



N E W Y O R K S T A T E

D I V I S I O N F O R Y O U T H

Implementation Plan 85

107343

preventing delinquency through positive youth development

NEW YORK STATE

107343

DIVISION FOR YOUTH

107343

U.S. Department of Justice
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Implementation Plan 85

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June 1, 1985

"Implementation Plan 85" is the first annual update of "Masterplan 84." The document is submitted to the Legislature in accordance with Chapter 973 of the Laws of 1983 (Executive Law Section 501.08).

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Director's Message

It is my pleasure to provide you with this copy of "Implementation Plan 85." The document describes the first annual update of my administration's long range planning effort. Last year we published "Masterplan 84" to promote better public understanding of the State Division for Youth and to clarify the agency's agenda for the future. This year's document refines that agenda. It translates our policy goals into a specific plan of action.

The specific actions included in this Implementation Plan reflect input generated through our broad based Statewide planning process. It is through this ongoing open and participatory process that the Division seeks to pursue its unique mission "preventing delinquency through positive youth development."

Special thanks to the many people whose assistance made this document possible. In particular, I would like to thank the Division's planning, administrative support, and executive staff who devoted themselves to preparing this document. Finally, I would like to acknowledge the extra effort of the many other Division staff and others outside the Division who identified critical youth service issues and recommended strategies for addressing them.

Thank you for your interest in New York State's youth.

Leonard G. Dunston

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INTRODUCTION

"Implementation Plan 85" has been designed to fulfill three organizational needs. First, it fulfills the statutory requirements established by Chapter 973 of the Laws of 1983 for a five year comprehensive plan "for the provision of services to youth placed by the court into the residential care of the Division for Youth or Youth Services, Inc." Second, it serves as an essential internal management tool for agency direction setting and accountability. Third, it provides the public with a better understanding of the Division for Youth and its specific agenda for the future.

"Implementation Plan 85" describes how the New York State Division for Youth will translate its mission and goals into a specific plan of action. It describes the major management and program issues the agency experiences and the particular strategies it has selected to address them.

The document is divided into three sections and an appendix. The first section describes the principal legislative mandates of the agency, the Division's philosophical approach to carrying out these mandates and the agency's major policy goals. Section Two provides projections of future residential capacity needs and explains the factors associated with this important issue. This section responds to Legislative interest in the issue as articulated in the planning mandates. Section Three summarizes each of the agency's major management and program issues and the strategic objectives the Division has chosen to address them. This section is prefaced by a description of the planning process used to arrive at these decisions. The appendix has been included to assist readers in understanding the context within which these strategies were selected. The appendix includes a description of the Division's organizational structure; its programs for youth, its financial structure, and an organizational and regional directory.

Last year, the Division for Youth published "Masterplan 84" to provide a broad overview of the agency, the context it operates in, and its basic policy direction. "Implementation Plan 85" is the first annual update of that document. As such, it focuses on detailing the agency's specific policy directions. For information on general youth trends and the major public service systems of which the agency is part, readers are referred to "Masterplan 84."

I. Policy Framework

Mandates

While there are many statutory requirements, the principal mandates of the New York State Division for Youth are:

- planning, coordinating, and funding a statewide system of community youth services for the under 21 population.
- providing for the care, treatment, and security of youth placed by the courts in the Division's care and custody.
- encouraging the development of alternative services for court-involved youth.
- overseeing and providing fiscal support for the statewide juvenile detention system.
- providing fiscal support and technical assistance for adjudicated youth served in private residential child caring agencies.

Philosophy

The Division for Youth has a unique role as part of New York State government's system of youth serving agencies. Other State agencies are involved in the positive development of youth; however, the Division for Youth is the only State agency whose central purpose is preventing delinquency. While the Division has this as its unique mission, it recognizes that it cannot accomplish this broad goal alone. It must work in close partnership with many other organizations and individuals in the public and private sector and at all levels of government.

The Division is itself an integral part of the juvenile and adult justice systems. It nevertheless is committed to a goal of preventing and deterring the involvement of young people with these systems, to whatever extent possible. Even under the most optimal circumstances, total success in this regard is unlikely. The Division is, therefore, also committed to the provision of services to delinquent youth to make possible their re-entry and reintegration into their communities as law-abiding, productive citizens.

The Division's first priority is to prevent delinquent acts from occurring. Preventing delinquency requires the strategic promotion of change in the social and economic environment and in the attitudes and behaviors of people (both young and adults) which can enable or inhibit positive youth development. Youth develop to be contributing members of their community when they are given meaningful opportunities and receive the support, guidance, and encouragement to be successful. This is manifested by a youth's sense of belonging, usefulness, recognition and competence; the youth's access to positive role models in the family and community; and the ability to influence or make decisions affecting his/her life.

To further this prevention concept, the Division actively supports programs which seek to foster the positive involvement and attachment of youth to family, school, and positive peer groups. Families are the fundamental source of care, support, and guidance. Schools and other community based services, both informal and formal, are the most appropriate and effective supplement to this foundation. The Division's role is to nurture and strengthen the capacity of these basic institutions to provide positive youth development.

Within the Division, every effort is also made to prevent youth from formally entering the justice systems. Youthful acts of incorrigibility, defiance, and lack of control,

are precursors of delinquent behavior. Problems such as these in the home and the community are best addressed and most successfully resolved without the formal involvement of the court system. Services to youth and their families should be provided, whenever possible, through resources which are community based and able to provide appropriate educational, employment, counseling, and health services.

For those youth already identified as delinquent, efforts are extended toward preventing additional delinquent acts and further penetration into the juvenile or adult justice system. The Division believes that, when possible, the first effort at correcting the youth's behavior should be within a community setting utilizing alternatives to incarceration and institutionalization. These efforts are supported by youth employment services, educational and vocational programs, homeless and runaway programs, and intergovernmental services.

For those youth committed to its care and custody, the Division provides positive youth development through effective habilitation programs. The Division provides services in an environment organized to promote their positive development. Both residential and aftercare services are designed to provide the skills and motivation necessary for these youth to return and remain in their communities as law abiding, productive members of society. The Division reaffirms its commitment to preventing delinquency, in this case, through prevention of the youth's entry into the adult criminal justice system.

When the community, for its protection, decides to remove youth to institutionalized care, the Division uses this opportunity to stabilize these youth so that the goal of habilitative treatment can be realized. While in the Division's care and custody, every youth is guaranteed basic youth rights—among which are the right to due process, the right of equal access to services, the right to participate in their own treatment plan. These are essential and undeniable elements of every Division program.

Whether for youth placed in its care by the courts, for other youth in troubling situations, or for youth in New York State's mainstream, The Division's mission remains, **"preventing delinquency through positive youth development."**

Goals

To provide specific direction to carry out the Division's mission, the following three major agency goals were established:

I. Youth Programs and Services

To ensure the provision of appropriately designed and accessible youth services and programs which effectively offer opportunities for positive youth development for youth in the community and in Division for Youth residential care.

II. Essential Residential Services

To ensure that all youth in Division for Youth residential care live in an environment which supports and provides for their basic human needs.

III. Management of Agency Resources

To ensure the most effective and efficient use of agency resources in support of agency mandates.

These broad agency goals have been further refined into more discrete policy goals presented in the following priority order, based on (1) the importance of each policy goal in impacting on or ensuring the achievement of the major goal; and (2) the seriousness of the deficiencies or problems associated with that policy goal.

I. Youth Programs and Services

1. Employment

To increase the employability and employment opportunities of youth placed with the Division as well as youth identified by the county comprehensive planning process.

2. Aftercare

To ensure that youth released from residential care are successfully reintegrated into their community.

3. Educational Services

To strengthen the educational knowledge and skills of Division-placed youth and those youth experiencing educational difficulties in their home communities.

4. Residential Specialization

To ensure the provision of differentiated services for significant population segments that have specialized service needs.

5. Community Youth Services

To reduce youth involvement with the juvenile and adult justice systems by developing and maintaining a coordinated approach to preventive services at both the local and state level.

6. Counseling/Psychological Services

To improve the social skills, attitudes, and behaviors of youth placed with the Division, as well as youth in the community served by Division-funded programs.

7. Recreation

To increase the personal and social development of youth and their constructive use of leisure time by ensuring the availability of appropriate recreational, social, and cultural activities in their communities and in Division residential programs.

8. Youth Services Advocacy

To advocate for the effective provision of the full range of services and opportunities essential to address critical youth-related issues.

II. Essential Residential Services

1. Health & Nutritional Services

To ensure appropriate health and nutritional services for youth placed with the Division and specific private residential child care agencies.

2. Capacity

To ensure that appropriate facility capacity is available to accommodate all youth placed with the Division.

3. Physical Environment

To provide physical plants that are environmentally safe, contain adequate well-designed program space, and ensure appropriate levels of health/safety.

4. Security

To ensure the protection of residents, staff, and the community by providing an orderly and safe environment in Division facilities.

III. Management of Agency Resources

1. Monitoring and Evaluation

To strengthen the Division's management capability and accountability through the development and implementation of a statewide services review and evaluation system.

2. Staff Development and Training

To maintain a highly productive, well-motivated workforce through a comprehensive system of agency-wide staff development and training.

3. Cost Containment

To minimize costs consistent with legal mandates and professional standards.

4. Management Structure and Functions

To ensure that the agency management structure and practices facilitate the timely and effective accomplishment of Division functions and responsibilities.

5. Communications

To provide mechanisms that facilitate the flow of information within the agency and to ensure purposeful and informative communication with external governmental and private agencies and the public.

6. Information Systems

To maintain and upgrade the quality, accuracy, and timeliness of the Division's data bases and to improve accessibility of available data bases and data processing technology.

7. Affirmative Action

To ensure that the principles of Affirmative Action are integrated throughout the Division.

8. Personnel Administration

To recruit and retain a highly qualified, motivated, and productive workforce.

9. Policies and Procedures

To promulgate policies and procedures which enable the Division and the contracted agencies it funds to effectively carry out their responsibilities.

II. Residential Capacity and Projected Needs

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Summary

II. Residential Capacity and Projected Needs

Introduction

Determining how many youth will be placed by the courts in the Division for Youth's jurisdiction is one of the most difficult and constant management issues experienced by the agency. This issue is further complicated by the range of placement restrictions and service needs of this population. The ability to anticipate changes in these demands for residential capacity is essential for long range agency resource planning. In recognition of the complexity and importance of this public policy issue, the State Legislature established a statutory mandate for the Division to develop projections of the numbers of youth to be placed into each level of the Division's residential care system, to analyze current and anticipated utilization of its facilities, and to plan increases or decreases in its residential capacity accordingly.

This section of "Implementation Plan 85" has been developed in direct response to this mandate. In this section, projections of demand are presented for each major category of residential care provided by the Division for Youth. These estimates are then used as the basis for anticipating future utilization of the current residential care system and for planning changes in the capacity of this system to optimize utilization.

To establish projections for future residential capacity needs, the Division has developed a series of service delivery simulation models which embody sophisticated approaches to forecasting residential demand. These models are based upon assumptions which are made regarding the manner in which the adult and juvenile justice systems are likely to operate in the future. In some cases the information that is available on various aspects of these systems is quite limited; in others information is available but the phenomena are themselves exceedingly difficult to predict with a high degree of accuracy (e.g. arrest trends). Because of these factors, any projection of demand must be interpreted and assessed in terms of the assumptions it entails.

The Division's residential care system is organized into seven "Levels" of care. In addition, the Division contracts for service with privately operated residential child care agencies for a portion of the youth in its care. Details of the level system are provided in Appendix A, Organizational Structure.

The Division has developed projections of residential capacity needs for Level I, Levels II and IV, and Levels V and VI. In the descriptions that follow, the number of beds specified are based on an average vacancy rate of five percent within each level. This vacancy rate accounts for fluctuations of admissions and releases throughout the year and periodic maintenance and renovation of facilities. Projections have not been developed for Foster Care, Aftercare, and Voluntary Agencies. The factors that determine demand and capacity for these components of the system do not lend themselves well to the development of projections.

LEVEL I (SECURE FACILITIES)

Background

Level I Secure facilities provide services to Juvenile Offenders (JOs), Restrictive Juvenile Delinquents (RJDs), and Juvenile Delinquents (JDs) placed pursuant to Section 510 of the Executive Law, (Title III JDs). Details on the secure program are provided in Appendix B, Programs for Youth. In recent years, changes in the size of the Juvenile Offender population have been the primary determinant of capacity needs in this level of care.

Following an initial explosion of growth in demand for secure capacity resulting from the 1978 Juvenile Offender legislation, Level I populations reached a peak at approximately 556 during the Spring of 1983, and have since declined to a fairly constant level which has averaged 463 youth during the past 12 months. This average daily secure population includes approximately 55 RJD and Title III JD cases.

In response to the Juvenile Offender legislation, the Division embarked upon an ambitious expansion of secure capacity to fulfill the legal requirement that all Juvenile Offenders must be held in Level I facilities for the duration of their incarceration. With the completion of the construction at Tryon Center and the pending renovations at the Harlem Valley Center, the Division's planned response to this legislative mandate, involving the commitment of over \$27,000,000 in Capital Construction funds, will have been completed. The original plan called for one additional project, the rehabilitation of the front (40 beds) of the Masten Park Center. However, as demand appears to have at least temporarily peaked, this project has not been scheduled.

Projected Need

In developing projections for Level I facilities, the Division constructed a simulation model incorporating information on major process components of the criminal justice system which directly impacts upon demand for this level of service. These factors include arrest trends, conviction rates, length of time between arrest and conviction, sentencing patterns and length of stay for Juvenile Offenders; admission rates and length of stay for Juvenile Delinquents and Restrictive Juvenile Delinquents; and return rates and length of stay for Juvenile Offender Parole Violators.

With the aid of the simulation model, the impact of possible fluctuations in these characteristics can be assessed. To accomplish this, three sets of population projections were produced, each under a different set of assumptions with respect to arrest trends, conviction rates, sentencing patterns and lengths of stay for Juvenile Offenders. In the production of the first, representing a **"best estimate"** scenario, it was assumed that the arrest rate will remain at its current level of about 105.3 per month, the average for the period from June, 1982 until December, 1984. It was also assumed that the 1984 sentence distribution will persist, placing 19.9 percent of all new Juvenile Offenders in a one-year maximum sentence group. It was further assumed that mean lengths of stay within maximum sentence groups will remain constant at their post-July, 1982 levels and that a 17.6 percent conviction rate, the average over the January, 1981 to June, 1983 period will prevail. This projection suggests a **long term need for 530 beds by June, 1990**. The assumptions regarding the second simulation are identical to those of the first except for the use of a lower projected conviction rate of 15 percent and a projected arrest rate of 95 per month. This set of projections represents a **"lowest estimate"** scenario in that it forecasts declining demand reaching 433 beds by June, 1990.

The third set may be said to represent a **"highest estimate"** scenario. In its production, it was assumed that the arrest rates climb to 125.0 per month, the average from

September, 1978 to January, 1984 and a return to the sentencing distribution which prevailed during the November, 1978 to December, 1979 period (essentially placing more youngsters in longer sentence categories). In addition, the estimated proportion of these sentences served was increased to match correspondence with parole board practices which prevailed during the period immediately following the inception of the law. As was the case in the first two simulations, the 17.6 percent conviction rate is again applied here. The scenario produces a demand estimate of 774 beds by June, 1990.

The analysis of alternative scenarios demonstrates that demand for secure facilities is quite sensitive to even small changes in operating characteristics of the criminal justice system. There are currently a number of legislative actions which, if acted upon, could significantly impact upon populations in Level I facilities. These include contemplated revisions in the sentencing guidelines, proposed legislation to allow limited transfer of Juvenile Offenders to less restrictive facilities, and proposed legislation which increases length of stay for Restrictive Juvenile Delinquents in secure facilities. These considerations serve to highlight the volatile nature of projections for this segment of the system, and thus the need to maintain some degree of flexibility in the secure facility capacity.

Level I Facility Capacity

In 1985-86, the Division will operate eight Level I centers, one of which serves as a temporary release program. The existing secure plants, as a group, are the Division's newest and most modern facilities. Goshen and Brookwood are the two oldest secure centers but both continue to be utilitarian plants and effective programs; Harlem Valley Center and Masten Park Center are old plants that have undergone extensive renovation and modernization; Tryon Center, MacCormick Center, and Oatka Center are a combination of reconstruction and new construction. In addition, Oatka Center and MacCormick Center were designed with the flexibility to be operated as either secure or lower level programs.

The 1985-86 budget provides for 517 secure beds (475 for males, 32 for females, and 10 temporary release beds for males). In the 1986-87 fiscal year, 64 additional beds (Harlem Valley Center) will become available, increasing the total Level I capacity to 571 direct admission beds. The Division's 1985 projections anticipate a need for 502 beds by April, 1986, a need for 515 beds by April, 1987, and a need for 530 beds by June, 1990. All things remaining equal, therefore, the additional 64 beds at Harlem Valley Center will result in a short term surplus of 56 beds in fiscal year 1986-87. Since secure bed demand has been volatile in the past and since the Division has no control over the factors that influence this demand (i.e crime and arrest rates, court processing and sentencing patterns), this limited surplus will allow the Division the flexibility to appropriately plan for the long range efficient utilization of its entire Level I facilities system.

As part of this facility planning process, the Division must consider not only total capacity but the distribution and utilization of existing capacity in the context of anticipated demand. While total capacity has come within the general target range, adjustments in available bed space may be appropriate based on geographic and demographic factors. A brief description of these factors follow.

The vast majority of youth in Level I facilities continue to come from New York City (86%) but none of the direct admission beds are in New York City. Currently, the only secure beds in New York City are the ten temporary release beds at the Stevens Center. The rest of the State has about 14 percent of the in-care secure population but contains 98 percent of secure bed capacity and all direct admission beds.

TABLE 1
LEVEL I (SECURE) FACILITIES
Capacity by Region and Center
April, 1985

Region	Center	Bed Capacity			Percent of Total Level I Capacity
		Male	Female	Total	%
I	Masten Park	100			
	Oatka	40		140	
	Subtotal	140		140	27
II	MacCormick	48		48	
	Subtotal	48		48	9
III	Brookwood	50		50	
	Goshen	85		85	
	Harlem Valley	96		96	
	Tryon	56	32	88	
	Subtotal	287	32	319	62
IV	Stevens Temp. Release Center	10		10	
	Subtotal	10		10	2
Total Level I Capacity		486	32	517	100.0

TABLE 2
LEVEL I FACILITIES IN-CARE POPULATION
By Home Region and Region of Placement
April 1, 1985

Region of Placement	Number of Youth by Home Region				Total	Percent of Statewide Placements
	I	II	III	IV		
I	15	14	15	85	129	27.5
II	-	-	1	50	51	10.9
III	-	2	17	260	279	59.5
IV	-	-	-	10	10	2.1
Total Youth	15	16	33	405	469	100.0

Percent In-Care Level I Population by Home Region

3.2 3.4 7.0 86.4 100.0

As the above charts indicate, most youth from Metropolitan New York are admitted to Level I facilities across the state with an average of about 85 placed in Erie and Monroe Counties (Region I) and 50 in Tompkins County (Region II). Currently 260 youth from New York City are placed in Level I facilities in Region III with over 200 of these in the Hudson Valley corridor—Brookwood Center, Harlem Valley Center, and Goshen Center. With the completion of the Harlem Valley Center renovation project (64 beds), the Division plans to further concentrate Level I placements from New York City in the Hudson Valley corridor.

In comparison, Region I, which has 140 secure beds (27 percent of the total State's Level I capacity in 1984), had an in-care population averaging 15 youth. Region II, which has 9 percent of the capacity averaging 16 youth in residence, and Region III, which has 62 percent of the capacity, averaging 33 youth in residence in 1984.

Implications for Level I Facilities Planning

Bearing in mind the long range (1990) projections; the volatile nature and the lack of Division's control over intake; the lengthy start-up time required to open a facility; the excellent condition of the existing Level I plants; the expense, time, and effort devoted to developing the current system; the Division does not believe it would be in the best interest of the State to abandon any of the existing secure plants. The Division recognizes that should actual utilization not match projected demand, excess capacity may result, especially considering the addition of the Harlem Valley Center. To provide for this contingency, the Division proposes in the short term to retain all existing physical plants and to reduce excess capacity through the closing of wings or units within Level I facilities. This will provide the capability to rehabilitate or otherwise modify components in existing facilities. In the long term, the Division will be in the position of proposing, if necessary, the conversion of existing Level I facilities for alternative use within the Division's entire residential system.

LEVELS II AND IV (LIMITED SECURE AND NONCOMMUNITY-BASED FACILITIES)

Background

The Division's Levels II and IV facilities provide services to Juvenile Delinquents placed pursuant to Titles II and III of Executive Law, Sections 502 and 510 (Title II JDs, Title III JDs, Youthful Offenders [YOs]), Restrictive Juvenile Delinquents (RJDs) following Secure placement and Persons In Need of Supervision (PINS) with particularly problematic behavior patterns. The vast majority of youth placed in Levels II and IV facilities are Title III JDs, with the next largest group constituted by Title II JDs. For information about Levels II and IV facilities program see Appendix B. Programs for Youth.

A notable trend that has been experienced in Levels II and IV facilities is a rise in total Title II JD monthly admissions from 73.0 in 1981 to 82.8 in 1984, representing an increase of 13.4 percent. Not unexpectedly, the average Title II JD end of month population grew from 589 in 1981 to 632 in 1984, an increase of 7.3 percent. Although the sheer number of Title III JDs makes any trends in their admission patterns of primary importance, a similar trend occurred for Title II JDs. Average monthly admissions of Title II JDs rose from 11.9 in 1981 to 18.0 in 1984, a 51.2 percent increase. In response to this, the average end of month Title II JD population grew from 117 in 1981 to 133 in 1984, an increase of 13.4 percent. These increases in JD population have been partially offset by declining PINS admissions in this segment of the system.

Projected Need

Projected estimates of need are not as clearly established for Levels II and IV facilities as they are for Level I facilities. The establishment of demand for Level I facilities is conceptually straightforward. The factors which contribute to determining population levels in secure facilities are external and beyond the control of the Division for Youth (i.e. arrest trends, court sentencing practices and parole board decisions). Juvenile Offenders must be placed in Secure facilities, cannot be transferred to less restrictive programs, and their lengths of stay are determined by a court sentence and parole board decision.

The factors involved in determining the need for Levels II through VI are both external and internal to the system. Some of the external factors are: the youth's sex, age at time of placement, the requirement that prohibits the placement of PINS and Title II JDs in Secure or Limited Secure facilities; and the requirement that some RJDs spend

time in a Limited Secure facility. Among the internal factors are: the location of facilities; the relationship between the location of a facility and the home region; the security needs of the youth; the program needs of the youth; and length of stay. These factors provide the Division with some flexibility in developing program options and facilitating management of the system. Given these factors, if the necessary capacity and program resources are not available at the appropriate level, the potential risk exists of overcrowding or "inappropriate" placements. These factors have relevance for projection purposes because our simulation model, for this segment of the system, extrapolates based upon historical utilization of programs. The projections presume, in effect, that the patterns of admission and length of stay that prevailed in the past were appropriate to the type of youth placed and available facilities, and that these will, and should, continue in the future.

Incorporating information on utilization of Levels II and IV facilities for the recent past (and projecting based upon 1983-84 admission and length of stay information) our model produces a current demand estimate of 911 beds through June, 1990. We know, however, that these projections underestimate demand for both males and females. The need for approximately 30 additional beds for females is confirmed by the continued existence of substantial waiting lists at existing female facilities. The need for an increase of approximately 20 beds for the capacity for males is supported by the continuing high utilization rates of all upstate Levels II and IV facilities and the common observation of the "one in - one out" pattern. By building these adjustments into the historical based projections, the Division estimates a need for 961 Levels II and IV facility beds through June, 1990.

Levels II and IV Facilities Capacity

The Division currently (as of April 1985) operates 20 Levels II and IV centers. These include nine Limited Secure Centers (one for females) and 11 Noncommunity-Based centers (three for females). This total capacity of 912 beds will be increased by the addition of 20 beds for males at Industry Center and 30 beds for females at the Tryon Center in October, 1985, resulting in a total capacity of 962 beds during FY 1985-86.

TABLE 3
LEVEL II (LIMITED SECURE) FACILITIES
Capacity by Region and Center
April, 1985

Region	Center	Bed Capacity			Percent of Total Level I Capacity
		Male	Female	Total	%
I	Industry	120		120	
	Subtotal	120		120	21.3
II	Brace	40		40	
	South Lansing		45	45	
	Subtotal	40	45	85	15.1
III	Chodikee	40		40	
	Eddie Parker	50		50	
	Highland	56		56	
	Tryon	120	30	150	
	Subtotal	266	30	296	52.5
IV	McQueen	27		27	
	Pyramid	36		36	
	Subtotal	63		63	11.1
Total Limited Secure Capacity		489	75	564	100.0

TABLE 4
LEVEL IV (NONCOMMUNITY-BASED) FACILITIES
Capacity by Region and Center
April, 1985

Region	Center	Bed Capacity			Percent of Total Level IV Capacity
		Male	Female	Total	%
I	Great Valley	60		60	
	Subtotal	60		60	15.1
II	Annsville	60		60	
	South Kortright	50		50	
	Adirondack	20		20	
	Auburn		18	18	
	Subtotal	130	18	148	37.2
III	Nueva Vista	60		60	
	Cass	50		50	
	Middletown	20		20	
	Sojourner Truth		20	20	
	Subtotal	130	20	150	37.7
	Brentwood	20		20	
	Willowbrook		20	20	
	Subtotal	20	20	40	10.1
Total Noncommunity Based Capacity		340	58	398	100.0

TABLE 5
LEVELS II & IV FACILITIES IN-CARE POPULATION
By Home Region and Region of Placement
April 1, 1985

Region of Placement	Number of Youth by Home Region				Total	Percent of Statewide Placements
	I	II	III	IV		
I	71	62	0	25	158	18.2
II	26	70	35	103	234	27.0
III	4	2	81	293	380	43.8
IV	4	1	1	90	96	11.0
Total Youth	105	135	117	511	866	100.0

Percent In-Care Level II and IV Population by Home Region

12.1	15.5	13.5	58.9	100.00
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The three preceding charts reinforce the point that Region IV (New York City Metropolitan area) provides the bulk of the placements and the other three regions provide the bulk of the beds.

As of April 1, 1985, the former Chodikee Secure Center, located in Highland, New York, was converted to a Limited Secure facility (40 beds for males) and will serve primarily a Region IV population. At one time, the primary facilities serving Region IV youth were all located in the Hudson Valley corridor. As with secure facilities, the Division is, where possible, returning to this concept. During the late '70's and early '80's, the Division attempted to develop Secure and Limited Secure facilities in Region IV to serve Region IV youth. However, the Division has been only marginally successful in this regard. The difficulty in locating sites, the cost of purchasing property, cost of renovation, and the difficulty in providing the necessary level of care and programming in a metropolitan area have proven very formidable.

Implications for Levels II and IV Facilities Planning

With the opening of the 40 beds for males at Chodikee Limited Secure Center in April, 1985, and the addition of 20 beds for males at Industry Limited Secure Center, and 30 additional beds for females at Tryon's Limited Secure Center, a bed capacity of 962 will be available in the Division's Levels II and IV facilities. It is anticipated this will be sufficient to address needs for these levels of care. In the event that a secure facility is converted for use as a Level II or IV facility, this additional capacity will be adjusted through closing facility wings or units or by terminating use of the least adequate Level II or IV facility.

LEVELS V AND VI (COMMUNITY-BASED FACILITIES)

Background

The Division's Levels V and VI facilities consist of Homes and Youth Development Centers (YDCs). These facilities were originally designed, as were other Division facilities, to serve youth motivated to change or modify their behavior. They accepted for admission youth who were either Voluntary admissions (no placement order) or youth admitted as a Condition of Probation. YDCs, in addition, were specifically established to serve youth involved with drugs. Most Levels V and VI facilities were minimally staffed, using a houseparent model, and provided minimal "in-house" services. For more information on Levels V and VI facilities see Appendix B. Programs for Youth.

Over the years, the population of Levels V and VI facilities has shifted. During 1984, approximately 72 percent of the admissions were transfers from higher level facilities and 92 percent were adjudicated as either JDs or PINS. In recognition of this changing population, the Division has converted all Region IV homes and one unit in each of the other Regions to a shift coverage staffing model.

Projected Need

As with Levels II and IV facilities, population projections for Levels V and VI facilities are based on a simulation model which assumes that, after December, 1984, admission rates and lengths of stay for each group will coincide with 1983-84 averages. Population projections based on these assumptions estimate a need for 428 Levels V and VI beds by June, 1990.

Levels V and VI Capacity

The Division's Community-Based facility program consists of 31 facilities in two levels, V and VI, with a total capacity of 523 beds. Since these facilities primarily serve youth populations from the area in which they are located, they tend to reflect the needs of their community in terms of capacity and youth served. As the following

tables indicate, in April, 1985, Region I which had 28 percent of the Division's Community-Based capacity was serving 29 percent of the State's Community-Based population. Twenty-seven percent of the Community-Based population came from Region I. Similarly, Region II had 13 percent of the Division's Community-Based bed capacity and served 13 percent of the State's Community-Based population. Ten percent of the Community-Based population came from Region II. Region III had 19 percent of the capacity and was serving 18 percent of the total Community-Based population, 19 percent of this population came from within the region. Finally, Region IV had 40 percent of the total Community-Based capacity and was serving 40 percent of the State's Community-Based population; 45 percent of the Community-Based population came from within Region IV. The distribution and utilization of Region IV Community-Based facilities stands in contrast to this region's use of Level I through IV facilities. For these Noncommunity-Based facility levels, Region IV provided the largest percentage of the population but few of the residential resources.

TABLE 6
LEVELS V & VI (COMMUNITY-BASED) FACILITIES

Capacity by Region and Center		April, 1985			Percent of
Region	Center	Bed Capacity			Total Level
		Male	Female	Total	V-VI Capacity
					%
I	Buffalo YDC	43	7	50	
	Buffalo START	25		25	
	Rochester Home	14	7	21	
	Buffalo Home		21	21	
	Elmira Home		7	7	
	Chautauqua Home	7		7	
	SRH Rochester	14		14	
	Subtotal	103	42	145	27.7
II	Syracuse YDC	18	7	25	
	Syracuse Home	7		7	
	Binghamton Home	7	14	21	
	Utica Home	14		14	
	Subtotal	46	21	67	13.8
III	Albany Home	7		7	
	Poughkeepsie Home	14		14	
	Fulton Home	7		7	
	Rensselaer Home	7	7	14	
	Schenectady Home	14		14	
	Dutchess Home		14	14	
	Monticello Home	7		7	
	Glens Falls Home	7		7	
	Ulster Home	7		7	
	SRH Albany	9	9	9	
	Subtotal	70	30	100	19.1
IV	Bronx YDC	30		30	
	Brooklyn YDC	32		32	
	Brooklyn YDC	25	25	25	
	Brooklyn Home	10	10	20	
	Bronx Home	30		30	
	Nassau (L.I.) Home	16		16	
	Staten Island Home	9	7	16	
	Westchester Home	9	7	16	
	Suffolk (L.I.) Home		17	17	
	Harlem Home	9		9	
	Subtotal	145	66	211	40.3
Total		364	159	523	100.0

TABLE 7
LEVELS V & VI FACILITIES IN-CARE POPULATION
By Home Region and Region of Placement
April 1, 1985

Region of Placement	Number of Youth by Home Region				Total	Percent of Statewide Placements
	I	II	III	IV		
I	105	1	0	21	127	28.5
II	13	42	2	2	59	13.3
III	0	2	77	2	81	19.2
IV	1	0	2	175	178	40.0
Total Youth	119	45	81	200	445	100.0

Percent In-Care Community-Based Population by Home Region

27.0 10.0 18.0 45.0 100.0

Implications for Levels V and VI Facilities Planning

As of April 1, 1985, Community-Based facilities had a utilization rate of 86 percent. The vacancy rate in Division-operated Community-Based facilities has historically been higher than the vacancy rate in Levels I, II, and IV. Several factors help to explain this. As Community-Based facilities are all small, one vacancy, for example, in a seven bed unit represents a 14 percent vacancy rate. In addition, since these facilities primarily serve the communities in which they are located, a drop in demand from the locality immediately translates into lower utilization.

During the period April 1, 1984 to March 31, 1985, the Community-Based population fluctuated between 377 and 445 youth in care. The current in-care population (April 1, 1985) of 445 youth exceeds the projected need for 428 beds. Since the Division has a capacity of 517 beds, a potential for underutilization exists.

To address the potential surplus of Community-Based capacity, the Division has, during the past few years, closed some units, consolidated others, changed staffing patterns in some, and reconfigured the population in others. The Division will continue these efforts. Recognizing the support these programs have developed in their respective communities, and given the fact that converting Community-Based facilities to other levels of security is not feasible, the Division will also attempt to increase utilization rates and, if appropriate, seek alternative uses for underutilized facilities.

SUMMARY

This section described estimates of future need in residential capacity at each level of the residential care system directly operated by the Division for Youth. It described the Division's basic plan of action to respond to these projected needs. As indicated, there are many significant external factors that influence facility capacity demands that are beyond the Division's control. Given past patterns of these factors, the Division is quite confident of the relative accuracy of these projections. The data base used to establish these projections has been expanded and refined and the agency has had more opportunity to test and validate the simulation model it utilizes. The Division's response to these projections reflects more than a basic mathematical exercise. It reflects selecting the best strategies to maximize limited State resources while retaining adequate flexibility to address anticipated future bed capacity needs.

In the section that follows, Section III - Implementation Plan, details of the strategies the Division has selected to establish a more effective residential care system are described as part of the agency's overall plan for action. Many of the policy issues described have a direct impact on the operation of facilities (i.e. residential capacity, cost of care, monitoring/auditing, facility health and safety, client and program classification and evaluation, facility program services, etc.).

III. Implementation Plan

DFY Planning Process

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III. Implementation Plan

DFY Planning Process

The Division for Youth's leadership has made the establishment of an ongoing agency-wide planning process a major priority of its administration. This process has been designed to translate the agency's broad mission into a specific realistic plan of action. It has been designed to provide clear common direction to the agency's diverse units and to make public a blueprint for its major policy initiatives. As a rational deliberative process, it enables all key actors to be involved in the development of major agency goals and objectives thus ensuring that staff time, funds, and other limited resources are used most efficiently and effectively. All major agency goals and objectives are prioritized and the interdependent activities of all agency units whose contribution is required to accomplish a particular objective are coordinated and sequenced. Through structured feedback built into the ongoing process, the agency's leadership is kept informed as milestones required to accomplish each specific objective are achieved. This ongoing feedback assures that each objective continues on the prescribed path and that changes, when necessary, are intentional and mutually agreed upon.

The Division initiated this planning process in specific support of Chapter 973 of the Laws of 1983 through the establishment of an agency-wide planning unit in the Spring of 1984. Efforts to implement this planning process were divided into two phases. Phase One involved the articulation of major agency policy goals and the identification of major problems or obstacles affecting the agency's ability to pursue these goals. This was prefaced by a problem identification process which involved all levels of staff in the agency as well as selected external groups within New York State's youth serving community. These external groups included state and local youth service providers, youth advocacy groups, local youth bureaus, and the Division's advisory groups.

Problems identified through this process were analyzed by Executive staff. Based upon the importance and seriousness of the problems identified, they were prioritized. Division goals were then modified to reflect these new priorities. This completed Phase One of the planning process. As a result of Phase One activities, major agency policy goals for the next 3-5 years have been specified as articulated in "Masterplan 84".

Phase Two of the Division's planning process focused on the selection of specific strategies to address the most crucial aspects of these policy goals. In this phase, each crucial policy issue was carefully analyzed to determine the circumstances or conditions which gave rise to the problem. Alternative strategies were developed to address these causes of the problem. Each strategy was then assessed for its impact on the problem and its relative cost-effectiveness and feasibility. Positive and negative consequences that could occur from the strategies implementation were then analyzed. Based on this in-depth assessment the "best" strategy to address the policy issue was selected. Each "best" strategy was then translated into a specific objective with discrete milestones and multi-year timetables to allow measurement of progress toward their achievement.

The following section lists the outcomes of Phase Two of the planning process. Basic policy issues are summarized. Specific objectives and the basic milestones required to accomplish them are described. The policy issues have been organized into common clusters, starting first with general management issue areas and then proceeding to program issue areas.

MAJOR MANAGEMENT ISSUES AND STRATEGIC OBJECTIVES

Residential Capacity

The Division has limited control over the factors which ultimately govern the numbers and types of youth admitted to its care. Within these constraints, the Division is committed to assuring appropriate program service, client safety, and the protection of the community. The Division's residential facilities are currently not able to fully accommodate the demand for certain populations and at times have excess capacity for other populations. The Division must ensure that space needs for youth placed in the Division's jurisdiction are successfully identified and provided by appropriate facility capacity.

To address this issue, the Division will establish a facility configuration plan in all catchment areas for each level of Division facilities. This objective will be accomplished by:

- a. Analyzing the projected bed needs and admission information of the current client/facility classification system.
- b. Establishing a clear policy on appropriate length of stay based on historical data and client service needs.
- c. Developing and implementing a specific facility designation/classification plan and periodic update process for all levels of facilities.
- d. Determining the catchment areas for client populations based on their demographic distribution and determining the types of facilities for direct admission and re-entry for each catchment area.
- e. Establishing the recommendations for the utilization of each facility based on an assessment of the conditions and capabilities of each facility's physical plant.

Residential Cost of Care

The Division of Youth is committed to maximum utilization of all funds associated with caring for the youth placed in its jurisdiction. This commitment is balanced by the need to ensure both adequate community protection and quality youth service programs. The major factors impacting the costs of caring for DFY-placed youth are facility staffing and physical plant maintenance, renovation and construction.

To address these factors, the Division will conduct a comprehensive analysis of facility staffing and implement changes where necessary to establish more cost-efficient staffing patterns. This objective will be accomplished by:

- a. Analyzing program service requirements for each type of residential facility, including both mandated and programmatically desirable requirements.
- b. Defining the staffing requirements necessary to carry out this range of programmatic requirements.

- c. Identifying the personnel resources, available or authorized, to carry out these functions.
- d. Analyzing the existing deployment of staff and the disparities between available resources and actual deployment.
- e. Developing and implementing specific revisions or modifications where necessary of DFY's current staffing patterns, based on short-term and long-term plans of action.

The Division will also conduct a review of the physical plants of the Division's current facilities to identify short-term and long-term strategies for consolidation, replacement, or renovation. This objective will be accomplished by:

- a. Identifying the specific criteria to assess the physical and programmatic "viability" of residential facilities.
- b. Conducting an analysis of all residential facilities and developing appropriate recommendations.
- c. Providing the specific sequences of action for remedying these deficiencies through a Capital Masterplan.
- d. Ensuring that all the estimates associated with capital replacement or renovation contain data for analyzing cost benefits.

Monitoring / Auditing

The Division's monitoring and auditing of its major functional areas must be consistent and systematic to ensure greater agency effectiveness, efficiency, and accountability. These areas include: directly operated facilities, field offices, youth service teams, foster care services, private residential child care agencies, local detention facilities, local youth bureaus, and other appropriate program services funded by the Division. This objective will be accomplished by:

- a. Establishing the capacity for the Division to monitor/audit each functional area.
- b. Developing a monitoring/auditing system for each area including standards and updating policies.
- c. Developing and field testing monitoring instruments for each functional area.
- d. Implementing a standardized monitoring system in each functional area.

Facility Health and Safety

The Division operates and maintains residential facilities of varying size, structure, and age. It must ensure that all physical plants are environmentally safe, contain adequate well-designed program space, and ensure appropriate levels of health/safety.

As a first step, the Division will address outstanding critical fire safety issues in all facilities. This objective will be accomplished by:

- a. Identifying the potential outstanding fire safety issues in all facilities.

- b. Achieving the immediate, temporary fire protection through installation of smoke detection units in all designated facilities.
- c. Developing and implementing an approved plan to address all outstanding critical fire safety issues in agency facilities.

In addition, the Division will correct potential critical health and safety problems in all facility plant structures. This objective will be accomplished by:

- a. Reviewing existing capital facility projects to determine gaps in critical health and safety needs in Division facilities.
- b. Securing the necessary funding for potential identified facility needs.
- c. Implementing an approved plan to resolve those identified critical health and safety needs.

Finally, the Division will ensure that all facilities are in compliance with health and safety standards as established by an agency Capital Facility Masterplan. This objective will be accomplished by:

- a. Identifying and analyzing facility health and safety characteristics.
- b. Developing a Capital Facility Masterplan that includes provisions for adequate health and safety.
- c. Developing a five year capital facility expenditure plan.
- d. Implementing an approved plan to ensure that all agency facilities are in compliance with health and safety standards established in the Capital Facility Masterplan.

Classification and Evaluation

The Division needs clearly defined evaluation systems to determine the effectiveness of its programs. Such systems will improve the agency's ability to match youth needs with particular program approaches.

To achieve this system in Program Operations, the Division will implement an integrated client specific information system and facility classification system to address a client's needs and security requirements and to measure program accomplishments. This objective will be accomplished by:

- a. Analyzing the existing client information system for use as a diagnostic, placement, and management tool.
- b. Examining the reliability, validity, and utility of alternative client and program classification systems.
- c. Designing and field testing new or revised client information and facility classification systems.
- d. Implementing these systems on a statewide basis.

To achieve this system in Local Services, the Division will develop a program classification for agency funded programs. This objective will be accomplished by:

- a. Examining existing program classification systems for applicability to the programs funded by the Division.
- b. Developing a revised program classification system for agency funded programs.
- c. Developing an implementation plan for modifying Local Services' project applications, data collection, and other management systems to align with the new program classification system.
- d. Implementing the new program classification system and associated management system.

Special Delinquency Contract Management

The contract management system of the Special Delinquency Prevention Program (SDPP) needs to ensure more timely development, control, and funding of SDPP contracts.

To address this issue, the Division will implement an improved special delinquency funding allocation system. This objective will be accomplished by:

- a. Developing a funding system that includes a framework for determining and controlling the amount of funds allocated to each area of the State.
- b. Developing a simplified program application and forms.

In addition, the Division will ensure that all staff involved in the Special Delinquency Prevention Programs (SDPP) are operating in accordance with common procedures. This objective will be accomplished by:

- a. Establishing a standardized policy and procedures manual including guidelines, standards, and criteria for reviewing and funding programs.
- b. Training all Division staff involved in SDPP on the content of the SDPP's Procedures Manual.
- c. Informing and training all appropriate parties in the implementation procedures for the management of SDPP.

Affirmative Action Recruitment / Retention

The Division is required to recruit, hire, and promote Protected Class groups. Women and Hispanics are under-represented in the Division's workforce.

In order to alleviate particular difficulties in this area, the Division will establish clear expectations and enforce an Affirmative Action Policy for all appointments. This objective will be accomplished by:

- a. Establishing goals for under-represented groups in the DFY workforce.
- b. Identifying and comparing the composition of the DFY workforce at each level against labor force data.

- c. Designing and implementing an affirmative action program that expands the recruitment and promotion of these Protected Class groups.

Utilization of Minority / Women-Owned Business Enterprises (M / WBEs)

The Division needs to ensure compliance with the minimum percentage requirements to utilize Minority and Women-Owned Businesses as mandated in Executive Order 21.

Aimed at reaching agency-wide compliance with Executive Order 21, the Division will establish a system to ensure that at least twelve percent of all DFY discretionary commodity purchases, service contracts, and capital construction projects are awarded to minority-owned businesses. This objective will be accomplished by:

- a. Analyzing the Division's and other State agencies' purchasing practices in regard to the use of minority-owned businesses.
- b. Revising the Division's purchasing practices to expand the use of minority-owned businesses.
- c. Training purchasing staff in these revisions to expand the use of minority-owned businesses.

The Division will also implement a system to ensure that an appropriate percentage of all DFY discretionary commodity purchases, service commitments, and capital construction projects are awarded to women-owned businesses. This objective will be accomplished by:

- a. Establishing a targeted percentage of these purchases for women-owned businesses.
- b. Analyzing the Division's and other State agencies' purchasing practices in regard to the use of women-owned businesses.
- c. Revising the Division's purchasing practices to expand the utilization of women-owned businesses.
- d. Training purchasing staff in these revisions to expand the use of women-owned businesses.

Voluntary Agencies Oversight

The Division for Youth has joint oversight responsibility with the Department of Social Services for voluntary agencies (private residential child caring agencies) that serve a significant percentage of PINS and JDs.

To ensure the appropriateness of the Division's role in implementing this joint oversight responsibility, the Division will establish a revised voluntary agency agreement with the Department of Social Services and revise regulatory standards consistent with the Division for Youth's policy. This objective will be accomplished by:

- a. Identifying and analyzing voluntary agency oversight issues.
- b. Developing a clear DFY policy regarding voluntary agency oversight.

- c. Establishing an ongoing structure to improve coordination regarding voluntary agency oversight between the Department of Social Services and the Division for Youth.
- d. Establishing a revised voluntary agency agreement with the Department of Social Services.
- e. Establishing revised regulatory standards consistent with the Division for Youth policy on oversight of voluntary agencies.

Staff Development

A comprehensive program of staff development and training must be in place to ensure that staff are provided the information and skills needed to carry out their job responsibilities. The Division must enhance the potential of DFY employees to perform various types of tasks and to maintain optimal levels of performance.

As a first step, the Division will develop staff competency models and training for specific agency sub-groups including child care staff, facility program staff, facility managers, youth service teams, regional staff, and central support staff. This objective will be accomplished by:

- a. Analyzing existing job titles, tasks, and standards for expected job competencies.
- b. Developing a staff competencies model for selected DFY job titles.
- c. Developing an implementation plan to convert the staff competencies model into practice including, in addition to training, proposed changes in Civil Service practices, Regulation or Law, as needed.

As a second step, the Division will incorporate staff development responsibilities into the tasks and standards of Division supervisory staff. This objective will be accomplished by:

- a. Identifying and reviewing the current roles of supervisors regarding staff development and training.
- b. Specifying, in the staff development and training policy, the staff development and training role of DFY supervisors.

Management Practices

The Division's management structure provides the means to pursue the agency's goals. To ensure maximum efficiency and effectiveness in the delivery of youth services and in the utilization of available resources, the agency needs to review the decision-making process, the roles and relationships of major agency units and make appropriate modifications, if necessary.

As a first step the Division will streamline the decision-making process for all key agency decisions. This objective will be accomplished by:

- a. Identifying the agency's key decisions and analyzing how these decisions are made.
- b. Developing and implementing a plan to streamline this decision-making process.
- c. Revising policies for consistency with changes in this decision-making process.

Policy Development and Compliance

The delivery of youth services demands a knowledgeable, well-trained and highly motivated staff. These attributes cannot be addressed exclusively through the process of hiring and training. Clear and enforceable policies and procedures are necessary to enable DFY employees to effectively carry out Division mandates.

To address this issue, the Division will develop policies to address major agency mandates and standards. This objective will be accomplished by:

- a. Comparing existing agency policies with agency mandates to identify missing or outdated policies.
- b. Establishing a plan for the development and implementation of these policies.

The Division will also implement a clear plan for improved policy compliance. This objective will be accomplished by:

- a. Analyzing deficits in current policy compliance.
- b. Developing a plan to improve staff's knowledge of agency policy and ensure their compliance.

Management Information Systems

Accurate and timely information is critical to the management of agency resources and administrative decision-making. The Division's data bases and associated data processing capability should meet all known and projected management information needs.

To achieve this capacity, the Division will acquire the appropriate resources to meet current and anticipated information system demands. This objective will be accomplished by:

- a. Identifying the major short-term and long-term projects that require or would significantly benefit from computerization.
- b. Developing short and long-term resource acquisition plans for implementation of these projects.

Concurrently, the Division will establish agency-wide priorities to determine which agency projects are to be included in the Division's electronic data processing (EDP) system. This objective will be accomplished by:

- a. Developing a mechanism for setting priorities to ensure the most effective use of the Division's EDP system.
- b. Developing procedures for establishing project priorities.

MAJOR PROGRAM ISSUES AND STRATEGIC OBJECTIVES

Aftercare for DFY-Placed Youth

Aftercare is designed to provide youth placed with the Division with the program and support services necessary for them to successfully re-enter the community. The Division currently provides these services through a network of youth service teams (YSTs). Providing aftercare services, however, is only a part of their job responsibilities. YSTs also provide intake/assessment services, services to the youth, family, and facility while the youth is in the residential phase of program. In addition, YSTs operate the Division's foster care program, and at some locations serve special functions such as court liaisons and, when necessary, youth transportation. As a consequence of these broad responsibilities, YST staff are frequently unable to focus on providing appropriate levels of aftercare services.

The Division does not, however, view aftercare as its responsibility alone. The Division sees aftercare as a shared State and local responsibility. It is the State's responsibility to provide for the youth's initial transition from facility to the community, to provide supervision, and to assist the community in meeting the needs of this youth. The community, in turn, has the responsibility to ensure that service systems are available to accommodate the needs of youth returning from facilities to their communities.

In recognition of the importance of aftercare, the Division, in Masterplan 84, designated aftercare as one of the agency's top priorities. It also developed a modest budget request to increase staff and formed a task force to develop specific recommendations. The Governor and the State Legislature acknowledged the importance of aftercare services by providing funds (\$300,000) in the 1985-86 budget to explore providing aftercare services through community-based approaches.

To address these issues, the Division will develop a comprehensive approach to providing aftercare services. This objective will be accomplished by:

- a. Clarifying the purpose, goals, objectives, and tasks of aftercare services.
- b. Analyzing the current aftercare service program to identify gaps.
- c. Developing a plan to address these gaps in service.
- d. Developing and implementing a plan of action to reconfigure DFY resources to establish a comprehensive approach to providing aftercare.

In addition, the Division will investigate alternative methods for the provision of aftercare services. This objective will be accomplished by:

- a. Identifying and analyzing community resources that could provide aftercare services.
- b. Selecting geographic areas as targets for the development of contracted aftercare services.
- c. Developing and implementing a plan of action to establish contracted aftercare services.

Special Delinquency Prevention Program

The Special Delinquency Prevention Program provides one particular funding approach to the prevention of delinquency. This program has not been well understood nor well-integrated with other delinquency prevention programs.

To improve this situation, the Division will ensure that appropriate state and local officials are aware of the Division's continuum of funding streams and their relationship to other funds for preventive services. This objective will be accomplished by:

- a. Identifying funding for preventive youth services from other state, federal, and local sources.
- b. Developing a description of the Division's continuum of funding streams that explains the relationship between County Comprehensive Planning, Youth Development and Delinquency Programs, Youth Initiatives, Special Delinquency Prevention Programs, the Runaway and Homeless Youth Act, and preventive youth services available through state, federal, or private funds.
- c. Conducting orientation and training for state and local officials on these continuum of funding resources.

The Division will investigate the possible consolidation and integration of existing delinquency prevention funding to streamline the management of its aid to localities programs. This objective will be accomplished by:

- a. Analyzing the strengths and weaknesses of current funding streams.
- b. Developing and implementing a plan of action to consolidate and integrate the Division's delinquency prevention funding streams.

Community Youth Services

At the community level, the Division's mission translates into assisting communities to most effectively address local youth needs. A state level administrative system has been established to provide resources for planning, developing, and coordinating these locally operated youth services.

To strengthen these efforts, the Division will refine its policies and procedures related to County Comprehensive Planning. This objective will be accomplished by:

- a. Re-evaluating existing policies and procedures related to County Comprehensive Planning.
- b. Revising these policies and procedures, where necessary.

Additionally, the Division will implement a monitoring system for youth bureaus, funded programs, and Local Services staff. This objective will be accomplished by:

- a. Developing standards for youth bureaus, funded programs, and Local Services staff.
- b. Implementing a monitoring system to assess the strengths and weaknesses of local planning for delinquency prevention.

The Division will also establish state and regional networks to promote inter-agency approaches to delinquency prevention. This objective will be accomplished by:

- a. Identifying existing state and regional networks.
- b. Designing strategies for additional state and regional networks.
- c. Establishing state and regional networks between Local Services staff and other state and local agencies.

Youth Unemployment

The rate of unemployment for New York's youth is very high compared to other segments of the State's population. This is particularly true for minority youth and youth with juvenile justice backgrounds. The Division seeks to assist New York State's youth in gaining access to employment and job training opportunities.

To address this issue, the Division will advocate for the inclusion of youth-related strategies as part of any state plan that is targeted at improving employment opportunities in New York State such as the State Economic Development Plan, the Job Training Partnership Council, and all Commerce and Education Regional Centers. This objective will be accomplished by:

- a. Monitoring the development of such initiatives for inclusion of youth-related strategies.
- b. Encouraging key people involved in developing these initiatives to include youth as a recognized target population.

Employment Services for DFY-Placed Youth

Many youth returning to the community from DFY placement are unable to successfully compete in the job market or access training programs. The Division strives to provide youth with the technical and life skills necessary to prepare them for the world of work.

To address this issue, the Division will operate each DFY facility based on an appropriate program model that enhances youth employability. This objective will be accomplished by:

- a. Developing and testing facility program models to enhance youth employability in preparation for their return to community life.
- b. Developing an implementation plan to incorporate these models in Division facilities.

In addition, a transition plan that incorporates youth employability will be developed for all DFY-placed youth returning to the community. This objective will be accomplished by:

- a. Developing "transition plan" models that incorporate youth employability development.
- b. Developing and carrying out implementation plans that incorporate "transition plans" for DFY-placed youth returning to the community.

Additionally, the Division will assist in establishing community resources that link DFY youth with job opportunities in targeted geographical areas. This objective will be accomplished by:

- a. Identifying and analyzing community resources to connect DFY-placed youth to community job opportunities.
- b. Selecting geographic areas as targets for network building to connect DFY-placed youth with job opportunities.
- c. Developing and implementing a plan of action to establish new networks or to connect with existing ones.

Education Services for DFY-Placed Youth

The severe educational deficits of youth placed with the Division require an intensive focus on their individual needs and appropriate educational programming.

To improve educational programming for youth placed with the agency, the Division will implement an Education Services' Management Plan. This objective will be accomplished by:

- a. Identifying and analyzing education services' management issues and priorities.
- b. Developing and implementing an education services' management plan.

One element of this plan will be the evaluation of existing youth and program data regarding education. This objective will be accomplished by:

- a. Gathering and identifying existing education-related data.
- b. Designing and implementing an education program evaluation system.

Another element of this management plan will be to achieve a proper balance of teacher specialties in the Division's facilities. This objective will be accomplished by:

- a. Establishing an education staffing pattern model that defines the proper balance of teacher specialties.
- b. Adjusting the education staffing pattern model for the unique circumstance of each facility's special needs.
- c. Implementing the education staffing pattern model to achieve the proper balance of teacher specialties.

Additionally, the Division will seek to establish specialized education services (Special Education, Remedial Education, Bilingual Education, High School Equivalency Diploma, College programming, etc.) where needed. This objective will be accomplished by:

- a. Identifying and analyzing the pattern of DFY-placed youths' educational needs.
- b. Developing a specialized educational services' implementation plan for each facility.

Health Services for DFY-Placed Youth

Youth placed with the Division may have considerable medical, dental, mental health, and nutritional needs. This results from years of neglect, poor personal hygiene, inadequate diet and limited understanding of health requirements. To deal with educational or behavioral problems, the basic requirements of good health must also be met.

To address this issue, the Division will provide technical assistance on the implementation of the Division's health services policies where deficits exist. This objective will be accomplished by:

- a. Streamlining the Health Services Units' technical assistance process.
- b. Ensuring adequate health services resources to provide technical assistance on health services policy implementation.
- c. Providing technical assistance on health services policies as requested or required by program audit.

Concurrently, the Division will integrate comprehensive health education into the total program at each DFY facility. This objective will be accomplished by:

- a. Reviewing the current health education programs in the Division's facilities.
- b. Reviewing existing public health education standards and program models.
- c. Developing a health education model for each facility.
- d. Developing an implementation plan to translate these models into practice.

Facility Food Services

The food service system in DFY facilities must meet state nutrition and sanitation standards.

To assist facilities in meeting nutrition and sanitation standards, the Division will train the food service staff and other appropriate staff involved in the food service delivery system. This objective will be accomplished by:

- a. Developing food service curricula based on nutrition and sanitation standards.
- b. Ensuring food service training of Division staff involved in implementing these standards.

APPENDIX A

Organizational Structure

DFY Organizational Chart

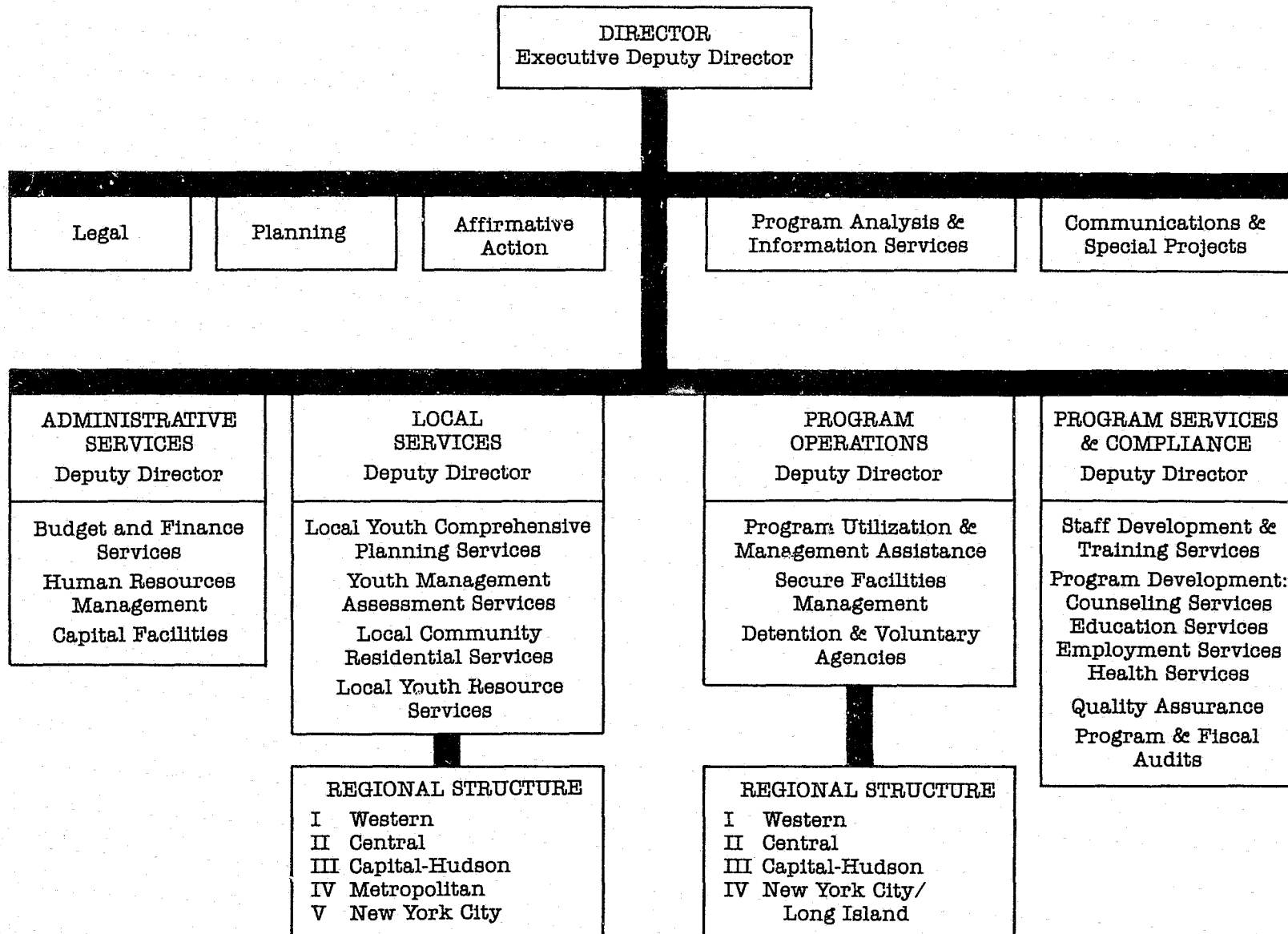
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Division for Youth Organizational Chart

May, 1985



APPENDIX A

Organizational Structure

Historical Development

The New York State Division for Youth, established as the temporary New York State Youth Commission by Chapter 556 of the Laws of 1945, has developed into the oldest, most comprehensive youth serving agency in the nation.

In 1960, the powers and functions of the State Youth Commission were transferred to the Division for Youth, together with the added responsibility to develop facility programs. The new functions involved the development of residential programs as alternatives to placement in a state training school. The operation of the state training schools and auxiliary services was transferred from the Department of Social Services to the Division for Youth in 1971.

Since 1971, certain additional responsibilities have been added while other responsibilities have been legislatively refocused. Specifically, in 1971, the Division was authorized to operate the existing juvenile detention system and to develop regulations for the secure and non-secure detention facilities. In 1973, the laws on detention were amended to require that detention facilities be approved by the Division and operated in conformity with its regulations. In 1976, the Division was given authority to certify detention facilities.

The Division also granted the authority to maintain existing secure facilities and to establish, operate, and maintain additional secure facilities for certain juvenile delinquents (1976), was required to maintain secure facilities for the care and confinement of juvenile offenders (1978).

In addition to these functional roles, the original alliance between the Division for Youth and the political subdivisions and municipalities of the State was strengthened by passage of Chapter 1000 of the Laws of 1974. This statute encouraged the development of County Comprehensive Planning for Youth Services, thereby enabling the Division to move toward the development of a truly comprehensive youth service delivery system. The Youth Initiatives Act (1978), the Runaway and Homeless Youth Act (1978), and the Special Delinquency Prevention Program (1978) added targeted programs which provided additional funding and focus for the Division and local municipalities.

It is through these and other developments that the Division's roles and responsibilities within the major youth service networks and systems have evolved.

Description of Agency Management Structure

The historical development of the Division's role in the community youth-service, residential child care and criminal justice systems has been accompanied by the development of specific management requirements and responsibilities.

The Division is organized into five major units, differentiated according to functional roles and responsibilities. These units are: the Executive Office, Administrative Services, Local Services, Program Operation, and Program Services and Compliance.

The Director's Executive staff, comprised of the Deputy Directors and Executive Office Unit heads, provide policy and management recommendations to the Director. The major goals of each of the organizational units are discussed at this level, ensuring consistency with agency goals and objectives. The Executive staff is, therefore, the major mechanism for intra-agency coordination and planning and constitutes the base for the strong centralized leadership necessary to maintain and improve the Division's statewide organization.

EXECUTIVE OFFICE

The function of the Executive Office is to ensure the effective and efficient pursuit of the Division for Youth's mandates. Ultimate responsibility for programs and policies resides with the Director, who in conjunction with the Executive Deputy, establishes youth service policies, priorities and standards, ensuring that the agency's resources are effectively utilized; provides the public and elected officials with appropriate/accurate information relating to the Division's activities and goals, and promotes a legal

mechanism which balances youth rights with public interest. The Executive Office assures the fulfillment of these responsibilities through the administration and direction of the following central staff units:

Legal Services

The major responsibilities of this unit include: litigation; legislation; review and preparation of contracts, legal opinions, and memoranda of law; provision of assistance in formulation and promulgation of agency rules, regulations, policies and procedures; and representation of the Agency at various due process hearings mandated by statute or court stipulation. Legal Services also assist the Office of the Attorney General in Court of Claims matters and litigation affecting the Division.

Planning

The major responsibilities of this unit include the development of the agency's annual plan and control of the long-range planning process. The Planning Unit ensures that the planning activities within each of the agency's major organizational units are coordinated and consistent with agency policies and strategies, provides staff support to the Director and Deputy Directors on planning issues, and develops the necessary foundation for planning within the agency.

Affirmative Action

The major responsibilities of this unit include encouraging recruitment, hiring, retention, training, and promotion of protected class individuals; reviewing personnel practices affecting minorities, women, Vietnam veterans, and disabled workers; monitoring the agency's participation in the Minority and Women Owned Business Enterprise program; and providing technical assistance in contract compliance related to equal opportunity standards for programs funded through Local Services.

Program Analysis & Information Services (PAIS)

The major responsibilities of this unit are to provide operational and analytical support for the Division. PAIS develops and maintains the Division's information systems which provide social science, operations research and technical planning studies to assess organizational problems, measure program effectiveness, and support program and construction planning. PAIS staff also secure federal and local revenues and reimbursements for cost-of-care of Division clients.

Communications and Special Projects

The major responsibilities of this unit include areas relating to public relations, information, community involvement, and publications development. This unit is responsible for communicating the Division's philosophy, goals, programs, and accomplishments to the general public through a variety of media and community based approaches. The unit responds to inquiries from the public and media, prepares news releases, develops public information materials pertaining to overall agency objectives, and both encourages and coordinates citizen participation in agency activities and events.

ADMINISTRATIVE SERVICES

The function of Administrative Services is to ensure that sound fiscal, personnel, and capital construction and maintenance practices are developed and implemented in a comprehensive fashion to carry out the goals of the agency. This is accomplished through three major units: Budget and Finance, Human Resources Management, and Capital Facilities.

Budget and Finance Services

Budget and Finance — Coordinates annual budget preparation in concert with Agency Planning. Allocates resources, represents agency during budget process and analyzes resource utilization. Provides central finance support for all Division operated programs and YSI operated community based facilities. Provides for purchasing and payment for all Division supplies and materials as well as employee travel reimbursement.

Finance Direction and Control — Provides leadership and direction to agency finance system, designs agency computerized accounting procedures, maintains expenditure reporting systems and prepares claims for review. Computes per diem rates for county operated detention facilities and Division operated residential centers and year end reconciliation and major activities.

State Aid and Contract Management — Audits and reimburses claims for Youth Development and Delinquency Prevention, Special Delinquency Prevention Programs, Special Legislative Programs, Residential Care in Voluntary Agencies, Secure and Non-secure Detention Care. This unit also collects revenue from counties for care provided by DFY residential facilities and regional secure detention centers.

Human Resources Management

The Human Resources Management unit is charged with facilitating the staffing of the agency's service with a qualified, appropriately compensated and productive workforce. Major functions contributing to this effort are the following:

Recruitment and Selection — Identification and solicitation of qualified employment candidates and the administration of State and agency interview and selection policies and procedures.

Merit System Administration — Establishment of position titles and salary grades, the management of appointments and the administration of personnel changes and employee rights in accordance with Civil Service Law.

Payroll Administration — Management of the timely preparation of payroll documents resulting in prompt, proper, and accurate salary payments and deductions to employees.

Employee Benefits Administration — Management of performance-based salary advance programs, health insurance claims, worker's compensation claims, retirement benefits, and similar benefits afforded employees.

Labor Management-Relations — Provision of guidance and advice to program management in the administration of grievances and disciplinary matters; the direction of the agency's labor/management process; the conduct of investigations around such issues as human rights violations, leave abuse, attendance, and worker's compensation cases.

Capital Facilities Services

This unit's overall responsibility is the planning and implementation of a comprehensive program for all the residential care facilities under the Division's direct jurisdiction. Its mission is to provide efficient, healthy, and safe facility environments for resident youth and staff alike, reflecting the Division's administrative policies and operational requirements.

The function is accomplished in four major areas of responsibility:

Program Planning — Develops short and long-term program objectives; identifies appropriate policies, standards, criteria, and systems necessary to meet these objectives; and formulates all the elements of individual project programs necessary for preparation of the annual and five-year capital plans.

Capital Budget Management — Identifies and secures the necessary funding for capital construction projects through the preparation and submittal of the annual Capital Budget/Five-Year Capital Plan; and administers the allocation and control process on all approved capital appropriations.

Project Management — Oversees and coordinates the design, contractual, and construction sequences of capital project development to ensure that the objectives of scope, quantity/quality, costs, and timely delivery of the projects are achieved.

Facility Maintenance and Safety — Formulates and implements programs in preventive maintenance and fire safety to maximize each facility's operational life at reasonable cost, without serious disruption, while maintaining life and safety code requirements.

LOCAL SERVICES

The function of the Local Services Program is to provide funding, coordinating, and advocacy services aimed at fostering the positive development of youth up to twenty-one years of age. The primary method for accomplishing this is through contracting with county, city, and town youth bureaus for planning, coordinating, and grant-making/contract management services. In addition, the Division can contract with non-profit agencies for local, multi-county, and statewide youth services. Through this decentralized system, Local Services seeks to implement the agency mission and goals and to foster statewide inter-agency coordination.

The youth service system supported through Local Services is designed to benefit youth across the State, including members of the general youth population, as well as youth involved in or at risk of becoming involved in the social service, juvenile, or adult criminal justice systems.

The focal point of the decentralized management of this system is the County Comprehensive Planning process. Established by legislation in 1974, this process requires that communities conduct youth needs

assessments; set priorities, goals and objectives; and monitor and evaluate implementation. This process provides goal direction for local youth advocacy and community development efforts in accord with identified priority youth needs, thereby giving direction to the funding available to this system. The Division for Youth is responsible for ensuring the viability of the planning process and holding the system accountable for program and fiscal integrity. This is achieved through the Local Services accountability structure through which County Comprehensive Plans (identifying local accountability mechanisms) are reviewed and approved, and through which the Division's monitoring and evaluation mechanisms permit assessment of programmatic and fiscal compliance as well as the measurement of program performance. This structure, in turn, supplies the necessary information for the Division to fulfill its responsibility to provide technical assistance to this system.

The Division is a primary source of State aid funding in support of this community-based youth service system. This includes several distinct programs, each having different eligibility requirements and target populations. The Local Services office, in partnership with the youth bureau network it supports, oversees the management of the complex, decentralized, statewide system. Primary among its responsibilities is holding the Youth Boards and Youth Bureaus accountable for appropriately identifying and addressing priority youth needs. In addition, Local Services has responsibility for the programmatic and fiscal integrity of discretionary programs which are under direct contract with the Division for Youth.

To implement this system effectively, the Local Services office is organized into four functional units: The Local Youth Comprehensive Planning Services Unit, the Youth Management and Assessment Unit, the Local Services Community Residential Unit, and the Local Youth Resource Services Unit.

Local Youth Comprehensive Planning Services

A major role of this unit is the development, modification, and monitoring of the cornerstone of Local Services, the County Comprehensive Plans for Youth Services. Beyond this, they provide the technical assistance and training necessary for staff of county youth bureaus and Local Services field staff to implement the process of needs assessment, setting of local priorities, goals and objectives, resource allocation and utilization, monitoring and evaluation of programs in each separate county. In addition, this unit establishes mechanisms for interagency planning and program implementation both among State agencies and their local counterpart agencies. Internally, they provide the link between the local county comprehensive plans and the Division's Masterplan for youth services statewide.

Youth Management and Assessment Services

This central support unit combines monitoring, assessment, and administrative/management functions for Local Services. One major role of this unit is to provide statewide administration resources for personnel, contract management, data processing, and for program audits of contract services. A second major role is to provide resources to guide and train field and regional staff in monitoring youth bureaus and programs, focusing on general policy compliance and fiscal and contract management.

Local Community Residential Services

This unit provides technical assistance, development and oversight for community residential programs currently providing services to over 22,000 youth annually. Major tasks include the review of local runaway plans; the certification of residences for runaway youth, the development and oversight of community-based organization residential programs, developing a network of services for homeless youth ages 16-21 and services provided by communities for youth returning from residential programs to community living.

Local Youth Resource Services

This unit comprises the regional field structure of Local Services. It is organized into five regions, each headed by a Regional Director, and includes program management staff who are assigned oversight responsibilities to specific counties. The regional staff work closely with youth bureaus to stimulate the development of or maintain the existence of cross-system approaches to prevention and community development. Although ultimately every community must meet its own youth-related challenges and responsibilities, the Division provides leadership and support to their efforts. Toward that end, staff work in communities as enablers, coordinators, resource providers, and facilitators, helping to build bridges between and among community sub-systems for the benefit of youth. They also work to enable the youth bureaus to become the major policy voice for children and youth services within the community.

PROGRAM OPERATIONS

The function of Program Operations is to manage the network of residential and aftercare services for court placed youth. In addition, Program Operations provides oversight to locally-operated juvenile detention programs and certain privately operated residential programs.

Residential Care Services are organized according to a Level System which groups similar facilities by program and physical characteristics, permitting appropriate placement of youth. This system is divided into seven levels of care.

Level I — Secure Centers — characterized by physically restricting construction, hardware, and procedures including security fencing and security screens. All services are provided on-grounds. Youth admitted include juvenile offenders and Title III juvenile delinquents.

Level II — Limited Secure Centers — highly structured programs with virtually all services provided on-grounds. Youth are closely supervised. Off-grounds activities and home visits are limited and usually accompanied by staff. These centers may admit only "Title III JDs."

Level III — Special Residential Centers — highly specialized mental health and educational services provided in a highly structured setting. The Division has not operated any Level III facilities in the past few fiscal years. Specialized youth needs are now being met through the other levels of Division care and through other State agencies. Therefore, until this Level is reactivated, it will be deleted from all future descriptions of the Levels system.

Level IV — Noncommunity-Based Facilities — moderately structured programs for youth who need to be removed from the community but are not high security risks. Supervised off-grounds activities are an integral part of these programs. These centers may admit all categories of juvenile delinquents, PINS, youth placed as a condition of probation, or youth placed pursuant to section 358-a of the Social Services Law.

Level V — Youth Development Centers — specialized community-based programs configured and staffed to provide the entire array of services to youth within their community-based structure. These centers may admit juvenile delinquents, persons in need of supervision, or youth placed as a condition of probation and nonadjudicated youth placed pursuant to section 358-a of the Social Services Law.

Level VI — Group Homes, Special Residential Homes, and Urban START Centers — small residential units which use community resources to provide many of the needs of the residents, such as education, medical/dental, recreational, etc. Residents are allowed frequent and unescorted access to the community. These centers may admit juvenile delinquents, persons in need of supervision, or youth placed pursuant to section 358-a of the Social Services Law.

Level VII — Foster homes and alternative home resource programs — serve youth who have been placed with the Division but who can function in an alternative home situation. These programs may admit juvenile delinquents, persons in need of supervision, youth placed as a condition of probation, or non-adjudicated youth placed pursuant to section 358-a of the Social Services Law.

Aftercare services are community services provided to youth, either released from the Division's residential programs or diverted from institutionization, who remain in their own home or community. Such services include advocacy and counseling services and are accomplished through Youth Service Teams. Youth Service Teams are responsible for case management from initial placement through return to community and discharge from the Division. This responsibility is for youth placed with the Division within Division-operated facilities or with privately operated residential programs.

This system is directly operated through a Regional Field Structure which is responsible for day to day operations of the Division facility and non-residential programs. Four regions divide responsibilities along geographical lines, and coordinate habilitative activities with the Division's Local Services staff involved in community delinquency prevention and youth development efforts. Each is managed by a Regional Director with the assistance of District Supervisors. These managers oversee facility and program operations, ensuring the consistent implementation of policy and provision of services to youth placed with the Division. The Deputy Director centrally manages Program Operations with the assistance of three central support units: Program Utilization and Management Assistance, Secure Facilities Management, and Detention and Voluntary Agencies.

Program Utilization and Management Assistance (PUMA)

This unit is a support group with broad-based responsibility for technical assistance to the Division's residential programs and youth service teams. This unit initiates and coordinates the development of policies and procedures pertinent to facility operation and program activities to ensure standard operation, program effectiveness and quality of care. PUMA also coordinates the Division's Child Abuse Reporting/Monitoring System, monitors Secure Detention regulatory placements and coordinates the Division's Foster Care program.

Secure Facilities Management

The Secure Facilities Management Unit is responsible for the management and supervision of secure facilities. In addition, it serves as the liaison with the Department of Correctional Services and the Division of Parole since treatment plans for Juvenile Offenders become a joint venture as JOs approach adulthood, mandatory transfer age, or community reentry. In November 1984, a pilot project was initiated to integrate two secure facilities into the Regional Structure for operation purposes. For these two facilities, the Secure Facilities Management Unit continues to provide technical program assistance.

Detention and Voluntary Agency Programs

This Unit is responsible for carrying out two of the agency's principal mandates. It oversees the statewide juvenile detention system and provides technical assistance to private residential child-caring agencies serving adjudicated youth. Additionally, the Unit is responsible for implementing the Interstate Compact of Juveniles.

Detention Services Unit

The fundamental responsibility of the Detention Services Units is to carry out the Division's mandated regulatory authority with regard to locally operated, county juvenile detention facilities. In the broader context, the detention unit also provides technical assistance to local detention administrators and to state and local, public and private agencies.

In addition, the Unit is responsible for authorizing the placement of any juvenile in an adult jail. It also is responsible for conducting investigations of child abuse and maltreatment allegations involving juvenile detention facilities.

Voluntary Agency Services Unit

The Voluntary Agency Services Unit is responsible for providing consultation and technical assistance to private residential child care agencies and negotiating, developing, and overseeing contracts with these agencies for the provision of care for DFY youth. It also advises and assists referral agencies in the search for appropriate placements.

The Voluntary Agency Services Unit shares responsibility with the State Department of Social Services for those private child-caring agencies which serve a significant number of JDs and PINs including:

- Participation in the establishment of standards and regulations for the operation of the facilities.
- Inspection and supervision of programs.
- Enforcement of promulgated standards.

It provides leadership for pertinent DFY/voluntary agency committees around issues of mutual concern; develops and maintains relationships with staff of other regulatory agencies; and acts as a resource to the DFY and other juvenile agencies.

Interstate Compact on Juveniles

The Division for Youth is the designated State Agency responsible for overseeing the administration of the Interstate Compact on Juveniles. The Compact consists of 15 basic articles. The purposes are to provide for:

- The interstate cooperative supervision of delinquent juveniles on probation or parole (aftercare) status.
- The return, from one state to another, of delinquent juveniles who have absconded from a placement facility or from a custody authority.
- The return, from one state to another, of non-delinquent juveniles who have run away from home.

PROGRAM SERVICES AND COMPLIANCE

The function of Program Services and Compliance is to ensure a comprehensive system of quality and consistent youth services that is both programmatically and fiscally sound. To this end, Program Services and Compliance develops program models for both facility and community youth programs and services; coordinates the development of agency policies and procedures; provides technical assistance in both the implementation of new agency initiatives and the maintenance of quality levels of programs and services; develops and implements a comprehensive staff development and training program; conducts fiscal, management, and program audits of agency services; monitors the rights of youths in facilities; and investigates special and critical incidents.

Program Services and Compliance is organized into four units, each with a clearly-defined area of responsibility. These units are: Staff Development and Training, Program Development, Quality Assurance, and Program and Fiscal Audits.

Staff Development and Training

This unit develops and implements a comprehensive system of agency-wide staff development and training in order to ensure a competent and productive work force. This is accomplished by establishing training requirements for Division employees, and by developing and providing specialized training programs in support of these identified standards. Unit staff also coordinate and maximize employee participation in external training and development opportunities, such as those provided through the Governor's Office of Employee Relations, professional conferences and seminars, and courses offered by the academic community.

Program Development

This unit develops integrated models and establishes program standards for Division residential treatment programs and youth development and delinquency prevention services. It recommends agency program policy and procedures. The unit further provides technical assistance for the implementation of program designs and the resolution of site-specific problems. Program Development includes the following offices:

Counseling Services—Responsible for recommending agency counseling policies and developing counseling models in such areas as Reality Therapy, Guided Group Interaction, the Adolescent Sex Offender, and Victims of Sexual Abuse.

Education Services—Responsible for recommending agency education policies; developing model remedial, bilingual, special education, equivalency diploma, and college-level programs for the Division.

Employment Services—Responsible for recommending agency employment policies; developing model vocational education, work experience, vocational assessment, job readiness, skills training, on-the-job training, and job development; and works with both the public and private sector in the enhancement of employment opportunities for at-risk and delinquent youth.

Health Services—Responsible for recommending agency health policies; developing health services models and health-related curricula in the areas of medical, dental, mental health, nutrition, and health education; and coordinates communication with the Office of Mental Health regarding youth services.

Quality Assurance

This unit coordinates the development of agency policy and procedures and the implementation of nationally recognized standards of treatment for youth, and agency accreditation efforts. Additionally, it monitors the rights of youth in residential treatment facilities. This is achieved through the oversight of due process mechanisms, such as the grievance program, transfer hearings and through randomly scheduled site visits by the Ombudsmen. The Ombudsmen also respond to requests for assistance from youth under DFY jurisdiction.

Program and Fiscal Audits

This unit has responsibility for the routine auditing of direct and contractual agency programs and services to ensure compliance with established policies and procedures, financial guidelines, state law and contractual terms. The unit is organized to conduct on-going program, management, and fiscal audits on both an exception and random basis. It is also responsible for coordinating the investigation of special and critical incidents. While these responsibilities rest with this unit, primary responsibility for developing the initial set of standards, instruments and procedures for Local Services programs will remain with Local Services.

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Programs for Youth

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APPENDIX B

Programs for Youth

Introduction

Contained in this section is a description of the broad continuum of youth development services provided by the Division. Each of the Division's major programs, the types of services provided, and the characteristics of the particular youth that each program serves are included. The range of programs is extensive, covering the full continuum from programs for the general youth population, to programs for youth most in need, to those for youth that have been removed from the community. It is this programmatic or operational function of the Division which enhances and supports its advocacy for youth and positive youth development on all levels of the State government system of which it is a part.

Local Services Programs

The Division for Youth's Local Services Program consists of a series of programmatic initiatives designed to prevent delinquency through positive youth development within New York's diverse communities. Through these initiatives, the Division assists local governments and community organizations to engage in a full complement of locally initiated prevention and remediation strategies. These strategies are designed to supplement, enhance, and connect the work of the community's foundation institutions—the family, the school, religious groups, civic organizations, and basic public services. As a result, the particular array of services and activities undertaken varies considerably, covering a broad range of diverse program approaches to meeting the needs of youth.

YOUTH BUREAUS

To plan and coordinate the particular community's youth development strategies, county and municipal youth bureaus have been established. Youth bureaus bring together community leaders and other members of the community concerned about youth (including youth themselves) to develop a comprehensive plan of action to address the needs of children and youth. This comprehensive planning process serves to identify priorities and provide direction for the particular prevention and remediation strategies the community chooses to carry out.

Three basic kinds of strategies are developed:

Community development and youth advocacy strategies —

- to deal with the conditions in the community that create problems;
- to build public awareness and support behind issues of children, youth, and families;

Coordination and networking strategies —

- to link the many fragmented community services together into an integrated service delivery system;
- to plan on a cross systems basis among the various public service systems that serve children, youth and families: juvenile and criminal justice, education, health, mental health, social welfare, recreation, and others;

Provision of services strategies —

- to nurture and support service programs that effectively address the priority needs of children, youth, and their families.

The specific strategies that are carried out depend on the particular priorities chosen through the community-wide planning process. Local youth needs and available community resources are identified, programs are evaluated, possible strategies are researched and designed. The intent is to assure the best possible use of all available resources to promote the well-being of youth. The strategies chosen include a wide range of approaches that address both the developmental needs of the general youth population as well as remedial interventions with youth and families experiencing difficulties.

Vandalism, shoplifting, and other more serious acts of delinquency; drug abuse, teen alcoholism, teen pregnancy, runaways, teen suicide, child abuse, school dropouts, truancy, and the many other problems associated with growing up today are all serious public concerns involving youth. Often the community is called to action when a particular episode or situation catches the attention of the local media or a local leader. The immediate desire is often for some kind of quick remedial or punitive response to the incident. The Youth Bureau serves as a community mechanism which allows the matter to be examined in more comprehensive terms. Because the comprehensive planning mechanism is in

place, youth bureaus are able to provide a service of support for this immediate outcry of concern, and can develop appropriate strategies to address the issue and convert the immediate concern to longer term on-going community efforts.

Where local plans demonstrate a need, support can be provided for a variety of administrative or coordinative activities such as referral services, newsletters, and other public information tools, information clearinghouses, and others. Communities in which this type of program might be appropriate include those lacking in the fundamental mechanisms which create linkages and enhance communication among youth service providers.

Youth service programs, the most visible and prolific of the strategies used by the State's communities to address youth needs, are described in more detail below.

YOUTH SERVICE PROGRAMS

In partnership with the Division, New York State's communities operate a wide variety of youth service programs designed to promote the positive development of youth. Most have both a prevention and remediation focus. They offer some form of personal skill or self esteem building experience as well as corrective or remedial efforts related to particular needs or problems. Some are designed to serve all youth in the community; others serve a discrete age grouping, particular neighborhoods, interest groups, or specific populations in need. Some are time limited or seasonal.

These programs can be divided into the following broad service categories:

- a. Recreation/Leisure Time — Common examples of this category of programs include summer park and playground activities, youth clubs, recreation centers, individual and team sports, performing arts, arts and crafts, and day camps. In general, they serve the youth population at large in the community and provide opportunities for enhancing positive self concept, developing relationships with peers, physical development, teamwork, achievement, and a chance to just relax and have fun.
- b. Community Service/Youth Participation — Common examples of this category of programs include neighborhood beautification projects, service-learning projects, youth councils, youth leadership training, cleanup campaigns, conservation corps programs, youth tutors or teachers aides, youth literacy volunteer projects, youth as day care aides, restitution programs, and public service apprenticeships. These programs provide youth with opportunities to learn skills to be useful and to be recognized as contributing members of the community. The programs generally serve the youth population at large, although some are designed to focus on populations that are at risk of involvement in the juvenile justice or child welfare system. Some are designed as restitution programs for youth who have committed a crime.
- c. Education — Common examples of this category of programs include: cultural enrichment programs, institutional field trips, tutoring, remedial education, alternative schools, and general equivalency programs. Some educational programs are for the general population but most are for populations with special needs such as school dropouts, learning disabled, emotionally disturbed, and other youth with handicapping conditions.
- d. Employment — Common examples of this category of programs include: job readiness training, work experience programs, apprenticeships, job banks or placement service, youth-run businesses, and job development programs. Programs are designed for both the general youth population as well as those with special needs. Many programs are targeted to assist youth who are at high risk of public system dependency (e.g. low income youth, youth in high risk neighborhoods, teen parents, and youth leaving institutional care, etc.).
- e. Family Support — Common examples of this category of programs include: parenting education, family counseling, school-age child care, self-help groups, parent aide programs, teen parent programs, and Big Brother/Big Sister type programs. These programs are sometimes for the community at large but generally are for distinct target populations (e.g. teen parents and their children, latchkey children, families in crisis, single parents, concerned parents, etc.).
- f. Physical Health — Common examples of this category of programs include: health information services, first aid instruction, nutrition education, venereal disease screening, prenatal care, family planning services, and physical rehabilitation. Some programs are for the youth population at large; most, however, are for distinct target populations (e.g. poor families, sexually active teens, teen parents and their children, physically disabled, etc.).
- g. Social/Emotional Adjustment — Programs in this category focus on assisting individuals in coping with particular problems they are experiencing. Counseling is the general method of delivery. Programs frequently focus on assisting with a particular youth issue (e.g. alcoholism, drug abuse, family, human sexuality programs, etc.). Others offer a particular kind of counseling service—crisis intervention, outreach services, psychological testing and evaluations.

- h. **Basic Personal Necessities** — Programs in this category provide basic life support services such as food, clothing, shelter, and financial assistance. Programs that provide comprehensive services to youth out of their home are included in this category. Examples include: emergency food pantries, hunger projects, emergency shelters, foster homes, group homes, and independent living supports. Runaways and homeless youth, destitute and homeless families, victims of family violence, are the major target populations served within this category.
- i. **Legal Services** — Programs in this category provide services such as: Family Court advocacy or crime victims representation, court monitoring, and youth legal rights training and advocacy service. Services are specifically targeted to specific communities in need or to the general youth population.
- j. **Juvenile Justice Services** — Common examples of this category are police juvenile aid bureaus, peer courts, court diversion services, other alternatives to court involvement and supports for youth leaving institutional placement. The target population is youth that are involved or at risk of being involved with the juvenile justice system.
- k. **Others** — Not all programs fit neatly into a single service category. Many provide a variety of services that cover several categories. Of particular note are comprehensive adolescent service programs which provide services in most, if not all, of the categories.

TABLE 8
1984 Local Service Programs
by Service Category

Service Category	Programs	
	#	%
Youth Bureaus	100	2.2
Other Coordination	163	3.6
Recreation	2,114	46.8
Community Service/Youth Participation	*	*
Education	909	19.7
Employment	259	5.6
Family Support	213	4.6
Physical Health	54	1.2
Social/Emotional Adjustment	492	10.7
Basic Personal Necessities	56	1.2
Legal Services	16	.3
Juvenile Justice Services	216	4.7
Multi-service and other	20	.4
Total	4,612	99.9

*included in other categories

Detention

Detention is the temporary care and maintenance away from their homes of youth in the following situations:

- Youth held pursuant to Articles 3 and 7 of the Family Court Act;
- Youth held pending a hearing for alleged violation of the conditions of release from a school or center of the Division for Youth;
- Youth held pending return to a jurisdiction other than the one in which the youth is held; and
- Youth held pursuant to a securing order of a criminal court who is under the age of 16.

There are two categories of detention facilities: secure — a facility characterized by physically restricting construction, hardware and procedures; and non-secure — a facility characterized by the absence of physically restricting construction, hardware and procedures.

Secure detention facilities statutorily provide temporary care to alleged or adjudicated Juvenile Delinquents (ages 10-15), and charged or sentenced Juvenile Offenders (ages 13-15). Non-Secure Detention facilities statutorily provide temporary care to youth (ages 7-15) who are alleged or adjudicated Juvenile Delinquents or who have been petitioned or adjudicated as a PINS youth.

The secure detention system consists of seven secure detention institutions and four 48-hour holdover facilities certified by the Division. The Division directly operates one of the secure detention programs, a 14-bed co-ed facility located in the mid-Hudson area serving 17 counties along New York's eastern border.

There are four types of non-secure detention facilities:

1. Non-secure detention family boarding care facility — a family operated boarding home, certified by the Division, to provide care for one to six youth.
2. Non-secure detention agency-operated boarding care facility—a family-type home, certified by the Division, to provide care for one through six youth.
3. Non-secure detention group care facility — a facility, certified by the Division, to provide detention care for seven through twelve youth.
4. Non-secure detention institutional facility — a facility, certified by the Division, to provide care for thirteen or more youth.

Within the non-secure detention system, current program capacity consists of nine agency-operated boarding care facilities, fifteen group care facilities, one institutional facility, and 109 family boarding home facilities.

In general, the services provided in secure detention are more comprehensive and structured than similar services in non-secure detention. Secure detention facilities are more institutional in design and environment, while non-secure units provide a more "home-like" atmosphere, most often in large family residences. Secure detention facilities offer in-house recreation programs plus on-campus educational programming by certified teachers. Non-secure detention centers, in contrast, take advantage of off-campus recreational opportunities and community schools, plus offer normal family-style amenities.

As of April, 1985, the Division's detention information system indicates that for 1984 there were a total of 4,966 secure and 5,187 non-secure admissions.

The 1984 average length-of-stay for youth in secure detention was 17.8 days. The breakdown by ethnicity for all secure detention admissions was as follows: 23.5% White, 52.6% Black, 21.6% Hispanic, and 2.3% Other. Approximately 86 percent of all 1984 secure detention admissions were male.

The 1984 average length-of-stay for youth in non-secure detention was 19.5 days. The breakdown by ethnicity for all non-secure detention admissions was as follows: 61.2% White, 30.0% Black, 7.4% Hispanic, and 1.4% Other. Approximately 55 percent of all 1984 non-secure detention admissions were male.

Division for Youth Residential Placement Intake Process

The Division for Youth only accepts youths placed or referred by the Family Court or sentenced by the Criminal Court. Youth Service Teams receive and evaluate all youth placed with the Division and arrange appropriate facility placements for these youth based on this assessment.

The main goal of assessment is to identify a youth's individual needs and provide the data necessary for discerning a placement decision. During assessment, interviews are conducted with the youth, the family, and the referral source. Relevant information is gathered (court records, school records, etc.). This information is collected on a standardized intake Assessment Data Collection Package as part of the "Problem Oriented Service Plan." Information collected includes objective data such as name, age, offense and family composition, and subjective information such as behavioral descriptions, psychological and intelligence data, and attitudes toward family and school. During the initial appraisal a short-term strategy of care may be developed to cover the time a youth is involved in the assessment process. Upon completion of the assessment, the material is reviewed, a placement plan is developed and referrals are made. Placement referrals are to either an appropriate DFY facility or to one of numerous private residential child care agencies. The time available to conduct intake assessments is often limited by court stipulations and Division regulations which limit the time DFY placed youth may be held in secure detention.

TABLE 9
NYS Division for Youth
Population Intake Profile of Admissions—1984

ADMISSION CHARACTERISTIC	1984		Change 1983-84
	#	%	%
TOTAL ADMISSIONS	2,256	100.0	- 5.8
Type of Admission			
First Admission	1,839	81.6	+ 0.6
Re-Admission from Aftercare	286	12.7	+ 2.6
New Placement with Prior Service	131	5.8	- 3.1
Age			
10-12 Years	68	3.0	- 0.3
13 Years	156	6.9	- 1.3
14 Years	466	20.7	+ 1.4
15 Years	826	36.6	- 0.4
16 Years	526	23.3	- 1.2
17 Years	147	6.5	+ 0.4
18 Years + over	67	3.0	- 1.3
Sex			
Male	1,866	82.7	+ 0.3
Female	390	17.3	- 0.3
Ethnicity			
White	833	36.9	- 1.0
Black	1,036	45.9	- 1.0
Hispanic	369	16.4	+ 2.1
Other	18	0.8	- 0.1
Adjudication			
Juvenile Offender	266	11.8	- 1.0
Juvenile Delinquent	1,547	68.6	- 3.8
PINS	343	15.2	+ 0.2
Youthful Offender	52	2.3	- 0.7
Other	48	2.1	- 2.3
Region			
Region I	409	18.1	- 3.4
Region II	290	12.9	+ 1.8
Region III	283	12.5	+ 0.8
Region IV	1,272	56.4	+ 1.2
Interstate	2	0.1	- 0.3

Division for Youth Residential Care System

PROGRAM SERVICES

The Division for Youth operates a range of program services to support its residential care system. These services seek to provide all youth placed in the Division's care and custody with basic life skills and to promote the attitudinal and behavioral changes necessary for them to successfully return to their community as law-abiding citizens. The key programmatic services used to pursue that goal are education, employment, counseling, and health services.

Educational Services — The youth placed in the Division's care have a wide variety of educational needs. The majority of Division youth are two or more years behind in academic grade level. Many are not motivated towards continuing their formal education. Many have histories of truant behavior. There is a broad diversity of academic needs ranging from non-readers to the post secondary level. This is further complicated by the length of time available to address these needs which varies from a few months to several years. As a result, a wide range of educational program approaches have been developed to meet the special needs of youth in the Division's care.

Youth receive necessary intensive basic skill services (IBS) in the areas of reading, math and language arts. Effective reading and math lab models have been established that provide highly individualized experiences in small classes designed for successful experiences.

Youth who have mental, physical, emotional, or other learning difficulties which interfere with their success in regular education programs receive special education services such as special classes, transitional support services, resource rooms, and special teachers. Additional services are provided as recommended by appropriate Committees on the Handicapped.

The basic curriculum content of the educational program must be equivalent to that taught in the public schools. The Division modifies this to address individual student needs. An Individual Education Program (IEP) is derived from in-depth assessment of the student's educational needs and interests. The "Individual Education Program" serves as the vehicle for resolving educational needs identified in the youth's overall service plan.

In addition to core courses, the curriculum offers electives and special programs to address particular needs and interests of its clientele. The Division offers high school equivalency programs for older youth. Several Division for Youth facilities are certified as General Equivalency Diploma test centers. Eight Division for Youth facilities offer post-secondary courses through affiliation with both private and State-operated college programs. The Division operates four Bilingual Education programs to address the special educational needs of the Spanish-speaking youth population.

Given the high percentage of handicapped youth, continuous year round admissions, diverse educational levels, and the need for a stable facility summer program, the Division provides 12-month educational services.

Employment Services — The Division recognizes that if youth placed in its care are to be successfully reintegrated in the community as law-abiding, they need to have marketable attitudes, behaviors, and skills and access to opportunities to put those skills into practice. The Division for Youth has developed a Comprehensive Employment Services program to accomplish this goal. It seeks to prepare youth to be successful in the labor market by helping them develop the competence needed to contend with the varied demands of the workplace. These competencies fall broadly in three areas: pre-employment/work maturity, basic education, and specific occupational skills. The following program stages have been designed to develop these competencies:

- **Vocational Assessment**—Each youth is initially assessed using a brief, simple "Employment Skills Assessment Battery." This battery identifies the youth's strengths, weaknesses, and needs; measures work related attitudes; job-seeking and job-keeping skills and vocational interests. When used in combination with information on educational assessment, the battery provides a comprehensive picture of each youth's employability. This serves as the basis for prescribing a combination of occupational and educational activities tailored to each youth's particular needs. An "Employability Development Plan" is developed to translate the assessment findings into a plan of action to resolve the identified needs and problems.

- **Preparation for Employment Instruction**—A job readiness/career awareness curriculum is used to provide information on the world of work and future work options and on the skills necessary to find and hold a job.

- **Vocational Counseling**—This service is provided to assist youth in learning about themselves, occupations, and occupational decision-making. Youth are assisted in identifying problems and establishing plans to overcome these difficulties. The Employability Development Plan provides a structure for the youth to appraise themselves in this process.

- **Occupational Exploration**—This service is provided to acquaint youth with a variety of occupations and to experiment with a range of work environments. These exploratory experiences improve youth's work related attitudes and behaviors and provide a broad base of basic transferable occupational skills, relevant to today's labor market.

- **Occupational Skills Training**—Job-specific skills development is provided through both classroom and on-the-job type training programs designed to simulate as closely as possible the individual/business workplace in the real world of workers. Work experiences are provided to allow youth to put the skills learned in training to practical use. In addition, structured work experiences are under development to provide further refinement of skills for youth who have advanced through skills training.

- **Job Development and Placement**—For youth re-entering the community, job development and placement translates general work preparedness and prior vocational programming into employment. Youth are assisted in their job search, including assistance in convincing employers to abandon arbitrary racial, age, education qualifications and other criteria which screen out the hiring of youth, particularly those leaving the Division's residential care system. Job development and placement activities are designed to begin prior to facility release to ensure a smooth transition from Division vocational programming to community work or training experiences.

These six stages create a comprehensive employment services program for the youth placed in the Division's care.

Counseling Services—A variety of counseling approaches are used in the Division's residential programs. The approaches address the social and psychological developments of each youth. Currently, the Division is emphasizing three counseling models: Guided Group Interaction, Reality Therapy, and Behavior Modification.

Each model is being used in specifically selected facilities. The Division has also recently increased the amount of time devoted to formal counseling in scheduled individual and group counseling sessions.

Division facilities provide individual and group counseling services scheduled on a regular basis. Informal and crisis intervention counseling also occurs to accommodate spontaneous situations as well as routine circumstances. Given staff differences and intensiveness of programs, the various models of both individual and group counseling conducted for youth depend upon the composition of the group, the specific needs of the youth themselves, and skills of staff team members.

The Mobile Mental Health Team, available through special arrangements between Division for Youth and the Office of Mental Health, provides facilities with professional services on a supplementary basis including case consultations, staff training, crisis intervention, access to community mental health services, assessment and treatment.

Health Services—Youth in the Division's care receive assessment and treatment services related to their medical, dental, and mental health needs. Many youth placed with the Division have health problems that have not been adequately diagnosed or treated which if left untreated would hinder the ability of the youth to function adequately.

In addition, health education is a vital service to promoting each youth's positive development. Over 50 percent of youth placed with Division for Youth are or have been substance abusers; 23 percent have serious alcohol problems; most have poor nutrition habits; and one-third of the females have been pregnant. Health education is critical to helping these youth learn to make good health and mental health decisions.

Health services are delivered to youth in the Division's care and custody in three basic ways: First, on-site health services are provided by staff Physician's Assistants and Registered Nurses at 27 facilities covering 1500 beds. Dental services are provided on-site for 40 percent of youth in Division care. Services are also provided through community-based health care providers, such as private physicians, emergency rooms, or clinics. In addition, services are provided through contracts with organized health providers for comprehensive medical, dental, and mental health services to youth.

RESIDENTIAL FACILITIES

The Division for Youth operates a residential care system as one part of an overall State Residential child care system. Five other state agencies are also responsible for youth who are currently not living with their parents or legal guardians: the Department of Social Services, the Office of Mental Retardation and Developmental Disabilities, the State Education Department, the Office of Mental Health and the Department of Health. Over 45,000 youth are served through this State system. The Division has responsibility for approximately 5 percent of the total population in out-of-home care.

The Division for Youth's residential care system is designed to serve court referred youth. The majority of Division for Youth clients are placed by the family court as a result of a Juvenile Delinquency (JD) adjudication. Youth are also placed by the family court as a result of an adjudication as a Person In Need of Supervision (PINS). Other youth are placed in the Division by the adult court system as a result of a Juvenile Offender conviction, a Youthful Offender adjudication or as a condition of probation.

The Division for Youth's residential care system has undergone a number of significant changes in recent years. The average daily population of youth placed in the Division's care and custody has increased by 52 percent from 1972 to 1984. Much of this increase is reflected in two major trends, the rapid expansion of secure facility programming and increased contracting with private residential child care agencies. The number of youth placed in secure facilities increased rapidly following the passage of the Juvenile Offender Law in 1978, which mandated secure programming. Recent data indicate that this growth has ceased and that the placement of youth to the secure program is, on the decline.

Rather than further expand state-operated facilities for the care of PINS or Juvenile Delinquents, the Division has increasingly contracted with private residential child care agencies to provide these services. From 1978 to 1984, the average daily population of youth placed with these voluntary child care agencies has increased about four-and-one-half times. This trend is continuing.

In addition to the rapid growth in youth sentenced as Juvenile Offenders since the passage of the 1978 law, there have been other changes in the adjudication status of youth placed in the Division's care and custody. The average daily population of Juvenile Delinquents has doubled. The population of PINS has been reduced by 18 percent. Voluntary placements and Youthful Offender placements have been reduced by 77 percent.

TABLE 10
Division for Youth Average Daily Population
by Type of Facility and Year

	1978	1979	1980	1981	1982	1983	1984
Level I (Secure)	131	142	174	294	475	537	462
Levels II and IV (Limited Secure/Non-Community Based)	708	774	772	805	837	868	840
Levels V and VI (Community-Based)	430	413	417	422	390	408	416
Level VII (Foster Care)	372	307	298	306	270	227	188
Private Agencies	146	154	287	287	502	667	811

TABLE 11
Division for Youth Average Daily Population
by Type of Adjudication and Year

	1978	1979	1980	1981	1982	1983	1984
Juvenile Offenders	NA	NA	98	233	418	479	408
Juvenile Delinquents	924	1061	1213	1317	1582	1795	1851
PINS	433	400	409	366	320	312	356
Youthful Offender and Others	450	329	228	198	154	121	102
Total	1807	1790	1948	2114	2474	2707	2717

Level I — Secure Facilities

Secure Facilities provide the most controlled and restrictive of the residential programs operated by the Division for Youth. A single level of care is provided in facilities which range in size from 10 to 96 beds. These facilities provide intensive programming for youth requiring a highly controlled and restrictive environment.

Youth admitted to the secure facilities are adjudicated either as Juvenile Offenders by the adult courts or placed as Title III Juvenile Delinquents or Restrictive Juvenile Delinquents by the Family Courts. Youth in secure centers generally have an extensive history of delinquent behavior and involvement with the juvenile justice system, including prior institutionalizations. Many exhibit serious psychological and emotional problems.

Access to and from secure facilities is controlled by staff. The facility is either a single building or a small cluster of buildings in close proximity to each other, surrounded by a security fence. Most secure centers have single rooms which are locked at night, are located in non-urban areas, and virtually all services are provided on-grounds.

Certain residents at secure facilities are given the privilege of temporary release from facility grounds for carefully regulated periods of time for special reasons: e.g. death in family, medical or dental treatment, community services program, industrial training, education leave, or work release.

TABLE 12
Level I Facilities
Population Profile of Admissions —1984

Age (yrs.)	#	%	Sex	#	%
10-12	0	0	Male	284	95.6
13	1	.3	Female	13	4.4
14	23	7.7	Ethnicity		
15	79	26.6			
16	88	29.6		23	7.7
17	48	16.2		192	64.6
18+	58	19.5		80	26.9
			Other	2	.7
Adjudication			Offense		
JO	266	89.6	Felony A	18	6.1
RJD	11	3.7	Felony B	167	56.2
JD	20	6.7	Felony C	94	31.6
PINS	0	0	Felony D	5	1.7
YO	0	0	Felony E	3	1.0
Other	0	0	Misd. A	9	3.0
			Misd. B	1	.3
			Violation	0	0
			Other	0	0
Region					
I	4	1.3			
II	8	2.7			
III	15	5.1			
IV	269	90.6			
Interstate	1	.3			

Level II — Limited Secure Facilities

The Limited Secure Facilities program provides less secure measures than the Secure facilities. These facilities represent the widest variety of any of the levels within Division for Youth, ranging in size from 36 bed centers to 120 bed training schools.

First admissions to these facilities are limited to Title III JDs who require intensive services. They are frequently transferred to less secure settings as a transition before they return to their home community. Limited secure facilities are also used for certain youth previously placed in secure facilities as a first step in their transition back to the community. Most limited secure facilities are located in rural areas and since virtually all services must be provided on-grounds, staffing includes education, child care, employment, recreational, counseling, medical, and mental health personnel.

TABLE 13
Level II Facilities
Population Profile of Admissions —1984

Age (yrs.)	#	%	Sex	#	%
10-12	8	2.2	Male	336	91.6
13	33	9.0	Female	31	8.4
14	82	22.3	Ethnicity		
15	148	40.3			
16	86	23.4		100	27.2
17	10	2.7		177	48.2
18+	0	0		90	24.5
			Other	0	0
Adjudication			Offense		
JO	0	0	Felony A	1	.3
RJD	1	.3	Felony B	42	11.4
JD	366	99.7	Felony C	66	18.0
PINS	0	0	Felony D	51	13.9
YO	0	0	Felony E	42	11.4
			Misd. A	135	36.8
			Misd. B	24	6.5
			Violation	1	.3
			Other	5	1.4
Region					
I	30	8.2			
II	35	9.5			
III	48	13.1			
IV	254	69.2			

Level IV — Noncommunity-Based Facilities

The Noncommunity-Based facilities consist of a variety of residential centers. Youth admitted to these centers may be adjudicated Juvenile Delinquents, PINS, or as a condition of probation placed by the adult courts, or as a nonadjudicated youth placed pursuant to section 358a of the Social Services Law. These youth require removal from the community but do not pose a constant security risk. Limited trips for community activities, under close staff supervision, are an integral component of these programs. Noncommunity-Based centers are most often located in rural areas.

Some of these youth have been previously placed in Secure and Limited Secure facilities and are transferred to Noncommunity-Based facilities as part of the transition back to their own communities. In other cases, youth who have been initially placed in Community-Based programs and have been unable to function there, are transferred to these residential centers. An important characteristic of these facilities is that they provide the most structured, and the only noncommunity-based, placements for PINS and youth placed by adult court as a condition of probation. These facilities occupy a pivotal, transitional position at the middle of the Division's continuum of residential services.

TABLE 14
Level IV Facilities
Population Profile of Admissions — 1984

Age (yrs.)	#	%	Sex	#	%
10-12	9	2.3	Male	352	89.8
13	22	5.6	Female	40	10.2
14	85	21.7	Ethnicity		
15	154	39.3			
16	103	26.3		153	39.0
17	19	4.8		167	42.6
18+	0	0		71	18.1
			Other	1	.3
Adjudication			Offense		
JO	0	0	Felony A	0	0
RJD	1	.2	Felony B	14	4.1
JD	341	87.0	Felony C	43	12.6
PINS	29	7.4	Felony D	65	19.0
YO	19	4.8	Felony E	32	12.0
Other	2	.5	Misd. A	169	43.6
			Misd. B	18	6.4
Region			Violation	1	.6
I	53	13.5	Other	10	1.8
II	76	19.4			
III	52	13.3			
IV	211	53.8			

Levels V, VI and VII — Community-Based Facilities

The Community-Based facilities are composed of Youth Development Centers (Level V), Group Homes (Level VI), and Foster Care (Level VII). All of these facilities make extensive use of community resources to provide the range of services youth placed with them require.

Youth admitted to these facilities may be adjudicated Juvenile Delinquents, PINS, or as a condition of probation placed by the adult courts, or as nonadjudicated youth placed pursuant to section 358a of the Social Services Law. Community-Based facilities are also used to transition youth from more restrictive placement settings toward re-entry into the community.

Youth Development Centers — Level V

Initially conceived as an alternative intervention for youth with drug-related problems, the Youth Development Centers (YDCs) have evolved to serve a more varied clientele. The adjudication status of youth in the YDCs has changed significantly over the years from one of predominantly nonadjudicated youth (voluntary placements) to a current population of predominantly adjudicated Juvenile Delinquents.

Youth Development Centers are configured and staffed to provide the entire array of services to youth within their community-based structure. As youth progress to more responsible levels, they are placed in satellite units within the YDC complex with regular houseparent coverage. One such unit, located in Syracuse, serves pregnant adolescent girls who have been placed with the Division.

The staffing of Youth Development Centers is the most varied of the Division's residential facilities. In the residential component, staffing ranges from houseparents in the seven-bed units to shift coverage in the larger units.

Group Homes and Special Residential Homes — Level VI

These homes are seven to ten bed units located in residential neighborhoods across the State. Youth in these homes require removal from their own homes, cannot function effectively in unsupervised alternative settings, need professional guidance and support, and can benefit from the atmosphere available in a group home setting. One special center in this level, Buffalo's Elmwood Center, provides more structure and varied staffing than is normally found in a group residence.

Foster Care Services — Level VII

Foster care services include both direct admissions and care for youth who have been in other Division for Youth facilities and cannot or should not return to their own homes. Most youth placed in foster care programs are in the programs on a voluntary basis (they want to be there). No physical or structural security elements exist within the settings.

A small independent living program is maintained to provide youth between the ages of 16-18 who have been released from a Division residential program, with short term assistance while they complete an educational or vocational program.

TABLE 15
Levels V, VI and VII Facilities
Population Profile of Admissions—1984

Age (yrs.)	#	%	Sex	#	%
10-12	10	1.8	Male	374	65.7
13	37	6.6	Female	196	34.3
14	107	18.8			
15	201	35.3	Ethnicity		
16	143	25.1	White	289	50.8
17	62	10.9	Black	236	41.5
18+	9	1.6	Hispanic	37	6.6
			Other	7	1.2
Adjudication			Offense		
JO	0	0	Felony A	0	0
RJD	1	.2	Felony B	12	3.8
JD	316	56.0	Felony C	26	8.2
PINS	181	31.8	Felony D	49	15.5
YO	28	4.9	Felony E	32	10.1
Other	43	7.5	Misd. A	169	53.3
			Misd. B	18	5.7
			Violation	1	.3
			Other	10	3.2
Region					
I	225	39.5			
II	88	15.5			
III	112	19.7			
IV	143	25.1			
Interstate	1	.2			

Placement With Private Residential Child Care Agencies

Another program option available to Division youth is placement in an authorized private residential child care agency. These residential care services are purchased through contracts maintained between the authorized agency and the Division for Youth or through utilizing the responsible county's contract between the agency and the local department of social services.

These placements are primarily one of two types—cooperative placement and placement for replacement. The cooperative placement is one where the only name that appears on the placement order is that of the Division for Youth and where the DFY youth service worker has the responsibility for assessment and referral to the private residential child care program. With the placement for replacement cases, the names of both the Division and the voluntary agency appear on the placement order. The family court and its associated services accomplished the assessment and referral to the private residential child care agency who has accepted the youth prior to the dispositional hearing, at which the Division is assigned custody.

TABLE 16
Division-Placed Youth in Private Residential Child Care Agencies
Population Profile of Admissions — 1984

Age (yrs.)	#	%	Sex	#	%
10-12	41	6.5	Male	520	82.4
13	63	10.0	Female	111	17.6
14	169	26.8	Ethnicity		
15	244	38.7			
16	106	16.8		268	42.5
17	8	1.3		264	41.8
18+	0	0		91	14.4
			Other	8	1.3
Adjudication			Offense		
JO	0	0	Felony A	0	0
RJD	0	0	Felony B	10	2.0
JD	490	77.6	Felony C	49	10.0
PINS	133	21.0	Felony D	77	15.7
YO	5	.8	Felony E	59	12.0
Other	3	.5	Misd. A	251	51.2
			Misd. B	37	7.6
			Violation	1	.2
			Other	6	1.2
Region					
I	97	15.4			
II	83	13.2			
III	56	8.9			
IV	395	62.6			

Case Management and Aftercare Services

Once a youth is in placement at either a Division for Youth or private child care agency, a Youth Service Team counselor monitors his/her progress and, serves as a liaison between the facility, the family, and the community. The counselor assists facility staff efforts to meet a youth's service needs as defined in the service plans and to modify such plans to meet developing needs. This ensures that the multi-dimensional needs of youth are recognized and addressed in a synchronized fashion.

The Aftercare Services include a variety of counseling and brokering services for youth who have been released from facilities and are living at home. Individual counseling is directed toward helping a youth reintegrate successfully into his/her community and to maintain law-abiding behavior.

Individual advocacy is provided by the aftercare staff to help youth obtain services for which they are eligible, such as schooling or medical help, and to help them take advantage of opportunities for which they must apply, such as jobs or scholarships. This frequently involves intervening directly on a youth's behalf to try to reduce the reluctance of some to accept or serve youth with delinquent backgrounds.

APPENDIX C

Financial Structure

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APPENDIX C

Financial Structure

The youth service system managed by the Division for Youth is a diversified continuum of State and local prevention and remediation efforts. Accordingly, New York State has evolved a diversified financial structure for funding such efforts. This structure ensures adequate support for youth services planning and delivery efforts and fiscal accountability for all phases of administrative and service delivery responsibilities residing within the Division.

Local Service Programs

Youth Development and Delinquency Prevention (YDDP)

The Division's main prevention program (directed at the general youth population and locally identified target populations), the YDDP program provides 50 percent reimbursement funding to localities for various youth service and recreation projects. State funding has increased steadily since the initiation of the program in 1945. Over the last ten years, the YDDP programming level has grown from \$16.2 million in 1975, to \$42.4 million in 1985, reflecting increases in both the legislatively set, formula-driven, eligibility levels and the ability of counties and municipalities to utilize available eligibility. For the first time in several years, with the State's improved fiscal climate, funds are appropriated in 1985-86 which will enable the Division to reimburse prior years liabilities as well as maintain State aid payments on a current basis.

Municipalities in New York State are eligible for specific amounts of State aid reimbursement for recreation and other youth service programs. The amount of eligibility is determined by a legislatively identified per capita formula. This per capita formula, in turn, is based upon the number of youth under 21 recorded in the most recently published Federal Census plus a "hold harmless" clause. The "hold harmless" clause guarantees that the total eligibility of any county will not fall below its 1982 State aid allocation level—regardless of fluctuations in the youth population.

The legislative language creating the "Youth Development/Delinquency Prevention" program encourages a county's participation in Comprehensive Planning through an enriched funding eligibility. In addition, it allows local decisions to emphasize the funding of specific youth service programs while keeping the funding for recreation programs in perspective. The eligibility levels for YDDP funding include:

- Counties/cities/towns/villages which choose to contract for youth services on an independent basis are restricted to a maximum eligibility allocation of \$2.75 per youth in their jurisdiction. Only \$1.45 of this amount may be spent on recreation programs, the rest being available for the funding of other youth development programs.
- Counties participating in comprehensive planning are offered an enriched formula of \$5.50 per youth including a maximum of \$2.90 for recreation. In addition, those counties which use their maximum allocation, while engaged in comprehensive planning, may also be eligible for an additional \$1.00 per youth allocation under the Youth Initiatives program, to encourage specific services which address serious youth problems.
- The YDDP program also contains eligibility for the funding of youth bureaus at the county, city, town, or village level. Any county is eligible for State aid reimbursement of 50 percent of the expenditures related to the operation of a youth bureau—up to \$75,000 per year. Cities, towns and villages with a total population of at least 20,000 are eligible for the same reimbursement—up to \$50,000 per year. Youth Bureaus that have used their full eligibility for two or more years are eligible for an additional \$25,000 in State aid reimbursement.
- The State aid reimbursement for these expenditures is based upon an approved County Comprehensive Plan for Youth Services, an approved program application, or contract and approved claims for municipal expenditures. The County Comprehensive Plan for Youth Services drives this and related Local Services funding programs (Runaway and Homeless Youth, Special Delinquency Prevention). The Division holds counties responsible for the adequacy of the plans through its approval process. Program applications received as part of a county's Resource Allocation Plan are approved on the basis of their focus on priorities identified in the plan, program design, and the organizational capabilities of the applicant agency.

- Claims are submitted on a quarterly basis. Their approval is based upon approved program budget compliance and the allowability of involved expenditures. State aid for such reimbursement is provided through annual budget appropriations. Annual budget appropriation levels are based upon expenditure trends, not allocation or eligibility levels.

Special Delinquency Prevention (SDP)

The Special Delinquency Prevention program provides up to 100 percent State funding for community-based youth services targeted at youth at risk of unnecessary or further involvement with the justice system. Program proposals are generally submitted to County Youth Bureaus for initial approval and to ensure consistency with the priorities of the County Comprehensive Plan. An exception exists for New York City and Statewide discretionary efforts where proposals are submitted directly. Through an agreement with the State Comptroller, DFY is able to advance a substantial portion of each grant award to community organizations which would otherwise be unable to "front-end" their expenditures. This translates into cash advances of one-third for grants up to \$50,000 and one-quarter for grants over \$50,000. Since its start-up in 1978, the annual appropriation for SDPP has increased from five million to a current 1985-86 appropriation of \$12,385,000 which funds over 400 separate youth programs.

Runaway and Homeless Youth (RHY)

The Runaway and Homeless Youth program provides emergency shelter and crisis counseling for youth most vulnerable to victimization. The Division provides 60 percent funding for emergency assistance efforts currently in force in twelve counties (with an additional two programs anticipated in the coming fiscal year). This shared funding program requires that at least one-half of the local share for program funding consist of tax levy dollar matching funds.

Counties are eligible to apply for RHY funds only after incorporating strategies focused specifically on the needs of this population as part of the County Comprehensive Planning process. An approved County Comprehensive Plan for Youth Services must include specific material and identify priorities related to this population before program applications may be approved. Since RHYA funds are a lump sum Statewide appropriation, approved program applications are constrained by this set amount, not any per capita formula eligibility. Approval of applications in excess of the appropriation requires prior approval by the Division of the Budget since it precipitates an increase in the appropriation level.

Claims submitted for reimbursement must conform with approved budgets and include only allowable expenditures. Since the inception of this program, the annual appropriation has grown from \$750,000 to \$1,885,000 for 1985-86.

In response to the Governor's Interagency Task Force on the Homeless in New York State, the Division's 1985-86 Budget provides \$2.2 million funding for new legislation amending Article 19-H to provide transitional independent living support services and for the establishment and operation of young adult shelters for youth aged 16-21. The Homeless Initiative provides 75 percent reimbursement of program costs.

Special Projects

The Division administers a category of special projects which provide funding at up to 100 percent for specifically targeted youth programs. Unlike any other DFY funding program, the participating municipal or community-based youth serving agency, the project design and the funding amount are specified in the legislative budget appropriations. The Division provides contract management functions for these grants. Annual appropriations since this program's 1979 inception have grown from \$1.4 million to the \$4.2 million which was appropriated in FY 1985-86, for a total of 180 special projects.

Residential Care Programs

As with Local Services programs, residential care and maintenance for youth placed by the courts is a joint state-local responsibility. Generally, residential care and maintenance is a 50/50 cost-sharing arrangement between State and County governments, however, a number of special cases exist based on types of service and type of court adjudication.

Residential care is either provided directly by the State or through contract to authorized child care agencies. The following explains the cost structures for different types of services and adjudications.

DFY Operated Facilities

One hundred percent state funds are provided for group homes operated by the Division or under contract to Youth Support Incorporated (YSI). Effective January 1, 1986, all facilities currently under contract to YSI will revert to direct Division operations. For most other Division programs the costs are shared on a 50/50 basis between the state and county. Costs for Juvenile Offenders placed by the adult criminal court were originally borne completely by the state. Recent legislation authorized a four-year phase-in period which will result in these costs also being shared on a 50/50 basis. This phase-in will be completed by July 1, 1986.

For youth placed in Community-Based facilities (Levels V, VI, and VII), Federal funding of 50 percent may be received for youth eligible for Aid-to-Dependent Children/Foster Care (ADC/FC). In such instances, the remainder of the costs are shared equally by the state and county of placement. Most Noncommunity-Based programs are ineligible for ADC/FC funding.

Privately Operated Residential Child Care

The cost of care for all Juvenile Delinquents or Persons In Need of Supervision who are residents of authorized private residential child care facilities, regardless of the custody agency, is paid by the county department of social services responsible for the placement to this program. The county then claims 50 percent reimbursement of its charges for the state's share from the Division for Youth. The maximum allowable maintenance and medical per diem rates for each program/facility are established yearly by the State Department of Social Services and the educational per diem by the State Education Department.

When the resident is determined to be ADC/FC eligible, 50 percent of the program costs may be federally reimbursed, with the remainder of the costs shared equally by the state and the responsible county.

Detention Services

The cost of care provided for youth in either secure or non-secure facilities is shared by the state and county on a 50/50 basis. These facilities are not eligible for Federal ADC/FC reimbursement.

There are six county operated secure detention facilities (under contract/certification with the Division), and one secure detention facility operated by the Division. The Division bills using counties for 50 percent of the cost-of-care for its Highland Regional Detention facility and also reimburses using counties 50 percent of the cost of care provided in the locally operated secure detention facilities. By cooperative agreement, the six county providers of secure detention may also offer secure detention care to neighboring counties and then bill the Division 100 percent of that cost-of-care 50 percent of which is then recouped from the responsible county).

In regard to non-secure detention, each county bears 100 percent of the cost of non-secure detention care and bills the Division for 50 percent. In those cases where a youth from another county is cared for, the service provider bills the responsible county 100 percent of such cost. That county may then submit a claim to the Division for 50 percent reimbursement.

APPENDIX D

**Division For Youth
Organizational and Regional Directory**

APPENDIX D

Division For Youth Organizational and Regional Directory

EXECUTIVE OFFICE

DIRECTOR'S OFFICE

Director	Leonard G. Dunston	(518) 473-8437
Executive Assistant	Antonio Young	(518) 473-8433

EXECUTIVE DEPUTY DIRECTOR'S OFFICE

Executive Deputy Director	Les Goldberg	(518) 473-8452
Assistant to Executive Deputy Director	Frank Melfe	(518) 473-8452

PLANNING

Director of Planning	Roger Borgen	(518) 474-2729
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LEGAL SERVICES

General Counsel	Donald Urell	(518) 473-8411
Deputy Counsel	David Goldin	(518) 473-8418
Special Legislative Assistant	Coral Caporale	(518) 473-8418

PUBLIC INFORMATION

Director of Communications and Special Projects	Alberto Cappas	(518) 473-7793
Director of Public Relations	Jay Silverman	(518) 473-7793
Director of Volunteer Services	Milton Benoit	(518) 473-7798

AFFIRMATIVE ACTION

Affirmative Action Officer	Hilton Perez, Jr.	(518) 473-7432
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PROGRAM ANALYSIS AND INFORMATION SERVICES

Director	Willard Van Horne	(518) 473-4486
Director, Analysis Group	Ronald Simeone	(518) 473-8746
Director, Electronic Data Processing	Lawrence Vickers	(518) 473-7267
Director, Resource and Reporting Services	Clifford Melick	(518) 473-0442
Director, Administrative Analysis	Ronald Bratspis	(518) 474-7920

ADMINISTRATION AND FINANCIAL MANAGEMENT

DEPUTY DIRECTOR'S OFFICE

Deputy Director for Administration and Financial Management	Paul J. Hickey	(518) 474-8245
Administrative Officer	William Bradley	(518) 473-7480

HUMAN RESOURCES MANAGEMENT

Director of Human Resources Management	Peter Winfield	(518) 474-8245
Director of Personnel	William R. Martin	(518) 474-4885
Supervisor of Labor Relations	Robert Kennedy	(518) 474-3716

BUDGET AND FINANCE

Youth Division Budgeting Officer Joseph Tenzyk (518) 474-1361
Youth Division Accounts Officer Edward Bartley (518) 473-4629

CAPITAL FACILITIES SERVICES

Director of Facilities Planning and Development Paul H. Arndt (518) 473-0487

PROGRAM SERVICES AND COMPLIANCE

DEPUTY DIRECTOR'S OFFICE

Deputy Director for Program Services Lynn Canton (518) 473-1776
Program Services Coordinator Alan L. Alcon (518) 473-1776

QUALITY ASSURANCE AND STANDARDS

Director George King (518) 473-8751

PROGRAM SERVICES UNITS

Director Program and Fiscal Audits Edward Dominelli (518) 473-4448
Director of Counseling Charles Tarr (518) 473-4481
Director of Education Dolores M. Fernandez (518) 473-7489
Director of Employment Richard Desrochers (518) 473-8445
Director of Health Services Steven Schreiber (518) 473-4481
Director of Training Judith Blair (518) 473-4449

LOCAL SERVICES

DEPUTY DIRECTOR'S OFFICE

Deputy Director for Local Services Thomas Argust (518) 473-8453
Associate Deputy Director Gloria Rosaline Jackman (518) 473-8455

YOUTH MANAGEMENT AND ASSESSMENT

Director of Youth Management and Assessment Michael McHale (518) 473-8698

COMMUNITY RESIDENTIAL UNIT

Director, Community Residential Services Christine Heywood (518) 473-4104

COUNTY COMPREHENSIVE PLANNING UNIT

Director, Comprehensive Planning Services Dolores Frazer (518) 474-1308

LOCAL SERVICES FIELD OFFICES

REGIONAL OFFICE

Regional Director of Local Services Israel Gonzalez (716) 847-5075
1080 Ellicott Square, 295 Main Street, Buffalo, NY 14203

FIELD OFFICES:

- 214 East Church Street Arthur Freije (607) 733-7186
P.O. Box 421, Elmira, NY 14902
County Responsibilities: Chemung, Schuyler, Steuben, Yates
- 1080 Ellicott Square Christine Garmon-Williams (716) 847-5075
295 Main Street, Buffalo, NY 14203
County Responsibilities: Erie

- 1080 Ellicott Square Joseph Giovino (716) 847-5075
295 Main Street, Buffalo, NY 14203
County Responsibilities: Allegany, Cattaraugus, Chautauga, Wyoming
- 1080 Ellicott Square Richard Laskowski (716) 847-5075
295 Main Street, Buffalo, NY 14203
County Responsibilities: Genesee, Livingston, Niagara, Orleans
- 109 South Union Street Charles Swan (716) 325-1910
Rochester, NY 14607
County Responsibilities: Monroe, Ontario, Seneca, Wayne

REGIONAL OFFICE

Regional Director of Local Services Joseph Walker (607) 773-7940
State Office Building Annex, 164 Hawley Street, Binghamton, NY 13901

FIELD OFFICES:

- 89 West Main Street Joseph Balano, Sr. (518) 483-4040
Malone, NY 12953
County Responsibilities: Clinton, Essex, Franklin, Hamilton, St. Lawrence
- State Office Building Annex Lester Brown (607) 733-7778
164 Hawley Street, Binghamton, NY 13901
County Responsibilities: Delaware, Otsego
- State Office Building Richard McKnight (315) 428-4229
333 East Washington Street, Syracuse, NY 13202
County Responsibilities: Chenango, Cortland, Madison, Onondaga
- State Office Building Denise Mueller (315) 793-2583
207 Genesee Street, Utica, NY 13501
County Responsibilities: Herkimer, Jefferson, Lewis, Oneida, Oswego
- State Office Building Cynthia Zampino (315) 428-4228
333 East Washington Street, Syracuse, NY 13202
County Responsibilities: Broome, Cayuga, Tioga, Tompkins

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FIELD OFFICES:

- 23 Plattekill Avenue Roger Vogt (914) 255-5350
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- 1653 Central Avenue Robert Dagostino (518) 457-3147
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County Responsibilities: Rensselaer, Schenectady, Schoharie, Warren, Washington
- 1653 Central Avenue Stanley Weaver (518) 457-3147
Albany, NY 12205
County Responsibilities: Albany, Fulton, Montgomery, Saratoga
- 53 Highland Avenue Faye Wilson (914) 343-7647
Middletown, NY 10940
County Responsibilities: Dutchess, Orange

REGIONAL OFFICE

Regional Director of Local Services Vacant (516) 360-6289
State Office Building, Veterans Highway, Hauppauge, NY 11787

FIELD OFFICES:

- State Office Building Valerie Fields (516) 360-6289
Veterans Highway, Hauppauge, NY 11787
County Responsibilities: Nassau
- 1019 Park Street Maria Galarza (914) 736-0950
Peekskill, NY 10566
County Responsibilities: Putnam, Rockland, Westchester
- State Office Building Joseph Marano (516) 360-6289
Veterans Highway, Hauppauge, NY 11787
County Responsibilities: Suffolk

REGIONAL OFFICE

Regional Director of Local Services Michael Butler (212) 678-2371
Adam Clayton Powell, Jr., State Office Building, 163 West 125th Street,
14th Floor, New York, NY 10027

FIELD OFFICES:

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14th Floor, 163 West 125th Street, New York, NY 10027
County Responsibilities:

- Bronx Dominic Castore (212) 678-2359
- Queens Lawrence Miller (212) 678-2362
- New York Charsie Morgan (212) 678-2360
- Kings Rosalie Roman-Quintana (212) 678-2357
- Richmond Carmen Morales (212) 678-2388

PROGRAM OPERATIONS**REGIONAL OFFICE**

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Associate Deputy Director Mary Faulkner (518) 473-1778
Special Projects Coordinator Daniel Hallinan (518) 473-1786

PROGRAM UTILIZATION AND MANAGEMENT

Director Program Utilization and Management Robert L. Maul (518) 473-4411

DETENTION/VOLUNTARY AGENCY SERVICES

Director, Detention/Voluntary Agency Services Barbara L. Perocchi (518) 473-4630
(518) 473-7535

SECURE FACILITIES MANAGEMENT

Regional Director of Secure Facilities Louis Marcano (518) 473-0551
Assistant Director of Secure Facilities Lawrence Wolfson (518) 473-4511
District Supervisor Samuel Brown (716) 263-4333
District Supervisor Eugene Terry (518) 473-0496
Supervisor, Secure Resident Movement Gloria McFarland (518) 473-4511

LEVEL I—SECURE CENTERS

BROOKWOOD CENTER Thomas Pottenburgh (518) 851-3211
Box 265
Claverack, NY 12513
(Columbia County)

GOSHEN CENTER	Joseph Bertholf	(914) 294-6158
Drawer 90		
Goshen, NY 10924		
(Orange County)		
HARLEM VALLEY CENTER	Robert Wiley	(914) 832-6480
Station A		
P.O. Box 320		
Wingsdale, NY 12594-0320		
(Dutchess County)		
MacCORMICK CENTER	Warren Albrecht	(607) 539-7121
R.D. No. 2 - South Road		
Brooktondale, NY 14817		
(Tompkins County)		
MASTEN PARK CENTER	William Burroughs	(716) 881-7555
485 Best Street		
Buffalo, NY 14208		
(Erie County)		
OATKA CENTER	Morris Bickweat	(716) 533-1249
Ryder Hill Road, P.O. Box C		
Industry, NY 14474-0175		
(Monroe County)		
STEVENS TEMPORARY RELEASE CENTER	Tom Wills	(212) 369-3500
128 East 112th Street		
New York, NY 10029		
(New York County)		
TRYON GIRLS CENTER	Jesse W. Doyle	(518) 762-4681
Perth-Johnstown Road		
Johnstown, NY 12095		
(Fulton County)		
TRYON BOYS CENTER	Marilyn Watkins	(518) 762-2320
P.O. Box 605		
Johnstown, NY 12095		
(Fulton County)		

REGIONAL SERVICES

REGION I

REGION I	Clayton Osborne	(716) 263-4343
109 South Union Street		
Suite 302		
Rochester, NY 14607		
REGION I, DISTRICT I	George Patterson	(716) 887-2345
570 Delaware Avenue		
Buffalo, NY 14202		
REGION I, DISTRICT 2	Earl Eichelberger	(716) 263-4333
109 South Union Street		
Suite 302		
Rochester, NY 14607		

Region I Counties: Allegany, Cattaraugus, Chautauque, Chemung, Erie, Genesee, Livingston, Monroe, Niagara, Ontario, Orleans, Schuyler, Seneca, Steuben, Wayne, Wyoming, Yates

LEVEL II—LIMITED SECURE

INDUSTRY SCHOOL Carl W. Jutzin (716) 533-1700
Industry, NY 14474
(Monroe County)

LEVEL IV—NONCOMMUNITY-BASED

GREAT VALLEY CAMP Vacant (716) 945-3420
Great Valley, NY 14741
(Cattaraugus County)

LEVEL V—YOUTH DEVELOPMENT CENTERS

BUFFALO YDC Louis C. Benton (716) 882-6931
—567 Richmond Avenue
Buffalo, NY 14222

—2238 Main Street (716) 834-2330
Buffalo, NY 14214

—689 Kensington Avenue (716) 836-1826
Buffalo, NY 14215

—967 Jefferson Avenue (716) 882-4212
Buffalo, NY 14214

OUTREACH PROGRAM (716) 881-0165
—967 Jefferson Avenue
Buffalo, NY 14211

—1003 Genesee Street (716) 893-6441
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(Erie County)

LEVEL VI—COMMUNITY FACILITIES

BUFFALO URBAN START CENTER Thomas Overfield (716) 885-5652
389 Elmwood Avenue
Buffalo, NY 14222
(Erie County)

ROCHESTER HOME Peter Donovan (716) 288-1400
—50 Browncroft Boulevard
Rochester, NY 14609
(Monroe County)

—2325 Elmwood Avenue
Rochester, NY 14609

—156-158 Vermont Street
Rochester, NY 14609

—373 West Avenue (716) 436-8830
Rochester, NY 14611
(Monroe County)

BUFFALO HOME Tommy Baines (716) 883-4446
—254 Brunswick Boulevard
Buffalo, NY 14208

—311 Minnesota Avenue Buffalo, NY 14215	(716) 836-3231
—6 Cortland Avenue Buffalo, NY 14215 (Erie County)	(716) 892-9010
ELMIRA HOME Nancy Crandall 612 Maple Avenue Elmira, NY 14904 (Chemung County)	(607) 733-0287
CHAUTAUQUA HOME Richard Moller 628 Prendergast Avenue Jamestown, NY 14701 (Chautauqua County)	(716) 664-6787

LEVEL VII - FOSTER CARE

570 Delaware Avenue Henrietta Keenan Buffalo, NY 14202	(716) 887-2323
109 South Union Street Michael Riley Room 302 Rochester, NY 14607	(716) 263-4333

YOUTH SERVICE TEAMS

DISTRICT I INTAKE YST Eugene Wing 570 Delaware Avenue Buffalo, NY 14202	(716) 887-2302
DISTRICT I AFTERCARE YST Richard Hiestand 570 Delaware Avenue Buffalo, NY 14202	(716) 887-2310
JAMESTOWN YST Norm Hamed c/o Great Valley Camp Great Valley, NY 14741	(716) 945-3420
ROCHESTER INTAKE AND FACILITY UNIT Nils Anderson 109 South Union Street, Suite 305 Rochester, NY 14607	(716) 263-4300
ROCHESTER METRO YST Michael Riley 109 South Union Street, Suite 305 Rochester, NY 14607	(716) 263-4300
ROCHESTER RURAL YST Pat Benedetti 2325 Elmwood Avenue Rochester, NY 14618	(716) 461-4300
ELMIRA YST Peter Finch 214 East Church Street Elmira, NY 14901	(607) 733-6656

REGION II:

REGION II James R. DeTore (315) 428-4202
333 East Washington Street
Syracuse, NY 13202 Regional Director

REGION II, DISTRICT 1 Douglas B. Nessel (315) 428-4202
333 East Washington Street, Room 206
Syracuse, NY 13202 District Supervisor

REGION II, DISTRICT 2 Lawrence DiStefano (607) 773-7945
Regional Director Local Services
State Office Building, 44 Hawley Street
Binghamton, NY 13901 District Supervisor

Region II Counties—Broome, Cayuga, Chenango, Clinton, Cortland, Delaware,
Essex, Franklin, Hamilton, Herkimer, Jefferson, Lewis, Madison, Oneida,
Onondaga, Oswego, Otsego, St. Lawrence, Tioga, Tompkins.

LEVEL II - LIMITED SECURE

BRACE YOUTH CENTER Monroe Hale (607) 266-3291
Route 8
Masonville, NY 13804
(Delaware County)

SOUTH LANSING CENTER Linda Albrecht (607) 533-4262
Box A
Lansing, NY 14882
(Tompkins County)

LEVEL IV - NONCOMMUNITY-BASED

ADIRONDACK START CENTER Stephen L. Farkas (518) 643-9444
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Schuyler Falls, NY 12985
(Clinton County)

ANNSVILLE CAMP Barry Glick (315) 246-1720
Rural Route 1
Taberg, NY 13417
(Oneida County)

AUBURN CENTER Patricia Morris (315) 253-2789
R.D. No. 4
Pine Ridge Road
Auburn, NY 13201
(Cayuga County)

SOUTH KORTRIGHT CENTER Frederick Allen (607) 538-9121
Box 18
South Kortright, NY 13842
(Delaware County)

LEVEL V - YOUTH DEVELOPMENT CENTERS

SYRACUSE YDC Charles Jones (315) 445-1454
—3737 East Genesee Street
Syracuse, NY 13214

—102 Lincoln Park Drive William Hawkins (315) 472-5411
Syracuse, NY 13203

—1441 South Salina Street Christine Powers (315) 474-3320
Syracuse, NY 13205

—YDC School Patricia Tappan (315) 472-0921
2223 East Genesee Street
Syracuse, NY 13214
(Onondaga County)

LEVEL VI - COMMUNITY FACILITIES

SYRACUSE HOME Donald Muccigrosso (315) 446-2274
132 Ridgeway Avenue
Syracuse, NY 13224
(Onondaga County)

BINGHAMTON HOME Walter Roscello (607) 772-9610
—43 Park Avenue
Binghamton, NY 13903

—61 Kneeland Avenue
Binghamton, NY 13905

—1 Ardsley Road
Binghamton, NY 13904
(Broome County)

UTICA HOME Carol Real (315) 797-7930
—21 Faxton Street
Utica, NY 13501
(Oneida County)

—1514 Kemble Street
Utica, NY 13501

LEVEL VII - FOSTER CARE

State Office Building Donald Klaben (315) 428-4202
333 East Washington Street
Syracuse, NY 13202

YOUTH SERVICE TEAMS

SYRACUSE YST Allen Roth (315) 428-4615
100 New Street
Syracuse, NY 13202

PLATTSBURG YST Lawrence Pasti (518) 561-1179
48-B Oak Street (518) 561-8740
Plattsburgh, NY 12901

UTICA YST Cecelia Gouse (315) 793-2576
State Office Building, Room 409
Utica, NY 13501

WATERTOWN YST	Elizabeth Hunt	(315) 785-2422
317 Washington Avenue		
Watertown, NY 13601		
BINGHAMTON YST	Richard Squire	(607) 773-7945
State Office Building, 44 Hawley Street		
3rd Floor		
Binghamton, NY 13901		
CORTLAND YST	Allen Roth	(607) 753-7523
53 Greenbush Street		
Cortland, NY 13045		

REGION III

REGION III	M. Robert Rivenburgh	(518) 457-9420
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Albany, NY 12206		
REGION III, DISTRICT 1	Stephen Mann	(518) 457-9240
30 Watervliet Avenue		
2nd Floor		
Albany, NY 12202		
REGION III, DISTRICT 2	Horace Belton	(914) 343-7647
53 Highland Avenue		
Middletown, NY 10940		
REGION III, DISTRICT 3	Harold Miller	(518) 457-9420
30 Watervliet Avenue		
2nd Floor		
Albany, NY 12206		

Region III Counties: Albany, Columbia, Dutchess, Fulton, Greene, Montgomery, Orange, Rensselaer, Saratoga, Schenectady, Schoharie, Sullivan, Ulster, Warren, Washington.

LEVEL II - LIMITED SECURE

CHODIKEE YOUTH CENTER	Aaron Davis	(914) 691-6006
R.D. 1, Box 390E, North Chodikee Lake Road		
Highland, NY 12528		
(Ulster County)		
EDDIE PARKER YOUTH CENTER	Maureen Gary	(914) 758-6851
R.D. No. 3, Box 130		
Red Hook, NY 12571		
(Dutchess County)		
HIGHLAND YOUTH CENTER	George Harrison	(914) 691-7223
R.D. No. 1, Box 390C		
Highland, NY 12528		
(Ulster County)		
TRYON SCHOOL	Jesse W. Doyle	(518) 762-4681
Perth-Johnstown Road		
Johnstown, NY 12095		
(Fulton County)		

LEVEL IV - NONCOMMUNITY-BASED

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Rensselaerville, NY 12147		(518) 797-3781
(Albany County)		
MIDDLETOWN CENTER	Lee Mack	(914) 342-3936
Box 866		
Middletown, NY 10940		
(Orange County)		
NUEVA VISTA CAMP	James Conkling	(518) 762-0046
P.O. Box 278		
Johnstown, NY 12095		
(Fulton County)		
SOJOURNER TRUTH CENTER	Christine Dinsmore	(914) 691-7217
R.D. No. 1, Box 390B		
Highland, NY 12528		
(Ulster County)		

LEVEL VI - COMMUNITY FACILITIES

ALBANY HOME	Frank Winoski	(518) 438-0546
—79 Ryckman Avenue		
Albany, NY 12208		
—35 Taft Avenue		
Albany, NY 12203		
(Albany County)		
POUGKEEPSIE HOME	William Widholm	(914) 485-8130
—135 Academy Street		
Poughkeepsie, NY 12601		
—69 Hooker Avenue		
Poughkeepsie, NY 12601		
(Dutchess County)		
FULTON HOME	William Perry	(518) 725-2313
171 South Main Street		
Gloversville, NY 12078		
(Fulton County)		
RENSSELAER HOME	Lee Suggs	(518) 272-4581
—26 Pawling Avenue		
Troy, NY 12180		
—867 Second Avenue		
Troy, NY 12182		
(Rensselaer County)		
SCHENECTADY HOME	John Charton	(518) 370-7131
—150 North Brandywine Avenue		
Schenectady, NY 12307		
—360-362 Michigan Avenue		
Schenectady, NY 12303		
(Schenectady County)		
DUTCHESS HOME	Thomas Mitchell	(914) 297-1444
79 South Avenue		
Wappingers Falls, NY 12590		

—254 New Hackensack Road
Poughkeepsie, NY 12603
(Dutchess County)

MONTICELLO HOME Eileen Conway-Whitaker (914) 794-0950
2 High Street
Monticello, NY 12701
(Sullivan County)

GLENS FALLS HOME Vacant (518) 793-9733
134 Maple Street
Glens Falls, NY 12801
(Warren County)

ULSTER HOME William Widholm (914) 331-6668
79 Andrew Street
Kingston, NY 12401
(Ulster County)

LEVEL VII - FOSTER CARE

30 Watervliet Avenue Gary Schwartz (518) 457-9362
1st Floor
Albany, NY 12206

53 Highland Avenue Horace Belton (914) 343-7647
Middletown, NY 10940

SECURE DETENTION

HIGHLAND REGIONAL SECURE DETENTION FACILITY ... Joseph R. Feniello (914) 691-7256
R.D. 1, Box 390D
Highland, NY 12528
(Ulster County)

YOUTH SERVICE TEAMS

CAPITAL DISTRICT URBAN YST John Farnett (518) 457-9362
30 Watervliet Avenue, 1st Floor
Albany, NY 12206

CAPITAL DISTRICT INTAKE TEAM John Connell (518) 457-9362
30 Watervliet Avenue, 1st Floor
Albany, NY 12206

NEWBURGH YST Barbara Simmons (914) 561-5620
231 South Street
Newburgh, NY 12550

POUGHKEEPSIE YST Thomas Cross (914) 471-7113
82 Washington Street, 1st Floor
Poughkeepsie, NY 12601

POUGHKEEPSIE SATELLITE OFFICE Ernestine Coleman (518) 828-7657
401 State Street
Hudson, NY 12534

REGION IV

REGION IV Josephus Nickerson (212) 678-2330
 Adam Clayton Powell, Jr.
 State Office Building, 14th Floor
 163 West 125th Street
 New York, NY 10027
 Regional Director

REGION IV, DISTRICT 1 Gaspar Santiago (212) 678-2326
 Adam Clayton Powell, Jr.
 State Office Building, 14th Floor
 163 West 125th Street
 New York, NY 10027
 District Supervisor

REGION IV, DISTRICT 2 Beatrice Hudson (212) 678-2327
 Adam Clayton Powell, Jr.
 State Office Building, 14th Floor
 163 West 125th Street
 New York, NY 10027
 District Supervisor

REGION IV, DISTRICT 3 Gwen Jones (516) 485-2064
 100 Main Street
 Hempstead, NY 11550
 District Supervisor

163 West 125th Street Gwen Jones (212) 678-2328
 14th Floor
 New York, NY 10027

SPOFFORD PLACEMENT UNIT Timothy Walther (212) 991-9300
 1221 Spofford Avenue
 Bronx, NY 10474

AWOL AND TRANSPORTATION UNIT Henry Acosta (212) 993-5350
 470 East 161 Street
 Bronx, NY 10451

DETENTION LIAISON John Clancy (914) 963-6377
 30 South Broadway
 Yonkers, NY 10701
 (914) 963-6377

Region IV Counties: Bronx, New York, Kings, Queens, Richmond, Nassau, Putnam, Rockland, Suffolk, Westchester.

LEVEL II - LIMITED SECURE

ELLA MCQUEEN CENTER William Taylor (718) 574-2911
 41 Howard Avenue
 Brooklyn, NY 11221
 (Kings County)

PYRAMID RE-ENTRY PROGRAM Rudolph Lamarr (212) 993-5350
 470 East 161 Street
 Bronx, NY 10451
 (Bronx County)

LEVEL IV - NONCOMMUNITY-BASED

BRENTWOOD START CENTER Ruth Noriega (516) 667-1188
 P.O. Box 1024
 West Brentwood, NY 11717
 (Suffolk County)

WILLOWBROOK START CENTERAnthony Greer (718) 761-6033
 1133 Forest Hill Road
 Staten Island, NY 10314
 (Richmond County)

LEVEL V - YOUTH DEVELOPMENT CENTERS

BRONX YDCLizabeth Giordano (212) 798-6660
 170 East 210th Street
 Bronx, NY 10457
 (Bronx County)

BROOKLYN YDCThomas McGregor (718) 773-2041
 —1125 Carroll Street
 Brooklyn, NY 11225

—140 Martense Street (718) 287-0145
 Brooklyn, NY 11226

—272 Jefferson Avenue (718) 638-2525
 Brooklyn, NY 11216
 (Kings County)

BROOKLYN YDCCursie Alexander (718) 284-3400
 —160 Lenox Road
 Brooklyn, NY 11226

—96 East 43rd Street (718) 467-3332
 Brooklyn, NY 11203

—198 Linden Boulevard (718) 282-4343
 Brooklyn, NY 11226
 (Kings County)

LEVEL VI - COMMUNITY FACILITIES

BROOKLYN HOMECarla A. Ford (718) 272-3112
 657 East 98th Street
 Brooklyn, NY 11236

—663 East 98th Street (718) 272-8940
 Brooklyn, NY 11236
 (Kings County)

BRONX HOME (212) 653-1601
 —1610 Givan Avenue
 Bronx, NY 10469

—3919 Wilder Avenue (212) 325-5050
 Bronx, NY 10466

—1216 Commonwealth Avenue (212) 931-7820
 Bronx, NY 10472
 (Bronx County)

NASSAU (L.I.) HOMEGwen Bampffield (516) 536-2142
 392 Holly Place
 W. Hempstead, NY 11552
 (Nassau County)

—73 Lafayette Avenue Hempstead, NY 11850	(516) 538-3533
STATEN ISLAND HOME	Joseph Behson (718) 442-8810
—599 Richmond Avenue Staten Island, NY 10302	
—211 Holden Boulevard Staten Island, NY 10314 (Richmond County)	(718) 698-6819
WESTCHESTER HOME	James J. Casey (914) 476-5412
—442 Warburton Avenue Yonkers, NY 10701	
—535 South 9th Avenue Mount Vernon, NY 10550 (Westchester County)	(914) 668-4791
SUFFOLK (L.I.) HOME	Willie Stewart (516) 643-5455
121 North 18th Street Wyandanch, NY 11798	
—3 Hazelwood Place Huntington, NY 11743 (Suffolk County)	(516) 423-4720
HARLEM HOME	Joseph Dennison (212) 862-6969
419 West 145th Street New York, NY 10031 (New York County)	

LEVEL VII - FOSTER CARE

Adam Clayton Powell, Jr.	Thalia Paige (212) 678-2345
State Office Building 163 West 125th Street New York, NY 10027	

YOUTH SERVICE TEAMS

DISTRICT 1 INTAKE TEAM	Peter Fairchild (212) 678-2375
Adam Clayton Powell, Jr. State Office Building 163 West 125th Street, Seventh Floor New York, NY 10027	
BRONX YST	Maureen Downs (212) 666-5500
349 East 149th Street New York, NY 10451	
HARLEM YST	Loretta Napier (212) 678-2307
Adam Clayton Powell, Jr. State Office Building 163 West 125th Street, Second Floor New York, NY 10027	
STATEN ISLAND YST	Loretta Napier (718) 447-1268
111 Canal Street Staten Island, NY 10304	
SPECIAL SERVICES UNIT	Jeffrey Klein (212) 587-5231
270 Broadway New York, NY 10007	

DISTRICT 2 INTAKE TEAM	Martha Lomax	(718) 855-7500
186 Joraleman Street, Fifth Floor		
Brooklyn, NY 11201		
BROOKLYN YST	Michael Gumpel	(718) 855-7500
186 Joraleman Street, Fifth Floor		
Brooklyn, NY 11201		
BROOKLYN YST	William Miller	(718) 638-6661
1406 Fulton Street, Room 201		
Brooklyn, NY 11216		
QUEENS YST	Robert Barnek	(718) 291-8420
8902 Sutphin Boulevard		
Jamaica, NY 11435		
PLACEMENT FOR REPLACEMENT UNIT	Vera Jenkins	(718) 855-7500
186 Joraleman Street		
5th Floor		
Brooklyn, NY 11201		
SPECIAL SERVICES UNIT	Eileen Graham	(718) 638-6500
1406 Fulton Street		
Room 201		
Brooklyn, NY 11216		
HAUPPAUGE YST	Roger Coyne	(516) 360-6294
State Office Building		
4th Floor		
Veterans Highway		
Hauppauge, NY 11788		
NASSAU/SUFFOLK YST	Roger Coyne	(516) 485-2064
100 Main Street		
Hempstead, NY 11550		
YONKERS YST	Kamel Sukhon	(914) 963-6377
30 South Broadway		
Yonkers, NY 10701		

COURT LIAISONS

COURT LIAISON	Iris Coleman	(212) 992-3600
Bronx Family Court		
Room 6B-18		
900 Sheridan Avenue		
Bronx, NY 10451		
COURT LIAISON	JoAnn DeFrancesco	(718) 855-3384
Brooklyn Family Court		
283 Adams Street		
Brooklyn, NY 11201		
COURT LIAISON	Saulius Navasaitis	(718) 990-5645
Queens Family Court		
150-30 89th Avenue		
Room 156		
Jamaica, NY 11432		

COURT LIAISONAlphonso Robinson (212) 587-5231
Adult Courts
270 Broadway
New York, NY 10007

COURT LIAISONTimothy Bohen (212) 488-6317
Manhattan Family Courts
60 LaFayette Street
New York, NY 10013

COURT LIAISONMary Ellen Neidhardt (516) 333-3066
Nassau & Suffolk County Courts
1200 Old Country Road
Room B-17
Westbury, NY 11590