



Office of Children and Family Services

ANDREW M. CUOMO
Governor

SHEILA J. POOLE
Acting Commissioner

August 21, 2015

Dear Chief Executive Officer,

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

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

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

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

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

Sincerely,

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

Joseph Mancini
Associate Commissioner
DJJOY Office of Community Partnerships

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

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

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

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

Please direct any STSJP Plan questions to either:

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

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

| SECTION ONE- Municipal Information | |
|--|--|
| NAME OF MUNICIPALITY: Madison County | |
| STSJP LEAD AGENCY: DSS | STSJP LEAD PERSON: Melissa M. Maine |
| STSJP LEAD PHONE NUMBER: 315-366-2665 | STSJP LEAD E-MAIL: melissa.maine@dfa.state.ny.us |

| SECTION TWO – List of Programs and Services to be Funded | | | |
|---|--|--------------------------------|---|
| In this section, list the exact name of each program who have received STSJP funds, along with the projected amount of STSJP funds to be used for each. If this is a rollover program, please answer questions that are relevant to the funded program: | | | |
| Program One-Name | Stepping Stones: Berkshire Farm and Services for Youth | Type of Program | ATP |
| Total Program Expenses | \$ 64,516 | Rollover Funded Program | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 1. Please indicate specific zip codes that your plan targets: | | | |
| | | | |
| 2. How will the program reduce the number of youth who are detained or in residential placement? Questions 2 and 3 will all be answered together: Project Description: | | | |
| a. Proposed project site and target population | | | |
| i. Services will be provided by Berkshire Farm Center and Services for Youth with the majority of services being provided in the youth’s home. For group or planning meetings space conference room space will be made available at either the Department of Social Services or Probation Department. | | | |
| ii. Any individual who is a Madison County resident and has received a JD appearance ticket or been remanded to detention prior to court involvement is eligible to receive services through this program regardless of age or offense. Once an assessment is completed it will be determined if an individual can safely continue in the program. | | | |
| iii. Youth will be referred by the Probation Department as soon as that department becomes aware an individual has received such an appearance ticket. This referral will be made by calling the designated contact at Berkshire and providing basic contact information and a brief description of the issue. If the Department of Social Services is notified of an individual who has been remanded to detention, prior to court, DSS will make the referral to Berkshire. Again, once the comprehensive assessment is completed, the level of service will be determined. | | | |
| b. Program activities will include a comprehensive assessment supported by the MAYSI-2, intensive, home based prevention services through the Stepping Stones Program, and Victim/Community Awareness groups in accordance with Restorative Justice practices. | | | |

The Stepping Stones Program offers youth and their families crisis intervention services, assessment services, support services, and recommendations of further needed services within a 30-60-day period. Under County approval, families will be eligible to continue with the Stepping Stones Program for another 60 days.

Initially, Berkshire will be offering crisis intervention services to the youth and family to help stabilize and de-escalate the situation. Once this occurs, there will be an assessment, which includes the present functioning of the identified youth and the family. Also, the relationship of the youth with school, peers, law enforcement, and other community-based arenas needs to be reviewed.

Once the assessments are completed and it is determined that the youth is best served by remaining in the home, the Family Specialist will assist the youth and family in identifying problematic areas that need resolutions. A contract will be developed to ensure that all family members are working toward the same goals. The Family Specialist will have a minimum of five contacts per week with at least two occurring face to face. The Family Specialist will ensure that the youth is attending school and complying with agreed upon safety/behavior plan.

Scope of Services

The Stepping Stones Program is characterized by the following features and services to reduce placement in detention facilities.

Referrals/Caseload Size: Referrals will be accepted from the county designee. The Family Specialist will rapidly engage the family and explain the program, conduct an assessment, and determine the family's interest and/or appropriateness for participation in the program. The Family Specialist will administer intensified services to a caseload of six families daily. A projected average length of service would approximately be 30-60 days with another 60 days upon written approval by the County supervisor.

Crisis Intervention: Each Family Specialist uses the energy of the crisis to move the family through and mediate the crisis. Through this process, families use skills that will help them avoid crises or respond more appropriately in the future. The Stepping Stones Program uses various techniques to assist the family in developing conflict resolution skills that ease family conflict and promote positive change.

After stabilizing the crisis, the Family Specialist uses various techniques to assist the family with problem resolution, developing new behavior management skills to ease family conflicts, and with negotiating positive changes. The Family Specialist participates with the family in activities, including household chores, family discussion, communication exercises, problem solving, and activities using community resources.

Hours of Service: Each Family Specialist works a flexible schedule to be available to respond to referrals and to accommodate all families and their schedules and time constraints. The program operates under an immediate crisis response 24/7 for their caseloads, which entails each Family Specialist being on-call for their caseload, along with Program Coordinator being available for assistance and supervision. Each family will have a number to get either the Family Specialist or Coordinator.

- **Rapid Family Engagement:** The Stepping Stones program utilizes a combination of models of treatment to rapidly engage the youth and families. Each Family Specialist will work intensively with youth and families by embracing Berkshire's "do whatever it takes" philosophy. Historically, this means utilizing the basic counseling skills that are internalized within each Family Specialist. The strategies involved in rapid engagement involve a worker that displays empathy, understanding and foremost a non-judgmental attitude. This demeanor is a necessary condition for the family to respond to services and treatment. Functionally, this translates into unlimited phone contacts, face-to-face contacts, immediate crisis response, and any/all as needed interventions with youth and families. Specifically, each Family Specialist will go out to the home or the school the same day of receiving the referral. While meeting with the student and family, the Family Specialist will explain the scope of the program and have all necessary program releases signed. Prior to ending the first visit, the next return visit will be scheduled and all emergency numbers will be given to the family (i.e., Family Specialist and Program Coordinator contact information).

- **Treatment Planning Process:** The comprehensive assessment and treatment provided by the program is multi-systemic and strength-based, focused on targeting the skills and behaviors necessary for the youth to develop positive coping skills and peer group support. During the first 30-60 days, a Psychio-Social Assessment is completed by the Family Specialist and submitted to the County. An Individual Treatment Plan is developed by the team that is comprised of the youth, family, community service providers, school personnel, and the Department. To stay on target with a 30-60 day discharge plan, goals are reviewed on a monthly basis with the family to ensure that they remain relevant to the identified issues and are achievable by the youth and the family.

- **Therapeutic/Clinical Services:** The Family Specialist will do "whatever it takes" to address home, community, and school related issues that are impacting functionality. This translates into strategies that are individualized and flexible based on the needs of each family; these are solution focused and address interpersonal (individual) and/or systemic (family, peers, school, community) factors. Interventions can occur in a number of different domains depending on the needs of the family (family, peer, school, community) and draw from a number of treatment strategies that include, but are not limited to, cognitive behavioral strategies,

crisis intervention strategies, parent training and family skills building (e.g., advocacy, developing and maintaining community support), group counseling and support groups. Through the treatment process, barriers (such as poor parenting skills, mental health issues, fear of the school environment, peer pressure) that are causing the youth to be truant are identified, addressed, and resolved prior to discharge from the program.

The Family Specialist will provide services that are individualized, family and community centered, flexible, cost-effective, and provided within varying timeframes. The Family Specialist will work closely with the county designee to assure that services are being delivered and performance targets are being met.

Case Documentation: Each Family Specialist will provide all the necessary case documentation.

- **Respite Services:** The Program will utilize therapeutic foster care families as respite families on an as-needed basis in the event a youth is referred to Stepping Stones but cannot return home immediately. Respite is not included in the budget.
- **Referral Services/Community Linkages:** In the event that a Family Specialist and/or Coordinator in consultation with the case manager believes the family would benefit from other community therapeutic services for a particular issue (e.g., substance abuse, chronic mental health, fire setting), the Family Specialist will help the family secure necessary services.
- **Safety:** A primary consideration for all Berkshire staff is the safety of all family members. The major domains of life for any adolescents include physical and mental health, family relationships, peer relationships, community relationships, education, occupational readiness, and leisure/recreation. Any or all of these domains can create conflict and ultimately unsafe situations for the youth and/or families. The Stepping Stones Program services, therefore, will help families learn to handle life stressors in certain domain areas in a productive and safe manner so that youth receive the education and support they need.
- **Restorative Justice:** Each youth involved in this program will take part in services designed with Restorative Justice practices that help the offender understand the harm and/or trauma caused by their behavior and take action to have a positive impact on others such as Victim/Community Awareness Groups.

In summary, the core features of the program include, but are not limited to:

1. Individualized, strength-based, culturally sensitive, family-focused treatment.
2. Direct treatment including school, home, and community-based interventions.
3. On-call system to assist families with crises 24 hours a day, 7 days a week.
4. Working collaboratively with multiple systems in the youth's life, such as family court, law enforcement, school personnel, the youth's family, community agencies, caseworkers, etc.
5. Utilization of Berkshire's Prevention Model and the Berkshire Model of Care and Treatment.
6. Embracing of Berkshire's "do whatever it takes philosophy."
7. Intervening directly with issues as they develop during the school day.
8. Assisting families in identifying existing community resources.
9. Individual sessions with the family and/or youth at a minimum of two times per week
10. Family Specialist will work flexible hours to accommodate family schedules.

3. How will the program be family focused?

See above

4. Can the program be replicated across multiple locations?

We believe it can be. Berkshire offers a similar program in other counties.

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

35

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

NA

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

Yes outcomes were achieved. All youth receiving a JD appearance ticket in Madison County, were referred to the program and since it was voluntary program all those willing to participate completed a structured assesment process; 28 youth and their families received services, 20 completed the restorative justice component of the program; 28 were reviewed through an interdisciplinary case conference; 20 were provided with therapeutic intervention; 17 were provided with crisis intervention and 19 had their cases resolved without being referred to the county attorney for a possible petition.

8. What were the barriers if not met? None

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

1. When did the program start using FY 2015 STSJP Funds? April 1, 2014

2. What was the average length of stay for youth in program or service? 60 days

3. How many youth received services in the program during FY 2015? 28

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

4. Can the program be replicated across multiple locations?

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

6. What were the barriers if not met?

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

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

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

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

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

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

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

3. How will the program be family focused?

4. Can the program be replicated across multiple locations?

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

6. What were the barriers if not met?

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

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

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

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

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

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

SECTION THREE – Analysis of Communities

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

Madison County is a rural community with only one small city, that being the City of Oneida, therefore, we do not have any one particular community or neighborhood with more children, or a higher percentage of children, exhibiting Persons In Need of Supervision (PINS) or Juvenile Delinquent (JD) behaviors than another. In the past few years, we have had no more than 15 youth per year placed in the custody of the Department of Social Services for PINS or JD behaviors. Since this is a substantial decrease from where we were 10 years ago with over 40 youth placed, we feel no more than 15 is a reasonable number for us and that our diversion services are working.

SECTION FOUR – Disparity

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

As stated above, Madison County is a rural community; therefore, we have a small population and very little racial or ethnic diversity. Our demographic information for 2011 is: total population 73,365 people with ninety-five percent (95%) Caucasian, two percent (2%) for each Hispanic and African American and point seven percent (.7%) American Indian/Alaska Native. In 2014, we only placed 16 youth in detention (most of them non-secure), along with our small percentages of children from minority populations, gives almost any statistics regarding disproportionality very little meaning. Of those 16 youth 13 were Caucasian, 1 African American and 2 listed Race/Ethnicity as "other". We will provide services to any child in need regardless of race, culture, or ethnic background. It does not appear that Madison County has a significant issue with disproportionality and we will continue to monitor that issue for any changes.

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

SECTION FIVE – Strategy

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

See Section 2 item 2 above and Madison County has a Juvenile Justice Committee that meets every quarter to discuss Juvenile Justice issues, concerns, needs and possible programs. Since we have seen a huge reduction in the number of PINS youth placed over the last several years it was determined that Madison County would like to focus a service specifically for JD youth therefore it was determined that every youth who received a JD appearance ticket would be referred to the program since the program had the capacity to handle that many youth. The decision was made to work with the Stepping Stones Program from Berkshire Farm as they provided all the necessary components we were looking for in a program with the following treatment philosophy:

The model of prevention used in Berkshire's Stepping Stones Program is an integration of ecological models (MST, Henggeler & Borduin-1990, and Homebuilders; Kinney, Haapala, & Booth, 1991) that are based on Systems and Social Learning theories. Thus, the programs address the individual youth, the family, the school, the community, and any other system in which the youth is imbedded. Additionally, services are delivered in accordance with the Berkshire Model of Care and Treatment (BMCT). BMCT provides a framework for working with families that focus on the unique strengths and resiliency areas of each youth and family and approaches needs from a healing, teaching, support, non-judgmental approach. BMCT is comprised of three specific components:

- Resiliency language and conceptualization based on the work of Drs. Steven and Sybil Wolin's "Building Resilience in Youth at Risk"
- Cognitive and Operant Behavioral approaches including:
 - o The Teaching Family Model (Dr. Montrose Wolf et al, Kansas State University)
 - o Brief Solution Focused Treatment (Insoo Kim Berg)
 - o Motivational Interviewing (Drs. William R. Miller and Stephen Rollnick)
 - o Preferred View/based on "Narrative Solutions in Brief Therapy" by Drs. Joseph Eron and Thomas Lund
- Group Counseling
 - o Social Skills
 - o Grief and Loss

- o Anger Management
- o Human Relationships and Sexuality

SECTION SIX – Outcomes

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

Madison County has taken great strides over the past several years to reduce our overall number of PINS and JD petitions filed as well as the number of placements in detention or residential care for youth as a result of court orders from those petitions. We do not anticipate being able to reduce the utilization of detention or residential care, but we do hope to continue to hold steady at the present very low rate of usage, with no more than 15 youth placed in the custody of the Department of Social Services due to PINS or JD behavior in a given year.

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

Given the strong emphasis on family involvement for this program, it is anticipated there will be an overall improvement in family functioning, although we do not have a specific measure for this outcome.

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

None

SECTION SEVEN– Comments

Madison County's utilization of detention has been so low for the past seven to eight years that we were not looking to reduce detention usage, feeling it really cannot go much lower, but simply to maintain the low level we have already achieved. We have achieved that goal and the STSJP funding and subsequent services helped us to do so.

SECTION EIGHT– Plan Amounts

Instructions:

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

Expenses

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

Available Reimbursements

| | |
|-------------------------|---------|
| 3. STSJP Allocation | 40,000 |
| 4. Detention Allocation | 150,679 |
| 5. JDAI | 0 |

Reimbursements for this Plan

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

State and Local Totals

| | |
|---|--------|
| 11. State Share Amount (Line 10) | 40,000 |
| 12. Local Share Amount (Subtract Line 11 from 10) | 24,516 |

SECTION NINE– Approval

Approval of the Chief Executive Officer

As STSJP Lead for Madison County Municipality, I certify that the CEO
 Mr. John Becker has reviewed and approved the 2015-2016 plan.

Date: 7/1/2015 STSJP Lead 25A190 STSJP Lead Melissa M. Maine
 User ID: _____ Printed Name: _____

INSTRUCTIONS:

Instructions for properly processing an STSJP plan.

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

Approval of the OCFS STSJP Program Lead

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

Date: 8/18/15 User ID: 90a417 Printed Name: Cara Korn *CSK*