service Plans or equivalent, and youth who demonstrate an increase in financial stability skills</p> <p>Youth Employment Programs will track the number of youth who attain employment, and youth who complete job readiness training courses</p>
<p>Runaway & Homeless Youth</p>	<p>Any youth who finds him/herself on the streets of Erie County between the ages of 12 - 21 will be able to access emergency shelter and services to prevent the decline into chronic homelessness and to assist each in finding stable living situations.</p> <p>a. It is in the best interest of children and families to assure that all family resources are explored to re-establish family connections and to reduce the need for out of home placement. When this cannot be accomplished, long term case management, and advocacy are required to access stable living situations.</p>
<p>Domestic Violence</p>	<ol style="list-style-type: none"> 1. Continue to provide each domestic violence victim seeking non-residential intervention with all needed core and optional services through the system of Erie County Domestic Violence Providers. 2. Provide Domestic Violence Liaison services for all applicants of Temporary Assistance who request them. 3. Erie County has recently received approval of the SAPA waiver, which is designed to assist in the reduction of duplication in the system, and promotion of more efficient services. 4. Improve access to safety resources for D.V. victims, through promotion of the D.V. Shelter hotline number and one hotline number for other D.V. services.
<p>Adult Protective Services</p>	<ol style="list-style-type: none"> 1. ECDSS will address the needs of impaired adults who self neglect, or are abused, neglected or exploited by others. 2. Client needs will be identified through a central intake process, where the referrals are assessed more expeditiously and clients are promptly linked with services, especially in cases where there is imminent risk. 3. Working with Erie County Family Court, and local

	<p>law enforcement entities, Adult Protective Services strives to protect and maintain the safety of Erie County's impaired adults from neglect and abuse.</p> <p>4. Accurate assessments and service plans, designed to reduce risk and protect adults, will be incorporated into casework practice, utilizing multi-disciplinary community resources.</p>
<p>Child Care</p>	<p>We continue to collaborate with our enrollment agency to improve and ensure that information and changes to procedures in all areas of child care are current. We strive for quality day care, whether the parent is working, in a TA Training program, or requires child care as part of a children's services plan.</p>

2. Identify quantifiable indicators (measures) of the desired changes in order to track progress.

Child Protective Services

Indicators:

1. Number of timely safety assessments.
 - a. Increase timely safety assessments from 79% in 2010 to 90% in 2012.
2. Number of SCR reports (total and for Native Americans residing on reservations).
 - a. With a projected 10% reduction in ECDSS staff to begin 2012, utilize existing staff and resources to handle the 21% increase in CPS reports since 2006.
 - b. 100% of Native American families on the Cattaraugus Seneca Indian Reservation who have situations reported to the SCR will receive investigations and remedial services, if required, from ECDSS in direct cooperation and coordination with local tribal authorities, despite the fact that there are frequent changes in the specific personnel of Tribal Councils.
3. Number of case determinations, per regulations.
 - a. Increase the percentage of timely CPS report determinations from 85% in 2010 to 90% in 2012.
4. Number of Family Court/ECDSS collaborative meetings and topics of discussion.
 - a. Continue to strive for protection of children and

	<p>youth from neglect and abuse by assisting Family Court in the maintenance of safe environments for the children of Erie County through collaborative initiatives that meet regularly.</p> <p>5. Number of law enforcement/ECDSS collaborative efforts via liaison work and the Multi Disciplinary Investigations.</p> <p>6. Number of Administrative reviews and related corrective action plans.</p> <p>7. Number of placement conferences and removals of children from their homes.</p> <p>8. Data from various reports, including the OCFS CFSR data reports regarding children in the system, will continue to be used to assess Erie County's approach to delivering child welfare services.</p>
<p>Child Preventive Services</p>	<p>1. With a projected 10% reduction in ECDSS staff beginning in 2012, existing staff and resources will complete all preventive service mandates. The restructured Children's Services unit will continue to accommodate the increasing need for services.</p> <p>2. All appropriate community resources will be increasingly utilized with respect to the refugee and immigrant populations, as tracked through case supervision and review. All community collaborative partnerships will continue to be encouraged, and contractual expectations will be instituted. Cultural competency and language translation services to the refugee and immigrant population will continue to be made available through specific "language days" and the centralized system of scheduling interpreters. These services will be tracked through internal documentation of meetings with community partners, as well as the data produced for Sr. Staff, relative to the services for these clients.</p> <p>3. Families in need of preventive services will be assessed for the safety and well-being of all children residing in their homes in 100% of cases, as tracked by supervisory reviews.</p>
<p>Foster Care</p>	<p>1. Use of the report card matrix, case reviews, and data supports to continue to identify and deal with barriers to permanent living solutions for children and families.</p> <p>2. Reduce length of stay for children in foster care</p>

	<p>from 23.4 months in 2010 to 22.3 months for 2012.</p> <p>2. Staff will be trained in KINGAP legislation with the purpose of improving identification and location of prospective relative resources. Erie County has already experienced an increase in the use of kinship placements.</p>
Adoption	<p>1. Ongoing monitoring of completing adoption finalization to assess barriers through the County Report Card Matrix.</p> <p>2. Increase the number of finalized adoptions from 99 in 2010 to 132 for 2012.</p> <p>3. Increase the number of adoptive home studies completed from 134 in 2012 to 179 for 2012.</p> <p>4. Improve ECDSS community collaboration to finalize adoptions within six months of adoption packet submission to Family County by the ECDSS Caseworker.</p> <p>5. Utilize existing resources to increase placement of hard to place children and produce data on the projected placement of approx. 160 of these children in 2012.</p>
Detention	<p>A. JDAS</p> <p>B. RAI data</p> <p>C. Juvenile delinquency diversion program data</p>
Youth Development	<p>80% of youth enrolled in positive youth development programs will advance to the next grade level</p> <p>80% of youth enrolled in positive youth development programs will maintain or increase their grades</p> <p>65% of youth enrolled in positive youth development programs will increase their school attendance</p> <p>75% of youth enrolled in mentoring programs will be matched one on one with a positive adult role model for at least one consecutive year</p> <p>50% of youth involved in a juvenile diversion program will not reoffend for a period of one year following their program enrollment</p> <p>65% of youth enrolled in a job readiness training/employment program will attain summer, full time or part time employment</p>
Runaway & Homeless Youth	<p>500 RHY will be provided with shelter and services</p>

	to prevent the decline into chronic homelessness. Of these 500 at-risk youth, 95% will be assisted to find stable and safe living situations.
Domestic Violence	<p>1. 100% of Domestic Violence victims seeking non-residential care and services will be provided for as stipulated in 18 NYCRR Part 462 in a timely manner by the system of Erie County Domestic Violence service providers.</p> <p>2. Domestic Violence Liaison Services will continue to be provided by trained ECDSS staff for 100% of applicants of Temporary Assistance requesting them, so that they can be assisted for safety planning and appropriate community linkages.</p> <p>3. Erie County has embraced a systems approach to non-residential Domestic Violence services, beginning in 2009. This has resulted in the approval of the SAPA waiver in late 2011. The waiver's intended goals include reducing duplication of services, improving access to "one stop services" for the client, and achieving a cost effective approach to the service delivery, despite reduced funding by TANF and Erie County. A plan for evaluating this system is underway and will be developed in early 2012.</p>
Adult Protective Services	By Use of ASAP, State Integrated Adult Services Automation Project, data continues to show an upward trend of intakes, with reports of referrals to outside resources collected,. This data is to be used for training and teaching purposes of staff to produce a concentrated plan of action that can be used in the assessment phase of the investigation, or for providing the immediate needs of the client in imminent risk .
Child Care	Numbers of families and children served has increased at 175% of the poverty level to over 2000 families and 3400 children in the day care subsidy program.

VI. Strategies to Achieve Outcomes

1. Describe strategies that will be implemented to achieve the identified outcomes, including those strategies that support your Child and Family Services PIP outcomes. Each strategy should include the timeframe for completion and a designation of what agency(ies) or department(s) is/are responsible for implementation. Explain how OCFS-administered funding supports achievement of outcomes. Strategies must be related to the achievement of outcomes. If the county receives RHYA state aid, the strategies must provide for the coordination of all available county resources for those populations.

Child Protective Services

Strategies:

1. A CPS team specializing in Native American cases will continue on the Seneca Indian Reservation to initiate contact with the Director of Seneca Nation Family and Children's Services to coordinate all case activities with tribal authorities. The established protocol will be continued with Seneca Nation personnel assisting CPS in completing investigations and all activities. Service provision will continue to be accomplished in a manner supportive of and sensitive to tribal heritage and cultural values. This process will be repeated as necessary whenever tribal elections and personnel changes alter the identities of the service providers on the reservation. In addition, there will be two dedicated Children's Services casework staff to provide foster care services. Training will be provided to new staff. This CPS strategy is in place and will remain ongoing. No completion date is identified.
2. CPS will continue to provide the Family Assessment Response to as many low risk CPS reports as may be assigned to two designated units with specialized training in one or more of the following: FAR; brief solutions focused interventions; Motivational Interviewing. This CPS strategy will be ongoing with an aim towards expanding the number of cases and CPS units employing this strategy. No completion date is identified. Training opportunities will be provided to staff as they become available.
3. CPS will complete timely safety Assessments and Report Determinations for 90% of all investigations.
4. A placement conference will be held prior to placement (as a result of a CPS investigation), unless it is an emergency placement. This conference will identify family and community supports, as well as supportive services needed.
5. Multi Disciplinary Investigations among CPS, Law Enforcement, Child Advocacy Center, school districts, etc. will continue to improve the quality of investigations into child neglect and abuse, from a variety of perspectives.
6. Recidivism with CPS cases is being addressed through internal committees and supervisory reviews, with the goal of reducing recidivism; this goal coincides with OCFS goals.

Indicators:

1. Continued documentation in CONNECTIONS, as per regulations.

	<ol style="list-style-type: none"> 2. Documentation of supervisory oversight to assess ongoing safety factors. 3. On-going collaboration with Erie County Family Court through Administrative partnerships 4. Liaison work with the various local law enforcement agencies, including the Multi Disciplinary Investigations 5. Periodic Administrative Reviews of select CPS cases, including fatalities, severe abuse, and cases which have multiple reports - to assess quality improvement recommendations. 6. Documentation of CPS staff training in cultural competency, use of language interpretation systems, and partnerships with community agencies to better serve non-English speaking families, including refugees and immigrants.
<p>Child Preventive Services</p>	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Continued documentation in CONNECTIONS, as per regulations. 2. Documentation of supervisory oversight to assess ongoing safety factors. 3. Monitor, analyze, and revamp the Child Welfare report system as a collective program improvement. The system will be broken into steps to recognize and eliminate bottlenecks and shorten turn around times, resulting in a more efficient process. 4. Periodic Administrative Reviews of select preventive services cases that experienced subsequent CPS calls and/or removal of children from the home, fatalities, or severe abuse, to assess quality improvement recommendations. 5. Utilization of contractual compliance practices to assess Point of Service agency casework with indirect preventive cases in regard to completing ongoing safety assessments with children. <p>Indicators:</p> <ol style="list-style-type: none"> 1. Analysis report of the restructured Children's Services Division by ECDSS Quality Analysis and Control Unit. 2. Number of refugee and/or immigrant preventive services cases and supervisory reviews of same. 3. Number of collaborative meetings and common

	<p>partners working with the non-English speaking community and topics of discussion.</p> <p>4. Number of Administrative reviews and related corrective action plans.</p> <p>5. Number of quarterly reports received from Point of Services preventive agencies, and contract compliance reports.</p> <p>6. Data reports on children maintained in their homes and on those removed from their homes.</p>
<p>Foster Care</p>	<p>1. Continued quarterly review of report card measures to identify barriers and to develop ways to hasten permanency for children.</p> <p>2. Continued utilization of pre-placement committee on all placements and quarterly panel reviews with OCFS to identify barriers and to develop ways to hasten permanency for children.</p> <p>3. Continued analysis of feedback received through the CSFR quarterly data packages reveals which areas are in need of critical intervention and which are performing as planned.</p> <p>4. Supervisory guidance to workers in identifying potential Kinship resources for placement.</p>
<p>Adoption</p>	<p>1. Continued quarterly review of report card measures to identify barriers and to develop ways to hasten permanency for children.</p> <p>2. Continued utilization of pre-placement committee on all placements and quarterly panel reviews with OCFS to identify barriers and to develop ways to hasten permanency for children.</p> <p>3. Identification of maximal resources to work on the high number of 2012 "hard to place" children in appropriate adoptive homes.</p> <p>4. Strengthen existing collaborative relationships between ECDSS and Family Court to establish a mutual goal of improving the time it takes to finalize adoptions.</p> <p>5. Develop strategies in 2012 to improve the percentage of home studies being completed in a timely manner.</p>
<p>Detention</p>	<p>1. Risk Assessment Instrument workgroup, consisting of Department of Social Services Youth Division, Family Court, Department of Mental Health, and Probation to be formed immediately. Working along with OCFS and Vera Institute, the tool is to be developed and in place by January 1st. Workgroup to</p>

	<p>be co-chaired by DSS and MH.</p> <p>2. Runaway RAI tool workgroup to be formed in the first quarter of 2012, with a goal to have a tool developed and in place by third quarter 2012. The workgroup will consist of the same partners as the Detention RAI. Workgroup to be co-chaired by DSS and MH.</p> <p>3. JDAS to be utilized to track recidivism in Secure Detention Facility. DSS to serve as the lead agency.</p> <p>4. Data system to track juvenile delinquency diversion programs to be operational and community based agencies trained by April 1st, 2012. Workgroup to consist of DSS, Probation, Mental Health, and an outside data expert to design the cloud-based system and train agencies. DSS to serve as the lead agency.</p> <p>5. Community based programs to be operational by October 1st. Data to be available after completion of the first year of the program. DSS to serve as the lead agency.</p>
<p>Youth Development</p>	<p>The Erie County Youth Bureau is a proud member of the Western New York Association of Youth Bureaus. Municipal Youth Bureaus within Erie County providing additional and valuable resources to youth include; Amherst, Buffalo, Clarence, Cheektowaga, Hamburg, Lackawanna, Lancaster, Orchard Park, City of Tonawanda, Town of Tonawanda, and West Seneca. Monthly meetings are held at the Lancaster Youth Bureau. David Rust, Director of the Erie County Youth Bureau, also serves as an at-large Board Member of the New York State Youth Bureau Association. The Erie County Youth Bureau made Municipal Youth Bureaus, towns, and villages eligible for approximately \$420,000 in programmatic aid and approximately \$220,000 in administrative aid in 2010.</p>
<p>Runaway & Homeless Youth</p>	<ol style="list-style-type: none"> 1. Emergency Shelter will be provided for RHY 12 - 17, 24 hours a day, 365 days a year. 2. Crisis, Individual, Group and Family Counseling will be provided to youth 12 - 21 to assist youth and families resolve crisis and come together more positively. 3. Case Management services are available for all RHY youth and their families to provide advocacy, linkage and referral services, aftercare. 4. Transitional housing services will be provided to assist older youth in maintaining stability when returning home is not an option.

	<p>5. Outcomes will be determined based on RHYMIS statistics collected.</p>
<p>Domestic Violence</p>	<ol style="list-style-type: none"> 1. See State Administrative Procedure Act provisions which will provide services in an efficient manner. Additionally, OCFS will provide guidance and input into a system-wide performance monitoring project for the waivers (State Administrative Procedure Act - SAPA), beginning 2012. 2. ECDSS has completed audits of all six Non-Residential Domestic Violence programs to assess compliance with regulations, program and finance operations, as well as administrative oversight. The providers complete quarterly reports for ECDSS and OCFS, and the Domestic Violence Liaison Unit complies monthly data on self-sufficiency outcomes. These reports are reviewed by Sr. Staff for action steps. Audit results are revisited when needed.
<p>Adult Protective Services</p>	<p>Referrals for adult services will be provided by a single phone number, and at point of referral entry, a comprehensive review and assessment will be completed. Policies and procedures will be implemented and integrated to produce efficient client service delivery. Caseworkers will accurately determine and address the urgent needs of the client with continued and proper trainings</p>
<p>Child Care</p>	<ol style="list-style-type: none"> 1. Developed a website in which applicants may obtain eligibility information and an application for child care subsidies. 2. Collaborating with the Enrollment Agency through daily faxes to expedite the communication between workers and the EA regarding approvals and changes in provider status. Also, setting up meetings quarterly with the enrollment agency regarding updates and changes that need to be addressed within both agencies. Utilize the EA to hand out Child Care applications at their site upon request. 3. Continue to utilize the local ONBASE system to obtain required documents submitted to other program areas. 4. Implementation of the Child Care Time and Attendance System (CCTA) in all areas issuing child care to maintain consistent records, prevent duplication, enable web attendance and produce accurate reports.

5. Continue to engage OCFS and ControlTec in making improvements to the CCTA system for quicker service delivery.

VII. Plan Monitoring

1. Describe the methods and the processes that will be used by the district to verify and monitor the implementation of the Child and Family Services Plan and the achievement of outcomes.
2. (This is the fill in the blank response for the above question #1): All ECDSS Program areas track their indicators and program outcomes via various internal procedures and report them monthly to the Commissioner via the Monthly Management Report. Divisions have identified staff members who are responsible for gathering data, reporting trends, tracking goal achievement, etc. For example, CPS will monitor progress monthly on the number of Native American families from the Cattaraugus/Seneca Indian Reservation that are served jointly by CPS and tribal authorities. CPS will also track the number of reports referred for FAR each month; the number of staff receiving Motivational Interviewing, Family Engagement and Brief Solutions Focused training; and the percentage of timely Safety Assessments and Report Determinations completed each month. All programs funded by the ECYB are monitored annually to ensure youth are receiving the highest level of quality programming available. Specific contract monitoring of Youth Bureau programs is detailed in section VIII of this document. Starting in January 2011, Performance Accountability has been implemented into contracts and becomes a part of allocation decision process. Each agency's Performance Measures can be found along with their program description in the final section of this Annual Report.

Contract monitoring is described in section VIII; for example, ECDSS monitors non-residential Domestic Violence services through on-site audits, quarterly reports, and frequent collaborative meetings.

VIII. Financing Process

1. Describe the financing for the district's services.
 - a. Include general information about the types of funds used (e.g. federal, State, local, TANF, or innovative funding approaches). Include new uses of TANF or Flexible Funds for Family Services for program services. Include any innovative approaches to funding or new uses of funds to support the service delivery system.
 - b. The County initially pays for most expenses related to Social Services programming including child welfare services, public assistance and administration. The big exception is the payment of Medicaid, as the State pays medical providers directly for most medical services. The local share for those medical expenses is paid by counties through a weekly wire transfer of 100 percent county funds to the State's Medicaid bank account.

- c. Each month, the County submits complete expenditure summary information on a set of forms housed in the Automated Claims System. These claim forms are submitted by the County to the State to obtain Federal and State reimbursement. The rules and procedures for claim filing are prescribed by the State. The State in turn submits quarterly reports to the Federal government to obtain Federal funding.
- d. The County does not participate in the claim filing with the Federal government. Counties receive both Federal and State funds from the State as advances for certain programs that are subsequently reconciled through monthly settlement of Federal and State share claims. This settlement process is generally subject to a three-month delay. This delay makes the State Fiscal Year (April 1 - March 30) correspond with the County Fiscal Year (January 1 - December 31).
- e. Some programs receive partial Federal reimbursement dependent upon the eligibility of individual clients for Federal funding. That eligibility is, in some cases, dependent upon family income as a percent (such as 200%) of the Federal Poverty Level. In other cases, that eligibility is without regard to family income, but instead is dependent upon family circumstances or individual behavior (like domestic violence or substance abuse).
- f. Some programs are fully reimbursed by the Federal government through Temporary Assistance to Needy Families Block Grant (TANF), the Social Services Block Grant (Title XX) or the Child Care Development Block Grant, subject to the limits of allocation ceilings. Other allocations include the Foster Care Block Grant, the Independent Living Allocation, a Training Cap, Food Stamps Education and Training and a Domestic Violence allocation. State Legislation defines the rules and framework of reimbursement within broader federal requirements for each of these special allocations.
- g. The claiming and settlement process has changed from years ago when there was a more simplified reimbursement process based on fixed percentages of expenditure. The use of more complicated funding mechanisms has increased in recent years as the State has used the flexibility of TANF funding to finance a broad array of services to clients and families. Relative shares reimbursable from State, Federal and Local funds has changed substantially over time.
- h. A Maintenance of Effort (MOE) requirement is set forth in the TANF Block grant. The MOE requires that the State maintain current Federal Fiscal Year (FFY) spending at 75% of historic non-Federal (i.e. State and Local combined) shares levels. If MOE is not achieved on a statewide basis, the State is subject to a number of block grant reduction actions and penalties as prescribed in Federal law.
- i. The State has devised innovation claim strategies that increase local and State spending for certain services which qualify for MOE (like public assistance), while using Federal funding for those services which do meet TANF goals but do not qualify for MOE expenses, such as diversion and supportive services to juvenile delinquents and persons in need of supervision (JD and PINS).
- j. The funding process is dynamic and ever changing. It is a challenge to work within this process to meet the needs of Erie County's most vulnerable children, adults, and families.

- k.** If purchase of service agreements are used, describe the criteria and procedures used by the district for selecting providers for all child welfare, adult protective, and non-residential domestic violence purchase of services (e.g. RFP process, news releases on availability of funds, sister agencies panel).
- l.** Erie County conducts Requests for Proposals using public notices to a network of agency providers. Targeted outreach is conducted when special needs are to be addressed, such as targeted service contracts to address the disproportionate removal of children in certain communities. Other types of funds received are distributed based on performance criteria and targets reached in the specific area.
- m.** The Erie County Youth Bureau releases a Request for Proposals (RFP) for eligible not-for-profit 501 (c)(3) organizations to provide Youth Development Delinquency Prevention (YDDP), Special Delinquency Prevention Programs (SDPP) and Runaway Homeless Youth Agencies (RHYA) for every calendar year. Organizations must provide services to at-risk youth ages 5-21, and provide outcome based positive youth development and juvenile delinquency prevention strategies. Due to the limited amount of funding available, programs providing services to at risk youth in the following categories are prioritized for consideration: School Based Positive Youth Development Programs, After School Community Based Positive Youth Development Programs; this includes programs run by a specific agency with programming offered at various sites, Mentoring Programs, Juvenile Diversion Programs, Runaway and Homeless Youth Programs, Youth Employment Programs. ECDSS has a Request for Proposals (RFP) Process developed by its Quality Analysis and Control Division, which develops the RFPs for program areas and releases them through media and county website. Review panels score proposals, recommendations are sent to the Commissioner, and the County Executive and Legislature have final approval of choices. Upon release of the RFP to the general public by means of the County's website, local newspapers and e-mail distribution, and informational briefing is held to allow interested agencies the opportunity to ask questions and become better acquainted with the Youth Bureau's requirements.
- n.** Proposals are then reviewed and scored by members of the Youth Board. Agency Performance Recap sheets are developed by Youth Bureau staff and given to review panel members, to give a summary of the agency program's past performance. Prospective agencies are then asked to partake in a brief interview with the reviewing committee. Here the agency has the opportunity to further discuss their program and Board members are given the opportunity to get clarity on any questions that may have come about during the proposal's review.
- o.** Funding recommendations by each review panel are made to the Executive Board based on the proposal, past performance, and interview. The Executive Committee reviews and forwards the recommendations for approval. Once approved by DSS and the County Executive, the recommendations are presented to the Erie County Legislature for final approval.
- p.** The Erie County Youth Bureau also provides technical assistance to the municipalities in their resource allocation process. The County Youth Bureau screens all Municipal Youth Bureau, Youth Services, Recreation and Youth Initiative State

Aid Applications and assists the municipalities in correcting any mistakes or omissions before they are forwarded to the New York State OCFS.

Any municipality receiving a state aid contribution in 2011-2016 which decides not to fully utilize their funding in any of these given years, will have their unused portion referred to the Erie County Youth Board, which will develop and recommend a method for distributing the state aid. Final recommendations will be made to the Erie County Executive.

2. Describe how purchase service contracts will be monitored.
 - a. Describe procedures that will be used to ensure that the services being purchased are effective in meeting the outcomes as outlined in the contract and your plan. Include the frequency of monitoring, tools that will be used, and who will be involved.
 - b. At the onset of a contracts establishment agencies are required to provide the district with the following:
 - c. 1) Documentation of Insurance, not for profit status, a list of current Board members and an organizational flow chart;
 - d. 2) Job descriptions, qualifications and resumes for all positions funded through the contract;
 - e. 3) A copy of the agency's last independent fiscal audit;
 - f. 4) Delineation of all Direct Program Expenditures, Administrative Expenditures and Overhead costs;
 - g. 5) A listing of the amounts of all other county and other government and private funding streams;
 - h. 6) A detailed program narrative that describes measurable outcomes; and
 - i. 7) Reporting matrixes required for quarterly reporting.
 - j. Contract providers are required to submit quarterly reports which document the number of families served, service units of service delivered and the amount of time spent in various methods of services provision.
 - k. Quarterly reports are analyzed within the division by category (such as Preventive Services, Foster Care, Domestic Violence, Visitation) for utilization trends.
 - l. Additionally, on-site audits are conducted by ECDSS staff. Program audits include a review of selected case records, agency policies and procedures, and interviews with selected casework and administrative staff. Financial records are reviewed as well. Random audits of other programs are scheduled for quality assurance purposes. Finally, untoward events, such as a fatality, or a formal complaint filed by agency staff or clients, or fiscal concerns may trigger an agency audit. Corrective Action or Recovery of funds ensues depending upon the nature of any material findings.
 - m. All programs funded by the ECYB are monitored annually to ensure youth are receiving the highest level of quality programming available. These unannounced onsite monitoring visits are completed by the Program Planning Coordinator, the Director of the ECYB, and members of the Youth Board.

- n. Basic field monitoring is a periodic, brief and structured field visit (announced or unannounced) whose purpose is to review ongoing operations and the status of activities at intervals over the course of the contract period. This type of monitoring allows the monitor to become familiar with the operations, make casual observations and generally verify that everything is in order. During the onsite visit, the Program Planning Coordinator observes the program by observing the activities being performed by the program participants, reviewing the schedule submitted with the contract, speaking with youth participants, reviewing documents related to monitoring, and gaining other information pertinent to the compliance of the contract. The visit may be an opportunity for the monitor to offer encouragement, identify or resolve minor problems, provide technical assistance, meet with staff, clients, or community members. The Erie County Youth Board is updated on all agencies monitoring at their monthly meetings. Each program funded by the Erie County Youth Bureau is monitored at least once during the contract period. Agencies that are found to not be meeting all of their program description components are given a corrective action plan and are monitored more than once, until compliance is achieved.
- o. In addition to the onsite monitoring, a Performance Accountability process for each Erie County funded agency is closely monitored. Agencies are trained in “Performance Accountability” to measure the work they do quantitatively to provide programmatic outcomes/data. The Erie County Youth Bureau is concerned about the well being of the youth population in Erie County, and how funded programs and agencies are serving them. Performance Accountability looks at how well a program or agency is working on three levels:
 - p. 1) How much did we do?
 - q. 2) How well did we do it?
 - r. 3) Is anyone better off? = Program/Agency Outcomes
- s. The goal is to see the impact youth programs are making in young people’s lives, and to allow the Erie County Youth Bureau to advocate for funded agencies. In these challenging fiscal times, simply working with young people is not enough. It is important to fund programs that help young people escape the cycle of poverty and leave them better off. A “Performance Measurement Form”, developed by the Erie County Youth Bureau and Karen Finn, is due midway through the contract year and at the end of each year. This form not only provides program/agency outcomes, but also displays measurement tools used, the story behind the data, and a narrative program recap.
- t. Each of the agencies the ECYB funds annually is unique, so it was important to implement a process that allowed each agency to measure the impact their youth programs make in a unique and distinct fashion. The “Performance Accountability” process meets this objective, and allows each agency to choose their “Performance Measures”, which are then approved by the Erie County Youth Bureau. Starting in January 2011, Performance Accountability has been implemented into contracts and becomes a part of allocation decision process. Each agency’s Performance Measures can be found along with their program description in the final section of this Annual Report.

Other Performance Measures are tracked as well, and all agencies submit Performance Measures both in numbers and percentage. These statistics are then compared to city-wide averages to ensure participants are “better off” after their participation in these programs.

ECDSS has a "Contract Compliance" unit under the Division of Legal Affairs. This division works with the Program Areas to coordinate contracts for purchased services. Some program areas (such as Child Welfare) have a Contract Monitor who collects data from Purchase of Service agencies, generating reports to Administration.

The Quality Analysis and Control Unit (QAC) is responsible for drafting RFPs and establishing outcome measures for purchased services, with assistance from Program staff. QAC also collects quarterly reports and data from the Non-Residential Domestic Violence service providers and generates reports to Senior Staff to assist with planning initiatives. They perform on-site audits of the Domestic Violence providers, monitoring adherence to NYS regulations.

The Assistant Commissioner of the Financial Division has begun a three-year plan (started in 2010) for a comprehensive plan to improve contract monitoring within all areas of ECDSS.

APPENDIX D

Relationship Between County Outcomes and Title IV-B Federal Goals

List each district outcome that supports or relates to achievement of the federal goals identified below. Many of your outcomes are listed under your Child and Family Services Review PIP, and should be included here.

Title IV-B of the Social Security Act, Subpart I

Goal 1: Families, including nuclear, extended, and adoptive families, will be strengthened and supported in raising and nurturing their children; in maintaining their children's connections to their heritage; and in planning their children's future.

Outcomes:

Decrease the average length of stay for children in foster care by 5% over three years, to 2.61.

Reduce the rate of placement of minority children in care by 5%.

Goal 2: Children who are removed from their birth families will be afforded stability, continuity, and an environment that supports all aspects of their development.

Outcomes:

Reduce the overrepresentation or disproportionate representation of minority children in the foster care population.

Reduce the rate of children in foster care experiencing two or more unplanned placements.

Goal 3: Victims of family violence, both child and adult, will be afforded the safety and support necessary to achieve self-sufficiency (adult) and/or to promote their continued growth and development (child).

Outcomes:

20% increase in over three years, in utilization of safety and support services. ECDSS Domestic Violence Liaison Unit saw increases every year. Since 2007, there has been an overall 88% increase.

Goal 4: Adolescents in foster care and pregnant, parenting, and at-risk teens in receipt of public assistance will develop the social, educational, and vocational skills necessary for self-sufficiency.

Outcomes:

By 12/31/2012 75% of youth ages 18 to 21, will have participated in an educational program and 40% will have participated in employment or an internship opportunity.

Goal 5: Native American families, including nuclear, extended, and adoptive families, will be strengthened and supported in raising and nurturing their children; in maintaining their children's connections to their heritage; and in planning their children's future.

Outcomes:

100% of all Native American Families residing on the Cattaraugus Seneca Indian Reservation reported to the SCR will continue to receive investigative and medical services where required from ECDSS in direct cooperation and coordination with local tribal authorities and personnel.

APPENDIX E
Public Hearing Requirements

Complete the form below to provide information on the required elements of the public hearing.

Date Public Hearing held: 12/16/11 (at least 15 days prior to submittal of Plan)

Date Public Notice published: 12/1/11 (at least 15 days in advance of Public Hearing)

Name of Newspaper: The Buffalo News

Number of Attendees:

Areas represented at the Public Hearing:

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> Health | <input type="checkbox"/> Legal | <input type="checkbox"/> Child Care |
| <input type="checkbox"/> Adolescents | <input type="checkbox"/> Mental Health | <input type="checkbox"/> Law Enforcement |
| <input type="checkbox"/> Aging | <input type="checkbox"/> General Public | |
| <input type="checkbox"/> Other: | <input type="checkbox"/> Other: | <input type="checkbox"/> Other: |

Issues identified at the Public Hearing:

TBD

APPENDIX F
Program Matrix

Each district will enter their Program Information into the Welfare Management System (WMS). Instructions for completing this process are located in the Plan Guidance Document. Answer the questions below related to the information you entered into the WMS system.

1. Are there changes to the services your county intends to provide during the County Planning cycle?

No Yes

2. If there are changes to the services, please indicate what those changes are.

Approval of Erie County SAPA plan

2012 proposed budget will eliminate non-mandated services and will not allow certain contracts to be renewed, i.e. Family Group Conferencing, and others.

APPENDIX G
Technical Assistance Needs

In the space below, describe technical assistance or training, if any, requested by the district to implement this plan. Please be as specific as possible.

Programs are already in place. No new training is anticipated at this time, but both DISS and HRD staff are prepared and capable, should the need arise.

APPENDIX H
Memorandum of Understanding
Between the District Attorney's Office and Child Protective Services

Chapter 156 of the Laws of 2000 (the Abandoned Infant Protection Act) went into effect in July 2000, and was **amended effective August 30, 2010**. This law is intended to prevent infants from being abandoned in an unsafe manner that could result in physical harm to them. Please send an electronic copy of your signed MOU with your County Plan or include a narrative summary of the cooperative procedures to be followed by both parties in the investigation of incidents of child abuse and maltreatment, consistent with their respective obligations for the investigation or prosecution of such incidents, or as otherwise required by law.

- Copy of active MOU is being sent with the County Plan.
- Active MOU is not attached, but a narrative summary is provided below.

Narrative Summary:

Roles: Child Protective Services - provide immediate and long term protection from further abuse or maltreatment, and rehabilitation services

District attorney - authorize criminal investigation of alleged child abuse/maltreatment

Responsibilities:

CPS - investigate, evaluate, notify persons involved in writing, determine if there is credible evidence of abuse/maltreatment, initiate Family Court action where necessary, provide and coordinate preventive and rehabilitative services

DA's Office - advise law enforcement in all matters of the alleged incident, notify CPS upon conviction, identify suitable locations for infant abandonment

Liaison – Director of Child Protective Services has been appointed ECDSS liaison to the DA's office

Referral of Reports of Suspected Abuse

1. CPS telephones DA immediately and forwards report copies.
2. CPS immediately provides any additional copies or other reports requested, and will continue to do so.
3. If a report is unfounded, CPS will notify DA in writing.
4. DA will then destroy all records determined to be unfounded.

Upon Receipt of Referral

1. DA makes a determination whether or not to initiate a criminal investigation.

2. If yes, DA contacts the designated police agency and requests initiation of investigation.

Communication During Investigations

1. CPS and designated police agency follow standardized procedures for interviews, evidence gathering, arrangement for medical examination, and procedures for joint investigations.
2. CPS shares all information with DA's office and police officials involved.
3. CPS will furnish all other information necessary to conduct a criminal investigation.
4. CPS is required to provide records of unfounded reports as well.
5. CPS or DA's office may request a case conference at any time. CPS will notify DA of subsequent family Court Action or any other litigation.
6. DA will notify CPS of any court disposition.

Administrative Features

1. Liaisons for CPS and DA's office meet, minimally every 6 months along with other key stakeholders to review the operating relationship between respective parties, and identify and request modifications to the MOU where appropriate.
2. This agreement remains in effect until either party requests modification, or as a consequence of changes at the State /Federal level.
3. Identification of 'suitable locations' under the Infant Law Act of 2000 is included as Appendix A.
4. Identification and contact information is included, along with back-ups.

APPENDIX I
2012 Estimates of Persons to Be Served

Required only if the district does not seek a waiver, as noted on Appendix A

Type of Care/Service	Total*	Children	Adults
Adoption	216	216	0
Child Care	3400	3400	0
Domestic Violence			
Family Planning			
Preventive Child Mandated			
Preventive Child Non-Mandated			
Child Protective Services			
Child Protective Services Investigation	48000	16500	31500
Unmarried Parents			
Preventive – Adults	1200		1200
Protective Services Adults – Services	400		400
Protective Services Adults – Investigation	500		500
Social Group Services Senior Citizens			
Education			
Employment			
Health Related			
Home Management			
Homemaker			
Housekeeper/Chore			
Housing Improvement			
Information and Referral			
Transportation			

*Total equals children plus adults

County Child and Family Services Plan

Type of Care/Service — Foster Care	Total	Non JD/PINS Child	OCFS JD/PINS Child	DSS JD/PINS Child
Institutions				
Group Homes/Residences	158			
Agency Operated Boarding Homes	680			
Family Foster Care	871			
Unduplicated Count of All Children in Care				

Type of Care/Service – Adult	Total	Adults
Residential Placement Services	200	200

APPENDIX J

Non-Residential Domestic Violence Services (Complete a Copy for Each Program)

In accordance with the Domestic Violence Prevention Act and subsequent budget provisions, districts are required to provide non-residential services to victims of domestic violence, either directly or through a purchase of service agreement. Whether provided directly or through a purchase of service, each program must be approved through the Child and Family Services Plan process. Non-residential domestic violence programs must comply with 18 NYCRR Part 462. Please provide the information required below.

County: Erie

Phone Number: (716) 858-8845

County Contact Person: Gavin Kasper

E-mail Address: kasperg@erie.gov

SECTION A

Program Closure

Complete this section if an approved non-residential domestic violence program “closed” during the previous year.

Name of program:

Date closed:

Reason for closing:

SECTION B

Complete this section for each program that provides non-residential domestic violence services in the district.

To promote accuracy through the review and approval process, OCFS recommends that this section be completed by the non-residential DV program.

Agency Name: NOTE: There are six approved providers; this template can only accommodate one agency, so the other providers are included in the Appendix section.

Suicide Prevention and Crisis Services, Inc.

Business Address: 2969 Main St., Buffalo, NY 14214

Contact Person: Robyn Wiktorski-Reynolds

Telephone Number: (716) 834- 2310

E-mail Address: rwr@crisisservices.org

Program Requirements

1. Seventy percent of the clientele served must consist of victims of domestic violence and their children. This program is intended to be a separate and distinct program offering specialized services for victims of domestic violence.

Describe how the program is separate and distinct and how it fits into the overall agency.

The Advocate Program is one of many programs of Suicide Prevention and Crisis Service, Inc. (Crisis Services). Other programs of this agency include:

24 Hour (Suicide Prevention) Phone Counseling/Hotline

NYS Domestic/Sexual Violence Hotline

Outreach to the Homeless

After hours Homeless Services

Emergency Outreach/Trauma Response Services

Police Mental Health Coordination Project

The organizational structure of Crisis Services provides specialized and comprehensive services for various populations, while at the same time offers numerous services in one location for clients that may have multiple concerns or issues. All of the services of Crisis Services are provided twenty-four (24) hours a day, seven (7) days per week, 365 days per year. Victims of domestic violence (DV) are linked into the Advocate Program via the 24-hour hotline for immediate support and information. Other access points include various police departments (Buffalo Police Department, Town of Tonawanda Police Dept, Erie County Sheriff's Office), local hospitals, the Family Justice Center (both locations), Buffalo City Court and other local human service agencies.

2. Services must be provided regardless of financial eligibility; services must be provided in a manner that addresses special needs, including physically handicapped, hearing impaired, and non-English speaking; and services must address the ethnic compositions of the community served.

Describe the eligibility criteria for clients of the non-residential domestic violence program and how special needs populations are accommodated.

A simple, verbal statement from an individual, currently residing within Erie County, documenting that s/he is a victim of DV, is the minimum eligibility criteria needed by Suicide Prevention and Crisis Service, Inc. (Crisis Services). Any and all victims, their family members or friends who are experiencing domestic violence are eligible for services from Crisis Services Advocate Program. There are no fees for any of the services that the Advocate Program provides. There are TTY phone line capabilities to connect with clients who are hearing impaired, and Language Line access to be able to provide intervention for non-English speaking clients in their own language. We also have service agreements with Journey's End (for face to face interpretation services) and Deaf Adult Services (for Deaf and Hard of Hearing face to face interpretation services) to utilize when needed. We also have a limited number of Spanish speaking staff. The agency's facilities are all handicapped accessible. Advocate Program staff is also highly trained in working with individuals with mental health issues. One philosophy of the Advocate Program is that in order to meet the needs of the community, the staff has to represent the community. Staff composition currently represents various cultural backgrounds including: African American, Latina and Caucasian, Native American.

3. There must be evidence that the program is needed, based on the number of persons to be served and evidence that the indicators used are realistic.

Provide an estimate of the number of victims of domestic violence needing non-residential services and description of the indicator/data used to determine that estimate.

Over 1500 hotline calls were received in 2010 dealing with domestic violence, family violence, and/or elder abuse. Over 790 victims of domestic/family violence were provided immediate, on site crisis intervention, information and referrals and advocacy 24 hrs a day who presented for medical treatment at the 11 hospital emergency rooms in Erie County. Over 40 clients received long-term individual therapy services in 2010. In 2009, over 50 community educational presentations were conducted on the dynamics of domestic violence, prevention education and response. Additionally in 2010, five 40-hour volunteer trainings were held for volunteers to become Hospital Advocates for our program.

4. Where are the non-residential domestic violence services provided?

Describe the type of location (e.g.at the business office, at the school, etc.). The specific should not be included and should not be identifiable from the information provided.

Face-to-face contact with victims/survivors can and does occur at a variety of places including: Crisis Services office at 2969 Main St. Buffalo, NY 14214; the client's home; the home of the client's friend; a local community site; hospital emergency-rooms, various Courts, the designated meeting room within the Tonawanda Police Department, the Erie County Sheriff's Office, Buffalo Police Department headquarters, the Family Justice Center, and/or any other mutually safe location victims/survivors may choose.

5. Explain how the location(s) where the non-residential domestic violence services are provided to ensure the safety of the persons receiving services and the confidentiality of their identities. Do not provide the location addresses.

6. Crisis Services confidentiality policy follows the New York State Mental Hygiene Law and Health Insurance Portability and Accountability Act (HIPPA). All staff, volunteers and board members are required to sign an agency confidentiality statement. All staff and volunteers who have direct contact with clients are required to have a background check and fingerprinting. All clients' information is maintained in designated cabinets, within a locked room, to which only authorized personnel have access. Information on clients is also maintained in a computer database that has a "lock-down" feature and only allows access by designated Advocate Program staff. When a client interacts with this program, permission about means of future contact is always requested. The only time that confidentiality may be breached is when the client is at harm to self, harm to others, or it is suspected that a child is being abused or maltreated.

The Advocate Program offices are designed to maximize client convenience, safety, and confidentiality. Located on an easily accessed public bus route, there also is a separate, dedicated, lighted parking lot adjacent to Crisis Services. The building is locked at all times, and there is only one entrance. All visitors must use the intercom system, and can only be accessed by a staff member unlocking the door from the inside (manually by being electronically "buzzed in".) Additionally the agency recently installed closed circuit cameras outside the building that allow designated staff and managers the ability to view the parking lot, front entrance and areas around the building for enhanced safety measures of our clients, staff and volunteers.

7. All of the **core services** listed in 18 NYCRR 462.4 must be provided directly by the program, as defined in the regulations, and must be provided in a timely manner. For each of the core services listed below, include:

a. Days and hours the service is available

Monday through Friday 9am to 5pm, and Hotline services 24 hrs/7 days a week

b. How the service is provided

see other narrative

c. Where the service is provided, when the service is provided at a location other than the program location (i.e., accompanying the client to court)

Main office plus at Family Justice Center, Buffalo Police Department, Town of Tonawand Police Department, Erie County Sheriff's Office, Buffalo City Court DV Part and Sex Offense Court

d. Details specific to this program other than program location.

Trauma Response, emergency intervention, police mental health coordination project, and NYS Department of Health Designated Rape Crisis Center

Telephone Hotline Assistance

Include hotline operation hours and detail the methods currently being used for the operation of the hotline service (e.g. coverage, staff responsibility, any technology used).

The public can access the Advocate Program at Crisis Services through the hotline at 716-834-3131. Trained volunteers and/or Crisis Services staff screens all calls 24 hours a day, 7 days a week, 365 days per year. When a call is received citing a domestic violence emergency, the call is transferred to an Advocate Program staff person for assistance. (If staff is not physically in the agency's building, an Advocate Program employee is immediately paged and responds to assist the caller.) When a "non-emergent" call is received, requesting for example, a face-to-face appointment or one on one with an Advocate, a referral is generated to the Advocate Program for follow-up within 24 hours; this referral includes if, how, when, where and how the caller can safely be contacted. When a "non-emergent" call is received requesting general information about domestic violence or referrals for other domestic violence services, the procedures are described in the Information and referral section below. Crisis Services will also provide 24 hour hotline service via the "Advocate Helpline" at 716-862-HELP (4357), as per the new county-wide domestic violence hotline response. This hotline will go "live" on January 1, 2012 as a separate number for the public to contact for crisis intervention, safety planning, and linkage to the available domestic violence agencies and other resources in Erie County. The approval of the SAPA petition has paved the way for Crisis Services to provide hotline services for the system of providers in Erie County, along with the hotline services through Child and Family Services' Haven House.

Information and referral

Along with immediate crisis intervention and assistance provided by Crisis Services, information, and referral information is plentiful for any individual that contacts the 24-hour hotline. The agency has instant access to national and international information for victims of DV who may need to leave the area or help family members or friends who live in other parts of the country. A caller is provided with a minimum of three (3) verbal referrals, as well as mailed information upon request. This information can include

program brochures, handouts, or booklets dealing with issues of DV, such as safety planning, batterer accountability, the dynamics of DV, and other DV issues.

Advocacy

Describe all types offered, including accompaniment.

Crisis Services Advocate Program provides both case specific and cause/system advocacy. An Advocate responds within 30 minutes to 11 hospital emergency rooms to provide immediate crisis intervention and emotional support for the victim, as well as personal advocacy in securing appropriate medical care and law enforcement to assure that all the rights of the victim are protected and provided. The Advocate Program also provides court advocacy to victims in Erie County. During regular business hours, an Advocate Program staff member is stationed part-time at Buffalo City Court's Domestic Violence Part to assist victims who proceed with the criminal justice process. Advocate Program staff are available to accompany any victims to any court in Erie County at their request. Advocate Program staff is also stationed at three police departments (Buffalo Police, Town or Tonawanda Police and the Erie County Sheriff's Office) to assist victims who report an incident of DV. Advocate Program staff also provide advocacy assistance for clients with Family Court issues, obtaining basic needs, public assistance, housing etc. Advocate Program staff are co-located at the Family Justice Center and play an integral part of assuring advocacy services are provided to all victims who present for help. Cause, or system advocacy is also provided through the Advocate Program at Crisis Services. Staff is deeply involved in various community coalitions and committees to address DV's issues, causes, prevention, and batterer accountability. The Advocate Program is in good standing on the Erie County Coalition Against Family Violence, as the Council on Elder Abuse, the LGBT DV Committee, the Council on Elder Abuse, the WNY Crime Victims Coalition. The Advocate Program also has close collaborations with local universities including the University at Buffalo's Violence Prevention Team, Buffalo State College and Medaille College.

Counseling

Describe all types offered, including individual and group.

Immediate, supportive counseling for victims of DV is provided by the Advocate Program staff and/or volunteers according to the victim's original method of contact (for example, telephone/hotline call, hospital emergency-room visit), and continues according to his/her specific needs. Short and long-term clinical counseling is also available to individuals and their family who are experiencing issues of DV. The Advocate Program's Therapists provide individual therapy for victims. Appointments are arranged within 2 weeks of the initial request.

Community Education and Outreach

Describe methods used, target audience, and messages conveyed. If there is more than one domestic violence provider in the community, describe how the outreach activities are coordinated.

Crisis Services is dedicated to promoting the health, safety, and well being of the community through prevention, education, immediate intervention, and access to

community-wide resources. As part of our mission, the Advocate Program is an active member in good standing with the Erie County Coalition Against Family Violence (ECCAFV). Crisis Services has a Training Specialist whose role is to provide prevention education and training to the community on the issues of domestic violence as well as rape and elder abuse. These sessions are provided to students, adults, community members, professionals-anyone in the community who requests a presentation. A variety of methods including use of media, interactive activities and group discussions are some of the methods used in outreach activities.

Optional Services (e.g., support groups, children's services, translation services, etc.)

Crisis Services is dedicated to promoting the health, safety, and well being of the community through prevention, education, immediate intervention, and access to community-wide resources. As part of our mission, the Advocate Program is an active member in good standing with the Erie County Coalition Against Family Violence (ECCAFV). Crisis Services has a Training Specialist whose role is to provide prevention education and training to the community on the issues of domestic violence as well as rape and elder abuse. These sessions are provided to students, adults, community members, professionals-anyone in the community who requests a presentation. A variety of methods including use of media, interactive activities and group discussions are some of the methods used in outreach activities. 24 hour hospital response by trained staff and/or volunteer to all 11 Erie County emergency departments whenever a victim of domestic violence, family violence, elder abuse, rape or sexual assault presents.

8. Each program must employ both a qualified director and a sufficient number of staff who are *responsible for providing core and optional services*.

List each of the staff/volunteer positions responsible for providing non-residential services including title, responsibilities and qualifications.

- **Do not** give names
- Resumes **are not** required

Title: Advocate Program Coordinator

Responsibilities:

Manage all aspects of the 24-hour operation of staff and volunteers of the Advocate Program (Erie County's Rape Crisis Center) Provide recruitment, training and on-going clinical supervision of program staff and volunteers. Assure continuity of quality services to survivors of family violence, rape, sexual assault, and elder abuse by negotiating and maintaining effective interagency and community multidisciplinary communication. Assure service availability and consultation on a 24-hour basis. Responsible for ensuring that all suspected cases of child abuse or maltreatment are reported.

Qualifications:

Master's degree in social work, psychology, counseling, psychiatric/community nursing or other related degree, plus 4 years full-time paid experience, including two years of relevant direct experience and at least two years of supervisory experience.

Title: Supervising Counselor

Responsibilities:

Assist coordinator in the direction and oversight of the Advocate Program. Assist in case supervision, staff recruitment, training and supervision; perform direct client service activities as needed; assist with training and liaison activities with other agencies. Must have successfully completed Advocate Program training. Responsible for ensuring that all suspected cases of child abuse or maltreatment are reported.

Qualifications:

Master's degree in social work, psychology, or other related degrees 2 years full-time paid experience in delivery of human services. Must have successfully completed Advocate Program training.

Title: Family Violence Case Manager

Responsibilities:

Master's degree in social work, psychology, or other related degrees 2 years full-time paid experience in delivery of human services. Must have successfully completed Advocate Program training.

Qualifications:

Bachelor's degree in human services plus 3 years paid experience, preferably with victims of family violence. Must have valid, clean NYS driver's license, and access to an automobile. Must have successfully completed Advocate Program training.

Title: Victim Advocate

Responsibilities:

Provide crisis intervention and advocacy to victims of domestic/family violence at Buffalo City Court Domestic Violence Part. Provide follow-up services, information and referral and supportive services.

Qualifications:

Bachelor's degree in human services plus 3 years experience preferably with victims of domestic violence. Must have successfully completed Advocate Program training.

Title: Sexual Assault Case Manager

Responsibilities:

Provide crisis intervention, case management, advocacy and follow-up services to victims of rape, sexual assault and sexual abuse; provide comprehensive services in partnership with police, district attorney and other community-based agencies serving victims of sexual assault. Stationed at Buffalo Police Department Sex Offense Section.

Qualifications:

Bachelor's degree in human services plus 3 years paid experience, preferably with victims of sexual violence. Must have valid, clean NYS driver's license, and access to an automobile. Must have successfully completed Advocate Program training.

Title: Family Violence/Sexual Assault Case Manager

Responsibilities:

Provide crisis intervention, case management, advocacy and follow-up services to victims of domestic/family violence (50% of case load) and rape/sexual assault (50% of caseload); provide comprehensive services in partnership with police, district attorney and other community-based agencies serving victims of sexual assault. Stationed at Buffalo Police Department Sex Offense Section, located in the Family Justice Center.

Qualifications:

Bachelor's degree in human services plus 3 years paid experience, preferably with victims of sexual violence. Must have valid, clean NYS driver's license, and access to an automobile. Must have successfully completed Advocate Program training.

Title: Program Therapist (2 positions)

Responsibilities: Provide short/long term, face-to-face, individual counseling to rape/sexual assault and family violence survivors.

Qualifications: Master's degree in human service field plus one 1 paid experience, preferably providing counseling for trauma survivors. Must have successfully completed Advocate Program training.

Title: Elder Abuse Case Manager

Responsibilities: Provide crisis intervention, on-going home and phone-based support, and advocacy and short term counseling for elder abuse and neglect victims in Erie County. Maintain statistics and participate in on-going training.

Qualifications: Bachelor's degree in human service related field plus 1 year experience working with elders. Must have successfully completed Advocate Program training.

Title: Training Specialist

Responsibilities: Conduct community prevention education and trainings. Provide direct training of volunteer hospital advocates; and volunteer recruitment and retention activities.

Qualifications: Bachelor's degree in human services plus 3 years paid experience, preferably with victims of sexual violence. Must have valid, clean NYS driver's license, and access to an automobile. Must have successfully completed Advocate Program training.

Title: Temporary Part-Time Staff 10 hr per week Stipend

Responsibilities:

Provide evening and night hospital, hotline and court response to victims or family violence, rape and sexual assault, and elder abuse; provide follow-up services to police reports filed with Buffalo Police and Town of Tonawanda Police Department.

Qualifications:

Must be cleared through an interview, complete 40 hours of volunteer training and maintain advance training and supervision to assure competency.

Title: Volunteers

Responsibilities: Provide 24 hour response to all Erie County Hospitals when victim of rape, sexual assault, domestic violence, family violence, and elder abuse presents for treatment.

Qualifications: Must be cleared through an interview, complete 40 hours of volunteer training and maintain advance training and supervision to assure competency.

Title:

Responsibilities:

Qualifications:

APPENDIX K
Child Care Administration

Describe how your local district is organized to administer the child care program, including any functions that are subcontracted to an outside agency.

1. Identify the unit that has primary responsibility for the administration of child care for:

Public Assistance Families: Temporary Assistance units

Transitioning Families: Day Care Unit

Income Eligible Families: Day Care Unit

Title XX: Services Workers

2. Provide the following information on the use of New York State Child Care Block Grant (NYSCCBG) Funds.

FFY 2009-2010 Rollover funds (available from the NYSCCBG ceiling report in the claiming system):\$3,389,043.00

Estimate FFY 2010-11 Rollover Funds\$6,317,495.00

Estimate of Flexible Funds for Families (FFS) for child care subsidies.....\$

NYSCBG Allocation 2011-12\$26,633,975.00

Estimate of Local Share\$2,285,214.00

Total Estimated NYSCCCBG Amount\$25,919,189.00

a. Subsidy\$23,341,159.00

b. Other program costs excluding subsidy\$

c. Administrative costs\$1,578,030.00

3. Does your district have a contract or formal agreement with another organization to perform any of the following functions?

Function	Organization	Amount of Contract
<input type="checkbox"/> Eligibility screening		
<input type="checkbox"/> Determining if legally-exempt providers meet State-approved additional standards		
<input type="checkbox"/> Assistance in locating care		
<input type="checkbox"/> Child Care Information Systems		
<input type="checkbox"/> Other		

APPENDIX L

Other Eligible Families if Funds are Available (Required)

Listed below are the optional categories of eligible families that your district can include as part of its County Plan. Select any categories your county wants to serve using the NYSCCBG funds and describe any limitations associated with the category.

Optional Categories	Option	Limitations
1. Public Assistance (PA) families participating in an approved activity in addition to their required work activity.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Both activities must be approved by the Employment Division
2. PA families or families with income up to 200% of the State Income Standard when the caretaker is: <ul style="list-style-type: none"> a) participating in an approved substance abuse treatment program b) homeless c) a victim of domestic violence d) in an emergency situation of short duration 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No 	TA families only with an approval from a MAAT Counselor
3. Families with an open child protective services case when child care is needed to protect the child.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	As Approved by the CPS worker as appropriate
4. Families with income up to 200% of the State Income Standard when child care services are needed because the child’s caretaker:		
<ul style="list-style-type: none"> a) is physically or mentally incapacitated b) has family duties away from home 	<ul style="list-style-type: none"> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No 	Active Military Duty only
5. Families with income up to 200% of the State Income Standard when child care services are needed for the child’s caretaker to actively seek employment for a period up to six months.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	For a period not to exceed 30 days for non-TA households. clients must have an active Subsidy day care case, must report loss of employment within 10 days and be engaged in an approved job search.
6. PA families where a sanctioned parent is participating in unsubsidized employment, earning wages at a level equal to or greater than the	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

County Child and Family Services Plan

Optional Categories	Option	Limitations
minimum amount under law.		

<p>7. Families with income up to 200% of the State Income Standard when child care services are needed for the child’s caretaker to participate in:</p> <p>a) a public or private educational facility providing a standard high school curriculum offered by or approved by the local school district</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p><i>Limited to Parent/Caretaker under the age of 21</i></p>
<p>b) an education program that prepares an individual to obtain a NYS High School equivalency diploma</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Limited to Parent/Caretaker under the age of 21</p>
<p>c) a program providing basic remedial education in the areas of reading, writing, mathematics, and oral communications for individuals functioning below the ninth month of the eighth grade level</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>d) a program providing literacy training designed to help individuals improve their ability to read and write</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>e) English as a second language (ESL) instructional program designed to develop skills in listening, speaking, reading, and writing the English language for individuals whose primary language is other than English</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>f) a two-year full-time degree granting program at a community college, a two-year college, or an undergraduate college with a specific vocational goal leading to an associate degree or certificate of completion</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>g) a training program, which has a specific occupational goal and is conducted by an institution other than a college or university that is licensed or approved by the State Education Department</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>h) a prevocational skill training program such as a basic education and literacy training program</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>i) a demonstration project designed for vocational training or other project approved by the Department of Labor</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>Note: The parent/caretaker must complete the selected programs listed under number seven within 30 consecutive calendar months. The parent/caretaker cannot enroll in more than one program.</p>		

<p>8. PA recipients and low-income families with incomes up to 200% of the State Income Standard who are satisfactorily participating in a two-year program other than one with a specific vocational sequence (leading to an associate's degree or certificate of completion and that is reasonably expected to lead to an improvement in the parent/caretaker's earning capacity) as long as the parent(s) or caretaker is also working at least 17½ hours per week. The parent/caretaker must demonstrate his or her ability to successfully complete the course of study.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>9. PA recipients and low-income families with incomes up to 200% of the State Income Standard who are satisfactorily participating in a two-year college or university program (other than one with a specific vocational sequence) leading to an associate's degree or a certificate of completion that is reasonably expected to lead to an improvement in the parent/caretaker's earning capacity as long as the parent(s) or caretaker is also working at least 17½ hours per week. The parent/caretaker must demonstrate his or her ability to successfully complete the course of study.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>10. PA recipients and low-income families with incomes up to 200% of the State Income Standard who are satisfactorily participating in a four-year college or university program leading to a bachelor's degree and that is reasonably expected to lead to an improvement in the parent/caretaker's earning capacity as long as the parent(s) or caretaker is also working at least 17½ hours per week. The parent/caretaker must demonstrate his or her ability to successfully complete the course of study.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
<p>11. Families with incomes up to the 200% of the State Income Standard when child care services are needed for the child's caretaker to participate in a program to train workers in an employment field that currently is or is likely to be in demand in the future, if the caretaker documents that he or she is a dislocated worker and is currently registered in such a program, provided that child care services are only used for the portion of the day the caretaker is able to document is directly related to</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	

the caretaker engaging in such a program.		
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APPENDIX M

Reasonable Distance, Very Low Income, Family Share, Case Closing and Openings, Recertification Period, Fraud and Abuse Control Activities (Required)

Reasonable Distance

Define “reasonable distance” based on community standards for determining accessible child care.

The following defines “reasonable distance”: 90 Minutes of travel (one way)

Describe any steps/consultations made to arrive at your definition: Consulted with Employment Staff, Day Care Staff, Temporary assistance Staff and Day Care Providers

Very Low Income

Define “very low income” as it is used in determining priorities for child care benefits.

“Very Low Income” is defined as 100% of the State Income Standard.

Family Share

“Family share” is the weekly amount paid towards the costs of the child care services by the child’s parent or caretaker. In establishing family share, your district must select a percentage from 10% to 35% to use in calculating the family share. The weekly family share of child care costs is calculated by applying the family share percentage against the amount of the family’s annual gross income that is in excess of the State Income Standard divided by 52.

Family Share Percentage selected by the county 35%.

Note: The percentage selected here must match the percentage selected in Title XX Program Matrix in WMS.

Case Closings

The district must describe below how priority is given to federally mandated priorities and describe local priorities. If all NYSCCBG funds are committed, the district will discontinue funding to those families that have lower priorities in order to serve families with higher priorities. Describe below how districts will select cases to be closed in the event that there are insufficient or no funds available.

1. Identification of local priorities in addition to the required federal priorities (select one).

The district has identified local priorities in addition to the required federal priorities (Complete Section 2)

The district has not identified local priorities in addition to the required federal priorities (Complete Section 3).

2. Describe how priority is given to federally mandated priorities and describe local priorities. If all NYSCCBG funds are committed, the district will discontinue funding to those families that have lower priorities in order to serve families with higher priorities. Describe in the space below how the district will select cases to be closed in the event that there are insufficient or no funds available.

- a. The district will select cases to be closed based ONLY on income.

No.

Yes. Check 1 or 2 below.

- 1) The district will close cases from the highest income to lowest income.
- 2) The district will close cases based on income bands. Describe the income bands, beginning at 200% of the State Income Standard and ending at 100% of the State Income Standard:

175%-200% SIS

150%-174% SIS

126%-149% SIS

100%-125% SIS

Children with special needs 0-99% SIS

b. The district will select cases to be closed based ONLY on categories of families.

No.

Yes. List the categories in the order that they will be closed, including the optional categories selected in Appendix L:

c. The district will select cases to be closed based on a combination of income and family category.

No.

Yes. List the categories and income groupings in the order that they will be closed:

d. The district will select cases to be closed on a basis other than the options listed above.

No.

Yes. Describe how the district will select cases to be closed in the event that there are insufficient funds to maintain the district's current case load:

e. The last cases to be closed will be those that fall under federal priorities. Identify how your district will prioritize federal priorities. Cases that are ranked 1 will be closed last.

Very low income Rank 1 Rank 2

Families that have a child with special needs Rank 1 Rank 2

3. If all NYSCCBG funds are committed, case closings for families that are not eligible under a child care guarantee and are not a federally mandated priority must be based on the length of time in receipt of services. The length of time used to close cases may be based either on the shortest or longest time the family has received child care services, but must be consistent for all families.

- a. Identify how the district will prioritize federal priorities. Cases that are ranked 1 will be closed last.

Very low income Rank 1 Rank 2

Families that have a child with special needs Rank 1 Rank 2

The district will close cases based on the federal priorities and the amount of time the family has been receiving child care services.

Shortest time receiving child care services

Longest time receiving child care services

- b. The district will establish a waiting list for families whose cases were closed because our county did not have sufficient funds to maintain our current caseload.

No.

Yes. Describe how these cases will be selected to be reopened if funds become available:

Case Openings

Describe below how priority is given to federally mandated priorities and how the district will select cases to be opened in the event that insufficient funds are available.

1. The first cases to be opened will be those that fall under the federal priorities.

Identify how your district will prioritize federal priorities. Cases that are ranked 1 will be opened first.

Very low income Rank 1 Rank 2

Families that have a child with special needs Rank 1 Rank 2

2. The district will select cases to be opened based ONLY on income.

No.

Yes. Check 1 or 2 below.

1) The district will open cases from the lowest income to highest income.

2) The district will open cases based on income bands. Describe the income bands, beginning at 200% of the State Income Standard and ending at 100% of the State Income Standard:

0-99% SIS

Children with special needs

100%-125% SIS

126%-149% SIS

150%-174% SIS

175%-200% SIS

3. The district will select cases to be opened based ONLY on category.
 No.
 Yes. List the categories in the order that they will be opened, including the optional categories selected in Appendix L:

4. The district will select cases to be opened based on a combination of income and category of family.
 No.
 Yes. List the categories and income groupings in the order that they will be opened:

5. The district selects cases to be opened on a basis other than the options listed above.
 No.
 Yes. Describe how the district will select cases to be opened in the event that there are not sufficient funds to open all eligible families:

6. The district will establish a waiting list when there are not sufficient funds to open all eligible cases.
 No.
 Yes. Describe how these cases will be selected to be opened when funds become available:

The district's recertification period is every six months twelve months

Fraud and Abuse Control Activities

Describe below the criteria the district will use to determine which child care subsidy applications suggest a higher than acceptable risk for fraudulent or erroneous child care subsidy payment in addition to procedures for referring such applications to the district's front-end detection system.

1. Information on Day Care Application is inconsistent with case information.
2. Applicant says he/she is working off the books.
3. Applicant has a prior history of denial, closing, or overpayment.
4. Child care provider lives in the same household as the child.

Describe the sampling methodology used to determine which cases will require verification of an applicant's or recipient's continued need for child care, including, as applicable, verification of participation in employment, education, or other required activities.

Day Care FEDS referral that lists anything other than a mandatory indicator will be returned to the Day Care worker, and will require a general Fraud Referral to the Special Investigations.

Upon receipt of a Child Care FEDS referral, an SID Special Investigator will be assigned to the FEDS investigation and schedule a visit to the home of the applicant. The SID investigator will conduct a Child Care FEDS investigation and respond to the Day Care Unit within 21 days of the receipt of the Child Care FEDS Referral. The Day Care worker must respond to SID within 45 days of the receipt of the Child Care Referral, by completing the B-5389 SID FEDS/Child CARE Unit Survey Response form and returning it to SID.

Describe the sampling methodology used to determine which providers of subsidized child care services will be reviewed for the purpose of comparing the child care provider's attendance forms for children receiving subsidized child care services with any Child and Adult Care Food Program inspection forms to verify that child care was actually provided on the days listed on the attendance forms.

A random group of 25 providers will be selected on a quarterly basis to compare their attendance forms for children receiving subsidized child care services with any Child and Adult Care Food Program inspection forms to verify that child care was actually provided on the days listed on the attendance forms. Any provider previously selected will not be included in a subsequent sample for the year unless a discrepancy is found.

APPENDIX N
District Options (Required)

Districts have some flexibility to administer their child care subsidy programs to meet local needs. Check which options that your district wishes to include in your county plan. Complete the attached appendices for any area(s) checked.

1. The district has chosen to establish funding set-asides for NYSCCBG (complete Appendix O).
2. The district is using Title XX funds for the provision of child care services (complete Appendix P).
3. The district has chosen to establish additional local standards for child care providers (complete Appendix Q).
4. The district has chosen to make payments to child care providers for absences (complete Appendix R).
5. The district has chosen to make payments to child care providers for program closures (complete Appendix S).
6. The district has chosen to pay for transportation to and from a child care provider (complete Appendix T).
7. The district has chosen to pay up to 15% higher than the applicable market rates for regulated child care services that have been accredited by a nationally recognized child care organization (complete Appendix T).
8. The district has chosen to pay up to 15% higher than the applicable market rates for non-traditional hours (complete Appendix T).
9. The district has chosen to pay up to 75% of the enhanced market rate for legally-exempt family and in-home child care providers who have completed 10 hours of training, which has been verified by the Legally-Exempt Caregiver Enrollment Agency (complete Appendix T).
10. The district has chosen to pay for child care services while a caretaker who works the second or third shift sleeps (complete Appendix T).
11. The district has chosen to make payments to child care providers who provide child care services, which exceed 24 consecutive hours (complete Appendix T).
12. The district has chosen to include 18-, 19- or 20-year-olds in the Child Care Services Unit (complete Appendix U)
13. The district is seeking a waiver from one or more regulatory provisions. Such waivers are limited to those regulatory standards that are not specifically included in law (complete Appendix U).
14. The district has chosen to pay for breaks in activity for low income families (non public assistance families). Complete Appendix U.

15. The district has chosen to use local equivalent forms such as, but not limited to, child care application, client notification, and/or enrollment forms (attach copies of the local equivalent forms your district uses).

Any previous approvals for local equivalent forms will not be carried forward into this county plan. Therefore, any local equivalent forms a district wishes to establish or renew must be included in this plan and will be subject to review and approval by OCFS.

APPENDIX O
Funding Set-Asides (Optional)

Total NYSCCBG Block Grant Amount, Including Local Funds

Category:	\$
Category:	\$
Category:	\$
Category:	\$
Category:	\$
Category:	\$
Category:	\$

Total Set-Asides.....\$

Describe for each category the rationale behind specific set-aside amounts from the NYSCCBG (e.g., estimated number of children).

Category:
Description:

Category:
Description:

Category:
Description:

Category:
Description:

The following amounts are set aside for specific priorities from the Title XX block grant:

Category:	\$
Category:	\$
Category:	\$

Total Set-Asides (Title XX).....\$

Describe for each category the rationale behind specific amounts set aside from of the Title XX block grant (e.g., estimated number of children).

Category:

Description:

Category:

Description:

Category:

Description:

Category:

Description:

APPENDIX P
Title XX Child Care (Optional)

Enter projected total Title XX expenditures for the plan's duration:\$

Indicate the financial eligibility limits (percentage of State Income Standard) your district will apply based on family size. Maximum reimbursable limits are 275% for a family of one or two, 255% for a family of three, and 225% for a family of four or more. Districts that are utilizing Title XX funds *only* for child protective and/or preventive child care services must not enter financial eligibility limits as these services are offered without regard to income.

Family Size: (2) % (3) % (4) %

Programmatic Eligibility for Income Eligible Families (Check all that apply.)

- Title XX: employment education/training
 seeking employment illness/incapacity
 homelessness domestic violence
 emergency situation of short duration
 participating in an approved substance abuse treatment program

Does the district apply any limitations to the programmatic eligibility criteria?

- Yes No

(See Technical Assistance #1 for information on limiting eligibility.)

If yes, describe eligibility criteria:

Does the district prioritize certain eligible families for Title XX funding?

- Yes No

If yes, describe which families will receive priority:

Does the district use Title XX funds for child care for open child protective services cases?

- Yes No

Does the district use Title XX funds for child care for open child preventive services cases?

- Yes No

APPENDIX Q

Additional Local Standards for Child Care Providers (Optional)

The district may propose local standards in addition to the State standards for legally-exempt providers who will receive child care subsidies. This appendix must be completed for **each** additional standard that the district wishes to implement.

1. Check or describe in the space provided below the additional local standards that will be required of child care providers/programs.

- Verification that the provider has given the parent/caretaker complete and accurate information regarding any report of child abuse or maltreatment in which they are named as an indicated subject
- Local criminal background check
- Requirement that providers that care for subsidized children for 30 or more hours a week participate in the Child and Adult Food Care Program (CACFP)
- Site visits by the local district
- Other (please describe):

2. Check below the type of child care program to which the additional standard will apply and indicate the roles of the persons to whom it will apply in cases where the standard is person-specific.

- Legally-exempt family child care program. Check all that apply.
 - Provider Provider's Employee Provider's Volunteer

- Provider's household member age 18 or older

- Legally-exempt in-home child care program. Check all that apply.
 - Provider Provider's Employee Provider's Volunteer

- Legally-exempt group providers not operating under the auspices of another government agency. Check all that apply.
 - Provider Provider's Employee Provider's Volunteer

- Legally-exempt group providers operating under the auspices of another government or tribal agency. Check all that apply.
 - Provider Provider's Employee Provider's Volunteer

3. Districts are responsible for implementation of the additional local standard unless they have a formal agreement or contract with another organization. Check the organization that will be responsible for the implementation of the additional local standard.

- Local social services staff

Provide the name of the unit and contact person: Patricia Musial, Day Care Unit

Contracted agency

Provide the name of the agency and contact person:

4. Are there any costs associated with the additional standard?

Yes No

Note: Costs associated with the additional standard cannot be passed on to the provider.

5. Describe the steps for evaluating whether the additional local standard has been met.

6. Indicate how frequently reviews of the additional standard will be conducted. Check all that apply.

Legally-Exempt Programs:

Initial enrollment During the 12-month enrollment period
 Re-enrollment Other

7. In the space below, described the procedures the district will use to notify the Legally-Exempt Caregiver Enrollment Agency (EA) as to whether the legally-exempt provider is in compliance with the additional local standards. Districts must notify the EA within 25 days from the date they received the referral from the EA. (Districts need to describe this procedure only if the additional local standard is applied to legally-exempt child care providers.)

8. Describe the justification for the additional standard in the space below.

Our department will conduct a local criminal conviction history check on providers of legally exempt family care, their employees, volunteers and any household members 18 years of age and older. Local day care staff will conduct a review thru the New York Court Administration and if a search results in a criminal history match, the day care staff will provide that information to the Enrollment Agency so discrepancies can be identified and when necessary considered by the Enrollment Agency in making final full enrollment decisions.

APPENDIX R

Payment to Child Care Providers for Absences (Optional)

The following providers are eligible for payment for absences (check all that are eligible):

- Day Care Center Legally-Exempt Group
 Group Family Day Care School Age Child Care
 Family Day Care

Our county will only pay for absences to providers with which the district has a contract or letter of intent.

- Yes No

Base period (check one) 3 months 6 months

Number of absences allowed during base period:

Period	Routine Limits (# of days)	Extenuating Circumstances (# of days)	Total Number of Absences Allowed (# of days)
In a month	12	3	15
Base period	12	8	20

List reasons for absences for which the district will allow payment:

Child to appear in court or keep appointments related to provision of preventive, foster care, adoption, child protective services, or other needs as set forth in the child's Service's Plan; child has an illness, handicap or other condition that requires medical care or treatment; child's family is homeless and that homelessness necessitates the child's absence from day care. Provider must be contracted with the Erie County Department of Social Services.

List any limitations on the above providers' eligibility for payment for absences:

Note: Legally-exempt family child care and in-home child care providers are **not** eligible to receive payment for absences.

APPENDIX S

Payment to Child Care Providers for Program Closures (Optional)

The following providers are eligible for payment for program closures:

- Day Care Center Legally-Exempt Group
- Group Family Day Care School Age Child Care
- Family Day Care

The county will only pay for program closures to providers with which the district has a contract or letter of intent.

- Yes No

Enter the number of days allowed for program closures (maximum allowable time for program closures is five days).

List the allowable program closures for which the county will provide payment.

Note: Legally-exempt family child care and in-home child car providers are **not** allowed to be reimbursed for program closures.

APPENDIX T

Transportation, Differential Payment Rates, Enhanced Market Rate for Legally-Exempt and In-Home Providers, and Sleep (Optional)

Transportation

Describe any circumstances and limitations your county will use to reimburse for transportation. Include what type of transportation will be reimbursed (public vs. private) and how much your county will pay (per mile or trip). Note that if the county is paying for transportation, the Program Matrix in WMS should reflect this choice.

Differential Payment Rates

Indicate the percentage above the market rate your county has chosen.

- Accredited programs may receive a differential payment up to _____ % above market rate.
- Care during non-traditional hours may be paid up to _____ % above market rate.
- Limitations to the above differentials:

Payments may not exceed 15% above market rate. However, if your district wishes to establish a payment rate that is more than 15% above the applicable market rate, describe below why the 15% maximum is insufficient to provide access within the district to accredited programs and/or care provided during non-traditional hours.

Enhanced Market Rate for Legally-Exempt Family and In-Home Child Care Providers

Indicate if the district is electing to establish a payment rate that is in excess of the enhanced market rate for legally-exempt family and in-home child care providers who have annually completed 10 or more hours of training and the training has been verified by the legally-exempt caregiver enrollment agency.

- No.
- Yes. Our market rate will not exceed 75% of the child care market rate established for registered family day care.

Sleep

The following describes the standards that will be used in evaluating whether or not to pay for child care services while a parent or caretaker that works a second or third shift sleeps, as well as any limitations pertaining to payment:

Indicate the number of hours allowed by your district (maximum number of hours allowed is eight).

APPENDIX U

**Child Care Exceeding 24 Hours, Child Care Services Unit, Waivers,
and Breaks in Activities (Optional)**

Child Care Exceeding 24 Hours

Child Care services may exceed 24 consecutive hours when such services are provided on a short-term emergency basis or in other situations where the caretaker’s approved activity necessitates care for 24 hours on a limited basis. Check below under what circumstances the county will pay for child care exceeding 24 hours.

- On a short-term or emergency basis
- The caretaker’s approved activity necessitates care for 24 hours on a limited basis

Describe any limitations for payment of child care services that exceed 24 consecutive hours.

Child Care Services Unit (CCSU)

Indicate below if your county will include 18-, 19-, or 20-year-olds in the CCSU, which is used in determining family size and countable family income.

The district will include the following in the CCSU (check all that apply).

- 18-year-olds
- 19-year-olds
- 20-year-olds

OR

The district will only include the following in the CCSU when it will benefit the family (check all that apply)

- 18-year-olds
- 19-year-olds
- 20-year-olds

Describe the criteria your district will use to determine whether or not 18-, 19-, or 20-year olds are included in the CCSU.

Waivers

Districts have the authority to request a waiver of any regulatory provision that is non-statutory. Describe and justify why your county is requesting a waiver.

Breaks in Activities

Districts may pay for child care services for low income families during breaks in activities either for a period not to exceed two weeks or for a period not to exceed four weeks when child care arrangements would otherwise be lost and the subsequent activity is expected to begin within that period. Indicate below if your county will make such payments (check one).

- Two weeks
- Four weeks

Districts may provide child care services while the caretaker is waiting to enter an approved activity or employment or on a break between approved activities. The following low income

families are eligible for child care services during a break in activities (check any that are eligible):

- Entering an activity
- Waiting for employment
- On a break between activities

APPENDIX V
Persons In Need of Supervision (PINS) Diversion Services

This appendix refers to the PINS Diversion population only. Complete sections 1 through 4 for PINS Diversion population only.

1. Designation of Lead Agency (check one):

- Probation LDSS

2. Inventory of PINS Diversion Service Options – Describe below the current inventory of available community services within each category below for the PINS Diversion population. For each service, include the geographic area (countywide or specific cities or towns). Please note that the first three service categories are required.

Service Category	Geographic Area	Service Gap – Check one
Residential Respite – required	All of Erie County	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Crisis Intervention 24 hours/day – required	All of Erie County	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Diversion Services/other alternatives to detention – required	All of Erie County	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Alternative Dispute Resolution Services – optional		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Other:		<input type="checkbox"/> Yes <input type="checkbox"/> No
Other:		<input type="checkbox"/> Yes <input type="checkbox"/> No

3. PINS Diversion Procedures – Please provide a description of any changes that have been made to these procedures since the submission of your last comprehensive plan, including any collaborative team processes.

PINS Diversion Services Protocol	Responsible Agency(ies)	Brief Description of How Provided
1. Provides an immediate response to youth and families in crisis (includes 24 hours a day response capability)	<input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input type="checkbox"/> Both <input checked="" type="checkbox"/> Other (name) MCRT	Mobile Crisis Response Team continues to respond to 24 hr crisis calls.

PINS Diversion Services Protocol	Responsible Agency(ies)	Brief Description of How Provided
<p>2. Determines the need for residential respite services and need for alternatives to detention</p>	<p><input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input type="checkbox"/> Other (name)</p>	<p>The Family Services Team (Collaboration between MH, DSS, and Probation) and the Early Intervention Program makes recommendation/offers to families as needed.</p> <p>The contracted residential respite program was closed four years ago due to underutilization, as well as the inability to sustain it financially. When needed, natural supports are utilized and in emergencies, Compass House (the local runaway shelter) can be considered, but it is not an option in all cases (due to the youth's behavior or past history with this agency). Due to the fact that respite is not readily available, it is somewhat of a "service gap," although as stated, options are sought and utilized. This issue is an ongoing issue across the state, and not unique to Erie county.</p>
<p>3. Serves as intake agency – accepts referral for PINS diversion services, conducts initial conferencing, and makes PIN eligibility determinations</p>	<p><input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input type="checkbox"/> Other (name)</p>	<p>The Family Services Team continues to accept referrals for PINS Diversion.</p>
<p>4. Conducts assessment of needs, strengths, and risk for continuing with PIN behavior Name of assessment instrument used: Columbia Scale at intake and once active in formal diversion CAFAS</p>	<p><input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input checked="" type="checkbox"/> Other (name) Early Intervention PINS Program</p>	<p>During the intake process, the Columbia Impairment Scale is used as a triage screen. If a case moves to Early Intervention, the scale is administered every 30 days. If and when a case is active in formal diversion, the CAFAS is completed at the opening of the case, and every 90 days until closure by the assigned community based service agency. CAFAS necessitates more detailed information than is provided in the brief triage that occurs at intake. Administration of CAFAS requires staff certification.</p>

PINS Diversion Services Protocol	Responsible Agency(ies)	Brief Description of How Provided
5. Works with youth and family to develop case plan	<input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input checked="" type="checkbox"/> Other (name) Early Intervention PINS Program	Both the Family Services Team and Early Intervention sit with families to develop case plans, including crisis planning, assessing risk and needs, as well as family/youth strengths.
6. Determines service providers and makes referrals	<input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input checked="" type="checkbox"/> Other (name) Early Intervention PINS	Both the Family Services Team and Early Intervention Program look at the youth, family and community risk, and identify family programs that best meet the individual family need.
7. Makes case closing determination	<input type="checkbox"/> Probation <input type="checkbox"/> LDSS <input checked="" type="checkbox"/> Both <input checked="" type="checkbox"/> Other (name) Early Intervention PINS Program	Both the Family Services Team and Early Intervention Program work with the community –based programs and family to assess decreased risk and improved stability in the home. Final approval of closing is done in the Case Manager system needing clinical sign-off in both programs.

4. PINS Diversion Services Plan

a. Development of PINS Diversion Services Plan and MOU

- i.** Planning activities – Briefly describe all PINS Diversion Services Planning activities the county has engaged in related to this current plan.
- ii.** There has been an expansion of high-end services based on the assessed need of youth that continue to be placed in the non secure detention setting. Lake Shore Behavioral Health and Mid-Erie have begun evidence based adolescent substance abuse programs in partnership with Erie County Family Court. The programs have been funded by Erie County Mental Health Department and a Family Court awarded SAMHSA Grant. Catholic Charities Multisystemic Therapy team has been realigned to convert one team to MST/CM. This need approach to MST has proven to be effective with youth with primary substance abuse issue in a short time frame, then traditional MST.
- iii.**
- iv.** South West Keys Community Connections best practice model has begun to be utilized as an runaway alternative for an administrative release and/or alternative to detention for PINS youth. Presently data is being collected to measure the efficacy of the model and practice for this population.
- v.**
- vi.**

vii.

Over the last year, there has been increased collaboration with the Buffalo Public Schools creating an Educational Neglect/Truancy Action Group. On the team are representatives from the school, Family Services Team, and the Department of Social Services. The goals are to develop procedures how to meet educational needs, increase communication and improve collaboration for families in the schools that are in need of services.

viii. List stakeholder and service agency involvement in planning.

b. Please define the PINS Diversion population in your county. Specifically, please provide the following:

i. Number of PINS Diversion referrals filed by parents: for 2010: 919; for 1st 6 mos. of 2011: 585

ii. Number of PINS Diversion referrals by schools: for 2010: 147; for 1st 6 mos. of 2011: 32 (Schools have changed practices, due to new state mandates, and consequently, because of their own due diligence, the number of cases has been reduced).

iii. Number of PINS Diversion referrals other sources: 0

iv. Number of PINS Diversion cases closed as Successfully Diverted: 432

v. Number of PINS Diversion cases closed as Unsuccessful and Referred to Petition: 120

5. Identify any **aggregate** needs assessment conclusions and/or priorities regarding the PINS Diversion Population that have been developed as part of the planning process.

Aggregate planning for the PINS population resulted in the creation of the Family Services Team, which assesses each youth's risks/strengths and the family's needs, to determine optimal linkage to community based services. The goal of the Family Service Team is to assist families in stabilizing their own home environments and preventing youth from penetrating the Juvenile Justice System if possible and appropriate. Families who want or need their youth enrolled in the service come to the FST office where an intake worker assesses the family risk levels within the home, school and community. Based on both the risks and strengths of the family, the best fit for linkages to services are offered to promote family stabilization, as well as to increase the likelihood of the youth remaining in the home and community. FST is an inter-departmental program comprised of the departments of Social Services, Probation, and Mental Health. A variety of community based providers also operate programs.

6. Please identify the intended outcomes to be achieved for the PINS Diversion population. For each outcome:

a. In the first column, identify quantifiable and verifiable outcomes of the desired change in conditions or behaviors for the PINS Diversion population.

- b. In the second column, identify the specific raw number or percentage change indicator sought for that outcome.
- c. In the third column, **describe the strategies** to be implemented to achieve the identified indicator and outcome. Each strategy should include the timeframe for completion, and a designation of who is responsible for implementation.

Outcome (For PINS Diversion Population)	Indicator (Expressed as a raw number or % change)	Strategy/Plan to achieve (Who, what, and when)
<p>Youth and family who are referred for pre-diversion services will be linked to appropriate services to stabilize them in their home and reduce parental PINS.</p>	<p>2011 indicates 90% of families enrolled in Family Keys (pre-diversion services) will not necessitate a transfer to the formal PINS dDiversion unit.</p> <p>80% of families enrolled in Family Keys (pre-diversion services) will not necessitate a transfer to the formal PINS Diversion unit. Youth and family who are referred for pre-diversion services will be linked to appropriate services to stabilize them in their home and reduce parental PINS.</p>	<p>Columbia Impairment Scale will show a decrease in score over a 90 day period (critical for successful completion of the program) For 2010, 88% of youth and families achieved successful completion resulting in a diversion to Parental PINS.</p> <p>Staff will link youth and families to community based resources and services to best address their risks and needs.</p>
<p>Youth/families referred to the Family Services Team due to the intensity of need/risk will be linked to the best fit for services to address risk/needs and be successfully diverted from further system penetration.</p>	<p>For 2010, 85% of youth and families were diverted from deeper system involvement.</p>	<p>Probation Officers in the Family Services Team will be educated on the criteria for the various Systems of Care contract agencies so a best fit model is utilized with youth/families.</p> <p>b. Referred Contract agencies will successfully engage and assist in stabilizing youth and families resulting in successful diversion of deeper system</p>

		involvement.
<p>Families and service providers will create plans for dealing with youth behavioral crises in the community and in the home. Such plans would be designed to strengthen the families' ability to manage crises, with little or no assistance from the service providers.</p>	<p>75% of families in the Children's System of Care programs will have a crisis plan completed by the face-to-face second visit with the family.</p> <p>For 2011, 90 % of families in the Children's System of Care programs will have a crisis plan completed by the face-to-face second visit with the family.</p>	<p>Service Providers will continue to train new staff on how to create a crisis plan.</p> <p>Families will be given a copy of their crisis plan.</p> <p>Crisis plans will be utilized by the mobile CARES team in assisting families in managing the crisis within the home.</p>