

# Marin County Child and Family Services System Improvement Plan (SIP)



Marin County Health and Human Services  
Social Service Division  
Children and Family Services Department  
June 2007

July 10, 2007

Marin County Board of Supervisors  
3501 Civic Center Drive  
San Rafael, California 94903

**SUBJECT: Health & Human Services Department, Social Services Division: Request for Approval of Child Welfare Redesign System Improvement Plan**

Dear Supervisors:

**RECOMMENDATION.**

1. Authorize Marin County Board of Supervisors to approve the Marin County Child Welfare Redesign System Improvement Plan.

**SUMMARY.** In 2001, the California Legislature passed AB 636, the California System Improvement and Accountability Act. In tandem with efforts required by the Federal Government, California's Child Welfare Redesign efforts are now focused on improving outcomes for children and families served by the child welfare system. A local System Improvement Plan has been developed by county and community stakeholders, which focuses on the improvement of selected outcome measures. The goal of this plan is to further engage County and community partners to become involved in ensuring a comprehensive continuum of services is available to all children and families in our community, and to work together towards the goal of improving outcomes for the most vulnerable families in Marin.

**COMMUNITY BENEFIT.** The goals and timelines of this System Improvement Plan will allow Marin County Children and Family Services to continue working towards improving outcomes and service delivery to the most vulnerable in the community. County and Community stakeholders will continue to focus on the provision of evidenced based, family focused services in order to strengthen local partnerships and reduce child abuse and neglect in the community.

**STAFFING/FISCAL IMPACT.** There is no change in net County cost or staffing associated with this action.

**REVIEWED BY.**

Auditor Controller	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Human Resources	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
County Counsel	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Sincerely,

Larry Meredith, Ph.D.  
Director of Health and Human Services

LM/HR/gp

## California's Child and Family Services Review System Improvement Plan

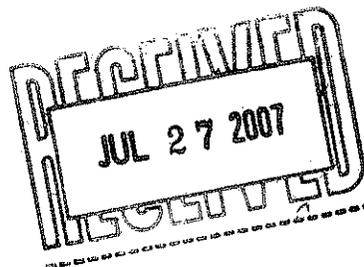
<b>County:</b>	Marin
<b>Responsible County Child Welfare Agency:</b>	Marin County Health and Human Services- Social Service Division
<b>Period of Plan:</b>	June 2007- June 2010
<b>Period of Outcomes Data:</b>	Through July 1, 2006
<b>Date Submitted:</b>	June 1, 2007

### County Contact Person for County System Improvement Plan

<b>Name:</b>	Heather Ravani
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### Submitted by each agency for the children under its care

<b>Submitted by:</b>	Marin County Children and Family Services (Lead Agency)
<b>Name:</b>	Charlene Reid-Director of Social Service
<b>Signature:</b>	<i>Charlene Reid</i>
<b>Submitted by:</b>	Marin County Probation
<b>Name:</b>	William Burke- Chief Probation Officer
<b>Signature:</b>	<i>William L. Burke</i>



## **I. SIP Narrative:**

Marin continues to utilize the opportunities offered by the Child Welfare Redesign to engage our community partners, philanthropic entities, and political leaders and ensure that a comprehensive continuum of services are offered to the children and families in our community. The goal of the current and future strategies is to provide services for children and families when early warning signs emerge, and to ensure that community systems, both public and private, focus their work to collaborate and streamline service provision throughout as a matter of best practice.

By continuing to build on successful programs already in place, Marin continues to improve its methods of practice and maximize the number of families in the community receiving services.

Marin continues to focus on ways to improve communication between agencies and the community, and to reach out and provide ongoing educational and networking opportunities. By working in this way Marin Children and Family Services will continue to build on the strength of its local partners. In this way, we can further enrich the current level of community involvement and service provision, and ensure that children and families are not only surviving, but thriving in our community.

### **1. Identify Local Planning Bodies:**

Marin County has developed a Child Welfare Redesign Stakeholders Team in order to maximize the input from the Community. In addition, two committees, the Differential Response committee and the Transitional Age Youth Task Force have formed to provide input and policy in instrumental areas of the System Improvement Plan. Members of these teams meet regularly to direct the County Self-Assessment, System Improvement Plan (SIP), and develop planning around these two important areas. The groups include representation from a variety of Public and Private Providers, foster parents, community representatives, children's' advocates, health providers, funders, and youth. The following is a listing of the Child Welfare Redesign Stakeholders, Members of the Transitional Age Youth Task Force and the Differential Response Planning Committee:

**County and Community Partners:**

Marjorie Delgadillo- **Former Foster Youth**  
Rosie Hernandez- **Marin County Child Welfare Worker**  
Charles Mead- **Marin Advocates for Children**  
Rocio Hernandez-**First Five Commission-Teen Health**  
Teresa Torrance-Tillman- **Marin County Probation**  
Nicki Kuhn- **Marin County Probation**  
Dani Tarry- **School Linked Services**  
Paula Robertson- **Marin County Children and Family Services**  
Ann Pring- **Marin County Community Mental Health**  
Sandy Ponek- **Canal Alliance**  
Deanna Eurit- **Novato Human Needs Center**  
Sparkie Spaeth- **Community Health and Prevention-Marin County Health**  
Pamela Doerr- **Foster Care Nursing**  
Susan Quigley- **Huckleberry Youth Center**  
Heather Ravani- **Marin County Adult and Children Social Services**  
Alissa Ralston- **Bay Area Community Resources**  
Catherine Condon- **Marin County Alcohol and Drug Program**  
Berta Campos-Anicetti- **Novato Youth Center**  
Claudia Asprer-**Marin County Foster Parent**  
Deborah Hemphill-**Marin County Office of Education**  
Deborah Swett- **Sunny Hills Children Services**  
Racy Ming- **CalWORKs- Marin County Employment Services**  
Justin Donnelly- **Youth Representative**  
Kelly Reiter- **Family Law Center**  
Chris Kughn- **CMH- Youth Services**  
Lisa Sanfillippo-**Huckleberry Youth Center-Nine Grove Lane**  
Matt Graham-Squire- **Youth Leadership Institute**  
Melissa Fike-**Novato Youth Center**  
Patty Cala- **Marin County Independent Living Program**  
Zara Babitzke- **Ambassadors of Hope and Opportunity**  
Marcus Small- **Center for Restorative Practice**  
Betty Wood- **Family Service Center**  
Julie DeVerde- **Marin CASA**  
Michelle Boyer- **Marin County Probation**


## **2. Share Findings that Support Qualitative Change:**

AB 636 provides a framework for measuring and monitoring of specific Child Welfare Outcomes. Counties are provided with quarterly data to assist them in assessing their progress. The ongoing County Self-Assessment process, System Improvement Plan and Peer Quality Case Review has allowed Marin County Children and Family Services to review many aspects of program operations and identify areas of strength, along with areas requiring improvement.

The Redesign efforts in Marin are focused in five basic content areas:

- **Internal Organizational Development**
- **Service delivery practices**
- **Foster care**
- **Policy and procedure analysis and advocacy**
- **Resource development**

In addition, the following values have been utilized to guide this process:

- **Maximum stakeholder participation in planning and implementation;**
- **Maximum flexibility in allowable practices and policy interpretations;**
- **Full partnership relations between staff, families, foster parents and service providers;**
- **Holistic approaches to system planning, design and implementation;**
- **Innovation and pro-activity**
- **Comprehensive service delivery**

- **Methodology**

In January 2006, Marin began a planning process with Sonoma and Napa Counties for a tri-county Peer Quality Care Review process (PQCR). The purpose of the PQCR is to learn, through intensive examination of local child welfare and probation experiences, how to improve current services and practices. The PQCR is not an audit, but rather it is an opportunity to learn how to strengthen services and practices through an examination of a specific focus area. The PQCR learns from the experiences of social workers and probation officers through a discussion of cases that illustrate resources and barriers that affect best practice with children and families.

Individual case review tools were developed for Children and Family Services and Probation. These tools included sections on:

- Case Background
- Safety and Risk Assessment
- Assessment and Case Planning
- Assessment of Family Strengths and Needs
- Delivery of Services
- Placement
- Family Visitation and Caretaker contact
- Decision to Reunify
- Observations/Reflections

Once the PQCR interviews were completed, information was compiled and analyzed. This information resulted in recommendations for improvement in selected focus areas. Strengths and Areas of practice improvement were identified, and this information has been combined with current data outcome measures, and community input, to identify the current SIP strategies.

## **I. Summary Assessment**

### **A. Discussion of System Strengths and Areas Needing Improvement:**

#### **County Profile**

Marin County is a place of amazing environmental beauty and incredible financial prosperity. A 520 square mile area, boasting miles of coastline on the Pacific and San Francisco Bay, Marin's population of approximately 250,000 enjoy mild weather and countless opportunities for outdoor recreation. The quality of life is further enhanced by a low crime rate, and highly educated,

involved citizenry who promote health and environmental issues and protect their landscape from uncontrolled growth.

Marin enjoys one of the highest standards of living in the nation, and the unemployment rate continues to be the lowest in the Bay Area. The most significant trends include a rapidly growing Hispanic population, one of the highest housing costs in the nation- with median housing prices at 1million dollars, and the fact that poverty disproportionately affects minority households in Marin.

Marin is a small county and collaboration among the service providers allows many opportunities for both government agencies and community partners to develop and implement innovative programs. The State supported Child Welfare Redesign process has allowed Marin County Children and Family Services to examine the critical issues facing the most vulnerable populations in our community.

### **Self-Assessment Process**

The development of the County Self-Assessment allowed Children and Family Services to review all aspects of program operations and identified many areas of strength, along with areas requiring improvement. Ongoing work with community stakeholders included regular review of quarterly outcome data, program planning and development, community outreach regarding program changes and service provision, and defined focus groups with providers. This information and process has defined the goals and objectives listed in the System Improvement Plan. These area's were further refined following the recent Peer Quality Case Review.

Additional information reviewed included comprehensive community service provision reports from First 5 Marin, and the Healthier Community Task Force of Marin, as well as the School Accountability Report Card produced by the Marin County Office of Education and Building a Better Future, a Report Card for the North Bay completed by the Healthy Marin Partnership.

### **Child Welfare Outcomes and Data Indicators:**

An analysis of the data revealed the following:

Marin is comparable to the state in the areas of:

- Recurrence of maltreatment
- Rate of recurrence of abuse and/or neglect in homes where children were not removed

Marin data was well above the statewide performance average in the areas of:

- Percent of child abuse/neglect referrals with a timely response
- Length of time to exit foster care to reunification
- Siblings placed together in foster care

Marin continues to perform well in the areas of:

- Foster care placement in least restrictive settings
- Children transitioning to self-sufficient adulthood
- Timely Social Work visits
- Multiple foster care placements

Marin is below the statewide performance average in the areas of:

- Length of time to exit foster care to adoption
- Rate of foster care re-entry

In performing the review of these outcomes, some significant factors emerged regarding key measurements.

### **Safety Outcomes:**

Marin data reflects a percentage which is comparable and slightly below the statewide performance average in the area of **Recurrence of Maltreatment**. This data appears to support the community goal of involving CFS earlier, offering preventive services to families in order to alleviate future incidences of abuse and neglect. Marin will address this outcome as it implements its Differential Response Program and continues to integrate a Structured Decision Making (SDM) safety and risk assessment model.

Marin data reflects a percentage which is comparable to slightly higher than the state average in the rate of **Recurrence of Abuse and/or Neglect in Homes where Children were not Removed**. This remains an area which Marin will further explore with its community partners, in order to identify and develop sustainable community resources. Areas of prevention services will be the focus of the work in the SIP for 2007.

Marin data indicates that staff are within the state approved standards for **monthly social worker visits** with a child.

### Permanency and Stability Outcomes:

The outcomes in this area are particularly difficult to address, as the factors that guide these outcomes for children are challenging and complex. Marin is confident that continued efforts such as the implementation of SDM, Differential Response and WrapAround Services will expand the array of services currently available to families in need. Ongoing work with Juvenile Court personnel will further improve collaborations, benefit families and improve outcomes in this area. Marin would additionally like to see improvement in the length of time to exit foster care to adoption, but will not include this in our SIP at this time.

Marin would like to improve its outcomes in the area of **Re-entry or return to Foster Care**. By placing an emphasis on strength based, research based practice, and developing sustainable community resources that can provide ongoing services to families in the county, Marin hopes to improve our outcomes in this area. Marin will continue to address this outcome in the SIP.

Marin data for **multiple foster placements** remains stable at 64.3% (percentage of children who have had no more than 2 placements in a 12 month period) and is only slightly lower than the statewide average of 67.3%. Marin would however like to not only improve our outcomes in multiple foster care placements, but develop and enhance strategies to work closer with foster parents and caregivers in order to recruit and sustain viable temporary and permanent homes for children. Marin will continue to further explore this outcome in our SIP, as we believe it will assist us in further enhancing our foster care recruitment and retention.

### Family Relationships and Community Connectedness:

Despite the difficulty in obtaining and maintaining foster homes capable of handling large sibling groups, Marin outcomes remain high in this area, at 73.1% compared to the state rate of 46.8%. Marin does see a need to work more closely with the foster care community, and to increase our recruitment and retention efforts, and will address strategies for working closer with this community in our SIP.

Marin has been committed to maintaining children in the least restrictive placements, and performs well in this indicator. This success reflects the efforts of the Youth Pilot Program and the recent state waiver. Additionally Marin has made efforts to increase the number of relative/non relative extended family member placements.

### Well Being Outcomes:

Marin credits its performance in this area to its energetic and inclusive Independent Living Program and remains committed, with the ongoing involvement of community partners, to improving outcomes focused on **Children Transitioning to Self-Sufficient Adulthood**. Marin is currently exploring new programs, collaborations and funding opportunities and will be including this outcome measure in our current System Improvement Plan.

### **Conclusion:**

Marin County Children and Family Services view this System Improvement Plan as an ongoing step in improving the County's goal to provide culturally sensitive and individually focused services to children and families. It is the goal of this Division to not only ensure the safety, protection and health of Marin's children, but to strengthen and empower families. The strong collaborative foundation which already exists in Marin can continue to be built upon and expanded, and as a community we can move towards improving the outcomes for all of our children. The Self-Assessment, and the System Improvement Plan will continue to offer a road map for Marin to achieve these goals, and with the support of our community based providers, educators, and community foundations we will partner together to develop a strong future for our children.

Component D

<p><b>Outcome/Systemic Factor:</b> Youth Emancipating from Foster Care are prepared to transition to adulthood</p>			
<p><b>County's Current Performance:</b> Marin County performs well in the area of Transitioning Youth to Self-Sufficient Adulthood. Data indicates over 100 youth receiving Independent Living Services in Marin County. Marin County Self-Assessment indicates that this is a very important issue for the community and participants stress the importance on ensuring a successful transition to adulthood.</p>			
<p><b>Improvement Goal D1.0</b> Ensure all youth in the foster care system are provided with the skills and support necessary for a successful transition to adulthood</p>			
<p><b>Strategy D1.1</b> Develop and Implement a Transitional Age Youth Task Force, as a subcommittee of the Child Welfare Redesign Stakeholders group</p>		<p><b>Strategy Rationale</b> By bringing together public and private partners from the Community who share an interest and a commitment to transitional age youth, resources as well as gaps in services can be identified and collaborative solutions reached.</p>	
<p><b>Milestone</b></p>	<p><b>D1.1.1</b> Continued implementation and meeting of the Transitional Age Youth Task Force</p>	<p>June 2007-June 2008- monthly</p>	<p>CFS Program Manager II- and CMH Youth Services Chief- task force co-chairs</p>
	<p><b>D1.1.2</b> Complete a briefing paper including overview of TAY issues in Marin, current services provided, gaps in current service provision and recommendations.</p>	<p>September 2007</p>	<p>TAY Task Force; HHS Social Service Analyst</p>
<p><b>Strategy D1.2</b> Implement Transition Housing Program- Plus ( THP-plus)</p>		<p><b>Strategy Rationale</b> By providing housing options and ongoing case management to older transitional age youth, safety net services can be identified and provided in a timely manner</p>	
<p><b>Milestone</b></p>	<p><b>D1.2.1.</b> Develop THP-plus plan and distribute Request for Proposal to community providers. Implement Program upon contract with selected provider</p>	<p>July 2007-June 2008</p>	<p>Stakeholders Committee/ Transitional Age Youth Task Force; Community Based Service Provider</p>

<p><b>Describe systemic changes needed to further support the improvement goal.</b> Improve coordination between service providers and emancipating youth and develop and implement new services to assist youth with transition.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Ongoing assistance in the implementation of THP-Plus and THP.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Continue to identify community partners committed to working with youth and providing needed services</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Continued state funding for Transitional Age Youth programs/ THP-Plus and THP. Regulation change to lower the current age requirement for ILP eligibility to 15</p>

Component B:

<b>Outcome/Systemic Factor:</b> 3G- Rate of Foster Care Re-Entry			
<b>County's Current Performance:</b> Marin's current performance is 25.8% This data indicates that within 12 months of reunification, 25.8% of children re-enter the foster care system.			
<b>Improvement Goal B1.0</b> Continues to decrease our rate of Foster Care Re-Entry to 15% over the next 12months			
<b>Strategy B1. 1</b> Continued Implementation of Differential Response activities to provide Community Based, culturally competent preventive services for families at risk of child abuse and neglect		<b>Strategy Rationale</b> The use of Differential Response techniques in communities with high referral numbers will improve early family engagement, assist families to build on their strengths, link families with community resources, and improve communication between communities and CFS.	
<b>Milestone</b>	<b>B1.1.1</b> Assign CFS Supervisor to direct daily activities of Differential Response Program and add one additional FTE Sr. Support Service Worker-Bilingual to provide community engagement work	Timeframe	July 2007
	<b>B1.1.2</b> Identify and contract with local community partners currently servicing communities at risk. Continue planning and outreach with identified community partners to develop procedures for Differential Response. Develop outreach materials	Assigned to	CFS Program Manager I
	<b>B1.1.3</b> Implement data collection system in order to track families and outcomes	Assigned to	CFS Program Manager I, Differential Response Supervisor, Community Engagement Specialist, Child Abuse Prevention Director, identified Community Representatives
<b>Strategy B1. 2</b> Monitor use of SDM tools and measure changes in decision-making		<b>Strategy Rationale</b> Measures are needed to verify that supervisors and staff have adopted the SDM tools and philosophy and outcomes are being positively impacted.	
<b>Milestone</b>	<b>B1.2.1</b> SDM vendor will review local county practice and use of tools and generate regular outcome reports	Timeframe	July 2007-June 2008
		Assigned to	CFS Supervisor for SDM; Staff Development Program Manager I; Children and Family Services Program Manager II

	<p><b>B1.2.2</b> Subscribe to Safe Measures- an internet reporting service that provides outcome reports allowing CFS supervisors and managers to monitor the provision of services</p>		<p>July 2007-June 2008</p>	<p>CFS Staff Development Program Manager I and Children and Family Services Program Manager II</p>
<p><b>Strategy B1.3</b></p>	<p>Continue to provide community outreach and disseminate information on Marin County Children and Family Services, increase community presence, develop additional community resources to assist and support families.</p>		<p><b>Strategy Rationale</b> By educating the community; schools; law enforcement; care providers; and community partners on the role of CFS and what services they can provide, the community can work to develop additional resources that can assist and support families when CFS intervention is no longer warranted.</p>	
<p><b>Milestone</b></p>	<p><b>B2.1.1</b> Develop Mission Statement for Children and Family Services</p> <p><b>B2.1.2</b> Implement quarterly training series, "Children Safety Consortium" aimed at increasing collaboration and training opportunities for law enforcement, juvenile probation, juvenile court, education and treatment community.</p>	<p><b>Timeframe</b></p>	<p>July 2007</p> <p>July 2007 -June 2008</p>	<p>Assigned to</p> <p>Children and Family Services management and line staff</p> <p>CFS Emergency Response Supervisor and Local Law Enforcement</p>
<p><b>Strategy B1.4</b></p>	<p>Implement SB 163 WrapAround Services</p>		<p><b>Strategy Rationale</b> By providing strength based, family centered services within the community, youth and families will build on current strengths and remain safely at home or in the least restrictive placement.</p>	
<p><b>Milestone</b></p>	<p><b>A2.3.1</b> Develop and Implement SB 163 WrapAround Plan</p>	<p><b>Timeframe</b></p>	<p>September 2007</p>	<p>Assigned to</p> <p>CFS Staff; HHS Analysts; Community and Family Partners of SB163 Implementation Team</p>



<p><b>Describe systemic changes needed to further support the improvement goal.</b> Full Implementation of Structured Decision Making model to ensure consistency and proper use of risk assessment tools/Full implementation of Differential Response Program to ensure early community engagement and prevention resources</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Full and ongoing staff, supervisor and management training on SDM and Safe Measures, and SB 163; Ongoing training and community outreach on Differential Response</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Continued planning for full implementation of Differential Response by Stakeholders Subcommittee on Differential Response, Ongoing collaboration with local law enforcement, juvenile court, juvenile probation, local education and treatment providers. SB 163 Implementation Team includes CMH, Probation, Education, CFS, Family Partners, and Community Based Organizations</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Expanding the current timeframe for family maintenance services to allow for longer periods of service provision to integrate, maintain, and support children in their homes. Continued state funding for Child Welfare Outcome Improvement Projects and SB 163.</p>

Component C

<b>Outcome/Systemic Factor:</b> 3C- Stability of Foster Care Placement			
<b>County's Current Performance:</b> Marin's current performance is 64.3%. This indicates that for all children in foster care placement over a 12 month period, 64.3% had no more than 2 placements.			
<b>Improvement Goal C1.0</b> Increase our goal to 75% over the next 12 months			
<b>Strategy C1.1</b> Strengthen and expand current foster care network		<b>Strategy Rationale</b> By increasing the number of homes available, and improving the current communication, training and support to placement providers, foster parents will be better prepared to manage and maintain stable placements	
<b>Milestone</b>	<b>C1.1.1</b> Meet on a regular basis (every other mo.) with foster parent association in order to improve and facilitate ongoing communication.	July 2007-June 2008	Assigned to Children and Family Services Supervisors and Program Managers CFS Licensing Supervisor and Program Manager; Community Stakeholders CFS Licensing Supervisor and Staff Development
	<b>C1.1.2</b> Develop and expand recruitment tools with the goal of recruiting 3 additional foster homes per year.	July 2007-June 2008	
	<b>C1.1.3</b> Plan and develop ongoing trainings and appreciation events for foster parents and staff	July 2007-June 2008	
<b>Strategy C1.2</b> Identify and remove barriers to effective collaboration with foster parents and caregivers		<b>Strategy Rationale</b> Support foster parents and caregivers in feeling they are part of a team and recognized as professionals in order to strengthen collaboration and improve services to children and families	
<b>Milestone</b>	<b>C1.2.1</b> Conduct a series of focus groups- facilitated by Bay Area Academy staff in order to provide the opportunity for foster parents and caregivers to openly discuss strengths and challenges	June 2007-August 2007	Assigned to CFS management staff, CFS Licensing supervisor, and Bay Area Academy.
	<b>C1.2.2</b> Utilizing a collaborative Team Decision Making Model, Develop and institute a program to facilitate initial and ongoing interaction between Birth parents and Foster parents.	September 2007	

<b>Strategy C2.1</b>	Coordinate a strength based family centered model of wraparound service provision, designed to strengthen and support placements and transition home.	<b>Strategy Rationale</b>	By focusing on community resources, family strengths, and home based services, Wraparound services can maintain youth in their community and support their placement and transition home.
<b>Milestone</b>	C2.1.1 Implement SB 163 Wraparound services by the development and implementation of a public, private collaboration with a local provider to provide highly individualized wraparound services to children/youth and their families and local care providers	<b>Timeframe</b>	September 2007
		<b>Assigned to</b>	Marin County Health and Human Services, Probation, Community Mental Health, Office of Education, Parent Partners and local Community Based Organization
<b>Describe systemic changes needed to further support the improvement goal.</b> Ongoing education, communication and collaboration.			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Ongoing training and education aimed at facilitating the relationship between foster parents and staff			
<b>Identify roles of the other partners in achieving the improvement goals.</b> Community Mental Health; Marin County Probation, Local Group Home Providers; Local Services Providers; Office of Education; Childcare providers need to continue to collaborate and develop and implement programs focused on increasing caregivers access to services such as TBS; aftercare/wraparound; respite; mentoring; daycare.			
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Statewide analysis of current foster home rate system to determine adequacy. Continued funding for SB 163 Wraparound programming.			

Component A

<b>Outcome/Systemic Factor:</b> 1B – Recurrence of Maltreatment with a prior substantiated report of abuse/neglect			
<b>County's Current Performance:</b> Marin's current performance is 7.1% . This outcome data indicates that of all children with a first substantiated referral during a 12 month period, 7.1% had a subsequent substantiated referral within 12 months.			
<b>Improvement Goal A1.0</b> Decrease our rate of recurrence of maltreatment from 7.1% to 6% over the next 24 months			
<b>Strategy A1. 1</b> Continue implementation and utilization of Structured Decision Making/Risk Assessment tool for Child Welfare		<b>Strategy Rationale</b> Supervisors and Workers within Children and Family Services differ in their decision making process when initially assessing CFS referrals. The use of a consistent safety assessment process will help to identify families who could utilize intervention, either through CFS or Community Agencies	
<b>Milestone</b>	<b>A1.1.1</b> Designated Children and Family (CFS) Supervisor as lead staff person for SDM and form a local experts group to address issues of integration into daily practice	Completed by June 2007	Assigned to CFS Staff Development Program Manager I.  CFS Supervisor for SDM; Staff Development Program Manager I.  CFS Supervisor for SDM; Staff Development Program Manager I
	<b>A1.1.2</b> Develop and Conduct full day Refresher Training on SDM for all line staff focusing on incorporating SDM tools into daily practice	Completed by July 2007	
	<b>A1.1.3</b> Develop and Conduct Training for all CFS Supervisors and Managers on incorporating SDM tools into supervision practice	Completed by July 2007	
<b>Strategy A1. 2</b> Monitor use of SDM tools and measure changes in decision-making		<b>Strategy Rationale</b> Measures are needed to verify that supervisors and staff have adopted the SDM tools and philosophy and recurrence of maltreatment rates are being positively impacted.	
<b>Milestone</b>	<b>A1.2.1</b> SDM vendor will review local county practice and use of tools and generate regular outcome reports	Timeframe July 2007-June 2008	Assigned to CFS Supervisor for SDM; Staff Development Program Manager I; Children and Family Services Program Manager II

	<p><b>A1.2</b> Subscribe to Safe Measures – an internet reporting service that provides outcome reports allowing CFS supervisors and managers to monitor the provision of services.</p>	<p>July 2007-June 2008</p>		<p>CFS Staff Development Program                  Manager I and Children and Family                  Services Program Manager II</p>
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<p><b>Milestone</b></p>	<p><b>Strategy A2.1</b> Continued Implementation of Differential Response activities to provide community based, culturally competent preventative services for families at risk of child abuse and neglect</p>	<p><b>Strategy Rationale</b> The use of differential response techniques in communities with high referral numbers will improve early family engagement, assist families to build on their strengths, link families with community resources, and improve communication between communities and CFS.</p>
<p><b>A2.1.1</b> Assign CFS Supervisor to direct daily activities of Differential Response Program and add one additional FTE Sr. Support Service Worker-Bilingual to provide community engagement work</p>	<p>Completed by July 2007</p>	<p>CFS Program Manager I</p>
<p><b>A2.1.2</b> Identify and contract with local community partners currently servicing communities at risk Continue planning and outreach with identified community partners to develop procedures for differential response. Develop outreach materials</p>	<p>Timeframe</p>	<p>Assigned to CFS Program Manager I, Differential Response Supervisor, Community Engagement Specialist, Child Abuse Prevention Director, identified Community Representatives</p>
<p><b>A2.1.3</b> Implement data collection system in order to track families and outcomes</p>	<p>Timeframe</p>	<p>Assigned to CFS Program Manager I, Differential Response Supervisor, Community Engagement Specialist</p>
<p><b>Strategy A2.2</b> Continue to provide community outreach and disseminate information on Marin County Children and Family Services, increase Community presence, develop additional community resources to assist and support families. Implement SB 163 Wrap around Services</p>	<p>Timeframe</p>	<p><b>Strategy Rationale</b> By educating the community; schools; law enforcement, daycare providers; and community partners on the role of CFS and what services they can provide, the community can work to develop resources that can assist and support families when CFS intervention is not warranted.</p>
<p><b>A2.2.1</b> Develop mission statement for Children and Family Services</p>	<p>July 2007</p>	<p>Children and Family Services management and line staff</p>
<p><b>A2.2.2</b> Implement quarterly training series, "Children Safety Consortium", aimed at increasing collaboration and training opportunities for law enforcement, juvenile probation, juvenile court, education and treatment community</p>	<p>Timeframe</p>	<p>Assigned to Children and Family Services Emergency Response Supervisor and Local Law Enforcement</p>

	<p><b>A2.2.3</b> Develop and Implement SB163 WrapAround Services Program</p>	<p>September 2007</p>		<p>CFS staff; SB 163 Workgroup</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b> Full Implementation of Structured Decision Making model to ensure consistency and proper use of risk assessment tools/Full implementation of Differential Response Program to ensure early community engagement and prevention resources</p>				
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Full and ongoing staff, supervisor and management training on SDM; Continued Community Outreach on Differential Response</p>				
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Continued planning for full implementation of Differential Response by Stakeholders Subcommittee on Differential Response, Ongoing collaboration with local law enforcement, juvenile court, juvenile probation, local education and treatment providers</p>				
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Continued state funding for Child Welfare Outcome Improvement Projects and SB 163</p>				