

**California
Child and Family Services Review
County System Improvement Plan
County of Imperial
April 10, 2009 – April 10, 2012**



**James Semmes, Director, I.C. Department of Social Services
Martin Krizay, Chief Probation Officer, I.C. Probation**



Vision.....

Every child in California lives in a safe, stable, permanent home, nurtured by healthy families and strong communities.

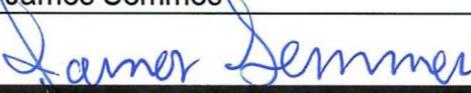
California's Child and Family Services Review System Improvement Plan

County:	Imperial County
Responsible County Child Welfare Agency:	Imperial County Department of Social Services Children and Family Services
Period of Plan:	April 10, 2009 – April 10, 2012
Period of Outcomes Data:	Quarter ending June 30, 2008
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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	James Semmes
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Martin Krizay
Signature:	

**MINUTE ORDER
OF
IMPERIAL COUNTY
BOARD OF SUPERVISORS**

Date: April 07, 2009	Book: 352	Page: 372	File #: 600.8	M.O.#: 6
Department: SOCIAL SERVICES			2nd Page:	

THE BOARD OF SUPERVISORS OF THE COUNTY OF IMPERIAL, STATE OF CALIFORNIA, on a motion by Supervisor : KELLEY , second by Supervisor : CARRILLO and approved by the following roll call vote;

AYES : CARRILLO,TERRAZAS, KELLEY, WYATT, LEIMGRUBER
NAYES : NONE
ABSTAINED : NONE
EXCUSED OR ABSENT : NONE

Approved the Imperial county's System Improvement Plan for the period of April 2009 through April 2012.

Topic: Imperial County System Improvement Plan		X-Topic: April 2009-April 2012		
CC:	<input checked="" type="checkbox"/> File	<input checked="" type="checkbox"/> CEO	<input type="checkbox"/> Fire/OES	<input type="checkbox"/> Probation
	<input type="checkbox"/> Ag. Comm	<input type="checkbox"/> County Clerk	<input type="checkbox"/> HR - Risk	<input type="checkbox"/> Public Health
	<input type="checkbox"/> Assessor	<input type="checkbox"/> County Counsel	<input type="checkbox"/> Info/Tech	<input type="checkbox"/> Public Works
	<input checked="" type="checkbox"/> Auditor	<input type="checkbox"/> District Attorney	<input type="checkbox"/> OET	<input type="checkbox"/> Sheriff-Coroner
	<input type="checkbox"/> Behavioral Health	<input type="checkbox"/> Facilities Manag.	<input type="checkbox"/> Planning	<input checked="" type="checkbox"/> Social Services
				<input type="checkbox"/> Other...

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I. SYSTEM IMPROVEMENT PLAN NARRATIVE

1. Local Planning Bodies

Imperial County's Children and Family Services and the Probation Department would like to thank all of the participants who collaborated on the Peer Quality Case Review (PQCR), County Self-Assessment (CSA) and the System Improvement Plan (SIP). Their work, commitment and expertise have contributed greatly to this countywide endeavor. The CSA involved key members of the community, including representatives from Imperial County Behavioral Health, Court Appointed Special Advocates, Quechan Tribal Services, the Foster Parent Association, the Child Abuse Prevention Council, CalWORKS, the Public Child Welfare Training Academy, Current and Former Foster Youth, Imperial County Office of Education, Parent Leadership Members, Juvenile Presiding Judge and Attorneys, the Interagency Steering Committee, the Independent Living Program, and the Public Health Department. These community partners also participated in the SIP process and will continue to have a role in fulfilling the SIP goals. Children and Family Services and the Probation Department worked closely throughout both the CSA and SIP process and continue to collaborate to best serve the children and youth of Imperial County.

SIP Team Members

Children and Family Services

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Coordinator

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Probation Department

Gloria Munoz

Child Abuse Prevention Council

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Imperial County Behavioral Health-PACT

Leticia Plancarte

County Counsel

Michael Rood

Imperial County Office of Education

Amanda Occhiuto

Juvenile Presiding Judge

Juan Ulloa

Imperial Valley Regional Occupational Program

-Accessing Careers through Education

(IVROP-ACE)

Luis Torres

Quechan Tribal Services

Marilyn Swafford

2. Findings that Support Qualitative Change

In collaboration with the California Department of Social Services (CDSS), the County reviewed its findings from both the CSA and the Peer Quality Case Review (PQCR) in order to establish what areas the SIP needed to focus. During the CSA, the Imperial County CSA Team, comprised of Child Welfare and Probation staff, decided to conduct a series of community forums and CSA questionnaires. Over 100 invitations and questionnaires were sent out to community partners and service providers. Twenty six agencies participated in the community forums and/or provided feedback on the CSA questionnaires. The overall consensus of the community agencies was that there is a need for some sort of aftercare program for families exiting the Child Welfare and Probation systems. The County will be addressing the issue of an aftercare program by assigning existing Child Welfare Social Workers to provide 3 months of aftercare services to families once their child welfare case has been dismissed by the court.

The secondary concern from community agencies was that there are not enough services (substance abuse, counseling, etc.) available to families in Imperial County. Due to limited funds, neither Department is able to contract with outside agencies to provide the additional services needed in Imperial County. However, the Imperial County Blue Ribbon Commission has created a subcommittee to look into what services are available in our County and what services we need. In addition, Imperial County hopes to implement the Wraparound program in late 2009.

During the PQCR, Children and Family Services focused on the theme of re-entry into foster care and Probation focused on transitioning youth to adulthood. Child welfare staff felt that the major contributing factor to re-entry is parental substance abuse. Staff felt that without an aftercare program or supportive services for parents in recovery, the chances of relapse and re-entry into foster care increases. Probation officers identified the need to deliver Independent Living Program (ILP) services in a timely manner and the lack of transitional housing for youth aging out of foster care. One identified theme that contributes to these needs is the lack of coordination with the County ILP Coordinator. The participants felt that the common factors contributing to re-entry and transitioning youth to adulthood were the lack of available and accessible client services for both the probation and child welfare populations and the high social worker and probation caseloads.

Also, during the PQCR, surveys were conducted with biological parents and foster youth to determine what they thought about child welfare services and the probation department and the services that they receive. Ten biological parents and fifteen foster youth completed surveys. Biological parents were in agreement with the community agencies, stating that there is a need for more services in Imperial County for parents. Foster youth expressed the need for family counseling and more follow-up from the Social Workers once the family reunifies. The County will be addressing the issue of family counseling by having the children attend family collaborative sessions with their parents provided by Behavioral Health through the Parents and Children Together (PACT) program.

SUMMARY ASSESSMENT

A. System Strengths and Areas Needing Improvement

Imperial County's Department of Children and Family Services and the Probation Department continue to strive to do well on all of the C-CFSR outcomes; however through the PQCR and CSA Community Forums, the Departments have identified a few outcomes as needing improvement. The four areas for the CSA that Children and Family Services decided to focus improvement efforts on are, Timely Social Worker Response/Contact, Foster Care Re-entry, Finalizing Adoptions within 24 months, and Placement Stability. The Probation Department will be focusing improvement efforts on Youth Transitioning to Adulthood. This is Imperial County's second tri-annual review and although a couple of the focus areas were on our last SIP, they continue to be problem areas for Imperial County and therefore will be addressed again on the current SIP in collaboration with CDSS.

Children are, first and foremost, protected from abuse and neglect

Through the implementation of the PACT program and the collaboration with the CalWORKS Linkages program, Imperial County Department of Children and Family Services has improved significantly in this outcome area. Although Imperial County has not identified this as a focus area for the current SIP, the Department will continue to work towards meeting and surpassing the federal standard for this measure.

Children are maintained safely in their homes whenever possible and appropriate

Imperial County has identified Timely Social Worker Response/Contact as one of the four outcomes to be addressed in Imperial County's next SIP. This area was discussed during the PQCR, at the CSA Community Forums and on the Parent/Foster Youth Surveys. The recurring issues regarding Timely Response/Contact were:

- The need for increased communication.
- The need for timely response to phone calls.
- The need for a policy regarding response time for phone calls and follow through by management.
- The need for foster youth to feel that they matter and are being heard.

The Department has already implemented mandatory contact sheets to be filled out by Social Workers in the field and turned in to clerical department for input into CWS/CMS within 3 business days of the contact. The Department continues to develop policies and procedures as needed to ensure proper response time for both investigations/contacts and phone calls.

Children have permanency and stability in their living situations without increasing re-entry into foster care

Imperial County continues to have a high rate of reunification for our families, however with this positive outcome the County's rate of re-entry into foster care has also risen, which has forced the Department to look closely at the quality of services being

provided to parents prior to reunification. Through the PQCR, CSA Community Forums and Parent/Foster Youth surveys, both the community and the Departments identified the need for an aftercare program and supportive services to be provided to both children and families leaving Child Welfare Services and the Probation Department. However, as of yet no agency has been identified to provide such services or support. The Department will continue its efforts to implement an aftercare program and supportive services to families and will be addressing the issue of foster care re-entry in the current County SIP.

The family relationships and connections of the children served by Child Welfare Services will be preserved, as appropriate

Imperial County strives to place children in least restrictive settings as soon as possible and continues to increase the rate of children placed in relative homes as a result of the implementation of Emergency Relative Home Assessments and designating a social worker to complete these requests. However, Imperial County continues to place children in Betty Jo McNeece Receiving Home (BJMRH) when the relative home does not pass the emergency assessment process and there are no available foster homes for placement. The Department continues efforts to recruit new foster homes and increase trainings provided to current foster parents to improve retention of existing foster homes. During the CSA Community Forums, participants identified the need for more quality trainings for foster parents and more communication between foster parents, children and social workers to address crises as they occur in order to prevent failed placements.

Imperial County currently falls below both the state average and federal standard in regards to finalizing adoptions and will be addressing this issue on the County's current SIP. The Department has two social workers assigned to handle all adoptions including adoptive home assessments, finalizing adoptions and providing services through the Adoptions Assistance Program (AAP). One of the factors affecting our rate of finalizing adoptions is the timely completion of adoptive home assessments. However, the Department has recently hired a Masters carrying social worker to handle all Adoptive Home Assessments, which will allow the other two adoptions social workers to focus on finalizing adoptions.

Youth emancipating from foster care are prepared to transition to adulthood

The Department of Children and Family Services currently contracts with the Imperial Valley Regional Occupational Program (IVROP) – Accessing Careers through Education (ACE) program to provide ILP services to foster and probation youth transitioning to adulthood. Foster youth who participated in the Foster Youth survey during the CSA process indicated that they were happy with the services they were being provided through ACE and in fact felt that their ACE workers were very attentive and cared what happened to them. During the CSA Community Forums, participants identified a need for more communication between the ACE worker, youth and social worker/probation officer in order to address issues as they arise and give the foster youth a voice and avenue of expression.

B. PQCR

The 2008 Imperial County Peer Quality Case Review (PQCR) process involved collaboration between the Probation Department and the Department of Children and Family Services and focused on the theme of re-entry into foster care for Child Welfare and transitioning youth to adulthood for Probation. In addition to the interviewing of Social Workers and Deputy Probation Officers, focus groups were held involving Social Worker Supervisors, Attorneys, Judges and Parents. The results indicate that the participants were engaged successfully in the PQCR process and were passionate about the need to improve and strengthen Juvenile Probation and Child Welfare Services, especially in the area of re-entry into Foster Care and youth transitioning to adulthood.

Imperial County Department of Children and Family Services reunifies at a higher rate than both the state average and the federal standard, yet continuously has a higher rate of re-entry into foster care as well. The major contributing factor to re-entry is parental substance abuse. Although the parents may complete substance abuse treatment programs and reunify with their children, relapse is a known factor in recovery. Without an aftercare program or supportive services for parents in recovery, the chances of relapse and re-entry into foster care increase.

During the PQCR, the participants felt that the common factors contributing to re-entry and transitioning youth to adulthood were the lack of available and accessible client services to both the probation and child welfare populations and the high social worker and probation caseloads. Department staff identified the need to provide or develop support to parents in some form or another. Time frames were also seen as critical to the completion of case plan activities and impact on re-entry into foster care. According to Department staff, it is not uncommon for families to reunite with only partially completed activities, due to inflexible legal timeframes or pressure from the Department or courts to reunify families within 6 to 12 months. It was expressed that without clients demonstrating behavioral change, they would likely return to the child welfare system. Probation Officers identified the need to deliver ILP services in a timely manner and the lack of transitional housing for those youth aging out of foster care. Another major theme from Probation was the lack of coordination with the County ILP Coordinator.

Imperial County's PQCR revealed valuable ideas regarding the Departments' processes, case practice and services provided to families. This information, together with the feedback received through the County Self-Assessment (CSA), will provide direction as Imperial County Department of Children and Family Services and the Probation Department develop their next System Improvement Plan (SIP) in partnership with CDSS.

Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment					
County's Current Performance: S1.1 Percent of children who were victims of child abuse/neglect who did NOT have a subsequent substantiated report of abuse/neglect: Our current performance for S1.1 in Q2 (Apr-Jun 2008) is 81.5%, which is a 12% decrease from the 93.5% which was reported in the County Self-Assessment (CSA).					
Improvement Goal 1.0 Increase the percentage of children with NO recurrence of maltreatment from 81.5% to 90.5% during the next three years, by 3% increments each year.					
Strategy 1.1 Utilize existing Social Workers to provide aftercare services/support, for a period of 3 months, to families who have been dismissed by the court after the completion of family maintenance services		Strategy Rationale Having staff assigned to provide aftercare services to families will give the families the support they need during the critical time following their dismissal from child welfare services. Having someone available to support families that face crisis will prevent parents from re-abusing.			
Milestone	1.1.1 Identify Social Workers who will carry the aftercare caseloads	Timeframe	3 months (08/01/09)	Assigned to	Program Managers and Supervisors
	1.1.2 Create policy regarding duties and contact requirements of an aftercare Social Worker		5 months (10/01/09)		Analyst, Program Managers and Supervisors
	1.1.3 Identify 2 to 5 families in the Northend, Central, and Southends of the county who have completed family maintenance services and are not receiving continued services through the Linkages program		6 months (11/01/09)		Analysts, Program Managers and Supervisors
	1.1.4 Verbally explain aftercare program and provide aftercare handout to identified families and assign identified families to aftercare Social Worker		7 months (12/01/09)		Social Workers assigned to previous dependency case and Supervisors
	1.1.5 Maintain aftercare referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously		Supervisors
	1.1.6 Utilizing both Safe Measures data and aftercare statistics compiled in Excel, analyze statistics to determine effectiveness of aftercare services/support on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter		Analyst

Strategy 1.2 Provide three-part training for children in out-of-home placement, parents, foster parents and relative caregivers regarding addictive behaviors, attachment/separation/loss issues and the affects of child abuse on children/families		Strategy Rationale Having a three-part training for children, parents, foster parents and relative caregivers will allow the children to understand addiction, the parents to understand what their children are going through and the foster parents and relative caregivers to understand what both the children and parents experience in being separated. This will also improve relationships between parents and children, foster parents/relative caregivers and children and foster parents/relative caregivers and parents, which will assist in the reunification process. Educating families on the affects of child abuse will give parents an insight into how their actions affect their children and will make them less likely to re-abuse.			
Milestone	1.2.1 Identify a trainer/therapist to provide training on addictive behaviors and attachment/separation/loss issues	Timeframe	1 month (06/01/09)	Assigned to	Analyst
	1.2.2 Develop contract with trainer/therapist to develop curriculum that addresses the issues facing families and to provide training to identified target population		2 months (07/01/09)		Analyst, Program Managers, Supervisors, Social Workers and Trainer/Therapist
	1.2.3 Determine age appropriate for children to attend training and identify children, parents, foster parents and relative caregivers to participate in training		3 months (08/01/09)		Analyst, Program Managers, Supervisors and Social Workers
	1.2.4 Schedule training with trainer/therapist and refer age-appropriate children, parents, foster parents and relative caregivers		4 months (09/01/09)		Analyst, Social Workers and Supervisors
	1.2.5 Maintain training referral statistics in Excel for future monitoring and analysis		4 months (09/01/09) and continuously		Social Workers and Supervisors
	1.2.6 Analyze statistics to determine effectiveness of training on recurrence of maltreatment and report findings every 6 months following implementation		10 months (03/01/10) and every 6 months thereafter		Analyst

Strategy 1.3 Include children in the parental treatment/rehabilitation process through participation in family collaborative sessions, once they have been identified through an assessment completed at 3, 9 and 15 months from the date of the dispositional hearing		Strategy Rationale Having children participate with their parents in the treatment process through collaborative sessions will allow both the children and parents to express fears and resolve issues prior to reunification, which will prevent parents from re-abusing. This will also allow the children and parents to build a trusting relationship.			
Milestone	1.3.1 Determine age appropriate for children to participate in family collaborative sessions	Timeframe	3 months (08/01/09)	Assigned to	Analyst, Program Managers and Supervisors
	1.3.2 Create policy regarding requirements for family collaborative sessions and who must be referred		5 months (10/01/09)		Analyst, Program Managers and Supervisors
	1.3.3 Identify parents involved in Family Reunification (FR) who are currently participating in a treatment/rehabilitation program		6 months (11/01/09)		Analyst and Supervisors
	1.3.4 Refer age-appropriate children of the identified parents to PACT for family collaborative sessions		7 months (12/01/09)		Social Workers and Supervisors
	1.3.5 Maintain session referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously		Social Workers, Supervisors and PACT
	1.3.6 Analyze statistics to determine effectiveness of family collaborative sessions on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter		Analyst
Describe systemic changes needed to further support the improvement goal. Tracking system will be developed to monitor families that are referred for aftercare services/support and family collaborative sessions. This tracking system will allow for future analysis to determine the effectiveness of these two programs on recurrence of maltreatment.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff designated to provide aftercare services will need to be trained regarding their duties and the goals of the aftercare program. Staff will also need to be trained regarding the family collaborative sessions and what the goals are. Trainings will be conducted by Analysts.					
Identify roles of the other partners in achieving the improvement goals. PACT will facilitate the family collaborative sessions at Behavioral Health as part of the substance abuse treatment/rehabilitation program.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.					

Outcome/Systemic Factor: C1.4 Reentry Following Reunification (exit cohort)					
County's Current Performance: C1.4 Percent of children reentering foster care within 12 months of reunification: Our current performance for C1.4 in Q2 (Apr-Jun 2008) is 25%, which is a 4.9% increase from the 20.1% which was reported in the CSA.					
Improvement Goal 1.0 Reduce percentage of foster care re-entry from 25% to 16% during the next three years, by 3% increments each year.					
Strategy 1.1 Utilize existing Social Workers to provide aftercare services/support, for a period of 3 months, to families who have been dismissed by the court after the completion of family maintenance services		Strategy Rationale Having staff assigned to provide aftercare services to families will give the families the support they need during the critical time following their dismissal from child welfare services. Having someone available to handle crisis that families face will prevent the children from re-entering foster care.			
Milestone	1.1.1 Identify Social Workers who will carry the aftercare caseloads	Timeframe	1 month (06/01/09)	Assigned to	Program Managers and Supervisors
	1.1.2 Create policy regarding duties and contact requirements of an aftercare Social Worker		3 months (08/01/09)		Analyst, Program Managers and Supervisors
	1.1.3 Identify 2 to 5 families in the Northend, Central, and Southends of the county who have completed family maintenance services and are not receiving continued services through the Linkages program		6 months (11/01/09)		Program Managers and Supervisors
	1.1.4 Verbally explain aftercare program and provide aftercare handout to identified families and assign identified families to aftercare Social Worker		7 months (12/01/09)		Social Workers assigned to previous dependency case and Supervisors
	1.1.5 Maintain referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously		Supervisors
	1.1.6 Utilizing both Safe Measures data and aftercare statistics compiled in Excel, analyze statistics to determine effectiveness of aftercare services/support on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter		Analyst

Strategy 1.2 Provide three-part training for children in out-of-home placement, parents, foster parents and relative caregivers regarding addictive behaviors, attachment/separation/loss issues and the affects of child abuse on children/families		Strategy Rationale Having a three-part training for children, parents, foster parents and relative caregivers will allow the children to understand addiction, the parents to understand what their children are going through and the foster parents and relative caregivers to understand what both the children and parents experience in being separated. This will also improve relationships between parents and children, foster parents/relative caregivers and children and foster parents/relative caregivers and parents, which will assist in the reunification process. Educating families on the affects of child abuse will give parents an insight into how their actions affect their children and will make them less likely to re-abuse and their children to re-enter foster care.			
Milestone	1.2.1 Identify a trainer/therapist to provide training on addictive behaviors and attachment/separation/loss issues	Timeframe	1 month (06/01/09)	Assigned to	Analyst
	1.2.2 Develop contract with trainer/therapist to develop curriculum that addresses the issues facing families and to provide training to identified target population		2 months (07/01/09)		Analyst, Program Managers, Supervisors, Social Workers and Trainer/Therapist
	1.2.3 Determine age appropriate for children to attend training identify children, parents, foster parents and relative caregivers to participate in training		3 months (08/01/09)		Analyst, Program Managers, Supervisors and Social Workers
	1.2.4 Schedule training with trainer/therapist and refer age-appropriate children, parents, foster parents and relative caregivers		4 months (09/01/09)		Analyst, Social Workers and Supervisors
	1.2.5 Maintain training referral statistics in Excel for future monitoring and analysis		4 months (09/01/09) and continuously		Social Workers and Supervisors
	1.2.6 Analyze statistics to determine effectiveness of training on recurrence of maltreatment and report findings every 6 months following implementation		10 months (03/01/10) and every 6 months thereafter		Analyst

Strategy 1.3 Include children in the parental treatment/rehabilitation process through participation in family collaborative sessions, once they have been identified through an assessment completed at 3, 9 and 15 months from the date of the dispositional hearing		Strategy Rationale Having children participate with their parents in the treatment process through collaborative sessions will allow the children to understand addiction. These collaborative sessions will also allow both the children and parents to express fears and resolve issues prior to reunification, which will prevent children from re-entering foster care.			
Milestone	1.3.1 Determine age appropriate for children to participate in family collaborative sessions	Timeframe	3 months (08/01/09)	Assigned to	Analyst, Program Managers and Supervisors
	1.3.2 Create policy regarding requirements for family collaborative sessions and who must be referred		5 months (10/01/09)		Analyst, Program Managers and Supervisors
	1.3.3 Identify parents involved in Family Reunification (FR) who are currently participating in a treatment/rehabilitation program		6 months (11/01/09)		Analyst and Supervisors
	1.3.4 Refer age-appropriate children of the identified parents to PACT for family collaborative sessions		7 months (12/01/09)		Social Workers and Supervisors
	1.3.5 Maintain session referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously		Social Workers, Supervisors and PACT
	1.3.6 Analyze statistics to determine effectiveness of family collaborative sessions on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter		Analyst

Strategy 1.4 Utilize Administrative Office of the Courts (AOC) to provide training for both Child Welfare Services (CWS) and Court staff regarding outcome measures and how court decisions impact them		Strategy Rationale Having the AOC provide training will give the Court and CWS staff the insight into how their decisions affect the outcome measures and timeframe goals. This will enable them to work towards discharging children to permanent homes as soon as possible and prevent the re-opening of services to parents who have not demonstrated a change of circumstances. This will also enable the courts to only reunify families when they are stable and prevent re-entry into foster care.			
Milestone	1.4.1 Contact AOC to inquire about training for CWS and Court staff	Timeframe	3 months (08/01/09)	Assigned to	Analyst
	1.4.2 Consult with CWS and Court staff to determine most appropriate training based on available AOC trainings		3 months (08/01/09)		Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge
	1.4.3 Contact Court staff to determine their availability for training		4 months (09/01/09)		Analyst
	1.4.4 Determine availability of CWS staff for training		4 months (09/01/09)		Analyst
	1.4.5 Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training		5 months (10/01/09)		Analyst
Describe systemic changes needed to further support the improvement goal. Tracking system will be developed to monitor families that are referred for aftercare services/support and family collaborative sessions. This tracking system will allow for future analysis to determine the effectiveness of these two programs on recurrence of maltreatment. Both the Courts and CWS staff need to fully understand how their decisions on each case affect the outcome measures and timeframe goals.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff designated to provide aftercare services will need to be trained regarding their duties and the goals of the aftercare program. Staff will also need to be trained regarding the family collaborative sessions and what the goals are. Trainings will be conducted by Analysts. Training for the Courts and CWS staff regarding outcome measures and timeframes will be provided by the AOC.					
Identify roles of the other partners in achieving the improvement goals. PACT will facilitate the family collaborative sessions at Behavioral Health as part of the substance abuse treatment/rehabilitation program. Court staff will participate, along with CWS staff, in the trainings provided by the AOC.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.					

Outcome/Systemic Factor: C2.1 Adoption within 24 Months (exit cohort)					
County's Current Performance: C2.1 <i>Percent of children adopted within 24 months of removal:</i> Our current performance for C2.1 in Q2 (Apr-Jun 2008) is 0%, which is a 16% decrease from the 16% which was reported in the CSA.					
Improvement Goal 1.0 Increase percentage of children adopted within 24 months of removal from 0% to 9% during the next three years, by 3% increments each year.					
Strategy 1.1 Utilize Master's Social Worker to complete all adoptive home assessments			Strategy Rationale Having Master's Social Worker complete all adoptive home assessments will provide the Adoption Social Workers the time needed to complete the paperwork required to finalize an adoption, which will help improve the number of adoptions finalized each month.		
Milestone	1.1.1 Train Master's Social Worker on all adoptive home assessment requirements	Timeframe	2 months (07/01/09)	Assigned to	Senior Analyst and Licensing and Adoptions Supervisors
	1.1.2 Identify current adoptive family applicants still pending an adoptive home assessment		2 months (07/01/09)		Licensing and Adoptions Supervisors
	1.1.3 Assign current adoptive family applicants to Master's Social Worker to complete adoptive home assessment as a priority		3 months (08/01/09)		Licensing Supervisor and Master's Social Worker
	1.1.4 Assign new adoptive family applicants to Master's Social Worker to complete adoptive home assessment		4 months (09/01/09)		Licensing Supervisor and Master's Social Worker
Strategy 1.2 Utilize Administrative Office of the Courts (AOC) to provide training for both Child Welfare Services (CWS) and Court staff regarding outcome measures and how court decisions impact them			Strategy Rationale Having the AOC provide training will give the Court and CWS staff the insight into how their decisions affect the outcome measures and timeframe goals. This will enable them to work towards discharging children to permanent homes as soon as possible and prevent the re-opening of services to parents who have not demonstrated a change of circumstances.		

Milestone	1.2.1 Contact AOC to inquire about training for CWS and Court staff	Timeframe	3 months (08/01/09)	Assigned to	Analyst
	1.2.2 Consult with CWS and Court staff to determine most appropriate training based on available AOC trainings		3 months (08/01/09)		Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge
	1.2.3 Contact Court staff to determine their availability for training		4 months (09/01/09)		Analyst
	1.2.4 Determine availability of CWS staff for training		4 months (09/01/09)		Analyst
	1.2.5 Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training		5 months (10/01/09)		Analyst
Strategy 1.3 Refer all cases with absent parents to clerical staff at onset of removal to complete parent search and require Social Workers to complete due diligence efforts on a monthly basis		Strategy Rationale Having clerical staff complete parent search at onset of removal will ensure that whereabouts of parents are identified as early in the case as possible. Also, having Social Workers complete monthly due diligence efforts will increase the likelihood of locating parents prior to the 366.26 hearing. This stronger focus on locating parents will allow the Social Workers to notice all parents for a 366.26 hearing in a timely manner, which will increase the number of finalized adoptions.			
Milestone	1.3.1 Identify all cases with absent parents immediately following removal of the child	Timeframe	3 months (08/01/09)	Assigned to	Social Workers and Supervisors
	1.3.2 Complete parent search request form for all identified cases and send to clerical to complete parent search		4 months (09/01/09)		Social Workers, Supervisors and Clerical Staff
	1.3.3 Return all completed parent search forms to Social Worker to be placed in the case record		4 months (09/01/09)		Clerical Staff
	1.3.4 Complete due diligence efforts at every monthly contact and record it on mandatory contact sheets		1 month (06/01/09)		Social Workers
	1.3.5 Review mandatory monthly contact sheets to ensure due diligence efforts are completed by Social Worker		1 month (06/01/09)		Supervisors

<p>Describe systemic changes needed to further support the improvement goal. Both the Courts and CWS staff need to fully understand how their decisions on each case affect the outcome measures and timeframe goals.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Master's Degree carrying Social Worker will be trained on how to complete Adoptive Home Assessments by both Adoptions and Licensing staff. Training for the Courts and CWS staff regarding outcome measures and timeframes will be provided by the AOC.</p>
<p>Identify roles of the other partners in achieving the improvement goals. Court staff will participate, along with CWS staff, in the trainings provided by the AOC.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.</p>

<p>Outcome/Systemic Factor: C3.1 Exits to Permanency (24 months in care)</p>					
<p>County's Current Performance: C3.1 Percent of children discharged to a permanent home who had been in foster care for 24 months or longer: Our current performance for C3.1 in Q2 (Apr-Jun 2008) is 18.3%, which is a 2.4% decrease from the 20.7% which was reported in the CSA.</p>					
<p>Improvement Goal 1.0 Increase percent of children discharged to a permanent home that had been in foster care for 24 months or longer from 18.3% to 23.3% during the next three years, by a 1.6% increment each year.</p>					
<p>Strategy 1.1 Utilize Administrative Office of the Courts (AOC) to provide training for both Child Welfare Services (CWS) and Court staff regarding outcome measures and how court decisions impact them</p>		<p>Strategy Rationale Having the AOC provide training will give the Court and CWS staff the insight into how their decisions affect the outcome measures and timeframe goals. This will enable them to work towards discharging children to permanent homes as soon as possible and prevent the re-opening of services to parents who have not demonstrated a change of circumstances.</p>			
Milestone	<p>1.1.1 Contact AOC to inquire about training for CWS and Court staff</p>	Timeframe	<p>3 months (08/01/09)</p>	Assigned to	<p>Analyst</p>
	<p>1.1.2 Consult with CWS and Court staff to determine most appropriate training based on available AOC trainings</p>		<p>3 months (08/01/09)</p>		<p>Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge</p>
	<p>1.1.3 Contact Court staff to determine their availability for training</p>		<p>4 months (09/01/09)</p>		<p>Analyst</p>
	<p>1.1.4 Determine availability of CWS staff for training</p>		<p>4 months (09/01/09)</p>		<p>Analyst</p>

	1.1.5 Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training		5 months (10/01/09)		Analyst
Strategy 1.2 Conduct Family Team Meetings (FTM) with Social Worker, parents, age-appropriate children and identified relatives/caregivers after detention hearing is completed and Family Reunification (FR) has been identified as the current plan		Strategy Rationale Conducting Family Team Meetings (FTM) will allow the family to be part of the decision making process and to identify a concurrent plan in the event that the parents do not complete FR services. This will enable Social Workers to discharge children to permanent homes sooner and prevent children from remaining in foster care long term.			
Milestone	1.2.1 Determine age appropriate for children to participate in Family Team Meetings (FTM)	Timeframe	5 months (10/01/09)	Assigned to	Analyst, Program Managers and Supervisors
	1.2.2 Create policy regarding requirements for Family Team Meetings (FTM)		7 months (12/01/09)		Analyst, Program Managers and Supervisors
	1.2.3 Identify cases where the current plan is Family Reunification (FR) and the detention hearing was held within the past month		8 months (01/01/10)		Analyst and Supervisors
	1.2.4 Contact parents, age-appropriate children and relatives/caregivers of identified cases and schedule Family Team Meeting (FTM)		9 months (02/01/10) and continuously		Social Workers and Supervisors
	1.2.5 Maintain Family Team Meeting (FTM) statistics in Excel for future monitoring and analysis		9 months (02/01/10) and continuously		Social Workers and Supervisors
	1.2.6 Analyze statistics to determine effectiveness of Family Team Meetings on exits to permanency and report findings every 6 months following implementation		15 months (08/01/10) and every 6 months thereafter		Analyst
Describe systemic changes needed to further support the improvement goal. None identified at this time.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training will be provided by the AOC.					
Identify roles of the other partners in achieving the improvement goals. Court staff will participate, along with CWS staff, in the trainings provided by the AOC.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.					

Outcome/Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)					
County's Current Performance: <i>C4.1 Percent of children with two or fewer placements who have been in foster care for 8 days or more, but less than 12 months:</i> Our current performance for C4.1 in Q2 (Apr-Jun 2008) is 58.9%, which is a 2.3% decrease from the 61.2% which was reported in the CSA.					
Improvement Goal 1.0 Increase percentage of children with two or fewer placements during the first year in foster care from 58.9% to 67.9% during the next three years, by 3% increments each year.					
Strategy 1.1 Utilize Master's Social Worker to provide orientation, coordinate training, and complete applications for people interested in becoming a Resource Family (Foster Family Homes, Relative Caregivers and Adoptive Parents)			Strategy Rationale Having Master's Social Worker provide these allows the two Licensing Social Workers to focus on completing home inspections and approving requests for Foster Family Homes and Relative Caregivers. This will allow Licensing to approve homes more quickly, which will improve our placement stability as children will no longer need to be placed in BJMRH, but will be able to go directly to a Foster Family Home or Relative Caregiver.		
Milestone	1.1.1 Have Master's Social Worker shadow licensing Social Workers and Social Worker Assistants currently doing orientation, training and applications	Timeframe	3 months (08/01/09) to 4 months (09/01/09)	Assigned to	Senior Analyst and Licensing Supervisor
	1.1.2 Train Master's Social Worker on orientation process, training and application requirements for resource families		3 months (08/01/09) to 4 months (09/01/09)		Senior Analyst and Licensing Supervisor
	1.1.3 Assign Master's Social Worker to do orientation, coordinate trainings and complete applications for resource families		5 months (10/01/09)		Licensing Supervisor

Strategy 1.2 Utilize Master's Social Worker to increase resource family recruitment efforts and coordinate more appropriate trainings for retention of resource families		Strategy Rationale Having Master's Social Worker lead recruitment efforts will allow Children Services to have more of a presence at community functions to promote becoming a resource family. Also, coordinating more appropriate trainings will ensure that the foster parents and relative caregivers are receiving the most current and useful information that will assist in saving placements. These efforts will increase the number of resource families available to have children placed with them immediately after removal and prevent placement in BJMRH, which will improve placement stability for children.			
Milestone	1.2.1. Plan and identify a campaign strategy for recruitment of resource families	Timeframe	3 months (08/01/09)	Assigned to	Master's Social Worker, Senior Analyst and Licensing Supervisor
	1.2.2 Make arrangements for Children Services to be present at community functions to promote becoming a resource family		3 months (08/01/09) and continuously		Master's Social Worker
	1.2.3 Meet with resource families to identify training needs and customer satisfaction		4 months (09/01/09)		Master's Social Worker
	1.2.4 Search for and obtain trainers and/or training materials to provide identified enhanced trainings to resource families, which identify competencies and objectives		5 months (10/01/09)		Master's Social Worker
	1.2.5 Schedule enhanced trainings and inform resource families regarding date/time		6 months (11/01/09) and continuously		Master's Social Worker
	1.2.6 Maintain statistics on number of applications for resource families		6 months (11/01/09) and continuously		Master's Social Worker and Licensing Supervisor
	1.2.7 Analyze statistics, which include placement disruptions, to determine effectiveness of increased recruitment efforts and more appropriate trainings for resource families on placement stability		12 months (05/01/10) and every 6 months thereafter		Analyst

Strategy 1.3 Designate Social Worker to do all Licensing Exemptions and Complaints		Strategy Rationale Having a designated Social Worker to do all Licensing Exemptions and Complaints will allow the two Licensing Social Workers to focus on completing home inspections and approving requests for Foster Family Homes and Relative Caregivers. This will allow Licensing to approve homes more quickly, which will improve our placement stability as children will no longer need to be placed in BJMRH, but will be able to go directly to a Foster Family Home or Relative Caregiver.			
Milestone	1.3.1 Train designated Social Worker on Licensing Exemption and Complaint process	Timeframe	2 months (07/01/09)	Assigned to	Senior Analyst and Licensing Supervisor
	1.3.2 Have designated Social Worker shadow Licensing Social Workers currently doing the Licensing Exemptions and Complaints		3 months (08/01/09)		Senior Analyst, Licensing Supervisor and Licensing Social Workers
	1.3.3 Assign designated Social Worker to do Licensing Exemptions and Complaints		4 months (09/01/09)		Senior Analyst and Licensing Supervisor
	1.3.4 Maintain statistics in Excel on number of exemptions and complaints completed per month and number of foster home and relative caregivers approved per month		4 months (09/01/09) and continuously		Designated Social Worker and Licensing Supervisor
	1.3.5 Analyze statistics to determine effectiveness of having one Social Worker designated to do Licensing Exemptions and Complaints on placement stability and report findings every 6 months following implementation		10 months (03/01/10) and every 6 months thereafter		Analyst
Describe systemic changes needed to further support the improvement goal. None identified at this time.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. None identified at this time.					
Identify roles of the other partners in achieving the improvement goals. None identified at this time.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.					

Outcome/Systemic Factor: 2B Timely Response (Immediate/10-Day Response Compliance) 2C Timely Social Worker Visits with Child					
County's Current Performance: <i>2B Percent of referrals in which face-to-face contact with a child occurred, or was attempted, within the regulatory time frames:</i> Our current performance for 2B (Immediate) in Q2 (Apr-Jun 2008) is 90.7%, which is a 2.5% decrease from the 93.2% which was reported in the CSA. Our current performance for 2B (10-Day) in Q2 (Apr-Jun 2008) is 75.7%, which is a 5.1% increase from the 70.6% which was reported in the CSA. <i>2C Percent of children who received a monthly visit:</i> Our current performance for 2C in Q2 (Apr-Jun 2008) is 82.9%, which is a 12.3% increase from the 70.6% which was reported in the CSA.					
Improvement Goal 1.0 Increase percentage of Immediate referrals with timely contact from 90.7% to 100% during the next three years, by 3.1% increments each year. Increase percentage of 10-Day referrals with timely contact from 75.7% to 90% during the next three years, by 4.76% increments each year. Increase percentage of children who received a monthly visit from 82.9% to 90% during the next three years, by 2.36% increments each year.					
Strategy 1.1 Utilize Safe Measures to identify cases/referrals with non-compliant contacts, determine why they are non-compliant and address the identified issues through training and/or a corrective action plan		Strategy Rationale Utilizing Safe Measures to identify cases/referrals with non-compliant contacts will enable the Supervisors to monitor their units and address the identified issues preventing timely contact with each individual Social Worker. This will enable child welfare analysts to identify training needs and provide appropriate training to staff that are struggling to meet compliance. This will also allow child welfare staff to identify if it is a personnel issue and if so, begin an appropriate corrective action plan to prevent future non-compliance.			
Milestone	1.1.1 Train staff on how to navigate through Safe Measures	Timeframe	1 month (06/01/09)	Assigned to	Analyst and Children's Research Center Staff
	1.1.2 Create policy regarding expectations of Supervisors/Social Workers in the use of Safe Measures to monitor their units/caseloads		3 months (08/01/09)		Analyst and Program Managers
	1.1.3 Implement Safe Measures policy		4 months (09/01/09)		Program Managers and Supervisors
	1.1.4 Provide ongoing training for Safe Measures regarding any changes/updates		4 months (09/01/09) and continuously		Analyst and Children's Research Center Staff

	1.1.5 Analyze outcome measure statistics to determine effectiveness of Safe Measures on timely Social Worker visits and report findings every 3 months following implementation		7 months (12/01/09) and every 3 months thereafter		Analyst
Strategy 1.2 Implement Social Worker Contact Policy, which requires Social Workers to complete a Social Worker Contact Worksheet for every monthly contact or referral investigation completed and Supervisors will then review them to ensure compliance with the standards set forth in the policy prior to sending them to clerical staff for input into Child Welfare Services/Case Management System (CWS/CMS).		Strategy Rationale Having Social Workers complete mandatory contact worksheets will ensure that they are completing quality contacts with families. Having Supervisors review the contact worksheets prior to input by clerical staff will enable them to monitor their unit's compliance and address any issues as soon as they are identified. This will provide accountability for each Social Worker and allow management to pinpoint training issues as well as personnel issues that may be hindering compliance.			
Milestone	1.2.1 Provide and explain new mandatory Social Worker Contact Worksheets to Social Workers and Supervisors	Timeframe	1 month (06/01/09)	Assigned to	Analysts, Supervisors and Program Managers
	1.2.2 Explain to Supervisors what is expected of them in regards to reviewing the Social Worker Contact Worksheets		1 month (06/01/09)		Analysts and Program Managers
	1.2.3 Explain to Clerical staff what is expected of them in regards to inputting information from the Social Worker Contact Worksheets into CWS/CMS		1 month (06/01/09)		Analysts and Clerical Supervisors
	1.2.4 Implement Social Worker Contact Policy which was created in March 2009		1 month (06/01/09)		Program Managers and Deputy Director
	1.2.5 Monitor compliance with mandatory Social Worker Contact Policy by reviewing clerical contact input statistics and Safe Measures data on a monthly basis		1 month (06/01/09) and continuously		Analysts
	1.2.6 Identify issues preventing compliance with mandatory Social Worker Contact Policy and address them with Social Workers and Supervisors through training and/or an appropriate corrective action plan		4 months (09/01/09) and every 3 months thereafter		Analysts, Supervisors, Program Managers and Deputy Director

<p>Describe systemic changes needed to further support the improvement goal. Safe Measures has been approved by the Department and will be presented to the Board of Supervisors (BOS) for approval on March 17, 2009. Implementation will begin immediately following BOS approval.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Social Workers and Supervisors will be trained on how to navigate through Safe Measures and subsequent training on updates and changes will be provided as necessary. Trainings will be conducted by Analysts and Children’s Research Center staff, who are the administrators of Safe Measures.</p>
<p>Identify roles of the other partners in achieving the improvement goals. None identified at this time.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.</p>

<p>Outcome/Systemic Factor: Transitioning to Adulthood (PROBATION)</p>					
<p>County’s Current Performance: Our current performance for June 2008 is the following: 32 ILP Referrals made, 3 High School Diplomas, 2 GED, 1 Enrolled in College/Higher Education, 2 Completed Vocational Training, 3 Employed or other means of support. In completing the CSA, we learned that continued improvement in this area will require working closely with the ILP Coordinator in our county to ensure that Probation youth are serviced by the Independent Living Program (ILP) in a timely manner.</p>					
<p>Improvement Goal 1.0 Improve referral process for ILP services</p>					
<p>Strategy 1.1 Standardizing the ILP referral process with the DSS ILP Coordinator in our county in a timely manner in order to expedite services to the youth in ILP</p>		<p>Strategy Rationale Standardizing the ILP referral process will create a more consistent and proficient form of communication with the DSS ILP Coordinator, therefore increasing the number of participants in ILP.</p>			
Milestone	<p>1.1.1 DSS/Probation meet to review and update ILP referral process</p>	Timeframe	<p>3 months (08/01/09)</p>	Assigned to	<p>DSS ILP Coordinator, DPO III Placement Supervisor and Probation Division Manager</p>
	<p>1.1.2 DSS/Probation to monitor implementation of referral process</p>		<p>4 months (09/01/09)</p>		<p>DSS ILP Coordinator, DPO III Placement Supervisor and Probation Division Manager</p>
	<p>1.1.3 DSS/Probation to meet quarterly to discuss issues for improvement</p>		<p>6 months (11/01/09)</p>		<p>DSS ILP Coordinator, DSS Program Manager, DPO III Placement Supervisor and Probation Division Manager</p>

Strategy 1.2 Establish an Aftercare Supervision/Mentoring Program for youth transitioning back home from Foster Care		Strategy Rationale Having an Evening Learning Center (ELC) which provides in-house educational services, tutoring sessions, vocational training, skill-building focusing on promoting success through the use of positive reinforcement procedures, crisis intervention to help turn difficult situations into constructive outcomes and supervision during after hours to encourage them in becoming independent and self-sufficient, thereby preventing re-entry into the Foster Care system.			
Milestone	1.2.1. Probation to research alternative source of funding for the ELC. Identify youth in out-of-home placement prior to their transition home (at least 2 months prior to transition)	Timeframe	6 months (11/01/09)	Assigned to	Chief Probation Officer, Fiscal Manager, Probation Division Manager, DPO III Placement Supervisor and Placement Officer(s)
	1.2.2 Make referrals to the ELC for potential youth to be served		7 months (12/01/09)		Placement Officer, DPO III Placement Supervisor
	1.2.3 ELC to conduct a Positive Achievement Change Tool (PACT) assessment and a Measured Achievement Plan (MAP) assessment, which targets evidence-based interventions for each youth referred to them. ELC staff will provide weekly progress reports to the case carrying Probation Officer.		12 to 18 months (05/01/10 to 11/01/10)		ELC Director, Placement Officer(s) and DPO III Placement Supervisor

Improvement Goal 2.0 Improve delivery of ILP services to Probation youth					
Strategy 2.1 Improve delivery of ILP services			Strategy Rationale By improving the delivery of ILP services we will increase the attendance, participation and success rate for these youth		
Milestone	2.1.1 Form committee (with placement officers, placement supervisors from DSS/Probation and ILP Coordinator) to assess ILP services	Timeframe	3 months (08/01/09)	Assigned to	DSS ILP Coordinator and DPO III Placement Supervisor
	2.1.2 ILP Coordinator will perform an assessment of current services (access surveys through Project ACE) to ensure compliance of services being rendered to ILP Youth		6 months (11/01/09)		DSS ILP Coordinator, Project Ave Director, DPO III Placement Supervisor
	2.1.3 Report results to DSS Program Manager and Probation Division Manager for follow-up with assessment results from the ILP Coordinator. ILP Coordinator to report back to the SIP Committee.		9 months (02/01/10)		DSS ILP Coordinator and DPO III Placement Supervisor
Describe systemic changes needed to further support the improvement goal. This portion of the SIP is about systemic change of the ILP referral process. Although, during the CSA it was learned that ILP referrals were not being processed in a timely manner and eligible youth received no ILP services. This process is necessary to further support this improvement goal.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Local education needs are noted in the milestones.					
Identify roles of the other partners in achieving the improvement goals. Participation from the following partners is needed to achieve the above improvement goals: Probation, ILP Coordinator, Project ACE and Placement Officers. A committee will need to be formed with these partners to assess current services and make recommendations for improvement.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. State required standardized ILP services of youth placed out-of-county and provide funds for other counties to serve our children who have been placed there. Services are needed for 14 and 15 year olds, therefore funding should be available for this age group. Improved after care for ILP participants with mandated services and funding.					

Outcome/Systemic Factor: Improve Safety Outcomes for Foster Youth (PROBATION)					
County's Current Performance: The Probation Department has no parenting classes, anger management classes, gang awareness classes or family therapy sessions being offered to parents whose youth are in out-of-home placement or at risk of being in out-of-home placement.					
Improvement Goal 1.0 Provide a safe and stable environment for youth transitioning back home, and to reduce the number of youth entering Foster Care.					
Strategy 1.1 By providing parenting classes, anger management, gang awareness and family therapy to all parents whose children are on Probation, regardless of whether the youth is in out-of-home placement or home. Parents will learn skills to parent their children. Establish an Aftercare Supervision/Mentoring Program for youth at risk or those who are transitioning back home from placement.		Strategy Rationale An ELC , which provides parenting classes, anger management for both the parents and their children, gang awareness, family counseling, family therapy, tutoring, mentoring and tracking of the youths progress with weekly reports to the Probation Officer. This will not only reduce the number of out-of-home placements and increase the success rate of the youth who are independent and self-sufficient exiting the Foster Care system.			
Milestone	1.1.1 Probation will research alternative sources of funding the ELC	Timeframe	6 months (11/01/09)	Assigned to	Chief Probation Officer, Probation Fiscal Manager and Probation Division Manager
	1.1.2 Identify and assign 2 Probation Officers to the ELC to ensure compliance on behalf of the youth and parents		7 months (12/01/09)		Probation Program Manager
	1.1.3 Develop and implement policy with ELC. Begin referral process and transportation arrangements with the ELC for parents and youth. Conduct quarterly meetings with ELC Directors/Managers and Probation Department. In addition, the ELC will establish evidence-based key performance indicators as to the progress of the youth and parents.		12 to 18 months (05/01/10 to 11/01/10)		Probation Program Manager, Probation Fiscal Manager, Admissions/Transition Manager for ELC
	1.1.4 Continue with implementation and funding of the ELC		18 months (11/01/10) to revisit on an annual basis		Chief Probation Officer, Probation Fiscal Manager and Probation Division Manager

Improvement Goal 2.0					
Probation Officers to work after hours and on weekends to monitor wards and youth going through the court process, compliance at home and to respond to any crisis situation involving wards or youth pending adjudication in order to reduce the need for removal from their house.					
Strategy 2.1 Create after hours Probation coverage to respond to emergency and crisis situations for after hours			Strategy Rationale Providing after hours coverage by Probation staff will allow a Probation Officer to monitor and respond to emergency and crisis or any situation involving Probation youth, without the need to involve Law Enforcement. This will also allow the Probation Officer to attempt to alleviate or minimize the problems before they escalate to the point where the child must be brought into custody.		
Milestone	2.1.1 Continue providing Probation Officer coverage for after hours emergency and crisis situations	Timeframe	3 months (08/01/09)	Assigned to	DPO III Placement Supervisor and Probation Program Manager
	2.1.2 Ensure designated staff is equipped with necessary training and guidelines to provide crisis intervention		12 months (05/01/10)		Probation Training Officer and Probation Program Manager