



pennsylvania
DEPARTMENT OF HUMAN SERVICES

Fiscal Year 2025-26 Needs- Based Plan & Budget

Commonwealth of
Pennsylvania

Office of Children, Youth
and Families

**NEEDS-BASED PLAN AND BUDGET
NARRATIVE TEMPLATE**

Budget Narrative Template

The following pages provide a template for counties to use to complete the narrative portion of the Fiscal Year (FY) 2025-26 Needs-Based Plan and Budget (NBPB). All narrative pieces should be included in this template; no additional narrative is necessary. Detailed instructions for completing each section are in the NBPB Bulletin, Instructions & Appendices. As a reminder, this is a public document; using the names of children, families, office staff, and Office of Children, Youth and Families (OCYF) staff within the narrative is inappropriate.

The budget narrative is limited to a MAXIMUM of 50 pages, excluding charts and the Assurances in 5-1a. and the CWIS data sharing agreement in 5-1b. Avoid duplication within the narrative by referencing other responses as needed.

All text must be in either 11-point Arial or 12-point Times New Roman font, and all margins (bottom, top, left, and right) must be 1 inch.

Any submissions that exceed the maximum number of pages will not be accepted.

Note: On the following page, once the county inserts its name in the gray shaded text, headers throughout the document will automatically populate with the county name. Enter the county name by clicking on the gray shaded area and typing in the name.

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**NBPB
FYs 2023-24, 2024-25 and 2025-26**

Version Control	
Original Submission Date:	
Version 2 Submission Date:	
Version 3 Submission Date:	
Version 4 Submission Date:	

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Section 2: NBPB Development

1-1: Executive Summary

➔ Respond to the following questions.

- Identify the top three successes and challenges realized by the CCYA since its most recent NBPB submission.

Washington County Children and Youth Services (WCCYS) is committed to the safety, permanency, and wellbeing of the children and families of Washington County and beyond. The agency seeks to engage and empower families and the community to create better outcomes for the individuals served and society at large. We continue to utilize a family driven, strength-based approach that seeks to keep children safe in their home of origin, while surrounding them with resources and supports.

The 23/24 fiscal year for WCCYS has been a period of successes and challenges. However, the agency's commitment to Continuous Quality Improvement with a focus on monitoring and evaluating practice daily, has positioned the agency in a place where we believe it can be considered one of the highest performing counties in the Western Region, if not the Commonwealth of Pennsylvania. Our staff has worked tirelessly to ensure that best practice is applied at each level of the agency and in each aspect of a case. This, combined with the agency's continued efforts to partner with our courts, providers, schools, law enforcement, and community organizations have been instrumental in achieving positive outcomes for children and families.

The agency would also like to recognize the efforts of our former Administrator, Anne Schlegel, as she has moved onto new opportunities. Administrator Schlegel was responsible for many significant agency-wide accomplishments over her four-year tenor. Paramount amongst these accomplishments was creating a 5-year strategic plan, development of a prevention unit, implementation of investigative practice standards, and an overall expansion of our service array. The "road map" that she developed and implemented continues, despite her absence.

In FY 23/24, WCCYS celebrates the following successes:

- The roll-out of Augintel – AI software that completes immediate searches of case record. This allows staff to search for case trends, conduct increased family finding, and seek specific information immediately.
- Collaboration with Plummer Youth Promise to complete an agency assessment in regard to permanency work and the subsequent implementation of a three-stage improvement plan to ensure better permanency outcomes
- The establishment of a provider owned foster home. A home, staffed by a foster parent that allows for immediate placement of large sibling groups. This foster home was utilized recently to ensure that a sibling group of five were able to stay together in the same home.
- The agency now contracts with an employee who functions as an Educational Liaison, ensuring compliance with the Every Student Succeeds Act. This employee also seeks to build relationships with schools and participates/facilitates meetings related to educational wellbeing of youth.
- A reduction of youth in out of home placement to 212, as of June 2024. This is the lowest number of children in out of home care since December of 2011 and a decrease of 22%, compared to July 2023. The agency has also seen a 34.9% increase in exits from out-of-

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home placement (while maintaining similar distribution amongst permanency goals, as in past years).

In FY 23/24, the agency also experienced challenges. However, despite these challenges, the agency, along with our partners and stakeholders have been successful in moving towards our vision of safety, permanency, and well-being for all youth that we serve. Some challenges noted:

- The agency has acknowledged that there has been a lack of monitoring of Early Intervention referrals. A specific gap is whether the family has participated in initial screening/evaluation. This relates to both children active with Children and Youth and those that are not known to the agency.
- While the agency continues to value and promote family finding and engagement, the agency also seeks to improve family engagement from the onset of the case, rather than later in the case history or at times of crisis. All of this in hope that it will lead to more kinship placements while supporting permanency and well-being initiatives.
- The agency continues to focus and explore ways to strengthen and support prevention and diversion services to benefit families from linking them to services to ensure stability and well-being without direct child welfare involvement.
- Parents are regularly burdened by the cost associated with legal representation in matters such as custody disputes, Protection from Abuse (PFA) matters, and other civil matters that could pose a threat to their children entering out of home placement.

In FY 23/24, WCCYS served 2,403 families during the intake/assessment time period and 370 families in an ongoing manner. WCCYS received 5,706 referrals in FY 23/24, an increase of 2.5% from the prior year. The agency also saw an increase in GPS allegations assessed, rising from 2,731 to 3,305 in the past year. This constitutes an increase of 21%. The five most common allegations assessed are:

- Substance Abuse by Parent/Caregiver – 15.8%
- Inadequate Basic Needs – 7.8%
- Inappropriate Discipline – 7.75%
- GPS: Other – 7.3%
- Child Behavioral Health Concerns – 5.7%

The agency did note a slight decrease in CPS investigations from 900 to 849, a decrease of 5.7%. The rate of investigation by type was:

- Bodily Injury - 48%
- Sexual Abuse – 25%
- Likelihood of Bodily Injury – 13%
- Physical Neglect – 9%
- Per Se Acts – 3%
- Mental Injury – 2%

However, when considering indicated and founded reports, Sexual Abuse was the most common allegation, followed by bodily injury and likelihood of bodily injury.

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When analyzing the rate and type of referrals, the continued need for services related to substance addicted parents is evident. This is shown via a rise in referrals for substance abuse by parent from 489 to 522, this fiscal year. Substance Abuse by parent is also the primary reason for removal from the home – constituting 46.2% of all removals. The agency continues to seek an in-house drug and alcohol specialist, as not only the referrals are the largest contingent of allegation type – the wait times for drug and alcohol assessments remain high. Having a specialist readily available within the child welfare agency promotes timely and coordinated responses to cases involving substance abuse. A coordinated response can prevent delays in accessing appropriate resources and treatment options for affected families, thereby increasing the likelihood of successful interventions, and increasing the potential for long-term stability.

We continue to note that additional therapeutic interventions such as non-offending treatment, trauma-based therapy, dual diagnosis treatment, psychological and psychiatric services, and family-based interventions have long wait lists or are no longer accepting referrals, making it difficult for families to address their identified needs that brought them to the attention of child welfare. The agency continues to explore options for non-offending parenting and recently advertised a Request for Proposal to serve this need.

The agency continues to find value in prevention services and has continued to support a prevention unit (which will be discussed in greater detail, below). However, the county is also seeking to help support legal counsel for parents to assist in avoiding children from entering out of home placement. By providing counsel to parents and caregivers via unaffiliated attorneys, they can ensure access to services such as legal consultations, representation in court proceedings, legal research, document preparation, and client advocacy. These services could be utilized in custody disputes, PFA proceedings, or various civil hearings. The hope is through this process, families can be better supported in legal matters while not taking on the financial burden that such services require. The agency envisions a partnership between the counsel and our prevention unit that allows for better coordination of services.

Most recent population estimates for Washington County 210,383 citizens with 92.9% of the population listed as white. In FY23/24, Washington County has continued to experience a growth in our population of individuals who migrated to the United States, including refugees, immigrants, unaccompanied minors, undocumented immigrants, and mixed status families. In working with this population, we recognize their determination, strength, and strong sense of personal and family responsibility. At the same time, the families brought to the attention of WCCYS, appear to have challenges dealing with major resettlement stressors such as learning a new language, financial struggles, housing instability, transportation barriers, and difficulties accessing behavioral and physical health care. In addition, the trauma the families may have experienced in their home country and fear of the government system hinders our ability to effectively engage with the families. It is crucial that we develop strong partnerships with refugee resettlement agencies. Working closely with a resettlement agency can provide consultation to the WCCYS staff on the family's culture and/or explain child welfare procedures to the family. Additionally, it is imperative that we have the appropriate resources available to better serve the refugee and immigrant population such as, interpretation and translation services, culturally aligned interventions such as placement resources, in-home parenting support, and behavioral health services.

The agency has continued to see strong, cross-system collaboration within the Washington County community. The agency continues to partner with a purchased provider to ensure the completion of a trauma-informed visiting space in our local jail. This combined with a specialized

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parenting curriculum for incarcerated parents will ensure that this population receives high-quality services that were not available in prior years. The agency expects a roll-out of each of these initiatives in the next several months.

For parents that may have Intellectual and Developmental Disabilities (IDD), the agency is looking to expand the service array for this population. WCCYS and partners are exploring parenting and life skills curriculums that can serve this population, as an alternative to traditional curriculums designed for non IDD parents.

Our transformation to a 21st Century Child Welfare system began in 2020 with the creation of our 5-year strategic plan. The overall theme of the strategic plan is to create a holistic, integrated system approach to proactively support families before there is a crisis. By achieving this, we can work toward the goal of reducing the number of children who enter out-of-home care and families that become involved with child protective services. We remain focused on strengthening parents' ability to cope with their own needs and achieve self-sufficiency. As we enter our third year of our 5-year plan we note the following progress and challenges in implementing our goals: Child Safety, Child Permanency, Family Well-Being, Skilled Workforce, and Child Abuse Prevention.

WCCYS Strategic Plan

5 Goals for Transforming into a "21st Century Child Welfare System"



Safety

Recurrence of maltreatment will align with the State performance standard and not exceed 5%

The number of families re-entering the child welfare system will be reduced by 5%



Permanency

Children discharged to permanency within 12 months of entering care will increase by 20% to align with the national performance standard

Children who re-enter care within 12 months of discharge to permanency will decrease by 10% to align with the national performance standard

Children will experience placement stability, with having two or fewer placement settings in a single placement episode



Well-Being

Trauma informed screening and assessment tools will be utilized to support interventions that are focused on the entire family rather than an individual

Following a Plan of Safety, the number of families who are accepted for child welfare services will decrease by 25%

Qualitative and Quantitative data will be used to develop a baseline of current outcomes in meeting the 5 child well-being domains



Workforce

A trauma informed culture promoting teamwork and self-care will be standardized

Uniform decision making and building trust among the leadership team

Developing a highly skilled workforce and providing opportunities for professional growth and succession planning



Prevention

Employ a practice that is fully integrated within the Washington County Human Services Department

Enhance collaboration with community partners, families and youth we serve

Child Safety Goal:

In the pursuit of our ultimate goal of ensuring child safety, it is with great pride that we highlight the significant progress made over time. In April 2022 our Investigative Practice Manual was finalized and agency-wide training has continued to be offered at a minimum of twice a year, most recently in July 2024. The purpose of the manual and training is to provide a comprehensive guide that incorporates current laws and regulations, policies, procedures, as well as best practices for completing CPS investigations and GPS assessments. We are pleased with our increased collaboration with law enforcement when completing child abuse investigations. By fostering a close partnership between our child welfare agency and law enforcement, we increased

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information sharing; therefore, coordination of investigations has improved. Law enforcement's expertise in conducting thorough investigations and accessing relevant resources complements our child welfare agency's knowledge of child development and family dynamics. This synergy allows for a comprehensive approach to identifying and addressing child abuse, neglect, and other safety concerns.

The agency also continues to see benefit in maintaining a night intake unit, which was originally established in April 2022. The agency has noted that 23% of all calls to the agency during FY 23/24 were during night shift hours. Having after-hour calls managed and responded to by the Agency from the onset allows for consistent, timely assessments of child abuse allegations.

Response times to CPS and GPS reports are of paramount importance as they directly impact the safety and well-being of children. We pride ourselves on consistently meeting our assigned response times; however, to be successful requires planning and teamwork. The Northwest corner and Southeast corner of Washington County have notable levels of referrals and cases assigned to the Agency. In fact, some of the highest potential need areas are in the far reaches of the county's borders. The travel burden to reach these areas (45-minute or more travel) places an increased burden on caseworker time and potential delays in assessing child safety. In April 2023, WCCYS relocated one intake unit to our Human Service Center located in the Southeast corner of Washington County. This allows for enhanced community engagement and quicker responses to reports received. We are seeking support to maintain staff in this location in addition to a potential satellite location in the Northwest corner of Washington County. The agency is also looking to analyze the location/building of the in the Southeast corner, the Charleroi area, and consider whether the office being in a more prominent and easier to access area would better serve the residents. This could also include the expansion of the space to ensure access to necessities for the Mon Valley community of Washington County.

Providing child welfare staff with the innovative tools they need revolutionizes their ability to enhance the safety of children. In June 2023, WCCYS invested in applying artificial intelligence (AI) to swiftly examine our case management records. We are requesting support to utilize this software, which efficiently analyzes vast amounts of data, identifying critical patterns and trends that might otherwise be overlooked. This software can quickly highlight key indicators of potential risk, helping child welfare professionals prioritize and allocate resources where they are needed most. This technology can expedite decision-making, allowing for timely interventions in high-risk cases. Moreover, this technology can assist leadership in identifying overall trends, leading to more informed policy decisions and implementation of appropriate evidence-based practices. In the Spring/Summer of 2024, this technology was officially rolled out and became active for staff to utilize.

Permanency Goal:

WCCYS remains committed to ensuring effective and timely permanency for the youth and families that we serve. The agency continues to utilize family search and engagement strategies that were first established in FY 22/23. The county continues to partner in the Family Engagement Initiative (FEI) and invest in family finding services via contracted providers.

WCCYS continues to maintain a strong relationship with the Statewide Adoption and Permanency Network (SWAN) partners. WCCYS leadership meets monthly with the Regional Technical Assistance Division Manager to leverage our expertise and resources to enhance permanency services, recruit and support potential resource families, and match children with forever homes.

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Through shared training, support services, and data exchange, this partnership strengthens the use of SWAN permanency services in our county.

During FY 23/24, the agency partnered with Plummer Youth Promise. This partnership has consisted of significant evaluation of current practice, which has led to a three-pronged approach to improving permanency outcomes for you. The steps are outlined below:

1. The agency along with Plummer Youth Promise will analyze the current permanency interventions utilized by the agency and seek to provide ongoing modifications to improve practice.
2. Supervisors are a key component of permanency practice and change. Specific interventions will be conducted to ensure that worker efficacy related to permanency is a focus of supervision.
3. Washington County CYS will leverage its vast service array to create a collaborative effort in which roles are clear, planning is consistent, and everyone “holds a piece of the pie.”

Through evaluation with Plummer Youth Promise, the county was praised for the value and effort placed on identification of family and kin. However, a growth area was recognized, in that the agency could be more purposeful in the engagement of these kin. The agency believes that by identifying these supports and including them in various aspects of the cases (FGDM, FSP development, etc.), families will be better supported and better sustained once the agency has closed the case.

The county continues to celebrate the success of children entering placement being placed in a home-like setting (91% of all initial placements), but would like to strengthen our usage of kinship placements, which current represents 66.67% of all initial placements. The agency believes that utilizing innovative and promising family engagement practices, we can positively impact this number. Specifically, the agency intends to partner with a provider to aid in utilization of programming that focuses on early engagement, thorough family assessments, identification of supports for the family, and collaborative discussions will have a substantial impact on kinship usage in the county. The belief is this will not only reduce children entering out of home placement (by utilization and connection with existing supports), but if a child unfortunately enters out of home placement, kinship supports will be utilized.

Providers have shared with WCCYS that they are struggling to recruit and maintain skilled foster families. Providers have shared that a main recruitment strategy has been public advertisements. The agency is seeking to expand and support this initiative to collaborate with the recruitment of new foster families.

Well-Being Goal:

Educational well-being has been a focus for the agency over the course of FY 23/24. The agency has sought to improve educational stability and educational outcomes for youth by bringing in an Education Liaison to specialize in this area of need. The Educational Liaison is the primary contact for all 14 school districts in the county and beyond. This individual is also the Every Student Succeeds Act (ESSA) Liaison for the county. Over the course of the most recent school year, the agency was able to ensure 34 youth-maintained normalcy by remaining in their school of origin. Due to collaboration between school districts, transportation providers, and the agency these youth were able to have a greater sense of community and well-being.

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In addition to ESSA work, this worker has also been able to build relationships with the local Intermediate Unit, the Department of Education, and the Office of Children, Families, and Youth's educational contacts. This has allowed WCCYS to have a greater understanding of educational laws and initiatives, while advocating for the needs of our youth. Over the course of the past school year, 24 meetings (truancy, student-specific concerns, and transportation related) and countless consultations were held. These meetings gave voice to the parents/caregivers while allowing the school and agency to work collaboratively to ensure the well-being of the child. The agency also participated in a Truancy Elimination Workgroup with Peter's Township School District.

Over the course of the past fiscal year, the county has identified through Multi-disciplinary Teams (MDT) and Fatality/Near Fatality meetings, that there has not been an effective mechanism within the county system to monitor Early Intervention (EI) services. Unfortunately, many of the youth that were the subjects of these meetings received EI referrals, but their parents/caregivers did not follow through on completing the screening/evaluations. This resulted in a failure to ensure these youth had proper intervention to meet milestones and also a lack of mandated reporters having contact with the children. The agency is seeking to eliminate this gap by contracting with an EI specialist who could conduct screenings, make referrals, and provide ongoing tracking of EI participation. This individual, along with agency support, will ensure that our potentially most vulnerable youth have the necessary services.

Work Force Goal:

As in past years, the county has had challenges related to staffing; however, has also seen success. For much of the year, the agency's leadership team was fully staffed. In August 2023, a new Deputy Director joined the leadership team. This individual brought extensive child welfare experience from the provider, county, and academic level. Their expertise regarding Organizational Effectiveness and Quality Assurance/Compliance has been reflected in various outcomes. Furthermore, the agency has maintained 9-10 supervisors over the course of the past 10 months. This has created stability and allows for consistent supervision and purposeful distribution of caseworker assignments.

In August 2023, the agency also hired a Supervising Attorney who has brought a wealth of experience at the county level. Soon after, a fifth attorney was hired to reach a full complement amongst the legal team. The hiring of the Supervising Attorney has been essential in ensuring consistent, competent representation of agency actions in court. It has also allowed the county to have complete autonomy over Bureau of Hearing and Appeals actions, rather than utilizing outside counsel. The filling of this position has also allowed the Supervising Attorney to build relationships with Judges, Hearing Offices, Court Staff, GALs, and other counsel. It is believed that this relationship has allowed the agency's trust and respect in court to rise exponentially.

Over the course of the year, the agency has embraced the Organizational Effectiveness Model that is promoted by The American Public Human Services Association and utilized by the Child Welfare Resource Center. Specifically, the agency has discussed and held work sessions on the application of Amy Edmondson's model of Psychological Safety/Accountability in the workplace. The agency values high levels of psychological safety and accountability in every action. Through this work, the belief is that all levels of the agency will "feel safe" to raise concerns and suggestions, while ensuring that each task is done to the best of the individual's ability. The agency also utilizes the "Pyramid of Influence" model to ensure that all employees are functioning in their level amongst the agency hierarchy. The agency believes each employee is an expert in

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their role and their expertise is valued. This has ultimately led to an agency culture that functions from a learning perspective, rather than one built on anxiety, comfort, or apathy. Continued monitoring will allow the agency to evaluate these practices and see if there is a direct correlation to staff retention.

The agency has also sought to engage local universities to seek out interns. The Program Director attends local and virtual career fairs and promotes internship and career opportunities. The agency has been able to convert one intern to a full-time caseworker, with another one pending. In partnership with local universities, staff have participated in the Waynesburg University Symposium on Adverse Childhood Experiences and as a guest speaker for Penn West's School of Social work. These efforts allow the agency's status amongst local universities to rise and maintain influence in obtaining high-performing interns/graduates.

The agency continues to seek further assistance in regard to our Attorneys in non-dependency matters. As the agency seeks to divert families from agency and court involvement, this often times means supporting families prior to dependency. While the agency values and promotes the use of LSI paralegals through the SWAN prime contract; the existing contract is limiting in regard to the support that can be provided prior to dependency. Thus, the agency continues to explore the need for a legal assistant. However, there have been barriers to the county approving a full-time position, thus other options for this position are being explored.

At full complement WCCYS would have 108 full-time employees, which includes 57 caseworkers and 12 supervisors. While the agency has seen some success in maintaining supervisory positions, the agency still struggles due the overwhelming workload they face, coupled with limited or no compensation for the extra hours worked due to mandated on-call responsibility. However, the agency has seen success in the reduction of caseload size, as compared to last year. Specifically, ongoing and intake caseworkers currently average 14 cases a piece, as compared to 23 (intake) and 16 (ongoing) in June 2023.

Based upon the 2023 study conducted by the Child Welfare Resource Center, the agency still believes that the complement of 57 caseworkers is sufficient to meet the needs of the county, an additional 2 supervisors would be essential to meet this complement. Maintaining an appropriate supervisor/caseworker complement is crucial to ensure caseworkers receive the necessary guidance, training, and resources to perform their roles effectively. The Pennsylvania Office of Children and Families, the Child Welfare Resource Center, and Plummer Youth Promise have all be collaborators in the agencies work to strengthen the supervisory role at WCCYS.

Beyond partnerships and defined initiatives, the agency also seeks to promote well-being amongst staff. The agency has utilized a text line, in which caseworkers can use to debrief difficult or traumatic situations. The agency also is purposeful at each staff meeting to extend "kudos" to any staff who goes above and beyond. Staff meetings also include a psychological safety period, in which any worker can bring up questions, concerns, or opinions about the health or well-being of the agency.

Regarding physical safety, the agency continues to invest in and support safety devices for frontline staff. These safety devices are designed to provide an additional layer of protection for caseworkers during home visits or fieldwork. Staff report that these devices result in a feeling of security and confidence, allowing the workers to focus on their work of protecting children. The agency has also added safety devices to agency vehicles (flares, caution cones, etc.).

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It is also noted that the agency will be losing its traditional storage space in the coming year due to building demolition. The county and agency are currently exploring options for additional storage of items such as car seats, children's belongings, clothing, beds/frames, safety gates, etc. The county leadership may also look to relocate WCCYS in the future, as the agency's current location does not provide the space needed for an agency of our size.

While the county has worked hard and has seen levels of success in maintenance of caseworker and supervisory staff, the agency has seen the highest levels of turnover in the case aide position. Over the last fiscal year, 3 case aides were hired and each one has left the agency. As part of the agency's belief system, effective supervision is the catalyst for retention. WCCYS is currently exploring how this subset of staff can receive the most consistent and effective supervision possible. The agency is also exploring retention methods amongst clerical staff, to ensure the most skilled staff are retained by the agency.

Lastly, the county has noted an increase in the length of time it takes to identify an appropriate out of home placement, especially youth with complex needs. The county has utilized the "Adoption Connection House," a space that is designed to serve as a home-like setting for youth awaiting placement or youth whom the county cannot locate a placement. However, utilization of this location requires 24/7 CYF staff supervision. This burdens the existing staff and the on-call staff, when youth are staying in this location. Staff has also been required to stay at hospitals or other facilities when parents/caregivers have been unable to provide supervision. This has led to anecdotal reports of burnout and stress.

Prevention Goal:

The agency has continued to value and invest in prevention and diversion services through coordinated service delivery and cultivation of a broader child well-being system. We continued to expand our prevention work by involving the community in our reform efforts. By partnering with community organizations, schools, healthcare providers, and social service agencies we have begun to create a comprehensive support network for families, reducing the risk of crises that leads to child welfare involvement. Our progress in moving towards a public health system approach, complying with Family First legislation requirements, and focusing on prevention efforts are as follows:

- **Becoming trauma-informed:** We have developed a 5-year implementation plan for becoming a trauma-informed system. Our year one plan (2021) involved assessment and initial training for all WCCYS staff. Prior to the training, through focus groups and interviews, we evaluated our practices, workplace, and culture to create a trauma-informed baseline. We then identified those individuals who were "trauma-informed advocates" to help create grassroots change. At the end of year one, all WCCYS staff received introductory training to acquire basic knowledge and explain the potential impact trauma can have. Our following years have consisted of 4- full day workshops for all WCCYS staff and providers to implement a trauma-informed approach. Due to the unexpected relocation of our contracted provider, who was dedicated to supporting our trauma work, we have not completed our workshops as planned. We are in the process of locating additional resources to assist us in this work.
- **Building our evidence-based and community-based service array:** Washington County has successfully partnered with provider agencies to implement evidence-based programs that meet the identified needs of our community. Although utilization of the

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services has been a challenge at times due to staffing and availability of providers, we note positive outcomes for children and families who benefit from the service. The following evidence-based programs have been fully implemented:

- Homebuilders
- Parents as Teachers
- Triple P-Positive Parenting Program
- Multisystemic Therapy
- Motivational Interviewing
- Functional Family Therapy

We have been approved in our budget to implement the home visiting program, *Healthy Families America*, which is designed to work with families who have histories of trauma, intimate partner violence, mental health, and/or substance abuse issues. We are working with a community provider to begin implementation planning as staffing challenges have delayed us moving forward in past years. In recent conversations with the identified provider, it was conveyed that the anticipated start date in early fall 2024.

The agency continues to see a need for support for families, without child welfare intervention. WCCYS believes that this could effectively be realized via the funding of in-home services for the lowest risk cases. By utilizing trained professionals to work alongside parents and caregivers, the desire is that these individuals are then assisted in realizing a newfound level of self-sustainability that is absent of child welfare intervention. When applied early in the case (prevention) and late in the case (aftercare), the families can access the same effective services without the unnecessary oversight of the agency. The agency is also exploring ways to increase youth support by exploring partnership with external agencies to increase the independence and self-sustainability of our youth.

Additionally, the agency, as stated above, has been effective in diverting families from the child welfare system in a safe and sustainable manner. In the coming year, the agency intends to utilize a singular caseworker to expand prevention services. This caseworker will primarily be functioning as a liaison to the community to respond to crisis situations at hospitals, police stations, schools, and other remote locations. It is believed that a skilled individual, providing immediate responses to the community will ensure greater partnerships and collaboration, but most importantly safer children. While not responding to crisis situations, this worker will be in the community building relationships with stakeholders and be a contact for all community members who wish to seek direct staff contact and collaborate around acquisition of resources for families.

- ❑ Summarize additional information, including findings, related to the CCYAs annual inspection and Quality Services Review (QSR)/Child Family Service Review (CFSR) findings that will impact the county's planning and resource needs for FYs 2024-25 and 2025-26.

WCCYS did not participate in a QSR or CFSR during the last fiscal year. The agency enjoys a collaborative relationship with OCYF and values their input during the annual inspection. There are no noted needs in regard to the most recent licensure.

- ❑ Identify the top three successes and challenges realized by JPO since its most recent NBPB submission.

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- Summarize any additional areas, including efforts related to the Juvenile Justice System Enhancement Strategy (JJSES) and the data and trends related to the Youth Level of Service (YLS) domains and risk levels impacting the county's planning and resource needs for FYs 2024-25 and 2025-26.

Juvenile Probation Executive Summary- FY 23/24 for NBB 25/26

Washington County Juvenile Probation (JPO) makes decisions in cases involving alleged delinquent acts committed by juveniles under the age of eighteen. Decision making is based off of the Juvenile Justice System Enhancement Strategy (JJSES), in conjunction with Balanced and Restorative Justice (BARJ) principles. Washington JPO maintains a primary focus on shifting the culture of the department from implementation of short-term compliance to the promotion of long-term behavioral change in juveniles. Washington JPO continues to advance the department in JJSES framework through training and policy enhancement; as well as enhancement to the services provided by the LEADER, Jobs, and Peer Jury Programs. Moving forward in FY 24/25 and FY 25/26 the department will continue to focus on Prevention and Diversion to keep juveniles from penetrating into/further into the delinquency system and further addressing trauma.

During FY 23/24, Washington JPO experienced multiple challenges. We experienced a continuance of our facilities and community-based providers closing and reducing programming for various reasons but primarily due to lack of staffing for their programs. We had continued struggles locating detention and shelter beds for youth needing to be immediately removed from their home/community. We also experienced longer than usual start dates for community-based programming. These factors continue to create longer bed-waits with denials from placement facilities increasing. Furthermore, leading to longer waits for community-based placement as well as the complete unavailability of some programming. This in turn results in more detention days while awaiting transfer to an appropriate facility. In addition, there is the potential for more State placement referrals as facilities have become more particular about what types of juveniles they will accept into their programs. There is a severe lack of programming for female offenders.

Our strengths include our progress in the JJSES initiatives. Over the last fiscal year, we have implemented a Diversion policy, Prevention policy and a Structured Decision Intake Protocol. We have implemented continuous quality improvement in most of our policies over the last fiscal year. We have implemented a MAYSI 2 policy for which a mental health screening is conducted on every intake case coming through the Department. We have expanded our Expungement Project to which we completed 335 expungements over this fiscal year.

Looking at community protection, competency development and accountability in FY 23/24, one hundred seventy-eight juveniles (95.7%) successfully completed supervision without a new offense and our medial length of supervision continued to hold at five months. One-hundred eighty-three or 98.4% of juveniles were employed or actively engaged in an educational or vocational activity at case closing. This includes one hundred fifty-five (84.7%) that were attending school and passing while under supervision, and sixty-seven (36.6%) that were employed either full or part time while under supervision. In addition, thirty juveniles obligated to pay restitution made full restitution to their victim(s); the total amount of restitution collection was \$26,332.09. Eighty-five juveniles (91.4%) successfully completed all assigned community service; the total completed was 3,693 hours. One hundred seventy-nine (97.8%) juveniles completed Victim Awareness Curriculum/program while under supervision.

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Over the course of FY 23/24, the Community-Based Manager worked diligently, collecting fines and costs, completing community work service and job seeking with youth. The department's Community Based Manager, Rachel Hanley, continued to meet with youth in schools and in their homes, offered outside services such as STEP, Adelphoi's MST program, and even Teen Outreach to accommodate with their fines and costs, and helped youth complete community work service. CBM Hanley also met with many community leaders, non-profit organizations, and private clubs to further build relationships inside the many communities that make up Washington County.

Washington JPO continues to place a strong emphasis on diversion. During FY 23/24, diversion was attempted on 188 cases with services such as warnings and reprimands, informal probation contracts (IAC's), Consent Decrees, administrative level supervision for costs/fines/community service, and Peer Jury contracts. To assist with diversion of cases in Washington County, the Juvenile Probation Office continues to utilize a Peer Jury program. All high schools in Washington County participate in the Peer Jury program. There were 54 cases heard through the peer jury program this year. Of the 54 cases, 46 have been closed successfully, 0 were considered unsuccessful and sent through court, 13 were issued warn and reprimands by the peer jury students, and 7 remain active with supervision at this time. Contract dispositions included warn and reprimand, 60 days, 90 days, and 120 days. With all of our diversion options, the case may be expunged after 6 months if there is no additional involvement in the juvenile justice system. This automatic expungement process was implemented in FY 21/22 according to the Rules of Juvenile Court Procedure.

Washington JPO continued to expand diversion and prevention work over this fiscal year. The department continued to work with local Magisterial District Judges (MDJ) to familiarize them with the Magistrate Benchcard that was developed to assist the MDJ offices in diverting cases from juvenile probation while increasing competencies in the youth. We continue to offer JPO Programming such as Victim Awareness, IMPACT Teen Driver, Journals, Community Work Service, Underage Drinking and Saturday Teen Education Program to all MDJs for use as a diversionary tactic. JPO supervisor and Community Based Manager continue to meet with each MDJ individually to review the programming and referral process. This fiscal year, we have received eighty referrals for Victim Awareness (fifty completed, fifteen unsuccessful, one deceased, one referral revoked, and thirteen awaiting completion), twenty-two referrals for Teen Impact (twenty-one completed, one unsuccessful), one referral for STEP (one completed), zero referrals for journals, twenty-three referrals for Underage Drinking (twenty-two successfully completed, one pending) and thirty-nine referrals for community work service (twenty-two were returned completed, seven were returned unsuccessful and ten remain outstanding). For FY 24/25, we will continue to work with the MDJs to encourage them to utilize the programming made available to them to divert cases from the juvenile justice system when appropriate. Departmental policies addressing Prevention and Diversion have been implemented. These services have also been made available to school districts and police departments throughout Washington County. We held a Diversion Forum with local police departments in March 2024 to discuss the prevention and diversion efforts being made in Washington County. Approximately 15 police departments were represented. We have also requested to present diversion and prevention efforts at each school district during an in-service day for the upcoming school year. Several of the school resource officers have begun to make referrals to these programs in an effort to divert from the juvenile justice system while allowing the youth to gain competencies to prevent future involvement in the juvenile justice system.

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Also, to move forward in diversion and prevention, JPO had all staff trained in Student Assistance Programming (SAP). We have worked to develop a Memorandum of Understanding with each school district to allow for each probation officer to sit on the SAP Board at each of our local schools. The hope here is that the SAP trained probation officer will be able to assist the SAP team in getting services in place that will be able to prevent the juvenile from entering the juvenile justice system and to develop competencies preventing them from juvenile justice involvement in the future.

We have three trainers for Impact Teen Driver Class. This program is designed for youth of all ages, not just driving age. The program focuses on being a good passenger, the graduated drivers licensing in PA and drivers' safety. ITD trainers will provide group classes to all youth referred, whether from JPO, school, police departments, or MDJ. ITD trainers will be offering the training at Leader and JOBS as well.

The department sent our community-based manager to be trained on Victim Awareness. This brings our total VAC trainers to five for the Department.

In working closely with the MDJ, JPO has learned they are seeking assistance with truancy cases. They are asking for services to be available to them to divert truancy cases from the juvenile courts, both dependency and delinquency. JPO has recently started to explore the available options/funding sources and will look to address this in the upcoming budget year.

Washington JPO continued to build its proficiency in Stage two and three JJSES activities during FY 23/24 including the YLS, Case Plan, Detention Assessment, and Motivational Interviewing. Staff completed two booster cases this fiscal year to maintain consistent scoring of the YLS, goal setting of the case plan, consistency with the PaDrai within the department and to ensure continuous quality improvement. Our training committee consists of Probation Officers and Supervisor who present the booster cases to the staff. Staff then complete the YLS, Case Plan and PaDrai on the information provided. We currently have three certified Master Trainers in the department that monitor the YLS assessments. JPO updated their policy this fiscal year to include Continuous Quality Improvement measures. The YLS information is used by court personnel to provide the proper services to the juvenile that fit their criminogenic needs and to provide an appropriate level of supervision to the youth and family. The YLS/CMI assessment is being reported in written and verbal court reports that are presented to the Judge, Hearing Officer, Assistant District Attorney, Victim Advocate, and Defense Attorney to fully address the criminogenic needs of the juvenile.

Washington County JPO implemented the MAYSI 2 in January of 2024. MAYSI 2 is a mental health screening which will assess a juvenile's current mental health status and alert JPO if the case reaches a critical level in which JPO would need to take immediate action. All cases coming through Intake are given the opportunity to complete the MAYSI 2. Since January 2024, the Intake department has conducted 76 MAYSI 2 screenings, seventy-two (95%) only required the first screening, four (5%) required a second screening and nine (12%) scored as critical cases.

In FY 23/24 JPO completed four hundred fifty-four YLS/CMI assessments at the intake level or at crucial junctures in the case, with two hundred ninety-eight (66%) scoring in the low-risk range, one hundred thirty-six (30%) scoring in the moderate risk range, seventeen (4%) scoring in the high-risk range, and one (0%) scoring in the very high-risk range. There were six (1%) assessments overridden during this fiscal year. Washington Co. JPO closed a total of two

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hundred twenty-seven cases for FY 23/24, and data regarding initial and case closing assessments shows that a decrease in risk/need level was shown.

Motivational interviewing (MI) continues to be a focus of the department, and regular booster and coaching sessions are completed by staff. At this time, JPO has fully implemented motivational interviewing. The department has made some policy changes this year to include Continuous Quality Improvement.

The department currently has three MI team leaders, four MI coaches, and one MI supervisor. MI coding is conducted by direct observation/review of audio recordings and completion of a MI coding scoresheet. The MI supervisor reviews the MI coding sheet to work with the team leaders to determine future training needs and feedback. The department's LEADER and Jobs monitors are also trained in the use of MI for their work in direct care with the juveniles. We have MI training two times a year in conjunction with YLS, case plan, BITS/journals, graduated responses, and PaDrai booster trainings. Also, a monthly mini booster is emailed to the staff as a gentle reminder to always work on improving and practicing MI skills. The department's MI policy has been developed and implemented and all staff have been trained on the policy. This policy was updated and distributed in September of 2023.

Washington JPO began the implementation process for the PA Detention Risk Assessment Instrument (PaDrai) in September 2018. Washington JPO completed two hundred forty-nine PaDrai assessments during FY 23/24. Two hundred and eleven juveniles were released to a parent or guardian, fourteen received an alternative to detention such as shelter, EHM, and expedited intakes. Twenty-four juveniles were placed in secure detention with 0 assessments pending for the year. There were forty-two approved overrides for discretionary reasons, including seven that were aggravating for reasons including parent refusal to take the juvenile home and the protection of the community and thirty-five that were mitigating for reasons such as young age and offense details less serious than charges filed. There were no mandatory detentions due to the policy change made in August 2021 which no longer requires mandatory detentions.

A breakdown of PaDrai assessments completed shows that there were one hundred seventy-nine assessments completed on males (71.9%), and seventy completed on females (28.1%). Eighty-seven of the assessments completed (34.9%) were Non-Hispanic African Americans, one hundred forty-eight of the assessments completed (59.4%) were Non-Hispanic White, nine of the assessments completed (3.6%) were Hispanic, five juveniles completed as "Other Non-Hispanic" (2.0%).

To summarize the outcomes of the PaDrai assessments, two hundred and one juveniles scored or were mitigated down to a release and one hundred eighty-seven of these juveniles did not commit another offense prior to court proceedings and did appear for court proceedings. Out of the fourteen juveniles scoring for an alternative to detention level, eleven were successful at appearing for court and not reoffending prior to court proceedings. The PaDrai outcomes data shows a 92% success rate for FY 23/24 with seven juveniles outcomes pending court action.

To ensure quality assurance and proper completion of the PaDrai, two booster trainings were conducted that coincided with the YLS/Case Plan trainings during FY 23/24. The JPO staff that was assigned for quality control of the PaDrai in FY 22/23 continued to monitor IDashboards monthly for accuracy and completeness for FY 23/24. The use of the PaDrai ensures fundamental fairness throughout the juvenile justice system.

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Washington JPO continues to progress in Stage three of JJSES – Behavioral Change. Prior to 2015, Washington JPO rarely used in-home services to stabilize the family and/or child. In efforts to decrease out of home placement for youth in Washington County, JPO has worked hard to expand, enhance, and utilize in-home and outpatient services with the youth and families that we serve. We continue to expand our provider list, offering a host of options for probation officers to utilize when looking to implement outpatient/in-home services to youth under JPO supervision in Washington County. JPO collaborates with CYF when there is a gap in services to identify a provider and service that may be implemented/contracted.

Graduated Response systems have been identified as a “Stage Three: Behavioral Change” activity within Pennsylvania’s Juvenile Justice System Enhancement Strategy. Washington County JPO Department officially implemented Graduated Responses in October 2021. The Graduated Response Procedure for Washington County JPO is reinforced at the department’s booster trainings. Washington County JPO asked for \$5,000 to start in FY 23/24 to provide incentives and rewards for juveniles under supervision and to provide appropriate incentives/rewards throughout their supervision with the department. Gift cards have been distributed to the juveniles that have demonstrated a positive behavioral change while under supervision. The committee established a service matrix for noncompliance behaviors according to the YLS -risk/need level as well as achievements in assisting with incentives/rewards or tangible and non-tangible incentives. There have been twenty-eight gift cards distributed at a total of \$525.00 to the juveniles that have taken positive steps to achieve their goals during FY 23/24.

Washington County JPO created a new program that implements practices of the Graduated Response System. The Washington County B.A.S.S. Program was created in the Spring of 2023. The program is an entry level educational program that teaches justice involved youth basic fishing skills and safety. The program is designed around the S.M.A.R.T. Angler’s Education Curriculum created by the PA Fish and Boat Commission. The program has been able to provide youth that complete the program a fishing rod/reel combo with a tackle box. Washington County JPO has been able to utilize the Graduated Response funding for this. Thirty-three fishing poles were purchased to start the program at a cost of \$825.00 and fifteen fishing pole/tackle combos were distributed. The program has been well received by the youth as well as the court. There have been 28 juvenile participants in the program from July 1, 2023 – June 30, 2024.

Washington County was chosen to be a participant with the PA Graduated Response – Technical Assistance Mentorship (GR-TAM) Program and Model. Washington County was mentored by Mercer and Lehigh County to establish our Graduated Response System. Washington County and Lehigh County are assigned to and have been assisting Lackawanna County with implementing their own Graduated Response System. We have been a mentor to one county to date and participate in quarterly meetings for the workgroup.

Washington County Juvenile Probation will be asking for \$5,000.00 for FY 2023/2024.

The department has put a lot of work into the JJSES initiatives, and it is often difficult to recruit staff to participate in workgroups to move the department forward. There is a lot of extra work involved in these committees on top of an already demanding caseload.

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Washington JPO continued to utilize services from the Adelphoi Village In-Home Prevention, Treatment, and Aftercare (IHPTA) program. There were forty-one new referrals for FY 21/22 (CYS 3 /JPO 38). The program had thirty-eight clients enrolled throughout the FY with thirty-five discharges (CYS 1/JPO 34). Of these discharges, twenty-nine positively completed the program (1 CYS/28 JPO) and six were unsuccessful (0 CYS/6 JPO). Successful program completion rate is currently at 89%. When looking at the trends for the clients who did not complete the program, the top two reasons would be a need for a higher level of care (also a top reason for last three years) and lack of engagement. When looking at an average cost per client for FY 23/24, this cost would be approximately \$10,710.00 with an average length of stay of one hundred fifty-four days. Projections for FY 24/25, based on the last two years of referrals, would be forty clients. There has been a lot of turnover in the program this year and this has resulted in a struggle with getting people hired which has reduced the number of clients that they have been able to work with. Therapists are participating in regular consultation to enhance skills around treatment and engagement. Average length of stay increased by over thirty days from last year; indicating more complex client and family needs. Adelphoi has maintained two full time therapists throughout this FY; there are currently two openings open for hire. This particular program has participated in the SPEP Process this FY. They have instituted a new report to monitor fidelity and address drift.

Looking back, during FY 18/19 JPO made four hundred ninety-three outpatient referrals, FY 19/20 JPO made four hundred fifty-five outpatient/in-home referrals, FY 20/21, JPO made three hundred seventy-one outpatient/in-home/community-based referrals, during FY 21/22 JPO made three hundred eighty-six outpatient/in-home referrals and now if FY 23/24 made four hundred seven referrals. This number is significant in that our total referrals were down from last year, but community-based referrals were up. This lends to the idea that juvenile offenders are more needing of community-based services to assist them in remaining in the community and reducing recidivism, especially mental health and drug and alcohol.

The outpatient provider matrix was utilized to link outpatient/in-home/community-based providers with the criminogenic needs that the specific provider addresses. Services were also linked through the case plan established on the case. During FY 23/24, JPO continued the use of Adelphoi Village PTA and Pressley Ridge Crisis Stabilization and Family Preservation. Moving forward in FY 24/25, JPO will continue to match outpatient/in-home/community-based providers with the juvenile's criminogenic needs, to best meet the needs of the juvenile, and the family and explore the use of MST Psych and Functional Family Therapy. JPO will continue to use evidence-based practices when possible and encourage outpatient/in-home/community-based providers to utilize the SPEP Process to ensure fidelity.

Washington County JPO is in the process of utilizing the SPEP Process on two in home providers, Adelphoi Village PTA and Pressley Ridge Crisis/Family Preservation. Adelphoi Village PTA completed the initial phase of the SPEP Process and is currently halfway through the PIP phase. Once completed, they will participate in a full SPEP assessment to assess change. Pressley Ridge CRISIS/Family Preservation is currently in the data collection phase of the SPEP Process. We meet quarterly with Adelphoi Village during the PIP phase and monthly with Pressley Ridge during the initial phases. We also hold a monthly meeting with JPO and the SPEP Coordinator to discuss progress and next steps.

The trend of increased mental health referrals has continued over every FY since 18/19. Throughout fiscal year 23/24, JPO made sixty-five mental health referrals through CCR and one referral to SPHS. These services include medication management, counseling, mental health

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evaluations, grief/loss, psychiatric/psychological evaluations, SAP referrals, and neuro-psych evaluations. Referrals to this specific provider are lower than last FY due to the use of Innersight, LLC. JPO contracted with Innersight, LLC as a promising practice and continues to use Innersight whenever a clinical assessment/medication assessment is needed. JPO made fifty-nine referrals for clinical assessments and eighteen referrals for medication assessments. Innersight also provides on going counseling to youth needing counseling services. JPO has utilized the SPS mobile crisis unit when it was felt that a juvenile may need evaluated for an increased level of care regarding their mental health. We continued to include CCR professionals in our placement aftercare meetings to assist in a seamless transition of mental health services from placement back into the home. MST and PTA referrals continued throughout FY 23/24. JPO made sixteen referrals to MST and thirty-four referrals to PTA. Moving forward in FY 24/25, we will continue to utilize these services for those youth that need additional supports within the home. JPO made fourteen referrals to Pressley Ridge CRISIS/Family Preservation during FY 23/24. JPO will continue to utilize these services for families/youth that are in CRISIS and need assistance getting services in place. Essentially, our mental health referrals stayed mostly the same as our overall referrals decreased. This can be attributed to the complexity of the cases that we are seeing at the current time.

JPO continued collaboration with BHDS throughout FY 23/24 through critical case meetings, provider meetings, service meetings and complex case meetings. These meetings are suggested by either JPO or BHDS, and include several different people, depending on the type of meeting. Fifty-one meetings were held in FY 23/24. Oftentimes, CYS was included as they were also involved at some level with the case. JPO continued to request meetings when they felt it was necessary to collaborate on a case.

For this fiscal year, we have continued to see an increase in the length of time from point of referral to the start of mental health services when utilizing CCR. Many area agencies are struggling to keep an adolescent doctor on staff to manage the influx of referrals. Our youth coming from placement facilities are struggling to maintain medication due to difficulty in obtaining an appointment within thirty days of release from a placement facility. Evaluations for mental health inpatient level of care rarely result in an appropriate level of care recommendation due to the lack of bed availability in an inpatient hospital to address the immediate mental health concerns. There are no acute solutions to a youth that is experiencing a mental health crisis. We have attempted to strengthen the collaboration with SPS Crisis for such situations, but they are only able to assist, they do not have the ability to place a youth into care. Through the use of Innersight, LLC, we have been able to decrease the length of time between referral and start of services for most mental health referrals. They are only able to do clinical assessments and medication assessments, any referral requiring a higher level of care still has to go through CCR at this time. Youth can only work with Innersight while their case is open with JPO and there is a lag getting youth connected to CCR when a youth's case is moving towards closure and they need an open case through the community.

During FY 23/24, JPO made ninety-two referrals to drug and alcohol treatment. This includes drug and alcohol evaluations, outpatient treatment, intensive outpatient treatment, MDFT, CRN, AHSS, evaluations as required by DUI laws, and inpatient drug and alcohol stays (voluntary). Washington County Juvenile Probation conducted four sessions of DUI/Alcohol Highway Safety Classes in 2023-24 (September, February, March and May), servicing three juvenile offenders charged with DUI. In addition to AHSS, Washington County JPO held four sessions of Underage Drinking Classes (September, February, March and May), servicing

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twenty-one youth referred by probation officer and magistrates. Seventeen youth were referred to the Washington Drug and Alcohol Commission STEP Program.

JPO continued to have the ability to conduct critical case meetings with Washington County Drug/Alcohol Commission. Similar to critical case meetings with BHDS, these meetings are held to discuss options available when a juvenile is stuck in his/her treatment or needs an inpatient level of care. There were not any critical case meetings held with D/A Commission this fiscal year. Discussions continued when there was a case of concern.

Juvenile probation continued to use Blueprints IL program this fiscal year. There were eighteen referrals to Blueprints for IL services. The benefit of this program is that the youth is able to stay active with Blueprints until their 21st birthday, even if JPO is not involved with the youth any longer. We saw an increase in the use of the Teen Outreach ECHO (Educating Children on Healthy Outcomes) throughout the 23/24 fiscal year. This may be attributed to the age of some of our referrals as we typically use this program with our younger youth entering the juvenile justice system. This program is also beneficial to the youth entering informal contracts as it can be a short- or long-term program. There were thirty-seven referrals made to Teen Outreach during this fiscal year, twenty-two to ECHO, twelve to ECHO cyber and three to ELECT. There were various other referrals made throughout the fiscal year to Blueprints, Justice Works, STTARS and Southwest Training. These referrals make up the difference in the total number of referrals to the specific referrals listed above.

In January 2016, the department implemented Aggression Replacement Training (ART) at The LEADER Program and the Change Company Journals to follow in May 2017. The department also continues to utilize Brief Intervention Tools (BITS) to address cognitive behavioral patterns to help prevent problems and poor decision making with the juveniles they supervise. Washington JPO continues to use research driven therapy such as cognitive behavioral therapy, family group decision making and MST. These types of services have proven to be the most effective counseling modalities to promote long term behavior change within this population.

During FY 23/24, forty-five juveniles participated in the LEADER/Re-entry Program and were appropriate for intensive community-based supervision. The LEADER Program was awarded the "Court Operated Program of the Year" in 2016. Re-entry was established in 2017 to address the needs of youth released from placement and to help reduce the likelihood of the juvenile re-entering a residential facility. Re-entry provides structure, support, and direction through the critical moment when the juveniles are released from placement and reintegrated into their home, schools and communities. The programs rely on risk assessments to identify criminological needs, strengths and weaknesses to match the juveniles with a variety of community-based programs and activities to support their interests and service their treatment needs. There were twenty (71%) successful graduations from these programs during the fiscal year. Of the twenty successful graduations three reoffended over the twelve-month period, three in three months, zero in six months, zero in nine months, and zero in twelve months. The programs have served as an invaluable tool to provide treatment, supervision and rehabilitation for Washington County Juvenile Probation while drastically reducing placement expenses and holding the juveniles accountable, building competency, and keeping the community safe. The program's principles are implemented in compliance with the spirit and intent of the Balanced and Restorative Justice Mission by utilizing and measuring Evidence Based Practices.

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The programs utilize a variety of Evidence Based Practices, including Change Company Journals, Anger Replacement Training, Brief Intervention Tools, Victim/Community Awareness Groups, Human Service Presentations, and Job Readiness/Placement skill-building activities.

The Change Company Journals help address risk and needs. The journals engage the juvenile while focusing on positive change. In FY 23/24, eighty journals were completed. Aggression Replacement Training (ART) was administered to twenty-one youth. ART groups assist the juveniles with improving social skills, competence, and moral reasoning to better manage anger and reduce aggressive behavior. Brief Intervention Tools (BITs) are used for youth of all risk levels. BITs are used to address negative behaviors with an immediate response as a method for the juveniles to move forward, when progress is stagnant in achieving their goal, as a tool to avoid relapse, or as a diversion for minor offenses. During this reporting period, fifty-one BITs were completed. Juveniles completed Victim Awareness at a 100% completion rate. During this reporting period, Innersight, a counseling program that concentrates on MH Assessments, medicine management, individual counseling and group counseling started operating out of the LEADER location. Presentations were conducted on Date Rape, Drugs, Internet Safety, and Preventing Sexual Harassment. Evidence Based Practices will continue to be further developed through the next reporting period.

The programs continue their affiliation with Pennsylvania Academic and Career/Technical Training (PACTT.) This affiliation provides work force development skills, applicable skills practice, job readiness, and life skills. All juveniles are required to develop and maintain a portfolio and obtain vocational certificates. In a collaborative effort with OVR a PCF (Professional Connection Foundation) located at the LEADER Program was initiated. Juveniles participating in the PCF earned a stipend of \$350 and a clothing allotment of \$200. OVR has conducted "Becoming Work Ready" and "Resume/References" with the juveniles. During the reporting period, one thousand six hundred forty-five hours of Community Work Service were completed. The juveniles receive on-site drug and alcohol counseling provided by Outside-In. In addition, the Washington County Drug and Alcohol Commission provided groups on the topics of marijuana, alcohol, opioids, binge drinking, and tobacco/vaping prevention. The program also provided a program on Distracted Driving as well as, a two-day Mobile Fab Lab presentation that introduced them to a variety of technological workshop equipment and projects. LEADER continues providing Community Work Service through Adopt a Highway and the Washington County Pony League World Series.

The programs continue to provide juveniles academic support in all subjects striving to improve their academic status. Staff assisted with facilitating on-line educational requirements of the juveniles throughout the school year.

During this reporting period, LEADER made improvements to its employment readiness initiatives and made more social services available to its population. The horticulture component continues with planting and maintaining crops from garden beds to plate.

During FY23/24, 26 juveniles were referred to and appropriate for the Jobs Program. The Program currently has sixteen juveniles. There were eighteen (90%) successful completions from Jobs this year. Of the eighteen successful juveniles, three re-offended over the twelve-month period, one in three months, one in six months, one in nine months and zero in twelve months. The youth in the program are both adjudicated delinquent and informally supervised by the Washington County Juvenile Probation Office. The Jobs Program principles are implemented in compliance with the spirit and intent of the Balanced and Restorative Justice

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Mission and strives to instill pro-social behaviors through the development of competencies that help the youth more appropriately manage themselves in their environment. All of the juveniles participate in Victim/Community Awareness group at a 100% completion rate. The youth participate in practical skill development through classroom instruction and hands-on practice in vocational areas such as carpentry, plumbing, auto mechanics, auto detailing, fire safety, landscaping, small engine repair, horticulture, building maintenance and general construction. In addition to practical skills, youth are prepared in resume building, interviewing skills, career assessments and job readiness.

The Jobs Program was awarded the "Court Operated Program of the Year" in 2015. The Jobs Program continues to be Pennsylvania Academic & Career/Technical Training (PACTT) affiliated and provides work force development skills, applicable skills practice, job-readiness, and life-skills. All juveniles are required to develop and maintain a portfolio and to obtain at least one basic vocational certification. Juveniles participating in the program can receive on-site Mental Health and Drug and Alcohol counseling provided by Outside In.

In addition to PACTT, Jobs has continued a viable relationship with its local Career Link, Southwest Training Services and OVR. As partners, it is a collaborative effort to enhance the juvenile's career readiness, pre-employment, and work experience. Southwest Training recognizes the Jobs Program as a work experience opportunity site and can provide an hourly wage/stipend for eligible juvenile participants-thus eligible juveniles are paid while participating in the program. In addition to earning an hourly wage, a restitution agreement has been established in which juveniles are required to put 50% of their earnings from this program toward their restitution. In a combined effort, Jobs in coordination with OVR initiated a CWI (Community Work Initiative) located at the Jobs Program. As part of CWI, qualifying juveniles earned \$14 an hour while participating in the Jobs Program. During this fiscal year, 26 applications were completed, 13 job interviews were completed, 8 jobs were obtained, and 3481 community work service hours were completed, these incorporate the hours completed by the Juvenile Probation Office Graduated Response referrals.

The Jobs Program has completed many projects including bed frame project for other juvenile offenders who do not have a bed. Our JOBS facility contains a professional type of auto detailing station where our juveniles learn to detail and perform basic maintenance on county vehicles. The juveniles have completed various carpentry projects such as TV stands, end tables, bookshelves and a wishing well in the community. The Program also has helped with many carpentry projects throughout the courthouse properties and community including outdoor furniture and fencing. In addition, the juveniles complete personal carpentry projects giving them an introductory experience with woodshop tools including a Laser Engraver, CNC, and various other equipment. The Program continues to maintain the grounds at the LEADER Program, FOP Lodge, Fire Safety School and the Washington County Airport. Community projects were completed for Washington County Aging, National Pike Trail, and AGAPE Youth Camp. The juveniles have taken advantage of online basic and advanced certifications with ServSafe, ServSafe Management, OSHA 10, and OSHA 30. Also, a two-day Mobile Fab Lab presentation was provided to the youth that introduced them to a variety of technological workshop equipment and projects.

With the implementation of JJSES initiative, a strong focus on evidence-based programming, and PACTT affiliation during the FY 23/24. The Probation Office intends to comprehensively address the complex needs of the juveniles in Washington County. Washington County Juvenile Probation dedicates itself to working in partnership to enhance the capacity of

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Pennsylvania's juvenile justice system to achieve its Balanced and Restorative Justice Mission. In this upcoming year, our Jobs Program plans to continue developing work initiatives through Career Link and OVR as well as upgrading and modernizing our tool supply and inventory.

With the implementation of JJSES initiatives, a strong focus on evidence-based programming and PACTT affiliation FY 21/22, Washington JPO intends to comprehensively address the complex needs of the juveniles in Washington County. Washington JPO dedicates itself to working in partnership to enhance the capacity of Pennsylvania's juvenile justice system to achieve its Balanced and Restorative Justice Mission.

- **REMINDER:** This is intended to be a high-level description of county strengths, challenges, and forward direction. Specific details regarding practice and resource needs will be captured in other sections of the budget submission.

1-2: Determination of Need through Collaboration Efforts

- Respond to the following questions.

- Summarize activities related to active engagement of staff, consumers, communities, and stakeholders in determining how best to provide services that meet the identified needs of children, youth, and families in the county. Describe the county's use of data analysis with the stakeholders toward the identification of practice improvement areas. Counties must utilize a Data Analysis Team as described in the NBPB Bulletin Guidelines, Section 2-4: Program Improvement Strategies. The Data Analysis Team membership should be reflective of the entities identified. Identify any challenges to collaboration and efforts toward improvement. Counties do NOT need to identify activities with EACH entity highlighted in the instruction guidelines but provide an overview of activities and process by which input has been gathered and utilized in the planning process. Address engagement of the courts, service providers, and County Juvenile Probation Offices separately (see next three questions).

With a shared commitment to the well-being of children, youth and families in Washington County, we foster collaboration among key stakeholders to provide essential services and support. Washington County Human Service Department meetings provide opportunities for collaboration between the Area Agency on Aging, Aging Services, Behavioral Health and Developmental Services (BHDS), Washington Drug and Alcohol Commission (WDAC), Washington County Children and Youth Services (WCCYS), Housing and Homeless Services and Veterans Affairs. Community providers are invited to join the meetings with all Human Services Directors to explain programming opportunities and enhanced collaboration opportunities for the population we serve. In addition, WCCYS and WCJPO remain in regular communication to discuss service interventions, placement resources, and cross system case planning.

Additional collaborative efforts between WCCYS and stakeholders include participation in the County's Opioid Task Force, Washington County Human Trafficking Task Force, Advisory Board meetings, County Wide Child Death Review Team, Multi-Disciplinary Human Service Team Meetings, Permanency Roundtables, and Complex Case Meetings. Community outreach occurs through our Community Engagement Specialist and Prevention Supervisor on a regular basis. We have expanded our efforts to provide child abuse prevention resources to our community by offering positive parenting techniques and written information on our newly formed prevention unit and support available to the community. Through our website, social media, and our attendance

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at various community events, we are making the community aware of the efforts we are making to prevent child abuse while preserving families.

WCCYS leadership has developed strong partnerships with community organizations and other family serving systems in Washington County. Forming these strong partnerships with school administrators, law enforcement leaders, the medical community and various community organizations contributes to a diverse network of resources, expertise, and services that extend beyond the Agency's capabilities.

At a statewide level, WCCYS leadership are active participants in the Pennsylvania Children and Youth Administrators conferences, SWAN Statewide events, Child Welfare Resource Center initiatives, and other collaborative endeavors.

WCCYS has a strong collaboration with our foster care providers that serve our children in foster care. The agency works directly with the agencies on recruitment and retention of foster/adoptive families. The agency holds events several times a year in which all foster care agencies have the ability to attend and build connections and support within their organizations and the community. This is also the opportunity to recognize and support certified foster families as well as recruit, engage and educate our families and the community on the importance of kinship/foster families to serve our children. The most prominent event this year was a Foster Care night at a Washington Wildthings baseball game; in which existing and potential foster families were provided free tickets and agencies were able to set up booths and distribute information on their programs.

The WCCYS Interim Administrator sought feedback from the CYS Advisory Board regarding the community needs and Agency budget and will present the draft needs-based plan and budget (NBPB) to the Washington County Court and the Board of Commissioners for guidance and input. WCCYS and WCJPO will hold a joint public meeting prior to the submission of our NBPB to obtain additional community comment.

- ❑ Summarize activities related to active engagement of contracted service providers in identifying service level trends, strengths and gaps in service arrays and corresponding resource needs. Identify any challenges to collaboration and efforts toward improvement in the engagement of service providers in the NBPB process.

Contracted service providers continue to be engaged through various meetings such as the quarterly provider meetings, Washington County Town Hall and Multidisciplinary Team Meetings. In addition, the WCCYS Interim Administrator maintains open communication and transparency with providers regarding the trends we are seeing in practice, community needs, provider agency needs, strengths of our systems, and challenges we are experiencing. Providers also have an opportunity to participate in 1-on-1 meetings with caseworkers and present programming at "would you like to know" sessions, in which staff can learn about programming opportunities.

- ❑ Summarize activities related to active engagement of the courts in the NBPB process, specifically identification of strengths and gaps in service arrays and corresponding resource needs. Identify any challenges to collaboration and efforts toward improved engagement with the courts.

There is an open line of communication with the courts, including the President Judge who is now serving as the Dependency Judge and the Juvenile Court Hearing Officers, regarding service

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needs. If a need is identified throughout the court process, and a service is not available, JPO and/or CYS will work to find a service to fill that gap. There are no challenges to this collaboration currently.

- Summarize activities related to active engagement of the County's Juvenile Probation Office in the NBPB process, specifically the identification of in-home, prevention or rehabilitative services needed to assist with discharge of delinquent youth from out-of-home care or decreasing recidivism. Identify any challenges to collaboration and efforts toward improved engagement in the NBPB process.

JPO and CYS meet to discuss contracted providers and usage of programming. Collaboratively the departments work to ensure services are in place for all youth in our county. Most contracts have been expanded to allow for JPO youth. There are no challenges to collaboration and efforts toward improved engagement in the NBPB process.

- Identify any strengths and challenges engaging and coordinating with law enforcement on Multi-Disciplinary Investigative Teams (MDIT) and in joint investigations of child abuse.

MDIT meetings are held regularly and are well-attended by a variety of community stakeholders who actively participate, including a physician. The physician reviews the children's medical records and provides information to the team about medical treatment, conditions, and findings. Washington Drug and Alcohol Commission, Washington Behavioral Health and Developmental Services and Domestic Violence Services provides information and education on service interventions. Detectives from the Washington County District Attorney's office consistently participate in MDIT meetings and have assisted in engaging local law enforcement's participation.

Many local law enforcement departments in Washington County are quite small and the number of full-time officers is limited. Therefore, many officers work part-time and are not regularly available to conduct joint interviews, attend forensic interviews, or MDITs. Despite this challenge, WCCYS has developed a collaborative relationship with the Washington District Attorney's office who helps coordinate and conduct joint investigations with local law enforcement. Furthermore, the agency has experienced a recent trend of medical providers and other county child welfare agencies not attending MDITs, despite requests to attend.

1-3 Program and Resource Implications

- ➔ Do not address the initiatives in Section 1-3 unless requested below; address any resource needs related to all initiatives by identifying and addressing within the ADJUSTMENT TO EXPENDITURE request.**

1-3b. Workforce

Please respond to the following questions regarding the county's current workforce recruitment and retention efforts:

- Identify successes the county has experienced implementing recruitment and retention strategies.

During this past year WCCYS developed a Program Director position which in part is responsible for recruitment, onboarding, and training of new caseworkers and interns. The Program Director oversees staff orientation and training to all new staff for the first eighteen

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months of employment. As part of WCCYS onboarding program new caseworkers receive two cases after completing Foundations Module 4: Safety Assessment. At this time, they will also be assigned to a unit/department based upon their passion, skills, and comfortability. Once they have completed the CWRC Foundations curriculum they will receive three more cases and then one case every month until they reach 6 months of employment. This has eliminated stress on new caseworkers and allowed them to develop a positive working relationship with their supervisor. We have been able to identify areas of needs for individual staff and assign them to supervisors who excel in those areas. WCCYS Program Director attends college job fairs to enhance the recruitment process of interns and new caseworkers. WCCYS collaborates with numerous local universities (including, but not limited to the University of Pittsburgh, Penn West University, Waynesburg University, and Washington and Jefferson College) in search of productive internships.

- Identify major challenges impacting the county's workforce recruitment and retention experience.

One major challenge is the emotional toll of dealing with complex and often distressing cases, coupled by the lack of resources. The county has also faced challenges of identifying supervisors that meet the requirements of the position or are able to be recruited from external agencies. Supervisors often cite the burden of on-call shifts with the low compensation that is associated with these shifts. The agency has sought to cultivate emerging leaders by exposing them to Leadership and Training programs. However, the agency was dismayed to learn that the CWRC will not allow the enrollment of caseworkers (tabbed for promotion) to participate in the supervisory series prior to promotion. These challenges lead to burnout for both supervisors and caseworkers. In regard to recruitment, the county experiences significant delays in the hiring process due to the civil service system. The county continues to explore an exit from the civil service system and adoption of a merit-based hiring system.

- Describe the county's efforts and strategies to address employee recruitment and retention challenges and needs.

The previously mentioned development of the onboarding and retention program will continue to have a positive impact on WCCYS. This program allows purposeful exposure to the field of child welfare. New workers have reported feeling supportive and thankful for the onboarding process, as compared to their counterparts that they interact with at Foundations training. We have been successful in identifying ongoing training needs due to the oversight provided to new caseworkers for an eighteen-month period. The agency has sought to lessen trauma and burnout of caseworkers through a support "line" that they can utilize to debrief cases with an independent agency. The county has also utilized the psychological safety model to encourage workers to advocate for themselves and share when they are overburdened, feeling burnout, or feel that there may be a better fit for them at the agency.

WCCYS has invested in software solutions that can modernize administrative tasks, manage caseloads more effectively, and access critical information in real-time. WCCYS utilizes Speakwrite to ensure timely dictation. WCCYS is utilizing Augintel to assist with summarizing narratives from case records in CAPS quickly. Staff can review contacts by relevant risk or strength topic, view people mentioned in narrative across the entire case history, and search for the specific information. By investing in technology, caseworkers have more time to spend working with families and less time working overtime to complete case dictation.

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- Identify key areas where technical assistance may be needed in this area.

None at this time

1-3c. Service Array

Please respond to the following questions regarding the county's current service array and identification of gap areas that will be addressed through the plan:

- Through the data analysis and stakeholder discussions in the development of the plan, identify any strengths in existent resources and service array available to address the needs of the children, youth and families served.

WCCYS has ongoing communications with our community-based providers and system partners to identify needs and develop/implement goals with our children and families. This ultimately ensures that safety, permanency, and well-being are achieved for every child. With input from the family, the direct service team and Program Specialists review the needs of the family and ensure that the most appropriate service is identified and referred. WCCYS leadership has forged connections within the community to assist with linking families with community services.

WCCYS utilizes numerous evidence-based programs to address the identified needs in our county. Many of these programs respond quickly to homes to address crises and safety concerns, including but not limited to substance use concerns, mental health concerns, and behavioral health concerns.

- Identify information on any specific populations determined to be under served or disproportionately served through the analysis.

There are several specific populations that have historically been underserved or disproportionately served across child welfare, including Washington County. These populations include families from minority racial and ethnic backgrounds who often face higher rates of involvement with the child welfare system, refugee and immigrant populations that face barriers to addressing needs, individuals with special physical or behavioral health needs who are experiencing challenges in accessing appropriate services, LGBTQ+ youth that are experiencing disparities, and low-income families who are experiencing barriers in obtaining support.

- Identify service array challenges for the populations identified and describe the county's efforts to collaboratively address any service gaps.

Addressing specific service array challenges for populations that are underserved requires a comprehensive and inclusive approach which requires cultural competency training across the entire system, language access services, targeted outreach efforts, and access to specialized services that address an individual's unique needs. WCCYS continues to monitor trends and proactively communicate with stakeholders about the needs of our families. We continue to attempt to address gaps in foster care services, behavioral health treatment, resources for complex youth, concrete good supports and services, educational needs, and physical health needs of our families with our state, community, and provider partner through multidisciplinary and treatment team meetings.

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- Identify key areas in which technical assistance may be needed.

None Currently

1-3d. Continuous Quality Improvement (CQI)

➤ **For CCYAs interested in joining the statewide Quality Service Review, CQI effort during calendar year 2025**, answer the questions found below. Interested CCYAs will receive a follow-up communication requesting the county complete a self-assessment to help the state evaluate the CCYAs level of readiness to participate in the CQI effort. The CCYA can submit the self-assessment to OCYF later.

- Briefly describe the CCYA's interest in hosting a statewide Quality Service Review aimed at establishing or improving the CQI efforts in your county.

While the agency values the benefits of Continuous Quality Improvement and the Quality Service Review process, we are not interested in hosting a statewide Quality Service Review in 2025; however, we would consider it in future years.

Any CCYA interested in hosting a Quality Service Review in calendar year 2025 please describe your interest and what month you would like to host below. Note: This includes all counties who are interested in calendar year 2025 regardless of their expressed interest or deferment in previous years.

➤ **If the CCYA is not a current CQI county and is not interested in joining the CQI efforts**, describe the agency's efforts to address quality service delivery.

1.3g Substance Affected Infants (SAI) and Plans of Safe Care (POSC)

➤ Respond to the following questions:

- Describe how the CCYA collects data related to POSC in which the CCYA acts as the lead agency.

The Agency maintains a call screening log of all reports that are received from CWIS. The Program Specialist-Research Analyst tracks additional data to monitor the development and implementation of POSC. In FY22/23, WCCYS received six referrals with children under the age of one affected by substances. In FY23/24, WCCYS again received six referrals with children under the age of one affected by substances. Only two of these referrals were validated.

- Describe how the CCYA collects data related to POSC in which the CCYA does NOT as the lead agency.

Currently, the Agency has no means by which to collect data when the Agency is not the lead, as WCCYS has not been involved in such cases.

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- Describe how the CCYA works with other county offices and community-based agencies to disseminate information related to SAIs and POSC to physical health care and drug and alcohol treatment providers.

Washington County CYS has been working within a multi-disciplinary team to assist families with infants who are being referred to the Agency due to pre-natal substance exposure. WCCYS collaborates with Washington Health System, Washington Drug and Alcohol, Early Intervention, Cornerstone Care, Washington County Behavioral Health, as well as the Children and Youth agencies in Greene and Fayette Counties.

When there are no additional safety or high-level risk concerns identified upon referral, prevention caseworkers refer families for a Family Group Decision Making meeting to bring their supports together and develop a Plan of Safe Care that does not require CYS intervention to assist parents on achieving sobriety and parenting newborn children. The prevention unit provides information regarding plans of safe care to local pediatric and OB/GYN practices so that safe care plans are made prior to the birth of children.

- Describe how the CCYA engages other county offices and community-based agencies to support the on-going implementation of POSC.

In the coming year, WCCYS intends to facilitate Plans of Safe Care roundtable meetings with our system partners to include Washington Health System, Washington Drug and Alcohol, Early Intervention, Cornerstone Care, and Washington County Behavioral Health and Developmental Services.

- Describe how the CCYA works with other county offices and community-based agencies to disseminate information related to the effect of prenatal exposure to substances and POSC to pregnant and parenting people and other caregivers.

WCCYS prevention unit engages county agencies, community providers, and families to provide information on pre-natal drug exposure and plans of safe care. The prevention unit attends community functions and resource fairs to educate not only private citizens, but other providers on the effects of pre-natal exposure to substances. WCCYS utilizes a plan of safe care resource pamphlet to provide guidance. This resource identifies agencies available to work with families that are affected by substance abuse.

- Describe any other anticipated practice and/or fiscal impact of this provision.

There has not been consistent utilization of the allegation type for a child who was born and identified as being affected by substance use or withdrawal symptoms upon initial receipt of referrals from ChildLine. This adds to the difficulty of identifying and tracking families who should have a POSC. Should this allegation type be used more frequently when appropriate, we would have the data available to support implementing additional services and resources to this population.

WCCYS is exploring a Plan of Safe Care program staffed with medical professionals and social workers that would provide services and create a POSC for the family when a referral is received. While the Agency still receives a limited number of referrals that require a POSC, this would be

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considered a prevention program for other families and would also satisfy the requirements for POSC's when needed.

- Identify areas of technical assistance needed by the CCYA related to POSC.

None Identified

1-3j. Family First Prevention Services Act

- ➔ Respond to the following questions:

Title IV-E Prevention Services Program

- Describe the CCYAs engagement with community-based service providers regarding the selection and implementation of EBPs, regardless of their allowability under the Title IV-E Prevention Program.

WCCYS engages community-based service providers in identifying and providing evidence-based practices to achieve positive outcomes for families, placement prevention, reunification, and permanency. The engagement efforts consist of monthly provider meetings, team meetings, provider audits, phone conversations, emails, PRT's, MDIT's, and town hall meetings. The Family First Prevention Specialist confers with providers and the community about implementing practices that meet the needs of our community in order to address service gaps. When service gaps are identified, Washington County Human Services releases a Request for Proposal (RFP). Program Specialists, alongside administration, meet with the identified provider to determine whether the provider can effectively provide the EBP to meet the needs of children and families. Currently, WCCYS utilizes Parents as Teachers, Homebuilders, Multisystemic Therapy, and Triple P.

- Identify whether your county has a unit or staff dedicated to diversionary services. If so, describe the infrastructure in place including the process on how services are referred and subsequently monitored by the agency.

The agency continues to find value in prevention services and has continued to support a prevention unit consisting of a supervisor (who also oversees intake caseworkers) and two prevention workers. During the 23/24 fiscal year, the prevention unit engaged 375 families, an increase of 14%, compared to the prior fiscal year. The unit was responsible for providing services for 19% of all GPS referrals and ultimately diverting 84% of the families from the agency by providing them with community-based support.

Cases are referred to this unit by the WCCYS screening unit. The prevention unit then works diligently to assess the family's needs and connect them with appropriate community services. By day 10 of the referral, the case will either be closed or referred to the Intake unit for a full assessment. Continued support of the practice not only relieves pressure on the overburdened child welfare system, but most importantly, mitigates potential child maltreatment and promotes healthier family environment.

WCCYS is currently looking to increase programs to divert children and families from the child welfare system, if there has been no child abuse or neglect identified upon referral. Currently, WCCYS has identified JustCare through JusticeWorks YouthCare to provide prevention services and to support closed cases (aftercare). In the case of prevention, WCCYS would be referring

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families to JustCare at case closure if there is no evidence of child abuse or neglect but would benefit from support and linkage to community resources.

- Community Pathways support the delivery and planning for evidence-based prevention services for a child who does not have an open case with the child welfare agency and does not require immediate child welfare intervention but meets Pennsylvania's definition of Candidate for Foster Care. County Children and Youth Agencies (CCYAs) must determine candidacy and eligibility for the selected prevention service. The CCYA may contract with approved community-based providers to develop or approve a child-specific prevention plan, provide prevention plan case management, conduct ongoing safety and risk monitoring and assessments, and/or deliver approved evidence-based prevention services as agreed upon in their contract. Processes set up by CCYAs must be reviewed and approved by OCYF. Share whether this is an option the CCYA is considering.

The agency is not considering Community Pathways currently. We have participated in informational sessions with OCYF in the past to gain knowledge and explore this initiative. We will continue to seek information and explore whether Community Pathways could be effectively implemented in Washington County.

At this time, county staff will continue to hold the responsibility for determining who is a candidate for foster care, prevention planning, monitoring of service provision, child safety, and fiscal compliance.

- Identify any areas of technical assistance that the county may need in this area.

The agency does not see a need for technical assistance in this regard, but is always open to further conversation and collaboration.

1-3p. Assessing Complex Cases and Youth Waiting for Appropriate Placement

➤ Please respond to the following questions regarding your county's local processes related to assessing service level needs for complex case children and youth:

- What is the cross-agency process developed in your county to support children and youth when the needs identified require the expertise of multiple systems? Please include information related identification of partner agencies who are a part of the county's integrated children's service planning team, the referral process and identification of team leads. Does your county have a dedicated employee who coordinates and/or facilitates planning efforts across all systems? If yes, how is that position funded and where is the position housed?

Washington County Department of Human Services is an integrated model for delivery of Human Services to all residents. The vision is to provide high quality health and human services for the residents of Washington County throughout their life span. By integrating WCCYS, BHDS, Housing and Homeless Services, Area Agency on Aging, Aging Services, and Veterans Affairs, while collaborating with the Courts, JPO, APO, Criminal Justice Systems, and Washington County Drug and Alcohol Commission, individuals and families will experience timely access to comprehensive evaluations, assistance in navigating to community resources, and care management services to support the individual or families as they are receiving various service interventions. The centralized call center is available 24/7 to gather initial demographic information and a basic assessment to determine the most appropriate "specialized agency" or

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various agencies to assist addressing the identified need. In a crisis situation, a coordinated response could occur, allowing for the most appropriate service intervention and possible diversion from another system. We believe that an integrated system allows for cohesive data sharing, more comprehensive assessments, accurate billing, avoids duplication of services, as well as enhanced communication and information sharing between departments, which ultimately supports learning and decision-making for staff, while providing better outcomes for children and families.

WCCYS regularly collaborates with partner agencies during a variety of multi-disciplinary team meetings. These meetings are held in relation to complex case planning, permanency planning, and severe or repeat cases of child abuse or neglect. In addition, the Agency has internal teaming meetings which are attended by partner agencies or other departments under the Washington County Human Services umbrella.

Complex case meetings involving the Managed Care Organization and Beacon Health Care are held on a regular basis. In attendance during these meetings are representatives from Beacon, representatives from Washington County Behavioral Health and Developmental Services, court appointed GAL's and Child Counsel, CASA, parents/caregivers, youth, staff from the placement provider agency, hospital or other placement location, family based mental health providers, outpatient therapists, school district personnel, and other relevant parties. The meetings are requested through the Children's Coordinator for Washington County Behavioral Health and Developmental Services and facilitated by the MCO's clinical team. The purpose of the meetings is case planning for children with complex mental health needs.

In addition, WCCYS participates in MDT meetings organized by the County's Human Services Centralized Intake Unit. These meetings are facilitated by Washington County Human Services staff and are attended by representatives from each discipline within WCDHS, including CYS, Aging Services, Behavioral Health and Developmental Services, Drug and Alcohol Services, Housing and Homeless Services and Veterans Affairs. The purpose of the meeting is to plan for those consumers who have complex and/or cross-system involvement or need. Cases are identified by the Human Services Centralized Intake Unit and are brought to the team weekly for review and planning.

WCCYS received support for a Human Service Clinician, housed in the Human Services Department, to be the dedicated employee who partners with the agency to consult and provide insight/direction on all matters related to the Mental Health aspects of a case. This individual also participates in team meetings and serves as a liaison the Behavioral Health services available through the county.

- Identify how the county has engaged systems outside of the county human services system, including for example the education and physical health systems, in this cross-agency planning process. How is child specific information shared across systems?

WCCYS engages school district personnel and physical health systems personnel (physicians, psychiatrists, psychologists, therapists, etc.) on a regular basis in all the above listed collaborative meetings. In addition, school districts are engaged in case planning throughout the life of the case and contacted regularly by the direct practice team. The agency's addition of an Education Liaison has increased collaboration and engagement with local districts, the Department of Education, OCYF, and the local IU.

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- In FY 2023-24, how many children were served through your county complex case planning process?

JPO maintains a shared case list with CYS. When a shared case youth is identified as being in danger of out of home placement, an interagency meeting is scheduled to collaborate to find the most appropriate, least restrictive option for the youth. As the county only had six shared/dually adjudicated cases this fiscal year, there were nineteen meetings of this type, however, there were other meetings held on youth that crossed over both systems but were not adjudicated in both. Fifty-one interagency meetings were held in FY 23/24, to address youth with complex needs that crossover in multiple systems, not just JPO and CYS. Participants include behavioral health providers, drug and alcohol providers, attorneys, parents, and other active case participants. JPO continued to have an understanding with Washington D/A Commission to have critical case meetings when a case is in need of d/a services. None of these meetings were held this FY as d/a Individuals were included in the interagency meetings if needed.

- What creative processes or services has your county developed to meet the needs of the complex children in your care?

Complex children require personalized, compassionate, and a multidimensional support system. We are attempting to adopt a holistic and collaborative approach to meeting their needs. Our approach consists of a comprehensive assessment, including physical, emotional, and psychological aspects. Second, we apply a trauma-informed approach to support children who have experienced adverse life events. Third, we foster a collaborate and supportive team approach involving all stakeholders, including biological family, caregivers, therapists, educators, and other resources. We utilize evidence-based interventions to address emotional and behavioral challenges. We search for community-based support networks, including mentorship programs, support groups, and respite services. Our goal is to build a strong support team around the youth and family to help meet complex needs.

JPO has followed the same procedures and policies to reduce placements that were put in place previously have continued to be utilized. This includes the implementation of LEADER, placement, and placement aftercare meetings within the department. We know that LEADER is a step directly before out-of-home placement, and we have realized that the department was escalating juveniles into this program too quickly without first attempting in-home preservation/treatment services. Each JPO is required to present their case and recommendation to at least two management team members when recommending a child is placed into the LEADER Program. If no other services or sanctions have been attempted on the case prior to this meeting, the team will brainstorm service ideas to attempt with the juvenile prior to placing them in the LEADER Program. Likewise, this process must also occur when a JPO is recommending residential care.

- Identify any areas of technical assistance the county may need in development, or improvement, of its cross-system integrated children's team.

Not at this time.

1-3r. Family Reunification Services

⇒ Respond to the following questions:

- What are the current services and activities provided to support family reunification efforts?

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The Agency contracts with several providers to offer various services that assist in the preservation and reunification of children. Visit coaching is offered prior to the children's return to their home of origin. This service promotes positive parent/child interactions using a strengths-based approach while allowing the parent to develop their own parenting goals. In addition, the Agency utilizes a variety of evidence-based programming that includes Family Behavioral Therapy, Triple P, and Homebuilders.

WCCYS partnered with one of our foster care providers, Adoption Connection, in building a model that focuses on the reduction of trauma to children entering out of home care, while supporting parents in reunifying with their child. This model, titled Fostering Connections, allows for the foster parent(s) and birth parent(s) to develop a relationship with the goal of "co-parenting" the child. Having "comfy calls" and daily conversations allows the child to maintain connections with their birth parent, reduce the trauma of out of home care, support birth parents in their goal to reunify and maintain relationships with the foster parents once reunification occurs.

Washington JPO continues to provide support for children reentering the home through re-entry meetings 30 days prior to release from facilities, and services provided by the LEADER/Re-Entry Program. All linkages for services are made prior to release into the community and program monitors ensure a smooth transition into any assessed services. Re-entry was established in 2017 to address the needs of youth released from placement and to help reduce the likelihood of the juvenile re-entering a residential facility. Re-entry provides structure, support, and direction through the critical moment when the juveniles are released from placement and reintegrated into their home, schools, and communities. The programs rely on risk assessments to identify criminological needs, strengths, and weaknesses to match the juveniles with a variety of community-based programs and activities to support their interests and service their treatment needs.

JPO utilizes services such as Adelphoi Village PTA and MST, Blueprints IL, Pressley Ridge Family Preservation, Outside In Drug and Alcohol, Innersight Bridges, various local mental health providers, Teen Outreach ECHO, Teen outreach ELECT, Teen Outreach ECHO cyber, Pressley ridge Family Behavior Therapy, CCR, Ben Yaroch, SPS, Blueprints in home, Blueprints PPP, Justice Works anger management. These are the most common programs utilized, however, there may be others that arise based on juvenile's particular needs, or placement provider specific recommendation.

- What were the total costs of services and activities to provide family reunification services in SFY 2023-24?

It is WCCYS goal to first and foremost provide family reunification services that meet the families individual needs to achieve safe permanency through reunification. The costs of reunification services are approximately \$22.4 million.

Section 2: General Indicators

2-1: County Fiscal Background

- Indicate whether the county was over or underspent in the Actual Year and reasons why.

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Washington County anticipates being underspent by a small amount in the Actual year.

Is over or underspending anticipated in the Implementation Year? Explain why.

Washington County does not anticipate underspending in the Implementation Year.

- We are working to increase staffing both in numbers and in salary within WCCYS.
- We have provided significant rate increases to service providers to meet the needs of children and families.
- We anticipate an increased use of both prevention and placement services as we continue to implement our strategic plan.
- Both in-home and community based expenditures have shown increases from the 1st to the 3rd Quarter.
-

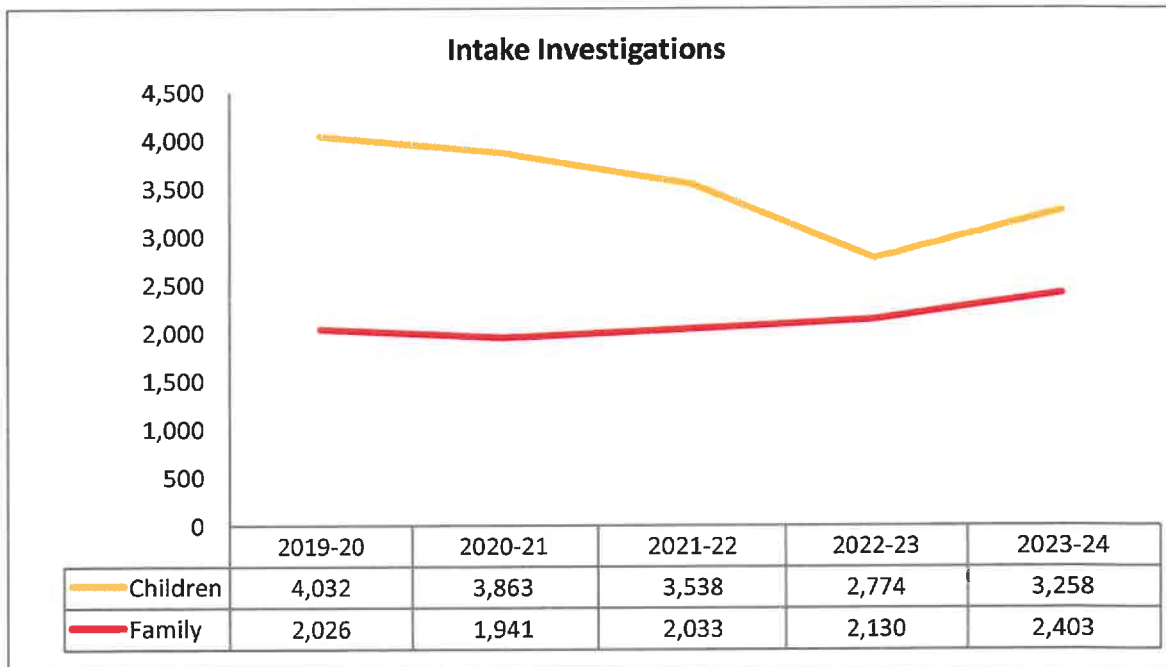
Address any changes or important trends that will be highlighted as a resource need through an ADJUSTMENT TO EXPENDITURE submission.

Changes and trends that highlight our resource needs through an adjustment to expenditures are described and highlighted through out the executive summary..

⇒ **PLEASE NOTE: Capture any highlights here that are not addressed in the Program Improvement Strategies narrative (Section 2-4)**

2-2a. Intake Investigations

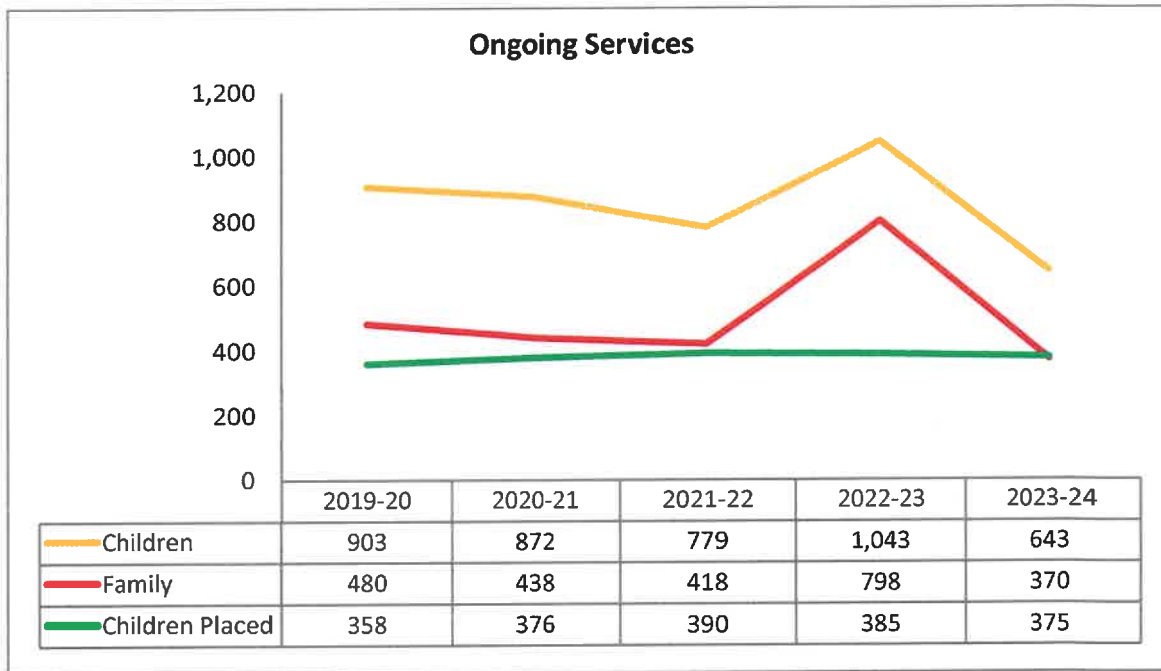
Insert the Intake Investigations Chart (Chart 1).



2-2a. Ongoing Services

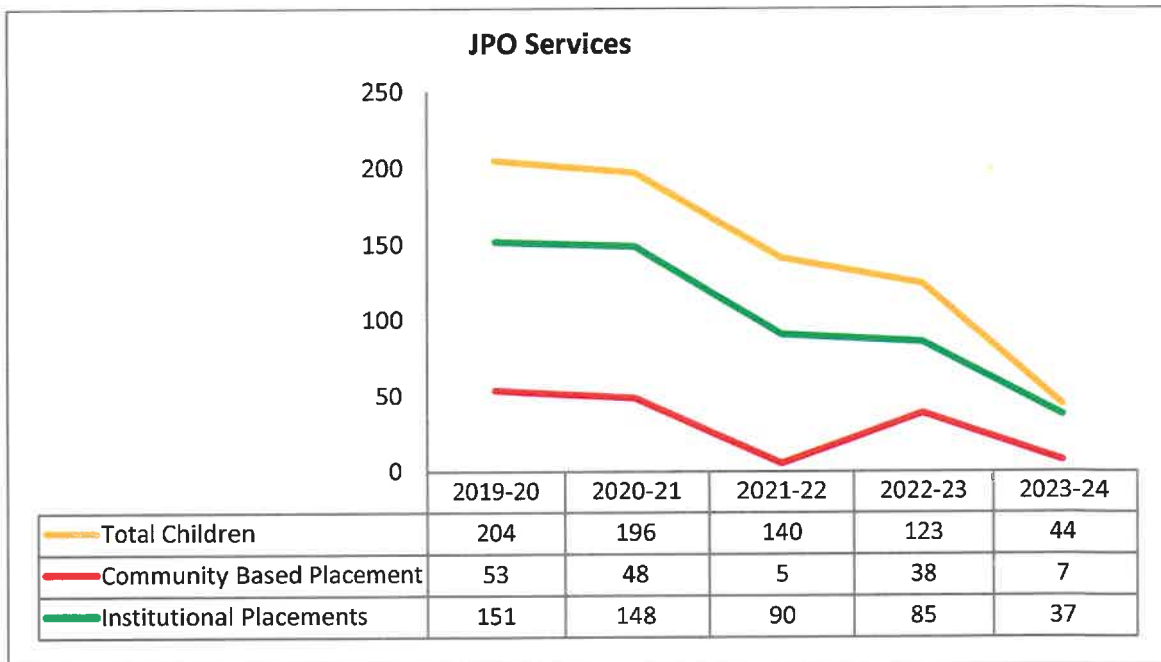
Insert the Ongoing Services Chart (Chart 2).

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2-2a. JPO Services

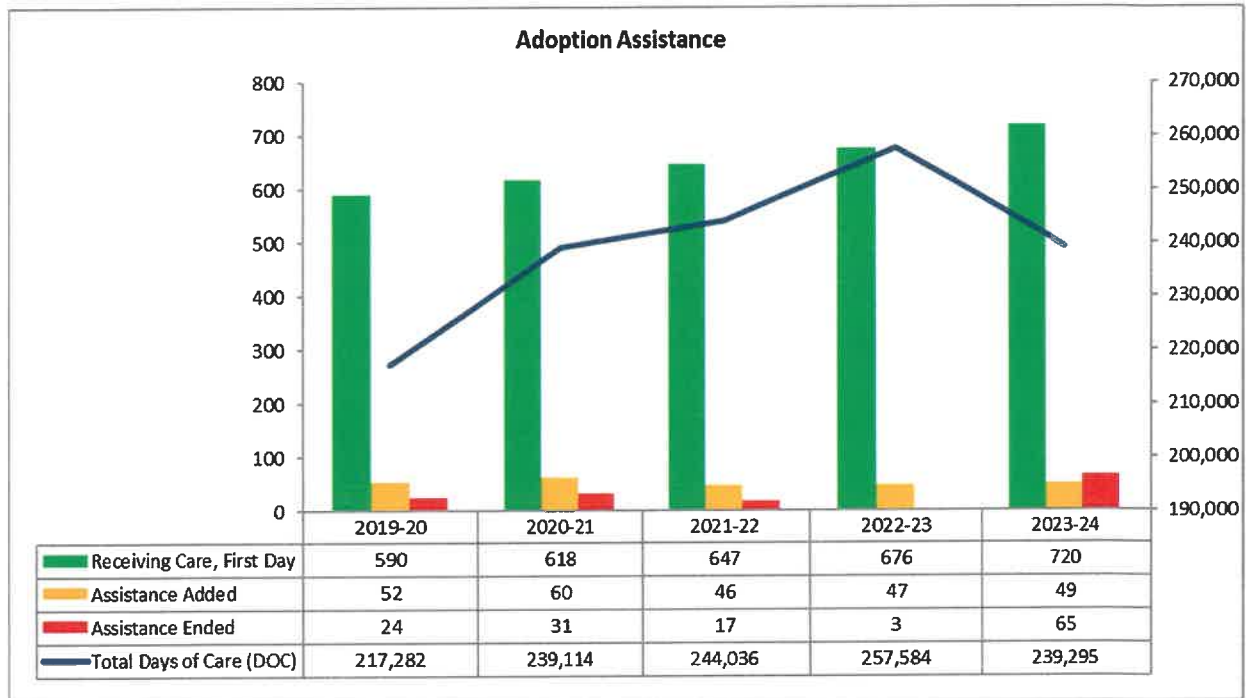
Insert the JPO Services Chart (Chart 3).



2-2b. Adoption Assistance

Insert the Adoption Assistance Chart (Chart 4).

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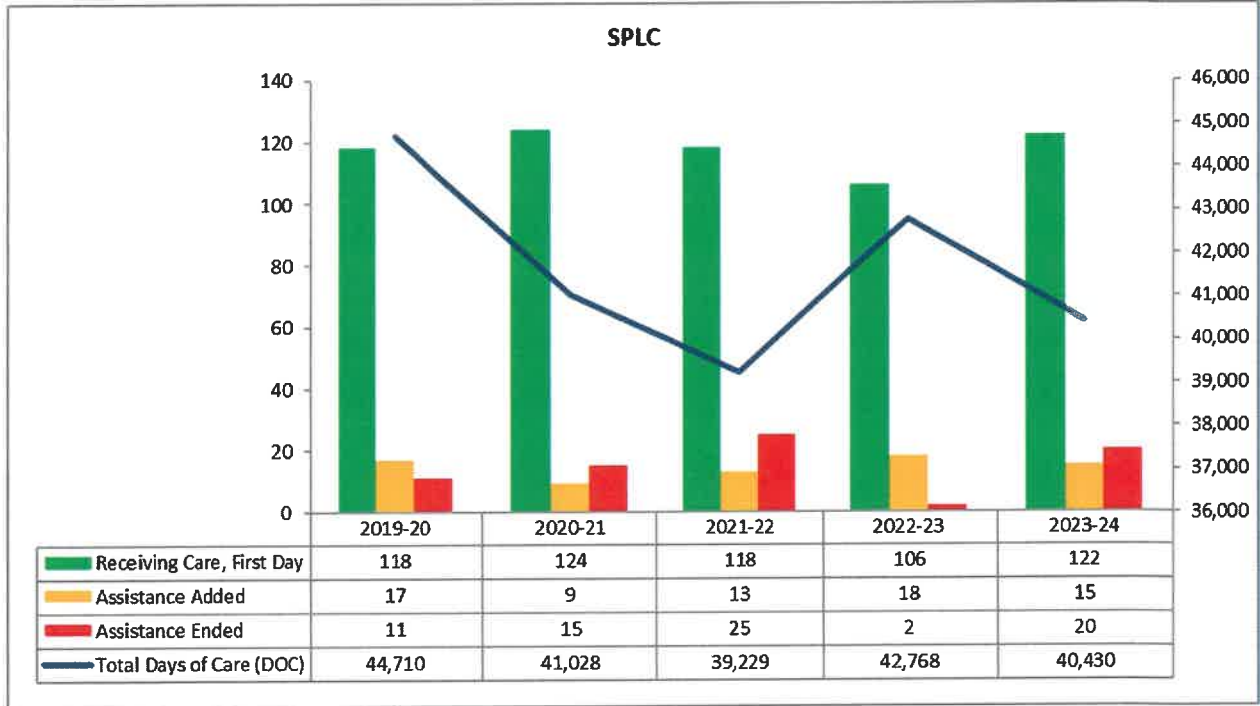


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2-2c. Subsidized Permanent Legal Custody (SPLC)

Insert the SPLC Chart (Chart 5).

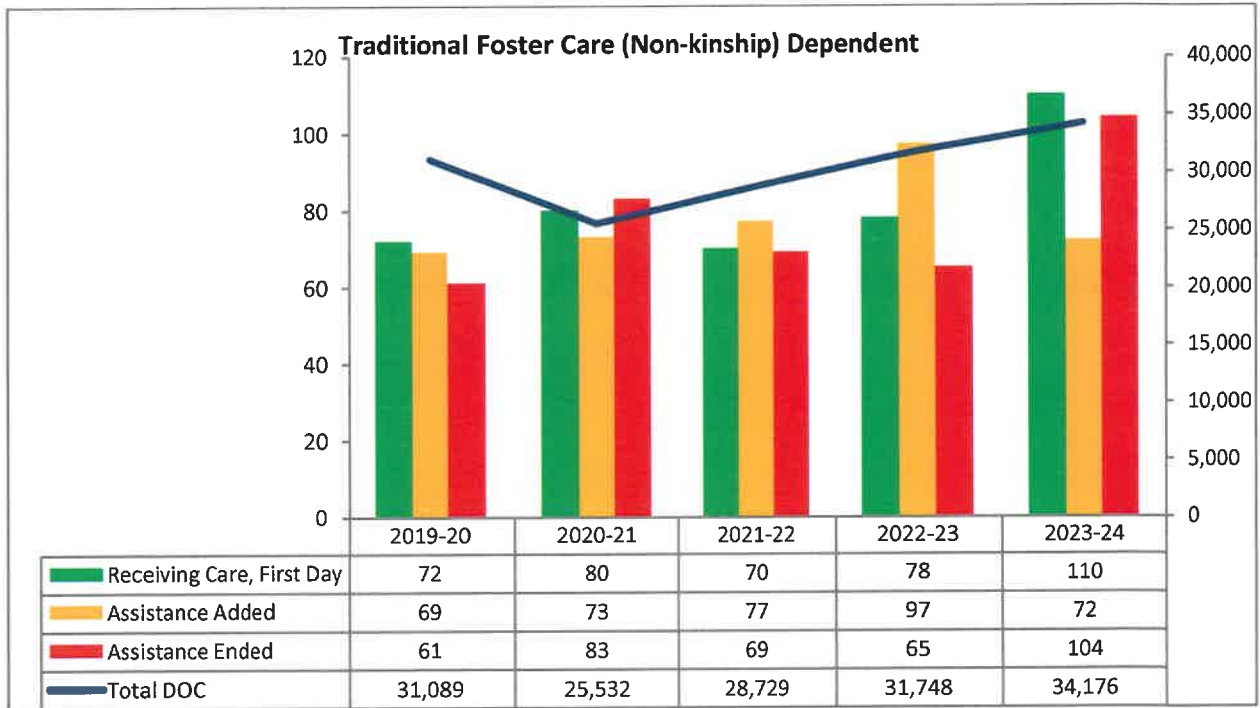
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2-2d. Out-of-Home Placements: County Selected Indicator

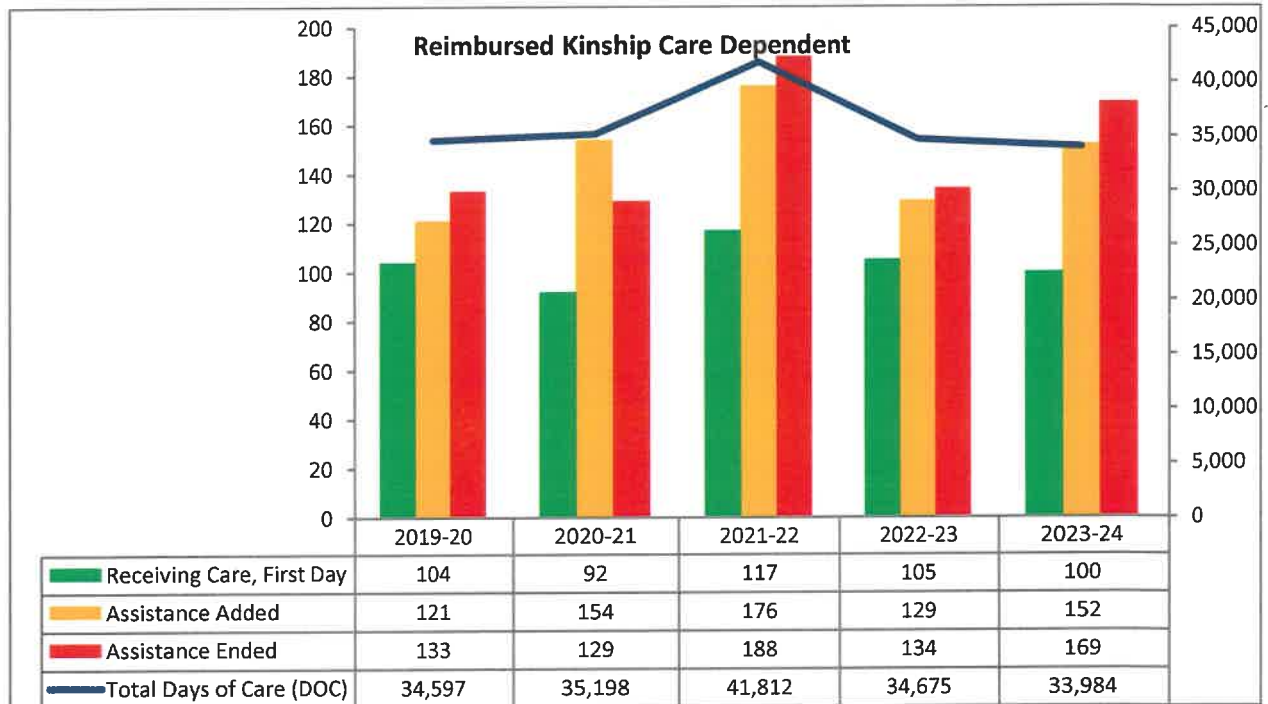
Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).



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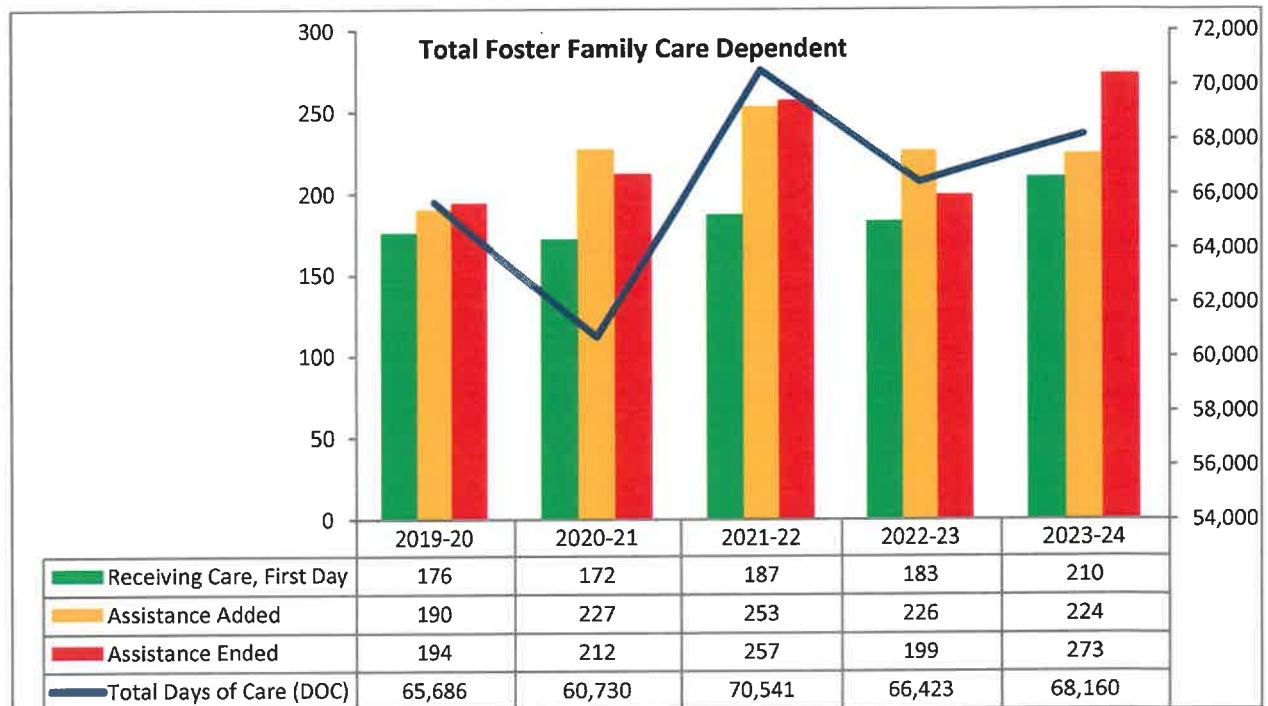
2-2d. Out-of-Home Placements: County Selected Indicator

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).



2-2d. Out-of-Home Placements: County Selected Indicator

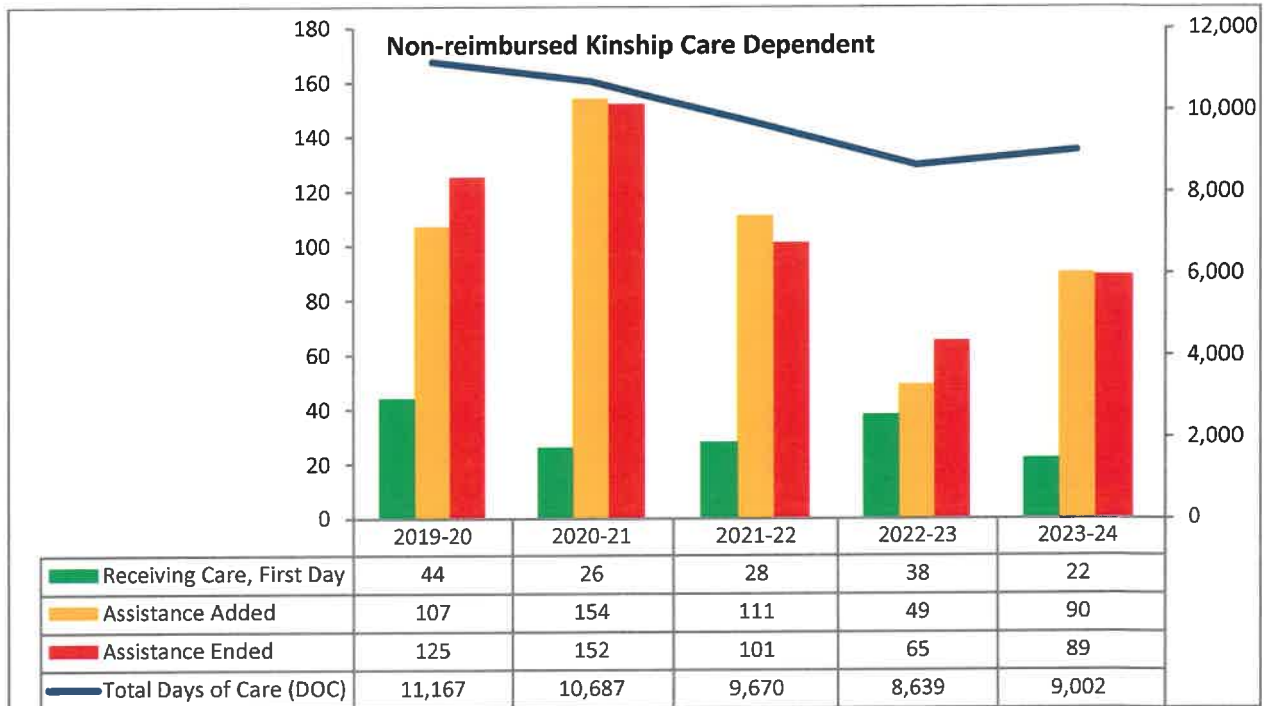
Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).



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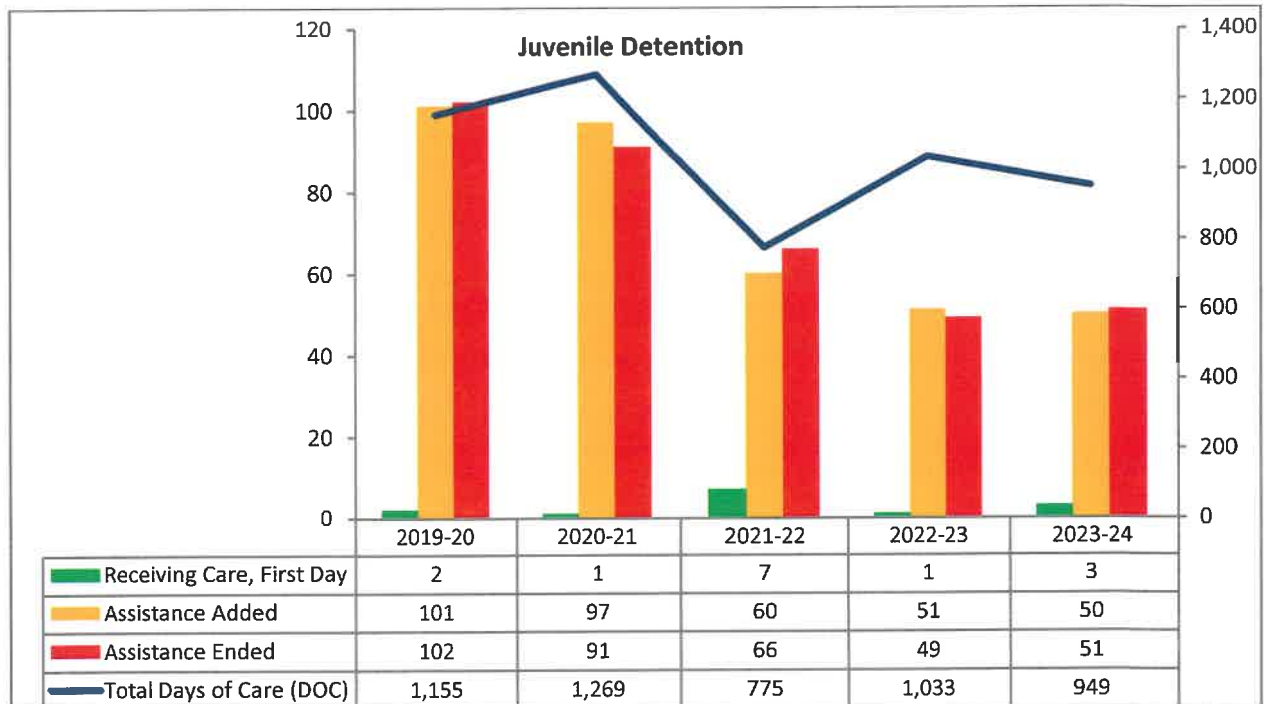
2-2d. Out-of-Home Placements: County Selected Indicator

Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).



2-2d. Out-of-Home Placements: County Selected Indicator

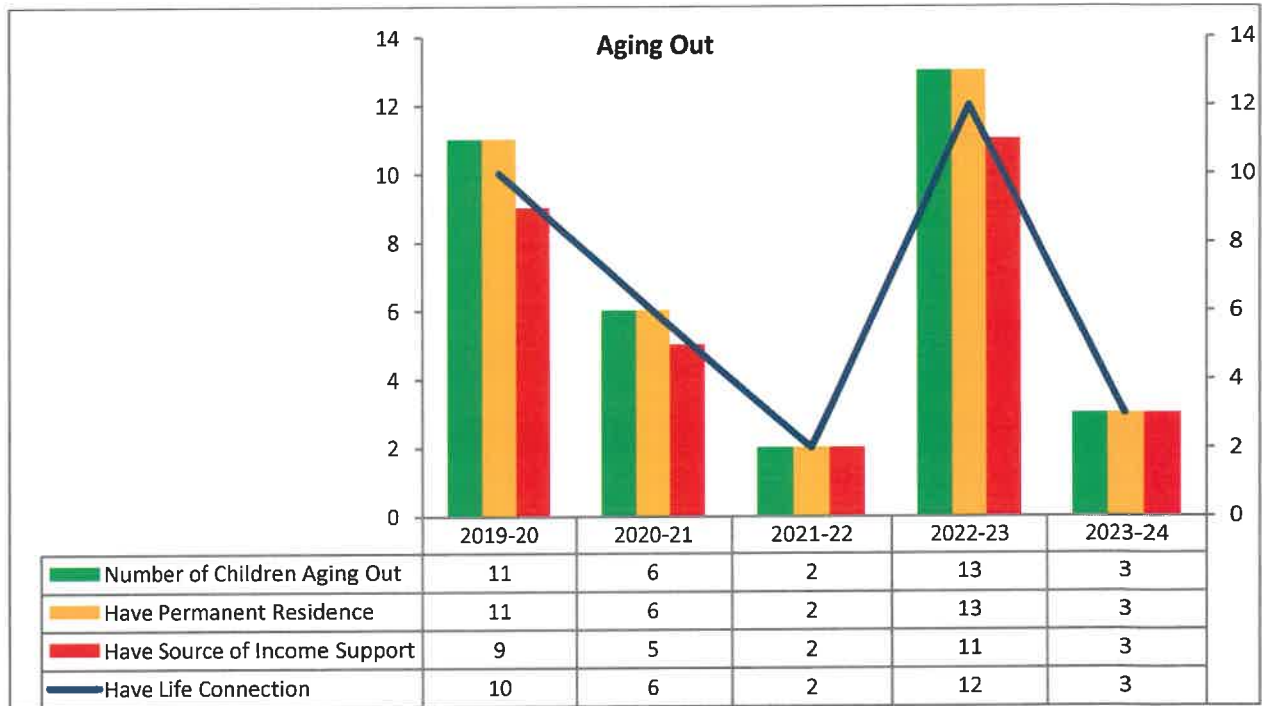
Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).



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2-2e. Aging Out

Insert the Aging Out Chart (Chart 23).



2-2f. General Indicators

Insert the complete table from the *General Indicators* tab. **No narrative** is required in this section.

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2-2: General Indicators

"Type in BLUE boxes only"

County Number: 63

Class: 4

Note: % Change and CAGR are calculated using the oldest reported figure (not 0) and the most recent fiscal year.

Washington County

Copy Part 1 for
Narrative insertion

Copy Part 2 for
Narrative insertion

Copy Part 3 for
Narrative insertion

2-2a. Service Trends

Indicator	FY	FY	FY	FY	FY	% Change	CAGR
	2019-20	2020-21	2021-22	2022-23	2023-24		
Intake Investigations							
Children	4,032	3,863	3,538	2,774	3,258	-19.2%	-5.2%
Family	2,026	1,941	2,033	2,130	2,403	18.6%	4.4%
Ongoing Services							
Children	903	872	779	1,043	643	-28.8%	-8.1%
Family	480	438	418	798	370	-22.9%	-6.3%
Children Placed	358	376	390	385	375	4.7%	1.2%
JPO Services							
Total Children	204	196	140	123	44	-78.4%	-31.9%
Community Based Placement	53	48	5	38	7	-86.8%	-39.7%
Institutional Placements	151	148	90	85	37	-75.5%	-29.6%

2-2b. Adoption Assistance

Indicator	FY	FY	FY	FY	FY	% Change	CAGR
	2019-20	2020-21	2021-22	2022-23	2023-24		
Adoption Assistance							
Receiving Care, First Day	590	618	647	676	720	22.0%	5.1%
Assistance Added	52	60	46	47	49	-5.8%	-1.5%
Assistance Ended	24	31	17	3	65	170.8%	28.3%
Total Days of Care (DOC)	217,282	239,114	244,036	257,584	239,295	10.1%	2.4%

2-2c. SPLC

Indicator	FY	FY	FY	FY	FY	% Change	CAGR
	2019-20	2020-21	2021-22	2022-23	2023-24		
Subsidized Permanent Legal Custodianship							
Receiving Care, First Day	118	124	118	106	122	3.4%	0.8%
Assistance Added	17	9	13	18	15	-11.8%	-3.1%
Assistance Ended	11	15	25	2	20	81.8%	16.1%
Total Days of Care (DOC)	44,710	41,028	39,229	42,768	40,430	-9.6%	-2.5%

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2-2d. Placement Data							
Indicator	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	% Change	CAGR
Traditional Foster Care (non-kinship) - Dependent							
Receiving Care, First Day	72	80	70	78	110	52.8%	11.2%
Assistance Added	69	73	77	97	72	4.3%	1.1%
Assistance Ended	61	83	69	65	104	70.5%	14.3%
Total DOC	31,089	25,532	28,729	31,748	34,176	9.9%	2.4%
Traditional Foster Care (non-kinship) - Delinquent							
Receiving Care, First Day						0.0%	0.0%
Assistance Added						0.0%	0.0%
Assistance Ended						0.0%	0.0%
Total DOC						0.0%	0.0%
Reimbursed Kinship Care - Dependent							
Receiving Care, First Day	104	92	117	105	100	-3.8%	-1.0%
Assistance Added	121	154	176	129	152	25.6%	5.9%
Assistance Ended	133	129	188	134	169	27.1%	6.2%
Total Days of Care (DOC)	34,597	35,198	41,812	34,675	33,984	-1.8%	-0.4%
Reimbursed Kinship Care - Delinquent							
Receiving Care, First Day						0.0%	0.0%
Assistance Added						0.0%	0.0%
Assistance Ended						0.0%	0.0%
Total Days of Care (DOC)						0.0%	0.0%
Foster Family Care - Dependent (Total of 2 above)							
Receiving Care, First Day	176	172	187	183	210	19.3%	4.5%
Assistance Added	190	227	253	226	224	17.9%	4.2%
Assistance Ended	194	212	257	199	273	40.7%	8.9%
Total Days of Care (DOC)	65,686	60,730	70,541	66,423	68,160	3.8%	0.9%
Foster Family Care - Delinquent (Total of 2 above)							
Receiving Care, First Day	0	0	0	0	0	0.0%	0.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	0	0	0	0	0.0%	0.0%
Total Days of Care (DOC)	0	0	0	0	0	0.0%	0.0%
Non-reimbursed Kinship Care - Dependent							
Receiving Care, First Day	44	26	28	38	22	-50.0%	-15.9%
Assistance Added	107	154	111	49	90	-15.9%	-4.2%
Assistance Ended	125	152	101	65	89	-28.8%	-8.1%
Total Days of Care (DOC)	11,167	10,687	9,670	8,639	9,002	-19.4%	-5.2%
Non-reimbursed Kinship Care - Delinquent							
Receiving Care, First Day						0.0%	0.0%
Assistance Added						0.0%	0.0%
Assistance Ended						0.0%	0.0%
Total Days of Care (DOC)						0.0%	0.0%
Alternative Treatment Dependent							
Receiving Care, First Day						0.0%	0.0%
Assistance Added						0.0%	0.0%
Assistance Ended						0.0%	0.0%
Total Days of Care (DOC)						0.0%	0.0%
Alternative Treatment Delinquent							
Receiving Care, First Day						0.0%	0.0%
Assistance Added						0.0%	0.0%
Assistance Ended						0.0%	0.0%
Total Days of Care (DOC)						0.0%	0.0%

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Dependent Community Residential							
Receiving Care, First Day	18	8	10	11	18	0.0%	0.0%
Assistance Added	13	16	18	20	28	115.4%	21.1%
Assistance Ended	23	14	17	13	33	43.5%	9.4%
Total Days of Care (DOC)	4,499	3,096	4,066	3,920	7,507	66.9%	13.7%

Delinquent Community Residential							
Receiving Care, First Day	7	6	3	6	2	-71.4%	-26.9%
Assistance Added	16	23	17	4	8	-50.0%	-15.9%
Assistance Ended	17	26	14	8	6	-64.7%	-22.9%
Total Days of Care (DOC)	2,575	1,687	1,327	1,955	906	-64.8%	-23.0%

Supervised Independent Living Dependent							
Receiving Care, First Day	2	2	3	4	5	150.0%	25.7%
Assistance Added	3	5	4	8	7	133.3%	23.6%
Assistance Ended	3	4	3	7	6	100.0%	18.9%
Total Days of Care (DOC)	774	735	796	1,917	1,425	84.1%	16.5%

Supervised Independent Living Delinquent							
Receiving Care, First Day	2	0	2	1	0	-100.0%	-100.0%
Assistance Added	6	3	3	1	1	-83.3%	-36.1%
Assistance Ended	8	1	4	2	0	-100.0%	-100.0%
Total Days of Care (DOC)	565	314	620	274	99	-82.5%	-35.3%

Juvenile Detention							
Receiving Care, First Day	2	1	7	1	3	50.0%	10.7%
Assistance Added	101	97	60	51	50	-50.5%	-16.1%
Assistance Ended	102	91	66	49	51	-50.0%	-15.9%
Total Days of Care (DOC)	1,155	1,269	775	1,033	949	-17.8%	-4.8%

Dependent Residential Services							
Receiving Care, First Day	7	13	8	14	7	0.0%	0.0%
Assistance Added	30	21	19	7	35	16.7%	3.9%
Assistance Ended	24	26	13	14	36	50.0%	10.7%
Total Days of Care (DOC)	3,649	4,069	3,691	3,933	2,922	-19.9%	-5.4%

Delinquent Residential Services							
Receiving Care, First Day	9	9	10	4	6	-33.3%	-9.6%
Assistance Added	43	46	23	14	10	-76.7%	-30.6%
Assistance Ended	43	45	29	12	8	-81.4%	-34.3%
Total Days of Care (DOC)	2,368	2,214	1,404	1,496	1,902	-19.7%	-5.3%

Secure Residential (Except YDC)							
Receiving Care, First Day	3	1	2	1	0	-100.0%	-100.0%
Assistance Added	2	3	2	0	2	0.0%	0.0%
Assistance Ended	4	2	3	1	1	-75.0%	-29.3%
Total Days of Care (DOC)	598	250	812	27	381	-36.3%	-10.7%

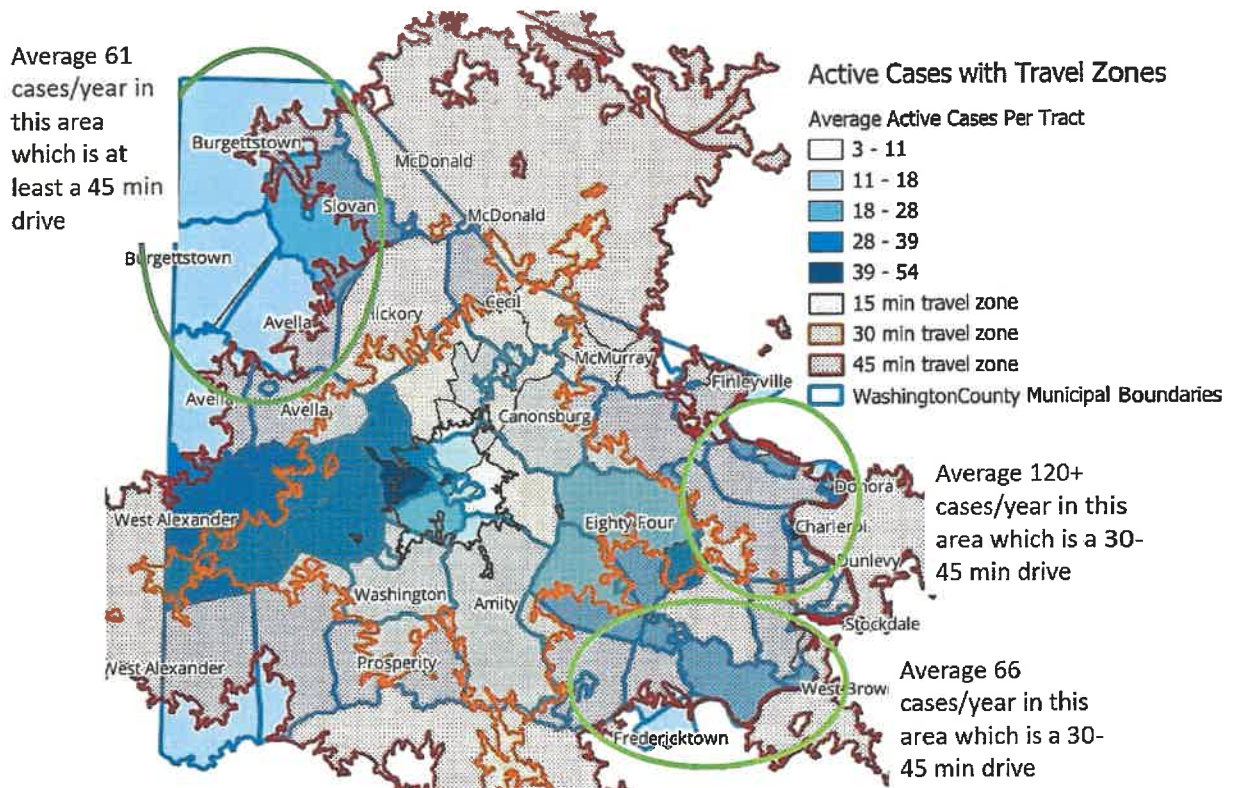
Youth Detention Center / Youth Forestry Camps							
Receiving Care, First Day	1	1	1	0	2	100.0%	18.9%
Assistance Added	2	1	2	3	1	-50.0%	-15.9%
Assistance Ended	2	1	3	1	2	0.0%	0.0%
Total Days of Care (DOC)	443	151	418	601	527	19.0%	4.4%

2-2e. Aging Out Data							
Indicator	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	% Change	CAGR
Aging Out							
Number of Children Aging Out	11	6	2	13	3	-72.7%	-27.7%
Have Permanent Residence	11	6	2	13	3	-72.7%	-27.7%
Have Source of Income Support	9	5	2	11	3	-66.7%	-24.0%
Have Life Connection	10	6	2	12	3	-70.0%	-26.0%

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2-2g. through 2-2i. Charts

- NOTE: The section is optional and applies to CCYAs and/or JPOs.
- NOTE: If inserting charts, identify the data source and parameters and include only one chart per page.
- ❑ Insert up to three additional charts that capture the drivers of county services and supports the county's resource request. For example, these charts may be related to prevention or diversion activities or may be specific to areas or demographics that are driving influences on county resources and practices.
- ❑ Counties may use data charts as provided by PCG or any other county data available. County specific charts outside of PCG data charts must clearly identify the source of the data.



This graph was developed by the Child Welfare Resource Center after the completion of their review of caseload analysis and travel logs. Reaching all corners of Washington County requires notable time investment; 45 minutes to reach the southeast, and more than 45 minutes to reach the northwest corner. While the highest concentrations of cases are centrally located in the county, there are still notable numbers of referrals and cases in the farther zones.

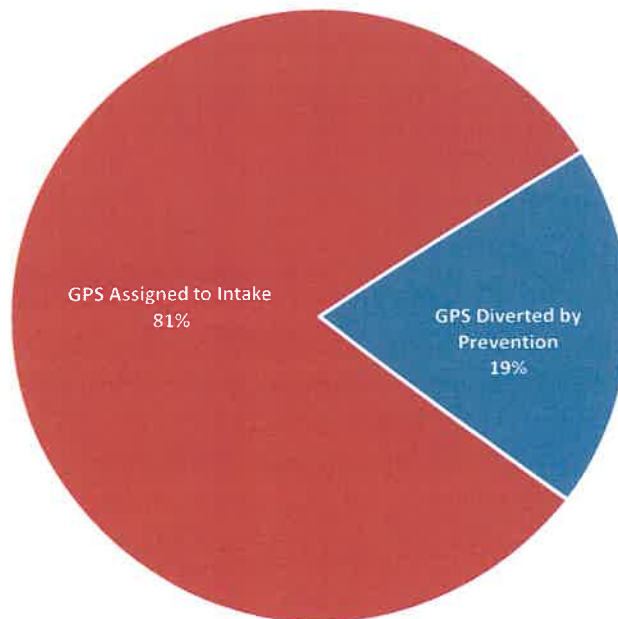
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GPS Reports Assessed FY23/24

Source: WCCYS Call Screening Log & Prevention Tracking

Total GPS Assigned n = 1327

Prevention GPS Screened Out n = 314



WCCYS's Prevention Unit was able to connect families to resources and address any risk factors in 19% of the GPS referrals that would have otherwise gone to the intake department for assessment during FY23/24.

Chart Analysis for 2-2a. through 2-2i.

➔ **NOTE:** These questions apply to both the CCYA and JPO.

- Discuss any child welfare and juvenile justice service trends and describe factors contributing to the trends noted in the previous charts.

WCCYS showed a slight increase in the number of children served in FY23/24; however, there was a slight decrease in the number of families served compared to FY22/23. WCCYS saw a 13% decrease in investigations in FY23/24 compared to the previous fiscal year. The development of our prevention unit, along with support received from Western Region OCYF to our call screening supervisor is credited with this change. Specifically, an increase in understanding of the GPS bulletin and making screening decisions has helped us successfully screen out and connect families to community supports and services on 51% of the GPS reports received.

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- ❑ Describe what changes in agency priorities or programs, if any, have contributed to changes in the number of children and youth served or in care and/or the rate at which children are discharged from care.

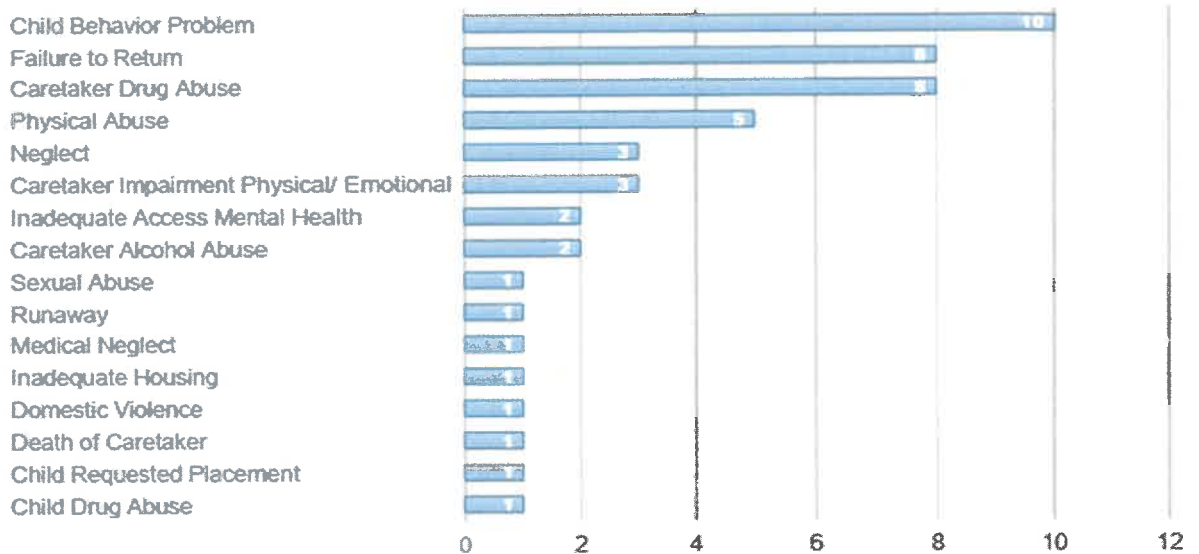
WCCYS showed a 19% decrease in out-of-home placement entries in FY23/24. We attribute this decrease to a shift in our practice of bringing families to a crisis or rapid response meeting when risk is elevated, or safety threats are present. Children who had families participate in a family team meeting resolved concerns without placing children in out-of-home care within 30 days 94% of the time (136/144 children). When children had to be placed outside of the home for their safety, caretaker drug abuse attributed most often to the necessity of the placement. It should be noted that WCCYS saw children entering out-of-home placement due to domestic violence much more frequently than previous years and a 66% increase in children entering out-of-home placement due to physical abuse compared to FY22/23. It should be kept in mind that this may be at least partly due to the changes in AFCARS definitions for reasons for removal that was implemented in October of 2023.

- ❑ Provide a description of children/youth placed in congregate care settings.

Washington County Children placed in congregate care settings are generally older youth who have experienced placement disruptions largely due to more complex needs. The average age of these children was 16 years-old and ranged from 8 to 20 years-old. While predominately the children were Caucasian (57%), the remaining children multiracial (17%), Black (15%), Hispanic (9%), Indigenous (2%), According to the US Census Bureau as of July 2021, Washington County was 93.1% Caucasian with the remaining 6.9% BIPOC, indicating that there is a racial disparity of children who entered congregate care. Of note is the increase in Hispanic children seen by WCCYS with this population consisting of illegal immigrant children where there were concerns for trafficking. The gender identity of the children was predominately male (50%) followed by female (37%). The remaining 13% of children identified as LGBTQ, though this may be under reported.

Removal Reasons for Children in Congregate Care in FY23/24

*Source: WCCYS Internal Data & CAPS NBBQ
 n = 46 children*

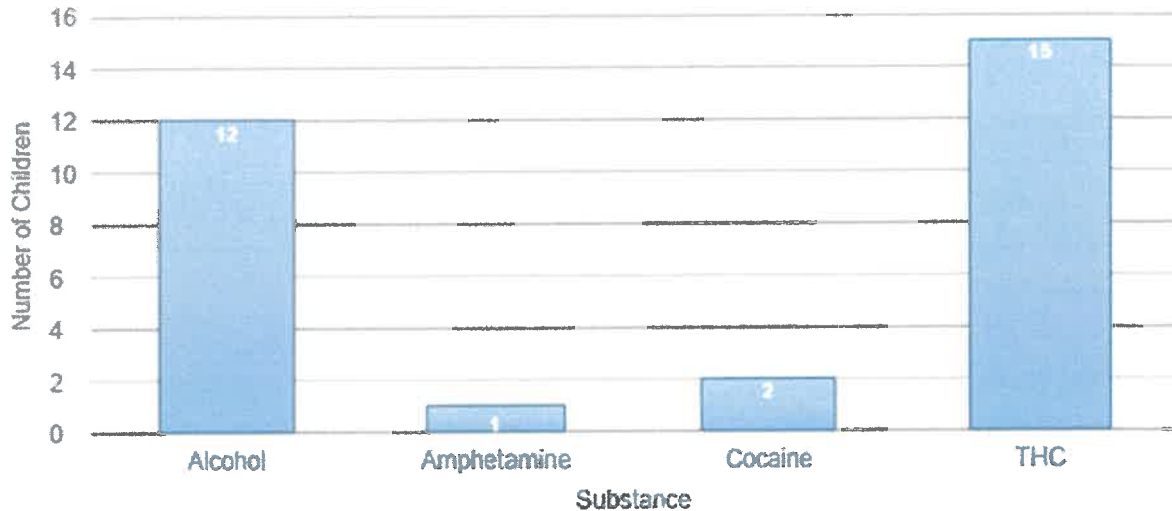


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Children who entered congregate care in FY23/24 had multiple factors that necessitated out-of-home placement. Children were more frequently placed in congregate care settings due to behavioral and mental health challenges (22%) that require specialized support and interventions. A significant portion (17%) were removed when their caregivers refused to return to assume custody of the child.

Substance Abuse for Children in Congregate Care during FY23/24

Source: WCCYS Internal Data
n = 20 children



Forty-three percent of children placed in a congregate care setting had substance abuse history.

- Consider the children and youth who have the following characteristics, by race, age, and gender:
 - *Intellectual disability or autism;*
 - *A behavioral health impairment;*
 - *A physical disability;*
 - *Involvement with JPO; and*
 - *Identify as LGBTQ.*
- ❑ Identify the service and treatment needs of the youth counted above with as much specificity as possible.

WCCYS understands the value of keeping children in a more traditional home environment, and 54% of the children who spent time in a congregate care setting during FY23/24 began their placement episode in a family-like setting. The remaining children were placed directly into a congregate care setting due to the higher level of care they required at the time they entered care; or were already placed in a hospital or residential setting and were transferred to the custody of WCCYS. This latter group came to the Agency's attention amid more extreme behaviors such as sexually acting out, aggressive behaviors, unstable mental health symptoms, and/or actively using addictive substances. The children in congregate care often exhibited non-compliance with mental health and substance use treatment resulting in hospitalizations, and 15% of the children were diagnosed with autism spectrum disorder and/or

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Intellectual Disability. All but four children were diagnosed with a mental health disorder, and three of these children were immigrants with no available natural supports available. Almost half (43%) of the children in congregate care settings have a history of substance use, with many experiencing active use during FY23/24. Given the complex needs of our youth, providers have declined these children for traditional foster care due to the increased likelihood of a disruption, added stress on the caregivers, and potential risk to other children in the foster home.

➤ The below questions may assist in development of a response:

- *What are the service and treatment needs?*
- *Why can those services and treatment needs not be met in the community?*
- *What barriers exist to accessing service and treatment needs in the community?*

❑ Please describe the county's process related to congregate care placement decisions.

WCCYS utilizes a teaming approach to make case decisions. If the child's safety is impacted, requiring an out of home placement, we believe children should be placed in the least restrictive placement setting with kinship care being the preferred option. If the child's needs require a higher level of care, or a kinship/foster home is unavailable, the WCCYS casework manager must review all steps taken to locate a less restrictive placement prior to authorizing the use of congregate care.

➤ The below questions may assist in development of a response:

- *What policies are in place to guide decision making?*
- *Who oversees and is part of the decision?*
- *Are youth involved in the decision-making? If so, how?*
- *How is the decision reviewed?*

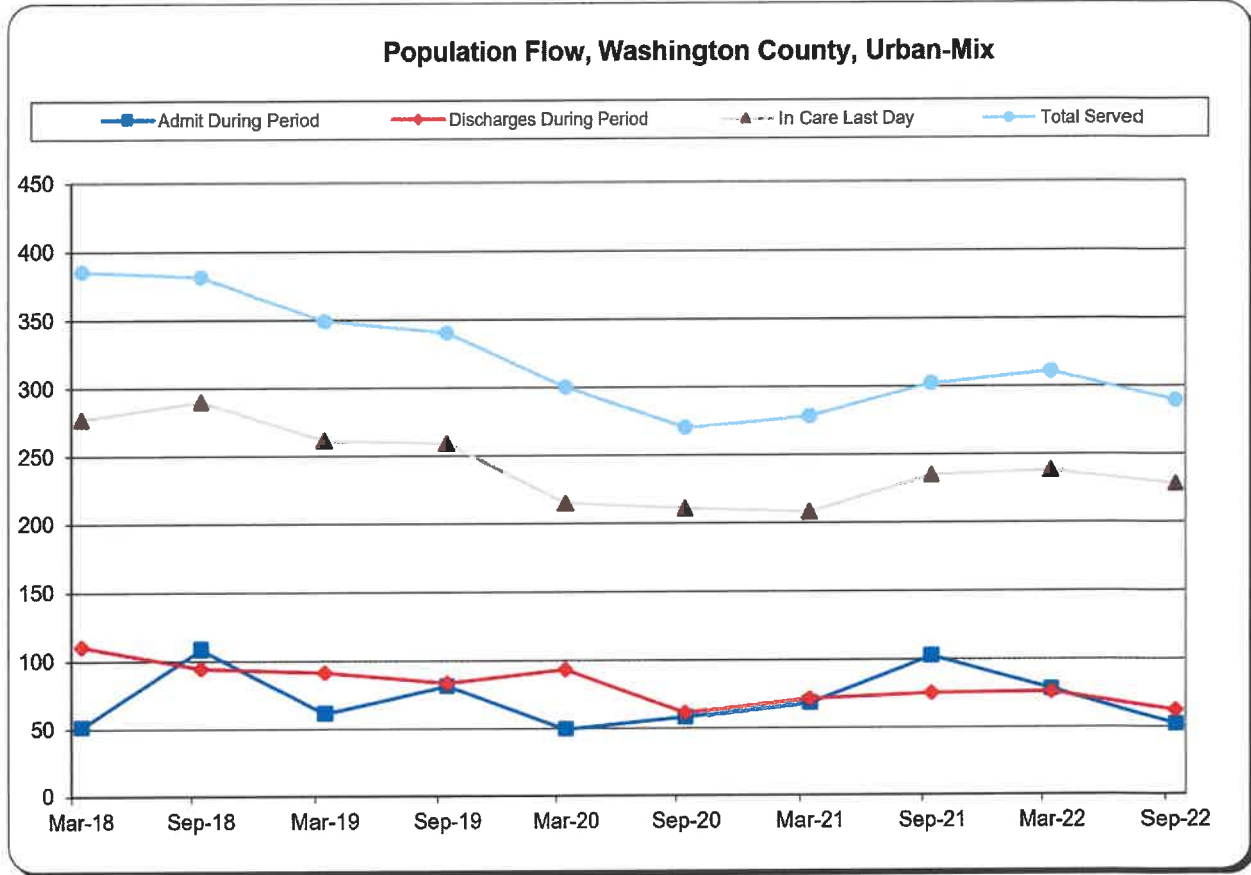
❑ How has the county adjusted staff ratios and/or resource allocations (both financial and staffing, including vacancies, hiring, turnover, etc.) in response to a change in the population of children and youth needing out-of-home care? Is the county's current resource allocation appropriate to address projected needs?

Please see executive summary as this area was addressed throughout.

2-3a Population Flow

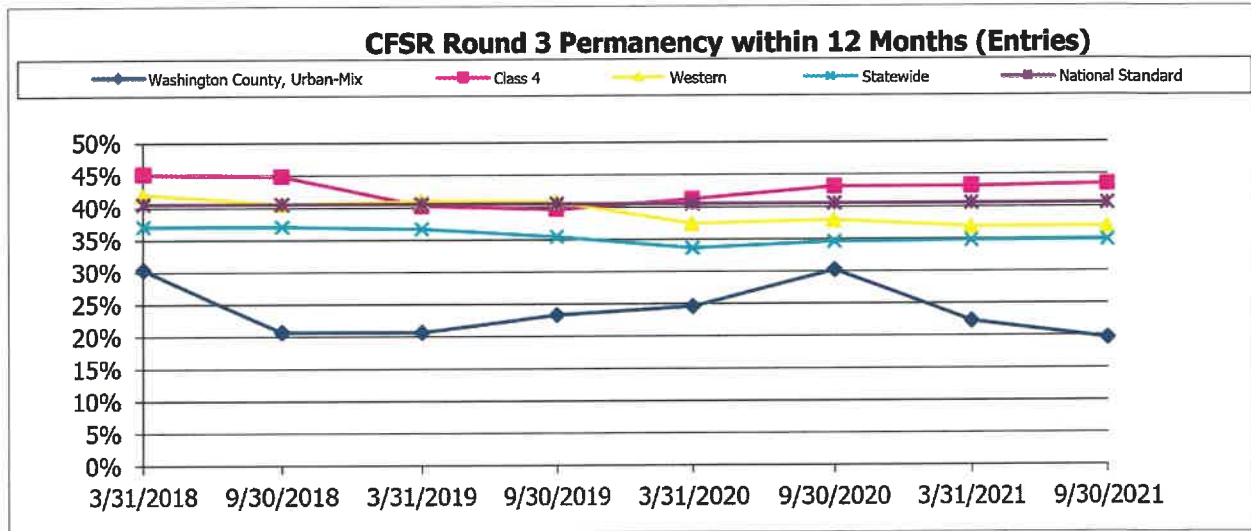
Insert the Population Flow Chart

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2-3b Permanency in 12 Months (Entry)

Insert the Permanency in 12 Months (Entry) Chart



	3/31/18	9/30/18	3/31/19	9/30/19	3/31/20	9/30/20	3/31/21	9/30/21	3/31/22	9/30/22
Washington County, Urban-Mi	30%	21%	21%	23%	25%	30%	22%	20%	*	*

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Class 4	45%	45%	40%	40%	41%	43%	43%	43%	*	*
Western	42%	40%	41%	41%	37%	38%	37%	37%	*	*
Statewide	37%	37%	37%	35%	34%	35%	35%	35%	*	*
National Standard	41%	41%	41%	41%	41%	41%	41%	41%	*	*

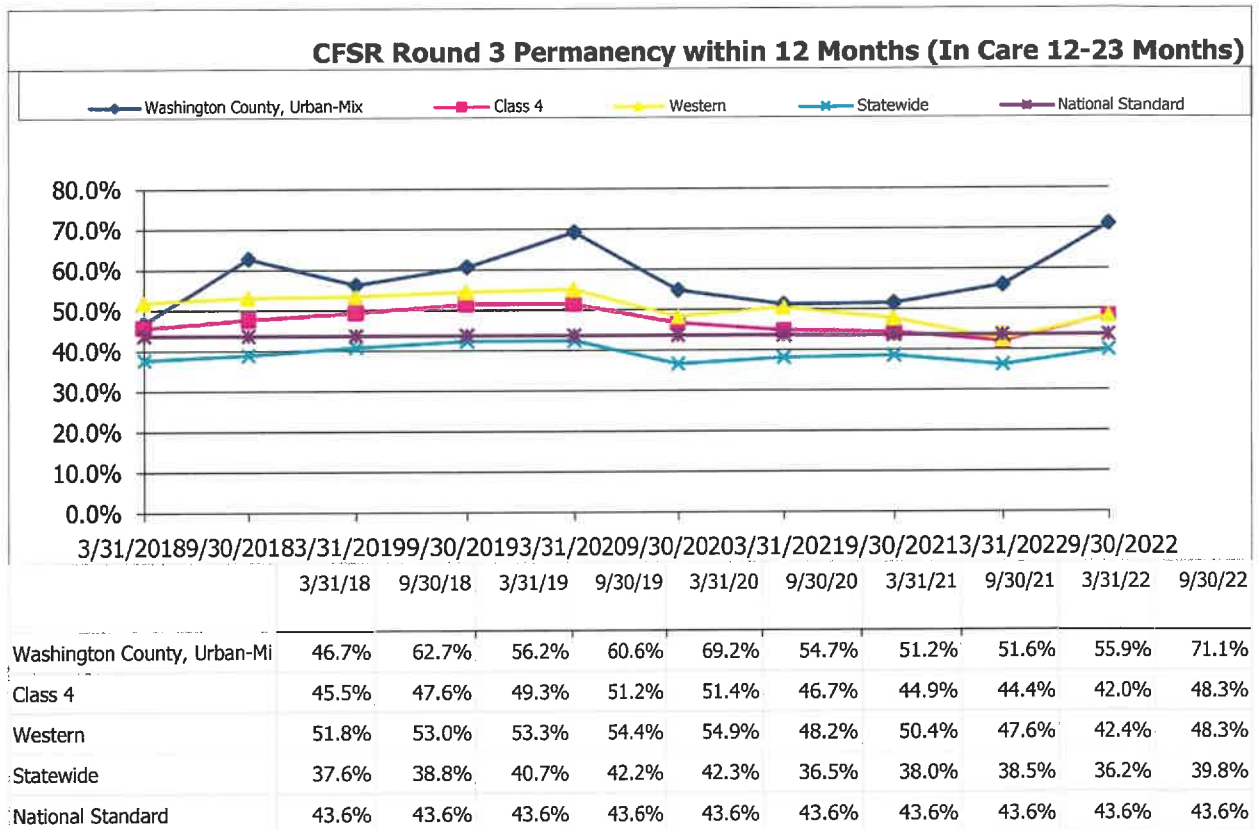
This indicator reports on the percentage of children and youth who enter care in a 12-month period and discharged to permanency within 12 months of entering care. The national performance standard is 40.5%. A higher performance of the measure is desirable in this indicator.

Does the county meet or exceed the national performance standard?

According to WCCYS internal data, children who entered care in a 12-month period and discharged to permanency within 12 months of entering care is 37.5%, below the national performance standard. This is an improvement from last fiscal year when we saw 29% of the children who entered care exiting within 12 months. See Program Improvement Strategies section for our plan to work towards meeting the measure.

2-3c. Permanency in 12 Months (in care 12-23 months)

Insert the Permanency in 12 Months (in care 12-23 months) Chart



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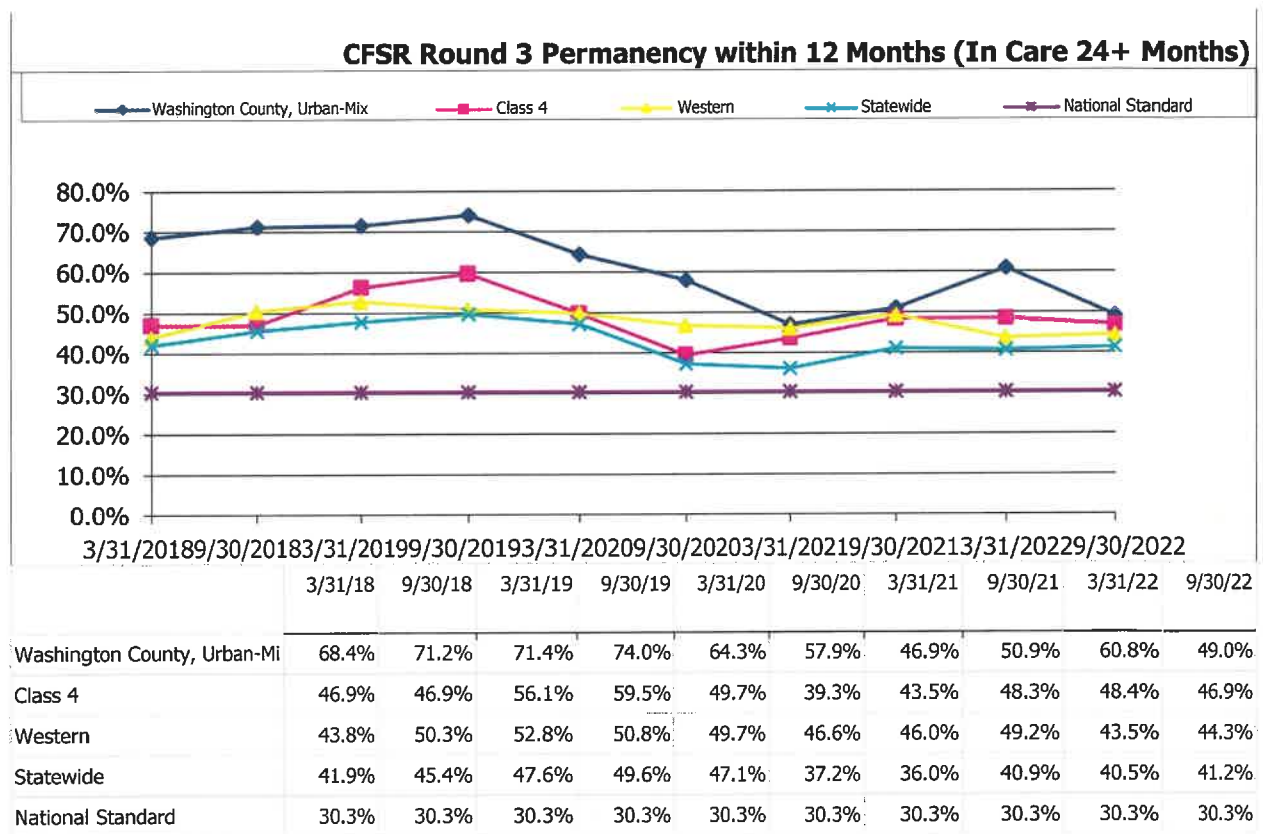
This indicator measures the percent of children and youth in care continuously between 12 and 23 months that discharged within 12 months of the first day in care. The national performance standard is 43.6%. A higher percentage is desirable in this indicator.

Does the county meet or exceed the national performance standard?

WCCYS exceeds the national performance standard.

2-3d Permanency in 12 Months (in care 24 Months)

Insert Permanency in 12 Months (in care 24 Months) Chart



This indicator measures the percent of children who had been in care continuously for 24 months or more discharged to permanency within 12 months of the first day in care. The national performance standard is 30.3%. A higher percentage is desirable in this indicator.

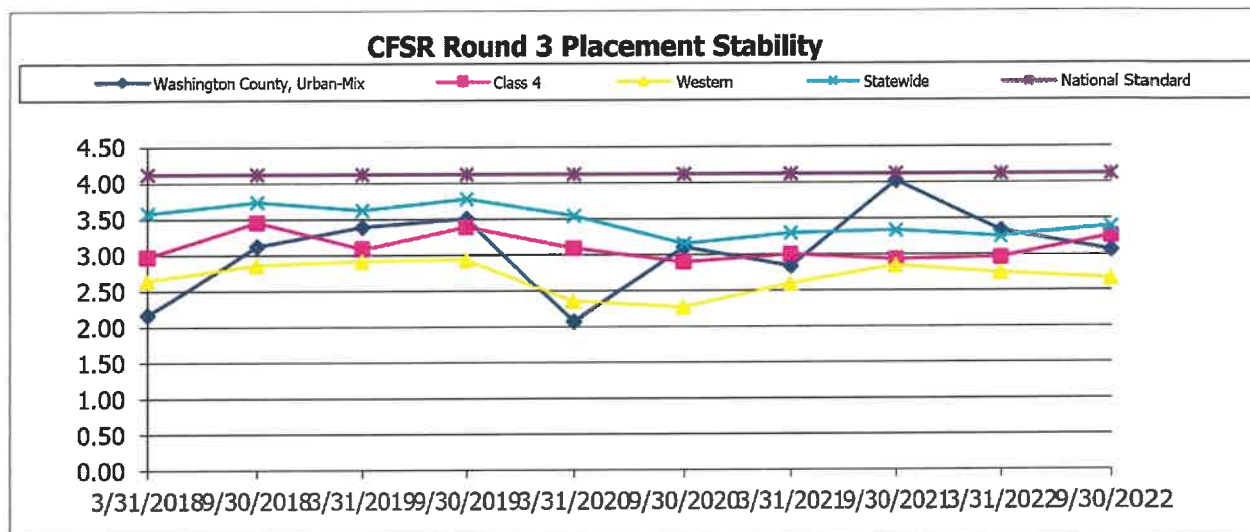
Does the county meet or exceed the national performance standard?

WCCYS exceeds the national performance standard.

2-3e Placement Stability (Moves/1000 days in care)

Insert the Placement Stability (Moves/1000 days in care) Chart

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	3/31/18	9/30/18	3/31/19	9/30/19	3/31/20	9/30/20	3/31/21	9/30/21	3/31/22	9/30/22
Washington County, Urban-Mi	2.16	3.12	3.39	3.50	2.07	3.10	2.84	4.02	3.33	3.05
Class 4	2.97	3.45	3.08	3.39	3.09	2.89	3.00	2.93	2.96	3.25
Western	2.64	2.86	2.91	2.93	2.35	2.26	2.59	2.84	2.74	2.66
Statewide	3.57	3.73	3.62	3.77	3.54	3.15	3.29	3.33	3.25	3.38
National Standard	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12

This indicator measures the rate of placement moves per 1,000 days of foster care for children and youth who enter care. The national performance standard is 4.12 moves. A lower number of moves is desirable in this indicator.

Does the county have less placement moves than the national performance standard?

WCCYS exceeds the national performance standard.

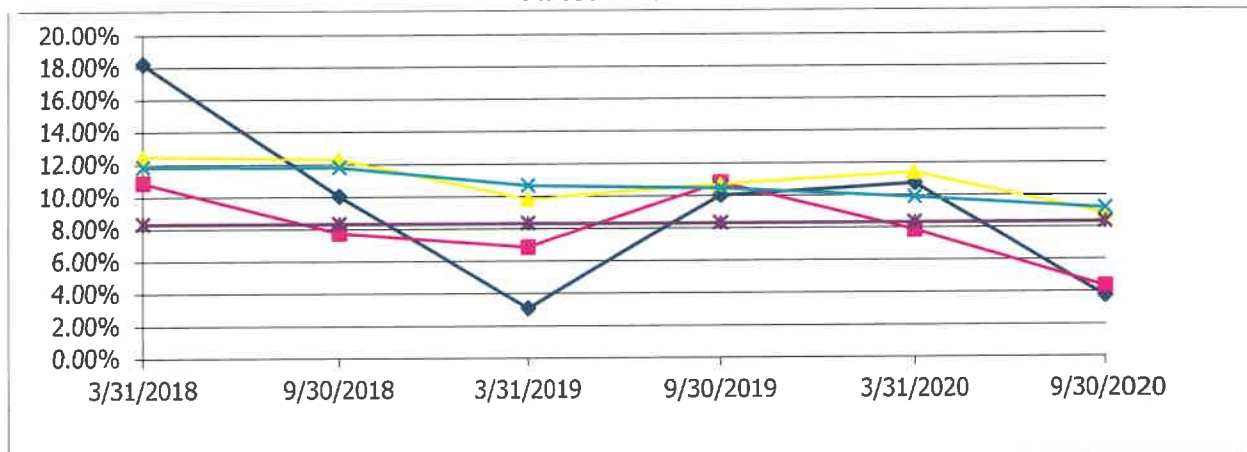
2-3f Re-entry (in 12 Months)

Insert the Re-entry (in 12 Months) Chart

Insert the Re-entry (in 12 Months) Chart



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	3/31/18	9/30/18	3/31/19	9/30/19	3/31/20	9/30/20
Washington County, Urban-Mi	18.18%	10.00%	3.03%	10.00%	10.71%	3.70%
Class 4	10.84%	7.71%	6.81%	10.80%	7.82%	4.30%
Western	12.44%	12.27%	9.77%	10.67%	11.35%	8.80%
Statewide	11.81%	11.78%	10.63%	10.44%	9.83%	9.12%
National Standard	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%

This indicator measures the percent of children and youth who re-enter care within 12 months of discharge to reunification, live with a relative, or guardianship. The national performance standard is 8.3%. A lower percentage is desirable in this indicator.

Is the county's re-entry rate less than the national performance standard?

WCCYS exceeds the national performance standard.

2-4 Program Improvement Strategies

For FY 2025-26, counties will fully evaluate their performance in achieving permanency and stability for children and youth who enter placement. The analysis of current practices and services toward meeting the national performance standard for timeliness to permanence, re-entry and stability in placement will identify areas in which targeted program improvement is warranted. This analysis will also help to identify areas of technical assistance needed at the county level to address challenges identified. In addition, the areas of technical assistance identified on the county level across all counties in the commonwealth will help to identify areas that need addressed through a statewide focus. As part of the analysis, counties should take a holistic view of the data available to them, including information in the data packages provided, county-specific data, general indicators, etc.

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As part of the data packages, counties were also provided data regarding:

- re-entry and reunification for dependent children and youth only (no SCR);
- children whose placement stay was 30 days or less;
- the number of children entering foster care for the first time who were in previous adoptions; and
- removal reasons for children and youth in placement.

Counties that do not meet or exceed national performance standard must identify program improvement strategies based on their analysis. Based on the county analysis of the data presented in 2-2a through 2-2i and 2-3a through 2-3f, as well as other county data reviewed, counties may also choose to consider other areas in which program improvement strategies have been identified. The following questions and steps outlined below will assist counties in identifying priority outcomes and identification of practice improvement strategies.

1. ANALYSIS

The analysis phase consists of two iterative steps: data analysis and root cause analysis. Initial data analysis can begin the root cause analysis process and the root cause analysis process often requires additional data analysis as one continues to seek more information about why a problem exists.

In addition to utilizing the analysis of the national performance standard for timeliness to permanence, re-entry and stability in placement, the county should consider conducting additional analysis to define problems to be addressed. The county may consider conducting analysis to determine if children and youth who do not achieve permanency in 12 months, do not have placement stability (less than four moves), and do not re-enter care differ from those who DO. The following questions should be considered in this analysis.

- a. Are there any distinctions in age, gender, race, disabilities, etc.?

The older youth cohort contains many of WCCYS's children with more complex needs that are difficult to place, three of which have experienced ten or more placement moves but on average experienced four placement moves. While there were outliers, on average a child in out-of-home care during FY23/24 through WCCYS experienced 2.25 moves for each placement episode, well below the national standard of 4.12 moves. There was no significant difference in what race a child was and them achieving permanency, though minorities are over-represented in children who were in out of care. They consisted of 36% of the children in placement when census data indicates that they are only 6.9% of the population in Washington County. WCCYS was below the the national standard for children who re-entered care within 12 months of discharge to permanency by 0.7%, which is an improvement for the county from exceeding that standard 1.6% in FY22/23.

- b. Are there differences in family structure, family constellation or other family system variables (for example, level of family conflict, parental mental health & substance use)?

Children that were removed due to parent substance use or took six months longer to achieve permanency than children where those concerns were not present. There was no significant difference in the time it took a child to achieve permanency when comparing kinship and traditional placements. The recent re-entries were most often removed due to caretaker drug/alcohol abuse.

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The incarceration of a caretaker and domestic violence accounted for almost a third of the reentries in FY23/24.

- c. Are there differences in the services and supports provided to the child/youth, family, foster family or placement facility?

WCCYS became a Family Engagement Initiative (FEI) county in May of 2022, at which point Family Group Decision Making (FGDM) meeting referrals increased as families were offered the service consistently when a child was at risk of entering placement or entered placement on an emergency basis. Families who developed a plan of safety with the Agency are offered rapid response (within 72 hours) FGDM meetings for all of FY23/24. There were instances where the meeting was not facilitated due to refusal by a family to utilize the service, ongoing law enforcement investigations, or inability to secure enough natural supports to attend the meeting to maintain the fidelity of the FGDM model. WCCYS saw an 11% increase in crisis and rapid response FGDM referrals in FY23/24 compared to the previous fiscal year. These meetings have outside legal counsel attending for both the parents and the child(ren) to ensure all parties are aware of their rights and help lift the family's voice in the creation of the plan.

- d. Are there differences in the removal reasons for entry into placement?

Parental substance use remains the most frequent reason for removal for children in Washington County. Children removed for this reason achieved permanency within 12 months 31% of the time, a marked improvement from FY22/23 when only 8% of the children removed for this reason achieved permanency within 12 months. Our data shows an increase in children being placed due to sexual abuse, caretaker alcohol abuse, and domestic violence during FY23/24. Children experiencing sexual or physical abuse at removal achieved permanency predominately between 12 to 23 months.

- e. Are there differences in the initial placement type?

The initial placement type for the children was predominantly within a family-like setting 86% with congregate care or hospital setting making up the remaining 14%. The children in congregate care consist of older, harder to place youth who have a higher rate of mental health needs, exposure to sexual and physical abuse, and have higher rates of substance use than the population placed in a family-like setting. The proportion of Hispanic children had higher rates of placement in congregate care with 33% of these individuals being placed there for at least some of their placement episode when they accounted for 4% of the children in care. This is largely due to immigrant children lacking natural supports in the area. There were no differences in racial distribution when kinship foster care and non-relative foster care were compared.

The results of the data analysis will lead the county in further root cause analysis in which root causes are identified.

- a. What are the resulting root causes identified by the county analysis.

WCCYS Program Specialist Research Analyst reviewed the data information available through the CY28 as well as internal tracking and reporting and specific data queries in the Child Accounting & Profile System (CAPS). This data was analyzed on broad levels by the relevant

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tracking year (calendar, state fiscal, federal fiscal) as well as at the case level when appropriate. Due to the lack of HZA data and through the CAPS system a deeper dive into case notes within CAPS was required. WCCYS enhanced its' electronic filing system in FY21/22 and moved records from OnBase Client to Laserfiche, and both systems were utilized to locate and review documents such as psychological evaluations, medical documents, provider notes, etc. When further clarification regarding any case or child was needed, the current caseworker and supervisor were consulted. The "5 Whys" technique was utilized by data team members to conduct this analysis.

Children in placements in Washington do not always achieve timely permanency. County children are achieving permanency within 12 months 38% of the time. The most likely exit to permanency for a child in the first 12 months is reunification. Caretaker drug use is the primary reason for removal in Washington County occurring in 22% of the new entries into care in FY23/24. Achieving and maintaining a sober lifestyle is a process that takes time. Research has shown improved outcomes when individuals participate in treatment for at least 90 days, and maintaining sobriety is a life-long process. Despite the increases noted in parental substance abuse, access to assessments that could lead to treatment recommendations is often delayed. When evaluations are completed, the drug and alcohol assessment recommendations have predominately resulted in no recommendation for treatment. Barriers exist to obtaining thorough drug and alcohol evaluations, such as, the drug and alcohol evaluator may not have a full history of a client's substance use at the time of the assessment and communication between the evaluator and the caseworker does not always occur prior to the evaluation occurring. Improved collaboration between caseworker staff and evaluators would help inform the assessments. Additionally, the availability of an on-site drug and alcohol evaluator at the Agency would improve accessibility to both the caseworkers and clients.

Children are returning to care after being reunified with their parent(s). The primary reason they are returning to care is due to caretaker substance use, both with drugs and/or alcohol. Part of recovery can be a relapse before maintaining sobriety long-term. Parents may not be receiving as much support post-reunification, or the case itself may be closed due to safety concerns having been alleviated. Community support such as CRS are being underutilized. Post-permanency services and support for families, particularly those who have been reunified, would help prevent re-entries.

2. PROGRAM IMPROVEMENT STRATEGIES AND ACTION STEPS TO BE IMPLEMENTED AND MONITORED:

Copy and complete the table below as needed to describe the strategies the county will implement to achieve each desired outcome related to the root causes identified above. Provide rationale for how each strategy will contribute to the achievement of each outcome. Several strategies may be identified for each outcome. Communication with staff and partners should be considered critical action steps, as should the analysis of county and provider capacities in implementing change.

Outcome #:

Related performance measures, if applicable:

Strategy:	
Identify if this is an existing strategy identified	

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in prior year NBPB or a new strategy:	
Action Steps with Timeframes (may be several):	
Indicators/Benchmarks (how progress will be measured):	
Evidence of Completion:	
Resources Needed (financial, staff, community supports, etc.):	
Current Status:	
Monitoring Plan:	
Identify areas of Technical Assistance Needed:	

For Program Improvement Areas that were identified in the FY 2024-25 NBPB Submissions, please review them and incorporate the ones that fit with one or more of the outcomes identified above. This approach encourages development of a single plan which encompasses all your improvement efforts.

Section 3: Administration

3-1a. Employee Benefit Detail

- Submit a detailed description of the county's employee benefit package for FY 2023-24. Include a description of each benefit included in the package and the methodology for calculating benefit costs.

Please reference the attached Excel document named Washington County Benefit Package.

3-1b. Organizational Changes

- Note any changes to the county's organizational chart.

Please see the attached Organizational Chart.

3-1c. Complement

- Describe what steps the agency is taking to promote the hiring of staff regardless of whether staff are hired to fill vacancies or for newly created positions.

Washington County takes the following steps to fill vacancies or for newly created positions:

- Human Resources routinely posts employment opportunities on the Washington County website.

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- Posting positions on job aggregator sites such as indeed.com
- Utilization of local advertisement for recruitment of caseworker staff through newspapers or radio
- Recruitment activities at local universities and job fairs
- Human Resources designee assists applicants in navigating through the NEOGOV applicant tracking system the Civil Service Commission has adopted.
- Outreach to social service professionals
- Publishing employment opportunities in our monthly community newsletter

Describe the agency's strategies to address recruitment and retention concerns.

Washington County CYS utilizes the following strategies to recruit and retain staff:

- Utilizing data tools to assist in recruiting and hiring the best candidates for our vacant positions.
- Maintain a trauma-informed culture of learning within the Agency.
- Developing a training path that includes recruitment, hiring, on-boarding, pre-service training, ongoing training, and advanced training for all positions in our department.
- Providing incentives such as flexible work schedules, which we believe is necessary to maintain our workforce.
- Utilize exit interviews conducted by HR to understand trends in staff separation.
- Conduct stay interviews to determine trends on why employees stay
- Continued partnership with the Child Welfare Educational Leadership Program (CWEL) - the Employee Education Program to support retention and internal growth of leadership for staff in obtaining their master's degree.
- Provide workers with individualized professional development plans.
- Provide supervisors and managers with the skills to conduct clinical supervision with staff.
- Provide opportunities for growth including promotions and ongoing learning.

Section 4: Required & Additional Language

↻ 4-1a. Assurances

The following pages include assurance forms to be completed by counties. These forms are:

- Assurance of Compliance/Participation
- Documentation of Participation by the Judiciary
- Assurance of Financial Commitment and Participation

The following forms must be signed and submitted electronically via the Send Secure Submissions folders on DocuShare.

**ASSURANCE OF COMPLIANCE/PARTICIPATION FORM
DOCUMENTATION OF PARTICIPATION BY THE JUVENILE COURT**

The Assurance of Compliance/Review Form provided in this bulletin must be signed by the County Executive or a majority of the County Commissioners, the Juvenile Court Judge(s) or his/her designee, the County Human Services Director, the County Children and Youth Administrator, and the County Chief Juvenile Probation Officer, and submitted with the FY 2025-26 Needs-Based Plan and Budget submission.

The Assurance of Compliance/Review Form has two signatory pages. The first page is for the County Human Services Director, the County Children and Youth Administrator, the County Chief Juvenile Probation Officer, and the Juvenile Court Judge(s) or his/her designee. This page must be submitted at the time of the county's implementation plan and needs based plan submissions. The second page is for the signatures of the County Executive or a majority of the County Commissioners. It must be submitted at the time of the county's financial budget submission and must contain the financial commitment of the county.

COUNTY: Washington

These assurances are applicable as indicated below.

xx ___ Fiscal Year 2025-26 Children and Youth Needs-Based Plan and Budget Estimate; and

xx ___ Fiscal Year 2024-25 Children and Youth Implementation Plan

Note: A separate, signed Assurance of Compliance/Participation form must accompany the Children and Youth Implementation Plan and the Needs-Based Plan and Budget when they are submitted separately. This Assurance of Compliance/Participation form cannot be modified or altered in any manner, or the Children and Youth Implementation Plan and the Needs-Based Plan and Budget will not be accepted.

COMMON ASSURANCES

I/We hereby expressly, and as a condition precedent to the receipt of state and federal funds, assure that in compliance with Title VI of the Civil Rights Act of 1964, Section 504 of the Federal Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, the Pennsylvania Human Relations Act of 1955 as amended, and 16 PA Code, Chapter 49 (Contract Compliance Regulations):

1. I/We do not and will not discriminate against any person because of race, color, religious creed, ancestry, national origin, age, sex, sexual orientation, or disability:
 - a. In providing services or employment, or in our relationship with other providers;
 - b. In providing access to services and employment for handicapped individuals.
2. I/We will comply with all regulations promulgated to enforce the statutory provisions against discrimination.

I/We assure that these documents shall constitute the agreement required by Title IV-E of the Social Security Act 42 U.S.C. § 672 (a)(2) for foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payments.

I/We assure:

- The County Children and Youth Agency and Juvenile Probation Office have the responsibility for placement and care of the children for whom Title IV-E foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payments are claimed;
- The County Children and Youth Agency/Juvenile Probation Office will provide each child all the statutory and regulatory protections required under the Title IV-E agency, including permanency hearings, case plans etc.;
- The agreement between the Office of Children, Youth and Families and the County Children and Youth Agency/Juvenile Probation Office shall be binding on both parties; and
- The state Title IV-E agency shall have access to case records, reports, or other informational materials that may be needed to monitor Title IV-E compliance.

I/We understand that any Administration for Children and Families disallowance incurred as a result of county noncompliance with Title IV-E foster care maintenance, adoption assistance, subsidized permanent legal custodianship, or Title IV-E administrative claim requirements will be the responsibility of the county.

I/We assure that all information herein is true to the best of my/our knowledge and belief based on my/our thorough review of the information submitted.

EXECUTIVE ASSURANCES

In addition to the Common Assurances,

I/We assure that I/we have participated in the development of the Plan, agree with the Plan as submitted and that all mandated services if funded by the Plan will be delivered.

I/We assure that these Plans comply with the "Planning and Financial Reimbursement Requirements for County Children and Youth Social Services Programs" as found in 55 PA Code Chapter 3140.

I/We assure that, when approved by the Department of Human Services, the attached Children and Youth Implementation Plan and Needs-Based Plan and Budget, including any new initiatives, additional staff and/or increased services and special grants that are approved, shall be the basis for administration of public child welfare services for all children in need under Article VII of the Public Welfare Code, 62 P.S. § 701 et seq., as amended.

I/We assure that, where possible, the county will cooperate with state efforts to maximize the use of federal funds for the services in this Plan.

I/We assure that all contracts for the provision of services addressed herein will require the providers to comply with Chapter 49 provisions (contract compliance regulations).

I/We assure that expenditure of funds shall be in accordance with these Plans and estimates, and Department of Human Service regulations.

I/We assure that services required by 55 PA Code 3130.34 through 3130.38 will be made available as required by 55 PA Code 3140.17 (b)(2).

I/We assure that the capacity of both the county and the providers has been assessed and it is my/our judgment that it will be adequate to implement the Plan as presented.

I/We assure all Title IV-E foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payment eligibility requirements are met for the specified children, not merely addressed by the agreement.

I/We assure that the County Children and Youth Advisory Committee has participated in the development of this Plan and has reviewed the Plan as submitted.

I/We assure that representatives of the community, providers, and consumers have been given the opportunity to participate in the development of this Plan.

I/We assure that the county programs that affect children (e.g., Mental Health, Intellectual Disabilities, and Drug and Alcohol) have participated in the development and review of this Plan.

I/We understand that the accompanying budget projections are based on estimates and that the amounts may change when the state budget is adopted and final allocations are made.

I/We understand that substantial changes to the Plans subsequent to Departmental approval must be submitted to the Regional Office of Children, Youth and Families for approval.

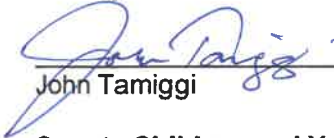
I/We assures the Plan was made available for public comment prior to submission and that any comments were considered before the Plan was submitted. I/We assure that all new Guardians Ad Litem (GAL) have/will complete the pre-service training prior to being appointed to represent a child. If the GAL has not completed the pre-service training, costs incurred for representation of children by this GAL will not be claimed.

I/We assure that the County Children and Youth Agency is in compliance with all credit reporting agency requirements regarding the secure transmission and use of confidential credit information of children in foster care through electronic access for operation by counties where no agreement exists between the county and credit history agency. This also includes limiting online access to users approved by the Office of Children, Youth and Families for the explicit use of obtaining credit history reports for children in agency foster care.

**COUNTY ASSURANCE OF COMPLIANCE AND PARTICIPATION
DOCUMENTATION OF PARTICIPATION BY THE JUVENILE COURT**

THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE PRECEEDING PARAGRAPHS

County Human Services Director


John Tamiggi
Date 8/1/24

County Children and Youth Interim Administrator


Adam Garrity
Date 8/1/24

County Chief Juvenile Probation Officer


Jon Ridge
Date 8/5/2024

DOCUMENTATION OF PARTICIPATION BY THE JUDICIARY

In addition to the Common Assurances:

I/We assure that I/we had the opportunity to review, comment, and/or participate to the level desired in the development of the Children, Youth and Families' Needs-Based Plan and Budget.

I/We assure that the plan accurately reflects the needs of children and youth served by the juvenile court.

I/We assure that the Juvenile Probation Office has actively participated in the development of the Children, Youth and Families' Needs-Based Plan and Budget.

Judicial Comments:

Juvenile Court Judge(s)/ Designee


President Judge Gary Gillman


Signature

8/5/24
Date

COUNTY ASSURANCE OF FINANCIAL COMMITMENT AND PARTICIPATION

THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE PRECEEDING PARAGRAPHS AS WELL AS COUNTY COMMITMENT TO PROVIDE THE LOCAL FUNDS SPECIFIED IN THE PLAN AS NECESSARY TO OBTAIN THE MATCHING STATE AND FEDERAL FUNDS BASED ON THE COUNTY'S PROPOSAL. THE LOCAL FUND COMMITMENT AS PROVIDED IN THE COUNTY'S PROPOSAL TOTAL \$ 6,000,000 .

Signature(s)

Washington County Board of Commissioners

By: 
Nick Sherman, Chair

By: 
Electra Janis, Vice Chair

By: 
Larry Maggi, Commissioner

Attest:

By: 
Cynthia B. Griffin, Chief Clerk

Approved as to Form and Legality:

By: 
Gary Sweat, Solicitor

Per Minute No. 1190

Dated: 8.15.24