



Robert P. Astorino
County Executive

Department of Social Services

Grant E. Mitchell, MD
Acting Commissioner

15831

Date: December 3, 2010

To: Board of Acquisition and Contract

From: Grant E. Mitchell, MD, Acting Commissioner
Department of Social Services

Subject: **Resolution authorizing the County of Westchester to enter into an agreement with The Children's Village, Inc. for the provision of the Multi Systemic Therapy ("MST") Program, a community-based intensive case management program for families with adolescents involved with PINS Diversion for the period January 1, 2011 through December 31, 2011 in an amount not to exceed \$742,697 to be paid on a monthly basis pursuant to an approved budget and subject to appropriation**

Authority is requested for the County of Westchester to enter into an agreement with The Children's Village, Inc. for the provision of the Multi Systemic Therapy ("MST") Program, a community-based intensive case management program for families with adolescents who are exhibiting truancy, academic problems, curfew non-compliance, non-compliance with directives at home and other anti-social behaviors for the period January 1, 2011 through December 31, 2011 in an amount not to exceed \$742,697 payable on a monthly basis pursuant to an approved budget and subject to appropriation. The contractor has identified cost savings for this agreement. The percentage of salary for the program director and clinical coordinator that is covered under this agreement has been reduced. The expense for rent is eliminated. The number of youth and families expected to benefit from this program has remained unchanged.

The Children's Village MST program serves a valuable **public purpose** as it focuses on the diversion and prevention of delinquency and youth crime and the social and moral well-being of the youth of Westchester. Chapter 57 (Part E), NYS Laws of 2005, established requirements concerning the provision of diversion services to prospective PINS youth and their families for the purpose of avoiding the need to file a petition or to divert the detention of the youth. In addition, Chapter 57 (Part

DD), NYS Laws of 2008 established additional requirements regarding alternatives to diversion and detention services. The referrals will be made to this program by Westchester County Department of Probation Persons in Need of Supervision (“PINS”) Diversion program.

The **goals and objectives** of this program are to address youth behaviors that place them at risk of out-of-home placements. Youth referred to The Children’s Village Multi-Systemic Therapy (MST) Program are often non-compliant with directives at home which place them at risk of abuse and neglect. Research reveals that childhood abuse and neglect increased a youth’s likelihood of arrest as a juvenile by 59% (Maxfield & Widom, 1996; Widom, 1989, 1992, as cited in *Youth Involvement in the Child Welfare and Juvenile Justice Systems*, Morris & Freundlich, 2004). Multi-Systemic Therapy (MST) provided by The Children’s Village empowers parents and caregivers to take more control of their homes by creating a more, or sometimes less, structured environment. A Multi-Systemic Therapist, trained to deliver the MST Program model, focuses on helping parents and guardians to become more consistent with parenting. Parents and guardians learn to use their natural environment (other family members, church members, school personnel, adult supervised community centers) to meet and sustain treatment gains.

The **goals and objectives are in the best interests of the County in terms of public safety** as the program is designed to reduce anti-social behavior and violent activities associated with those behaviors. Youth referred for Multi-Systemic Therapy (MST) typically exhibit truancy and curfew non-compliance. According to Ryan & Testa (2004), the rate of delinquency increases among youth removed from their homes and placed in foster care (as cited in *Youth Involvement in the Child Welfare and Juvenile Justice Systems*, Morris & Freundlich, 2004). The Children’s Village MST program is designed to work with youth exhibiting multiple behavior issues that place them at risk of out-of-home placements. The MST Program ensures the safety of the youth, their families and the community by reducing out-of-home placements and youth delinquency.

The **goals and objectives are in the best interest of the County in terms of public health** of the youth and families of Westchester County because the services provided by The Children’s Village MST Program incorporates the use of the youth’s total environment in the resolution of anti-social behaviors that would impair the health of the youth, the family and the community. The Children’s Village MST Program allows the youth and the family to incorporate aspects of the youth environment that prove to be beneficial to the youth’s social, emotional, intellectual, mental, spiritual and physical well-being. The MST model allows the infusion of extended family and concerned community members into the service plan for the benefit of the child and maintenance of the family system.

The **goals and objectives** of The Children’s Village Multi-Systemic Therapy (MST) Program are **in the best interests of the County in terms of fiscal responsibility** as this program is expected to reduce the number of future foster care placements and the cost associated with them. This initiative is a viable alternative to detention of Persons-In-Need of Supervision (PINS) and Juvenile Delinquents (JDs) and can result in substantial savings for the County and the taxpayers.

- **Family Foster Care cost annualized per youth** - The cost of foster care in a family foster setting can range from **\$17.10 to \$58.65 per day per youth** depending on the age and level of care provided. That translates into an annualized foster care cost from \$6,241.50 to \$21,407.25 per youth per year.

- **Residential Foster Care cost annualized per youth** - The cost of residential foster care costs can range from **\$50.22 up to \$562.00 per day per youth**. That translates into an annualized cost for residential care from \$18,330.30 to \$205,130 per youth per year.
- **Non-Secured Detention cost annualized per youth** - The average cost to maintain a youth in non-secured detention is **\$323 per diem**. This translates into an annualized cost of \$117,895 per youth per year.
- **Secured Detention cost annualized per youth** - The average cost to maintain a youth in a secured detention facility is **\$317 per diem per youth**. That translates into an annualized cost of \$115,705 per youth per year.
- **The Children's Village MST Program cost annualized per youth** – This program has an annualized program cost of \$742,697. The program expects to serve 75 youth with an average of 113 days of treatment. That translates to a cost of **\$87.64 per diem per youth**. The annual cost per youth is \$9,903.32.

The **goals and objectives of this Agreement will be tracked and monitored** to evaluate the success of The Children's Village MST Program and to determine and verify outcomes realized by youth, their families and the community. Mutually established performance measurement indicators will be used to track and monitor the outcomes resulting in improved school attendance, reduced substance abuse, out-of-home placements, reduced anti-social behaviors and reduction in behaviors that lead to formal family court involvement.

Based on the **Performance Measure Indicators, the Department is able to report** that The Children's Village MST Program met or exceeded a number of their established performance outcome targets for the first three quarters of 2010. The critical outcomes in determining the success of the program is its ability to divert out-of-home placements and divert formal PINS. The established baselines/targets for diversion of out-of-home placements and diversion of formal PINS are 93% and 78%, respectively. Eighty-six (86) youth received The Children's Village MST services from January through September 2010. Of the 86 youth, 63 cases completed the program. Of those 63 cases: 97% (61/63) avoided out-of-home placements and 86% (54/63) were diverted from formal family court PINS proceedings. Since its inception in August, 2001, the MST program operated by The Children's Village, Inc. has been successful in meeting these goals and objectives.

This agreement is exempt from the Westchester County Procurement Policy pursuant to Section 3 (a) xviii thereof.

Accordingly, the County of Westchester is hereby requesting authorization to enter into an agreement with The Children's Village, Inc. for the purpose stated above.

A resolution requesting the same is attached for your Honorable Board's approval.

RESOLUTION

Upon a communication from the Acting Commissioner of the Department of Social Services, be it hereby

RESOLVED, that the County of Westchester is hereby authorized to enter into an agreement with The Children's Village, Inc. for the provision of the Multi Systemic Therapy ("MST") Program, a community-based intensive case management program for families with adolescents involved with Persons in Need of Supervision ("PINS") Diversion for the period January 1, 2011 to December 31, 2011 in an amount not to exceed \$742,697 payable monthly pursuant to an approved budget; and be it further

RESOLVED, that this contract is subject to County Appropriation; and be it further

RESOLVED, that this Agreement is also subject to further financial analysis of the impact of any New York State Budget (the "State Budget") proposed and adopted during the term of this Agreement. The County shall retain the right, upon the occurrence of any release by the Governor of a proposed State Budget and/or the adoption of a State Budget or any amendments thereto, and for a reasonable period of time after such release(s) or adoption(s), to conduct an analysis of the impacts of any such State Budget on County finances. After such analysis, the County shall retain the right to either terminate this Agreement or to renegotiate the amounts and rates approved herein. If the County subsequently offers to pay a reduced amount to the Contractor, then the Contractor shall have the right to terminate this Agreement upon reasonable prior written notice; and be it further

RESOLVED, that the County Executive, or his duly authorized designee is hereby authorized to execute any and all documents and to take all actions necessary and appropriate on behalf of the County of Westchester to effectuate the purposes hereof.

Account to be
Charged/Credited

	Fund	Dept	Major Program, Program & Phase Or Unit	Object/ Sub- Object	Trust Account	Dollars
2011	101	22	4500	4439	_____	\$742,697

Budget Funding Year(s) 2011 Start Date 1/1/11 End Date 12/31/11
(must match resolution)

Funding Source

Tax Dollars: 38%

State Aid: 62%

\$742,697
(must match resolution)

Federal Aid:

Other:

APPROVED BOARD OF ACQUISITION & CONTRACT 11-13-2011 - JOMARY VIEIRA, SECRETARY