



State of Delaware
The Department of Services for
Children, Youth and Their Families

Delaware Children's Department

**Joint Finance Committee Hearing
Fiscal Year 2012**

Vivian L. Rapposelli
Cabinet Secretary

Good morning Representative Williams, Senator McDowell, Members of the JFC and the public. Thank you for the opportunity to present the FY 12 Governor's Recommended Budget for the Department of Services for Children, Youth, and Their Families (that I will refer to as the Children's Department). It is my pleasure to represent our staff, who choose, everyday, to take on the vital task of protecting and supporting the kids and families of this state.

Allow me to introduce my key leadership staff: Mary Kate McLaughlin, Chief Policy Advisor for the Department, Karryl McManus, Director of Management Support Services (DMSS); Susan Cycyk, Director of Prevention and Behavioral Health Services (PBH); Carlyse Giddins, Director of Youth Rehabilitative Services (YRS); and Laura Miles, Director of Family Services (DFS). The Deputy Directors are Michael Alfree, Vicky Kelly, Rick Shaw and Rodney Brittingham, respectively.



State of Delaware
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Our Children. Our Future. Our Responsibility.



The Delaware Children's Department

Our children are our future – our responsibility. Through the continued support of the Administration and the General Assembly, we are able to remain focused on our charge of serving the State's most vulnerable citizens. For that, I thank you.

Similarly, despite the ongoing economic struggle, staff throughout the Children's Department continue to demonstrate their commitment to serving and protecting children and families throughout Delaware, and I want to take this opportunity to publicly thank them for all they do.



State of Delaware
The Department of Services for
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Our Mission

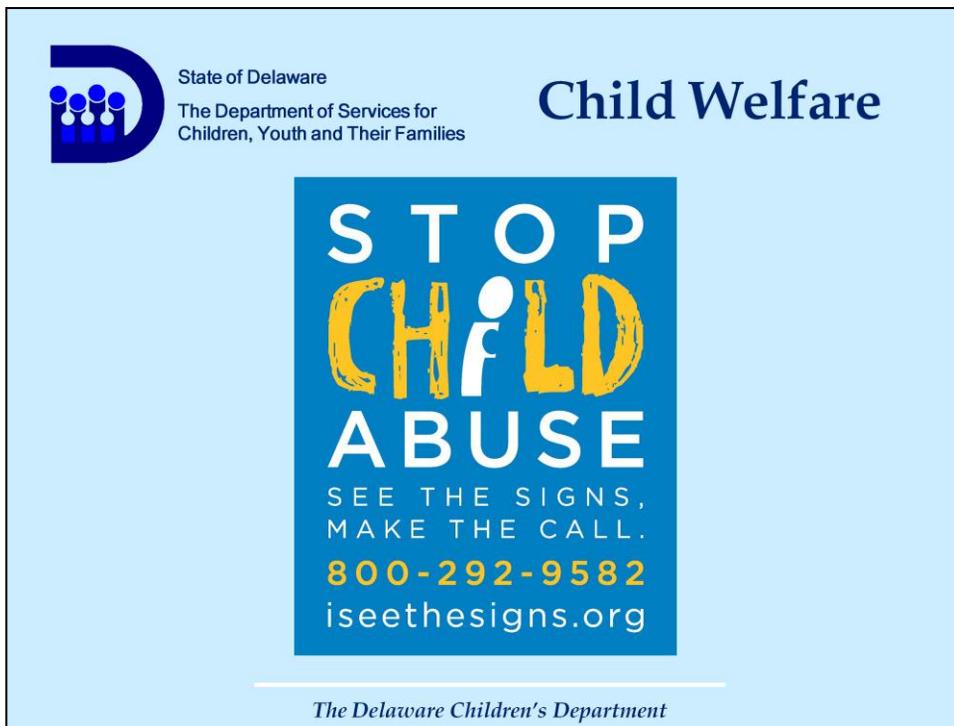
To assist children, youth and families in making positive changes with services that support child and public safety, behavioral health and individual, family and community well-being



The Delaware Children's Department

The Mission of the Children's Department – as recently updated by my leadership team and me - is to assist children, youth and families in making positive changes with services that support child and public safety, behavioral health and individual, family and community well-being.

I highlight our mission because before we discuss the FY12 GRB and the needs and challenges facing the Children's Department, I would like to share highlights from throughout the Department that exemplify our collective commitment towards carrying out that mission.



A priority for the Children’s Department in the area of child welfare focuses on how children and families transition into the Department, and how we as a system, better respond to all cases of child abuse in the State of DE. In DFS, we seek to preserve child safety and strengthen services across our Child Welfare system. We are continuing to improve our outreach and visibility to further those goals by focusing on public awareness of child abuse.

In the past year, along with this Department, the Child Protection Accountability Commission and the Child Death, Near Death and Stillbirth Commission created a joint Mandatory Reporting Media Subcommittee. It includes representatives from the Children’s Department, Prevent Child Abuse Delaware, the Department of Justice, the Children’s Advocacy Center, the Office of the Child Advocate and the Child Death, Near Death and Stillbirth Commission.

Its purpose is to share consistent, clear messages to the community about the mandatory reporting of child abuse (every Delaware citizen is required to report any suspected abuse of a child), publicize and provide greater exposure of the 1-800 report line number for abuse and neglect of children, and educate the public on the signs of child abuse and neglect.

Our message, “See the Signs, Make the Call,” and our new website, iseethesigns.org, serves as a call to action and a reminder of the responsibility we all have to ensuring the safety of our children.



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Youth Aging Out of Foster Care

- Administration Priority
- Agency and Stakeholder Collaboration
- Youth Aging Out Pilot



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Equally as important to how children come into our child welfare system is how successfully they transition out. Not only is it a priority for this administration and of personal interest to me and the Governor, it has been the focus of many advocates – many of whom are in this room – for several years. Collectively, we have elevated this issue to finally receive the attention it deserves and I'm pleased to share that we have made significant progress in the last two years.

After hearing from so many on the importance of addressing this issue, the Governor asked me to convene a Cabinet Committee to develop a plan for formalizing and improving services to youth aging out. The Cabinet Committee includes our Department, DHSS, DSHA, DOL, DOE and DOC. We sought input and advice from various stakeholders as we formed a cross-agency plan to better serve these youth with an MOU that was signed in summer 2010.

In addition, the Children's Dept. identified a pilot group of youth who either have, or soon will be, aging out of our system. We assessed their needs, and identified resource or system issues which are presenting obstacles to helping the youth become independent. We developed action steps required by the respective agencies to remove those barriers and ensure services and supports for these youth.

Credit is also due to our many partners who continue to make improvements. DFS Director, Laura Miles, will speak to multiple partnerships we've developed and strengthened to better serve this population.



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Restructuring Community Services

- Redeploy existing resources
- Multi-year strategy
- Prevention of Deeper End Services



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Collaboration has also played an integral role in the restructure of our Community Services Unit within YRS – a key initiative started in FY11 that focuses resources on the front-end to divert kids from restrictive placements.

With support from members of the Juvenile Justice Collaborative, we continue to leverage resources across the juvenile justice system and engage the community and stakeholders in producing better outcomes for youth. The restructure will modify and make improvements to the way adjudicated youth receive services and prevent them from the deeper-end needs of our system.

This multi-year plan will re-deploy resources and leverage community partnerships.



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Prevention and Behavioral Health

- Intervene early, preventing high end, restrictive behavioral health services
- Treating clients in most appropriate, most effective, least restrictive settings



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Proposed changes in prevention and early intervention strategies are also advancing. Last year, as one of our Departmental initiatives, we merged the Office of Prevention and Early Intervention (OPEI) with the Division of Child Mental Health Services. The Division was renamed to the Division of Prevention and Behavioral Health Services .

This change recognized strong components within the Department through OPEI, such as our school based Family Crisis Therapists. The move increased our emphasis and focus on prevention and the importance of programs and services designed to reach children and families before problems are deeply entrenched and require restrictive, costly, deep-end services. The Children's Department has long realized the importance of prevention not only as a cost effective approach, but a "best practice" in this field. Similarly, we recognize and value the benefits of effective behavioral health services. The combination of these resources and highly qualified staff has strengthened both prevention and behavioral health efforts for our Department.



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Prevention and Behavioral Health

- Stronger Relationships With School Districts



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We have also found success through stronger relationships with school districts, beginning with the enhancement of our successful and highly-valued Family Crisis Therapists (FCTs) in K-5 public schools – a program funded through the Department of Education. This year, we invested additional resources to deploy another FCT to the Christina School District, bringing the number of elementary school FCTs to 52.

We also began a new effort to better serve children in middle schools by partnering with three local providers and three New Castle County school districts – Red Clay, Colonial and Christina - to pilot groups on trauma and grief. This effort has already seen results including a reduction in disruptive behavior in the school setting and fewer suspensions of the participating youth.

Seven school districts (Appoquinimink, Brandywine, Christina, Colonial, New Castle County Vo-Tech, Red Clay Consolidated, and our Department's Education unit) have also collaborated with us in an effort to help personnel more effectively assist children with behavioral health challenges to succeed within the classroom.



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Administrative Support Services



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Beyond the work we're doing in our service divisions, we continue to explore ways to maximize Department resources through consolidation of administrative support functions.

Though the phrase, "administrative support functions," brings to mind back office tasks, I see some of these functions as critical components to the outcomes we get for our kids.

Specifically, we streamlined existing contract practices within the Department in an effort to improve accountability for the achievement of Department goals. We enhanced our capacity to monitor and evaluate the effectiveness of programs and services performed by our contracted providers. This now positions us to better manage resources, better manage budget allocations and improve business planning functions.



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Administrative Support Services

- Contracts, Interstate and Quality Assurance
- Departmental Training Unit



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Similarly, we looked at how we trained new and existing staff on programs and procedures. As with many state agencies, continued attrition requires that we deploy and use staff in the most effective ways possible.

We are proud to see success in the way we maximized the expertise of our staff, while continuing to monitor and improve outcomes. With the critical task of developing and enhancing the Department's quality assurance functions, the expertise from the Contracts, Interstate and Quality Assurance Unit strives to improve not only the efficient management of contracts, but outcomes for the youth being served by our contractual providers.

This enhanced emphasis on QA, both in contracts and case issues is reporting in to our Division of Management Support Services, which also houses our Human Resources functions. This allows quality issues, for example, tracking trends and issues in case management, to be linked with the HR side of the house, to document specific worker issues, for example, recording "no reasonable efforts" orders and noting them in worker's performance files.

In addition reviews can alert us to training needs, and other areas of support and tracking that will help our workers do their jobs better.



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Education Unit

- Administration
Priority
- Improved
Educational
Experience and
Outcomes for Youth



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In addition to better supporting our mission, the accomplishments I've shared with you also support Governor Markell's priority of running a leaner, more efficient government. Another priority of this administration is bringing world-class education to Delaware. In doing our part to contribute to improving the school success for ALL Delaware students, emphasis is placed on the importance of the Department's Education Unit, which now reports directly to my office.

The leadership of the Education Unit fully evaluates the delivery of educational services to youth in our care and coordinates their transition back to their community schools.

By coordinating our delivery of education services across our system and continuing to improve upon communicating with our colleagues at DOE and within the school districts, we are able to better plan for students needs and transitions between the two systems. This results in greater success, both while in our care and when students return to their home school.



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Challenges Ahead



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Simply put, in the last 2 years, we have found solutions that have allowed us to work together better to serve children effectively with fewer resources while still providing staff with adequate supports.

Yet despite our many accomplishments, the financial challenges continue. Though our staff continue meeting the needs of our youngest Delawareans, it is important for me to continue to reinforce that shrinking our Department will not shrink the responsibilities we have to serve Delaware's children and families.



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FY12 Budget

- \$1.25M in Contractual Services cuts – driven by efficiencies
- DFS Investigation caseloads
- Pass Throughs



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I'd now like to highlight some of the changes included in the FY12 Governor's Recommended Budget.

The GRB includes a total of \$1.25m in base budget reductions in DFS and YRS. As you know, all State agencies are operating leaner and more efficiently, working toward the Governor's goal of more efficient government by doing more with less. These contractual services reductions are the result of an ongoing effort to improve efficiencies in service delivery and to realize savings from closely monitored intensive placements in the service divisions. At this time, no contracts or service areas will be affected by these base budget reductions. We are confident we're up to the challenge of meeting these reduction targets while continuing to deliver the least restrictive, most appropriate, highest quality services to our clients.

The GRB also includes staffing resources that have been redeployed to help manage DFS Investigation caseloads. These resources will help us better manage caseloads in line with the mandated caseload requirement of 11 cases per fully functioning DFS Investigation worker.

Finally, the GRB includes a recommendation to fund our Pass Throughs at their FY11 levels, and to move the Child Development Community Policing Pass Through into the PBH base budget. This move will solidify the funding stream for this critical program for youth and families in the City of Wilmington.



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Capital Fund Item for DSHA: State Rental Assistance Program **\$1,500,000**

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In addition to how the GRB will impact the Children's Department, I want to briefly discuss a Capital Fund Item that was presented by Director Ben Addi from Delaware State Housing Authority.

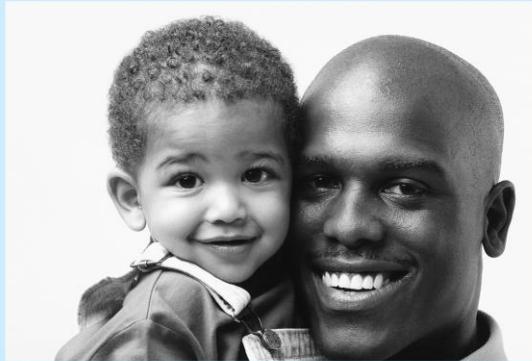
The request for \$1.5 million is part of a multi-agency collective effort to enhance the opportunities for populations including children that age of foster care as well as for family unification – allowing vulnerable populations such as youth aging out and families that enter our Department to stay together when housing is one of the obstacles that they face gives them the stability that is critical to their success.

I fully support DSHA in the work they've done to make this a priority for their agency and encourage you to also support their recommendation.



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Children and Families Depend on Us



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I'd like to drive home a statement I made earlier. Our children are our future – our responsibility. It is a responsibility none of us take lightly, but all of us embrace passionately.

We work hard and think critically about how we operate, not just to adapt to a changing economic climate, but to continually improve how we serve children and families. They depend on us and they deserve our best.



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Questions?



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Thank you for allowing me to present the FY12 Budget Request of the Children's Department. Our team will avail themselves to answer any questions you have.



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**Joint Finance Committee Hearing
Fiscal Year 2012**

***Karryl H. McManus
DMSS Division Director***

Good morning Representative Williams, Senator McDowell, Members of the JFC and the public.

Thank you for the opportunity to come before you to present the Governor's Recommended Budget for the Division of Management Support Services (DMSS). I am here to seek your support for our Division's budget, share information concerning some of our accomplishments this past year and discuss plans for our future.



As I begin my presentation, I would like to introduce the members of my Division leadership. Each member of the team has been critical to our overall success this year. And while much of their work is under the radar, their contributions are invaluable.

Mike Alfree, Deputy Director; Brian Reynolds, Budget Manager; Jeanette Hammon, Manager of HR & Center for Professional Development; Christine Kraft, our Department Controller; Gene Mitchell, Manager of our Management Information Systems Unit; Karen Triolo, Manager of our Contracts, Interstate & Quality Assurance Unit; Leslie Boyd, our Cost Recovery Unit Manager. In addition, I'd like to recognize Carl Nelson and John Glancey who lead our FACTS II efforts.

Through leadership, empowerment and encouragement, these leaders have achieved much in the past year through their teams and by working with one another.



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Mission



To support those
helping children
and families

The Delaware Children's Department

Our Mission within DMSS has always been to provide the much-needed support to the Children's Department staff serving on the front line.

Our Division does this in a number of ways. From clean facilities and operational phones, to assisting our employees, or recovering federal funds, we strive to meet the high expectations set for us by our internal and external customers. Our Support Services, Budget Management, MIS, Facilities and Maintenance Operations, Fiscal Services, and Human Resource staff ensure that the Department's Operating Divisions can fulfill their core missions. We work hard each day to provide the supports needed to help our most vulnerable children and families.

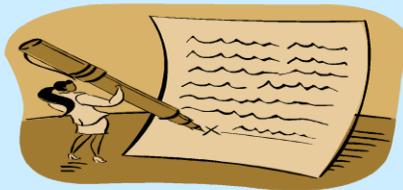
In the past year, we've expanded our responsibilities to include Department Contracts and Training.



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Accomplishments

Contract Administration



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As mentioned previously, many administrative functions associated with contracting had been a DMSS responsibility for many years. Recent retirements and reduced staffing levels created a need to further consolidate contract management functions within DMSS.

To move us forward, an inter-departmental team came together to outline a plan that would create further efficiencies through consolidation while maintaining the integrity of program administration and accountability. This group has been invaluable in developing consensus around the issues involved in the consolidation. We work best when we work together, and this effort is no exception.

Our Contracts Unit is working diligently to shift the administrative burden of contracting from the operating divisions to the new unit. We also want to simplify the contracting process for our community partners and providers. Contract administration has been transitioned in increments. As part of the transfer, informational meetings were held with Division Contract Managers to review the contract deliverables, performance measures, division referral/authorization process, and roles and responsibilities.

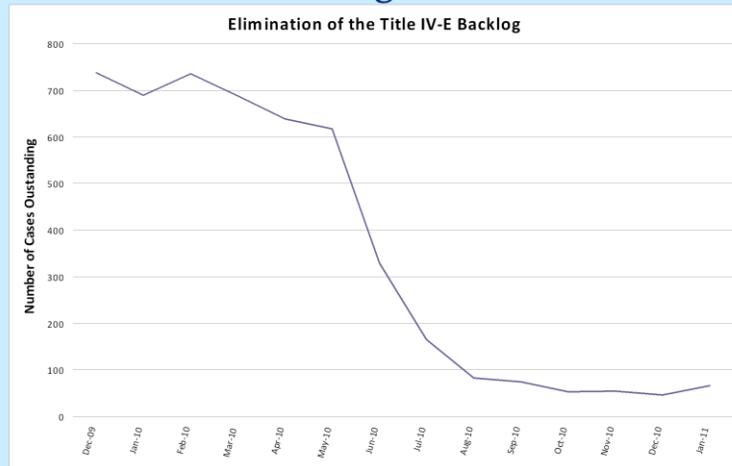
Additional activities underway include the development of a departmental review tool and protocol for monitoring contracted services, automating the contracts routing process and establishing uniformity and standardization oversight to maximize resources.



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Accomplishments

IV-E Backlog Reduction



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Our Client Eligibility and Cost Recovery units play a key role in funding the operation of the Department. The unit is responsible for ensuring that children served by the Department receive Medicaid and Title IV-E federal entitlement benefits. The Eligibility Unit works to enable clients to access federal benefits and to allow the recovery of federal funds for services provided through the state or its providers.

Last year, the Eligibility Unit generated over \$6M in revenue to support program operations. Despite reaching our revenue goals, we were faced with internal obstacles that inhibited our ability to determine eligibility in a timely way. The Division had been faced with a long-term backlog of eligibility cases that prevented us from recovering the maximum reimbursement from the Federal Government. In the past year, the Client Eligibility unit has worked diligently to eliminate a more-than-ten-year backlog in processing client eligibility. This achievement was reached by prioritizing cases, obtaining court orders, providing staff with monthly progress and productivity reports and re-organizing unit staff to maximize quality and productivity.

In recognition of the unit's hard work, we received correspondence from our federal liaison for the IV-E program who wrote "I just saw the 3rd quarter IV-E financial report. Congratulations on the 49.1% increase in eligible kids. Great job!" This increase in the eligibility rate will allow the state to claim more federal dollars for administering our IV-E program and enable the state to fund services for kids in our care.



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Accomplishments



Training

- New Facilities
- Video Conferencing
- Web Updates

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The Division's other major consolidation involved the creation of a training unit.

The Center for Professional Development (CPD) has been evaluating the Departmental training requirements and is implementing steps to have Divisional core needs covered with a lead trainer and an assigned back-up trainer.

DSCYF has invested in Video Conferencing technology. Our system connects our Faulkland Road (Wilmington) location to our Riverwalk (Milford) location. The CPD took the lead in system testing and the development of operation procedures. For the future, CPD will be able to complete training sessions between our upstate and downstate locations. The major benefits are significantly less travel by our staff and providers while one trainer is able to reach a larger group of employees.

As part of the consolidation, the CPD is in the process of updating and consolidating the Department's Extranet pages. This new Extranet page will provide a centralized location for all training-related information, schedules and resources.



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Accomplishments

Facilities and Maintenance Operations



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Over the past year, the Department made organizational changes which required the relocation of approximately 130 staff. The changes were necessary to better serve and meet the needs of our clients.

Facilities staff oversaw a number of moves that resulted in more integrated staff, brought the Divisions closer together and created comfortable more user friendly office space.

In support of the consolidation of the training unit, our facilities staff oversaw the creation of two new training areas – one at Faulkland Road campus and one at our new Riverwalk site.



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MIS

Management Information Systems

- On-Going System Upgrades
- Development of FACTS II
- Release of RFP's



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Our Management Information System Unit is responsible for security and reliable operation of DSCYF's computing infrastructure in support of the Department's needs and strategic goals. This includes servers, desktop and handheld computers as well as printers, the reporting environment, and access to central state services. The unit supports e-mail, internet/intranet and related services and operates our Family and Child Tracking System (FACTS). Our MIS Unit continues to implement upgraded solutions for phones and pc's.

This year, we have begun the development of FACTS II, an integrated service delivery system that will support a unified and fully integrated case management workflow, as compared to the multiple parallel processes that are currently operational in the Department. The new business model takes a more-holistic view and serves as a framework for accessing the supports and services available throughout the community.

During this past year, we met our goals of updating the requirements for FACTS II, and have released RFP's for completion of major tasks associated with the project. We will complete the selection of a Design, Development and Implementation vendor, a Quality Assurance vendor and a Project Manager. We remain on track with our project schedule and anticipate completion of the project in 2014.



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Looking Ahead

- Finalize Administrative Contract Transition
- Implementation of Quality Review/Audits
- Further Development of FACTS II

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As we look ahead this year we will continue to build on the progress made to date. In our Contracts Interstate and Quality Assurance Unit, we will work toward our goal of reducing or removing all administrative burden that impacts our Department's ability to serve kids and families. We will implement contract monitoring and QA protocols that enhance services.

Our work on creating an integrated information system will continue and yes, we will keep our buildings safe, bills paid and phones operational.

As a support division, DMSS is in the unique position of touching the lives of children less directly but no less importantly, than other Divisions in the Department. Through the talents and hard work of staff within DMSS we are counted on to make sure that appropriate staff are in place to do the right job at the right time; ensure timely payments of vendors, foster care providers and adoption subsidies; smoothly and efficiently process contracts necessary to provide vital service; guarantee that computer systems are running and available to allow direct service staff to have the most accurate up to date information so they can make key decisions based on that information; and a host of other responsibilities that support the Department's work.



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FY 2012 Budget Cut

- Office of the Secretary - (\$101.5)

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I would like to briefly mention the small cut to the Office of the Secretary Budget. The GRB includes a reduction in operating expenses in that office.

We are confident that we can maintain core services and manage within existing resources.



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Our Team

Working Better Together



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We have been fortunate to work with dedicated teams across Divisions to solve issues and meet the challenges head on. As I stated previously, we work best when we work together.

It is clear that we must continue to move forward despite the financial challenges facing the state and our nation. Our team stands ready to work toward solutions that enable the frontline to do their best work.

To that end, I would like to thank the staff of DMSS for their hard work and dedication to the Mission of this Department.



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Thank You



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I would like to once again thank you for the opportunity to discuss our budget. Thank you for your ongoing support and I am available for any questions you may have.



State of Delaware
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Division of Prevention and Behavioral Health Services

**Joint Finance Committee Hearing
Fiscal Year 2012**

*Susan Cycyk
Division Director*

Good Morning Representative Williams, Senator McDowell, Members of the Joint Finance Committee, and community partners. Thank you for the opportunity to represent our employees, providers and advocates - the people in Delaware who devote their lives to helping families thrive and children grow into productive members of our community.

A year ago you supported our plans to create a Division that would integrate prevention, early intervention and behavioral health treatment. Today I will highlight our progress and share our challenges.

Before I do so, I want to thank the key members of the team who worked with me to manage the integration of the new Division of Prevention and Behavioral Health Services, and to achieve so much for Delaware's children and families: Deputy Director Vicky Kelly; Managed Care Administrator Nancy Widdoes; Specialized Services Director Harvey Doppelt; Director of Prevention and Substance Abuse Services Martha Gregor; Chief of Operations Dana Sawyer; and our Manager of Information Systems Howard Giddens.



State of Delaware
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Mission

Mission:

- To provide effective prevention and treatment services through collaboration with families and service partners.

Achievements:

- Treated 3% more children
- Served over 70,000 people
- Accreditation at highest level
- 90% Families Satisfied

The Delaware Children's Department

I will begin with our mission, which is “to provide effective prevention and treatment services through collaboration with families and service partners.”

We focus on three primary goals, across all operational areas:

- Providing accessible services, state-operated and contracted,
- Assuring service is of high quality, and
- Maximizing our resources.

This year we increased the numbers of children who received mental health or substance abuse treatment by 3%. To do so, we leveraged general fund revenue, federal dollars, resources from the Departments of Education and Health & Social Services, support from the City of Wilmington, assistance from the local business community, and collaborations with faith-based and grassroots organizations. Overall, our Division touched the lives of more than 70,000 Delawareans.

Our services were evaluated at the highest level of quality, and received a three-year accreditation, through our national review from the Commission on Accreditation of Rehabilitation Facilities. The reviewers recognized staff competency, service effectiveness, and community collaborations among the strengths they identified. Most importantly, 90% of the Delaware families who received treatment through our efforts were satisfied with the progress their children made.



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Prevention



- Suicide Prevention
- Vulnerable Families
 - Fatherhood
- Geographic Challenges
- Tobacco Settlement (\$12.3)

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Our focus on children and families begins with Prevention. We work diligently to reach children and families early, before problems are deeply entrenched, difficult and costly to resolve. Our statewide prevention efforts enhance the social-emotional well-being and strengthen the resiliency of children, youth and families, while building community. We emphasize suicide prevention, assisting vulnerable families, and substance abuse. This year we sponsored our first Fatherhood Conference.

One of our challenges is to address the prevention needs of the people in Sussex County. We recently awarded a new contract to Connections, a local organization, to serve one-hundred (100) families through a Promoting Safe and Stable Families program, which will be available in western Sussex County. We are pleased to participate in Sussex County's community efforts to prevent child abuse, and to partner with DHSS to build local prevention coalitions.

Our Fiscal Year 2012 Tobacco Settlement allocation was reduced by \$12.3. These funds are used by the University of Delaware to provide a Life Skills program for teens. The University has gone above and beyond to provide excellent services with these funds. Even with the proposed reduction, we anticipate that the University of Delaware will serve more than 200 teens.



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Prevention



- Substance Abuse
- www.ParentsStepUp.org

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Most of our Prevention activities are funded by the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

With SAMHSA funding, we launched Step Up, an exciting statewide campaign to prevent underage drinking. You may have noticed our billboards or the articles in your local newspaper. Step Up targets parents, guardians and other adults, urging them to look critically at the role they play in teen drinking. Adult behavior significantly shapes the behavior of our children. Step Up helps Delaware's adults act responsibly. We are fortunate to have Cabinet Secretary Rapposelli as our spokesperson, with the support of First Lady Carla Markell. I hope you will visit our campaign website, www.ParentsStepUp.org.



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Early Intervention



- Early Childhood Mental Health Consultants
 - 5 statewide
- Family Crisis Therapists
 - 52 Elementary Schools

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As much as we value Prevention, we are not able to prevent all problems. When children and families do experience difficulties, we strive to offer them support as early as possible, because intervening early is most effective. We work diligently to meet children and families in the environments in which they play, learn and grow – their early childhood education and school settings, their homes, and their communities.

We added an innovative early intervention service this year. Because social-emotional readiness is critical to adjustment to kindergarten and success throughout the school years, our Division now contracts with five (5) licensed mental health professionals to provide early childhood behavioral health consultation for pre-schools, childcare centers, Head Starts and family child care. The consultants, and our partners in Prevent Child Abuse Delaware, are trained in effective practices that work in childcare settings, and that can be reinforced at home with families – birth, foster or adoptive. Through this critical service, we have stabilized situations in which a child's behavior would have resulted in expulsion from day care. Funding is provided by the Division of Social Services within DHSS.

We continued our successful and highly valued Family Crisis Therapists (FCTs) in fifty-one K-5 public schools. Funding is provided by the Department of Education. This year we invested additional resources from our Division to add one FCT to a school in the Christina School District, bringing the number of elementary school FCTs to fifty-two (52).



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New Partnerships



- Middle School Mental Health Treatment Pilot
- Collaborative Problem Solving Approach

The Delaware Children's Department

As you can tell, we devote considerable effort to improving the success of children in their early childhood and school settings, and at home with their families. This year we began a new effort to better serve children in middle schools. We partnered with three local providers and three New Castle County school districts – Red Clay, Colonial and Christina - to pilot groups on trauma and grief. We are hearing that these groups have already reduced disruptive behavior in the school setting, and that the youth participating in the groups are experiencing fewer suspensions.

We were thrilled when seven school districts (Appoquinimink, Brandywine, Christina, Colonial, New Castle County Vo-Tech, Red Clay Consolidated, and our Department's Education unit) agreed to work with our Division. Together we introduced Collaborative Problem-Solving, a teacher intervention that helps school personnel more effectively assist children with behavioral health challenges to succeed within the classroom. With the premise that "Kids will do well if they can", we are working with the districts to more quickly identify individual challenges, build student strengths, provide appropriate services, reduce disciplinary action and ultimately improve academic performance.



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Developing the System



- Strengthening the Workforce
- Treating Trauma
- Treatment for Young Families

The Delaware Children's Department

Early childhood, school and home-based services will succeed if skilled professionals are available. Many schools contract with our Division's providers to offer services. We continue to train these local providers in treatment that works, especially that which is focused on screening for and addressing trauma. Our workforce development efforts assure that professionals are well-equipped to provide effective supports to students, families and school personnel.

One of our challenges has been to fulfill our legislated mandate to serve children and families from birth through age seventeen (17). We did not have services for very young children in our network. Nor did we have sufficient numbers of professionals trained to effectively treat these children and their families. Last year I shared with you some of the progress we made in meeting our mandate. Now I would like to offer you an update.

State of Delaware
The Department of Services for
Children, Youth and Their Families

Treating Young Children

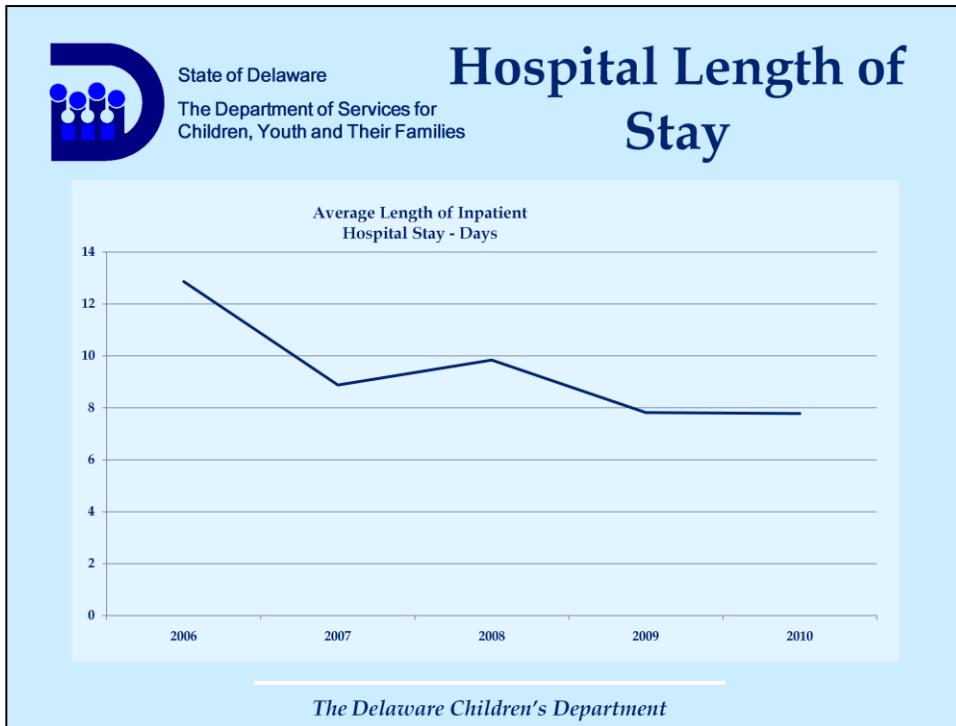
- PCIT Outpatient
- 150 Children
- Home-based
- 36 Children

The Delaware Children's Department

I am pleased to share that we have trained seventy-two (72) local therapists to use Parent Child Interaction Therapy (PCIT), a treatment that is effective with families of young children. More than one-hundred fifty (150) children under the age of six and their families have been served in outpatient settings across the state. Although we are in the early stages of rolling out this treatment, the feedback from families has been consistently positive. Parents report they are no longer called from their jobs to pick up their child, due to the child's behavior. Parents report that they can bring their child to the grocery store or the playground, without incident, and that the positive impact on the entire family is significant.

As successful as this outpatient treatment can be, we knew that some young children and their families would need a different approach. This year we opened new, intensive home-based services in New Castle and Sussex Counties. We have served thirty-six (36) children under five (5) years of age. Again, initial family feedback on effectiveness is excellent. One of the home-based programs is operated by the Latin American Community Center, enabling us to offer additional services for families whose primary language is Spanish.

Our focus on addressing the needs of families of children from birth through age five (5) is entirely federally funded.



While we strengthened services for younger children, a new population for us, we maintained the balance of our treatment continuum, including inpatient psychiatric treatment. Dover Behavioral Health and Rockford Center provide inpatient treatment for children who are in need of acute care. Because these hospitals recognize that their facilities are not the appropriate environment for long-term service, they collaborate with us to engage families in treatment, and effectively transition children back home to their families, friends, and school.

The chart on the slide is an indication of the success of this partnership. In 2006 the average hospital length of stay for a child was twelve (12) days. Last year it was less than eight (8). This reduction in average length of stay equates to about \$500,000 in savings per year. Much more importantly, it is better for children and families.

Eighty-five percent (85%) of the children we serve live with families. When a child leaves the hospital, he or she often transitions into services in the local community. Our partnership with Dover Behavioral Health and Rockford Center could not have been successful without the growth of a strong network of services. This year, New Behavioral Network was one of the local providers that expanded Intensive Outpatient, the home-based service most often requested by families.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Facilities



Silver Lake Treatment Consortium



Terry Children's Psychiatric Center

The Delaware Children's Department

Similar to our approach with hospital length of stay, we strive to provide an appropriate length of treatment in our residential treatment facilities. Residential treatment is an important service within our mental health continuum of care. We contract for residential treatment, and we operate two state programs: Terry Center for children twelve (12) and younger, and Silver Lake for adolescents. Both are pictured in the slide.

Best practice is to provide residential treatment for no more than six (6) months. Towards that goal, our staff, the Department's Education unit, and our providers have worked hard to begin discharge planning at admission, to engage families, and to support children through their transition back to school.

Best practice is also to provide residential treatment in home-like, community-integrated settings. Our long term goal is to implement that best practice. We look to our local provider community to strengthen its capacity to offer additional community-based options, and we look forward to partnering with them in this regard.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Community-based Treatment



- CD-CP
- Child Priority Response

The Delaware Children's Department

One of our most effective programs is Child Development-Community Policing (CD-CP). I am pleased that the Governor's Recommended Budget moves \$70.4 for this program from the pass through line and into our base budget, improving the stability for this critical service.

CD-CP is one component of our Child Priority Response, which assisted 1500 children and their families who were in crisis, this year.

In October all Child Priority Response and CD-CP services were consolidated under one local provider, Delaware Guidance Services. This enables better statewide coordination and the flexibility to shift resources from one area to another during emergencies. We eliminated some administrative expenses, allowing more focus on direct services to families. With the establishment of one central call center, we created one statewide crisis number.



State of Delaware
The Department of Services for
Children, Youth and Their Families

FY 2012 Budget



Tobacco Funds: (\$12.3)

**CD-CP: moved from
pass through to
base \$70.4**

The Delaware Children's Department

The Governor's Recommended Budget will provide the Division of Prevention and Behavioral Health Services with resources to: prevent children and families from developing problems related to our core work; intervene early when problems do occur; and provide quality treatment alternatives for those with more serious behavioral health challenges.

As previously discussed, the budget reflects a reduction of \$12.3 in tobacco settlement funds, and a move from pass through to base budget of \$70.4 for Child Development-Community Policing



State of Delaware
The Department of Services for
Children, Youth and Their Families

Division of Prevention and Behavioral Health Services



The Delaware Children's Department

Thank you for your past support, and for this opportunity to share our progress.

There is not enough time to fully recognize the support we received through our sister Divisions – Family Services, Youth Rehabilitation, Management Support – and our Administration. Nor is there sufficient time to adequately thank our talented and hard-working staff, dedicated providers, and partners across the community. Together we fulfilled our mission.

I am particularly grateful to the families who have the courage to ask for help, and the children and youth who work so hard to solve difficult problems and move forward in their young lives. They are my heroes.

Thank you for your time. My staff and I are available to answer your questions.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Division of Family Services

Joint Finance Committee Hearing Fiscal Year 2012

Laura Miles
Division Director

Good afternoon Representative Williams, Senator McDowell, members of the Joint Finance Committee, dedicated partners, and members of the public.

Thank you for the opportunity to present the FY 2012 Governor's Recommended Budget for the Division of Family Services. I will provide you with an overview of our Division's mission, accomplishments achieved through work with sister agencies and community partners, and our challenges and opportunities that lie ahead.

I wish to introduce the members of my senior leadership team who are critical to our work: Rodney Brittingham – Deputy Director, Shirley Roberts – Administrator Office of Children's Services, Keith Zirkle – Administrator Policy & Program Support, Patti Quinn – Administrator of the Office of Child Care Licensing, and Joseph Smack – Executive Assistant.

I would like to take this opportunity to thank the entire Division of Family Services staff for their continued hard work and dedication to the children and families who need our services.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Our Mission



The Delaware Children's Department

The mission of the Division of Family Services is to promote the safety and well-being of children and their families through prevention, protection, and permanency.

Child safety is and will always remain our paramount concern!



State of Delaware
The Department of Services for
Children, Youth and Their Families

Our Work

Working Best Together



The Delaware Children's Department

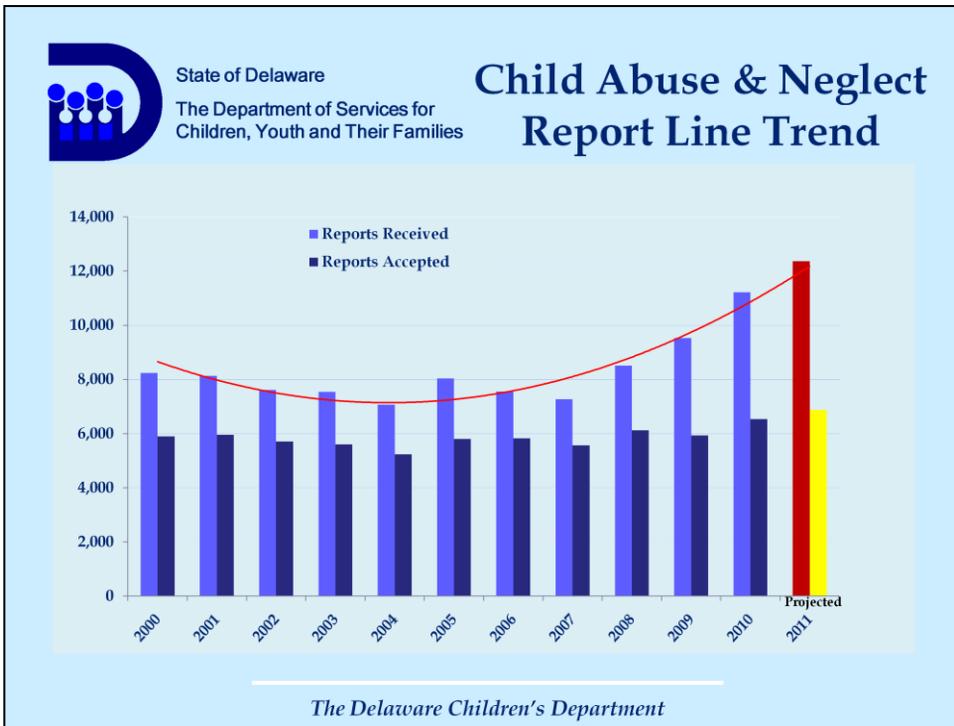
A human services agency is only as good as the relationships it cultivates with its staff members, sister agencies, and community partners. We work best when we work together. DFS is an agency that has cultivated partnerships to serve children and families. We are fortunate to have a number of dedicated partners such as the Child Protection Accountability Commission, the Office of the Child Advocate, the Children's Advocacy Center, the Department of Justice, Law Enforcement, Family Court and others who help us keep children safe. We have worked with our sister divisions to improve outcomes for children. We also have strong community partners such as Sanford School whose students have organized donation drives for children in care and teachers who provided free summer tutoring. The Ellendale Volunteer Fire Company hosted the Sussex County foster care holiday party. A new non-profit group called, Speak for Those Who Cannot, recently completed room makeovers for several children in care. In summation, our support network is voluminous. From Talleyville to Delmar, the citizens of Delaware and our child welfare partners are working best together to better our state.



I am extremely pleased to announce that on January 14, 2011, the Division of Family Services successfully completed and was released from a two-year Federal Program Improvement Plan (PIP). The PIP was required by the Federal Child and Family Services Review (CFSR) and included 163 improvements in the areas of safety, permanency, family engagement and service array.

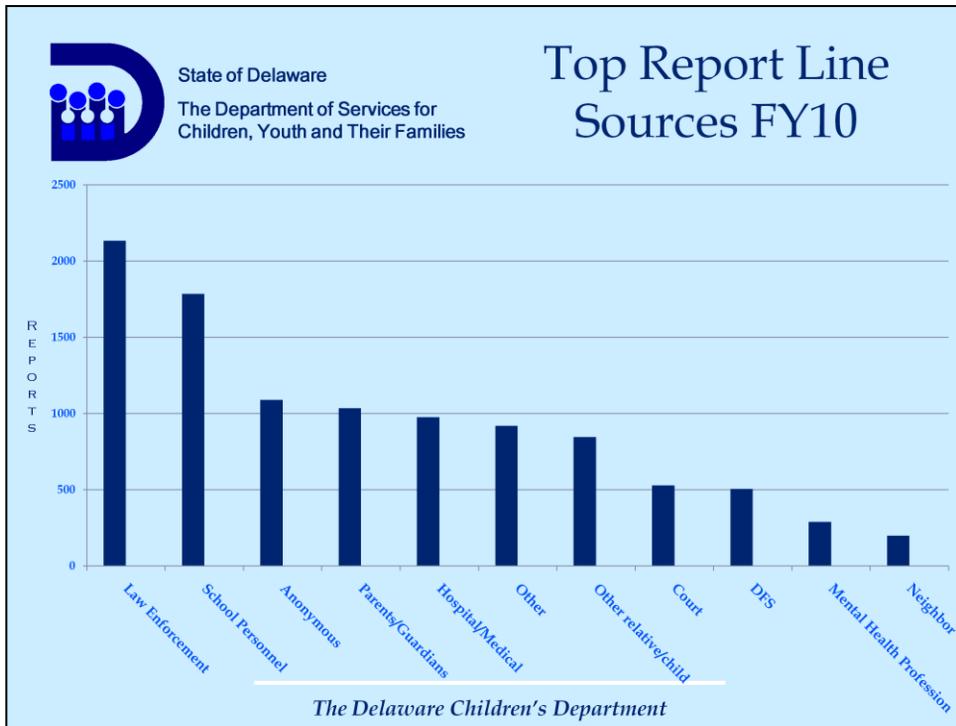
Like the Division of Management Support Services, we also received positive federal feedback which stated, “The Administration for Children and Families commends Delaware for its commitment and hard work. Delaware’s staff exemplified dedication and commitment to improving the safety, permanency and well-being for the State’s children and families.”

By working together with other State agencies, Family Court and dedicated partners DFS staff succeeded in completing the PIP on top of fulfilling our mission of safety and well-being for children.

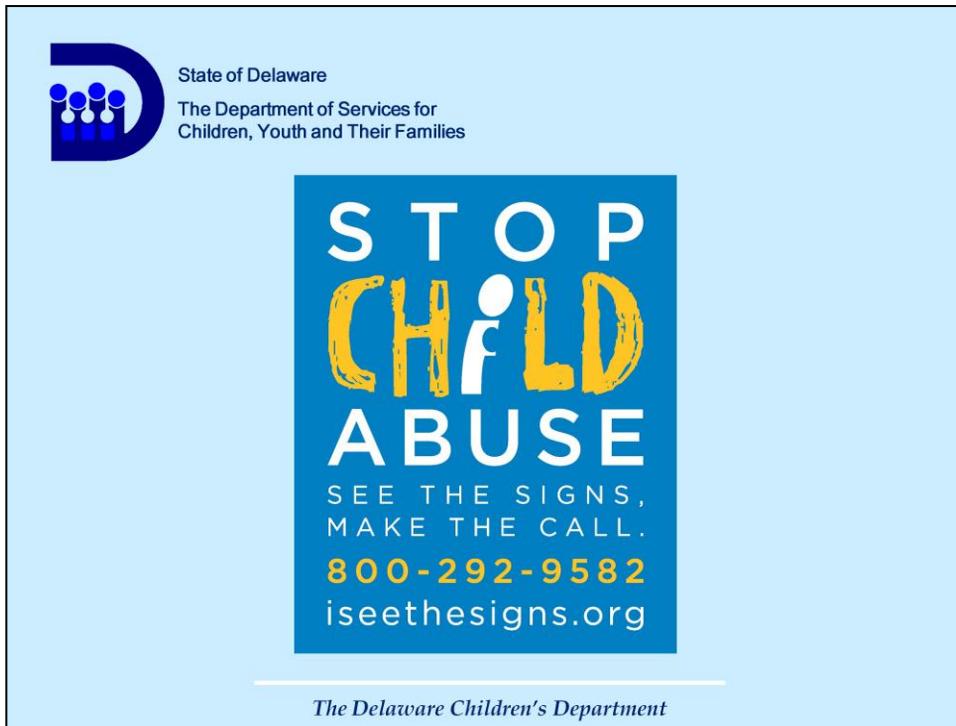


Now I would like to talk about the core business of the Division starting with our “front door”, the Child Abuse and Neglect Report Line.

In FY10 DFS received 11,222 reports of abuse, neglect and dependency. This was an 18% increase from 2009 and followed a 12% increase from 2008. As you can see, halfway through FY11, we are projecting to match or exceed the FY10 reports. To date, we have added four additional staffing resources to assist with the increased volume.



As demonstrated by this slide the reporting of child abuse, neglect, and dependency is everyone's responsibility. Title 16 903 of the Delaware Code requires any person, agency, organization or entity who knows or in good faith suspects child abuse or neglect to make a report to the Division of Family Services. As you can see, we have many reporters in the state. Law enforcement and school personnel are the largest referral sources. Any person making a report in good faith is immune from any civil or criminal liability. Thanks to the 145th General Assembly, failure to make a report of child abuse or neglect can result in civil charges with financial penalties being assessed.



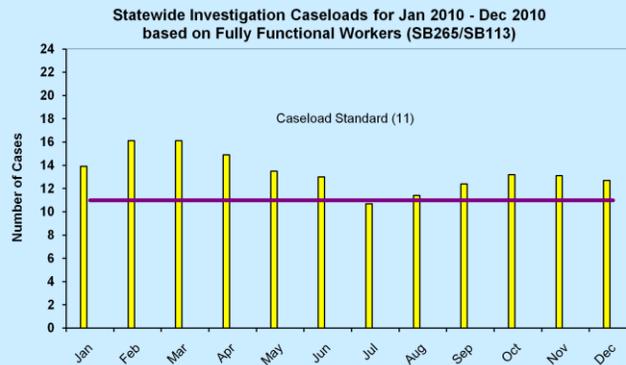
In order to continue building awareness of this, we are currently working with several partners as part of a CPAC subcommittee to spread the message that every citizen is a mandatory reporter of child abuse and neglect. Secretary Rapposelli has recorded public service announcements and the website www.iseethesigns.org is up and running to help spread this message with plans underway for further outreach.

This effort also includes training to assist individuals to understand the law and their reporting requirements and assist them in the identification of abused, neglected and dependent children. Since October 2009 these trainings have been provided to various members of the community including hospitals, private family practice, local schools and wellness centers, non-profit agencies and early education centers. These trainings are also available online. Future endeavors to raise community awareness will continue through the ongoing work of this partnership.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Investigation Caseloads



The Delaware Children's Department

Once a report is accepted for investigation a DFS investigator is assigned to respond in the field to assess the safety of the involved children.

As you can see by this slide the number of investigations carried by workers continue to be above standard. This is attributed to the continued heavy volume of child abuse and neglect reports. As you can see, in eleven of the twelve months in 2010, we were above the caseload standard of 11 cases per worker. To address this, eight additional staffing resources were redeployed to help the frontline.

We are also exploring the use of technology and process changes to address the investigation caseloads. We will continue to consider solutions in order to reduce caseloads without compromising child safety.

We are grateful for the support that the Child Protection Accountability Commission continues to provide us to address the caseload demands of our staff.

State of Delaware
The Department of Services for
Children, Youth and Their Families

Foster Care

Number of Children in Care Down

Teens in Care Up

The Delaware Children's Department

If it is determined that a child is unsafe and must be placed in foster care, we work to ensure that we have the best placement options available for that child.

Children served in foster care is a critical focus area for our Division. As you can see the overall number of children in care is experiencing a downward trend.

The yearly average of children in foster care in FY09 was 813 and in FY10 the yearly average was 692. As of January 1, 2011 teens made up 45% of children in care compared with 40% at the end of FY08. Teenagers require us to respond to their needs very differently than younger children in our care. They present unique and complex needs that require special efforts by our system in responding.

We are joining forces with our sister divisions to address the needs of teens in care. Utilizing recommendations from the Child Protection Accountability Commission, the Division of Prevention and Behavioral Health Services has established a number of new strategies to assist children including dedicated staff to respond in the field. Staff have been assigned to work with children entering foster care and connect them to treatment services, and to meet with foster families and our staff to discuss challenges. Together we have initiated expedited response for children in crisis entitled Child Priority Response that helps keep children who are at risk from disrupting their placement. Our sister division is monitoring a small group of our youth aging out of care. This is part of a larger effort to support these youth as they enter the adult world.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Adoption

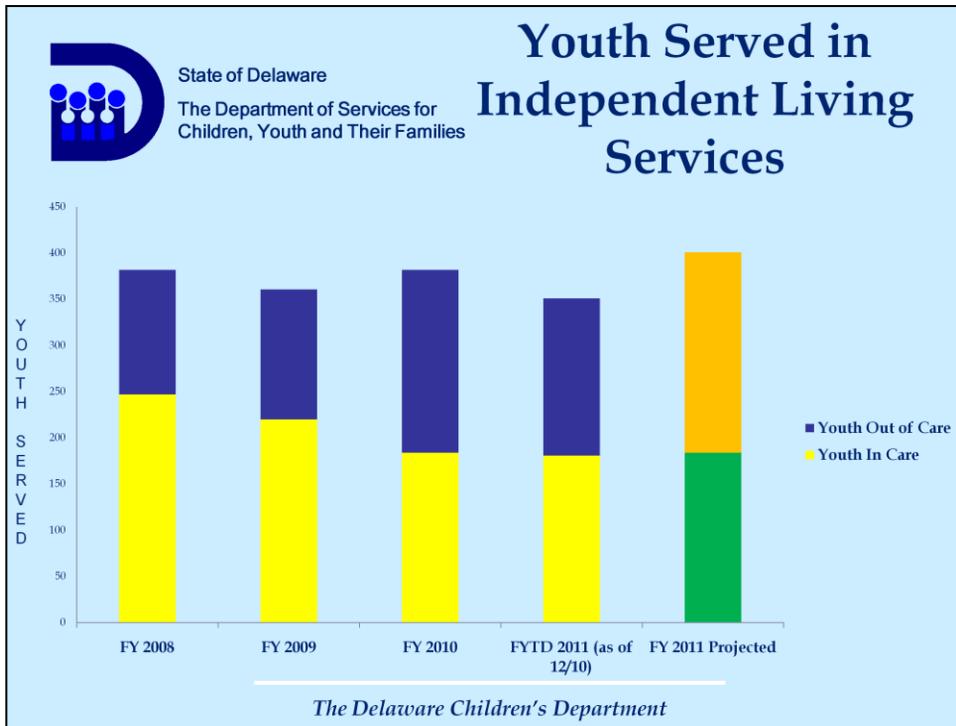


The Delaware Children's Department

If a termination of parental rights petition is determined to be the best course of action for a child and Family Court concurs, adoption may become the goal for a child.

Adoption continues to be a success story. In FY10, 81 children were adopted from foster care into their forever family. Adoption accounted for 11% of all children leaving placement with DFS during the fiscal year. We have over 190 children with a goal of adoption.

We all know that raising a family can be a tough endeavor. Adoptive families often have unique issues that can sometimes create barriers to family success. As a result, we have added a new contract with Upper Bay Counseling Services to provide Post-Adoption supports for adoptive families. Services include crisis assistance, support groups and counseling. We are pleased to offer this help to these dedicated families.



To ensure that children have the best preparation possible, we offer youth in foster care Independent Living Services up to 21 years of age. These are important services to help youth prepare for adulthood. This chart depicts the growth in the number of youth receiving Independent Living Services. Thanks to an increase of assets dedicated to youth aging out of foster care, our four contracted providers are able to provide more services to more youth. Halfway through FY11, a total of 351 youth were served. We are projecting to serve almost 400 youth for FY11 with most of the growth attributable to youth out of care. The increased opportunities for youth to gain housing vouchers and other services carries the proviso that youth who do accept these vouchers and services must maintain case management contact.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Independent Living Enhancements

- Cabinet Level Support
- Delaware State Housing Authority
- Delaware State University



The Delaware Children's Department

One area of the Independent Living Program that has seen recent enhancements is housing. We are extremely grateful that the Governor's Cabinet recognizes our role and how their respective Departments may be able to help youth aging out of care in this area. A great example of their work is the award of thirty Family Unification Housing Vouchers the Delaware State Housing Authority received to assist youth leaving foster care who need affordable and safe housing.

A recent partnership with Delaware State University has allowed two youth who aged-out of foster care and met the academic requirements to matriculate at DSU. Supports include tuition, housing and board. With the unique nature of this population, DSU worked to ensure housing would be available during times when the campus was traditionally closed. President Williams and Secretary Rapposelli have signed an MOU to formalize and continue the relationship which will allow two students to enter each year until a maximum of eight students are matriculating.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Independent Living Enhancements

- CHAMP Network
- Jim Casey Opportunities Initiative



The Delaware Children's Department

Last year, our partners at DHSS led the efforts to apply for Volunteers In Service To America (VISTA) grants. Delaware was awarded a three year grant. Our VISTA Coordinators are now leading the effort to create lasting connections with adults that will help youth develop into informed and empowered adults, by organizing a program called CHAMP which stands for Creating Hopeful Adults Mentoring Program. CHAMP is a statewide assemblage of organizations who will recruit, train, and manage volunteers to provide current and former youth in foster care ages 16 to 21 with guidance and support. We have been able to partner with the YMCA to grant yearly full membership to the Y for both the mentor and mentee.

In January of this year, Delaware became a Jim Casey Opportunities Initiative co-investment site. The Delaware Center for Justice is the lead agency and will help incorporate the Jim Casey strategies to enhance service delivery and supports to transition youth aging-out of foster care. Key to this model is the state child welfare agency working in partnership with the community to leverage resources and build community capacity for these youth. The first stage of this model is an environmental scan, done in partnership with the University of Delaware and Delaware State University, to assess Delaware's strengths and unmet needs in all areas affecting youth and young adults.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Office of Child Care Licensing

- **Public Outreach**
- **Healthy Choices Standards**
- **DELACARE: Requirements for Child Placing Agencies**



The Delaware Children's Department

As you may be aware, one of the offices of the Division of Family Services is the Office of Child Care Licensing (OCCL) whose staff ensure safeguards and enhance quality for children in out-of-home care. The OCCL licenses over 1,500 facilities in Delaware providing services to 53,000 children.

OCCL recently partnered with DHSS to record radio public service announcements urging parents to utilize licensed childcare for their children. This was done in response to several occurrences of children being harmed in unlicensed care. Our sister Division of Prevention and Behavioral Health also funded training entitled, "Recognizing and Responding to Signs of Sexual Abuse in Children", that was delivered to over 100 school and daycare staff members.

During FY10, OCCL modified Delacare Rules for childcare providers to include standards encouraging more physical activity and specifying limited consumption of foods high in fat, sugar, and sodium in favor of healthier choices. Healthy choices are the building blocks of healthy children and these changes will help providers and parents to ensure children succeed in growing up healthy. In partnership with Nemours Health and Prevention Services and Delaware's Child and Adult Food Care Program, this new standard was made possible.

A Child Placing Agency is an organization that provides or arranges placement of children in foster homes, adoptive homes or supervised independent living situations. There are 24 licensed agencies in this state. The Delacare Rules have not been reviewed since taking effect in 1986. As part of the current revision, the OCCL has held youth focus groups to solicit feedback, surveyed agencies, as well as foster and adoptive parents to determine how the process can be improved.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Office of Child Care Licensing

- Child Protection Registry Checks
- Criminal Background Checks



The Delaware Children's Department

A less known unit of the Division of Family Services but no less important includes the functions of our Criminal History Unit. The Criminal History Unit continues to receive and process high numbers of requests for Child Protection Registry and criminal background checks. In FY10, over 35,000 Child Protection Registry checks and over 6,000 criminal background checks were processed. This resulted in the disclosure of approximately 700 individuals with substantiated cases of child abuse and neglect and over 3,000 individuals with arrest records.



State of Delaware
The Department of Services for
Children, Youth and Their Families

FY12 Budget Reductions

Child Welfare \$ (625.0)

The Delaware Children's Department

That concludes the “operational” review of our work, now I would like to speak to the Fiscal Year 2012 budget impacts for the Division of Family Services reflected on this slide. \$625.0 are base reductions. Through good fiscal stewardship and efficiencies by our staff, we are able to manage our core services with these reductions. Best practices, such as moving children to permanency through adoption, guardianship, placement with relatives whenever possible, and good transitions of children back into their own homes when they are safe, will enable us to sustain this base reduction and preserve our core service continuum. These reductions do not impact services to children or reduce contract agency services.



State of Delaware
The Department of Services for
Children, Youth and Their Families



Thank You!

The Delaware Children's Department

As I close, I wish to thank you for the opportunity to present the Governor's Recommended Budget for the Division of Family Services for Fiscal Year 2012.

I, along with my team, will be happy to answer any questions you may have.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Division of Youth Rehabilitative Services

Joint Finance Committee Hearing Fiscal Year 2012

*Carlyse Giddins
Division Director*

Good Afternoon, Representative Williams, Senator McDowell, members of the Joint Finance Committee, community partners and interested citizens. I am pleased to share with you today an overview of the DYRS mission, our progress during the past year, and opportunities to better serve the youth in our care.

Before we proceed, I would like to introduce my management team who have accompanied me here today. Rick Shaw, my Deputy Director; Lisa DiStefano, Chief of Community Services; Annette Miller, Superintendent of Ferris School; Mitchell Rock, Superintendent of the New Castle County Detention Center; John Stevenson, Superintendent of Stevenson House Detention Center; Alison McGonigal, Superintendent of our Level IV Cottages; and Darryl Dawson, Manager of Quality Assurance and Data.



State of Delaware
The Department of Services for
Children, Youth and Their Families



Our Mission

“To support public safety and positive change of children, families, and communities through guidance, education and empowerment.”

The Delaware Children's Department

The mission of the Division of Youth Rehabilitative Services is to support public safety and positive change of children, families, and communities through guidance, education and empowerment.

During the past year, we continued our efforts in “working better together.” A recent Employee Satisfaction survey confirmed that our staff believe we are working collaboratively with our co-workers in our sister divisions. We have also seen improvement in our efforts toward working better with our community partners. Examples of this include the Juvenile Justice Collaborative, Criminal Justice Council, Child, Inc’s Choice Program, Delaware Girls Initiative, and the Delaware Center for Justice’s Gun Violence initiative. I am greatly appreciative of the continued dedication of our staff during challenging times, the collaboration with our sister divisions and community partners, and the support of the Administration and General Assembly.

I would like to begin by giving you an overview of our program units.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Secure Care Detention

- Family Nights
- Dental Services on Site at Stevenson House



New Castle County Detention Center



Stevenson House Detention Center

The Delaware Children's Department

The Division is dedicated to maintaining and exceeding standards necessary to keep youth safe in our facilities. We are very proud of the staff in these facilities who work diligently every day to provide quality care to the juveniles in residence.

Both facilities are making efforts to better engage the families of youth in our care. Stevenson House and, most recently, NCCDC have instituted Family Nights which are held on a regular basis. This is an opportunity for parents and other family members to not only visit but to receive educational and informational materials designed to aid in the transition of the youth back into the community. With few exceptions, these youth do return home and strengthening the transition process is important in enhancing their ability to become successful when they do. Family Night is popular and has been very well attended at both sites.

A significant service enhancement occurred this past year with the addition of dental services within the Stevenson House. We are grateful for the efforts of the Delaware Dental Association and the advocacy of Mr. Carl Schnee, a longtime dedicated partner to the Juvenile Justice System, for making this happen.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Secure Care Level IV Cottages

- Cleveland White School Opened
- Program Review Underway



Mowlds Cottage



Grace Cottage



Snowden Cottage

The Delaware Children's Department

In February of 2010, the Cleveland White School opened its doors to provide educational services to youth residing in Grace, Snowden, and Mowlds Cottages. The school provides educational services to youth from all three cottages -boys and girls- creating a normative school environment. Youth are grouped according to their transition plan - return to regular school, enrollment in adult education, employment and vocational training. Cottage staff work in collaboration with the Education staff by monitoring behaviors and coordinating treatment and educational needs.

We are currently undergoing a program review of the Cottages, and will likely initiate changes in the length of stay as well as the target populations for these programs. Some changes have already taken place. As a participating agency under Governor Markell's Offender Reentry Initiative, we subscribe to the philosophy that transition begins at admission. Treatment planning is now structured to incorporate goals to be accomplished while in placement and upon transition into the community. Family is key - and we are making a concerted effort to engage families in addressing the youth's treatment needs through family counseling sessions and earned home passes.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Secure Care Ferris School

Programming:

- Educational
- Substance Abuse Treatment
- Vocational
- Life Skills



Ferris School

The Delaware Children's Department

Ferris School continues to provide a quality education program in addition to a range of therapeutic services and vocational opportunities to over 140 students each year. In addition to the education program, Ferris continues to operate a licensed Residential Substance Abuse Treatment program which serves almost two-thirds of the student population each year. Students also participate in a variety of life skills programming conducted by Ferris treatment staff. These programs include Anger Replacement Therapy, conflict resolution, and oral communication. Ferris students are also given the opportunity to learn from the experiences of successful members of the community who act as positive role models by sharing their life stories and offering words of encouragement and support to the youth.



State of Delaware
The Department of Services for
Children, Youth and Their Families



Cognitive Behavior Training (CBT)

The Delaware Children's Department

Cognitive Behavior Training, or CBT, is an evidence-based behavior management model that has met with great success in many juvenile residential programs across the country. It is a strength based model designed to reward youth for pro-social behaviors while teaching positive skill development.

In 2007, CBT was introduced in our two detention centers. Since that time we have experienced improved behaviors and reduced incidents requiring physical intervention by staff at both facilities. In spring of 2010, CBT was introduced into the Level IV Cottages and, most recently, at Ferris School.

We are pleased to have implemented a standardized behavior management system in all DYRS residential facilities. This strategy will better support youth who transition from one facility to another.



State of Delaware
The Department of Services for
Children, Youth and Their Families



American Correctional Association (ACA) Accreditation

- Ferris School – 95.3%
- New Castle County Detention Center – 97.2%
- Stevenson House Detention Center – 99.1%

The Delaware Children's Department

The American Correctional Association (ACA) is the oldest and largest international correctional association in the world. ACA serves all disciplines within the corrections profession including juveniles.

Ferris School, New Castle County Detention Center, and Stevenson House recently underwent audits by a team of examiners from the ACA. An ACA Audit involves assessments that cover administration and management, the physical plant, and institutional operations and services. The reviews include more than 400 standards. Each of the facilities was successful in their efforts to maintain accreditation status with Ferris School passing at 95.3%, NCCDC at 97.2%, and Stevenson House achieving compliance at 99.1%



State of Delaware
The Department of Services for
Children, Youth and Their Families



DYRS Facility Partners

- Division of Prevention and Behavioral Health Services
- DSCYF Education Unit
- Medical and Dental Healthcare Providers

The Delaware Children's Department

The Division of Youth Rehabilitative Services continues to strengthen internal partnerships within our facilities. We extend our thanks and appreciation to our facility partners for helping us to advance our mission.

The Division of Prevention and Behavioral Health Services provides psychiatric and mental health treatment and supports within our facilities. The clinicians complete screenings, provide group and individual counseling, and offer support to DYRS staff in managing through crises. Likewise, our Education Unit works collaboratively with us to ensure our youth have the greatest advantage for future academic success. Both medical and dental healthcare providers are fully integrated in servicing our secure care facilities. During the recent ACA audit at Stevenson House, one of the examiners commented that they would not have known of the different reporting structures had it not been said. We are, indeed, working better together throughout the Department.



State of Delaware
The Department of Services for
Children, Youth and Their Families



Community Services

- Pre-Trial Supervision – an alternative to detention
- Statewide Assessment and Monitoring Unit
- Serious Juvenile Offender (SJO) Unit – providing adjunct services for all of DYRS

The Delaware Children's Department

Now let me turn from secure care facilities to community services. The Community Services Unit is responsible for providing community supervision to pre-adjudicated and adjudicated youth throughout the State. We have been very busy during the past year reshaping our internal structure and functions in order to provide improved services to youth and their families. While we will continue this process over the next few years, through reallocation of existing resources, we have already achieved some noteworthy accomplishments.

Pre-Trial Supervision is an alternative to detention for youth who can be maintained within the community while on bail status. This program is critical to maintaining lower secure detention populations. We have reassigned staff to this critical function to leverage effective use of resources.

The Statewide Assessment and Monitoring Unit is a newly-formed unit. Staff will administer comprehensive risk and needs assessments for youth adjudicated delinquent and share this information with providers to develop a comprehensive, individualized case plan. Staff will provide regular updates to the court on the youth's progress.

In the past legislative session, the passage of HB 452 clarified the authority of Specialized Probation Officers assigned to the **Serious Juvenile Offenders (SJO) Unit** to arrest, as well as conduct search and seizure activities pertaining to adjudicated youth. We wish to thank Representative Williams for sponsoring the bill. The SJO Unit provides adjunct services for all of DYRS. They provide the installation and monitoring of electronic devices as well as curfew checks, apprehension of clients with active warrants, searches, and escort services, as requested.



State of Delaware
The Department of Services for
Children, Youth and Their Families

Community Services Restructure (DYRS)



Request for Proposals (RFPs) Issued -

- Assessment Protocol Tool
- Statewide Residential Alternatives to Secure Detention
- Expand Contracted Services Option Statewide

The Delaware Children's Department

Now, I would like to share some of the anticipated developments for Community Services Restructure in the next year.

In the past several months, again by reallocating existing resources, we have issued RFPs for services that will enhance our recent changes, as well as provide necessary support for our continued efforts to restructure. The RFPs include services for an **Assessment protocol tool**. DYRS is seeking to implement a software-based risk and needs assessment to effectively evaluate youth needs and determine their risk of re-offense. Information will be used to connect youth and families to appropriate services, supports, and resources and to develop youth-specific case plans.

Our second RFP was issued for **statewide residential alternatives to secure detention**. This effort will bring a parity of services statewide. We are requesting the alternative to have a smaller number of beds - 8 to 10 - and to house both male and female clients.

The last RFP was issued to **expand contracted services option statewide**. We are seeking to provide more effective community-based programming related to development of pro-social behaviors and skills using a balanced and restorative justice model. The service will provide case management as identified through the assessment protocol. For post adjudicated youth with low level offenses, the provider will also monitor compliance of court orders and provide community supervision.



State of Delaware
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Juvenile Justice Collaborative

- Leadership – DSCYF Cabinet Secretary and Family Court Chief Judge
- Community Programs Subcommittee

The Delaware Children's Department

The Juvenile Justice Collaborative, formerly known as JDAI, is comprised of representatives from the Juvenile Justice Community and is co-chaired by Secretary Rapposelli and Family Court Chief Judge, Chandlee Johnson Kuhn. The Collaborative is focused on broad-based policy and reform in establishing a more effective and efficient juvenile justice system.

Several members of the Collaborative were instrumental in participating on the Community Programs Subcommittee whose recommendations supported the DYRS Community Services restructure initiatives that have been implemented, as well as those being proposed.

We are truly fortunate to have such dedicated members of the Juvenile Justice arena who are working better together to improve the Delaware system.



State of Delaware
The Department of Services for
Children, Youth and Their Families

FY12 Governor's Recommended Budget

- Maximizing Existing Resources
- Contractual Services (\$625.0)



The Delaware Children's Department

An eye-opening study released in 2009 supports our vision and strategy to restructure DYRS Community Services and assure youth are appropriately placed within secure care settings. Longitudinal studies about the impact of juvenile incarceration yield results ranging from bad to worse. The most favorable, like the initial report of the MacArthur Foundation's "Pathways to Desistance" project, find that, despite the enormous expense of incarceration, youth sentenced to juvenile facilities are no less likely to re-offend than youth supervised in the community at a fraction of the cost. Other research finds that juvenile incarceration substantially increases future offending. We have been working collaboratively within the juvenile justice system to assure youth are held accountable for delinquent behavior and receive appropriate services to strengthen pro-social skills.

In keeping with this perspective, we are aggressively seeking to maximize existing resources while continuing to meet individual needs of youth. Through effective management of out-of-state placements, length of stay reduction, and utilization of community resources, we fully expect to meet the FY12 contractual services target reduction of \$625.0.



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THANK YOU!



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Once again, I would like to recognize the dedicated staff of DYRS for continuing to work diligently to provide the best services possible for youth and families in our care.

Thank you for your continued support and I welcome any questions you may have.