



Dutchess County, New York

Government Youth Services Assessment

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INTRODUCTION

Dutchess County Executive Mark Molinaro announced in his 2017 State of the County address that the County would pursue a new “Path to Promise.” The intent of the Path to Promise is to support youth in becoming productive, healthy, and engaged adults by developing positive internal and external assets and assisting families, schools and community organizations to encourage future success for all youth.

The first step in the Path to Promise is a comprehensive assessment of how county government provides services and assistance to young people. Public Consulting Group, Inc. (PCG), the company selected through a competitive bid process to complete the assessment, is the author of this report. Data throughout the report reflects County-wide research and information collected, as of January 2018.

Background

Various Dutchess County departments either provide direct services or fund not-for-profit agencies (contractors) to provide services for youth (ages 0 to 19). Local jurisdictions, area foundations, the faith-based community, and grassroots organizations also contribute to a variety of programs to improve the lives of youth in Dutchess County. These services cover a range of issues from basic needs, health and mental health, prevention of delinquency, addiction and abuse, promotion of positive youth development and successful educational outcomes. The wide variety of services reflects that there are many paths toward the development of a sense of confidence, competence, and purpose. Often these programs are targeted to specific subgroups such as youth from low income backgrounds, involved in the criminal justice system, doing poorly at school, special needs, homeless or living with families in crisis. Services may also be segregated by age groups or geographic area.

While there is an understanding that many services and programs for youth exist, Dutchess County lacks a comprehensive understanding of all the services provided within its boundaries, including the funding streams, populations served, service restrictions, desired outcomes, and outcomes achieved.

Without this information, the County cannot determine the level of coordination and efficiencies that already exist, and how to increase coordination to improve outcomes for youth. Despite current cooperative relationships between these various service providers, the experience for children and their families remains disjointed, with varying degrees of possible duplication of service and gaps in services.

To address these ongoing challenges, Dutchess County will need to employ a more coordinated approach to service delivery. This report – which provides a comprehensive assessment of County government youth services – will take the first step in addressing these challenges.

PURPOSE

The Dutchess County Government Youth Services Assessment includes a comprehensive review of youth services provided by government agencies and recommendations for increased efficiencies and coordination among departments that offer services to youth, from birth to 19 years old.

Youth services funded by Dutchess County are currently provided either directly, or through contracts with not-for-profit agencies by the Departments of Behavioral and Community Health (DBCH), the Department of Community and Family Services (DCFS), the Probation Department, the Parks Department, the Department of Public Works (DPW), and the Planning Department through the Agency Partnership Grant (APG). As individual organizations, these departments design and deliver services based on their own federal/state mandates and requirements. However, in Dutchess County, there is a strong desire to design and implement a more coordinated, efficient, and customer-centric approach to service design and delivery.

The purpose of the assessment is two-fold: 1) A comprehensive review of how County government provides services and assistance to young people, and 2) Recommendations for improving services, program administration, and service coordination. Information to complete the assessment was gathered from the County's budget, contracts, and annual reports, as well as by interviewing key County personnel. The recommendations were driven by this information and PCG's previous experiences. This document includes:

- **A matrix of direct and contracted County youth services programs.** The matrix identifies the department, whether the program is mandated or discretionary, funding source, targeted population serviced (banded by age groups), program themes, processes for defining and tracking outcomes, and contract or award amounts.
- **Recommendations for improved services, program administration, and service coordination.** Based on observations and information gathered up to this point, the report identifies opportunities to coordinate services to create efficiency and improved outcomes for youth.

METHODOLOGY

The assessment of County services primarily focuses on how the separate departments across the county manages and delivers its services to the spectrum of youth from 0-to-19. The efforts inform an analysis of any areas of overlapping departmental procurement of services, and identify opportunities to increase the efficiency and effectiveness of the current service array and its outcomes across the community.

Data for the assessment were collected through the following major sources:

- Interviews with Key County Personnel; and
- Internal Dutchess County Data including provider contracts and annual reports
- Interview with Albany County Department for Children Youth and Families Commissioner

Interviews with Key County Personnel

PCG visited Dutchess County from September 18-22, 2017 to conduct several key stakeholder interviews with county personnel. The bulk of data on DCFS was collected through semi-structured interviews conducted with County staff. The purpose of the interview sessions was to clarify how the County structure operates with respect to delivery of youth services, identify a specific list of programs delivered directly or contracted, and determine stakeholder perspectives regarding the impact of the County on the provision of service for children and youth.

PCG conducted interviews with personnel from all departments that administer youth services, which include DCFS, Probation and Community Corrections, DCBH, Emergency Response, Planning, and DPW. PCG interviewed 23 county staff either one-on-one or in pairs during this time. Specific individuals are listed in a table in the Appendix of this document. County staff responses remained anonymous throughout the discovery process. Interview questions, and unstructured follow up queries focused on major aspects of the service array including:

- Specific job roles and responsibilities;
- Department and youth programs overview;
- Information on all youth services provided;
- Youth service funding; and
- The development and measurement of program outcomes.

DCFS helped identify appropriate stakeholders to participate in the interview sessions. Leaders and management representing all major County departments providing youth services were directly contacted by DCFS and asked to participate in the interviews. The interview sessions, which typically lasted between 45 and 60 minutes, were conducted at locations convenient to the interviewees, but also allowed for the conversations to remain confidential.

Internal Dutchess County Data

Data was collected and analyzed from sources inside of Dutchess County. Initially, PCG collected data and reports provided by the DCFS commissioner, including the county budget, the state of the county address, and web links to the annual reports of other County departments. In addition to the online data which provided an overview of services, DCFS provided hard-copy data that included county contracts, outcome measurement reports for specific programs, and reports detailing department-level initiatives.

As part of the interview process, PCG requested similar documentation from other departments that reflected the broad measures of service delivery for activities provided to youth across the county. Departments provided a collection of documents that explored the efficacy of supported programs and the process for recording and reporting outputs and outcomes related to their efforts.

The appendix of this report includes a table listing each document PCG received, which department the document is from, and a brief description of what the document contains.

Interviews with Albany County Commissioner

PCG conducted a 45-minute conversation with the Albany County Department for Children Youth and Families Commissioner, Gail Geohagen-Pratt. Albany County is unique as one of only two counties in the State that consolidated its array of governmental youth services under a single department- specifically for improving collaboration and controlling rising costs. As part of the interview process PCG sought to explore: 1) The rationale behind the consolidation, 2) The level of investment required of the County to complete its consolidation and 3) The opportunities and challenges Albany county faces as part of this initiative. PCG explored those themes using an adjusted version of its Dutchess County interview protocol. PCG also requested, and received, a copy of the 2013 report commissioned by Albany County, titled "Evaluation of Integrated Services".

INVENTORY OF YOUTH SERVICES

As part of the documentation process to determine the Dutchess County administered array of services, PCG compiled a matrix inventorying every youth services programs and initiatives financially supported by the County. Where possible, participants shared the collection of programs and activities under their oversight. Each program was further categorized by relevant indicators and plotted into a service matrix including, where possible:

- Department
- Division
- Program Names
- Program Goals
- Population Served
- Number Served
- Whether Service was Contracted
- Relevant Contractors
- Geographic Areas Served
- Funding
- Sources of Funding
- Desired Outcomes
- Tracked Outcomes

Upon analysis, PCG recognized several sources of variability across the data. Departments typically reported on their youth programs in a language required of their overseeing agency, but given the diversity of oversight at the state level, the language used to describe goals, populations, numbers and outcomes varied dramatically. To manage the variability, PCG undertook a process to standardize the data:

- First, PCG compiled the information and cross-checked programs against County budgets, provider websites, and interview details -- ensuring the collected data was the most up-to-date as possible;
- Second, PCG divided the service matrix into two major categories: 1) Mandatory Services and 2) Discretionary Services; and
- Finally, PCG made assumptions during the iteration process for each program to categorize disparate data and compare like-services. These assumptions bucketed programs by a thematic program description, how the provider defined outcomes, and how the outcomes were reported.

The division of services into Mandatory and Discretionary categories allowed PCG to critically review the service array required by Federal or State regulation, as well as those essential to supporting these core services. The separation allows a degree of focus on the flexibility of County funds to pair like programs together and analyze the opportunities for efficiency and innovation in appropriate spaces. Similarly, the categorization of the service type and description allowed a like-comparison of funded services to understand opportunities for deeper impact and effectiveness.

Some data continues to be unavailable for analysis due to unknown variables or further required research by the Department. Where applicable, PCG removed any missing variables when conducting its analysis. Observations below reflect insights from the Mandated and Discretionary groupings:

Mandated Services

Mandated services are part of the service array that is required by State and Federal regulations. These services including Foster Care, Child Protective Services, Behavioral Health, and Probation, are budgeted over \$48 million in allocated dollars, and have fixed service requirements and reporting outcomes. These expenditures, which include revenues from state or federal funds and grants, are contracted out to 75 unique services from 29 separate providers, including the County itself. PCG pulled out the specific services within each contract to categorize them in the service or program types shown below.

Department	Service or Program Type*	# of Programs	Sum of Contract Amount
Behavioral and Community Health***	Follow up care	5	\$572,535
	Other- Risk Assessment	1	\$12,500
	Placement Services	4	\$19,312,274
	Prevention	5	\$9,069,844
	Treatment	8	\$6,074,600
Behavioral and Community Health Total		23	\$35,041,753
Community and Family Services	Follow up care	1	**
	Other- Juvenile Reporting	1	**
	Placement Services	48	**
	Prevention	1	**
	Treatment	2	**
Community and Family Services Total		44	\$22,305,150
Probation***	Follow up care	6	\$1,168,147
	Prevention	2	\$251,880
Probation Total		8	\$1,420,027
Grand Total		84	\$58,766,930

* See Glossary for a definition of the Service or Program Type

** Community and Family Services offers these services within its contracted services for Foster Care placement institutions, as well as Foster Care Block Grants and STSJP

*** Funding for some programs run by Behavioral and Community Health and Probation are financially supported through Community and Family Services. This chart reflects only payments made by the contracting County agency and the service provider.

Observations from the matrix of mandated services include:

1. Significant Investments in Early Education and Early Intervention

- Over half of the expenditures of this service array are contained within DBCH’s Early Intervention and Preschool Special Education;
- These programs, both run out of the Health Division of DCBH and provided directly by the County, contain a mix of both County, State and Federal dollars (though EI administration is primarily County, while programs are reimbursed and directly paid through the State).

2. Overlapping Services Reflect the Demand Across the County

- Mandated services -- such as foster care placement -- require the County provide services to meet the outstanding demand. Given the limited provider capacity, these services are duplicated across multiple providers to match the current demand.
- 75 separate agencies provide a small number of core services ranging from Case Management, to Mental and Behavioral Treatment, to Foster Care Placement Services.

- Given the limited capacity of individual providers, the largest count of individual providers contracting with the County for mandatory services occurs across the foster care institutions; 22 separate contracts govern 48 services providing diagnostic services, emergency shelter, group homes, independent living, residential treatment centers, respite, residential education, family support, and permanency services. While PCG heard anecdotally about the need for placements to match the acuity level of incoming youth, we are looking to discuss whether the demand matches the capacity level to determine if there are opportunities for more efficient delivery of services.

3. Provider Concentration of Services

- Most mandatory services are provided by the County
- Provider outsourced contracts for mandatory services are concentrated in one provider, Astor, who is contracted for more than 14 percent of all services across the county, based on 2017 contracts. This amount translates to over 50 percent of all mandatory services that are contracted through providers.

Discretionary Services

Discretionary services are those under the oversight of Dutchess County with the flexibility to administer, without the mandate of State or Federal requirements. Totalling almost \$2.5 million dollars, these activities support the core-adjacent services across the county to specifically meet needs not defined in State or Federal regulation. The services below reflect a point-in-time during 2017 and do not reflect the trends in the service changes historically. In aggregate, the County currently supports 35 unique programs from 28 separate providers, including the County itself, ranging across age groups and program types:

Categories of program types are derived from the New England foundation and non-profit The Giving Common who suggests a categorization of services to youth according to seven major themes, listed below. Programs supported by discretionary funds across Dutchess County were categorized according to the suggested themes and include:

- Civil Rights, Social Action & Advocacy
- Education
- Employment and Job Related
- Fitness and Food
- Health (including wellness and drug awareness programs);
- Human Services (including child care and teen parent supports)
- Public Safety and Violence Reduction

Analysis of the County's matrix of Discretionary services reveals:

1. Discretionary Awards for Youth are Concentrated in Workforce and Youth Development Opportunities- and Primarily in Poughkeepsie area

- Youth Development (15 percent), Employment (26 percent), and Human Service (48 percent) opportunities make up the bulk of awards in the County -- the amount of funding per award varies with Workforce opportunities receiving over 89 percent of the total County discretionary funding.

	Civil Rights, Social Action, Advocacy	Education	Employment and Job Related	Fitness and Food	Health	Human Services	Public Safety and Violence Reduction	Youth Development	Grand Total
Community and Family Services	\$58,000	-	\$879,359	-	\$119,039	\$255,317	-	\$283,700	\$3,258,380
Planning	-	\$10,000	\$183,000	\$133,000	\$14,000	\$39,000	\$78,000	\$172,000	\$629,000
Public Works	-	-	-	-	-	-	-	\$187,000	\$187,000
Grand Total	\$58,000	\$10,000	\$1,062,359	\$133,000	\$133,039	\$1,957,282	\$78,000	\$642,700	\$4,074,380

- Some categories of support have limited programming including: Civil rights, Social Action & Advocacy (1 program), Education (1 program), and Public Safety and Violence Reduction (2 programs); moreover, most of these programs target participants 6-years-old or older -- only two discretionary programs focus on outcomes for the 0-5 age population.

Department	Description	Target Population-Age	# of Programs
Community and Family Services	Civil Rights, Social Action, Advocacy	0-19	1
	Employment and Job Related	0-19	1
		Teens (13-19)	5
	Health	5-19	1
		Teens (13-19)	1
		Youth (7-12)	1
	Human Services	Early (0-5)	1
		0-19	9
	Youth Development	Teens (13-19)	4
Youth (7-12)		1	
Emergency Services	Public Safety and Violence Reduction	3-19	1
Planning	Education	Children (6-10)	1
	Employment and Job Related	Teens (13-19)	1
		Youth (7-12)	3
	Fitness and Food	5-19	1
		Youth (7-12)	2
	Health	Teens (13-19)	1
	Human Services	Children (6-10)	1
Teens (13-19)		1	

	Public Safety and Violence Reduction	5-19	1
		Youth (7-12)	1
	Youth Development	Children (6-10)	1
		Early (0-5)	1
		Teens (13-19)	1
		Youth (7-12)	1
Public Works	Youth Development	5-19	1
Grand Total			35

- Most programs -- 81 percent -- (or 13,000 program spots) offer services across Dutchess County. The next highest area of concentrated services is within the Poughkeepsie-area where 8 percent (1235 program spots) of services are located

Area	Program Capacity/# of spots	Total Number of Youth*
Beacon	20	2705
Beekman	90	563
Dutchess County	13,062	57,128***
East Fishkill	252	1,527
Millerton	35	**
NE Dutchess County	362	**
Poughkeepsie	1,235	10,657
Red Hook	700	1,961
Wappingers Falls	430	6,417
Grand Total	16,186	57,128

* Number of youth as defined by the total number attending district schools.

** Department of Education data at this level does not exist for youth attending school within this area

*** US Census Bureau estimates (2016)

- Outcome tracking across programs is consistent only because most of discretionary funding flows through APG and DCFS- organizations which have rigorously worked on challenging its awardees to create strong logical frameworks connecting the delivery of services to the impact on populations served. This level of iteration and oversight is not consistent at any other agency providing discretionary services to youth.

2. Most Discretionary Opportunities are Contracted

- The County contracts or awards 44 different discretionary awards with a mean value of \$97,000
- Out of the 44 discretionary awards, all but three are contracted out to service providers.
- Of the \$4 million dollars in discretionary spending, only 8.5 percent (\$206,999) is delivered directly by the County itself -- the bulk of which is in support of the Youth Development programs administered by the Department of Public Works.

SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Dutchess County provides and manages over 111 unique programs offering a selection of mandated and discretionary programs. Based upon interviews, matrix analysis, and document review, PCG offers the following observations and recommendations based around five (5) primary goals for Dutchess County:

- 1) Develop County-Wide Performance Measures and Monitoring
- 2) Streamline Communication and Collaboration
- 3) Create a Leadership Seccession Plan
- 4) Align Discretionary Programs to Needs in the Community
- 5) Develop Strategies to Improve Access to Behavioral Health Services

GOAL 1: DEVELOP COUNTY-WIDE PERFORMANCE MEASURES AND MONITORING

Observation 1: Dutchess County is providing funding for a myriad of youth services. Each Department, defines, evaluates and monitors outcomes differently, which creates challenges to track and monitor progress of desired outcomes across departments.

Recommendation 1a: Creating a dictionary of key goals, indicators, and outcomes that serve youth 0-19 will enhance the County's ability to track and monitor progress across Departments. This will also set expectations for the delivery of services -- mandated and discretionary -- which will unify the work across departments and provide a better picture of the service array, while reducing service duplication happening at the discretionary level. Identifying and naming critical opportunities within the County, including the service array needed for youth of all abilities, needs to be established and communicated from the Office of the County Executive. The Office should set standards for the collection of data across departments that includes, at minimum, the number of youth served, the type/category of program, programmatic outputs, and the expenditures.

Recommendation 1b: Build off current tools in other Departments, specifically the Community and Family Services and Planning Department, to create a more cohesive tracking and monitoring of outcomes across the County. As an example, the Planning Department robustly tracks and measures outcomes as part of their grant funding process. Each program that receives APG funding develops a logic model for each of their programs and submits quarterly outcome measures to the Planning Department. DCFS does this as well, through its annual outcome report and tracks the outcomes of the provider's self-defined programmatic outcomes. There is a strong opportunity to evaluate each model bring that across all departments to ensure consistency in evaluation.

Recommendation 1c: Adopt the county-wide logic model across all departments serving youth. Adopting the logic model can greatly enhance the participatory role and usefulness of evaluation as a management and learning tool. Developing and using logic models, as initially undertaken by DCFS and the Planning Department, is an important step in building community capacity and strengthening community voice across the County. The ability to identify outcomes and anticipate ways to measure them provides all program participants with a clear map of the road ahead. Map in hand, participants are more confident of their place in the scheme of things, and hence, more likely to actively engage and less likely to stray from the course – and when they do, to do so consciously and intentionally. As part of this process, the County may consider revising the original manual that describes the common grant application process and gain adoption from all Departments involved in youth services.

Recommendation 1d: Expand performance-based contracting across Departments to monitor outcomes of programs. Some agencies, like DCFS have created contracts that withhold 5% of payment to providers until they can prove they've met their outcomes. Using DCFS as a model, other agencies could adopt this process to enhance their contracting effectiveness. This performance-based method of contracting focuses on three areas to address in initial procurement process -- 1) clear set of objectives and indicators, 2) systematic efforts to collect data on the progress of the selected indicators, and 3) consequences, either rewards or sanctions for the contractor, that are based on performance.

Additional examples of performance based contracting include utilizing provider scorecards and outcome-based payment models. Provider scorecards, developed to assess an agency's efficiency and effectiveness, or outcome-based payments are an effective way to align funding to programs with better outcomes. In general, scorecards are created with input from both the managing department and provider population. The outcomes of a scorecards may be used to determine selective-contracting and payment structures within a larger provider environment. In an outcome-based payment model, the county contracts with providers based on service targets and payments are made after service completion. Incentive payments may also be included, which are additional funds outside of the base operating costs.

GOAL 2 - STREAMLING COMMUNICATION AND COLLABORATION

Observation 2a: Dutchess County has exceptional communication among Departments. The enthusiasm of Department leaders reflects a culture of commitment to collaboration and communication across all departments. However, comments during interviews indicate a prevalence of parallel workgroups and committees that operate independently, have interrelated goals, and include similar participants. Examples of these councils and committees include the Juvenile Justice Committee, the All-Youth Coalition, Youth Council, and the Health and Human Services cabinet.

Observation 2b: The fiscal year 2018 budget for New York State includes legislation to raise the age of criminal responsibility to 18 years of age, where previously the state had automatically prosecuted 16- and 17-year old offenders as adults. This legislation will increase demand for services across the county and will require leadership in multiple departments to convene to coordinate and support a response.

Recommendation 2: The Office of the County Executive should identify the mission, vision, and goals for established county-wide committees and integrate committees where possible. The Office should also consider eliminating extraneous workgroups and consolidating goals under one comprehensive County-Wide youth services committee, tying the goals of this committee back to a logic-model. It's clear that there are dedicated staff across all departments working towards advancing the vision of the County, but much of the work is not institutionalized. It will be critical to formalize this process with identified individuals leading the effort and responsible for the oversight and monitoring of the outcomes of the group, with fixed meeting times and number of meetings.

GOAL 3: CREATE A LEADERSHIP SECESSION PLAN

Observation 3: The County has a strong history of retaining administrative and leadership staff. This is critical for maintaining institutional knowledge and oversight of the supervisory functions- the processes and procedures that are required across departments. However, in many departments, we learned there is limited opportunity for front-line staff to move into more senior or leadership positions. Understanding the multiple generational workforce of today is key to ensuring organizations attract new staff while keeping experienced, veteran staff. This is key to mitigating the risk to departments of an influx of retirements over the next several years.

Recommendation 3: Leadership across all departments should initiate leadership succession planning to improve retention of front-line staff, as well as mitigate the risks of large-scale retirements across County departments. For example, some steps the County could take:

1. Identify potential internal candidates based on competencies the leader would like to promote – based on competencies not tenure.
2. Begin to cultivate those candidates on leadership development through monthly learning sessions in cohort model.
 - a. Determine a process to also include other staff who express interest themselves- this is for two major reasons: 1) avoid optics of not just "picking" who they are going to promote and 2) continue to promote inclusion.

3. Each participant going through cohort would be assigned a current competent, innovative leader who will mentor them and give them feedback about their development including things on which they need to improve
4. When a person is chosen for a leadership position, have an onboarding and mentoring model in place to help them acclimate, especially if promoted from within -- for the first year. These conversations should be based on competencies specific to the job.
5. Provide ongoing feedback and identification of talent for leadership succession.

GOAL 4: ALIGN COUNTY DISCRETIONARY PROGRAMS WITH NEEDS IN THE COMMUNITY

To most effectively deliver services to the youth of Dutchess County, it's crucial to first understand the specific needs of youth within the community. The most recent needs assessment around youth in Dutchess County was performed in 2011 by Dutchess County Department of Health. In the second phase of work, PCG will conduct a needs assessment, map out where the needs are in the county for each defined target group, and identify gaps and strengths.

Observation 4: Most discretionary programs funded by the County are small targeted services. While this allows the County to provide a wide array of services with a different breath of experiences for the youth severed it is limiting the ability of the program to develop its depth of services and the capacity for the County to evaluate and monitor the impact in the community. For example, The Planning Department and DCFS- Youth Services issues grants on an annual basis with one-year terms, and while recent efforts have been made to add extension years to contracts, the current terms in most instances limits the county's ability to track a program's long-term impact within the community.

Anecdotally, PCG heard the needs vary widely across the County, but practically, the County needs to have an accurate understanding of the most critical needs and devote its limited resources where it can have the most significant impact

Recommendation 4: The County needs to determine if it wants to focus on the breath or depth of services to youth and the review its portfolio to align services and funding. Following that discussion, the County should review its entire portfolio of discretionary awards to identify programs to determine if it wants to focus on breath of services-meaning varying the opportunities that youth are exposed to that are supported by the county -- or depth of services-meaning measuring the level of impact of impact any of the programs have on its participants.

Observation 5: Several stakeholders expressed the need for more prevention programming across the county. While "prevention" refers to different services across different agencies, most agencies expressed that currently, more services are provided to youth on the back end instead of on the front-end. For example, in probation, there are several services available to youth who are a JD offender or in PINS status, but far fewer services available to prevent them from becoming involved in the juvenile justice system. One area of specific concern is funding for mental health preventative services. Currently, youth with behavioral health issues are too often placed in the juvenile justice system, which is also a national trend: approximately 32 percent of youth in juvenile corrections had been previously identified as having special learning needs.¹

Recommendation 5: Dutchess County should examine funding streams and attempt to reallocate funding for prevention services. More research is needed, but cost savings from more effective service delivery that produces better outcomes, such as fewer CPS investigations and fewer juveniles being sentenced to formal probation supervision, could generate a cost savings to fund this service reallocation. When there is more funding available on the front-end for prevention services, youth are more quickly linked to the services they need which results in

¹ Quinn, M., Rutherford, R., & Leone, P. (2001). Students with Disabilities in Correctional Facilities. *ERIC Digest*. Retrieved from <https://www.ericdigests.org/2002-4/correctional.html>

youth becoming more productive and successful members of society and lower costs later in life for government services.

GOAL 5: DEVELOP STRATEGIES TO IMPROVE ACCESS TO BEHAVIORAL HEALTH SERVICES

Observation 6: Dutchess County has two departments that offer a host of programs for youth with mental and behavioral health services. With partial funding from DCFS, the Department of Community and Behavioral Health offers both clinical and support services with the goal of keeping youth out of inpatient hospital beds. The Department of Probation offers diversion programs with the goal of keeping youth out of the juvenile justice system. While these programs have different stated goals, both seek to help youth and families better manage their mental and behavioral health disorders.

Recommendation 6: The Department of Community and Behavioral Health, the Department of Probation, and Department of Community and Family Services should create a tri-agency task force to coordinate the approach to mental health diversion services. Given the common goals, there are opportunities to improve the coordination of these services for the youth that need them and better meet the goals of the County. Additional funding and resources should be directed to: 1) Adopt a coordinated approach between the county departments offering services, and 2) Consolidate overlapping programs to increase enrollment, better target resources, and ensure consistency and continuity of services.

Observation 7: While Dutchess County offers several programs to keep youth with behavioral health disorders out of inpatient hospital beds, there are times when youth in the County do require hospitalization. Currently, the nearest inpatient mental health beds for youth are in Westchester County at Four Winds Hospital. Youth that require hospitalization are placed at Four Winds – a significant distance from their families and other support systems.

Recommendation 7: The Department of Community and Behavioral Health should work with Mid-Hudson Regional Hospital in Poughkeepsie to develop a plan to offer inpatient services to youth with mental and behavioral health disorders that require hospitalization.

Observation 8: Dutchess County is diverse: It includes urban centers, suburban towns, and rural communities. Much of the population is found in and near the urban centers of Poughkeepsie and Beacon, and many services for youth are clustered in this area. The Department of Community and Behavioral Health, through a contractor, offers clinical mental health services in outpatient counseling centers in several locations around the county, however, other services, including support services, are not as accessible in all geographic areas of the County. Additionally, even in the major population centers, public transit is not ubiquitous. Medicaid transportation is available through taxi and shuttling companies in the County, but this is often limited.

Recommendation 8: The Department of Community and Behavioral Health should identify potential contractors to implement a pilot Mental Health Transportation program. Some organizations in larger counties across the country have formed partnerships with ridesharing companies like Uber and Lyft to provide non-emergency medical transportation to individuals that the organizations serve. Dutchess County, which has a smaller population than many counties with robust ridesharing services, should work directly with existing transportation providers such as taxi and shuttling companies to provide additional transportation resources to individuals across the county that seek to utilize the mental health support services that are available.

Observations and Recommendations Related to the Community Youth Services Assessment

As part of the larger strategy to develop a Path-to-Promise framework, PCG facilitated a community effort that recognized and identified critical steps the community at-large would need to embrace, should the effort to support youth aged 0-to 19 be successful for youth across the County. As identified throughout the process, government

services, when coupled with the reach community stakeholders (non-profit providers, faith-based organizations, schools, etc.) could dramatically increase the capacity to provide targeted services to youth. To support these efforts, the Dutchess County government can take several specific and actionable steps to support the efforts including:

- 1. Establishing a governance structure:** DCFS is uniquely positioned to provide critical logistical support to the efforts of the Path-to-Promise initiative. These efforts include providing resources that manage, monitor and move the effort forward. To do so, the County should consider hiring a Path-to-Promise staff at a Director-level, empowered to oversee a (to-be) created sub-committee within the current structure of the Youth Board and Coordinating Council. This partnership will continue to foster the community engagement of dedicated individuals, with the mandate and support of a dedicated staff resource responsible for overseeing County-wide efforts.
- 2. Align contracts and procurement requirements with objectives identified in the Path-to-Promise framework:** The County should review and revise current contract templates, procurement vehicles, and outcome requirements to align with the goals established in the Path-to-Promise framework. As contracts need to be renewed, or new contracts requests are submitted, realigned templates should be utilized that link the mandatory (or discretionary) funding mechanisms with aligned Path-to-Promise priorities. This effort will not only support the goals established by the community, but also serve to identify commonalities outside of the current domain-specific service delivery structure. Specifically, when thinking about the steps the County should employ the key characteristics of performance-based contracting that align with the Path-to-Promise framework:
 - Set performance indicators tied to the outcomes
 - Achievable performance standards for each indicator
 - Define a process to collect, analyze and report data for the selected indicator
 - Range of monetary and non-monetary consequences, either rewards or sanctions for the contractor, based on performance
- 3. Implement a coordinated funding strategy:** Dutchess County government is in the unique position to facilitate discussion and collaboration between major funders across the area. Bringing those partners together to align priorities and coordinate a unified strategy will target services to areas identified as most critical, as well as ensure the efficient and effective distribution of funds across the variety of service providers in the area through a greater understanding of the current distribution of funds. As an intermediate step, a uniform grant application should be developed that focuses on the desired outcomes identified in the Path-to-Promise framework. All youth programming receiving funding should provide programs and services that align with the identified goals and outcomes. This process should be spearheaded and monitored by the Funder's Advisory Committee, spearheaded by County government staff.

Additional Observations

Positions for front-line workers in many departments have been difficult to fill in a timely way, and PCG heard anecdotally that many front-line staff leave DCFS for higher paying and less stressful positions at other County departments, particularly Probation. Given national trends regarding costs to advertise, interview, and hire social work positions in Child Protective Service positions, PCG believes there may be opportunities to lower the indirect costs of hiring and training new front-line staff.

Next Steps and Potential Recommendations: PCG could further consider attrition rates and hiring data across the counties to understand current trends and confirm staff migration across County departments. Potential recommendations include, encouraging leadership from all departments to:

- Develop a County-wide expectation of roles and responsibilities that align compensation and experience for similar roles;
- Consider expanding the county-university partnership with Adelphi to recruit interns in related fields (i.e. psychology) to place staff in field placements and to hire trained interns into positions; and
- Continue to invest in retention strategies with existing and new staff, including secondary trauma education and interventions, onboarding, stay interviews and ongoing professional development.

APPENDIX A: PCG GLOSSARY OF TERMS

Term	Description
APG	Dutchess County Agency Partner Grant division
Case Management	A collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human service needs.
Children	Consumers of services aged 5-10aged children
Civil Rights, Social Action & Advocacy	Programs related to self-advocacy
DBCH	Dutchess County Department of Behavioral and Community Health
DCFS	Dutchess County Department of Community and Family Services
DPW	Dutchess County Department of Public Works
Early Aged	Consumers of services aged 0-5
Education	Programs related to academic achievement
Employment and Job Related	Programs related to workforce reediness
Fitness and Food	Programs related to positive physical well-being and nutrition
Follow-Up Care	Service or Program Type category indicating services obtained after contact with the County
Foster Care Institution	Provider offering placement services
Health	Program category
Human Services	Programs related to child-care and parenting
Impact	Impact is the fundamental intended or unintended change occurring in organizations, communities or systems because of program activities within 7 to 10 years. Impact often occurs after the end of grantmaking.
Logic Model	A tool used by funders, managers, and evaluators of programs to evaluate the effectiveness of a program.
Mixed Ages	Multiple ages of children served in a program
Outcomes	The specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4-to-6-year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7 to 10 years.
Outputs	The direct products of program activities and may include types, levels and targets of services to be delivered by the program.
Placement Services	Service or Program Type category indicating services directly responsible for the identification and housing of youth in the custody of the County
Prevention	Service or Program Type category indicating services to reduce the occurrence of placement services

Public Safety and Violence Reduction	Programs related to reducing violence in youth or protecting private property
Resources	The human, financial, organizational, and community resources a program has available to direct toward doing the work.
Teens	Consumers of services aged 12-19
Treatment	Service or Program Type category indicating direct Mental or Behavioral Health services
Youth	Consumers of services aged 10-12

APPENDIX B: INTERVIEW LIST

Name	Title
Sabrina Marzouka	DCFS Commissioner
Bridgett Goddard	DCFS Assistant to the Commissioner
William O'Neil	County Chief of Staff
Chris Baiano	Assistant to the County Executive
Toni-Marie Cifella	Deputy Commissioner for Special Needs
Theresa Giovanniello	DCFS Deputy Commissioner
Joanne Sinagra	DCFS Director of Integrated Services
Lance Bixby	DCFS Social Welfare Manager
Debra Bonnerwith	DCFS Deputy Commissioner
William Sanchez	DCFS Special Assistant to the Commissioner
Brian Napoleon	DCFS Director of Budget and Finance
June Ellen Notaro	DCFS Director of Youth Services
Tracy Connelly	DCFS Quality Assurance Supervisor
Mary Ellen Still	Probation Director of Youth Services
Tom Morris	Probation Deputy Director
Karen DeSamone	Probation Officer II - PINS
Linda Monkman	DCHB Coordinator for Children and Youth Services & Intellectual and Developmental Disabilities
Janine Fitmaurice	DCBH EI and Preschool Coordinator
Dave Alfonso	Emergency Response Fire Coordinator
Shaun Castano	Emergency Response Fire Coordinator
Anne Saylor	Planning Department Community Development Administrator
Christine Bonomo	Planning Department Community Investment Program Specialist
Dave Whalen	DPW Deputy Commissioner
Stella Varon	DCFS Case Manager II
Paula Marcojohn-Calli	DCFS Case Manager II
Kate Wiegard Quimby	DCFS Case Manager II
Don Creighton	DCFS Youth Worker

Nancy Lenhart	DBCH Public Health Nurse
Anne Basil	DBCH ISE/EIOD Public Health Nurse
Leslie Davies	Probation Officer I
Glenn Brown	Probation Officer I
Brianna Thatcher	Probation Officer II
Laurie Holland	Probation Officer I
Louise McLoughlin	WIB Sr. Vice President of Business Services

APPENDIX C: INTERVIEW QUESTIONS

Specific questions included in PCG's interview guide include the following:

Department Overview

- What is the name of your Department / Division?

Youth Services Overview

- What types of services do you offer to youth?
- How are your services staffed?
- Are all staffing needs of your organization / programs being met?
- What are the target populations for each of those services?
- Are there any restrictions on the types of services you provide?
- What are the strengths of service provision to youth across the system?
- Are there any service gaps / unmet needs of youth within the community? If so, what obstacles are there to addressing those?

Funding Overview

- What funding sources do you utilize for these services?
- Does your organization / program have sufficient funding?

Outcomes Overview

- What are your short-term and long-term program goals?
- Are there any obstacles to effective service provision?
- What performance and outcome measures are currently being tracked?
- How are those performance measures being tracked?
- Are there any obstacles to effective service provision?
- What are the goals for each of the services? How do these services support the assets and strengths of your target population, and mitigate any risk factors?

Collaboration

- How do you share information and collaborate with other county agencies?
- How do you share information and collaborate with other outside agencies?

APPENDIX D: DOCUMENT LIBRARY

Name	Title
Dutchess County - 2017 APU	Appendices for the Child and Family Services Plan document
Local Services District Waiver Approval Form	Waiver approval for the Early Head Start-Child Care Partnerships
Local Commissioners Memorandum 17-OCFS-LCM-01	Child Care Providers Deduction of Union Dues in Social Services Districts Other than NYC
Local Commissioners Memorandum 17-OCFS-LCM-04	State Minimum Wage Increase and Its Effect Upon Child Care Assistance
Local Commissioners Memorandum 17-OCFS-LCM-05	Child Care Services for Families Experiencing Homelessness and Differential Payment Rates
Administrative Directive 17-OCFS-ADM-04	Legally-Exempt Child Care: Regulatory Requirement for Pre-service Health and Safety Training
Local Commissioners Memorandum 17-OCFS-LCM-11	New York State Child Care Block Grant Subsidy Program Allocations SFY 2017-2018
2017 Agency Partner Grant Program: Youth Serving Grants	Spreadsheet including award information for each grantee
Raise the Age Flow Chart	Flow Chart of how RTA will flow through CJ/JJ system
Raise the Age Revenue	Full text of Raise the Age Revenue Bill
RTAP Presentation	Overview of Raise the age Implementation
Increasable Family Based Care in Dutchess Co.	A proposal to the Redlich Horwitz Foundation
MHV Viewpoints	Report on Foster Care in Dutchess Co.
Sample County Contract	A sample contract framework used within Dutchess Co.
Child Care Contracts	Contract for Child Care Council of Dutchess, Inc.
Detention Related Contracts	Contract for Berkshire Farm Center
Employment - Training Contracts	Contract for Dutchess County Workforce Investment Board
Foster Care Institution Contracts	Several Contracts for Foster Care Institutions in Dutchess County
Intensive Home-Based Services Contracts	Contracts for agencies providing home based services
Preventative-Protective Services Contracts	Contracts for agencies providing preventative and protective services
Think Differently	Contracts for agencies providing services under the Think Differently Campaign

Youth Services Unit Contracts	Contracts for agencies providing services for the Youth Services Division
DCFS Contract Agency Annual Performance Report 2015	List of all DCFS Contracts for 2015 as well as a description of services provided and projected and measured outcomes.
Dutchess DCFS Contracts - Youth Related	List of DCFS Contracts for 2017 along with budget information and program description.
Updates Final 2013-14 Contracts by Dept.	Health and Human Services Department Contracts for 2013-2014
06Status Report	Status Report of Children Youth and Families in Dutchess County from 2006
DC-CHIP Prioritization Final	Identifying Priorities for Dutchess County's Community Health Improvement Plan for 2014 - 2017
Document Youth Assets Survey Results	The Search Institute Report regarding developmental assets for Dutchess County Youth, which surveyed 64 youth in the county in 2009
Dutchess Community Health Status Report	Report summarizes how health residents of Dutchess County are based in a variety of health indicators.
Health Matters 2012	Health Matters reports the results of a survey conducted by the Marist College Institute for Public Opinion in partnership with the Dyson Foundation. The study reveals how residents in New York's Mid-Hudson Valley perceive health care in the region and tracks the factors which influence the ability of people to afford and access the care they need.
Hudson Valley Resource Platform	Information on community service providers for coordination of care management across the continuum.
Making Ends Meet 2012	Making Ends Meet reports the results of a survey conducted by the Marist College Institute for Public Opinion in partnership with the Dyson Foundation. It discusses how residents of New York's Mid-Hudson Valley perceive the affordability of the region and how they experience a wide range of issues affecting their family finances.
Many Voices One Valley 2012	Many Voices One Valley 2012 is the second quinquennial update of a study, conducted by the Marist College Institute for Public Opinion in partnership with the Dyson Foundation, about what people in New York's Mid-Hudson Valley think of living in the region.
Media Preference Survey	This report presents the findings of the first survey in Dutchess County conducted to identify media preferences amongst youth ages 8 through 18.
Mental Health 07 -09 DC CFS Plan	Data, Trends, Findings, and Strategies for Mental Health Services in Dutchess Co.
SYEP Email	Email printout from Theresa Giovanniello re: SYEP program
KWIC County Report	NYS Kids' Well-being Indicators clearinghouse in Dutchess County

SYEP 2017 Closing Ceremony Booklet	Handbook from the closing ceremony of the Summer Youth Employment Program
Statistics printout	Caseload statistics for 2017 (January through August 2017)
Dutchess County 2017 APU	Appendix K- #1 through Appendix U; Child and family services plan appendices
Child Care Waiver Notice	Flexibility in eligibility periods waiver allowing districts to match child care eligibility periods regardless of disruptions in parent's eligibility
Administrative Directive 17-OCFS-ADM-06	Providing Services to Children of Undocumented Immigrants
Local Commissioner Memorandum	Community optional preventative services funding and claiming instructions
2018 Program and Services Area Detail	Collection of the 2018 programs funded by the county and organized by department, and appropriation, and listing description, metrics, implications of reductions and levels of discretionary and mandated applicability
Grant Agreement with Redlich Foundation	Proposal to the Foundation to increase family based care
Mid-Hudson Valley View Points	Mid-Hudson Valley report article
STSJP Final Plan	NYS STSJP annual plan document
DCFS Publication page	Link to the 2015 annual report
Annual contract performance list	2016 document of outcomes for funded programs
Search Institute 40 Assets	List of 40 Assets for each youth age group
Organizational Chart	Organizational chart featuring commissioner to services, benefits, and the attorney
Dyson Foundation Web links	Links to special projects, the Many voices one valley report and the MHVC profiles link
Youth Transitions Funders Group	Web links to the 2015 report on investing to improve the well-being of Vulnerable Youth and Young Adults.

APPENDIX E: DISCRETIONARY YOUTH SERVICES

Department	Division (if applicable)	Activity Title	Service or Program Type	Description	Provider	Age Group	Capacity	Desired Outcomes	Tracked Outcomes	Funding Source	Contract Amount
Children and Family Services	Youth Services	YES (Youth Empowerment through service)	Prevention	Youth Development	Beekman Library	Teens	40	Programmatic - Mandated	Programmatic	State	\$7,000
Children and Family Services	Youth Services	Marathon Project	Prevention	Health	CAPE/DC	Teens	30	Programmatic - Mandated	Programmatic	State	\$82,039
Children and Family Services	Child Care	Child Care	Prevention	Human Services	Child Care Council of Dutchess, Inc.	Early	1200	Programmatic - Mandated	Programmatic	State	\$255,317
Children and Family Services	Youth Services	Green Teen Community Gardening	Prevention	Employment and Job Related	Cornell Cooperative Extension	Teens	20	Programmatic - Mandated	Programmatic	State	\$174,174
Children and Family Services	Think DIFFERENTLY	Poughkeepsie Public Library	Prevention	Youth Development	Direct	Youth	35	Programmatic - Mandated	Programmatic	County	\$19,999
Children and Family Services	Youth Services	Too Good For Drugs	Prevention	Health	East Fishkill PD	Youth	252	Programmatic - Mandated	Programmatic	State	\$7,000
Children and Family Services	Youth Services	Teen Resource Activity Center (TRAC)	Prevention	Youth Development	Family Services, Inc.	Teens	150	Programmatic - Mandated	Programmatic	State	\$192,653
Children and Family Services	Youth Services	HRH Enrichment Program	Prevention	Health	Hudson River Housing	Mixed Ages	130	Programmatic - Mandated	Programmatic	State	\$30,000
Children and Family Services	Youth Services	Power Up Youth Outreach Programs	Prevention	Employment and Job Related	Mill Street Loft	Teens	70	Programmatic - Mandated	Programmatic	State	\$220,719
Children and Family Services	Youth Services	Community Partnerships with Schools	Prevention	Employment and Job Related	Northeast Community Council	Teens	35	Programmatic - Mandated	Programmatic	State	\$122,200

		and Business (CPSB)									
Children and Family Services	Youth Services	Peer Mentoring Programs	Prevention	Youth Development	R.E.A.L Skills	Teens	45	Programmatic - Mandated	Programmatic	State	\$44,084
Children and Family Services	Youth Services	Drop Studios	Prevention	Employment and Job Related	Spark Media Project	Teens	55	Programmatic - Mandated	Programmatic	State	\$141,092
Children and Family Services	Youth Services	Special Education Advocacy	Prevention	Civil Rights, Social Action, Advocacy	Taconic Resources for Independence	Mixed Ages	60	Programmatic - Mandated	Programmatic	State	\$58,000
Children and Family Services	Youth Services	Leadership Connections	Prevention	Employment and Job Related	The Chamber Connection	Teens	80	Programmatic - Mandated	Programmatic	State	\$35,092
Children and Family Services	Youth Services	Teen Leadership Council	Prevention	Youth Development	Town of Beekman Recreation Dept.	Teens	50	Programmatic - Mandated	Programmatic	State	\$19,964
Children and Family Services	Youth Services	Town of Red Hook	Prevention	Employment and Job Related	Town of Red Hook Recreation Dept.	Mixed Ages	700	Programmatic - Mandated	Programmatic	State	\$186,082
Community & Family Services	Children's Services	Case Management	Prevention	Human Services	Astor	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$251,567
Community & Family Services	Children's Services	Enhanced Coordinated Children's Services Initiative	Prevention	Human Services	Astor	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$169,671
Community & Family Services	Children's Services	Forensic Evaluations	Placement Services	Human Services	Astor	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$178,500
Community & Family Services	Children's Services	Case Management	Prevention	Human Services	Berkshire	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$894,354
Community & Family Services	Children's Services	Safe Harbor Street Outreach	Prevention	Human Services	Hudson River Housing River Haven	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$19,605

Community & Family Services	Children's Services	Child Abuse Medical Consulting	Placement Services	Human Services	JFC Consulting	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$72,800
Community & Family Services	Children's Services	Substance Abuse Screening/Assessment Co-location of CASAC's	Placement Services	Human Services	Lexington Center	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	248959
Community & Family Services	Children's Services	Court Appointed Special Advocate	Placement Services	Human Services	Mental Health America	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$26,468
Community & Family Services	Children's Services	Child Abuse Exams	Placement Services	Human Services	Westchester Institute for Human Development	Mixed Ages	Un-reported	Programmatic - Mandated	Programmatic	State	\$50,000
Emergency Services	n/a	J-Fire	Prevention	Public Safety and Violence Reduction	Direct	Mixed Ages	26	Programmatic -Self Defined	Utilization	County	Un-reported
Planning	APG	The Afterschool Project	Prevention	Youth Development	Boys & Girls Club of Newburgh, Inc.	Early	90	Programmatic - Mandated	Programmatic	County	\$100,000
Planning	APG	Teen Parent Program Enhancement	Prevention	Human Services	Center for Prevention of Child Abuse	Teens	25	Programmatic - Mandated	Programmatic	County	\$25,000
Planning	APG	Personal Safety Program	Prevention	Human Services	Center for Prevention of Child Abuse	Youth	11240	Programmatic - Mandated	Programmatic	County	\$14,000
Planning	APG	Youth Vocational Training	Prevention	Employment and Job Related	Cornell Cooperative Extension Dutchess County	Youth	170	Programmatic - Mandated	Programmatic	County	\$100,000
Planning	APG	Agricultural Employment & Literacy Assistance	Prevention	Fitness and Food	Cornell Cooperative Extension Dutchess County	Mixed Ages	370	Programmatic - Mandated	Programmatic	County	\$65,000

Planning	APG	Teen Resource Activity Center	Prevention	Health	Family Services	Teens	60	Programmatic - Mandated	Programmatic	County	\$14,000
Planning	APG	Youth LEAP	Prevention	Employment and Job Related	Hudson River Housing, Inc.	Teens	16	Programmatic - Mandated	Programmatic	County	\$21,000
Planning	APG	Adult & Family Literacy	Prevention	Youth Development	Literacy Connections	Youth	55	Programmatic - Mandated	Programmatic	County	\$27,000
Planning	APG	Restorative Justice Initiative	Prevention	Public Safety and Violence Reduction	Mediation Center of Dutchess County	Mixed Ages	40	Programmatic - Mandated	Programmatic	County	\$40,000
Planning	APG	Anti-Bullying: Oleos Bullying Prevention Program	Prevention	Public Safety and Violence Reduction	Mediation Center of Dutchess County	Youth	1	Programmatic - Mandated	Programmatic	County	\$38,000
Planning	APG	Empowering Parents as "First Teachers"	Prevention	Youth Development	Mid-Hudson Children's Museum	Children	220	Programmatic - Mandated	Programmatic	County	\$20,000
Planning	APG	Community Partnership with Schools and Business	Prevention	Employment and Job Related	Northeast Community Council	Youth	10	Programmatic - Mandated	Programmatic	County	\$41,000
Planning	APG	Food Access Program	Prevention	Fitness and Food	Northeast Community Council	Youth	352	Programmatic - Mandated	Programmatic	County	\$33,000
Planning	APG	Farm Fresh Home Chefs	Prevention	Fitness and Food	Poughkeepsie Farm Project	Youth	Un-reported	Programmatic - Mandated	Programmatic	County	\$35,000
Planning	APG	Harriet Tubman Academic Skills Center	Prevention	Education	Poughkeepsie United Methodist Church	Children	25	Programmatic - Mandated	Programmatic	County	\$10,000
Planning	APG	Youth Development Programs: Teen Team & CPSB	Prevention	Youth Development	Rochester Evaluation of Asset Development	Teens	54	Programmatic - Mandated	Programmatic	County	\$25,000

for Youth (READY)											
Planning	APG	Spark Media Lab	Prevention	Employment and Job Related	Spark Media Project	Youth	50	Programmatic - Mandated	Programmatic	County	\$21,000
Public Works	Parks and Recreation	Bowdoin	Prevention	Youth Development	Direct	Mixed Ages	430	Outputs Only	Customer Service	County	\$187,000

APPENDIX F: MANDATORY SERVICES

Department	Division (if applicable)	Activity Title	Service or Program Type	Description	Provider	Target Age	Target Capacity	Desired Outcomes	Tracking & Monitoring Outcomes	Funding Source	Contract Amount
Community and Family Services	Children's Services	Multi-Services Agency	Placement Services	Foster Care Institution	Abbott House	Mixed Ages	477	State/Federal Mandate	Programmatic Self Report	Mixed	\$800,000
Community and Family Services	Children's Services	Emergency Shelter	Placement Services	Foster Care Institution	Access: Supports for Living	Mixed Ages	28	State/Federal Mandate	Programmatic Self Report	Mixed	\$120,000
Community and Family Services	Children's Services	Group Home	Placement Services	Foster Care Institution	Access: Supports for Living	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Behavioral and Community Health	Mental Hygiene	Home Based Crisis Intervention (HBCI)	Treatment	MBH Treatment	Astor	Mixed Ages	69	Programmatic -Self Defined	Programmatic Self Report	State	\$400,038
Behavioral and Community Health	Mental Hygiene	Counseling Services	Treatment	MBH Treatment	Astor	Mixed Ages	1198	Programmatic -Self Defined	Programmatic Self Report	County	\$3,416,875
Behavioral and Community Health	Mental Hygiene	Community Liaison	Placement Services	Case Management	Astor	Mixed Ages	59	Programmatic -Self Defined	Programmatic Self Report	State	\$250,477
Behavioral and Community Health	Mental Hygiene	Adolescent Day Treatment Program (ADT) and School-Aged Day Treatment (SADT)	Treatment	MBH Treatment	Astor	Mixed Ages	168	Programmatic -Self Defined	Programmatic Self Report	County	\$1,892,765
Behavioral and	Mental Hygiene	Enhanced Coordinated Children's	Prevention	Case Management	Astor	Mixed Ages	53	Programmatic -Self Defined	Programmatic Self Report	Mixed	\$229,294

Community Health		Service Initiative (ECCSI)									
Behavioral and Community Health	Mental Hygiene	Partial Hospitalization Program (PHP)	Treatment	MBH Treatment	Astor	Teens	173	Programmatic-Self Defined	Programmatic Self Report	County	\$344,922
Behavioral and Community Health	Mental Hygiene	Intensive Case Management (ICM), Vocational Case Management (VCM) and Supportive Case Management (SCM)	After-Care	Case Management	Astor	Mixed Ages	144	Programmatic-Self Defined	Programmatic Self Report	State	\$207,661
Probation	Investigation and Supervision	Juvenile Risk Intervention Services Coordination	Prevention	Case Management	Astor	Mixed Ages	15	Programmatic-Self Defined	Utilization	Mixed	\$158,777
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Astor	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$1,500,000
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Berkshire	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$2,000,000
Community & Family Services	Children's Services	Non-Secure Detention	Placement Services	Un-reported	Berkshire	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$900,000
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Cardinal McCloskey	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$20,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Children's Home of Kingston	Mixed Ages	50	State/Federal Mandate	Programmatic Self Report	Mixed	\$150,000

Community and Family Services	Children's Services	Group Home	Placement Services	Foster Care Institution	Children's Home of Kingston	Teens	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Independent Living	Placement Services	Foster Care Institution	Children's Home of Kingston	Teens	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Children's Home of Poughkeepsie	Mixed Ages	Un-reported	State/Federal Mandate	Programmatic Self Report	Mixed	\$3,000,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Children's Home of Wyoming Conference	Mixed Ages	162	State/Federal Mandate	Programmatic Self Report	Mixed	\$20,000
Community and Family Services	Children's Services	Diagnostic Services	Placement Services	Foster Care Institution	Children's Home of Wyoming Conference	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Emergency Shelter	Placement Services	Foster Care Institution	Children's Home of Wyoming Conference	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	FBH	Placement Services	Foster Care Institution	Children's Home of Wyoming Conference	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Independent Living	Placement Services	Foster Care Institution	Children's Home of Wyoming Conference	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Community Maternity Services	Mixed Ages	44	State/Federal Mandate	Programmatic Self Report	Mixed	\$50,000
Community and Family Services	Children's Services	Community Based Treatment	Placement Services	Foster Care Institution	Community Maternity Services	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Respite	Placement Services	Foster Care Institution	Community Maternity Services	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***

Behavioral and Community Health	Mental Hygiene	Prevention Education and Counseling	Prevention	Other	Council on Addiction Prevention and Education (CAPE)	Mixed Ages	18000	Outputs Only	Utilization	Mixed	\$390,668
Behavioral and Community Health	Mental Hygiene	Alcohol Highway Safety / Community Prevention Educator	Prevention	Other	Council on Addiction Prevention and Education (CAPE)	Mixed Ages	1500	Outputs Only	Utilization	State	\$24,300
Behavioral and Community Health	Mental Hygiene	Recovery Coaching	After-Care	MBH Treatment	Council on Addiction Prevention and Education (CAPE)	Mixed Ages	90	Outputs Only	Utilization	State	\$100,000
Behavioral and Community Health	Mental Hygiene	Media and Environmental Strategies	Treatment	MBH Treatment	Council on Addiction Prevention and Education (CAPE)	Teens	1100	Outputs Only	Utilization	State	\$20,000
Behavioral and Community Health	Mental Hygiene	Risk and protective Factors Assessment and Evaluation	Other	Other	Council on Addiction Prevention and Education (CAPE)	Mixed Ages	Un-reported	Outputs Only	Utilization	County	\$12,500
Behavioral and Community Health	Mental Hygiene	Children's Single Point of Access (SPOA) Coordinator	Placement Services	Case Management	Direct	Mixed Ages	76	Programmatic-Self Defined	Programmatic Self Report	State	\$149,936
Behavioral and Community Health	Mental Hygiene	DCBH Collaborative Solutions Team	Placement Services	Case Management	Direct	Youth	15	Programmatic-Self Defined	Programmatic Self Report	County	\$94,686
Behavioral and	Mental Hygiene	Mobile Crisis Intervention Team	Treatment	MBH Treatment	Direct	Mixed Ages	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported

Community Health											
Behavioral and Community Health	Mental Hygiene	HCBS Waiver	Prevention	Case Management	Direct	Un-reported	37	Programmatic-Self Defined	Programmatic Self Report	Mixed	\$425,582
Behavioral and Community Health	Health	Early Intervention	Prevention	Case Management	Direct	Early	450	Outputs Only	Utilization	County	\$8,000,000
Behavioral and Community Health	Health	Preschool Special Education	Placement Services	Case Management	Direct	Early	1600	Outputs Only	Utilization	Mixed	\$18,817,175
Probation	Intake and Diversion	PINS Diversion Services	Prevention	Case Management	Direct	Teens	292	Programmatic-Self Defined	Utilization	Mixed	\$93,103
Probation	Intake and Diversion	JD Diversion Services	After-Care	Case Management	Direct	Mixed Ages	90	Programmatic-Self Defined	Utilization	Mixed	\$29,401
Probation	Investigation and Supervision	Continued Diversion / Restore to Diversion	After-Care	Case Management	Direct	Mixed Ages	55	Programmatic-Self Defined	Utilization	Mixed	Un-reported
Probation	Investigation and Supervision	Released Under Supervision	After-Care	Case Management	Direct	Mixed Ages	55	Programmatic-Self Defined	Utilization	Mixed	\$435,244
Probation	Investigation and Supervision	Curfew Monitoring Program	After-Care	Case Management	Direct	Mixed Ages	127	Programmatic-Self Defined	Utilization	Mixed	\$61,004
Probation	Investigation and Supervision	Juvenile Electronic Monitoring	After-Care	Case Management	Direct	Mixed Ages	77	Programmatic-Self Defined	Utilization	Mixed	\$245,128
Probation	Investigation and Supervision	Family Court Supervision (sentenced JD & PINS formally on probation)	After-Care	Case Management	Direct	Mixed Ages	90	Programmatic-Self Defined	Utilization	Mixed	\$397,370

Community and Family Services	Children's Services	Independent Living	Placement Services	Foster Care Institution	Equinox, Inc.	Teens	8	State/Federal Mandate	Programmatic Self Report	Mixed	\$50,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Green Chimney's Children's Services	Mixed Ages	104	State/Federal Mandate	Programmatic Self Report	Mixed	\$1,800,000
Community and Family Services	Children's Services	Adoption Services	Placement Services	Foster Care Institution	Hillside Children's Center	Mixed Ages	190	State/Federal Mandate	Programmatic Self Report	Mixed	\$230,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Hillside Children's Center	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community & Family Services	Children's Services	Un-reported	Placement Services	Respite	Hudson River Housing River Haven	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$405,150
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Jewish Board	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$750,000
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Jewish Child Care Association	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$400,000
Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	Kid's Peace Centers of NA	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$150,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	LaSalle School	Mixed Ages	168	State/Federal Mandate	Programmatic Self Report	Mixed	\$3,000,000
Community and Family Services	Children's Services	Day Services	Treatment	MBH Treatment	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	After Care	After-Care	Foster Care Institution	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Outpatient	Treatment	MBH Treatment	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***

Community and Family Services	Children's Services	Independent Living	Placement Services	Foster Care Institution	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Juvenile Reporting	Other	Other	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Family Services	Prevention	Foster Care Institution	LaSalle School	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Leake and Watts	Teens	129	State/Federal Mandate	Programmatic Self Report	Mixed	\$600,000
Behavioral and Community Health	Mental Hygiene	Adolescent Substance Abuse Program	Treatment	MBH Treatment	Lexington Center	Youth	135	Un-reported	Un-reported	Un-reported	Un-reported
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Lincoln Hall	Teens	40	State/Federal Mandate	Programmatic Self Report	Mixed	\$20,000
Behavioral and Community Health	Mental Hygiene	Family Support Programs	After-Care	Case Management	Mental Health America	Mixed Ages	241	Programmatic -Self Defined	Programmatic Self Report	State	\$121,686
Behavioral and Community Health	Mental Hygiene	Respite Program (and Teen Challenge Clubhouse)	After-Care	Respite	Mental Health America	Mixed Ages	122	Programmatic -Self Defined	Programmatic Self Report	Mixed	\$143,188
Behavioral and Community Health	Mental Hygiene	Youth Adult Transition Program	After-Care	Other	Mental Health America	Teens	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported
Behavioral and Community Health	Mental Hygiene	Adolescent Intensive Outpatient (AIOP)	Treatment	MBH Treatment	Mid-Hudson Regional Hospital	Teens	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported
Community and Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	NE Parent and Child Society	Mixed Ages	76	State/Federal Mandate	Programmatic Self Report	Mixed	\$50,000

Community and Family Services	Children's Services	Family Foster Home	Placement Services	Foster Care Institution	Parsons Family and Child Center	Mixed Ages	40	State/Federal Mandate	Programmatic Self Report	Mixed	\$20,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	St Anne Institute	Mixed Ages	60	State/Federal Mandate	Programmatic Self Report	Mixed	\$1,300,000
Community and Family Services	Children's Services	Residential Education	Placement Services	Foster Care Institution	St Anne Institute	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Prevention Services	Placement Services	Foster Care Institution	St Anne Institute	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	St. Christopher's Inc.	Teens	36	State/Federal Mandate	Programmatic Self Report	Mixed	\$100,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Stetson School, Inc.	Mixed Ages	60	State/Federal Mandate	Programmatic Self Report	Mixed	\$300,000
Community and Family Services	Children's Services	Residential Education	Placement Services	Foster Care Institution	Stetson School, Inc.	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Summit Children's Residence Center	Teens	115	State/Federal Mandate	Programmatic Self Report	Mixed	\$400,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	The Children's Village	Mixed Ages	337	State/Federal Mandate	Programmatic Self Report	Mixed	\$200,000
Community and Family Services	Children's Services	Crisis/Emergency Placement	Placement Services	Foster Care Institution	The Children's Village	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Day Services	Placement Services	Foster Care Institution	The Devereux Foundation	Mixed Ages	156	State/Federal Mandate	Programmatic Self Report	Mixed	\$1,400,000
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	The Devereux Foundation	Mixed Ages	***	State/Federal Mandate	Programmatic Self Report	Mixed	***

Community & Family Services	Children's Services	Un-reported	Placement Services	Foster Care Institution	The William George Agency	Un-reported	Un-reported	Un-reported	Un-reported	Un-reported	\$750,000
Community and Family Services	Children's Services	RTC	Placement Services	Foster Care Institution	Vanhderheyden Hall	Teens	54	State/Federal Mandate	Programmatic Self Report	Mixed	\$1,800,000
Community and Family Services	Children's Services	Independent Living	Placement Services	Foster Care Institution	Vanhderheyden Hall	Teens	***	State/Federal Mandate	Programmatic Self Report	Mixed	***
Community and Family Services	Children's Services	Residential Treatment Center	Placement Services	Foster Care Institution	Vila of Hope	Mixed Ages	50	State/Federal Mandate	Programmatic Self Report	Mixed	\$20,000



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